

# BOMBAY CHAMBER REVIEW

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## Strategy Meet

L to R - Mr. Ashok Barat, Mr. Uday Khanna, Mr. Srinivas Phatak, Dr. Hasit Joshipura, Mr. Anil Radhakrishnan, Mr. V. S. Parthasarathy, Ms. Anjali Bansal, Ms. Farida Khatib, Mr. Sanjiv Mehta, Ms. Jayashree Arunshrikeshav, Mr. Apurva Diwanji, Ms. Neera Saggi, Mr. Sunil Mathur, Mr. Vijay Srirangan and Mr. Sumit Banerjee

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# FROM THE EDITOR'S DESK



Dear Members and Friends,

Greetings from Bombay Chamber of Commerce & Industry!

The Bombay Chamber of Commerce and Industry holds a Strategy Meeting every few years, to review its Vision/Mission, its Membership and its Offerings. It held one this year on September 7 & 8, 2018 at the facility provided by Hindustan Unilever Ltd.

The meeting was attended by Mr. Sunil Mathur, President, Mr. Sanjiv Mehta, Sr. Vice President and Mr. V S Parthasarathy, Vice President. The other participants included Ms. Anjali Bansal, Mr. Anil Radhakrishnan, Mr. Apurva Diwanji, Mr. Sumit Banerjee, Dr. Hasit Joshipura, Ms. Neera Saggi, Mr. Ashok Barat, Mr. Uday Khanna, Mr. Srinivas Phatak and Mr. Vijay Srirangan.

The participants examined the current position of the Chamber for two key Customer segments: Large Corporates and MSME. Key Work Streams to focus on (with above Customer segments in mind) were selected. Team Leads for Work Streams were identified to suggest activities that will form part of the Work Streams. An implementation date of 1 April 2019 is aimed at; intermediate reviews over the next few months will be part of that aim.

This subject will be covered in greater detail in the subsequent BCRs

Jai Hind!

**Vijay Srirangan**

*Director General*  
Bombay Chamber of Commerce and Industry

# BOMBAY CHAMBER



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# Mediation – A Democratic Dispute Resolution Mechanism

- *Adv. Arman Dalal*

“Mediation is a process to resolve disputes of the parties, by the parties, which is facilitated for the parties by a mediator. In mediation, the parties retain the right to self-determination in resolving a dispute and the terms of any settlement. Even though the mediator facilitates their communications and negotiations, the parties always retain control over the outcome of the dispute. It is a process that respects, the privacy of and nurtures the relationship between the parties by allowing them to determine their differences in a manner that does not disrupt the balance or harmonized functioning of the industry, economy and the society at large.”

The principle of mediation is that it (i) centers around the parties’ common needs and interests, (ii) provides for a full disclosure of competing interests and positions (iii) empowers the parties to themselves determine a mutually acceptable resolution to the dispute without stretching the relationship of the parties to a breakpoint, (v) allows for procedural flexibility and (vi) maintains privacy and confidentiality and endeavors to build trust between the parties.

Mediation is flexible enough to be successfully applied to an array of commercial disputes which require solutions that are practical. In a typical situation disputes arise from an on-going relationship between the parties, as in cases relating to trade, commerce and contracts, where there is a need for continuation of the pre-existing relationship in spite of the disputes for example; **Contractual relations** between:

- suppliers and customers;
- bankers and customers;
- developers/builders and investors / customers;

- licensor and licensees (including technology and IPR licenses);
- insurer and insured
- Start -ups, Partnerships, Joint Ventures, Mergers.
- employers and employees
- landlords and tenants;

**Business relationships** where a trader/supplier/ manufacturer/service provider is keen to maintain his business/professional reputation and credibility or product popularity; and

## **Consumer disputes.**

This relationship between the parties is respected and protected in the process of mediation. Dispute resolution through mediation enables parties to maintain as well as attempt to strengthen the relationship for the future.

## **Mediation may be of two types :**

**Private Mediation:** is when mediation is initiated by the parties themselves and is facilitated by institutions which are neutral bodies providing the right environment and impetus for the parties to settle the dispute. These institutions have a varied panel of mediators which include industry experts having a deep understanding and experience in dealing with commercial and technical issues, thereby assisting the parties to understand each others position and arrive at a mutual consensus while resolving the dispute.

**Court annexed, referred mediation:** Court-Annexed Mediation and Conciliation Centres are now established at several courts in India and the courts have started referring cases to such centres. In Court-Annexed Mediation the mediation services are provided by the court as a part and parcel of the same judicial

system as against Court-Referred Mediation, wherein the court merely directs the parties to mediate and settle the matter under the surveillance of a professional mediator of their choice.

### Role of Mediator

A successful mediation requires an effective mediator who facilitates the process and nudges the parties to a win-win situation. The mediator, is the guardian of the process and it is the mediator who has to ensure that parties maintain complete confidence in the proceedings. The remedies, which the parties conceive under the guidance of the mediator, are significant not only to the dispute between them but also apply to the existing and prospective relationship between the parties. The role of the mediator is that of a facilitator. The mediator is not an adjudicator. Unlike the Judge in a traditional Court setting or for that matter even an arbitrator, the mediator is neither a trier of fact nor an arbitrator of disputes. He is free to devise at his command a procedure which is flexible enough to accommodate the needs of both parties and is under no obligation of law to implement the strict rules of evidence or other technical procedures which are mandatory for the conventional arms of judiciary to follow.

As a facilitator, the mediator has to understand the underlying issues between the parties. In order to do so, the mediator has to channelize communication between the parties themselves and between himself and the parties. The mediator has to enable the parties to understand their own interests along with the interests of the other party. The mediator must enable parties to distinguish between their positions and interests. In enabling parties to move towards a settlement, the mediator has to reflect on and elucidate to the parties the ideologies of BATNA, WATNA and MLATNA (BATNA stands for the 'Best Alternative to a Negotiated Agreement'; WATNA for the 'Worst Alternative to a Negotiated Agreement' and MLATNA for the 'Most Likely Alternative to a Negotiated Agreement.'). Thus the mediator helps the parties to reach a consensus to resolution of the dispute.

### Why choose Mediation ?

Significantly, the outcome to mediation proceedings are not limited to judicial remedies. For instance, the best interests of parties may lie in supporting a previous relationship by smoothening pending issues. Mediation encourages parties to think beyond

the formal confines of a legal dispute by allowing them to engage in arrangements and implement solutions which are viable and mutually beneficial. These settlements are efficaciously and willfully implemented by the parties because all the parties concerned have perceived them to be in their best interest. The growth of mediation as a better alternative to litigation is still in its nascent stages. Mediation centers have recently been set up by a few industry and trade associations. The legal fraternity including the judiciary looks upon mediation as an effective means of reducing backlog of cases by facilitating and prompting the parties to a symbiotic solution. The success of mediation will depend upon the initial application of the process on strategic basis to small pilot projects of selected cases. The experience and the lessons learnt can then be extended to a diverse range of issues.

### Conclusion

Mediation must be imbibed as a fundamental element of the prevailing legal ethos so that it is selected as the first or the most preferred option by disputing parties. Mediation must be supported by framework that is facilitated by professional Mediation Centers and institutions like chambers of commerce and not necessarily dependent upon Courts or the judicial edifice. Strategies for successful implementation of mediation must, be carefully assessed and a conscious effort has to be made towards the development of a dispute resolution process that will be respect and nurture the relationship between the parties while resolving their differences in a manner that is acceptable to the industry, economy and the society at large.

### Reference material:

Law commission of India ADR conference: topic: M E D I A T I O N - realizing the potential and designing implementation strategies by Dr. Justice Dhananjaya Y. Chandrachud Judge High Court at Bombay.

The author is a permanent member of the Bar Association of the High Court of Bombay and a certified Mediator. She can be reached at armandalal@gmail.com



## Discussion on

# Innovative Building Materials, Ecolabeling, and Environmental Declarations

*19<sup>th</sup> July 2018*

With increasing concerns regarding climate change and global warming, industries worldwide are preparing for sustainability challenges and sustainable development. The building construction sector, particularly building materials, is also part of this preparation because this sector is a major source of energy consumption and greenhouse gas emission. Approximately 3 billion tons of raw materials, which is 50% of the total flow in the global economy, is used for producing building materials. In the construction industry, the performance of buildings and building materials are being highly scrutinized. Design professionals consider life cycle assessment (LCA) to evaluate the building performance and environmental impact of their projects. To support LCA, the environmental product information of construction materials is required. For example, green building rating schemes, such as Leadership in Energy and Environmental Design or Green Rating for Integrated Habitat Assessment, are rewarding credits for using sustainable materials based on verified and validated environmental claims, labeling, and declarations. The NITI Aayog in 2017 proposed a strategy paper addressing resource efficiency in particular sectors including construction. With an emphasis on green production and consumption, by using different resource-efficient products and services, green product certification, eco labeling, and green marketing can be implemented. The National Building Code of India 2016

includes a section dedicated to sustainability in construction. Designers should select materials by considering their life cycle impacts. There is an emerging necessity for credible, accurate, and transparent information on the environmental impact of building materials and alternatives to conventional materials in order to carry out sustainable development.

To address this concern of suitability, on July 19, 2018, the Bombay Chamber of Commerce & Industry organized a discussion through a Skype call on innovative building materials, eco labeling, and environmental declarations. Mr. Cesare Sacconi, Managing Director and Legal Representative, ICMQ India and Ms. Roshni Udyavar Yehuda, Vice President, Sustainability, ICMQ India were invited to share their expert views on the subject. The discussion involved three delegates from Mahindra Sanyo Special Steel Pvt. Ltd. and Stock Holding Corporation of India Ltd. The experts deliberated on concepts of ecolabeling and environmental declarations, approaches towards life cycle impacts and international standards providing a benchmark for LCA green public procurement, innovative and sustainable building materials, achieving environmental product declaration, and environmental claim validation for building materials in India. The session was very interactive, and delegates expressed considerable enthusiasm. One of the delegates requested a team of experts from ICMQ to provide guidance.







## Workshop on

# Supplier Relationship Management

*20<sup>th</sup> July 2018*

Supplier relationship management (SRM) is a discipline that includes strategic planning and management of exchanges with third party organizations that supply goods and/or services. SRM helps improve these interactions. SRM is a comprehensive approach for fabricating collaborative relationships with key suppliers for discovering new value and reducing the risk of failure. SRM is an important modern-day strategy that facilitates a cost-effective supply chain. SRM assesses, selects, and evaluates quality vendors with an aim to reduce operating costs when improving quality and productivity.

A one-day workshop on SRM was conducted by Mr. Raj Kumar Seth at The Ruby, Bombay Chamber of Commerce & Industry by the Education & Skill development Committee and Insurance Committee on July 20, 2018. The workshop started with a welcome note, followed by the introduction of Mr. Raj Kumar Seth. Mr. Raj Kumar, Corporate Trainer and Consultant for the past 7 years, has 22 years (more than 180 programs) of

experience in training professionals. The workshop emphasized the importance of vendor assessment and evaluation as well as the enhancement of their skillset for vendor development & management. The workshop primarily aimed to enlighten participants on various components and processes of SRM and induce a paradigm shift in exchanges with vendors, thus leading towards a longstanding alliance and partnership, which benefits both vendors and organizations.

Mr. Seth also discussed the challenges encountered by the industry and proactive approaches to counteract these challenges. The customized workshop included 23 participants including managers and professionals from diverse industries, including Purchasing, Procurement, Supply Management, Materials, Contracts, Projects, Maintenance, and Quality Assessment. Different activities, such as role playing, created an engaging atmosphere during the workshop. The overall feedback of the workshop was encouraging.

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# Workshop on Dignity at Workplace

21<sup>st</sup> July 2018



A study by Kristen Lucas defines workplace dignity as a personal sense of worth, value, respect, or esteem derived from one's humanity and individual social position and being treated respectfully by others. Workplace dignity is often discussed. The concept of workplace dignity includes respect in terms of diversity and equity, health and safety, merit, equal opportunity, and anti-discrimination.

Under the Executive Training & Development Program (ETDP), Bombay Chamber conducted a workshop on dignity at workplace on July 21, 2018 for the blue-collared staff of Credit Agricole CIB Services Pvt. Ltd.

The workshop included 60 participants and two sessions, which were conducted by Dr. Lata Shetty. During the session, the participants were made aware of how employees with all genders at all levels of staff doing blue or white-collar work should be treated with dignity. Such treatment facilitates a dignified culture at workplaces. Any discrimination on the basis of religion,

race, color, disability, position, marital status, pregnancy, and age is unacceptable. She also explained how experiencing the joy of work, work ethics, attitude of gratitude, and motivation to do quality work make a big difference to the work output and create a healthy work environment. The ownership of work and having pride in your work yield a higher quality of work. The participants were also familiarized with the concept of Glocal Mindset (global plus local). Awareness regarding women's rights was also one of the topics of the workshop as the number of working women is increasing now. Sexual harassment at the workplace (SHW) lowers productivity and psychological well being. The blue-collar staff and staff of other levels, including senior

management, must be sensitized. Any work culture must be aware and thoughtful on topics, such as gender sensitivity. This initiative would be a proactive step reflecting the ethos of a caring and progressive company. The awareness and reporting of SHW are low in most companies. The workshop covered different aspects, including what is SHW, what recourse the victim can avail of, what steps the SHW committee can take to prevent or address SHW issues. Zero tolerance for SHW and other discrimination is the norm of the company. The best way to prevent SHW is through awareness and sensitization training programs. The workshop received an excellent feedback. A vote of thanks was given.

## About the Faculty:

**Dr. Lata Shetty** is the Director, Mainstream Training Centre, which offers Soft Skills Training Programs in various settings.

**Qualifications:** B.Sc., M.S.W., Ph.D., a gold medalist throughout her academic career with a Doctorate from the prestigious Tata Institute of Social Sciences (TISS).



# Workshop on International Maritime Dangerous Goods (IMDG) Code and Dangerous Goods

26<sup>th</sup> July 2018

International Maritime Dangerous Goods (IMDG) Code is accepted as an international guideline to the safe transportation or shipment of dangerous goods or hazardous materials by water on vessel. This code is intended to protect crew members and prevent marine pollution through the safe transportation of hazardous materials. Various regulations and compliance procedures must be adhered for the shipment and transportation of dangerous goods.

To spread awareness about the IMDG Code and Dangerous Goods, Bombay Chamber of Commerce & Industry organized a workshop on July 26, 2018 at The Ruby. The workshop aimed to give participants an overview of the application of IMDG Code and to impart certain skills that are necessary for dangerous goods declaration. The workshop was started by a welcome note, followed by the introduction of Mr. Shashi Kallada. The participants were employees from various sectors such as chemicals and petrochemicals, pharmaceuticals, ports, shipping, and freight

forwarding. Mr. Kallada discussed several topics, including Classes of Dangerous Goods, Packing Group, Pollutants, Shipment Declarations, and Compatibility Provisions. He also shared information regarding the supply chain of dangerous goods, which depends on a document "Dangerous Goods Declaration" and is to be submitted by shippers. Carriers and ports accept the goods based on this declaration. An incorrectly filled declaration results in rejection or delays and may compromise safety. The session was interactive and received a positive response from the participants.

## About the Faculty:

**Mr. Shashi Kallada** is a specialist in Global Dangerous Goods and IMDG Code. He started his career in merchant navy and sailed for more than a decade. He then left the sea in 2003 and subsequently worked with organizations, such as P&O Nedlloyd and Maersk Line. He left Maersk Line in October 2010 and has since been conducting training and seminars and providing consultancy in the transportation of dangerous goods by rail, road, river, and sea.



# Site Visit to Manufacturing Facility of Schindler

*27<sup>th</sup> July 2018 at Schindler, Chakan, Pune*

Site visits are an essential part of learning and understanding how real-time projects are conducted and developed. To familiarize delegates with the working of a manufacturing facility, the Sustainability Committee of Bombay Chamber of Commerce & Industry organized a site visit to Schindler, Chakan on July 27, 2018. Schindler India is the leading providers of escalators and elevators. Mr. Anuj Datta, Chief Supply Chain Officer, Schindler India Pvt. Ltd. conducted the session. The site visit started with an introduction of all delegates. Mr. Datta then briefed the delegates on the operations of an escalator factory, elevator factory, research & development unit, Schindler training center, and Schindler University. He also briefed delegates on the following factory activities:

- Sustainability Practices
- Safety Practices
- Plant Administration
- Capacity Building of Employees
- Water Management
- Waste Management
- Training Facility
- Green Facility and Manufacturing (Award Winner)
- Rooftop Solar Plant
- Automation with Human Intervention
- Machine Safety and Maintenance
- Implemented Principles of Lean Manufacturing & Several Other Process

All delegates visited the sewage treatment plant, water conservation plant, and garden developed using waste water. The delegates were also allowed to visit the shop floor and



assembly unit of the elevator plant. This visit allowed delegates to understand various components of manufacturing safety practices. Information regarding tool management, plant maintenance, development management, quality maintenance, education and training, safety, and health and sustainability was also shared with the delegates.

The delegates observed the process and advanced technology used by the Schindler to manufacture different parts of elevators. The delegates were enlightened about the safety culture ingrained in the employees of Schindler. They also visited the Assembly Shop, where innovative techniques are used for manufacturing the final product with high accuracy and less waste. During the visit, the delegates actively interacted with the Schindler team and clarified their doubts. The team from Schindler was very cooperative and enthused to share their knowledge.

At the end of the visit, the delegates were offered lunch. The participants and Director General of Bombay Chamber expressed gratitude towards the Schindler team and Mr. Uday Kulkarni, President, India South Asia and Board Member, Schindler India for a well-organized and elevating visit. The feedback of participants was very encouraging and overwhelming, indicating that the visit was informative and enjoyable.

## Bombay Chamber's Membership

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Ms. Meena Kesarkar on Tel.: 022 61200236 or write to [membership@bombaychamber.com](mailto:membership@bombaychamber.com)



# Interactive Session on Digital Human Resource Strategies

*27<sup>th</sup> July 2018*

Human resource (HR) strategy comprises a long-term plan formulated to improve human resource and human capital management and development in the organization. HR strategy is essential for strategic management of human resources.

To create awareness regarding the aforementioned aspects, the Human Resource Management (HRM) Committee of Bombay Chamber of Commerce & Industry conducted an interactive session on Digital HR Strategy on July 27, 2018. The session started with a welcome note and an introduction of Prof. P. K. Balakrishnan, who conducted the session. In the interactive session, Prof. Balakrishnan focused on futuristic case analysis and global HR trends. The aim of the session was to comprehend the approaches of increasing business value through improvement in different parameters, including user experience, data, cost savings, and flexibility, by using digital HR strategy. The session also aimed to impart knowledge on methods that can be implemented by HR managers to rapidly move in the value chain and strategically position the business. The speaker defined Digital HR as a process optimization, wherein social, mobile, analytics, and cloud technologies are utilized to increase the efficiency of HR.

The session included discussion on the following topics:

- Digitization Versus Digital
- Workforce Ecosystem
- Cognitive Tools and Augmented Workforce
- Leadership Disruptions
- New Age Platforms

Prof. Balakrishnan further stated that “a shift in workplace operations is predicted to occur within the next ten to fifteen years.” Experts predict that 50% of occupations today will not exist by 2025 as people adopt more creative professions. Technology has always forced people out of jobs and created opportunities for new roles that we have not yet conceptualized. HR will have to play a significant role in supporting these changes and building skills, capability, and resilience amongst the staff for that change. The role of HR in the face-to-face assessment during the recruitment process will not be replicated for long. Artificial intelligence might supplement this assessment areas where humans can be biased.

In all, participants from different sectors attended this session. All participants found the session enlightening.





## Workshop on

# A Practical Insight into Different Aspects of Commercial Shipping Including Cargo Operations and its Commercial Impact

*1<sup>st</sup> Aug 2018*

To raise awareness regarding the different aspects of cargo operations and impact of commercial shipping, Bombay Chamber of Commerce & Industry organized a workshop on August 1, 2018 at the Ballard Office. This workshop was aimed to enlighten its participants by sharing the knowledge of an experienced maritime and logistics professional to help them comprehend the modern aspects of commercial shipping, particularly on a changing scenario of the international and Indian maritime operations.

The workshop was conducted by Capt. Ram Iyer of Seahorse Ship Agencies. Participants from different sectors of the shipping industry, such as ports, shipping, freight forwarding, manufacturing, EXIM trade, and insurance, attended the workshop. The session commenced with a welcome note.

Capt. Iyer demystified shipping and logistics by emphasizing on the existing state of EXIM cargo flow, risk management, and current and future global scenario. The session was engaging and received a constructive and encouraging response from all participants.

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### About the faculty:

**Capt. Ram Iyer** is a member of the Institute of Chartered Shipbrokers (the United Kingdom). He started his career on sea in 1977 as a Cadet and served various ships in various ascending capacities. He then joined Seahorse Ship Agencies in 2001 and has been its Vice President since 2012. He heads a number of verticals in the organization, including ship manning, operations, business development, project cargo forwarding, international port representation, insurance, and claims and ship chartering. He is a recognized expert in EXIM trade and logistics chain.



# Workshop on Incoterms 2010

26<sup>th</sup> July 2018

Since the trade and commerce industries worldwide have to frequently interact with each other during foreign trade, it is essential for all the countries to follow certain terms. The International Chamber of Commerce (ICC) specifies International Commercial Terms (Incoterms), which are a standard set of terminology used universally. These terms define the crucial parts of freight forwarding.

Bombay Chamber of Commerce and Industry organized a workshop on Incoterms 2010 on July 26, 2018 at Bombay Chamber, Ballard Premises, Mumbai.

Ms. Revati, on behalf of the Chamber, welcomed Mr. Ajit Shah and the participants.

Mr. Shah informed the participants regarding the regulations for modes of transport, including EXW - EX WORKS, FCA - FREE CARRIER, FAS - FREE ALONGSIDE SHIP, FOB - FREE ON BOARD, CFR - COST AND FREIGHT, CPT - CARRIAGE PAID TO, CIF - COST INSURANCE AND FREIGHT, CIP - CARRIAGE AND INSURANCE PAID TO, DAP - DELIVERED AT PLACE, DAT - DELIVERED AT TERMINAL, and DDP - DELIVERED DUTY PAID.

Mr. Shah enlightened the participants and stated that these rules are indispensable when communicating in the field of trades. These day-to-day terms are incorporated in contracts for the global sale of goods and provide regulations and guidance to numerous personnel involved in international trade, such as importers, exporters, lawyers, transporters, and insurers, as well as students of international trade. The workshop ended

with a vote of thanks to the speakers and participants. Overall, it received a good feedback.



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## Centre for Mediation and Conciliation

Under the aegis of Bombay Chamber of Commerce & Industry



**WE HELP FIND COMMON GROUND, EVOLVE WIN-WIN SOLUTIONS**

Bombay Chamber has launched its Centre for Mediation and Conciliation (CMC) to promote use of mediation as a quick, cost efficient and confidential option for resolution of commercial disputes.

### WHAT IS MEDIATION?

In mediation, a neutral professional trained in conflict de-escalation designs a process of assisted negotiation between parties ensuring effective dialogue and solution focused discussions. The parties mutually agree on the terms of settlement and mode of enforcement. The terms of settlement may be recorded in the form of an arbitral award or conciliation settlement with the assistance of the CMC to make it enforceable like a court decree.

### WHERE HAS THIS WORKED BEFORE?

Companies regularly opt for mediation to resolve commercial disputes. In 2016-17, Singapore and Brazil have passed laws promoting civil and commercial mediation. Japan has been using mediation in commercial disputes since 1922. The European Union in 2008 issued a directive mandating mediation mechanism to be adopted for resolving inter-state civil and commercial disputes. As per studies in EU, it takes 43 days and Euro 3371 to resolve a dispute using mediation as compared to 555 days and Euro 9179 to get a final court order. The US Department of Justice alone saves USD 70 million and 2733 months of litigation annually by using mediation. Mediation is currently seeing a success rate of 80 to 85% throughout the western world.

### WHY DOES INDIA NEED MEDIATION?

From the Indian perspective, issues with enforcement of contracts and awards and huge case backlogs in Indian courts, provide wide scope for implementation of mediation. In keeping with its credo "Corporate as a Citizen", Bombay Chamber continuously explores opportunities to work for universal causes. Today, it is important for us as a nation to improve 'Ease of Doing Business' in our country and mediation initiative of the Chamber is a step in this direction.

*"An ounce of mediation is worth a pound of arbitration and a ton of litigation."*

*- Joseph Grynbaum*

### OUR VISION

To help create a harmonious business environment with enduring business relationships by encouraging resolution of disputes through aided dialogue and concluding them swiftly, economically, confidentially and amicably.

### OUR MISSION

Aspire to be the most reputed platform for mediation of commercial disputes in India, through unimpeachable neutrality, best in class governance standards and competent mediators; establishing an excellent benchmark in quality of mediation services.

### WHAT | WORK UNDERTAKEN SO FAR:

1. MoU with Indian Institute of Corporate Affairs (IICA), Ministry of Corporate Affairs, Government of India for knowledge sharing and skill development.
2. MoU with Bangladesh International Arbitration Centre (BIAC) for knowledge exchange and promoting best practices.
3. Formation of a panel of eminent mediators.
4. Formalisation of rules of mediation.
5. Training of 56 commercial mediators with industry exposure.
6. Setting up of 'State-of-the-Art' physical infrastructure for mediation.

### WHO | LUMINARIES ON THE MEDIATOR PANEL OF CMC:

Hon'ble Justice, **Mr. B.N. Srikrishna**,  
Retd. Judge, Supreme Court of India

Hon'ble Justice, **Mr. Deepak Verma**, Retd. Judge,  
Supreme Court of India & Presiding Arbitrator

**Mr Bill Marsh**, Mediation Expert, IFC, World Bank

**Mr. Jeremy Lack**, President, Swiss Chamber of  
Commercial Mediation, Geneva

Senior Advocate **Mr. Sriram Panchu**, Mediator  
for Assam-Nagaland boundary dispute

**Ms Nadja Alexander**, Mediation Advisor to  
Government of Singapore

**Mr Prathamesh D. Popat**, Counsel Bombay High  
Court, LEADER accredited IMI certified Mediator

### CONTACT US:

Email: [admin@centre4mediation.com](mailto:admin@centre4mediation.com); [mediation@bombaychamber.com](mailto:mediation@bombaychamber.com) ; Tel: 022-61200200

# Workshop on First-Time MANAGER

*2<sup>nd</sup> August 2018*



According to William Gentry, author of *Be the Boss Everyone Wants to Work For: A Guide for New Leaders*, becoming a manager is one of the most stressful and challenging transitions in any career. Although it is an important stage in one's professional career, the position of a first-time manager is quite intimidating. The manager has to call the shots and trust their judgment while making decisions. Of course, not all decisions follow the chartered course, and thus, accepting mistakes and moving on

managers with tools for a smooth transition. This step ensures that during the journey, these leaders are equipped with the desired qualities and necessary skills to utilize this opportunity of reinvention.

In the first half of the program, Ms. Mahale identified challenges encountered in the jobs and discussed strategies to overcome these challenges. She also stated the importance of walking the talk, emphasizing and sensitizing executive presence. She discussed grooming standards and professional presence and responded to queries of the participants. Moreover, the participants shared their experiences and expertise, creating a vigorous and opulent medium of knowledge sharing.

In the second half of the program, Ms. Mahale shared that first-time managers must manage themselves, to which all the participants showed keen interest. She later discussed trust building and effective leadership, which were the primary topics of this workshop, followed by a dialogue on handling difficult conversations at workplace. This dialogue was accompanied with role-play sessions, where each group handled difficult conversations and exhibited their skills. She also stated the importance of overcoming our assumptions and exploring others' story. The program ended with every participant preparing an action plan for the successful implementation of the learnt skills in their job role. It was a full-house workshop, which was engaging and entertaining at the same time. The workshop ended with a vote of thanks.



to a new initiative is also a skill one must learn.

Overall, first-time managers have a lot to learn, and in line with that, the Education and Skill development Committee of Bombay Chamber of Commerce & Industry conducted a workshop on August 2, 2018.

After a welcome note, Ms. Akshata Mahale, a Corporate Trainer and Personal Brand Coach with 20 years of corporate experience, conducted the workshop. The workshop included 22 participants from diverse industries. The program was a unique module for employees transitioning into managerial positions for the first time. This one-day program aimed to introduce the first-time



## Session on Emotional Intelligence and Productivity

*3<sup>rd</sup> August 2018*

Principles of Psychology, Volume 1, by William James, which was published in 1890 states that “My experience is what I agree to attend to.” William James is the father of American psychology. The aforementioned statement is the basis for true productivity at workplace and is relevant regardless of the time settings. Considering the reducing attention spans, high number of distractors, and increasing contribution of emotional intelligence to task outcomes, young HR professionals must be appraised of true enablers of productivity at workplace. HR professionals are the ambassadors of productivity and can mobilize a large group of employees towards productivity through increased awareness, extensive network, and active participation in policy formulation as primary influencers in organizations.

To ensure that these professionals are well-equipped to carry out the aforementioned tasks, the Startup Forum and Insurance Committee of the Bombay Chamber of Commerce & Industry organized a half-day session on Emotional Intelligence and Productivity on August 3, 2018 at The Ruby. The workshop was conducted by Mr. Sunil Sanas, who has been working with Hindustan Petroleum Corporation Limited for 19 years in myriad profiles including HR Business Partner and Capability Building. The workshop commenced with a welcome note and a brief introduction of Mr. Banas. The program included 15 participants with varying designations, such as senior and middle management executives, HR professionals, functional heads, representatives of small and medium-sized enterprises, and entrepreneurs from diverse industries.

Mr. Banas enlightened participants on various aspects of emotional intelligence. He stated that emotionally intelligent employees are more likely to be calm under pressure and are better at resolving conflicts. They have greater empathy, and they listen to, reflect on, and respond to constructive criticism. Higher emotional intelligence is significantly positively correlated with superior customer experience, sales, and productivity, which in turn presents an excellent opportunity for sales and business growth. Emotional Intelligence is a tool for understanding and discovering ourselves as well as the perception of others about ourselves. The analysis of emotional intelligence includes four primary points:

1. Who do I want to be (i.e., my ideal self)?
2. Who am I today (i.e., my real self)?
3. How do other people perceive me (i.e., my perceived self)?
4. What do I want to portray (i.e., portrayed self)?

Answering the aforementioned questions provides us with a different perspective of ourselves. Some may argue that a 360° appraisal can fulfill this purpose. However, such an appraisal only covers one aspect of self-assessment. The achievement of greater self-awareness requires profound self-diagnosis. The enthused curiosity and reciprocity of Mr. Banas and the participants engendered a successful interactive session, which ended with a vote of thanks.



# Workshop on “The Six Dimensions of Being a Successful Manager”

7<sup>th</sup> August 2018

One does not become a successful manager by accident. Successful managers are required to be effective and productive. They must lead, motivate, and inspire their colleagues to strive for the best. The complexity and rate of the business require managers to overcome several constraints. Managers are required to not only manage but also discover, strategize, illustrate, motivate, and mentors their colleagues. Therefore, they must have the knowledge, skill, and approach to excel and perform these different tasks accordingly.

Achieving the aforementioned goals requires some prerequisites. Thus, the Executive Training & Development Program of the Bombay Chamber of Commerce & Industry conducted the aforementioned workshop on August 7, 2018 at the Boardroom, Bombay Chamber. The workshop commenced with a welcome note and introduction of speakers, Ms. Monika Divekar and Ms. Varsha Chitnis.

Six Dimensions of Being a Successful Manager is a facilitative session designed to enable managers to explore, expand, and excel at their jobs and satisfy the ever-changing demands of business and stakeholders. Managers must

balance multiple roles, stakeholders, and business projects. The primary objectives of this workshop was to enlighten participants on performing different tasks of managers, distinguishing the tasks and leveraging them, seamlessly transitioning between tasks, learning techniques to master essential skills, enabling managers to explore, expanding and excelling in their roles, and gaining insights on actions and behavior.

The workshop included discussions on the following aspects:

- Succeed as a leader
- Accurately use the six dimensions of a manager's role
- Build the attitude of collaborative working with stakeholders
- Fine tune the four facets of interacting as a manager
- Apply the six dimensions in business situations

The speakers conducted an interactive session and thoroughly discussed the aforementioned aspects. The session ended on a positive note, with a vote of thanks.

## About the Faculties:

**Ms. Monika Divekar** is the Co-founder and Branding and Behavior Specialist at Mind Coaching Academy, Mumbai. She has coached entrepreneurs, promoters, and CXOs and facilitated them in achieving personal and professional strategic goals. She has worked primarily in India and in South-East Asia, Middle East, South Africa, and the United Kingdom. She is a Visiting Faculty at S. P. Jain Institute of Management and Research and Welingkar's Institute of Distance Learning, MET.

**Ms. Varsha Chitnis** is the Co-Founder, Consultant, and Coach at Mind Coaching Academy, Mumbai. Ms. Chitnis is an International Coaching Federation Accredited Coach and a Certified Behavior Trainer. She has certifications in BEC III from Cambridge University and in Communicating for Corporate Advantage from IIM Bangalore. She is a certified Psychometric Assessor and certified in Facilitation Skills. She is the head of the International Association of Facilitators, the Bombay Chapter. She is also a Visiting Faculty at the Management Development Centre, Welingkar's Institute of Management Studies and Tata Institute of Social Sciences, Mumbai.



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# One-Day Certified Training on Corporate Social Responsibility (CSR) Policy, Strategy, and Practice

8<sup>th</sup> August 2018

Corporate social responsibility (CSR) is corporate regulations integrated into a business model. These regulations are individually decided by organizations. Organizations are required to develop and execute a well-planned CSR strategy. They must communicate the strategy and derive a brand value from CSR activities. Strategic CSR is a concept, wherein the CSR policy of the company is designed to align with the vision, mission, and philosophy of the company. The synchronization of CSR and business strategies and practices leads to increasing the value and potential of the company for achieving competitive advantages and enhancing societal and environmental capital of the company.

To achieve the aforementioned goals, the CSR Committee of the Bombay Chamber organized certificate training on CSR Policy, Strategy, and Practice on August 8, 2018 at The Ruby. The training session was started by Ms. Usha Maheshwari, Additional Director, Bombay Chamber, who welcomed speakers and delegates. She briefly discussed the milestones achieved by the Bombay Chamber of Commerce Industry. The training included 44 delegates from different organizations. It was conducted for corporates of all sizes and aimed to help CSR professionals in resolving the issues encountered when designing the policy and implementing socio-economic development programs in the organization.

Dr. Meena Galliara, Director, Jasani Center for Social Entrepreneurship & Sustainability Management, NMIMS discussed the CSR landscape. She elaborated on several topics, including legal mandate and CSR spend in 2016-2017. She expressed the necessity of sensitivity among board members regarding CSR. She further stressed on the below mentioned points for the organizations to follow:

1. Think beyond the mandatory 2% spent criterion and show sensitivity in terms of the methods through which the contribution is made.
2. Earn revenues in fair, humane, and sustainable ways.
3. Understand that merely increasing spending does not assure the company's commitment to support initiatives aimed at impacting lives.
4. Implement CSR with consistency and determination by using impactful CSR strategy through capable teams that understand the verve and challenges of working to induce a social change.



Dr. Galliara stated that new leaders are changing the CSR landscape by proposing new ideas to help and make a difference in a society. NGO or volunteering jobs are now considered an appropriate service sector. Companies are realizing the value in engaging their employees in the conception and implementation of CSR programs. She further discussed some more points:

1. Forming CSR strategy.
2. Working with NGOs.
3. Employee volunteering.
4. Collaborating with other organizations, including companies, and government projects.
5. Selecting and managing projects and partnerships.

Ms. Gurvinder Parmar, Technical Director, International Tax and Regulatory, BSR & Associates LLP was keen on discussing the following aspects:

- Legal framework of CSR: Key features of section 135.
- CSR rules: Role of CSR committee, Schedule VII, CSR policy regulations, and appropriate structure for CSR.
- Taxes in CSR and grant making: Profit calculations, net profit according to section 198 for section 135.
- Accounting and computation of CSR expenditure.
- Government perspective.

Mr. Rajkumar Korde, Head- Sustainability & CSR, Excel Industries shared his CSR project experiences. He also spoke on his experience in developing the CSR policy for Excel Industries.

At the end of the session, Ms. Usha Maheshwari delivered a vote of thanks to the speakers and delegates. The session was interactive and received a positive feedback as the participants shared their practices and the speakers clarified their doubts.

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## Certificate Training in Occupational Safety

*9<sup>th</sup>-10<sup>th</sup> August 2018*

Occupational safety is concerned with the safety, health, and welfare of people at work. Globally, the scope of occupational safety and health has evolved gradually and continuously with respect to technological, political, economic, and social changes. Employers are morally and legally responsible for the safety of their employees.

To create awareness regarding protection of employees from occupational hazards, the Sustainability Committee of Bombay Chamber of Commerce & Industry in partnership with Siemens Ltd. organized a certificate training program in Occupational Safety at Siemens Ltd, Kalwa on August 9 and 10, 2018. The participants included 8 delegates from different organizations, few of whom travelled from different parts of the country. The training was conducted by Mr. Kunal Banerjee and Mr. A. R. Davies. Mr. Banerjee is a certified safety professional in the United States and manages senior manager operations at EHS Training Centre. Mr. Davies is an Electrical Engineer at Siemens Ltd.

The training program was conducted over a

period of two days, which commenced with a welcome note and a brief introduction of the trainers. The participants were given 30% theory and 70% practical training in a safety park. The trainers used case studies and video clips to discuss various topics. During the training, participants had a real-time experience on Safety Management, Hazards Identification, Risk Assessment and Control, Electrical Safety, Earthing, Golden Rules and Lockout/Tagout, Visit to Safety Park, Hazard Identification, Risk Assessment, Permit to Work, Tool Box Talk, Road Safety and its importance, Ergonomics, Manual and Mechanical Material, Work at Height-Basic Climbing Techniques on Ladder, Scaffolds, Hot Work-Welding Grinding and Gas Cutting, Accident Investigation and Root Cause. Why Analysis, Statutory and Legal Requirement, and Occupational Health.

At the end of the two-day program, participants appeared for an examination, and then qualified delegates received certificates. The training was interactive, informative, and well-appreciated by the delegates. It ended on a positive note with a vote of thanks.



# Workshop on Strategic Storytelling for Consultative Sales

*10<sup>th</sup> August 2018*

Storytelling has received considerable traction in the corporate world. However, in the business world, this art is not appropriately leveraged and nurtured. Corporate organizations are not monolithic entities. They comprise people and do business with people, and storytelling is the best means of connecting with people. Corporate storytelling is a creative art, which is essential in the modern corporate world. If you are in sales or marketing, this storytelling art can be a game changer for you. In an endeavor to animate the art of storytelling among corporate employees, the Startup Forum of Bombay Chamber of Commerce & Industry organized a one-day workshop on Strategic Storytelling for Consultative Sales on August 10, 2018 at The Ruby.

The workshop was conducted by Ms. Akshata Mahale, who is a Corporate Trainer and Personal Brand Coach with 20 years of corporate experience. The program commenced with a welcome note.

In the first half of the program, the concept of storytelling in the corporate atmosphere and the implementation (how and where) of

storytelling were discussed. Innovative ways of conducting a discussion, and identification of the primary challenges and approaches to overcome these challenges were studied. The participants also shared their vast experiences and expertise, which created a very healthy and rich medium of knowledge sharing.

Ms. Mahale stated that each one of us is a great storyteller. She further enlightened participants on developing and using this skill for personal and professional development. Participants were asked to brainstorm and perform different team building activities.

During the second half of the program, Ms. Mahale discussed stories shared by various corporates for developing vision and mission statements and product marketing. The second session also included video watching and various engagement activities such as games. All the participants then shared their stories, which were evaluated by the trainer. All participants were keen on learning this skill and becoming better communicators. The program ended with a vote of thanks, and every participant prepared an action plan for successfully implementing the learned skills in their jobs.



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# Workshop on Interviewing Skills for Recruiters, Line Managers, and Human Resource Professionals

**23<sup>rd</sup> August 2018**

Interviews are one of the most crucial steps for applicants as well as the company. Interviews provide an opportunity to evaluate the work experience of applicants and their skills and abilities. They also facilitate the assessment of applicants interpersonal and communication skills and their personality.

Interviewers must be skillful enough to subtly comprehend all of the aforementioned aspects of an interview. To ensure that hiring managers develop interviewing skills that result in astute hiring decisions, the Human Resource Management committee at the Bombay Chambers conducted a workshop on interviewing skills on August 23, 2018 at the Ruby. The workshop was attended by 42 participants, including recruiters, line managers, and HR professionals, with a mix level of hierarchy.

Ms. Payal Gupta, a thought leader in Organization Development and Family Business Leadership Planning, conducted this workshop. The workshop started with a welcome note. She focused on the necessity of effective interviewing skills for hiring managers in organizations, particularly small organizations, because the working relationships are closer and more cohesive than those in large organizations.

The primary objectives of the workshop were as follows:

- To understand the difference between traditional and structured interviews
- To learn a competency-based interview framework
- To start conducting, giving, and observing interviews
- To evaluate if an interview is effective

During the workshop, Ms. Gupta discussed behavioral interviewing, which is the widely



used style of job interview in progressive organizations. Behavioral interviewing is based on an assumption that previous performance is the best predictor of future performance. Behavioral interviewing accurately predicts 55% of future job performance, whereas traditional interviewing predicts 10% performance. The session was very interactive and received a positive response from the participants.

The workshop was concluded with following outcome:

- Increased reliability of the interviewing process
- Enhanced ability to manage interviewee behavior
- Improved transition of employees to the new role
- Reduced 90-day break-ups of new employees

## About the faculty:

**Ms. Payal Gupta** is an expert in Organization Development and Change Management. She holds a Master of Business Administration degree with a specialization in HR. Moreover, she is a certified Behavioral Event Interview Facilitator and has an Entrepreneur Development Certificate from Indian School of Business (ISB) and a Master's degree in English Literature.





## Workshop on Shop Floor Leadership

*24<sup>th</sup> August 2018*

Shop floor management requires effective leadership. Effective shop floor leadership results in improved staff motivation and sustained success. To ensure that production floor supervisors are well-equipped for this task, a workshop on Shop Floor Leadership was conducted.

The application of various techniques and tools ensures a smooth transitional journey from a manager to the leader. This step is crucial in any career. It is the beginning of the journey of a leader, who must be equipped with the required qualities and necessary skills to utilize this opportunity.

To prepare them for appropriately utilizing such opportunities, the Education and Skill Development Committee of the Bombay Chamber of Commerce & Industry organized a one-day workshop on Shop Floor Leadership on August 24, 2018. The program included 31 participants from diverse industry backgrounds. The workshop was conducted by Mrs. Archana Shastry, who is a Behavioral Facilitator and Transformational Coach, with 21 years of corporate experience. She is also an expert on "POSH - Prevention of Sexual Harassment Act".

The workshop started with a welcome note and a brief introduction of the speaker. The program includes a high-impact custom learning module for production floor supervisors. This one-day program aimed to impart knowledge on the skills to manage the daily work of their teams by using Daily Management System. This system enables leaders to effectively lead their teams with effective communication methods for daily problem solving. By incorporating our In the Know methodology, this unique program is even more effective at developing the manufacturing leadership team. The workshop incorporated In the Know training philosophy and methodology. Mrs. Shastry discussed different

topics, such as 'manage myself and others' and 'increasing productivity'. The participants learned to identify shop floor problems and production process failures encountered because of a lack of interpersonal skills. They were provided a corrective action plan tool to effectively communicate with their team and develop techniques to motivate their employees. This program incorporated different aspects, including effective rapport building, feedback, and conflict management.

In the first half of the program, participants identified their leadership style and traits on the shop floor. They identified the challenges encountered with their styles and discovering strategies to overcome these challenges. The participants shared their experiences and expertise, thus making the discussions vibrant. Furthermore, discussion included aspects, such as walking the talk and the necessity of an executive presence. During the second half of the program, the speakers discussed the thorough management. The discussion included approaches for forming an effective team and utilizing in the resources from the team members, with an emphasis on trust building exercises.

The entertaining empirical interactions helped participants in defining the difference between energy and enthusiasm and its importance on the shopfloor. Conflict resolution and effective leadership was introduced in the discussion, and all participants showed a keen interest in self-development. The primary understating imparted was that employees and skill leaders adopt different roles and contribute to efficient day-to-day functioning.

All participants shared an action plan and successful implementation of the skills in their job role. The program ended with a positive note and a vote of thanks.

# Marine Cargo Insurance Claims and Documentation

*28<sup>th</sup> August 2018*

Transportation of cargo, particular marine transportation, involves tremendous risks such as spillage and physical loss. Almost all marine transportation companies opt for marine cargo insurance to safeguard against unprecedented dangers. Documentation is the most crucial factor of any insurance claims settlement. Similarly, in marine insurance claims settlement, the collation of different insurance and shipping documents, is an imperative task. To create awareness regarding the aforementioned aspect, Bombay Chamber under the auspices of the Insurance and Risk Management Committee and Shipping and Logistics

Committee conducted a half-day workshop on Marine Cargo Claims and Documentation on August 28, 2018. The workshop was attended by delegates from the shipping industry. It started with a welcome note. This was followed by an introduction of Capt. Mukesh Gautama, Managing Director, Wilson Surveyors and Adjusters Pvt. Ltd. Capt. Gautama imparted knowledge to delegates on approaches to ensure the rapid and astute settlement of their claims. With his expertise, Capt. Gautama helped the participants understand procedures to be followed for successfully claiming marine insurance. It ended with a vote of thanks.





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# Certified Training in First Aid

**28<sup>th</sup>-29<sup>th</sup> Aug 2018**

**9.00 am to 6.00 pm at Siemens Ltd , Kalwa Works , Thane**



First aid is the immediate treatment provided to a person suffering from injury or illness.

Providing immediate first aid to workers at workplace can reduce to severity of the condition and will help speedy recovery. However, a person providing first aid must be trained.

The Sustainability Committee of Bombay Chamber of Commerce & Industry in partnership with Siemens had organised the first Certified Training in First Aid at Siemens Ltd., Kalwa on August 28 and 29, 2018. The certificate course included a two-day classroom training involving 30% theory and 70% practical training.

The program started with a welcome note and an introduction of Dr. Apoorva Deshpande, MBBS AFIH, Director of Life Line Institute of First Aid & Emergency Medicine. Dr. Apoorva conducted the training. She is an industrial medical consultant and trainer.

The course trained 14 participants from different organizations. A few of the delegates traveled from different parts of the country. The participants acquired

practical knowledge on the Introduction to First Aid, Unconsciousness, Examination of Serious Casualty, Fall from Height, Burns, Injury, Fracture (General), Bandaging, Drowning, Handling of Casualty, Snake Bite, Types of Burns, Injury, Fracture in details, Cardiopulmonary Resuscitation (CPR), CPR on Imported Mannequins, Head Injury, Amputation, Main Causes of Death, Artificial Respiration, Removing Airway Obstruction (Heimlich Method), and Heart Attack and CPR.

First aid instructions on helping people, who have injuries, fractures, or face severe casualty, were discussed. Practical exercises were demonstrated and practiced by the participants. Dr. Deshpande presented various case studies and video clips to discuss different topics.

At the end of the program on day two, participants appeared for an examination. The delegates received certificates and pocket-size additional certificate. The participant delegates gave an excellent feedback by stating that the training was very informative, useful, and interactive.

# Study Visit to Jawaharlal Nehru Port Trust

30<sup>th</sup> August 2018

Bombay Chamber of Commerce & Industry constantly endeavors to promote international trade and ease of doing business. To promote the aforementioned objective among from member companies, Bombay Chamber organized a study visit to Jawaharlal Nehru Port Trust (JNPT) on August 30, 2018. The visit was attended by 40 participants. The aim of this visit was to impart practical insights on port operations, container handling, port traffic management, ship berthing, anchorage, and terminal management. JNPT authorities at the port gave a presentation on newly introduced facilities, such as Direct Port Delivery,

E-clearance of shipment, and new terminals. The participants asked questions to clarify their doubts in a question-and-answer round. After the presentation, the participants took a tour of the selected terminals within the port. At the terminal, the participants could observe terminal machinery operations, understand shallow water berth and vessel operations, and examine yard operations. Terminal traffic management and the importance of safety at terminals were explained to the participants. Overall, the study visit was eventful and informative and received excellent feedback from the participants.

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# Seminar on Machine Safety

*31<sup>st</sup> August 2018*

Advanced machines can improve the production efficiency of any workplace. However, moving parts, sharp edges, and hot surfaces of such machines can induce severe workplace injuries, such as crushed fingers or hands, amputations, burns, and blindness. Protection against such injuries is essential for the safety of employees. For a safe working environment in a factory, machinery safety is indispensable.

To prevent the occurrence of such hazards, the Sustainability Committee of the Bombay Chamber of Commerce & Industry organized a seminar on Machine Safety on August 31, 2018. Ms. Usha Maheshwari, Additional Director, Bombay Chamber welcomed Mr. Jeevan Rao, the speaker, and delegates and provided a brief history of Bombay Chamber. The seminar included 15 delegates from various organizations.

The unguarded moving parts of machines and abrupt or uncontrolled release of their power systems can result in serious injuries. Personnel working with machines must be aware of the risks involved and must follow safe work practices. The machinery safety solutions ensure the safety of personnel without compromising machine productivity.

Mr. Jeevan Rao, Chief Manager (EHS), Siemens India Ltd. conducted the seminar. This machine safety seminar aimed to spread awareness regarding various safety standards and associated approaches. During the

seminar, Mr. Rao discussed different machine safety regulations, which end-users and manufacturers must follow. The following topics were discussed in the session:

- Basic machinery safety: Difference between safety and standard products
- Introduction of safety regulations and standards, safety control system standards-ISO 13849, IEC 62061, safety integrity level, and performance level
- Conformité Européenne marking and exporting machines: Introduction to global safety standards
- Harmonized standards, responsibilities in the machinery safety cycle, key directives of CE marking, and administrative and documentation requirements
- Introduction to robot safety and Lockout/Tagout: Overview of standards EN ISO 10218 and RIA 15.06, risk associated with robots, control and safeguarding technology, Industries 4.0, hazardous energy associated with machines when servicing and maintenance, and best practices
- Safeguarding solution: Introduction to safety gate types, EN ISO 14119, and requirements and features of safety gate systems

Mr. Rao further shared various examples of practices adopted by Siemens to excel in machine safety. The seminar was interactive, and the participants were asked to share

practices adopted by their organizations. He also resolved several queries asked by the delegates.

At the end of the seminar, Ms. Maheshwari delivered a vote of thanks to the speaker and delegates.







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# Workshop on ACHIEVING BUSINESS EXCELLENCE THROUGH EFFECTIVE EXECUTION

31<sup>st</sup> August 2018



Business excellence is frequently considered outstanding practices in managing the organization and achieving substantial results based on a set of fundamental concepts or values. These practices have progressed into models on managing an excellent organization. These models have been developed through the extensive study of the practice and values of best organizations worldwide.

The Human Resource Management Committee of the Bombay Chamber of Commerce & Industry organized a workshop on Achieving Business Excellence Through Effective Execution on August 31, 2018 at the Ballard Estate.

The session commenced with a welcome note and an introduction of the participants and the speaker, Dr. Bishram. He enlightened the participants on laying solid management foundation by inspiring and trusting people. According to him, the organization must state its clear purpose, align systems, and unleash talents. He stated that execution is the discipline of getting things done. He further added that 70% of strategic failures occur because of the inappropriate leadership. Execution can fail because of the following four factors: ambiguous goals, unclear approach to achieve goals, unaudited approach to achieve goals, and unaccountability. Understanding organizational and personal goals is essential. Revisiting the vision, mission, and values of organizations is the foundation of strategy formulation. He further stated that deciding an objective the mission is the responsibility of the upper management. A mission cannot be delegated to anyone except the people who are ultimately accountable for it. The organizations must constantly discuss the mission at every meeting. Every decision or initiative must be linked to the mission.

Dr. Bishram specified that one should focus on widely important goals. To sharpen the practice of execution, he advised to identify key actions that help goal accomplishment and prioritize their actions around the measures. The following points are considered essential:

- Leadership Practice
- Hiring
- People Management
- Alignment and Goal Orientation
- Troubleshooting
- Parting Ways
- Change Management
- Crisis Management

Dr. Bishram discussed the behavior of leaders. According to him, leaders relentlessly upgrade their team, use every encounter as an opportunity to evaluate, coach and build self-confidence. They must ensure that people not only see the vision, they live and breathe it. The leaders must inspire risk-taking and learning by setting an example. One of the crucial elements is stabilizing by understating the market, competition, their company, opportunities, and winning moves. The maintenance of a compelling scoreboard is also necessary. He conversed that transformation is the subsequent crucial part of execution, and building an individual planning-and-accounting system is also crucial. Dr. Bishram explained that focusing on basics, namely customer, growth, velocity, margin, and cash, is essential when executing a mission. In summary, the session was considerably interactive and ended with a vote of thanks.



# Workshop on Executive Success - The Secrets

4<sup>th</sup> September 2018



The Executive Training & Development Program (ETDP) of the Bombay Chamber of Commerce and Industry conducted a workshop on Executive Success-The Secrets on September 4, 2018, at the Ruby Boardroom, Bombay Chamber, Mumbai.

The workshop started with a welcome note and brief introduction of speakers. It included participants from various sectors. The workshop enabled the participants to build fundamental abilities that shape their success during these uncertain times. Success is not an individual act. Success does not merely include the career. This program focused on a robust foundation to sustain success. The current corporate environment is volatile and uncertain. The achievement of executive success is challenging in the current atmosphere, with constant uncertainty and rapid changes.

## Objectives of the workshop:

- Create an awareness of success in the current environment
- Understand the encountered limitations
- Learn new scientific techniques of connecting
- Use highly successful strategies of achieving success
- Practice methods for achieving success
- Create a successful action plan

The speakers conducted the workshops in three small sessions. Both speakers have coherently led the discussion.

## Part I: The foundation of Rapport through NLP:

- Understanding the importance and necessity of building a rapport
- Identifying techniques to create and gain a rapport
- Comprehending the NLP mastery approach

## Part II: Art of collaboration:

- Understanding collaboration in the required context,
- Identifying barriers to collaboration
- Understanding strategies that enable collaboration

## Part III: Influence without authority:

- Knowing the fundamental framework to influence any stakeholder
- Using the framework to practice influencing various situations

The session received a positive response from the participants and ended with a vote of thanks.

## About the Faculties:

**Ms. Monika Divekar** is the Co-founder and Branding and Behavior Specialist at Mind Coaching Academy, Mumbai. She has coached entrepreneurs, promoters, and CXOs and facilitated them in achieving personal and professional strategic goals. She has worked primarily in India and in South-East Asia, Middle East, South Africa, and the United Kingdom. She is a Visiting Faculty at S. P. Jain Institute of Management and Research and Welingkar's Institute of Distance Learning, MET.

**Ms. Varsha Chitnis** is the Co-Founder, Consultant, and Coach at Mind Coaching Academy, Mumbai. Ms. Chitnis is an International Coaching Federation Accredited Coach and a Certified Behavior Trainer. She has certifications in BEC III from Cambridge University and in Communicating for Corporate Advantage from IIM Bangalore. She is a certified Psychometric Assessor and certified in Facilitation Skills. She is the head of the International Association of Facilitators, the Bombay Chapter. She is also a Visiting Faculty at the Management Development Centre, Welingkar's Institute of Management Studies and Tata Institute of Social Sciences, Mumbai.



# “Ladies & Gentlemen” Master Class for “PUBLIC SPEAKING”

5<sup>th</sup> September 2018



The Young Bombay Forum (YBF), a youth wing of the Bombay Chamber of Commerce & Industry organized a Master Class for Public Speaking on September 5, 2018 at The Ruby. Ms. Usha Maheshwari, Additional Director of Bombay Chamber welcomed Mr. Ashith Kampani, Chairman of Young Bombay Forum and Cosmic Mandala 15 Securities Pvt. Ltd. as a speaker and delegates. She briefly stated the historical achievements of Bombay Chamber. Mr. Kampani delivered a welcome speech and introduced YBF and its previous works. The program included 27 delegates from different organizations from different parts of the country.

Ms. Sumisha Shankar was the faculty for the workshop. She is the founder and principal consultant of Antardhwani-the new age experiential training system. She commenced the workshop using an innovative approach by asking the delegates to write the number of

fears they had on a piece of paper. She further asked them to draw a cartoon on a piece of a paper with its name, location, status, hobbies, and super power. Later, she asked them to do the same on a large white cardboard. She then asked each delegate to use their painting as a prop and enact as those props for one minute. This activity was aimed to release stress and stage fear and highlight the creativity of the delegates. Understanding fear and having a positive attitude towards fear is essential. She also stated that an individual must understand body language, content, and voice.

In the subsequent activity, she danced and encouraged the delegates to participate and dance their heart out. This activity was well-appreciated by the delegates. She went on to suggest the delegates to include a dance activity in their daily routine for inducing relaxation and liveliness.



In the following activity, she asked delegates to perform micro exercises to overcome their fear by promoting the following facial exercises:

1. Micro facial exercises – Stress buster
2. Fish face and kissing face
3. Side effects – anti aging
4. Breathing techniques (long breathing – inhale & exhale)
5. Expand yourself – She stated an example of the signature pose of Shahrukh Khan, where he spreads his arms

The fourth activity involved balloons and music. She played encouraging music and asked delegates to blow the balloons and requested them to pass it to each other in rhythmic manner to the tune of the music. She stated that this is the most effective approach of reducing the pain. She provided some points to the delegates on improving their presentation skills:

- Make minimum to no movements when presenting

- Not to panic in case of blankness or mistakes during the presentation

She gave valuable tips to improve verbal communication by loudly reading newspaper, story books, and novels. She encouraged them to practice speaking in English for 3 days in a week, look up for meanings of unknown or new words, and try to receptively speak in English without pauses.

She discussed voice modulation and pitch. She asked the delegates to perform the pranayama activity daily for nine times after work. This activity also helps in relaxation.

The last activity was a group activity, where the delegates were divided into two groups and asked to collectively enact their favorite poem in different languages. This activity was performed to eliminate the stage fear of the delegates. Both the groups performed nicely and were well-appreciated by the trainer.

Overall, the entire workshop was informative, useful, and interactive. The workshop received an overwhelming response from the delegates.

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# Seminar on “Farm Mechanization for Productivity Increase”

7<sup>th</sup> September 2018

The Agriculture & Food Processing Committee of Bombay Chamber of Commerce & Industry conducted Seminar on “Farm Mechanization for Productivity Increase” at Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM), Pune.

The Program conducted by Ms. Chandrika Venkatesh, Asst. Director commenced with Welcome address by Mr. S. Jaikumar, Joint Director. Vote of Thanks was delivered by Ms. Tarini Hattangdi, Sr. Executive.

The sessions covered during the seminar were

- Government Policies in Promotion of Farm Mechanization
- Promotion of Custom Hiring Centres among SMEs'/FPC s'

Shri. Sachindra Pratap Singh, I.A.S., Agriculture Commissioner, GOM graced the event as Chief Guest and the Guest of Honor was Dr. K. K. Tripathy, IES, Director, VAMNICOM & CICTAB, Pune.

The other speakers present were Mr. Atindriya Bose, CEO, TRRINGO.COM Ltd., Mr. Mukul Varshney, Director, Corporate Affairs, John Deere India., Mr. Rajan Raje, CEO, Nichem Solutions, Mr. Pravin Kulkarni -Deputy Vice President & Head – Farm Mechanization, Axis Bank Ltd., Mr. Vijay Kumar Ingle, Director, Quality Control & Input. Dept. of Agriculture, GOM., Mr. Yogesh Thorat,

MD, MAHAFPC and Prof. Anil Karanjkar, Professor & Head, Training Information System, Research & Publication, VAMNICOM, Pune.

The Hon'ble Commissioner conveyed that promotion of Custom Hiring Centres was the need of the hour as it can provide the access of machinery to the small and marginal farmers. He also said that there was a problem of Sub-optimal asset capacity utilization on account of crop specific requirements and hence the selection of machinery and equipments in the centre should be based on the requirement of the area.

The FPO representatives suggested providing the following facilities for making the CHC successful

1. Improve subsidies for agriculture implement from bank side.
2. Formation of FPO clusters and provision of advanced machinery to the FPO clusters by machinery manufacturing companies and government also to support this initiative of cluster formation.
3. Government to frame policy for starting CHC under FPO's.

The overall feedback of the program attended by over 70 FPO representatives, was fruitful and requests for conducting more such seminars were received. The Commissioner advised Bombay Chamber to submit a recommendation paper for making a Sustainable Custom Hiring Model.





# Students Visit from Indian Institute of Foreign Trade (IIFT)

*12<sup>th</sup> September 2018*

The Indian Institute of Foreign Trade (IIFT), an autonomous public business school, was established by the Ministry of Commerce and Industry of the Government of India in 1963. The institute was developed to improve the foreign trade management and exports of the country by creating integral and competent human resources and conducting research. Students from the IIFT are the future of the commerce and trading industry in India. Thus, as a part of an excursion, 25 students pursuing MBA in International Business visited Bombay Chamber of Commerce and Industry on September 12, 2018 under the guidance of

faculty coordinator Dr. Himani Gupta. After providing a brief overview of Bombay Chamber of Commerce & Industry, Dr. Gupta introduced the students to Mr. Vijay Srirangan, Director General and Mr. Pran Daniell, Joint Director.

An interactive session was conducted during the excursion wherein Mr. Vijay and Mr. Pran gave a presentation to the students explaining the Chamber's contribution to developing International Business and the procedure of issuing the Certificate of Origin and other such facilities provided to exporters. They also addressed their queries. The session ended by vote of thanks.





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