

BOMBAY CHAMBER REVIEW

Vol. XV No. 1 February 2019



Left to Right

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Mediation Centres

One stop shop to amicable dispute resolution

- By *Adv. Arman Dalal*

Amartya Sen has emphasized in a broader context, “our opportunities and prospects depend crucially on what institutions exist and how they function.”¹

The judiciary may be the least precarious branch of government, but sadly it is also the most neglected. Courts are fragile political institutions, and more resilient political, economic, and cultural forces easily undermine their effectiveness. Judiciaries are underfunded, under supported, undertrained, and under protected. National judicial systems have not been able to keep pace with substantive commitments to democracy, free markets, and globalization. Political and economic interference with impartiality and delay in the administration of justice currently undermine the achievement of core objectives in many countries. A slow process renders fundamental public legal principles ineffectual, eviscerates private legal rights and obligations, cultivates conditions conducive to corruption, and favours the powerful over the weak.

The response to mediation has been very good globally. Even Indian Courts of Law have

set up Court Annexed Mediation programmes. Judges have taken to mediation after their tenure on the bench, some have even retired early to do so. Lawyers have found that mediation is a new skill, which aids their clients.² The Supreme Court has consistently encouraged the settlement of disputes through an institutionalized alternative dispute resolution mechanism and observed in the matter *Suresh Narayan Kadam & Ors. versus Central Bank of India & Ors.*, that, “The proceedings before us also indicate that several efforts were made to encourage the contesting parties to arrive at a settlement, and at one point of time the parties did reach an interim arrangement but that could not fructify into a final settlement only because of the absence of an intervention through an institutional mechanism.”³ There are at least three significant decisions rendered by this Court on the subject. They are: (i) *Salem Advocate Bar Assn. (II) v. Union of India* (ii) *Afcons Infrastructure Ltd. v. Cherian Varkey Construction Co. (P) Ltd.*² (iii) *K. Srinivas Rao v. D.A. Deepa.*⁴

1. *AMARTYA SEN, FREEDOM AS DEVELOPMENT 142 (1999).*

2. *Paper for the conference sponsored by the Law Commission of India on ADR/ Mediation - New Delhi 3 and 4 May, 2003. SRIRAM PANCHU Senior Advocate, Founder, Indian Centre for Mediation and Dispute Resolution*

3. *S.L.P. (C) Nos.1878-1879/2009*

However, the true success of Mediation would be when robust structures and institutions are set up to champion the cause of Mediation with complete focus on the primary goal of amicable dispute resolution rather than adversarial form of dispute resolution.

It is to deal with this aspect that the Government of India on 3rd May 2018 promulgated the Commercial Courts, Commercial division and Commercial Appellate Division of High Courts (amendment) Ordinance, 2018 thereby amending the Commercial Courts Act 2015 to mandate pre-institutionalised mediation for all commercial disputes. Further to facilitate the compliance of this mandate it is required that the Mediation process be monitored and controlled in an organised, structured, institutionalised manner by National Legal Services Authority.

Traditionally the way cases are settled - those ninety-six percent - is that the two or more lawyers who are representing the parties get together outside of their clients and discuss settlement, and they come up with a settlement and that settlement is then presented to the clients. The clients don't have as much input or as much understanding as to why the case is settled the way it is settled.

In this process even though several efforts are made to encourage the contesting parties to arrive at a settlement, and although at one point of time, the parties do reach an interim arrangement there are occasions that the settlement between the parties could not fructify into a final settlement only because of the absence of an institutional structure facilitating the process.

In the current day and age parties are better equipped, informed and more proactive in choosing a speedy, amicable and effective way of dispute resolution. Every effort is made by the parties to ensure that the working relationship between the is not severed or damaged beyond repair in the process of dispute resolution. In the business arena, corporates and business men prefer that commercial disputes are rather resolved than decided, which is why the need has

arisen for a forum which is fast, economical, transparent and facilitates the parties to arrive at a mutually acceptable resolution of the dispute without causing irreparable damage to the contractual, business relations between the parties. Mediation is an appropriate response to this need. Mediation Centres, are institutions which, are well organised and have the infrastructure including an experienced and reliable panel of mediators. Such centres provide comfort to parties, specially those having commercial disputes, that they will have a neutral unbiased mediator who will facilitate, assist and guide them towards resolving the dispute, without burning a hole, in their pockets or their commercial relations and reputations.

The global evolution of Mediation as an alternative dispute resolution mechanism, has been a transition from the traditional, informal unstructured mode of private settlement process to an informed institutionalised, and formally structured methodology of negotiations, resulting in the mutually accepted resolution of the dispute by the sparring parties. This evolution has enhanced the confidence of, not just the judiciary but also that of the common man, disputants, and lawyers in the process of Mediation as a self-determined voluntary dispute resolution process.

The benefit of an institutionalized system is that the parties are empowered to participate in those settlement discussions, which is very significant change as, now instead of lawyers going behind closed doors and working out some kind of agreement, parties are actually involved in the settlement discussions. This helps people to understand what's going on and it leads to better settlements as well.

Institutionalised Mediation removes the elements of delay, uncertainty, bias, and abuse of process by truant parties and mediators. As the institution professionally and with absolute transparency supervises the entire process beginning with the request for Mediation, to appointment of the Mediator, correspondence between parties, their attendance, mediation sessions facilitating the resolution of the

dispute by the parties, including formally recording the settlement.

The other plus point is that institutions help lay down standards of conduct for mediators as well as the process of Mediation which includes a grievance redressal mechanism for parties, attorneys, and anyone actually involved in the mediation process to file a grievance for violation of the standards of practice. This gives the parties the comfort that there is a forum and method for them to articulate their dissatisfaction with the process of mediation. It is the absence of such grievance settlement mechanism that may sometimes make parties wary of private mediations.

Private Mediators very often than not follow more of a problem-solving or technocratic approach, a directive approach to the process. In this approach, mediators commonly hear the parties' stories, diagnose what the problem is, suggest or prescribe a solution to it in the form of a suggestion or a recommendation - however indirectly framed - and then essentially try to persuade the parties to accept that suggestion. Sometimes this is less heavy-handed and more nicely done - and other times it is less nicely done and more heavy-handed. However, institutional Mediation focuses more on self-determination, choice-making, scenario-building, communication, perspective talking - concepts that originated in the field of mediation as opposed to an approach of the authoritative model of practice which seems to be quite predominant with private mediations, immersed in adjudicative flavour.

It is often alleged that over the course of institutionalization there are more procedures, more rules, more standards, more grievance procedures, more laws appended to Mediation, which by nature is supposed to be a flexible process. This aspect of institutionalisation is important because it offers the much-needed protections to the disputants from arbitrariness of an informal process.

Last but not the least there is an extended

benefit to participants involved mediation, that is they learn that there are ways to resolve disputes. The participants learn a process, an assimilated way of thinking about disputes that they may not have thought about before. They may use these skills and ideas in future disputes, which itself may reform the adversarial process of dispute resolution to a more congenial one thereby promoting peaceful cohabitation of society.

Therefore, unless there is a widespread institutionalization or the placing of the Mediation process in institutions, there will not be this kind of spillover effect. If mediation as being a "good thing," then it seems as though institutionalization and putting it into institutions makes it possible to spread that "good thing."⁵

5. OHIO STATE JOURNAL ON DISPUTE RESOLUTION [Vol. 9:2 1994]

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Mediation-

How To Resolve Issues Without Wasting Time and Money



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

- Joseph Grynbaum

These words by Joseph Grynbaum stand true even today. Seeking justice through the process of litigation is a daunting task and inherently expensive. Even large corporates with deep pockets are wary of getting involved in the long drawn legal battles in courts. The judicial system is being overburdened with pending litigation and Supreme Court (SC) is taking cognisance of the need to have professional managers in courts. This is where mediation plays an important role, not only in saving money and time, but delivering justice to both the parties in a time bound manner.

Litigation traditionally is an intensive process during which there is a constant back and forth shuttling between the parties and their respective lawyers. Due to the nature of such interactions, cases keep piling up in the High Courts and the Supreme Court. But, with over 33 million cases pending in various court and the average time for resolution as high as

15 years or more, there is a crying need for alternate dispute resolution (ADR) processes.

The textbook definition of mediation says it is a way of resolving disputes between two or more parties with concrete results. Typically, a third party, or the mediator assists both the parties to negotiate a settlement. Disputants may mediate disputes in a variety of domains, such as commercial, legal, diplomatic, workplace, community and family matters. It also helps reduce the burden of courts, which are struggling to cope with legal pendency.

Mediation becomes a viable proposition the minute both parties to a dispute give some thought to the time and cost involved in litigation. There is also another interesting dimension to mediation, that was brought out at a panel discussion organised to launch the mediation centre of the Bombay Chamber of Commerce and Industry (BCCI) a couple of months ago. One panellist noted that litigation has a finality to it and breaks business relationships; but, often, there are disputes between companies and their contractors or suppliers, that reach a stage where

** This article has been reprinted from Moneylife magazine, with due permission*

Mediation through a neutral intermediary is ideal in these circumstances.

Factors	Litigation	Arbitration	Mediation
Time	10-15 years	1-5 years	90 days
Cost	High	Moderate	Low
Control	Parties are passive observers	Parties are passive observers Power to appoint arbitrator	Parties are active participants who find their own solutions mutually and control the final outcome
Outcome	Win-Lose	Win-Lose	Win-Win

intervention is required for fair resolution but neither party really wants to end the relationship.

This usually involves having a trusted third party to hear both sides and suggest a fair resolution. The mediator may be a legal expert or a domain expert in the subject matter of the dispute. It is important to note that although mediation is a less rigid and informal process, it is not unstructured. It is in fact quite meticulously planned with a clear rule book, albeit with a certain level of flexibility. This is one reason why industry chambers are encouraging their members to opt for mediation as a faster way of resolving issues.

The BCCI (Bombay Chamber of Commerce and Industry)'s Centre for Mediation and Conciliation (CMC) was launched in June this year; Sumit Banerjee is its chief mentor. The CMC has been recognised by the Bombay High Court and Indian Institute of Corporate Affairs as a body to help resolve commercial disputes. BCCI's mediation panel has retired judges from Supreme Court such as Justice BN Srikrishna, Justice Deepak Verma, Justice VM Kanade, Bill Marsh (United Kingdom), Jeremy Lack (Switzerland), Prathamesh Popat from Mumbai, Sriram Panchu and A Jawad from Chennai and Ekta Bahl from Samvad Partners, Hyderabad.

The CMC, envisaged by BCCI, provides mediation services for all commercial disputes—shareholder disputes, board consensus building, supplier disputes, and employment disputes across a wide range of sectors,

including engineering, infrastructure, logistics, banking, FMCG, banking, insurance etc. Interestingly, since CMC has mediators who are empanelled by the High Court, disputes that are already being litigated may also be referred by judges to the centre for mediation. In these cases, the terms of settlement would be recorded in the form of consent terms to be presented before the Court, which will record the same as a consent decree and make it enforceable like any other court decree.

The CMC insists that it is committed to provide mediation services at reasonable costs and conduct proceedings with full confidentiality.

There are two major issues that stand in the way of businesses opting for mediation to resolve disputes. One is that the government is often a party to disputes and these invariably land up in courts. In fact, the government — through its various departments and companies — is the biggest litigator in India. And since government is rarely in a hurry to resolve disputes and tends to file appeals even when there is a stinging verdict against it, the pendency in courts due to government itself is huge. This makes it even more important for business to seek ADR for other disputes that are still within their control. If chambers of commerce take the lead in encouraging mediation and the voluntary acceptance of outcomes, it will go a long way in making business easier to conduct in India. It is

especially important to build awareness and understanding about mediation and its modalities among micro, small and medium enterprises.

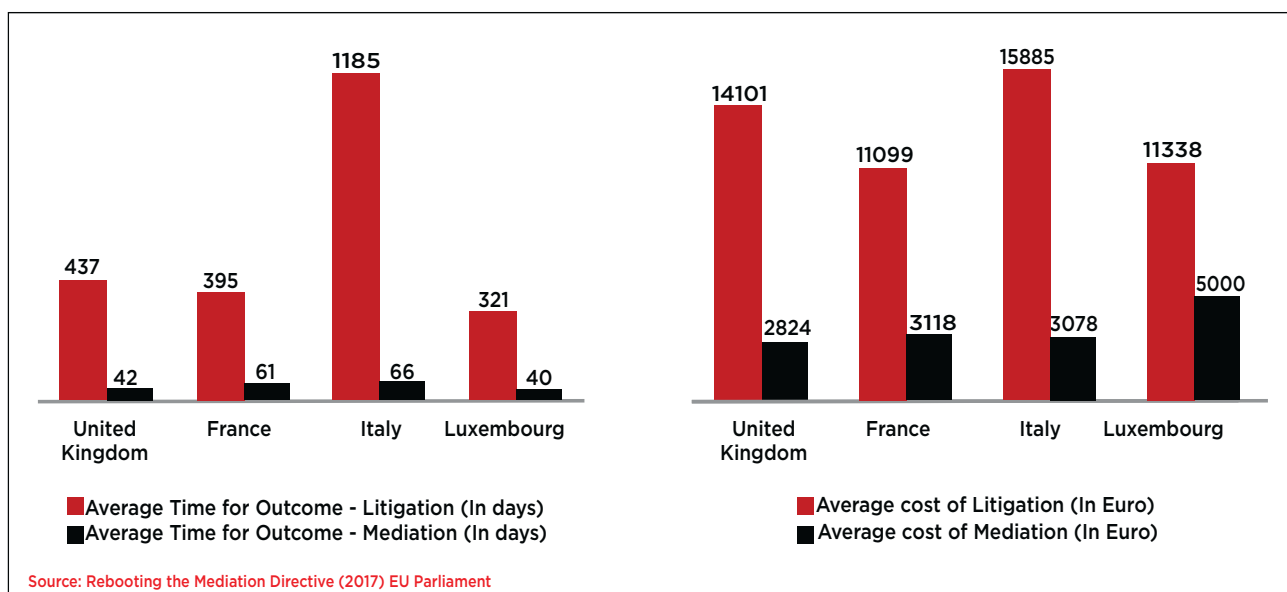
In an article posted on the CMC website, Mr. Banerjee says, while data about the success of mediation in India is sketchy, international experience is very heartening with over 50% success rates in most cases and big savings in time and cost. He writes, “The comparative efficiency of mediation over litigation is well known. For example, an EU report of 2014 found that both average time and cost to arrive at an outcome, came down drastically in most EU nations such as UK, France, and Italy, in mediation cases vs litigations. Most impressive were the efficiency improvements achieved through mediation in Italy, where average time to resolution came down from 1185 days to 66 days, and cost came down from Euro 16000 to a mere 3000 Euros. For a comparison, the average life of a case in India is 13 years, and litigants in the country spend an estimated total of Rs.30,000 crore per year towards court hearings.”

He has similar numbers about Singapore as well. The Singapore Mediation Centre (SMC) has dealt with more than 3,600 disputes with a settlement rate of 70% of which 90% of the disputes were resolved in one working day. In Hong Kong, a court annexed mediation centre records a total of 780 cases in 2017 with a 61% success rate.

Various sectors in India are especially amenable for ADR and more extensive use of mediation. The real estate sector, riddled with litigation and multiple stakeholders with diverse interests is one that is especially fit for dispute resolution through mediation, but it requires awareness building and a nudge by industry leaders to persuade stakeholders to opt for it. The two types of mediation available in India are:

Private Mediation: 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 other’s 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.





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 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

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Workshop on

Presentation Skills & Confidence Building

15th November, 2018

Under Executive Training & Development Programme (ETDP), the Chamber has conducted a Workshop on Presentation Skills & Confidence Building.

The objective of the training was to strengthen confidence and develop effective Presentation Skills in participants. It also helped to acquire skills for making audience centric presentation, and to develop platform skills through video shooting - self-assured body language, eye contact, purposeful movement and to improve the ability to make intelligent use of voice - audibility, vocal variety and energy in the voice. The workshop also helped to increase confidence level of participants through Neuro Linguistic Programming (NLP) techniques when making presentations.

Topics Covered:

- a) A professional mindset when making presentation in keeping with the current global standards
- b) Ways to strengthen confidence
- c) Overcoming Nervousness before a Presentation
- d) Types of speeches - impromptu, extemporaneous, speaking on special occasions
- e) Presentation Skills - organizing and structuring content of presentation
- f) Techniques to adapt presentation according to audience analysis and timing
- g) Delivery of presentation - voice

modulation, eye contact, body language and others

- h) Musts' of International Presentation Etiquette - Polished Personal Habits, Appropriate Attire and Grooming
- i) Difference between a mediocre presentation and a forceful presentation - Special NLP techniques for Win-Win encounters, Rapport building & Modeling techniques
- j) Essentials of effective communication - as a speaker ensure clarity, brevity & completion through the use of different techniques
- k) Techniques to avoid one-way communication

Participants were given 3 minutes for making a presentation without any training input and the second time with the training inputs. The 'hands on' experience of actually speaking before a group and getting feedback on areas of improvement, which the participants observed themselves in the video, was a special feature of this training programme.

The CD containing the video shoot of each participant's presentation was given to the participants.

Faculty: *Dr. Lata Shetty, is the Director, Mainstream Training Centre, which offers Soft Skills Training Programmes in a variety of settings. Qualifications: B.Sc., M.S.W., Ph.D., a gold medalist throughout her academic career and holds a Doctorate from the prestigious Tata Institute of Social Sciences (TISS).*

Workshop on

GST - Annual Return and Audit

16th November & 4th December, 2018

The Bombay Chamber organised a workshop on GST - Annual Return and Audit to deliberate and address the key issues related to Annual Return and Audit related to GST faced by the industry on 16th November, 2018.

Mr. Prashant Deshpande, Partner and Ms. Komal Sampat, Manager, Deloitte Haskins & Sells LLP addressed the first session on GST Annual Returns. They briefed on the concept and background of Annual Return and then detailed Bird's view of Annual Return in Form GSTR 9 (1/2) which is comprised of 6 parts : Part I - Basic details of the taxpayer, which will be auto-populated, Part II - Details of Outward and Inward supplies (RCM) declared during the financial year(FY)., Part III - Details of ITC declared (availed, reversed etc.) in GSTR-3B filed during the FY, Part IV - Details of tax paid as declared in GSTR-3B filed during the FY, Part V - Particulars of the transactions for the previous FY declared in returns of April to September of current FY or up to the date of filing of annual returns of previous FY whichever is earlier. (Amendments), Part VI - Other Information comprising details of GST demands and refunds, HSN wise summary information, Late fees payable and paid details, Segregation of inward supplies.

The second session was addressed by Mr. Anoop Kalavath, Sr. Director and Mr. Hardik Gandhi, Manager, Deloitte Haskins & Sells LLP on GST Audit. Giving the background, they briefed on the Obligation for



GST audit, Exceptions for GST audit obligation, Challenge to determine GST audit obligation, Obligations and requirements for GST audit and scenario where annual accounts are not audited. They briefed on the importance of understanding the scope of GST audit to comprehend for preparing and auditing Form 9C (Reconciliation Statement).

Providing an overview of the Audit Report Format, they briefed on the components of the Reconciliation Statement and Certificate. They detailed on the Form GSTR-9C which comprised of Part I - basic details of the Registered Person; Part II - all the streams of the income/supplies needs to be duly reconciled with adjustments provided; Part III - requires an Auditor to reconcile the rate wise liability of tax, total amount payable thereon as per Audited Financials with the tax actually paid as declared in Annual Return and to recommend of additional tax payable owing to non-reconciliation; Part IV - Requires to report the eligible credits pertaining to earlier FY claimed in current FY and ITC booked in current FY to be claimed in subsequent FYs. Part V - Auditor's recommendation on the additional liability owing to non-reconciliation of output tax or ITC. They then briefed on the penal provisions under sections 46 and 47 and the general provisions under section 125.

Since there was an overwhelming response for the session held on 16th November, 2018, a similar session was organized on 4th December, 2018.

The way lies open



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Seminar on

Welding Technology for Industry 4.0

30th November, 2018



The one-day Technical Seminar touched upon the various key aspects related to the welding sector 4.0 in India that included the role and contribution of the welding sector to the Indian manufacturing industry. The Young Bombay Forum (YBF), a youth wing of the Bombay Chamber organized a Technical Seminar on Welding Technology for Industry 4.0 held on 30th November, 2018 from 9:30 am to 5:30 pm at The Ruby, Dadar. Ms. Usha Maheshwari, Additional Director of Bombay Chamber welcomed the speakers and delegates. She covered briefly the historical achievements of Bombay Chamber and gave introduction of YBF and its past activities. 20 delegates participated from different organizations and few of them had even travelled from different parts of our country.

Welding & Testing Technology Industry 4.0 is a name given to the current trend of Welding & Testing automation and data exchange in manufacturing technologies. It includes cyber-physical systems, the Internet of things, cloud computing and cognitive computing. Industry 4.0 introduces what has been called the “Smart Welding Factory,” in which cyber-physical systems monitor the physical processes of the factory and make decentralized decisions. The physical systems become Internet of Things, communicating and cooperating both with each other and with humans in real time via the wireless web. Mr. Satish Sawant & Mr. N. H Singh, was the faculty for the workshop. Mr. Sawant is the

Inspector & Surveyor of Institute of Welding & Testing Technology with 30 years of experience. Mr. N. H. Singh, Chief Consultant & Trainer of IWTT.

Mr. Satish gave a brief history & introduction about Welding technology. He also stressed on Welding Challenges, Process, Procedure, Types of welding module, Crucial Quality steps in Welding such as Effective Communication, Behavioral Change, Cultural Change, Welding codes, Standards, Specifications & Certifications, Types of weld etc. There was a technical session by Mr. N.H. Singh on Welding technology with the relevant case studies.

Mr. Sawant also spoke about the Robotic welding where he mentioned that welding robots have been used by the manufacturing industry since 1970's, in the form of mechanized welding processes. With the help of few videos he explained the concept of Robotic welding. The skill of the specially qualified personnel drives the success of robot welding and optimizing the high quality output.

Overall the entire Seminar was very interactive, informative and useful for the delegates. Delegates were sharing their experiences dealing in welding in their day to day life with the trainers. The Seminar received an overwhelming response from the delegates. Mr. Sawant guided on newer Welding technologies. Trainers gave valuable tips, information on upcoming Welding industry 4.0.



Workshop on First Time Manager

30th November, 2018

First Time Manager program is a unique module for the employees who are taking the first step in managerial positions. Challenges & learning are essential part of climbing every new ladder in the organisation. This one day program aims at enabling ought-to-be managers with tools for smooth transition.

It is an important stage in one's Professional career. This is the beginning of the journey of a leader who needs to be equipped with the desired qualities and necessary skills to upgrade & update oneself and make this transition an opportunity to reinvent.

In our endeavor to help them achieve this, Bombay Chamber organized one day Session on First Time Manager under the Education and Skill development Committee on 30th November 2018.

Workshop was conducted by Ms. Akshata Mahale who is a Corporate Trainer & Personal Brand Coach with a 20 years of corporate experience.

First half of the program was to identify challenges inbuilt in the jobs and discovering strategies to cope up with the same. Participants shared their vast experiences and

expertise which created a very healthy and rich medium of knowledge sharing.

Discussion also evolved to walking the talk, where importance of executive presence was emphasized and sensitized. Grooming standards and professional presence were the topics of discussion and queries were active during this session.

In the second half of the program keen sense of interest in developing oneself was seen in every participant. How to build trust and be an effective leader was key topic of this activity.

Later how to handle difficult conversation at workplace was done through a very innovative role plays. Each group performed and handled difficult conversation with best of their abilities and worked out best in every situation. Working with our assumptions and exploring others story was key take away. Program ended with every participant preparing an action plan and implementation of learnt skills in their job role successfully.

It was full house workshop and participants were from diverse industry backgrounds. Maximum participation, lots of questions and enthused curiosity created an atmosphere of engagement, learning via fun.





Session on

Corporate Decision Making and Liabilities

4th December, 2018

The Governance Committee of the Bombay Chamber of Commerce & Industry organised workshop on Interactive session on 'Corporate Decision Making and Liabilities' Ms. Usha Maheshwari, Additional Director, Bombay Chamber welcomed speakers and delegates. She briefed about history and the milestone achieved by Bombay Chamber. There were 17 delegates from different organisations in the Session.

Mr. Suhas Tuljapurkar, the Managing Partner of Legasis Partners and founder Director of Legasis Services Private Limited, started session with a case study of the devastating Bhopal Gas Tragedy which was further linked with corporate liabilities, both civil and criminal, that arose for the parent company UCC, the subsidiary UCIL, the Board and the Chairman. One of the principle reasons of the disaster was compliance oversight on part of the company, which could have been avoided. He shed light on how the principle of Absolute Liability emerged, where no men area is required and due diligence is no defence for the company, owing to the case of M. C. Mehta v/s Union of India. He further stated the fundamental differences between Absolute liability and Strict liability, which are often confused with one another. He explained the concept of vicarious liability and its effects on the directors, wherein the employer is liable for the acts of the employee; with an exception of criminal liability.

Mr. Tuljapurkar further elucidated corporate liabilities pertaining to the Board of Directors as an apex group, since organizational culpability is attributed to a group and not

individuals. He explained the fiduciary duties of the directors. The first one being loyalty which entails the duty to act in the interest of the company. The second one is the duty of due care. The third is the duty of disclosure of all mandated material and material information along with prescribed filings. Lastly, the duty of Extra Care, which indicates careful scrutiny of the decisions pertaining to corporate restructuring and preferential payments.

The floor was left open to questions wherein the practical problems arising at the management and executive level were discussed and the solutions thereon were proposed.

To improve the system such as the 'Board Pack' which is received atleast two days prior to a meeting should include a draft resolution of what is expected to come out of the Board on the particular decisions and that the language used in the Agenda should be more inclined towards business language rather than compliance language to be better catered towards the understanding of the directors. Moreover, the CS should serve as a link between the Board and the Functional heads who push what items need to be discussed by the Board as they evaluate risk and decision making.

At the end Ms. Usha Maheshwari delivered vote of that to speakers and delegates.

For Detail Report:

http://bombaychamber.com/admin/uploaded/Report_%20Interactive%20Session%20on%20Corporate%20Decision%20Making%20and%20Liabilities.pdf

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Site Visit to Siemens Ltd. Kalwa Works

7th December, 2018

The site visit was organised to learn from best practices of manufacturing, safety and sustainability of Siemens Ltd.

Mr. Soumitra Dattagupta, RC-IN EHS-ES, welcomed the delegates and presented overview of Kalwa facility along with Mr. Hemant Narvekar, GM -works.

During the day visit to Switchgear Factory, Motor Factory, Energy Monitoring & Control Centre, Technical Academy, SITRUST-Safety Park, Switchboard Factory and Transformer Factory was organised.

Low-voltage switchgear factory has been manufacturing industrial control products. This plant covers a wide range of equipment concerned with switching & protection. The product includes high and low tension precision equipment.

Motor factory are high quality machines with economic power consumption and are resilient enough to withstand wide voltage and frequency applications. The motor factory is a sub-division of Motors, Drives, UPS (MDU) division.

Siemens Technical Academy provides work-integrated training to students from underprivileged sections of society. Currently, courses for Fitters and Electricians are offered. The Academy also has a tie up with Tata STRIVE to implement Dual VET training methodology that mandates 80% practical exposure with industry engagement. The students are engaged as apprentices and they get a stipend which takes care of their daily expenses. At the end of the 2 Year course, they get an NCVT certification at NSQF Level 5. Siemens India has set up the Siemens Global

Skill Centre for Electrical and Occupational Safety at Mumbai. SITRUST™ - the global answer for safety training - is a unique training program that includes an extensive practical component with a simulated construction site environment and uses "Learn the Theory, Master the Practice" skills. Through structured and practical site situations in the form of storyboards, SITRUST™ provides hands-on training modules.

Siemens switchboards have established remarkable leadership in the market. The assembling of switchboards commenced in 1954 in a small workshop in Mumbai. Switchboard falls under the Power Transmission and Distribution (PTD) Division. PTD consist 3 variants of switchboards namely; Medium Voltage Switchboards (MVS), Low Voltage Switchboards (LVS) & High Voltage Switchboards (HVS).

Siemens Transformer factory addresses the heightened demand for power transmission equipment in the country by designing and manufacturing large transformers of power rating upto 600 MVA and 800 KV voltage class.

The delegates learnt about

1. Technology usage in electrification, automation and digitalization in factories and technical academy.
2. Could experience Live operational Industry 4.0 experience
3. Paper production line and process
4. Solar set up and energy monitoring practices
5. Safety training module
6. Practical Learnings in digitalisation
7. Safety and quality management practices
8. Practices of Zero accident policy

The visit ended with feedback session. The feedback of participants was very encouraging and overwhelming. The delegate feedback was conveyed to the organisers. Vote of thanks was delivered by Mr. Duttgupta and Ms. Usha Maheshwari, Additional Director, Bombay Chamber.





Workshop on Business Communication - Oral & Written

10th & 11th December, 2018

Under Executive Training & Development Programme (ETDP), the Chamber has conducted a Workshop on Business Communication - Oral & Written on 11th December, 2018.

However, due to the overwhelming response the workshop received, could not accommodate all the participants in one session in a day and hence upon requests of the participants, the Chamber has conducted the same Workshop on 10th December, 2018 at the Conference Room of the Bombay Chamber at Ballard Estate.

Effective Oral & Written Communication Skills are essential for the organization's smooth functioning. Executives need to be fluent in English, to be effective in email writing and oral communication skills. In India English is not only our associate official language but the language of business and administration. There can be no relationship without communication. For communication to be effective the different nuances of verbal, non-verbal communication and differing perceptions of people have to be taken into account. Not only oral but written communication also has to be clear and effective for successful organization. Inconsistent, shabby writing of

emails across different countries can never enhance the image of the company.

The workshop covered the contents of: Musts' to communicate with impact - Nuts & Bolts of Communication skills - Verbal Communication with seniors, customers & peers, 2-way communication and use of all channels,- Skillful listening - Intelligent use of voice - Overcoming Barriers in Communication -Assertive Communication -Building 'working relationship' - Written Communication - Five Steps to Successful Email Writing - Preparation, Research, Organization - Writing a Draft, and Revision - Mechanics of Writing.

Objectives: To provide tools that are critical for effective oral & written communication, develop 'musts' of effective communication skills including email communication, assertive skills - i.e. the art of being pleasantly polite, To develop the skill to write in a clear, reader friendly way which give results and enable the participants to learn the technology of fine writing emails.

FACULTY: *Dr. Lata Shetty - Director, Mainstream Training Centre. Qualifications: B.Sc., M.S.W., Ph.D., a gold medalist throughout her academic career and holds a Doctorate from the prestigious Tata Institute of Social Sciences (TISS).*

Workshop on

Recent and proposed Changes in the Companies Act and amendments to SEBI (LODR) Regulations

12th December, 2018

The Bombay Chamber organized a Workshop on the Recent and proposed Changes in the Companies Act and amendments to SEBI (LODR) Regulations on 12th December, 2018.

The session was addressed by Mr. Bharat Vasani, Chairman, Legal Affairs & IPR Committee, Bombay Chamber [Partner, Cyril Amarchand Mangaldas] and Mr. Sharad Abhyankar, Partner, Khaitan & Co.

The deliberations on The Companies Act covered topics such as : (i) key amendments with effect from 12th September, 2018 regarding payment of managerial remuneration, under Section 197 of The Companies (Amendment) Act, 2017; (ii) important changes in the Companies (Amendment) Ordinance 2018, which was notified on 2nd November, 2018 such as introduction of new section 10(A) related to commencement of business or exercise of borrowing powers by companies incorporated after 2nd November, 2018, rationalization

of penalties in line with recommendations of Committee Report, non-compliance of section 90(1) subjected to imprisonment, etc.; (iii) some proposed amendments related to SBO, CSR, remuneration and resignation of Independent Directors. The speakers also briefed on the Global changing Regulatory Landscape.

Regarding amendments to SEBI LODR Regulations, the speakers addressed the participants on the key recommendations made by the Kotak Committee related to Directors, Independent Directors, Board performance evaluation, Committees of the Board, Remuneration of Directors, material subsidiaries, disclosures related to compliance, clarity on communication. They also briefed on other amendments such as skill matrix for the year 2019, limited review by internal auditor, maximum directorships and detailed on the SEBI Circular dated 7th December, 2018 which was issued in the interest of transparency to the investors in the securities market.





Session on SDG Reporting

13th December, 2018

GRI South Asia in collaboration with Bombay Chamber of Commerce & Industry organized Exclusive session on Business Reporting on Sustainable Development Goals on 13th December, 2018 at Bombay Chamber, The Ruby, Dadar (W).

Dr. Aditi Haldar, Director GRI South Asia after setting the context welcomed the speakers. Ms. Usha Maheshwari, Additional Director, BCCI succinctly expressed the significance of GRI-BCCI collaboration for the session on SDGs. Mr. Ram Bandopadhyay, Former Secretary, Ministry of Corporate Affairs presented opening remarks on evolution of sustainability policies in India while mentioning how role of reporting has gained importance today. In his keynote speech Mr. Praveen Pardeshi, Additional Chief Secretary to Chief Minister (GoM), presented on GoM's flagship programme 'Village Social Transformation Foundation' while emphasizing on public private partnership. His insightful presentation, made it clear how a roadmap has been set to achieve SDGs and improve the life of people in 1000 villages of Maharashtra. Ms. Suruchi Aggarwal, Programme Manager, UNDP presented a special note on UNDP's work - globally and in India.

Ms. Pallavi Atre, Sustainability Expert, GRI South Asia presented on tools to embed the SDGs in existing business and reporting

processes with a harmonized set of disclosures for businesses to report on.

The publications presented were launched recently as a part of the *Business Reporting on the SDGs Action Platform*, in partnership with the UN Global Compact. The publication titled *An Analysis of the Goals and Targets and Integrating the SDGs into corporate reporting: a Practical Guide*, first steps towards a uniform mechanism for businesses to report on their contribution to and impact on the SDGs in an effective and comparable way. Third document *In Focus: Addressing Investor Needs in Business Reporting on the SDGs* provides additional information about investor-relevant aspects of corporate SDG reporting. The publications are not aimed at creating a new reporting framework.

Links for Reports

An Analysis of the Goals and Targets-

https://www.globalreporting.org/resource/library/GRI_UNGC_Business-Reporting-on-SDGs_Analysis-of-Goals-and-Targets.pdf

Integrating the SDGs into corporate reporting: a Practical Guide-

https://www.globalreporting.org/resource/library/GRI_UNGC_Reporting-on-SDGs_Practical_Guide.pdf

In Focus: Addressing Investor Needs in Business Reporting on the SDGs -

<https://www.globalreporting.org/resource/library/addressing-investor-needs-SDGs-reporting.pdf>



Workshop on HR Analytics

14th December, 2018

Workshop on HR Analytics was held on Friday, 14th December, 2018 under the aegis of HRM Committee of the Chamber.

This workshop is targeted to Human Resource Professionals and Line managers, who have access to various data sets in Microsoft Excel downloaded from SAP/HRMS system or data sets in a database. They are expected to do basic analytics to get business insight and present effectively to management for fact based decisions.

The workshop was attended by 24 participants and was conducted by Mr. Sushant Panda, B.Tech. from IIT, BHU, Benares and MBA from Asian Institute of Management and has more than 25 years of rich experience in various industries. Mr. Sushant has worked in various corporates like Larsen & Toubro, Tata Unisys, CMC, The Chase Manhattan Bank in various roles. After having worked in various corporate and MNC, Mr. Sushant became an Entrepreneur as a Director at Lauren Information Technology Pvt Ltd for a decade. In the year 2011, Mr. Sushant founded Syum Labs with a vision to provide Services and Skills Development in the area of HR Intelligence/Analytics, Predictive Modelling, Machine Learning and IoT. Syum provides consulting services on how to leverage Analytics for better decision making processes and also implementing analytics projects.

This workshop was designed to make the participants aware of various areas of HR analytics. Participants learned how to apply various analytics techniques to get business insights which will help them take better fact based decisions.

Our Speaker Mr. Sushant Panda covered the following key points;

- What is happening in HR analytics globally and what different companies doing in HR analytics area.
- How to tie-up different areas of HR analytics with business outcome
- How to prepare raw HR data for analytics
- How to understand HR data using basic statistics, visual analytics
- How to create interactive analytical HR dashboards and present analysis through storytelling techniques
- How advanced analytics i.e. predictive analytics, Big Data can be applied to HR

The course is based on analytics case studies and it unfolds the concepts, techniques and the best practices related to HR Analytics. The objective is to train the participants how to apply these BA concepts, tools and techniques using case study method and self-service BI Software. Participants will have enough hands on experience.

Delegation Visit to JNPT Specifically crafted for Logistics heads and Supply Chain heads

19th December, 2018

Bombay Chamber of Commerce & Industry organised a Delegation Visit to Jawaharlal Nehru Port Trust, specifically for Senior Logistics and Supply chain professionals on 19th December, 2018.

The objective of the visit was to facilitate interaction between participants and JNPT and also seek real time assistance from senior officials. Participants were driven to the JNPT premises and were given an exclusive tour of the port facilities preceded by a presentation by JNPT. The presentation talked about the role of JNPT in facilitating exports, future expansion plans, new port technology and customer friendly port procedures, amongst others.

There was also discussion on the functions of the port such as terminal operations, vessel

operations, yard operations, Inland Container Depot, CFS operations and so on. Participants were also briefed about the benefits of Direct Port Delivery (DPD) at JNPT and how it can be availed.

During the Q&A round, participants were able to raise issues faced by them, and provide suggestions directly to higher authorities of JNPT. Participants were later taken into the port premises leading to the berthing area, reefer yards and vessel control room, to give an insight into the working of the port.

The event was well attended by senior management executives across a wide spectrum of industries. The visit proved to be fruitful as participants could explore solutions for improving efficiency of linkages to and from the port.



Workshop on Strategic Storytelling

20th December, 2018



Every Public relation officer knows the dire need of effective communication in his profession. However, value of this art in business world is not well practised and nurtured. Corporates are not monolithic entities, they are made up of people & do business with people and we all know that people connect best with stories! Strategic storytelling is a creative workshop, which will unravel the Story teller in You! If you are in Public relation officer, storytelling art can be game changer for you.

In our endeavor to help them achieve this, Bombay Chamber organized one day session on 'Strategic Storytelling especially for Public Relation Officers' under the ESD committee on 20th December, 2018.

Workshop was conducted by Ms. Akshata Mahale who is a Corporate Trainer & Personal Brand Coach with a 20 years of corporate experience.

First half of the program covered the concept of storytelling in corporate and how and where storytelling can be used and implemented. Participants shared their vast experiences and expertise which created a very healthy and rich medium of knowledge sharing.

Second half of the program talked about how to create strategic stories with maximum impact, following the guidelines of storytelling and making them interesting and emotionally charged for the listeners.

Workshop was based on, role plays, games, videos, quizzes and final assessment for storyteller. Group activity - Share your story was a team building activity which helped participant to experience the nuances of storytelling in their profession.

It was a full house participation each were keen to try this skill and want to be better communicator.



Workshop on Circular Economy Roundtable

8th January, 2019

There was an overwhelming response from experts for the invitation sent before the Circular Economy (CE) workshop to be held on 8th January, 2019 at Bombay Chamber of Commerce & Industries (BCCI), Dadar office as there were limited seats in the round table.

Ms. Usha Maheshwari, Additional Director, Bombay Chamber welcomed all the participants. Mr. Vijay Srirangan, Director General, BCCI explained how BCCI being a 183 years old organisation is linked to sustainability and provided insights on its role in the area. Quoting the example of the quality of drinking water, he explained how sustainability is a pillar of development.

Dr. Prasad Modak, founder Environmental Management Centre (EMC) and Ekonnnect, introduced the topic and brilliantly explained the evolution of Circular Economy on a time series scale of government policies of countries, like India, Japan, Australia and Germany.

Mr. Hemant Padale of Austrade explained how Austrade is working towards better business and academic relations between India and Australia. Dr. Hemant Choudhary, Founder and Executive Director, Circular Economy Alliance Australia (CEAA) introduced the CEAA. He talked about a Global Leadership programme by CEAA. He presented examples of circular economy in Australia - water recycling and usage, renewable Energy usage, plastic ban, etc.

Prof. Sushmita Narayana, Coordinator, Centre for Supply Chain Management (CSCM), NITIE, shared research work on closed loop supply chains and reverse logistics focusing on pharmaceuticals. She shared her views on topics like, sustainability with collaborative & translational approaches, environmental issues of packaging, building blocks of CE, etc. She also presented Prof. Priyanka Verma's (NITIE) work on unorganized automotive sector and how to standardise and formalize the processes in it.

Prof. Anju Singh's (NITIE) research work related to Europe and its 265 CE cases and 195 case studies from various angles to better understand about CE in practice in Europe. She also mentioned that only using terms like sustainable development and circular economy are not going to save the world at the end of the day. There are more basic nature's design principles which we are violating like

life creates conditions conducive for life.

NITIE launched the 'Indian Circular Economy Stakeholders Platform' for companies, NGOs, academicians to share knowledge, case studies etc. This portal will hopefully and truly become a stakeholder's platform to discuss and bring

the latest information to the table especially case studies for everyone's benefit. This will be connected to NITIE website and be accessible by 31st January.

The CE roundtable ended with the sector specific exercise designed by NITIE on how to design a circular closed loop supply chain of some of the sectors. Each circularity introduced the supply chain then had to be classified into categories. Group presentations were held amidst much fanfare and several discussions and debates. Ms. Usha, had to intervene and announce that the workshop has ended before participants moved towards a much needed sumptuous lunch.



Workshop on Smart Business Negotiating Skills - An Art

22nd January, 2019

Under Executive Training & Development Programme (ETDP), the Chamber has conducted the Workshop on Seminar Business Negotiating Skills - An Art.

Negotiation is a part of everyday life, but in business it's absolutely critical to your success. Poor negotiation can cripple a company just as quickly as losing key customers. Today with



each department functioning independently as an independent revenue generating unit responsible for its own profitability; negotiation is an essential means to share, pool and manage resources, costs and bottom lines.

Leaders today are those who know the way, show the way and go the way to be successful. Leading others is tough, it's about being clear, setting an example, owning up and being there in the midst of anything and everything that is emerging in the dynamic business environment.

The speakers suggested not to offer too many options to the other person. It will only lead to indecision and prevent them from taking action as it leads to confusion, making them to think harder whether they want to go ahead with your suggestion or not. People tend to stick to what they are comfortable with when faced with too many options.

Session Coverage:

- Clarifying our fundamentals of negotiations
- Understand some key concepts to building the attitude to negotiate

- Exploring your ability to get others to buy your point of view using different techniques
- Knowing how to manage a tough negotiation and when to walk away from one
- Closing the negotiation successfully.

While closing negotiation, the speaker suggested the following:

- Review all the options discussed
- Re-prioritize non-negotiables, if necessary
- Pitch optimistic and realistic demands
- Highlight that your proposal it has something for everybody
- Explain how your proposal benefits the other side
- Pause, and let it sink in
- 'they' have an alternative proposal, lend a listening ear -do not interrupt
- Gently push for a resolution on a final agreement

About the Faculty: (1) Ms. Monika Divekar, is the Co-founder, Branding and Behaviour specialist, Mind Coaching Academy. She is a Certified Practitioner of Neuro Linguistic Programming (NLP) and Certified Coach from International Coaching Federation (ICF). She has worked primarily in India but also in South East Asia, Middle East, South Africa and UK. She is a Visiting Faculty at S.P. Jain Institute of Management and Research and Welingkar's Institute of Distance Learning, MET.

(2) Ms. Varsha Chitnis: is the Co-Founder, Consultant & Coach of Mind Coaching Academy, Mumbai. Varsha is an International Coaching Federation (ICF) Accredited Coach & a Certified Behaviour Trainer. She holds certifications from the Cambridge University in BEC III; from IIM Bangalore in Communicating for Corporate Advantage; She is a certified Psychometric Assessor; Certified in Facilitation Skills. She is the Bombay Chapter head of the International Association of Facilitators. She is also a Visiting Faculty to the Management Development Centre at the Welingkar's Institute of Management Studies & TISS, Mumbai.



Conference on Digital Disruption using Artificial Intelligence & IoT

January 23, 2019 · Mumbai


Bombay Chamber
of Commerce & Industry

Knowledge Partner



Conference on Digital Disruption using Artificial Intelligence & Internet of Things

23rd February, 2019

Bombay Chamber organised a Conference on “Digital Disruption using Artificial Intelligence & Internet of Things” on Wednesday, January 23, 2019 at The Orchid hotels with our Knowledge Partner Going Digital.

Mr. Vijay Srirangan, Bombay Chamber, Director General had set the stage with an initial briefing on the Bombay Chamber activities and then enlighten the delegates on Emerging Technologies.



The keynote speech by Mr. Sandeep Raut, Founder & CEO of Going Digital had simplified the aspects of overall disruption, how digital disruption is impacting industries



and then went on talking about various tenets of Digital Transformation, why it is important now, its technology components, several industry examples of Artificial Intelligence & Internet of Things which are helping the industries to optimize their operations and thereby improving the customer experience.

Mr. Prasanna Lohar, Head Innovation & Architecture, DCB bank helped the delegates to understand how the banking industry is adopting the digital wave and how Fintechs are becoming mainstream and instead of



competing with banks, they are collaborating which is really good for the end consumers.

Mr. Jayasimha Chalasani, Head of Discrete & Process Manufacturing, Tech Mahindra



Integrated Engineering Solutions explained the concept of Industrial Internet of Things and its impact on various manufacturing industries.

Followed by this was a very thought-provoking panel discussion on "Artificial Intelligence - Threat or opportunity" moderated by Mr. Sameer Dhanrajani, Chief Strategy Officer, Fractal Analytics with other esteemed panel members as Mr. Subhadip Saha, Head of Digital Innovation, Mobility Banking and Emerging Technologies, HDFC Bank, Mr. Lester Fernandes, Managing Director & CEO, BUDSTA Analytics & Insights Pvt. Ltd, Mr. Manojit Saha, Analytics Practice Head, Atos Syntel and Mr. Sandeep Raut, Founder & CEO, Going Digital. It was discussed in detail as to how AI can bring the threats to the humanity and all the panel members talked about industry concerns of controlled use of AI. Further, each of the



panel members talked about their views and experience on AI making inroads into our lives and bringing new opportunities. There was also a debate on if AI is bringing the job loss but members conveyed that AI will change the jobs and replace them with different skills. There was a debate on how bad data quality can hamper the outcomes of AI and what companies should be doing to provide the right data.

Mr. Sameer Prakash, General Manager



- Head Digital Enterprise, Siemens Ltd, enlightened the delegates with how Siemens is helping the manufacturing sector with their innovations with AI & IoT.

Further, Mr.Venkatakrishna Velugubanti, Global Practice Leader- Digital Farming Solutions, ITC Ltd gave us a good understanding of where does farming in India stands today. How technology is helping farmers in their decision making and innovative farming.



Conference on Digital Disruption using Artificial Intelligence & IOT

January 23, 2019 - Mumbai

Bombay Chamber
of Commerce & Industry
Knowledge Partner



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The last panel discussion was “How to create successful digital innovation with technologies - Age of AI & Data analytics” moderated by Mr. Sandeep Raut. The panel members were specifically chosen with variety of experience from product manufacturers and consulting & implementation service providers such as Dr. Paul Pallath, EVP, Big Data & Advanced Analytics, Vodafone Idea Ltd, Mr. Prafulla Wani, Cloud Solution Architect - Advanced Analytics & Artificial Intelligence, Microsoft Corporation, Mr. Prasad Vasudeo, Practice Director (Analytics, Big Data & Data warehouse) Atos Syntel, Mr. Tarun Mishra, Founder & CEO, Covacsis Technologies, Mr. CG Venkatesh, Senior Manager Head Data Science CoP L&T Infotech & Mr. Ajit Joshi, National Manager - ISV, Embedded and IOT Partners for India & Saarc region, Red Hat. Panel members explained the difference between AI & Data Analytics as there is still a lot of confusion between

the two terms and industries use them interchangeably.

Further, experts talked about the challenges they have faced implementing IoT data and applying Analytics to provide actionable insights to customers. Product vendors talked about how open source technologies are helping the masses to adopt the Analytics.

At the end of every session, Mr. Vijay Srirangan, Director General had some quotes to lighten the mood and engage the delegates.

All the sessions were well received by the delegates and the speakers got good feedback from delegates on their sessions.

The Conference on Digital Disruption AI & IOT did provide a good knowledge platform to the members of Bombay Chamber and they had further discussions on holding such future savvy conferences which will benefit the companies.





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