

# *Madras Management Association: Managing Diversity, Growth and Excellence*

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The case "Madras Management Association: Managing Diversity, Growth and Excellence" dwells around the stumblers and star phases during the growth of an organization (Hambrick & Crozier, 1986). Since inception, Madras Management Association (hereafter, MMA) had been serving the cause of managerial excellence to achieve its vision to be the fountainhead of worldclass management excellence in India. With a vast array of activities, for instance, lectures, seminars, conventions, workshops, discussions, games and field visits, MMA had been associated with over 5000 corporate houses, industries, professionals, academicians and students. The case mentions the importance of people, processes, and structure that make a difference in the evolution of an organization. The case is an interesting read and brings forward two important aspects, i.e. the growth of an organization, and the institution building.

Growth is something every organization strives for. In search of growth and excellence, organizations sometimes evolve as an island of excellence in an ocean of mediocrity. These evolved organizations become institutions in themselves. They are resilient, adoptive, leadership driven and owned by stakeholders. The success of such organizations lies in the convergence and reinforcement of its leadership strategies, structure and processes & practices. Greiner (1998) explained growth in three ways, viz. an organization's age and size, organization's stages of evolution and revolution, and the growth rate of the industry in which it operates. In simple words, the growth is usually a relative measure of size over time. Over a period of time MMA's size in terms of membership, functions and activities had increased many folds. The exhibit 6 provides some interesting insights about the membership status at various MMA chapters at non-metro cities like Hosur, Selam and Puducherry to spread the excellence in management across the State for the benefit of the industry. There had been an overall increase in the

institutional members', individual members', associate members', AIMA and student members' membership status. However, in Selum (from 2010 to 2011), unlike other chapters there had been a decrease in the student membership. And surprisingly, despite being industrial hub, Hosur had nil student membership over the years.

There had been other over-arching themes of success of MMA. For instance, there had been an increase in the number of conventions, forums, management development programs and entrepreneurship development program. MMA had not faced any internal turmoil yet plausibly due to unique election process and stipulated time period of service of ex-officio members of the Managing committee. It had in-house monthly magazine Business Mandate which covers vast range of topics that interests today's youth. It also had a unique venture like MMA-KAS project for entrepreneurship development which promotes, fosters and develops entrepreneurship and result based leadership.

Organizational aspirations are the function of its desired conditions to its existent conditions. However the aspirations and growth often bring fundamental challenges and problems due to instant increase in size and scope of activities. Presently, MMA is in its 'Prime' stage where the focus has been given on the plans and procedures to achieve both effectiveness and efficiency (according to the PAEI model of the growth (Adizes, 1979)). For instance, MMA's student chapters at non metro cities had been providing successful management programmes for holistic development in emerging paradigm. MMA had made 'professional management' accessible to indigenous entrepreneurship to smaller cities. By doing this, MMA had been inspiring individuals to actualize their latent potential, nurture their creativity and originality, and synthesis the Indian ethos with international management thoughts to brace up for the global challenges.

In 'prime' stage any organization is at its healthiest, fittest, popular and profitable condition. Thus MMA too is fervent to sustain the 'prime' stage. However, in future (due to increase in the size and scope of the activities) MMA might have to face the problems and obstacles viz. a sense of infallibility, functional problems, internal turmoil or extraordinary resource needs. Thus to sustain the 'prime' stage, MMA is required to maintain a balance between control and resilience with an innovative, adoptive and more disciplined environment (with stakeholders).

## References

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In criticizing another, we always foolishly take one especially brilliant point as the whole of our life and compare that with the dark ones in the life of another. Thus we make mistakes in judging individuals.

- *Swami Vivekananda*