

president's Message

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Dear Members,

I am pleased to connect with you again. Wish you a Happy 2019.

We will have our Audit by ICMCI in the coming months. I have reiterated the need for everyone's updated CV for that and for creating a repository for consulting. **Please note to retain your CMC you need to update your CV every year.** Those who have issues can reach out to the office or me – will be glad to help out.

The Constitution has enabled the entry of industry members and we must seek to expand our membership base to include friends from the industry. I believe this engagement with industry shall expand the business opportunities for our members.

I reiterate my request to the members to participate and reach out and enroll more members with a brand new constitution.

The new different categories are:

Industry Affiliate: To encourage more and more persons from Business / industry /Academics/ Services and who are yet to join consulting as a profession, a grade of Industry Affiliate is open. All persons who are associated with the Industry whether Consulting or otherwise and wish to undertake consulting in future or wish to continue learning the profession of consulting are eligible to join. However this category will not confer any voting rights on the members till they start practicing consulting. The Executive Council will decide on eligibility and rules on these from time to time and case to case basis.

Industry Member: Any incorporated or unincorporated entity or separately identified division within such an entity who endorses to the objectives of the Institute may apply to be admitted as a member under User Industry Member category. Organisations are divided between Small, Medium and Large, based on the total turnover of the entity.

I hope we can get more user industries to join IMCI. We have begun well on this front.

We have finalized apart from an event in Mumbai – the National Convention in Hyderabad – request all of you to attend the same. We expect the theme and other details to be announced soon.

Looking forward to a more fruitful year.

With best wishes

Anuj Bhargava - President IMCI



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EDITOR'S NOTE



Dear Members,

Wishing you a very **Happy and Successful New Year 2019!**

We are entering the New Year 2019. What should be our resolutions for the New Year? Franklin D. Roosevelt said "*Happiness is not in the mere possession of money, It lies in the joy of achievement, in the thrill of creative effort.*"- Let us resolve to achieve our goals and objectives in the areas of our specialization When we are at the last phase of our life cycle, we always think-what is that we achieved? What is that we will be remembered for? Let us focus on '**The Art and Science of Achievement**' and reduce our egos and greed which are our enemies.

On National level our priorities continue to be-Poverty eradication, Employment generation, Health Care, Education, Energy Conservation and others.

Mr. Sharu S. Rangnekar is a respected name in the consulting community. He has contributed an interesting article on *Human Resource Management in India*. He has mentioned that traditionally business has been giving priority to profit and growth. Strategies of the present business have shifted to empowering employees. Present business enhances productivity through discipline and innovation. They focus on talent, time management and enthusiasm of the employees.

'**Business Adventures**' by John Brooks includes twelve classical tales from the World of Wall Street. Bill Gates had said about this book- "the best business book I've ever read." He further mentioned that-"the rules running a strong business and creating value haven't changed.----*there is an essential human factor* in every business endeavor. It doesn't matter if you have a perfect product, production plan and marketing pitch, you'll still need the right people to lead and implement those plans."

Dr. Rajat K. Baisya has shared his views on '*Ethical Standards of Consultants.*' He has elaborated on the gap between what we preach and what we do citing examples of unethical practices from construction industry, manufacturing, business, academic and financial Institutions. He concludes that "*As a leading professional body of management consultants we have a responsibility to set professional standards of ethics when we render consulting services.*'

Samir Pradeep Banavali has shared his views on consulting profession in his article '*Today's consulting Profession*'. T. Ramaswamy has written about '*Corporate Hospitals in India*'. Mr. Lalit Mahajan has emphasized importance of '*Market Research*' in his article '*Doing Business with eyes shut*'.

It is always with great pleasure that we receive synopsis of the books written by our members. Dr Chandra Sekharan has written an interesting and useful book '*Assessment Centres for Talent Management*'. Mr. Ramaswamy and Mr. Sitasaran Singh have also sent the briefs of the books written by them.

Events organized by Mumbai, Hyderabad and Delhi Chapters have been included. We thank the members for their contribution.

With best Wishes

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Human Resource Development in India Experiences, Challenges, Strategies



Sharu S. Rangnekar

Traditionally business has been giving priority to profit and growth. In a typical annual report of a company, a ten year chart is given detailing the profit and growth. Employees were considered like other resources (machinery, materials and money) which help to generate profit and growth. However, suddenly in the new century there seems to be an upheaval. Companies with no special resources in terms of finances, material or machinery have been performing and prospering at a phenomenal rate. What Tatas and Birlas could not achieve in nearly a hundred years or even Dhirubhai Ambani in thirty years has been achieved by Wipro & Infosys in a matter of five years. The market capitalisation of the information technology industry now seems to surpass anything seen in the traditional business.

What has made this change?

Productivity through Discipline & Motivation

At the beginning of the 20th century, access to material and financial resources to get machinery were the key factors in business success. Around the middle of this century, industry started on an unprecedented growth rate based essentially on production. This production required making people productive -- which was the focus of the traditional management. Time discipline, task discipline, method discipline were the industrial engineering approaches used to increase productivity by making men work like machines. This was rather shown dramatically by Charlie Chaplain in his film "The Modern Times" where a worker accustomed to using his hands mechanically continues to do so even when he is outside the factory away from his workplace.

It was soon realized that improving only the skill is not adequate to increase productivity. Many times it is not the skill but the will that counts. Consequently, there were efforts to "motivate" the workers. As Peter Drucker summarizes, the effort was "To make the work productive and worker achieving". The growth and prosperity of industry depended a great deal on the productivity and quality which were obtained by disciplining and motivating the human being.

Innovation

Very soon another aspect came into play -- and that is innovation. Initially it was felt that creating research and development departments would provide innovative ability in the organization. However, that approach used only a fraction of the innovation available in the organization. There is a dialogue in Bernard Shaw's play.

One character asks another, “What happened to liberty in America?” The reply is, “They made a statue of it.” Similarly, organizations made “departments” of innovation. The idea that innovation can be contributed by everybody in the organization was the concept of Japanese management. There the suggestion schemes or “quality circles” give on an average almost one suggestion per worker per week and these suggestions play a big role in the development of technology in Japanese business.

I.T. Industry

In the information technology industry, there are no workers in the traditional sense. There are software engineers whose job is innovation. Learning new languages, experimenting with the software and the hardware and coming out with innovative programmes to solve business problems is the focus of innovation. Now innovation is required from every “operator” not on voluntary basis but compulsory basis -- to make his contribution to the organization.

In this situation, the human resource is playing a different role. It is not just a “contributing” resource -- it is becoming the fundamental resource. Where the resource is effective, the business seems to grow at rates unknown in the former era. A company without substantial tangible assets has capitalization value several hundred times the tangible assets if the human resource is playing a substantive role.

This has meant that getting such people and retaining them has become the focus of HR and secret of success in the business organization. This is a priority task in business in the I.T. Industry.

This was made evident to me dramatically by my recent experience. I was conducting a programme for a software company. When I entered the reception, I found that next to the receptionist was a large refrigerator with glass doors having several soft drinks stored there. Next was a big glass almirah with all kinds of snacks kept there. Next was a large tea-coffee making machine. Persons were coming from inside the office and taking away whatever they wanted.

I asked the receptionist, “Are you not keeping record of what people are taking away?” She smiled and said, “Here we do not keep record of even the attendance. In fact we have no records.” Just then the personnel manager came out to receive me. I asked him, “How do you maintain discipline in this organization without any record? In fact I just noticed that people do not have even the dress discipline. Somebody has come to work in a safari suit. Another one is in T-shirt and half pants.” “We do not run the company to get discipline” said the personnel manager. We are running the company to get profit. These people you see here are making profit for us. We do not want to distract their attention by any interventions. People can come in any time they want and go out any time they want. The office is open 24 hours a day and seven days a week. If people prefer, they need not come to the office and do their work at home on their personal computer.”

“How do you control the output?” I asked.

“We don’t control the output. We form teams of four persons each with a coordinator. We do not use the word team leader, supervisor or manager as these people are allergic to being bossed over. We give each team their task and the deadline and as long as they give their output accordingly, we do not interfere. In fact, we depend on the peer pressure within the group to create the output – both quality and quantity.”

“So you do not need the traditional discipline of our business environment.”

“No” said the personnel manager. “The traditional discipline upsets this kind of people. I am considered perhaps the best personnel manager in this industry because our staff turnover is less than 20%. Most of the information technology companies have an annual turnover of more than 50-60% – which means more than half the people leave the organization every year. Getting adequate people and training them is a task consuming time and money. So to keep them working with us is a great achievement. That is what ensures our profit and growth in years to come.”

I could notice a very important change. We so far expected profit and growth to attract adequate human resources. But now it is the human resource that ensures profit and growth.

HR – the Priority Function

Peter Drucker remarks in “Management in the 21st Century” that while in the 20th century the employee worked for 30-35 years and the organizations were expected to last for 100 or more years, in the 21st Century, the working life of a human being can be as much as 50-60 years -- but the organisations may not last for over 25-30 years. If an exodus of personnel starts, that will crumble the organization in no time.”

This did happen in the 20th century regarding the film industry. The industry started with film studios producing films for over 20 years -- e.g. New Theaters, Bombay Theaters, Ranjit Studio, RK Studio, etc. However, all of them have vanished and now each producer comes with a group of actors to start a new venture. 90% of the ventures close down within 3 years and very few survive after 10 years.

This kind of situation is likely to spread as the companies that might reach and live beyond 10 years will be those with a strong base of stable human resource. Thus, HR is destined to take the top priority in business.

For carrying out HR effectively, the challenges are not only recruitment of talents but retention, development and continuous motivation of talents. Long ago, when I was carrying out management development programmes for ISRO, I noticed people coming from a part of the organization had significantly higher motivation. I asked them: “Why you are working differently? You are getting the same kind of grades and promotion policy and yet you are performing significantly better than others.” They said, “The reason is our boss.” I asked them, “Who is your boss?” They said, “Mr. Abdul Kalam” (who later became President of India). I asked them, “What is so different about him?” They said, “We cannot put in management language but in simple words working under Mr. Abdul Kalam is like going to a picnic every day.”

This sums up the kind of enthusiasm they can spread in any part of the organization to make it highly effective. An organization gives three packages to every employee:

- Emoluments, perquisites, amenities & designation
- Opportunities for achievement and development
- The people around him – the boss (or bosses), colleagues, subordinates, customers, suppliers, support staff, workers, union leaders, etc.

The last factor gives a person job satisfaction and a continuous motivation. Each person coming in one's life gives one some pleasure and some pain. But if on the whole the group gives more pleasure than pain, that creates a feeling of identity and keeps the person continuously motivated.

A person can give in return three packages to the organization:

- Time he spends for work
- His talents he applies to do the work
- The enthusiasm he shows in doing the job

Where the HR strategies are effective, the most important aspect is the third i.e. the enthusiasm or the effervescence contributed by an individual. The effervescence is contagious and ultimately the whole group gets enthusiastic. This is the way we expect to achieve results in the future where our motto will be "Chak de India!"

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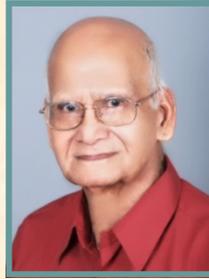
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Corporate Hospitals in India



T. Ramaswamy CMC

Growth of hospital care has brought into existence many corporate hospitals. These involve huge investment running to several tens and hundreds of crores of rupees. Of course they render high quality service and care. They introduce several specialties and super specialties offering essential and unique services under one roof. They take care to procure costly equipment which are not seen and used in many government hospitals. The professional staff and personnel they engage are paid attractive salaries and they are trained in administering sophisticated tests. A fleet of doctors and specialists promptly attend to the patients. The customers consist of those who can afford to pay the high fees fixed by the authorities of the hospitals and those who have heavy insurance cover often under company perks. The medical bills are honoured. Thus substantial revenue is earned to cover the expenses.

However, if we take the case of lower middle class patients and poor patients we find they are unable to get the services for want of financial strength. They find the high costs of treatment unaffordable and unattainable. Unless covered fully by medical insurance patients can't afford to pay charges varying from Rs45000 to Rs65000 per day for one day's service in the ICU. The longer the stay the cost of tests included comes to a hefty amount which results in the medical bill too heavy a burden which the head and purse cannot support. Many such patients or their family members are crushed under the gravitational force of huge bills. Some solution must be found for this agonizing situation.

It is here CSR can adopt an innovative approach. While the ideal feature is for the Government to subsidize the cost in the case of poor patients; which often is not possible for various reasons, corporate houses can earmark funds for a limited number of chronic cases in a hospital of their choice where high class facilities exist. If such subsidy is given as part of CSR poor patients particularly from rural areas can be free from fear and scare of hospital care which becomes a nightmare and comes to be known as *healthcare*.

Absence of subsidy under CSR may tend to encourage and perpetuate the evil practice of fleecing the patients rich or poor, by unethical practices like recommending costly and unwanted surgery or treatment, with no guarantee of survival. It will also encourage them to recommend unnecessary tests. The basic objective of such hospitals becomes *survival with greed* as the underlying philosophy instead of *survival with grace*. It will be survival at any cost instead of survival with service. This should not happen and if this trend continues it should be reversed. Here a new role of corporate houses with an enlightened CSR is needed.

Doing Business with Eyes Shut



Lalit Mahajan

Let us cast spot lights on businessmen and managers who are curious about CUSTOMERS – their behavior, profiles and motivational triggers. Though the curiosity is omnipresent, only a few are bold enough to seek new knowledge and endure the rigors of market research. The cost too, of such research, looms large.

The future is full of opportunities but with challenges. It is up to decision makers to know more about the business milieu and don the mantle of scientific managers. This means adopting research as an essential frontier.

MARKET RESEARCH does a lot:

- Defining competition in depth in respect of all the marketing mix factors
- Identifying and selecting target segments
- Understanding consumer choice & behavior
- Searching for a competitive advantage
- Creating a competitive position

The perils of no research are daunting. One ends up doing post mortems. Others learn from these failures.

Business history is replete with many illustrations: -

- *Xerox –predicting a future that never came
- *Srichakra Tyres – dead brand driving
- *Golden Eagle –A beer no more
- *Forhans Tooth paste – bad promotion to near demise
- *Escorts Group – no leadership.

Hence, do not do business with eyes shut!



A Rebuttal regarding My Obituary - On demise of Common - Sense



Sharu S. Rangnekar

I am surprised to hear about my demise. When Mr. Mark Twain was in a similar situation when he issued a press note, “The reports of my death have been greatly exaggerated”. I say the same thing.

I, Common Sense, am very old but still going strong. I have been changing. The biggest impact has been from science. For example: I believed the earth is flat and the Sun goes around the earth. People who did not believe in this Common Sense idea like Galileo were threatened with death. Similarly, the origin of species defined by Darwin is still under dispute - but the opponents are losing ground. So the valuable lessons are: the Common Sense does not remain valid for ever. In fact many ideas have been changing like:

- 1) Spare the rod and spoil the child : Now corporeal punishment is not common sense at all, because it has been proved that corporeal punishment does more damage than good in the learning process.
- 2) Sex is a sin to be allowed at the worst between the ages of 20 & 50: Freud showed that the sex instinct is right from the birth and continues till death. So the sexual manifestations have to be understood rather than to be condemned.
- 3) A crime has to be punished by taking revenge on the criminal – The public hanging (as people are demanding for Ajmal Kasab and Warren Anderson) is the right punishment. Torturing the criminal (including the suspected one) is a rule of the game: This is no longer acceptable as common sense in civilized world.

Recently Priyanka Vadhera went to the Vellore jail to see Rajiv Gandhi’s assassin, Nalini. She spent over one hour with Nalini. When she came out, the journalists asked her, “What was the communication between you and Nalini?”

Priyanka said, “I looked at her and I cried; she looked at me and she cried; and then I realized that not only I was a victim she was also a victim”.

So now we understand that the criminals are also victims and taking revenge does not stop the criminality or the crime. My wife Discretion, my daughter Responsibility and my son Reason have made me include these new ideas. My 4 stepbrothers I Know My Rights, I Want It Now, Someone Else Is To Blame and I’m A Victim are still active and will remain so till our “Common Will” supports me in my inclusive efforts.

The Ethical Standards of Consultants



Rajat K. Baisya

On 26th January 2001 coincidentally on Republic Day there was a devastating earthquake in Gujarat which had brought down residential buildings like a pack of cards killing reportedly 25000 innocent people buried alive under the debris, about a lakh of people were injured and over 1 million people were rendered homeless. It was found that construction companies and builders compromised on the standards of quality and buildings were under designed and have not factored the earth quake and other natural calamities into the building design criteria. Post that heart rending and pathetic incident there was a series of discussions in public, government as well as in academic institutions and guidelines came for the institutions to start value education. And soon it became a must as part of the academic program in professional including management education so much so that in convocation ceremony graduates are required to take oath of following ethical practices and acting without fear to uphold professional standards in whatever they do later in their life. It was also discovered that scientific and academic community are found to be unethical many a times, of course, as an exception. A society was formed which still exist by name 'Society for Scientific Value' of which even I am also a life member.

After spending 30 long years working in nine large corporations and multinationals and then joining academics, I found to my dismay that academicians are no less competent when it comes to unethical behaviour and practices. Henry Kissinger in his convocation address once at Harvard said 'Academicians play worst form of politics as stake here is so low'. Another thing I have observed that people who are least suspected to be unethical are in reality indulges in unethical practices. Also those who teach ethics are themselves seen to have mastered the art of unethical behaviour. Although exceptions are there but exceptions only prove the rule. We know about big fraudulent activities in academics and scientific world as well. Earlier we thought that only politicians are looting the country but in this task we have been seeing that professionals are no less looter.

The term value in academics is understood as ethics and ethical practices. Whereas an engineer understands that in terms of cost optimisation while designing a machine to ensure that each component is designed only to serve the purpose of the value the component(s) has in delivering the overall performance of the product. To contain cost, components are therefore, designed with respect to the value it provides in ensuring overall performance of the machine during its useful life. And a marketer understands value as delivering benefits in relation to cost or price charged from the customers. However, in business, ethics is understood in terms of protecting the interest of the small investors, public, society and even the nation. Professionals working in different roles as mentioned above have to perform upholding the ethical behaviour as required.

In the recent memory, we have glaring examples of Enron who with the involvement of their consultant Arthur Anderson perpetuated one of the biggest frauds in corporate world and their auditor was KPMG. Arthur Anderson suffered a big disgrace in public eye, they thus changed their name and reappeared in global consulting market again as Accenture which all of us know. Then we have a deshi story of Satyam who were dressing up their books of accounts and this time the auditor was PWC. Government came to their rescue by booting the promoter owner Ramalingam and his team out to bring that company back on rail. We have then Nirav Modi and Chowksi and many more. And then recently we have the case of IL&FS which was looting the company for last 31 years of its existence by the management team and total debts mounted to Rs 95000 crores and who are the shareholders of the company? They are LIC and SBI, practically owned by the government. Where the money was going and for whose benefit? HDFC was also its shareholder but withdrawn a year ago possibly seeing the writing on the wall but they also kept quiet and has not warned anybody.

The interesting thing is that IL&FS was paying dividends and increasing the salary of their employees by 65% and CEO salary by 150% proving that company need not make profit to pay dividends. And even loss making company can also reward their employees for exemplary performance. This company had an illustrious list of professionals and independent directors. A few weeks ago I also read that Ericson has filed a petition to apex court that Anil Ambani should not be allowed to leave the country as they suspect that he might because his company has a debt of Rs 45000 crores and he might follow the same game like Nirav Modi, Lalit Modi and Vijay Mallya.

After former RBI governor Raghuram Rajan asked the banks to provide for the NPA in their books of accounts we are seeing banks after banks going into red. The retired CEOs of those banks whom we earlier considered as great professionals are now occupying board positions as Directors of many private as well as large Public Sector undertakings. Earlier they were cooking up their own accounts and giving loans which were never recoverable or to be recovered and now they are sitting in public companies supporting these activities happening or possibly teaching them how to do it.

As politicians cannot make money without the help of the bureaucrats, companies also cannot perpetuate defrauding the investors without the involvement of Professional consultants. All consultants therefore, have large responsibility for ethical behaviour and work in larger interest of the society and profession.

Without involvement and support of professionals it is not possible to make fraud dealing in huge scale. IL & FS is a glaring example. Anil Dharkar has coined another befitting name for IL & FS and it is: Internal Looting and Fraud Syndicate. Govt introduced independent directors clarifying their role as conscious keeper and for protecting the interests of minority shareholders. These directors and independent directors are all professionals and many are well known and respectable. For example, IL&FS had very well known person like R.C Bhargava former chairman of Maruti Suzuki and Sunil Mathur former chairman of LIC and Jaithrith Rao former country head of Citicorp in the board of IL & FS for a very long time. A company which was defrauding the public money by various means including misrepresenting themselves to get contract and access to public fund but these professionals were enjoying their fees and perks associated with it.

As a leading professional body of management consultants we have a responsibility to set professional standards of ethics when we render consulting services. There is always a debate on whether business can be ethical at all in the first place. It is possible that some kind of unethical behaviour is unavoidable in business but there can be drastic improvement in ethical standards. Everyone is innocent and honest until proven to be dishonest. It is also true that majority of the people in a society are honest. Only few dishonest people who perpetuate crime for which the entire regulatory and judicial system exists. Technology has helped in reduction in corruption, increase in compliance, helping in identifying and tracing frauds and technology will continue to cleanse the system further. One reason why corruption still prevailing and happening is that people still think bribing can help you to get things including illegal things done which has corrupted the whole society. But reality is that everything can be done following and adhering to the system even if it takes more time. And this needs to be advised by everybody to create the society corruption free. Professionals and consultants depend on the money of the businesses and therefore, many a times become a victim of resorting to unethical practices dictated to them. But fact of the matter is that this world can be free of corruption only if we want to solve the problem and display the ethical standards.



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Prof. (Dr.) Rajat K Baisya is the Founder President of Project & Technology Management Foundation(www.ptmfonline.com) and Chairman of Strategic Consulting Group Pvt Ltd. He serves on the board of public and private companies and teaches in reputed Indian and overseas universities. He has written six books, 380

research articles, supervised 65 Masters and 7 PhD theses. He can be contacted: rkbaisya@hotmail.com

Today's Consultancy Profession



Samir Pradeep Banavali

In today's world a consultant's role is to provide companies with advice on their goals and future direction so that



they can plan effective strategies for growth of their companies. Bringing some innovation in strategy consultants can help companies grow much faster and increase the value of their business to great heights. One can believe a management consultant can have a much greater impact on a business by helping it to help itself, when the workforce is charged with finding its own solutions and yes this is a pride element to consider.

It's like two fingers up to management to know they [the workforce] created something integral for the business and they did it themselves. And good things are that the management do not have to overinvest in expensive systems or processes Collaboration seems to be key, be that consultancy-to-client, between consultancies through partnership agreements or through strategic acquisitions. Also growing is the number of more bespoke offerings – businesses that expand into other areas in a more “full service” proposition.

“Management consultancies are expanding their skills into areas of marketing, customer relations and digital as the step of change in business accelerates. The results are often lower costs, improved services and opportunities for growth.” The business furies three strands of expertise – customer insights, traditional consultancy, and technical and digital production.

Intersecting trends drive disruption.

Rapidly emerging trends have created a new breed of competitor even if the industry doesn't yet view these upstarts as competition. Many firms tap into the converging trends shaping the future of business, and the world. By creating solutions at the intersection of big data, data analytics, the cloud, cognitive computing, visualization, and cross platform anytime access, these firms provide a glimpse into the type of automated, scalable data gathering, insights, and decision-making made possible by next generation technology.



The first to feel the detrimental effects of disruption will likely be the large research and advisory firms. With models that rely on armies of analysts, PDF reports that become outdated the moment they're published, and significant annual subscription fees, these firms embody the most significant vulnerabilities of the larger consulting industry. And this is just the tip of the iceberg. Just about any consultant or firm that conducts primary or secondary research will see the value of these offerings -- and clients' willingness to pay for them -- diminish significantly.

While many consultants and consulting firms have established practices advising clients on strategies to leverage disruptive

trends and technologies, few apply this to themselves. Investing in the technological innovations and next generation business models is a fundamentally paradoxical concept in an industry driven by billable hours, billable days, and closely held best practices in the form of "knowledge capital."

Transformative problems. What emerging client challenges and needs exist that, if addressed, would transform their business by 10x, or even 100x?

Radical intelligence. How do we leverage big data, artificial intelligence, collaboration tools, and other technologies to create a step change in the level of knowledge and insight we deliver?

Scalable relevance. How do we scale our tools and methods while ensuring applicability to the widest possible audience globally?

Knowledge democratization. How do we make our models, tools, and resources ubiquitously available while building a sustainable business model?

Collaborative ecosystems. What networks can we build or join that exponentially elevate the value we create and deliver?

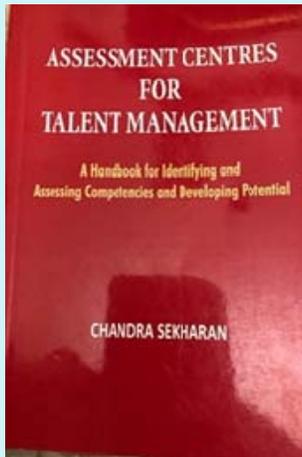
In the field of business strategy, the "tyranny of success" is a well-known dynamic: what led to today's success will ultimately lead to tomorrow's failure. Individual consultants and consulting firms that recognize the limitations of their existing business model while exploring opportunities that tap into emerging technologies and new delivery models will have the best chance of thriving in the fast-approaching disruptive future.

By PuiSSance We “The Strategic Advisory Group”



Mr. Samir Pradeep Banavali
Founder & Strategist

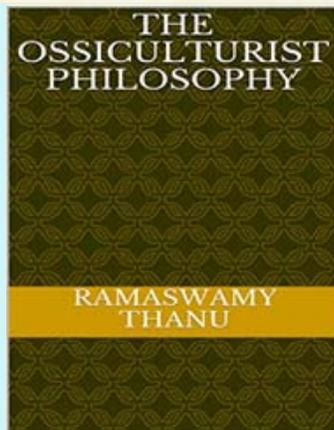
Members Making News



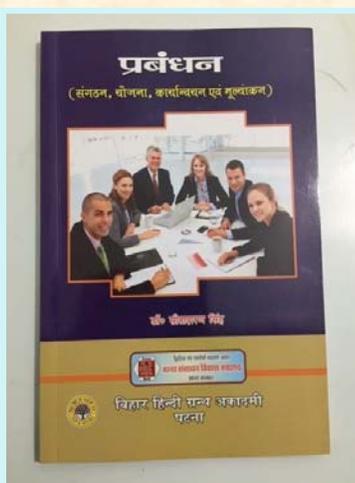
Dr. Chandra Sekharan has written an interesting and useful book titled “**Assessment Centres for Talent Management**”.

Talent management is an important issue for any business. Talent provides the organizations competitive advantage and makes them different. Assessment center is a means for identifying and nourishing talent. Author mentions that “ the book tells the reader how to develop competency models and prepare other required tools and exercises for an assessment centre----’

The focus of the book is on skill building . Author recommends that book can be a guide for the managers, training handbook and supplementary text for MBA students.



T. Ramaswamy has written a book on ossiculturist philosophy. According to him the purpose of the book is to provide relaxed moments to the readers. In real life it is not difficult to come across persons who always want to get the best of both worlds and in a *win win* situation. Loss is never known to them because of their cleverly manipulated strategies of sophisticated exploitation perfected as an art



Dr. Sitasaran Singh on **MANAGEMENT: Organisation, Planning ,Implementation & Evaluation** has been published in HINDI, by **Scientific Language Vocabulary Commission**(Government of India) in April 2018. This is available from **BIHAR HINDI ACADEMY, Premchand Marg, Rajendranagar, PATNA 800016** (phone 9939273457, 9431662420)

IMCI MUMBAI Chapter

IMCI session on Friday, 16th November 2018 - "Know Cyber Risks in using your Computer and Mobile"

The session was conducted by **Dr. Rakesh M. Goyal, Managing Director, Sysman Computers P. Ltd. , PhD (Cyber Security)**. We all so extensively use computers and mobile phones that these can be classified as utilities. These two gadgets have penetrated our daily life so much that without these, the work and even life virtually stops.

On the lines of Newton's third law of motion, if these gadgets are extraordinary boon to life and work, there exist equal and opposite quantum of risk.

The risk has many flavours, starting with operational risk, data/IP theft, snooping/spying risk, social engineering, identity theft, credibility risk, blackmailing, risk of disaster, and even risk of life and liberty. Currently, in extreme cases, the risk can lead to both physical and virtual death of a person.

In current Indian context, names of few entities, which have earned some distinction in the recent past, can be quoted such as Cosmos Bank, Cambridge Analytica and Aadhaar. There are many more unquoted Indian entities. The purpose of the session was to create awareness about these risks and how you may be or even are affected by these risks.



IMCI MUMBAI Chapter

IMCI session on Friday, 21st December, 2018 - "Valuation Standards and Practical Case Studies"

The session was conducted by **Mr. Rammohan Bhave, Limca Record Holder on IFRS CEO & Director, ConsulIFRS.com**

Chief Guest for the day:- Mr. Girish Deshpande ,Senior Vice President, Investment Banking, IDBI Capital Markets & Securities Ltd.



IMCI HYDERABAD Chapter

Summer Internship Project Contest 2018 held on 28th Oct 2018

The Hyderabad Chapter of IMCI strives to forge strong industry-academic partnerships and conducts various activities and events towards this objective.

The Summer Internship Project (SIP) Contest conducted annually provides a platform for MBA students to present their summer reports in front of a panel of eminent members of the industry. This year, we have received an overwhelming response with 27 reports from the leading Business Schools in Hyderabad coming in for evaluation. Of this, 8 students have been shortlisted for the final

presentation round for the selection of 3 winners. AurobindoPharmahas sponsored the cash prizes for the top 3 winners. Mr. Ashok Muni, Director, EPTRI was the Chief Guest for this event. The event was covered in several vernacular press.

పరిశ్రమలు, విద్యాసంస్థల మధ్య అనుసంధానం జరగాలి

- ట్రైనింగ్ రీసిస్ట్ ఇనిస్టిట్యూట్ సలహాదారు అశోక్ ముని

పల్లకుంట, అక్టోబర్ 29 (ప్రథమ వ్యూహం): పరిశ్రమలు, విద్యా సంస్థల అనుసంధానంతో మెరుగైన, నాణ్యమైన విజ్ఞానంతో విద్యార్థులను తయారుచేసుకోవచ్చని ఎన్నికైన మేంబర్ ప్రాజెక్ట్ ట్రైనింగ్ రీసిస్ట్ ఇనిస్టిట్యూట్ సలహాదారు అశోక్ ముని అన్నారు. ది ఇనిస్టిట్యూట్ ఆఫ్ మేనేజ్మెంట్ కన్సల్టెంట్స్ ఆఫ్ ఇండియా (ఐఎంసీఐ) ఆధ్వర్యంలో నవంబర్ ఇంటర్న్ షిప్ ప్రాజెక్ట్ కంటెస్ట్ 2018 విజేతలకు అవార్డుల బహుళరబి కార్యక్రమం నగరంలో నిర్వహించారు. ఈ కార్యక్రమంలో ముఖ్యఅతిథిగా పాల్గొన్న ఆయన మాట్లాడుతూ పరిశ్రమ మరియు విద్యా సంస్థల మధ్య బలమైన సంబంధాలు నెలకొల్పేందుకు ప్రస్తుతం చేపడుతున్న పలు కార్యాచరణల్లో ఇది

ఒక భాగమని అన్నారు. హైదరాబాద్ లోని అన్ని ప్రముఖ టీఐఐఐసీ స్కూళ్ళకు చెందిన ప్రాజెక్టులను భాగం చేశారని చెప్పారు. ఈ రిపోర్టులను పలు ప్రమాణాల ఆధారంగా మరియు ఉత్తమ సమర్పణల ఆధారంగా క్రోడీకరించి ఉత్తమ ప్రాజెక్టులను ఎంపిక చేయడం అటెండ్ చేయనున్నారు. ఉత్తమ ప్రాజెక్టులు విజ్ఞానకోశానికి ఇనిస్టిట్యూట్ ఆఫ్ మేనేజ్మెంట్, సింబియాసిస్ ఇనిస్టిట్యూట్ ఆఫ్ మేనేజ్మెంట్, ఇనిస్టిట్యూట్ ఆఫ్ మేనేజ్మెంట్ బిస్కాల్ జీ-హైదరాబాద్, విశ్వ విశ్వాసిస్ ఇనిస్టిట్యూట్ ఆఫ్ సిస్టమ్స్ అండ్ మేనేజ్మెంట్, సంస్థలు ఉత్తమ ప్రాజెక్టులు సమర్పించినట్లు ప్రకటించారు. ఎన్ఐఐఐఐం హైదరాబాద్ కు చెందిన



విద్యార్థులకు అవార్డులు ప్రదానం చేస్తున్న అతిథులు

అజియా స్పర్షవత్క విజేతగా నిలిచారు. ఈ పోటీల్లో విజేతలకు అరబిందో పార్మా తరుపున ఆకర్షణీయమైన నగదు బహుమతితో పాటుగా ఉచిత ఐఎంసీఐ మెంబర్షిప్ కూడా దక్కింది. ఈ కారణకమంలో అరబిందో పార్మా హెచ్.ఆర్. సీనియర్ వైస్ ప్రెసిడెంట్ డాక్టర్ సురేష్ కుమార్, ఐడి ప్రసాద్, అమరదీప్ సింగ్ ఐఎంసీఐ హైదరాబాద్ శాఖ చైర్మన్ విజయసారథి సలహాదారు ప్రొఫెసర్ దాక్టర్ ఆర్కాద్ తదితరులు పాల్గొన్నారు.

Orientation to Consulting for MBA Students of Symbiosis Institute of Business Management, Hyderabad held on 22nd October 2018

The Chairman of IMCI Hyderabad Chapter gave a lecture to the 1st and 2nd Year MBA students of SIBM- Hyderabad. The lecture introduced the students to the Consulting Profession, Trends and Career Opportunities. The students were also given an overview of IMCI and the opportunities of Student Affiliate Membership. One Student affiliate was nominated as the Point of Contact in the institute for coordinating the membership applications.



Offsite Workshop for IMCI Hyderabad Members – Oct 29, 2018

An offsite Year End Review Meeting has been organized for the members of IMCI Hyderabad at an outdoor training facility Amar's Pensieve on 29th Oct 2018. The meeting gave an opportunity for members to interact and share experiences and also get to know some of the new members who have joined this year. A review of the activities held this year was presented by the Chairman. The members had a structured brainstorming session on how to create more impact to the industry and maximize value for the members resulting in an activity plan for the next year. The facility located at the outskirts of Hyderabad is owned and managed by our IMCI Hyderabad member, Mr. Amar Chegu who was kind enough to host the meeting for the chapter.



IMCI Delhi Chapter

This year has been an year of awareness building for IMCI Delhi chapter, a number of initiatives were taken to enhance the market awareness and popularity.

A separate Linked- in account for IMCI Delhi chapter has been created which today has close to 200 members. An official email id has been created on Google as admin@imcidelhi.com

A market research project was assigned to some management trainees to conduct research on the total unorganized consultants market in India and their win share in current government bids.

IMCI Delhi chapter has joined hands with **Chamber of Industrial & Commercial Undertakings (Govt. of India Recognised), Ludhiana**. They have expressed their interest in becoming an institution member with IMCI. This initiative shall bring in some reputed industry consultants as members of IMCI Delhi chapter and also provide platform in Punjab region to promote IMCI as an institution in Industrial sector.

IMCI Delhi chapter would be happy to entertain suggestions and support from all other chapters and would encourage them to write back to us at admin@imcidelhi.com or call us at 09650629399.

BOOKS AVAILABLE @ IMCI



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