



The Institute of Management Consultants of India



Issue No 115

For Members only

CONSULTANTS FORUM

E-News Letter

June 2013

president's Message

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My dear fellow Consultants,

Let me at the onset thank you for electing me unanimously as the President of this august body. I am aware of the huge

expectations you have from IMCI and the President and I am striving to rise up to those expectations.

In spite of the strides made by IMCI in the past decade, certain problems persists viz.

1) Limited membership and exposure within the Consultancy community.

2) Our inability to demonstrate value to our members.

3) Lack of cohesiveness amongst our various chapters.

My predecessor has done a tremendous job of strengthening the finances of IMCI -thus giving me the financial freedom to implement a lot of our goals.

Key amongst these is improving networking and exchange of knowledge amongst our members. Mr. Mohan Sahani from Mumbai has kindly consented to set up networked groups amongst the various verticals and Mr. T S Ranga from Chennai is assisting him in terms of the technology needed for networking and data exchange.

Mr. Ravi Teja from Pune has set up a framework for mentoring of young consultants wherein some of the senior members from the community will be available with pro-bono support to guide the younger entrants. This will add tremendous value to young consultants and hopefully swell our numbers in the near future.

Mr. R S Murali from Chennai is organizing a national convention in Chennai with the able support of Bangalore and Hyderabad chapters. He is also putting together standards for Management Consulting which should serve as a Process Bible for both Consultants and Clients alike.

And Mr. Ramesh Tyagi from Delhi has taken up the editorship of the newsletter which you have received in an electronic form (who says Management Consultants are technologically challenged!)

And lots more...

Wishing you a wonderful year ahead.

Suresh Mhatre
President



Global Perspectives



Certified Management Consultant accreditation is the International credential for a professional management Consultant.



The Institute of Management Consultants of India (IMCI)

The Institute of Management Consultants of India is the apex body of management consulting professionals. IMCI is the only registered institute of established management consultancy firms and practicing individuals in India. It was constituted in the year 1991.

IMCI is the member of the International Council of Management Consulting Institutes (ICMCI), the global apex body of Management Consulting Institutes. ICMCI is the only worldwide organisation which represents the Management Consulting Professional Bodies. It consists of 50 National professional bodies which together represent the nations with over 85% of the world's estimated two million management consultants.

The Executive Secretariat of IMCI is located in Mumbai. The institute has regional chapters in Ahmedabad, Bangalore, Chennai, Delhi, Hyderabad, Kolkata, Mumbai and Pune.

IMCI provides CMC (Certified Management Consultant) certificates by certification of Management Consultants to rigorous international standards.

Core Team 2013-2014

National Executive Council

President



Mr. Suresh Mhatre

Vice-President



Ms. Chandrika Shah

Vice-President



Dr. R. S. Murali

Hon' Secretary



Mr. Ashok Ghia

Hon' Treasurer



Mr. S. P. Agarwal

Immediate Past President



Mr. Anuj Bhargava

Member



Mr. Kuldip Kawatra

Member



Mr. Padigala Seshadri

Member



Mr. Shankarlal Jain

Member



Mr. T. S. Rangarajan

Chapter Chairmen

Pune



Mr. Ravi Teja

Ahmedabad



Mr. Arvind
Rajashekar

Mumbai



Mr. Jaiprakash
Bairagra

Delhi



Mr. Sumit
Chaudhuri

Hyderabad



Mr. Amar Chegu

Chennai



Mr. V. R.
Vancheeswar

Committees for the year 2013-2014

Committee	Names
Finance Committee	Chairman : Mr. S. P. Agarwal Member : Mr. Ashok Ghia
Membership Development Committee	Chairman : Mr. Padigala Seshadri
CMC Committee	Chairman : Mr. Anuj Bhargava Member : Dr. R. S. Murali Member : Mr. Kuldip Kawatra
Convention Committee	Chairman : Dr. R. S. Murali Member : Mr. B. Ravi Teja Member : Mr. P. Seshadri
Corporate Governance	Chairman : Mr. Ashvin Parekh
Programme Committee	Chairman : Mr. Kuldip Kawatra Member : Dr. Mita Dixit
Newsletter Committee	Chairman : Mr. Ramesh Tyagi Member : Mr. Kuldip Kawatra
Academic Initiatives & Edmc	Chairman : Dr. Dilip Sarwate Member : Ms. Chandrika Shah
International Relations	Chairman : Mr. S. P. Agarwal
Website Committee	Chairman : Mr. T. S. Rangarajan
Vertical Committee	Chairman : Mr. Mohan Shahani Member : Mr. Suresh Mhatre
Mentoring Committee	Chairman : Mr. B. Ravi Teja Member : Mr. Suresh Mhatre

Editor's Notes

Dear readers



We have great pleasure in presenting the June 2013 e-newsletter of IMCI. Hope you find it interesting and useful. We propose to bring these e-newsletters quarterly. You are welcome to contribute articles, your consulting experience as case studies and your professional achievements, recognitions, writing books, delivering lectures in important forums and others.

This issue highlights the activities of various chapters. Chapters celebrated International Consultants day and planned other events for the year. The chapters which have not been mentioned possibly could not send the information in time.

Members have shared their achievements. Dr Shiv Dhawan member IMCI Delhi Chapter published an e-book entitled "*Finding a Panacea for Stress-Move from Distress to De-Stress*". Mr. Somjit Amrit was one of the main Speakers in Nasscom Tech Series on Big Data, held in Chennai on **2nd Feb '13 on the Topic: Can Big Data Bring Business and IT together**. We believe there will be many others who will share their achievements in the next issues.

The consultants have widened their areas of interests and have written on the subjects of National importance including corruption, black money, direct cash transfer scheme and others. We welcome all thought provoking **articles. We do hope next issue will also include some areas of 'challenges and opportunities' for consulting fraternity.**

Any omission is unintentional. We compiled the material in hurry and in a bit disorganised manner. We do promise to do a better job in the forthcoming issues.

Cheers!

Ramesh S. Tyagi



Do what you can, with what you have, where you are."Theodore Roosevelt

"Knowledge is of no value unless you put it into practice."-(Heber J. Grant) (1856 – 1945)

"It is not enough to be busy. The question is: what are you busy about? -Henry Thoreau

"Nothing happens until something moves." Albert Einstein



Industrial
Economy

Knowledge
Economy

Digital
Economy



How to learn politics from children

Sharu S. Rangnekar

The Concept of Politics

I have been writing an How to Learn Management – (including learning Management your Wife), but some of my friends complain that their career has been affected not by deficiencies in their management skill but due to lack of skill in dealing with the politics in the office. There are two problems they consider endemic in every organization: Chamchagiri (sycophancy) and leg-pulling. These are the most visible aspects of office politics. **Very often people say, "Our organization is good but we have only two problems: Chamchagiri to bosses and leg-pulling from colleagues". They insist that the problem is essentially with others because they themselves never practice Chamchagiri and leg-pulling.**

When people get together they start influencing others. There is an inevitable competition in this influencing process and that is the basis of politics. This exists not only in the real politics but also in the company politics or in family politics. In good old days (or bad old days) of joint families the family politics was very prevalent. The conflicts between Mothers-in-laws and Daughters-in-law and the jealousies between Sisters-in-law (which are the fodder for most of the TV serials) demonstrate this. Even when the families have become nuclear – with husband, wife and two children, the politics come in. When the children quarrel **you can hear the words, "You are Daddy's chamchi" or "You are Mummy's chamcha". Thus, as soon as two people get together politics comes up because they compete to influence others.**

The influencing process involves resources, affinity and linkage. Finance is an obvious resource, but every other attribute a person has can be used as a resource. Through intelligent use of these resources he can create relationships which develop into affinity groups. Even if the person does not have resources of his own, the linkage with a person having resources itself can become an important resource.

The Concept of Resources

The resources are not constant and their fluctuation gives more scope for politics. The resources need not be essentially positive. The biggest resource of a child is that it has no resource – that itself become a resource.

In fact the total resourcelessness, creates a strong motivation for powerful linkage. In every house, a child is the most powerful person since as soon as it starts crying everybody in the house gets worked up and insists that the child should get immediate attention. As the child grows up, this linkage through total helplessness gets reduced gradually and he has to develop his affinity group and create and maintain linkages. The success of each child should be analyzed how the child uses this process to get power.

What is value? "Nowadays people know the price of everything and the value of nothing." (Oscar Wilde 1854-1900)

"I conceive that great part of the miseries of mankind are brought upon them by false estimates of the value of things." (Benjamin Franklin 1706-1790)

"price is what you pay, value is what you get." -Warren Buffet

Identifying & Utilizing Resources to Create Affinity Groups

To learn about the political process one has to study

How the resources are identified and utilized to create the affinity group and linkage.

How that is used to obtain power.

Every attribute that a person has can be used as resource. Even the lack of resources under the label the **"Poverty Group"** becomes a resource and can form a **"Mantra"** which can create an affinity group. Mayawati is using **"Anti-Manuwadi"** as her mantra. The **"Telugu Gauravam"** was used by N. T. Rama Rao to create an affinity group that overthrew the Congress Rule. **"Tamil Culture"** and the **"Marathi Pride"** have been used by various DMKs and Senas to make affinity groups to challenge the formidable Congress Rule.

In a large family, you can see how a four year old child understands and uses the power equation between father, grandfathers, uncles as well as mother, grandmothers and aunties. The famous psychologist Dr. Eric Berne remarked **"On my best day, I am barely half as good as a four year old child in manipulating people"**. The child manipulates grand-parents against parents, father against mother, various assorted uncles and aunties to acquire power and whenever the power is changed it understand it almost as if by osmosis.

Establish the role of the mentor and create the loyalty role with him:

Generally the immediate boss is the candidate for the position of the mentor but in various situations other people may have to be selected to play this role. When the mentor is identified the new entrant should make his loyalty evident whenever he talks about the mentor. This is automatically conveyed through the grapevine to the mentor and induces him to be loyal to the new entrant. Many people consider this process as **"Chamchagiri"**. **Chamchagiri has essentially two aspects one is accepting the ideas of the mentor and secondly to give him information about the political process carried out in the organization.** The new entrant is tempted to use this aspect to convey to the mentor some adverse information about his colleagues. This can create difficulties because he may get affinity of the mentor but hostility from the colleagues. If colleagues are hostile, the newcomer can be rarely successful since he cannot get the co-operation, collaboration and co-ordination with others in the organization.

Conclusion:

Thus learning politics involve the following steps:

- Identifying resources and utilizing them to create affinity groups,
- Creating linkage to focus on the affinity groups,
- Using linkage to create power

Children get onto this process and continue with increasing expertise and success till they enter school. Then the education interrupts this instinctive learning process.

True professionalism means the pursuit of excellence and not only competence.----- Real professionalism has little, if anything to do with which business you are in, what role within that business you perform, or how many degrees you have. Rather, it implies a pride in work, a commitment to quality, a dedication to the interests of the client, and a sincere desire to help.-----Professionalism is not a label you give yourself-it is a description you hope other will apply to you -David H Maister (1997)

New Dimensions in Management

Thanu Ramaswamy

The science of management has made remarkable progress especially from the mid 1960s. A plethora of concepts, techniques and tools have been evolved. Material prosperity has increased considerably in countries and organizations which imbibed and implemented faithfully the new tools and techniques. But management of organizations and economies are plagued by an avalanche of corrupt and unethical practices like corporate frauds and corruption resulting in looting and wastage of national resources. Consumers are misled and cheated. Low priority goods are produced. Productivity in many organizations continues to be low and poor work culture thrives. Workers are more aware of rights and not duties. Of course there are exceptions.

Top management, employees, government and competitors contribute to this mess. Right thinking managers fully armed with all modern concepts, tools and techniques feel there is a vacuum in their armory which retards real progress and achievement. This creates a deep sense of dissatisfaction and a feeling of incompleteness in their task.

On introspection they find that while efforts are made to develop resources outside man, very little is done to develop the inner resources. The ancient wisdom contained in our scriptures focuses on developing the inner strengths of the body, mind and intellect. The analogy of the human body to the chariot gives an invaluable insight. The chariot with the horses, the reins, the charioteer and the flag has great significance and a wealth of meaning for management.

The wheels of the chariot represent Dharma (righteousness) which is the foundation for other goals, namely, Artha and Kama. The horses represent the senses, the reins the mind, the charioteer the intellect and the flag with the image of Hanuman symbolizing a force overcoming obstacles with the determination to achieve the goals. The senses are controlled by the mind and the mind in turn is controlled by the intellect. Thus management functions of planning, direction and controlling are beautifully exercised.

The planning and directing function manifest in basing all actions on Dharma (righteousness). Artha or earning of wealth and Kama or fulfilling desires are subject to Dharma. This principle, if understood and faithfully followed will eliminate greed or curtail it significantly. Wealth created will be used for the benefit of a larger section of people within and outside the organization. Corporate social responsibility will be automatically ensured. It will be wealth creation with sustainability and according to priority.

The discriminating intellect sifts relevant knowledge, assigns priority, and arrives at right conclusions and sound decisions. The control function is exercised by pulling back the senses (horses) to the right track with the reins (mind) i.e. correcting deviations from the main objective.

Thus the body, mind and intellect function as an integrated system promoting human excellence and efficient management. If the concept of the chariot and its comparison with the human body is rightfully understood and assimilated by all the employees in the organization compliance of decisions will be easy and effective. With more and more employees at all levels in the organization practicing such principles, the results will be better and far reaching. This perspective gives a new dimension to management.

The Ancient Greek aphorism "Know thyself", written on the forecourt of the Temple of Apollo at Delphi is often quoted as motto for self-analysis.

"The most difficult thing in life is to know yourself." Thales

"What lies behind us, and what lies before us are small matters compared to what lies within us."
- Ralph Waldo Emerson

Corruption & Black Money- One Point Action Plan to solve the problem

Krishan Khanna

We need to consider a practical solution as a step of an **"Agenda for Change"** which will have a very useful and positive impact on the Indian Economy and for the people of India. Any "Agenda" should be focused and acceptable to the masses, media, the Youth, the common man on the street, the Farmers, Political & Business and should NOT try to create another organization like a gigantic Lokpal; with powers greater than existing official or political structures. Such agendas like the Lokpal suggested by various Groups in the past will cause political Backlash and are not practical. We suggest ONLY a **"One point Agenda for solving Corruption & Black Money"**.

1. CORRUPTION:

All expenses towards revenue and capital account at the village, municipal, district, state and centre MUST be hosted in the respective websites on a weekly basis in detail. Annual budgeted expenditure plans to be shown in detail and hosted in advance. All tendering details to be hosted too. Efforts for maximum transparency should be encouraged. Every type of information should be in the local language for easy communication and or English as acceptable to the local people and governments.

The CAG can easily make the formats? The Institute of Chartered Accountants and or the Institute of Company Secretaries can easily make a format and send to the CAG and or local State Governments. It has to be simple to read and elaborate as far as details and breakdown of expenses are concerned.

Why should a citizen file RTI for public and tax payer's money being spent by local, state and central governments? All these moneys belong to the "People of India".

2. BLACK MONEY:

Rs. 1000 & Rs. 500 notes should be withdrawn by the RBI. Nearly 82%** of all currency in value terms are in these two denominations. (RBI Annual Report March 2010)**

Pakistan, China and others are trying to pump in fake currency in these two denominations to destabilize India.

40%*** of Indians (about 480 million people) earn less than Rs. 71 per day (\$1.25) and 70%*** (about 840 million people) earn less than Rs. 108 per day (\$2). For them a Rs. 100 currency note is OK for running their lives, for business and trade. (World Bank)***

The balance 30% of the population, have bank accounts and or debit/credit cards. In USA the maximum value of the currency note is US\$100 whereas the average US citizen earns US\$50,000 per year or about US\$4000 per month.

In India an average Indian earns Rs. 60,000 per year or about Rs. 5,000 per month.

In view of the above, a Rs. 100 currency note is good enough to run our country; if we want tax compliance and business and trade through banking channels. This will force better compliance. It is very disturbing to note, that in India, a US\$ 1853 billion economy, only 42,000 people declare an annual income of more than Rs. 1 Cr. Hardly 3 lac people declare an annual income of more than Rs. 10 lacs. India has only 60 million tax assesses and about 35 million actually pay taxes!

You my friend, the Citizen of India, please be the JUDGE!

"A person should hear a little music, read a little poetry, and see a fine picture every day in order that worldly cares may not obliterate the sense of the beautiful which God has implemented in the human soul." - Goethe

"No matter how big and tough a problem may be, get rid of confusion by taking one little step toward solution. Do something." — George F. Nordenholt

The Cash Crusader

Imran Hussain

The Direct Cash Transfer scheme is a superior alternative to a virtually dysfunctional and a chronically corrupt public distribution system in India. It has the potential to usher a new era and emerge as one of the most successfully targeted welfare measure in India with a unique ability to foster a social change through conditional cash transfers. The triumph of this internationally celebrated scheme depends entirely on its focussed, intelligent and phased implementation and continuous monitoring at the grass root levels. One must also note with caution that this act of cash evangelism should be seen as complementary and not as an exoneration or substitution to the responsibility of a welfare state.

Direct Cash Transfer Scheme ('DCTS') through 'Aadhar'

International organizations and experts from United Nation Development Programmes and International Labour Organization and economists had always argued that the Cash Transfers are better than transfers in kind given the administrative bottle necks, malpractices and leakages that prevail in the developing economies.

The thematic foundation for the DCTS was laid in the Economic Survey 2009-10 which delineated a radical shift in the governmental thinking that the poor can be helped directly by cash than indirectly through subsidising the market prices of procured food grains. Food Prices it said "are best left to the market" and that subsidies and price reduction need not go hand in hand to help the poor.

Therefore the government came up with the DCTS scheme which is also planned for fuel and fertilizer subsidies in the future apart from food subsidies. As per the scheme the beneficiaries will receive cash based on their Unique Identification Cards aka Aadhar Cards directly into their bank accounts and monies can be withdrawn through normal banking channels like ATMs or through Banking Correspondents in villages where banks do not exist.

By direct transfer of monies to the beneficiaries, the DCTS promises to promote efficiencies, improve targeting, control administrative expenses and facilitate reforms as its stated goals. The Government as per the recent media reports intends to introduce this scheme on 'a war footing' by kick starting large scale 'openings of zero balance bank accounts' using Aadhar cards thereby seeking to prevent falsification, duplication, forgery and nepotism in delivery of monies to the poor thereby using IT to fight Poverty.

It has Potential for effecting Radical social change through conditional transfers

One of the most pleasant features of the scheme is the potential of fostering a radical social change thereby leading to rapid development of human capital. The Government can link pre-conditions or a desired social objective for DCTS scheme. for eg, the government can mandate that attendance of the child in school (especially the girl child) is mandatory pre-condition for cash transfers or that vaccination of child is compulsory for every household desiring to receive benefits under DCTS scheme.

Linking conditional cash transfers with fulfilment of desired social objectives is said to be working very well in Mexico, Brazil and Nicaragua. In Bangladesh, Pakistan, and Turkey, where school enrolment rates among girls were lower than among boys, the conditional cash schemes is said to have helped the cause very well.

According to economists and researchers, it is better that the monies must be transferred to women of the household rather than men leading to women empowerment in patriarchal society and better control and monitoring of household expenditure and preventing squandering of cash.

Concluding thoughts

Finally efficient delivery of welfare in the world's largest democracy is understandably a task of monumental proportion. Research suggests that a multi-pronged approach towards poverty eliminations and social welfare always works better. Economist Esther Duflo notes

"It is not easy to solve the problem of poverty, a little bit of well-targeted help can have sometimes a surprising effect. A push on the right lever can make a huge difference but it is often difficult to know where that lever is. Above all what is clear is that no single lever can solve every problem"

News from Chapters

Ahmedabad Chapter

Business opportunities and exercise in sharing experiences: (October 2012).

Executive Committee member Ms. Jalani Mehta, shared her experience in identifying business opportunities in management consulting in locations normally overlooked and even ignored by the fraternity. Ms. Mehta, shared her experiences of surveying some remote and far away locations in our country and talked about the opportunities for management consulting in Jammu and Kashmir, the North Eastern states etc.

Managing Stress January 5th 2013:

The first meeting in the New Year was on managing stress Mr. Murli Menon, an eminent ZenNLP trainer.

Mr. Menon talked about the challenges and stresses. stresses can be alleviated in novel and innovative ways.

The lecture was well attended.

Creativity for consultants, February 8th 2013:

Management consultants face many unique challenges in their assignments and there is a strong need to be innovative and **creative in our approach to finding solution to our clients' problems. We invited Mr. Amar Gargesh, a well known trainer in the field to hold a talk on creativity for consultants to our members and the evening was not just a learning experience but was tremendously enjoyable for all of us who attended, The lecture was well received and participants left with the feeling of having gained and understanding of how to look at problems from client's perspective..**

Delhi Chapter

IMCI Delhi in collaboration with All India Management Association (AIMA) celebrated the International Management Consultants' day

Mr Rajiv Khurana, CMC, FIMC, delivered a talk on "Organizational Change Management – from Initiative to Finishiative. The talk was well attended by business managers, academia,, consultants and entrepreneurs.



Hyderabad Chapter

Hyderabad Chapter of IMCI organised a panel discussion on "Current Realities in evolving and unfolding Strategy" on Friday, June 28th 2013 in association with Narsee Monjee Institute of Management Studies, Hyderabad (NMIMS-Hyd) to celebrate International consultants day and in memory of Past President, Late S. Nandakumar.

The event was organised at NMIMS-Hyd's campus in Tarnaka.



Aman Chegu Chapter Chairman delivering lecture



Audience

National office of The Institute of Management Consultants of India

Celebrated 9th

International Management Consultants Day on

29th June, 2013

Topic: "Management Challenges in Implementing AADHAAR"

This day is celebrated globally by all member Countries of the International Council of Management Consulting Institutes (ICMCI).

National Office of The Institute of Management Consultants of India celebrated International Management Consultants Day on 29th June, 2013 at the Ball Room, of the Royal Bombay Yacht Club.

Dr. Mita Dixit, Equations Market Consultants, Chief Consultant & Family Business Advisor and member Mumbai Chapter of IMCI played the role of Master of Ceremony. She welcomed all members, past Presidents, special invitees, B 'school faculty and dignitaries present at consultant's day. The event was followed by a welcome address by Mr. Suresh Mhatre, President IMCI. Mr. Mhatre touched upon IMCI's purpose and vision and the achievements of IMCI.

Dr. Ajay Bhushan Pandey IAS, Deputy Director General, Unique Identification Authority of India, Govt. of India delivered his address on the theme "Management Challenges in implementing AADHAR." Past presidents were honoured with flowers on this occasion. Mr. Anuj Bhargava gave the vote of thanks and described the CMC process and plans for forthcoming events to be held by IMCI. He requested the members to avail of the opportunity to attend ICMCI event in South Africa.



Members making News

Dr. Shiv Dhawan



Dr. Shiv Dhawan a member of Delhi Chapter of IMCI has published an e- book called "*Finding a Panacea for Stress-Move from Distress to De-Stress*". This has been published by Bookboon Publishing Denmark which originates out of Ventus Publishing and focuses on publishing education related books for business professionals and students. It is the the first book publishing company in the world to focus 100% on free eBooks. This book is different from the current body of knowledge in the stress management domain. It is a sort of operating manual for life itself. The panacea for stress-moving from distress to de-stress, lies in working on the root cause for stress. It illustrates how people irrespective of colour, creed, nationality and gender can control emotions, attitudes, thoughts and lifestyle to overcome stress, by understanding its causes, and changes needed in order to acquire the appropriate personality traits. All of these are practical, free and can be carried out as part of life-as-usual.

This book can be downloaded completely free via the following link: <http://bookboon.com/en/finding-a-panacea-for-stress-ebook>

Mr. Somjit Amrit



Mr. Somjit Amrit was one of the main Speakers (2nd from left) in Nasscom Tech Series on Big Data, held in Chennai on 2nd Feb '13 on the Topic: Can Big Data Bring Business and IT together

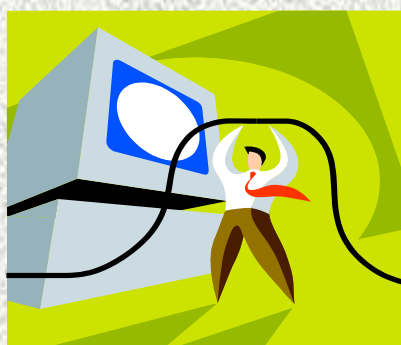
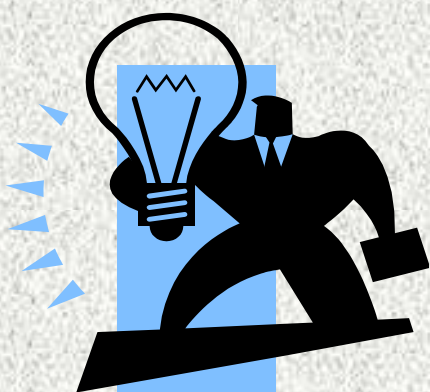
Somjit Amrit is currently, the Chief Business Officer (CBO) at Technosoft Corporation. He is leading the India country operations spanning business strategy, operational excellence including streamlining and strengthening business and delivery operations and the creation and build out of key service offerings particularly in Mobility and Data Sciences. He is a Certified Management Consultant (CMC) from the International Management Consultant Institute. He has a Bachelor's Degree in Electrical Engineering from NIT, Rourkela with a management degree from the Indian Institute of Management (IIM), Lucknow.

People are always blaming their circumstances for what they are. I don't believe in circumstances. The people who get on in this world are the people who get up and look for the circumstances they want, and, if they can't find them, make them. —George Bernard Shaw

"A man can success at almost anything for which he has unlimited enthusiasm." (Charles M. Schwab)

"One reason so few of us achieves what we truly want is that we never direct our focus, we never concentrate our power, most people dabble their way through life, never deciding to master anything in particular."- Anthony Robbins author, 1960

Drive and determination have been more influential in predicting professional success Unless you are working at something you love, it is hard to find the discipline to exhibit drive and determination."(David H. Maister , 1997).



Announcements

ICMCI 2013 CONGRESS - Johannesburg, South Africa



The ICMCI is the pre-eminent body of the management consulting profession. With a presence in over 50 countries, the ICMCI's biennial Congress is an important working meeting for all to attend. In addition to a number of committee initiatives that need trustee review and engagement, a good portion of the agenda will be devoted to: *"The role of the ICMCI and the IMCs in developing the consulting community and positively impacting the local and global economies".*

When	September 25 – 28, 2013
Why	To be a leader and make a difference in our international community, share experiences, and represent your country; To meet and learn from others such as yourself who are raising the level and visibility of our profession; To participate in charting the ICMCI's course for the next 5 years.
Who	ICMCI Trustees and leading management consultants from around the globe
How	For registration please visit the ICMCI website: www.icmci.org
More...	A special programme is announced for partners and extended tours; visit the ICMCI website for more details.

The Congress is an opportunity to position your country on the world map of the management consulting profession





THE INSTITUTE OF MANAGEMENT CONSULTANTS OF INDIA MUMBAI CHAPTER

Participate and Become

THE WINNER

of the
IMCI ROLLING TROPHY
at the
BEST SUMMER PROJECT CONTEST OF 2013

LAST SUBMISSION DATE, Wednesday, 14th August, 2013

Send entries to/or inquire at

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Website: www.imcindia.co.in

Eminent Professionals from Industry will be on Panel of Judges

Memorandum of Understanding
The Institute of Management Consultants of India
Mumbai Chapter
and
The Institute of Management Consultants of India
National Chapter

Ask us about CMC!

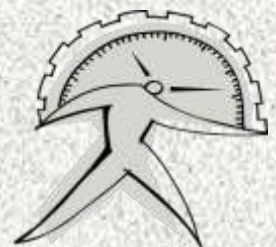
Don't miss the opportunity to win the Rolling Trophy by submitting your project report by the last date.

Download Registration Form (PDF) 2013
www.imcindia.co.in/RegistrationForm2013.pdf

Time

Perception of time also is different under different circumstances... ." Time spent in purposeful activity can fly past. That may be why, as we grow older, time can seem to be speeding up – years go by faster, days are like hours, and hours minutes."

W.G. Sebald's novel Austerlitz describes the clock in the entrance hall of the Antwerp railway station as "The movement of that hand, which resembled a sword of justice-it jerked forward, slicing off the next one-sixtieth of an hour from the future



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We are worldwide pioneers in professional development. Be a beneficiary of our combined worldwide experience and training system, developed and refined since 1966.

Our programs are offered in 22 languages and marketed in more than 60 countries. In India, we have a team of professionals in 10 cities.

Our goal to expand is achieved by establishing licensees and associates throughout the country.

For more info you may contact us at zenconsult@gmail.com and visit our website : www.lmi-india.com .

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Dear Member,

Greetings from IMCI!

Please update your contact information in our database. This will help us in keeping touch with you.

CONTACT DETAILS

MEMBERSHIP NO.	
NAME	
CHAPTER	
DATE OF JOINING (IMCI)	
ORGANISATION/BSCHOOL	
DESIGNATION	
DEPARTMENT (NOT MANDATORY)	
OFFICE ADDRESS	
OFFICE TEL.	
OFFICE FAX	
OFFICE E-MAIL ID	
RESIDENCE ADDRESS	
RESIDENCE TEL.	
MOBILE	
PERSONAL E-MAIL ID	
Preferred Contact details/Alternative contact Details	





Member of :



What is a CMC ?



THE INSTITUTE OF MANAGEMENT CONSULTANTS OF INDIA

When you see the initials **CMC** following a consultant's name, it means that he or she is a **Certified Management Consultant** and has met strict certification requirements of the Institute of Management Consultants in his or her country. The initials mean the consultant has met world class standards of competence, ethics and independence, and is eligible for reciprocity between IMCI member institutes in 50 countries.

CMC = mark of excellence

In selecting management consultants, clients are well advised to seek individuals who meet the profession's own standards of competence, ethics, and Independence. Institute certification is a valuable aid in this quest. It is the mark of excellence among management consultants.

IMCI Secretariat

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The Certified Management Consultant qualification is controlled by IMCI who ensure that each Member (and there is only one Member for each country) who is authorized to issue the qualification complies with the agreed international standard.

Only certificates issued by Full IMCI Members are valid

