

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

M A N A G E M E N T T I M E S

October 2024



## MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

It gives me great pleasure to present the October issue of AIMA News.

With your support and encouragement, AIMA has continued to advance its mission of spreading management thought and building capabilities through a diverse range of initiatives and programmes.

Recognising the growing importance of small and medium-sized enterprises (SMEs) in India's economic landscape, AIMA took steps this month to empower SMEs in overcoming challenges, improving efficiency, and promoting sustainable growth. In collaboration with the Wadhvani Foundation, AIMA launched the first cohort of the 12-week SME Growth Accelerate Programme. This initiative equips SME leaders with practical skills, strategic insights, and networking opportunities essential for business growth. Participants engage in modules on financial management, market positioning, leadership, and strategic goal-setting, laying a strong foundation for innovation and resilience.

Procurement continues to be an area of significant interest within AIMA's event portfolio, with the annual Global Procurement Summit (GPS) consistently receiving strong participation and feedback. As a prelude to the upcoming GPS 2025, AIMA recently organised a webinar titled 'From Vision to Reality: Future Path of Sustainable Procurement.' This session focused on the growing role of sustainable procurement in global supply chains and its benefits for businesses and society. Led by senior procurement experts from The World Bank, the webinar attracted considerable interest from organisations keen on exploring digital transformation and sustainability in procurement. Look out for further updates on GPS 2025, where these themes will be explored in greater depth.

AIMA also launched the survey for the seventh edition of the Management Capability Development Index (MCDI), which has been conducted biennially since 2010. Originally conceived by the New Zealand Institute of Management, the MCDI serves as a benchmark for assessing management practices across Indian businesses. This edition will cover 11 key areas including leadership, financial management, innovation, governance, organisational capability amongst others; providing actionable insights for organisations to enhance their management practices. The report will be released on 21st February 2025, during AIMA's 69th Foundation Day in New Delhi. I encourage you all to participate in this valuable research and contribute to shaping the future of management practices in India.

Meanwhile, the AIMA Young Leaders Council (YLC) remains committed to delivering relevant programmes for India's emerging leaders. Last month, YLC hosted a session on the 'Atal Innovation Mission and its Impact on the Indian Startup Ecosystem.' The discussion highlighted AIM's role in strengthening India's startup ecosystem, nurturing a culture of innovation, and supporting entrepreneurship across the country.

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

M A N A G E M E N T T I M E S

October 2024

This issue includes brief reports on these programmes, along with the latest news from the Local Management Associations and a selection of articles on current management trends.

I hope you enjoy this edition of AIMA News and look forward to your feedback and suggestions.



Warm regards,

## AIMA OFFICE BEARERS

PRESIDENT

**Ms Suneeta Reddy**

Managing Director, Apollo Hospitals Enterprise Ltd

SENIOR VICE PRESIDENT

**Mr TV Narendran**

CEO & Managing Director  
TATA Steel Ltd

VICE PRESIDENT

**Mr Vishal Kampani**

Vice President, AIMA  
and Vice Chairman &  
Managing Director  
JM Financial Ltd

IMMEDIATE PAST PRESIDENT

**Mr Nikhil Sawhney**

Vice Chairman and Managing Director,  
Triveni Turbine Limited and Director,  
Triveni Engineering and Industries Limited

DIRECTOR GENERAL

**Ms Rekha Sethi**

**Published by**

AIMA, Management House,  
14, Institutional Area,  
Lodhi Road, New Delhi-110003  
Tel : 01124645100  
E-mail : dlma@aima.in  
Website : www.aima.in

Managing Editor  
Smita Das

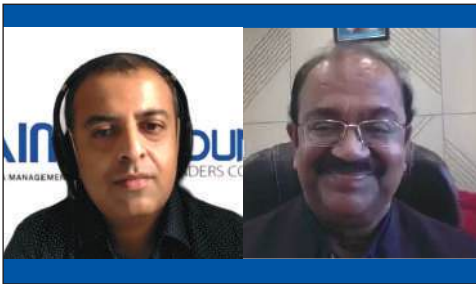


# CONTENTS



## AIMA SNAPSHOTS

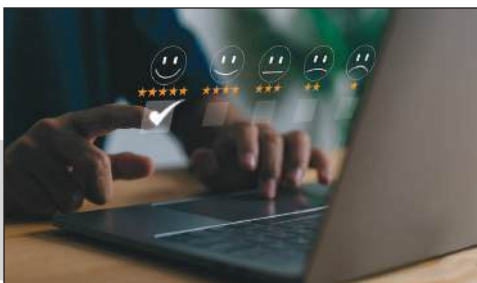
### 07 YLC SESSION



### 08 STUDENT MANAGEMENT QUIZ



### 09 7TH MANAGEMENT CAPABILITY DEVELOPMENT INDEX SURVEY 2024



## SME Growth Accelerate Programme

### 10 WEBINAR

### 10 PGCM

## FEATURES

### 12 BOOST YOUR TEAM'S PRODUCTIVITY BY HIRING FORCE MULTIPLIERS



### 17 LET'S MAKE A DEAL

### 23 NEWS FROM LMA'S



### 68 AIMA EVENTS CALENDAR



# Global Innovation and Management Programme (GIMP)

Managing Transformation  
Rethinking Markets, Technology, Talent

3<sup>rd</sup> - 6<sup>th</sup> December 2024, Dubai

## SPEAKERS



**Harsh Kapoor**  
Programme Director &  
Partner Monitor, Deloitte



**Suneeta Reddy**  
President, AIMA &  
Managing Director  
Apollo Hospitals Enterprise  
Ltd



**Sunjay Sudhir**  
Ambassador of  
India UAE



**Rekha Sethi**  
Director General  
AIMA



**Christian Buchholz**  
Co-Founder & Chief  
Innovation Officer  
myZoi



**Syed Muhammad Ali**  
Co-Founder & CEO  
myZoi



**Manu Jain**  
CEO  
G42 India



**Krishnadas Nanath**  
Deputy Head of Computer  
Engineering & Informatics  
department, Middlesex  
University, Dubai

For more details, please contact

**Mr Mansoor Hassan** - Assistant Director  
Mobile: +91 – 9540060166, Email: [mhassan@aima.in](mailto:mhassan@aima.in)

All India Management Association Management House, 14, Institutional Area, Lodhi Road, New Delhi – 110003  
[www.aima.in](http://www.aima.in)

## SME Growth Accelerate Programme



*Kedar Pandya, Director - SME Programme, Wadhvani Foundation and some faculty members of the programme*

AIMA, in collaboration with the Wadhvani Foundation, organised the inaugural session of the SME Growth Accelerate Programme, officially launching its first cohort of 25 SME companies at AIMA's Lajpat Nagar office. The 12-week programme aims to equip SME leaders with practical skills, strategic insights and networking opportunities to support business growth.

Dr. Rohit Singh, Director, Centre for Management Education, AIMA, welcomed participants and outlined the programme's objectives, focusing on practical skills and sustainability. Mr Meetul Patel, President, Wadhvani Entrepreneurship Network (WEN), highlighted the importance of proactive engagement and effective business strategies.



*Meetul Patel, President, Wadhvani Entrepreneurship Network (WEN) addressing*



Mr Kedar Pandya, Director, SME Programme, Wadhvani Foundation, detailed the programme's curriculum, covering topics like financial management, market positioning and leadership.

Consultant Psychiatrist, Corporate Trainer & Founder- Catalyst, Dr Wilona Annunciation led a session on strategic goal-setting, using the SMART framework to help participants define actionable business goals.



*Dr. Rohit Singh, Director, Centre for Management Education AIMA addressing*



*Dr Wilona Annunciation, Consultant Psychiatrist, Corporate Trainer & Founder- Catalyst conducting her session*

The programme also featured a 'Know Your Cohort' activity, that allowed the CEOs to present their companies, missions, and USPs, encouraging collaboration and networking opportunities among participants to discuss challenges and growth goals.

The event concluded with Dr Sunil Abrol, SME Expert, President, Institute for Consultancy and Productivity Research, urging participants to apply their learnings for growth and innovation.



*'Know Your Cohort' activity in progress*

## YLC Session



AIMA YLC hosted a virtual session on 'Atal Innovation Mission and its Impact on the Indian Startup Ecosystem,' on October 25, 2024, featuring Mr. Ramanan R, Founder and Mission Director, Atal Innovation Mission (AIM). Moderated by Mr. Santosh Kumar, National Chairman of AIMA YLC, the session explored AIM's role in driving innovation and entrepreneurship across India.

Mr Ramanan shared AIM's core objectives, focusing on initiatives like Atal Incubation Centres (AICs) and Atal Tinkering Labs (ATLs), which provide startups with mentorship, funding, and infrastructure to help them scale in a competitive market. He emphasised how these programmes have fostered a thriving startup culture in India.

The session also highlighted success stories of AIM-supported startups, demonstrating the practical impact of AIM's initiatives. These case studies illustrated how the mission has enabled early-stage startups to grow and succeed through access to resources, expertise, and collaboration with industry leaders.

Mr. Ramanan discussed AIM's long-term vision for creating a sustainable innovation ecosystem and the opportunities it offers to entrepreneurs across India, positioning the country as a global innovation leader. Overall, the session offered valuable insights into AIM's transformative impact on India's startup ecosystem.

# AIMA's Student Management Quiz (SMQ) 2024-25



*Winners of first Regional Round of AIMA's Student Management Quiz (SMQ) 2024-25*

The first Regional Round of AIMA's Student Management Quiz (SMQ) 2024-25 took place on November 12, 2024, at Inderprastha Engineering College, Ghaziabad. The competition, aimed at fostering resilience and leadership in management students, featured teams from colleges and schools across Ghaziabad and nearby cities. Participants competed in two Preliminary and two Semifinal Rounds to earn a spot in the Regional Finale.

Inderprastha Engineering College emerged as the Regional Champion, with Arwachin International School securing both the Runner-up I and Runner-up II positions. Additional Regional Rounds will be held across the country to select teams for the National Finals, where they will vie for institutional prestige.



# 7th Management Capability Development Index Survey 2024

AIMA, in collaboration with KPMG in India, launched the survey for the seventh edition of its Management Capability Development Index (MCDI) Report. The MCDI reviews critical management areas, including leadership, innovation, performance management, talent development, and technology application, helping organisations navigate the evolving business landscape.

The comprehensive survey evaluates 11 key dimensions of management capability, including visionary and strategic leadership, performance leadership, people leadership, financial management, organisational capability, application of technology and knowledge, external relationships, innovation, integrity and corporate governance, results orientation, and management capability outcomes. Together, these dimensions form a complete framework for understanding the core elements of effective management.

Additionally, the MCDI Survey will offer organisations the opportunity to benchmark their management practices against industry standards, helping them identify strengths, gaps, and areas for improvement. The resulting report will provide actionable recommendations to help leaders improve operational efficiency, accelerate growth, and strengthen organisational resilience in a highly competitive market.



For senior leaders and executives, the MCDI report will be an essential resource, providing data-driven insights and expert analysis to guide strategic decision-making. By participating in the survey, companies will gain valuable insights into key management capabilities and understand how their practices align with broader industry trends, helping them identify areas for improvement and strategic focus.

The findings of the forthcoming report will help organisations enhance leadership, refine management practices, and position themselves for success in an increasingly dynamic business environment. The report is scheduled to be released at AIMA's 69th Foundation Day on 21st February 2025 in New Delhi.

To participate in the survey [Click Here](#)

## Webinar

AIMA organised a webinar titled 'From Vision to Reality: Future Path of Sustainable Procurement' as a curtain raiser for the upcoming Global Procurement Summit (GPS) 2025, scheduled for February 10th-11th, 2025, in New Delhi.

Dr Gurbandini Kaur, Programme Director, AIMA's Procurement Programmes, outlined the key themes and objectives for GPS 2025, emphasising sustainable procurement's growing significance. Mr. Shanker Lal, Country Procurement Lead, The World Bank, led the webinar, sharing valuable insights on the growing impact of sustainable procurement in

global supply chains and its long-term benefits for businesses and society.

Dr Anuja Pandey, Professor, Centre for Management Education & Head, the India Case Research Centre (ICRC), introduced the ICRC initiative and detailed the upcoming Case Study Competition, including participation guidelines and submission requirements.

The webinar saw strong participation, with organisations keen to register for GPS 2025, engage in sustainable procurement practices, gain valuable insights, and contribute to the summit.

## PGCM in Advanced Data Analytics and AI Applications

AIMA is launching its PGCM - Programme in Advanced Data Analytics and AI Applications, designed to equip professionals with the technical skills needed for driving digital transformation within organisations. Developed in collaboration with industry leaders ALGO 8 AI, Ikigai AI, and Agnitio AI, the programme builds on AIMA's extensive experience in AI training, leadership workshops, and real-world AI implementations.

Scheduled to begin on January 15, 2025, the 12-month hybrid programme offers both weekend and weekday options, including a one-week immersion in Delhi. Upon completion, participants will earn an AICTE-approved Post Graduate

Certificate in Management from AIMA, along with access to over 300 real-world AI use cases and applications.

Organisations are encouraged to nominate employees for this upskilling opportunity. AIMA also offers customisation options to tailor the programme to specific needs, with exclusive benefits for AIMA members, including discounts and a master class on defining an AI vision for the organisation.

For further information, please visit- [Post Graduate Certificate in Management | PG Courses AIMA](#)



# ADVANCED CERTIFICATE PROGRAMME IN BUSINESS CONSULTING

The Advanced Certificate Programme in Business Consulting is aimed at catering to the growing need for trained and skilled management consultants. This programme will help the participants in gaining knowledge and developing skills to act as a business/management consultant and further develop them as experts who can help the organisations to come out of the problematic situations they face.

## Eligibility

- Post-Graduate or equivalent in any discipline from a recognised university
- Minimum work experience of 5 years is desirable

## Duration

The duration of the programme is 6 months.

## Programme Fees

The programme fees for this course is ₹ 75, 000/- (including GST @18%) which include cost of Course Learning Material & Examination fees.



## Boost Your Team's Productivity by Hiring Force Multipliers

by *Josh Bersin*  
November 7, 2024



**Summary:** Studies have shown that in many companies, a handful of people generate the most value, and yet many companies operate with a “hire to grow” mentality, believing that increasing headcount drives growth. Instead, they should be looking for existing employees and new hires who are force multipliers — whose skills and energy make everyone around them more productive — an approach the author calls “talent density.” Three strategies can help organizations become more talent dense: 1) Rethinking the recruiting function so that recruiters encourage managers to consider how new hires will enhance overall team productivity; 2) Move people into jobs that leverage their strengths and support employee skill development; and 3) Pay people at market rates or above.

When interviewed by the Smithsonian Institution in 1993 about the early days of his company, Microsoft co-founder Bill Gates didn't stress the role of software engineering in the company's growth. Instead, he talked about the decisive impact of a key HR decision: hiring one of his old school friends — a shy fellow called Steve Ballmer.

“When Steve came in, I spent a lot of time with him because the business side was important,” he said. “I got a lot of benefit out of Steve going around and knowing what people were thinking about.”

Bringing in Ballmer changed Microsoft overnight. Why? He introduced a wealth of new business ideas and skills at a strong, though somewhat geeky, engineering-focused company. Ballmer wasn't just an additive hire that raised the level of internal Microsoft competence — he was a multiplicative one, galvanizing the company's overall energy to a level of explosive growth, like a nuclear reactor reaching critical mass.

A way to think about what happened at Microsoft is that Ballmer increased the talent density of the organization. His new set of skills and energy made everyone else more productive.

Talent density challenges the traditional bell curve concept, which has dominated company hiring and compensation thinking for decades but which can promote acceptance of some built-in mediocrity. The talent density approach emphasizes ensuring that every hire or promotion decision is a force multiplier that boosts the team's overall capability. It's based on two key principles:

- 1). With the right support and training, every individual can achieve more.
- 2). Certain individuals are "hyper-performers," who should be incentivized and rewarded accordingly.

In a perfect world, you'd always hire 10x performers for your company. But in fact, HR processes often prevent this from happening. First, grading on a bell curve can discourage hyper-performers from joining, as it restricts the proportion of employees rated as top performers, no matter how well individuals perform. It's like Coach Steve Kerr telling the Golden State Warriors that only Steph Curry can make the All-Star team. Why push hard if there's no real chance to stand out? Second, managers may feel intimidated by these high achievers, leading them to overlook or bypass such talent. It's well known in HR that five-star managers hire five-star people, while four-star managers hire three-star people. In other words, bringing in a 10x performer can be a no-no for a manager who is insecure about their own position.

As a result, our performance systems often work against talent density. But in a world of talent scarcity and relentless pressure to maintain market leadership, we need to push back against this psychology and find more scientific ways of growing our bench.

### **Breaking the "Let's Grow by Hiring" Impulse**

Traditionally, many companies have adapted a "hire to grow" mentality, or a belief that increasing headcount directly leads to growth. In the race for first-mover advantage, the mantra "get big fast" drives companies to hire rapidly, assuming that sheer size will secure success.

This approach is based on a flawed assumption: that there's a linear relationship between the number of employees and the results they produce. We think more salespeople will drive more sales, more engineers will create more products, more marketers will generate more leads, and more service staff will cater to more customers. However, this assumption does not hold true, as talent drives success more than sheer numbers.

The rush to grow by hiring puts pressure on managers and recruiters to fill positions hastily, often overlooking chances to enhance team operations, promote internal candidates, or automate processes to support growth.

Worst of all, over-hiring can diminish talent density by slowing down existing teams as they onboard new staff. During periods of rapid growth, the responsibility for hiring gets delegated to lower-level managers, further diluting the focus on maintaining high talent standards.

Eventually, an organization may find that despite hiring many employees, productivity continues to decline. At this point, the CEO will be asking, “Why do we have so many people?”

Enlightened leaders are beginning to understand that the size of the team is less important than the quality of its members’ skills, capabilities, and teamwork. In fact, in many companies, a few people generate the most value, with a long tail of people who perform at lower levels. For example, a study conducted on 198 teams with more than 600,000 employees revealed that a small number of individuals consistently outperform their peers, often delivering results that may be as high as 10 times greater than the average of the cohort.

### **Building a Talent-Dense Organization**

The goal of talent density is to help and encourage every individual to move to the high part of the bell curve. How can organizations achieve this? By building a strategy focused on making overall organizational capability stronger.

Netflix has literally written the manual and set the standard for adopting talent density measures. Since its start as an online DVD rental service in 1998, the company has continuously reinvented itself. Today, Netflix generates revenue per employee that is nearly twice that of Google and seven times that of Amazon. With a market cap of more than \$300 billion, it stands out as the only profitable streaming company in a fiercely competitive market.

Remarkably, Netflix accomplishes all this with just 13,000 employees worldwide. Instead of hiring to simply expand, Netflix focuses on continually hiring and retaining only the top talent.

Compare this to companies like Meta or Intel. When Meta initiated its “year of efficiency” and laid off 22% of its workforce, the stock started to soar. Intel is undergoing a similar process. Both companies had over-hired, which reduced their talent density and so they later had to correct course to regain productivity and efficiency.

Think of talent density as a way to increase productivity with a structured HR process. If you want to improve productivity, each employee must continuously evolve in their role, adding more value each year instead of merely maintaining their current performance. To achieve talent density, companies must adopt three strategies:



### **1. Rethink the recruiting function.**

Recruitment teams need to move away from the mindset of being the Amazon fulfillment center for people. Instead, recruiters should challenge every hiring decision, urging managers to consider talent density and how each new hire will enhance overall team productivity. This could mean prioritizing internal candidates who “fit” with and are committed to the culture are often more productive and stay with the company longer.

### **2. Move people into jobs that leverage their strengths.**

This approach doesn't just apply to new hires: Every team member should significantly contribute to and enhance overall productivity. This means you'll need to support and encourage all employees to consistently improve their individual “talent density.” If employees aren't actively developing their skills, they may inadvertently reduce the overall talent density of the organization, regardless of their tenure.

### **3. Pay people at market rates or above.**

Finally, you have to consider pay. As we see in winning NBA or NFL teams, you can't achieve excellence by paying average salaries. You may have to be willing to pay above market rate for the superstars who drive performance.

### **Talent Density Is an Advantage in the AI Era**

One final reason to focus on increasing talent density rather than expanding headcount is the radical transformation of business being driven by AI.

While AI will change every company, your goal should be to leverage AI swiftly to create a significant competitive advantage. Nonetheless, coping with that change will demand ever more flexibility and learning agility within your company. As a result, you need a highly focused, well-aligned, and talent-dense team to drive this transformation. The head of HR at OpenAI has told me a select few individuals are seen as central to the company's success, and that her role is to reward, motivate, and cultivate more talent like them.

In my experience, companies that push for continual high performance are energizing places to work that consistently deliver outstanding products and services and are good long-term investment vehicles for stakeholders. So, take a lesson from the best and emulate these successful companies by committing to a policy where no one receives a lanyard unless they contribute to your overall talent density, rather than just adding to the headcount.



# JOIN THE MANAGEMENT MOVEMENT

Networking opportunities with Indian and global corporate majors  
Platform to interact with other members / thought leaders  
Concessional rate for AIMA programmes  
Complimentary membership of AIMA library  
Affiliation to any one LMA  
Free e-copies of 'Indian Management' and AIMA E-news  
Representation on the AIMA Council of Management through election  
My AIMA online portal services

**So when are you connecting with us?**

**Become an AIMA Member Today !**

[www.aima.in](http://www.aima.in)

**Dr Prabir Kumar Dash**, Deputy Director-Membership

**All India Management Association**, Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110003

Tel: 011-24621323 (Direct), 24645100 Extn-535, Fax: 011-24626689 Email: [member@aima.in](mailto:member@aima.in)

## Let's Make a Deal Negotiation Tips from the Experts

Want to become a better negotiator? We asked the faculty who study and teach negotiation for their advice.

*by Dave Gilson*

October 08, 2024



*Illustrations by Alex Eben Meyer*

### What's the biggest misconception people have about negotiations?

**Margaret Neale:** "That negotiation's a fight. Most folks walk into a negotiation expecting a battle. They get all armored up, they get all anxious, and when they expect a fight, they get a fight. The reality is that negotiation is a dyadic interdependent decision. No one can force anybody to say yes. I've got to agree to what you offer and you've got to agree to what I offer. This is almost an ironic statement, but I don't negotiate anymore. I problem-solve. And that, I think, turns out to be a lot better."

**Brian Lowery:** "People don't see how often they're negotiating. In fact, you can say any interaction where people have preferences and they're trying to come to a decision jointly is a negotiation. When you go out with your partner and you're like, What are we going to have for dinner? That's negotiation. Are we going to have kids or not? Negotiation. What are we going to do on vacation? Negotiation. If you think about engaging with other people and there are decisions to be made, there are constant negotiations happening."



**Michele Gelfand:** “One of the most common misperceptions is that it’s an awful experience. When I’ve interviewed people about their metaphors for negotiation, a lot of times they will say it’s like visiting a dentist: It’s a necessary evil; you’ve got to do it. It feels very intimidating, particularly for certain groups. Negotiation is inherently a cooperative exercise but you’re competing at the same time. So there’s this dance between being cooperative and competitive. A lot of times people put a lot of weight on the competitive part. I think about it as an incredible creative decision-making process where if you can really understand each other’s interests and then dig deep into how you can accomplish both of your priorities, it could be incredibly rewarding.”

**Nir Halevy:** “People have a very narrow conception of power. If they think about power in a more holistic way, they’ll realize that they bring sources of power and leverage to the table that they didn’t realize they had before. For example, people neglect power that comes from their social network ties, their unique knowledge and expertise, their personal characteristics that are associated with status, their interpersonal demeanor, even features such as height or fluency or charisma. If you think in a more multifaceted way about power it can help you be better prepared and feel more powerful in negotiation.”

### Is it better to make the first offer in a negotiation?

“It does not matter if I’m talking to a group of CEOs or if I’m talking to undergraduates; about 80% of folks say the comparative advantage lies with those who receive the first offer,” Neale says. Yet she and her colleagues say the answer to this common question is not so clear cut.

In certain situations, receiving the first offer can provide crucial insights into your negotiating partner’s thinking. “Negotiation is an information asymmetry game,” Neale says. “If there’s a lot of information asymmetry, then receiving the first offer can help you figure out what’s important to the other side.”

Yet making the first offer comes with a big advantage: anchoring bias — our tendency to incorrectly adjust our counteroffer in response to an initial offer. “Once someone makes that offer, it’s hard to get away from it in an opposite direction,” Gelfand explains. That can be useful in one-time distributive negotiations, like when you’re buying a car. “You’ve got to really be very aggressive but realistic with your first offer,” she says.

Ultimately, the decision to make the first move depends on context. “You want to make an informed decision on which tools from your negotiation toolbox you’re going to use,” Halevy says. “If you decide that anchoring is going to be one of these tools, then you could go first and make the first offer. However,

#### Tip: Think Long Term

“Many negotiations don’t involve a one-time interaction. They’re repeated games. You have to keep in mind that it’s not just this outcome, it’s future outcomes you’re also negotiating. If you’re at work, you’re frequently not going to have a one-time negotiation and never engage with that person again. You’re going to be negotiating with them all the time around all sorts of things. If you think about negotiating more broadly, you’re not going to go all in and get what you want every time, because that’s not going to serve you. To win the battle but lose the war is foolish.”

- Brian Lowery

if you think that active listening is going to be an important tool in a given negotiation, maybe going in with a listening learning mindset would be more impactful.”

### Is a win-win deal always possible?

**Margaret Neale:** “No. I’m very careful not to characterize things as a win-win. Negotiation is a dyadic interdependent process. So I at least have to be kept whole, right? I may not be better off, but I at least have to be kept whole. So do you. Otherwise, why would reasonable people say yes to things that make them worse off?”

**Nir Halevy:** “Sometimes people associate win-win with equal margin of win or identical benefits. That’s not how a lot of negotiation researchers think about win-win. When we say win-win, we mean that both parties got a deal that’s better than the alternative. If both improved relative to what they would’ve received in the absence of a deal, then they both have won in some sense. It doesn’t have to be symmetric or identical.”

**Michele Gelfand:** “I’m slightly obsessed with win-win negotiation. There are clearly times when you don’t have the time to do it. It’s very exhausting. It takes a lot of energy. But the fact is that the more issues you have on the table, the more win-win potential there is because there’s going to be some probability that you have differences in preference, differences in priorities. So the more issues you have, the more alternatives, the more you will be able to get to a win-win structure.

**Jonathan Bendor:** “Anyone who promises you that if you read their book, you’ll always do well in negotiations, is either fooling you or themselves or both because there are always going to be negotiations in which there are no good solutions. To paraphrase Voltaire, sometimes the good is the enemy of the optimal. Because if you keep looking for a good alternative and none exists, you’re going to throw away the best alternative.”

### How do you prepare for a negotiation?

#### Tip: You Have the Power

“Power imbalances are great. People don’t do a good job understanding how important power imbalances are. I did a study where there were two powerful people negotiating, a powerful and a less powerful person negotiating, and two low-power people negotiating. The best outcome came with the high- and the low-powered people, not the two high-powered people. In the asymmetrical power condition, the low-power party had to figure out a way to feed the beast — the high-power player. They were motivated to figure out where the opportunities for value creation were. High-power players are not interested in value creation because they’re just going to be value-claiming. They don’t really understand how big the pie could be. The low-power player can create a much larger pie and give the high-power player the part that they think they deserve. And so, the low-power player may end up actually doing very well, but it takes motivation to understand that the low-power player is the engine of value creation.”

— Margaret Neale

“It’s shocking how little preparation people do for negotiations,” Lowery says. “That’s a serious mistake.” Before heading into a negotiation, you and your team should answer some basic questions about your expectations and goals. “What is our aspiration? What is the outcome we would feel very happy with? These are things that people should know before they go into a negotiation.”

Bendor recommends doing “a basic strategic diagnosis” to explore the possible pathways an upcoming negotiation might take. “In most negotiations, there isn’t an unconditional answer to almost any question about, should I do X? If the situation is Y, you should do X. If it’s Z, you should not do X. You’re not being wishy-washy by saying that.”

Jon Atwell suggests rehearsing what you plan to say in advance. “It’s incredibly useful to formulate and practice some lines for key points in the conversation. If you’re just sort of fumbling around in the moment, it’s a lot harder to steer the conversation exactly where you want to go.” Try practicing out loud or in front of a mirror. “Doing it with people is excellent,” he adds.

Similarly, Halevy says you should seek out honest assessments of how you come across in a negotiation. “I encourage people to practice a lot with others who can give them honest feedback. Do they speak extremely fast? Are they clear? Do they make sense? Is there a fit between the verbals and the nonverbals that they communicate? Getting that feedback is critical.”

### **When should you walk away from a negotiation?**

**Nir Halevy:** “If you are greatly disengaged or indifferent about the process and the outcomes, maybe that’s a reason to not go through with the negotiation. It’s also important to recognize principles, values, and justice when thinking about when to walk away. When people are rude or behave in ways that are extremely offensive, people are quick to recognize that. We always recommend that people devote sufficient attention to developing strong alternatives. Hopefully there is someone else who would be able to work with you on a deal who’s not rude and who is willing to respect your principles and your values.”

**Margaret Neale:** “Before you even begin, you need to understand what your alternatives are and what your reservation price is. That’s the point of indifference between a yes and a no. Where is that that tipping point? If you are at your bottom line or your reservation price, you should be willing to

### **Tip: Mind the Cultural Gaps**

“It’s really important to remember that much of what we know about negotiation from a scientific point of view is based on Western samples by Western theorists. There are certainly things that might generalize across cultures, but there’s certainly going to be a lot of room for difference. People also don’t realize they’ve been profoundly socialized to adopt certain values, assumptions, and beliefs about negotiation. We don’t realize we have certain metaphors for negotiation — a lot of sports metaphors, battle metaphors, game metaphors. Those don’t translate in a lot of cultures — literally. If we don’t understand the metaphors that other cultures are using, then we won’t be able to make sense of their behavior or what’s important to them.”

— Michele Gelfand



flip a coin, and if it lands heads, you walk away. If it lands tails, you stay. That's really hard for folks to do because we are so steeped in the belief that negotiations, in order to be successful, must get a yes. That book *Getting to Yes* is a real problem because the goal of a negotiation is not to get a deal. The goal is to get a good deal. So you need to understand where that point is where you're willing to walk away."

**Jon Atwell:** "As you're starting to approach your reservation price point, you try to get yourself more comfortable with walking away. There are very few instances in which the thing you're negotiating over is so unique that you have to have it."

**Brian Lowery:** "The best advice for negotiation is always to figure out what your best option to that negotiation is before you go in. If you go in and this is the only possible option, you're screwed."

### What is something more people should negotiate for?

**Jon Atwell:** "A lot of people don't negotiate their salaries and benefits enough for their first or second jobs. Coming out of school, you feel excited about your first job, your expenses are low, so you don't have much of an imperative to negotiate hard. But through the miracle of compounding interest or compounding rates, small differences in the beginning can really add up. I also think that the confidence and assertiveness that you should bring to a negotiation signal good things about your ambition and commitment to a job."

**Nir Halevy:** "More people should negotiate for contingent contracts or contingent clauses in their contracts. If you think you're going to be the best salesperson in a particular division or department, you want to link your future performance to your compensation or the pace at which you'll get promoted. Same thing if you develop a new product or a service. You want to make sure that if it's going to be hugely successful, you're going to benefit from that tremendous upside."

**Margaret Neale:** "You need to ask for what you want, period. If you don't ask for what you want, how will anybody know what it is you want? And if you don't ask for what you want, who will? One of the things that we know from decades and decades of research is that people want to help. They'd like to have the agency to be able to say yes to you. And giving folks that agency is a gift to them."

#### Disclaimer:

This article is republished with permission from Insights by Stanford Graduate School of Business. <https://www.gsb.stanford.edu/insights/lets-make-deal-negotiation-tips-experts>

#### Tip: Don't Negotiate With Yourself

"People really need to stop negotiating with themselves. As people are preparing for a negotiation, rather than think through exactly how they're going to get through an uncomfortable patch of asking for this thing that they're worried someone doesn't want to give them, they instead convince themselves that they don't want it or need it. A lot of people spend too much of their time as they're preparing negotiating with themselves, lowering their expectations, and justifying it, rather than going the other direction of actually asking for more. To the extent that you're aware that you're doing that and can recognize that, you can stop."

— Jon Atwell

# Champions of change

## Inspiring, Creating and Innovating

With a vision to be a leader in Management Development AIMA facilitates individuals and organisations to realise their potential. And in its endeavour to shape the management destiny of the new age India, AIMA has constituted **YOUNG LEADERS COUNCIL** for young leaders. A non-lobbying platform to mentor and nurture young leaders for the next wave transformation.



Thought  
Leadership



Peer to Peer  
Networking



Professional  
development



Best Practice  
Sharing



**Be a Young Leaders Council  
Member today!**

## Ahmedabad Management Association

On 1st October, a panel discussion on ‘Export Opportunities for MSMEs: Breaking into International Markets’ was held, featuring insights from industry experts like Mr. Sudhakaran C.K. Nair, Dr. Viranchi Shah, PhD, Mr. Lokesh H.D., Mr. Manish Kiri, and Mr. Jigarkumar Soni. The session was moderated by Mr. Mohal Sarabhai which focused on strategies and resources for MSMEs to enter global markets.



Panelists with the moderator

On 3rd October, to celebrate World Space Week, AMA in collaboration with the SciKnowTech Education Foundation hosted a SciKnowTalk session featuring space expert Mr. Tanmaye Vyas, founder of Tanmaye’s Amazing Space and an ISRO-recognized space tutor. The event was honoured by the presence of officials from the US Consulate in Mumbai, Ms. Sita Reiter and Ms. Sita Moopnar.



Speakers at the event

On 4th October, a historic cultural event took place with the first-ever Indo-Japanese Fusion of Popular Folk Dances of Gujarat and Japan, performed jointly by Japanese and Gujarati artists. The event was graced by Chief Guest Mr. Koji Yagi, Consul General of Japan, Mumbai, and Guest of Honour Ms. Kyoko Hokugo, Minister Economic, Embassy of Japan, New Delhi. The fusion was coordinated by Mr. Mukesh Patel, Honorary Consul of Japan, Ahmedabad, showcasing a unique cultural blend that celebrated the shared heritage and friendship between India and Japan.



Speakers with Guests from Japan

Ms. Falguni Hiren conducted an interactive talk on 5th October, on the cultural similarities in folk dances of Japan and Gujarat. The session explored the shared themes and artistic expressions within the traditional dances of both regions, highlighting how cultural parallels in folk art strengthen cross-cultural understanding and appreciation.



Ms. Falguni Hiren addressing





*Speakers at the event*

On 9th October, an insightful session titled ‘Vigilance in Telecom: Fostering Integrity to Combat Fraud’ was held, featuring speakers Mr. Suryash Gautam (ITS), Mr. Ajay Kothari (ITS), and Ms. Namisha Zaveri. The discussion focused on the importance of vigilance in the telecom sector, addressing strategies to prevent fraud and uphold ethical standards within the industry.

On 10th October, a unique session titled ‘Gandhi in Cartoons: Gandhi is Still Alive’ was conducted by Mr. Biren Kothari. The session explored the innovative use of cartoons as a powerful communication tool, tracing the portrayal of Mahatma Gandhi from independence to the present. Mr. Kothari highlighted how cartoons can effectively convey complex ideas and values, showcasing Gandhi’s principles and influence across generations in a creative and impactful way.



*Mr. Biren Kothari addressing*



*Ms. Neha Raval addressing*

On 10th October, the Research Forum hosted a session on ‘Sampling Methods in Research,’ facilitated by Dr. Neha Raval. The forum provided valuable insights into various sampling techniques essential for conducting effective and representative research studies.

On 13th October, an engaging panel discussion on ‘Winning Over Arthritis’ featured renowned rheumatologists Dr. Sanket Shah, Dr. Rutviz Mistry, and Dr. Dhaiwat Shukla, followed by an interactive Q/A session with Dr. Vishnu Sharma, Dr. Anuj Shukla, Dr. Dhiren Raval, and Dr. Puja Srivastava. The experts shared valuable insights into autoimmune disease management, highlighting the importance of early detection, lifestyle modifications, and patient education.



*Speakers at the Panel discussion*

On 14th October, an insightful session on the leadership skills of late Shri Ratan Tata was conducted by Mr. R. Gopalkrishnan, former Executive Director of Tata Sons, and Mr. Shailesh Thaker, renowned motivational speaker and educator. The session explored Tata’s visionary qualities and ethical principles, emphasising his role in transforming the Tata Group into a global powerhouse while maintaining a strong commitment to social responsibility.



Mr. R. Gopalkrishnan addressing the session online



Speakers at the discussion

On 15th October, the B.N. Dastoor Learner Forum hosted a book discussion on the docu-novel ‘Mara Khetarna Shedhhethi,’ which focuses on the life of Poet Ravaji Patel, authored by Rajani Patel. The session featured insights from Mr. Narendra Pandya and Mr. Ramesh Tanna, who explored into the thematic elements of the book, exploring Ravaji Patel’s contributions to poetry and his impact on Gujarati literature.

On 17th October, Mr. Ankit Majmudar, EXIM Consultant and Founder of Global Business Solutions, led an engaging session focused on unlocking export potential for MSMEs. Talk provided attendees with strategic insights into navigating international markets, emphasising practical approaches to expand global reach and maximize opportunities.



Speaker with the moderator



Speakers at the session

On 19th October, a session titled ‘NEP 2020: Nurturing Minds, Supporting Special Needs and Wellness’ was conducted by Dr. Deepa Raja, Founder and Director of iSEN Multisensory Labs and Sensable Labs, alongside Dr. Ravi Soni, MD in Psychiatry and Consultant Psychiatrist at GIPS Hospital.



Guests during the book launch

On 19th October, a book launch event for ‘The Gym of Leadership’ took place, featuring a discussion led by esteemed speakers Dr. Anil K. Khandelwal; Author, Dr. Anup K. Singh, and Dr. T. V. Rao. The event highlighted the key themes and insights from the book, which focuses on cultivating leadership skills through practical exercises and continuous personal development, akin to a gym for the mind.

On 24th October, the Speakers’ Forum Meeting focused on the theme ‘There is an Opportunity in Every Crisis,’ facilitated by Mr. Manish Khanolkar. The session aimed to enhance public speaking skills, with Mr. Khanolkar providing guidance to speakers on refining their delivery and communication techniques.



A participant speaking at the programme



Speakers with the moderator

On 25th October, the Leadership Samvad session explored Emerging Perspectives on Indic Leadership, featuring insights from renowned speakers Dr. R. Balasubramaniam, Author; Dr. Hasmukh Adhia, and Mr. Jaxay Shah. The discussion centered on incorporating traditional Indic values in contemporary leadership, emphasising ethical foundations and sustainable practices. Prof. Neharika Vohra moderated the session.

### Special Interaction

On 30th October, AMA hosted an insightful session on ‘European Union and India: The Way Forward for Business and Other Relations.’ Led by Mr. Vivek Nagpaul, Chairman of the EuroAsian University and Career Network, the discussion provided attendees with valuable insights into fostering cross-regional business opportunities and growth between Europe and India.



Mr. Vivek Nagpaul with participants



## Diwali Programmes

Embarking on a journey of holistic learning during the festive season, Amazing Diwali Workshops, held from 26th October to 10th November, catered specifically to students aged 10-16. The eight specially curated sessions, including topics such as 'Body Language,' 'Effective Communication Skills,' aimed to empower enthusiastic participants with essential life skills and insights, fostering personal and academic growth in a festive spirit.



*Participants of the Diwali Programmes*

## Digital Management Conclave



*Speakers at the Digital Management Conclave*

The Digital Management Conclave, organised by the GESIA IT Association in collaboration with AMA, was a pivotal event focused on the Electronics, Semiconductor, and IT sectors. Held on 18th October, the conclave provided a platform for nationally and internationally prominent industry leaders to share insights across 12 concurrent knowledge sessions. Attendees included CXOs, Technology Managers, Business Decision Makers, Senior Academicians, and Final-Year Technology Students.

## Allahabad Management Association

### MDP

Allahabad Management Association in collaboration with the Institute of Chartered Accountants of India (ICAI) Prayagraj Chapter conducted a 6-hour orientation and advanced training programme on Communication Skills for the students of ICAI Prayagraj on 14th October. The workshop was conducted by Mr. Vibhav Bajpai, Director HP4, Past President AMA. Around 51 students attended the workshop. The students gained a lot about the nuances of communication and actively participated in the Q/A Session.



*Mr Vibhav Bajpai at the AMA-ICAI programme*

On 19th October, AMA and the ISTD Allahabad Chapter jointly organised a MDP titled 'From Campus to Corporate' at IERT Prayagraj. This initiative aimed to equip final-year and third-year engineering students with enhanced communication and soft skills to boost their employability. In the first session, Mr. Vibhav Bajpai, Director of HP4, guided students on techniques to improve communication skills. In the second session, Mr. Ravi Prakash, Chairman of Big Skills, discussed essential employability skills for today's evolving corporate landscape and shared interview tips. Over 250 students registered for the programme, which concluded with a vote of thanks from Dr. K.K. Yadav, the institute's Placement Officer.



*Mr Vibhav Bajpai (top) and Mr Ravi Prakash (below) addressing the AMA-ISTD MDP*

## Bangalore Management Association

### Lecture

On 3rd October, Bangalore Management Association in collaboration with the RV Institute of Management organised an evening lecture on 'Navigating the Future: Generative AI Strategies for Modern Management' by Mr. Rajesh Chakravarthy. Generative AI strategies for modern management involve using AI tools to enhance business operations and decision-making. This includes automating repetitive tasks to save time, improving customer service with AI chatbots, and generating insights from data for better decision-making. Overall, these strategies help organisations become more efficient and innovative in today's fast-paced environment.



*Speaker Mr. Rajesh Chakravarthy receiving a memento*

## Baroda Management Association

Baroda Management Association hosted an inspiring event, BMA's Startup Synergy-2024, on 19th October, celebrating and empowering emerging startups. The event's Chief Guest was the esteemed Chief Minister of Gujarat, Mr Bhupendrabhai Patel. Distinguished guests included Padma Shri Awardee and National Film Award winner Mr Manoj Joshi, internationally acclaimed Para-Athlete and Gold Medallist, Mr Shrimant Jha, Arjuna Awardee and former Indian Cricketer, Mr Kiran More, Member of Parliament Dr. Hemang Joshi, Vadodara Mayor Ms. Pinkiben Soni, and MLAs Mr Chaitanya Desai and Mr Keyur Rokadia. Honourable Prime Minister, Narendra Modi also joined the occasion virtually through a video message. The event saw enthusiastic participation from 320 startups, joined by 150 prominent industry professionals, local leaders, and community members. A cheque of Rs.5,11,101/- was presented to the Chief Minister for his 'Kanya Kelvani Nidhi Yojana.' Widely covered across social media, the event highlighted Vadodara's role as a thriving hub of innovation and collaboration for aspiring entrepreneurs.



Welcome address by BMA President, Mr. Mukund Purohit



Hon'ble CM of Gujarat, Mr Bhupendrabhai Patel addressing the audience

## Friday Evening Talk

Baroda Management Association organised its revamped Friday evening talk on 4th October on 'Blue Ocean Strategy: The Entrepreneur's Strategy Tools' by Mr. Haituk Patel, the Founder and Chief Start-x-preneur Management Designers. He explained how businesses can create unique value for customers while reducing competition, focusing on value innovation and key frameworks of the strategy. Though interactive discussions and case studies, participants gained practical insights on identifying untapped markets and implementing the strategy effectively.



Speaker addressing the audience



BMA organised a talk on 11th October, titled 'Passion, Persistence, and Purpose: An Entrepreneur's Tale' by Ms. Kshiti Mehta, founder and CEO of The Cookie Co., a Vadodara-based startup specialising in freshly baked, handcrafted cookies with a focus on quality and innovation. Ms. Mehta discussed the distinctions between an entrepreneur and a businessperson and shared insights into key challenges entrepreneurs face, including funding obstacles and societal norms.



*Ms. Kshiti Mehta addressing the participants*



*Participants at the programme*

BMA organised its evening talk on 18th October on the topic 'The Brand You Story' by Ms. Heena Masand, who represents the Image Consulting Business Institute (ICBI), the world's largest Image Consulting institute, ICBI. She emphasised the significance of creating a positive personal image through appropriate dressing, grooming, body language, and communication. The session introduced the elevator pitch technique for effective self-introduction, which was well received by the participants.

BMA organised its evening talk on 25th October on the topic 'Entrepreneurship Passion to Perseverance' by Mr. Aniket Pandya, Founder and Director of Aniradichita, an engineer turned entrepreneur, artist, and TEDx speaker with a passion for creativity and innovation. Drawing from his personal journey, he highlighted the importance of perseverance, a positive mindset, and the need for continuous innovation in entrepreneurship.



*BMA's VP Mr. Nirmal Parekh presenting a token of gratitude to Mr. Aniket Pandya*

## Bharuch District Management Association

### TDP

Bharuch District Management Association organised a comprehensive training session on 10th and 11th October on ‘Excel and Advanced Excel’ at M K College Computer Centre, led by corporate trainer Mr. Nilay Shah. The session aimed to enhance participants’ skill in data management, analysis, and reporting using Excel’s advanced features. This hands-on workshop attracted professionals from various sectors, equipping them with practical skills to improve workplace efficiency.



*Mr. Nilay Shah conducting the session*

### Factory Visit

BDMA facilitated an insightful factory visit on 10th October for Government Engineering College students to Britannia Industries and DCM Shriram Ltd. The visit provided the students with firsthand exposure to modern manufacturing processes, quality control measures, and operational efficiencies in these leading industries. The initiative aimed to bridge the gap between academic learning and practical industry experience, offering students a valuable opportunity to interact with industry professionals.



*Factory Visit at DCM Shriram*



*Factory Visit at Britannia Industries*

**40th CSR Forum**

BDMA recently hosted a productive brainstorming session on 11th October led by its President Mr Devang Thakore, bringing together CSR leaders from various industries. The session encouraged dynamic discussions on innovative CSR strategies to address local community needs, encourage sustainable practices, and enhance industry-wide collaboration. This initiative highlights BDMA’s commitment to driving meaningful change through shared corporate responsibility.



*Brainstorming session in progress*

**In-house MDP**

BDMA organised an in-house programme on 14th October on ‘Pipeline Integrity Management’ at Gujarat Alkalies and Chemicals Limited (GACL). The session was conducted by the learned and knowledgeable faculty from TCR who focused on enhancing the understanding of pipeline safety, maintenance, and risk management to ensure long-term operational integrity. Industry experts shared best practices and advanced techniques to mitigate pipeline-related risks, crucial for operational efficiency and



*Felicitation of faculty and CEO BDMA at the programme at GACL environmental safety.*





*Mr. Nilay Shah addressing*

BDMA conducted an in-house Management Development Programme (MDP) on 19th October at Toyo Ink India (Pvt) Ltd, focusing on ‘Excel and Advanced Excel.’ Led by expert corporate trainer Mr. Nilay Shah, the full-day session aimed to enhance employees’ data management and analytical skills using Excel. The training equipped participants with advanced techniques to streamline work processes and boost productivity.



*Memento presentation to Dr. Sanjay Suthar*

### MDP

BDMA organised an informative training programme on 17th October on the ‘New Labour Codes,’ by Dr. Sanjay Suthar, a seasoned expert with 36 years of experience in Industrial Relations and Legal affairs. The session provided participants with a comprehensive understanding of the upcoming changes in labour laws and their implications for businesses and employees.

### Finance and Taxation Forum

BDMA’s Finance and Taxation Forum held an insightful webinar on 21st October on the ‘Vivad se Vishwas’ Scheme 2024, emphasising the latest rules and forms impacting direct tax dispute resolutions. Led by CA Prashant Maheshwari, Partner at Ernst & Young LLP, India, the session provided in-depth guidance on navigating the scheme to facilitate smoother tax compliance and resolution processes. The event empowered attendees with practical knowledge, ensuring they are well-prepared to leverage the scheme’s benefits.



*Students of Indraprastha Women’s College Delhi at Bhadbhut Barrage*

### Visit

On 24th October, BDMA organised a special visit for 61 students and 6 faculty members from Indraprastha Women’s College to the petroleum industry. The field excursion provided insights into the industry’s role in economic development, urbanization, and regional growth from a geographical perspective. Additionally, the students explored corporate social responsibility initiatives, highlighting community impacts such as investments in education, healthcare, and environmental conservation, making it a valuable study on sustainable development and human-environment interaction. 61 students and 6 faculty members participated in the programme.



*Memento presentation to Mr Harish Thadani*

### Technical Talk

BDMA hosted a technical talk on 24th October on ‘Petroleum’s Impact on Society’ for students of Indraprastha Women’s College - Delhi, by Mr. Harish Thadani, an expert in operations management, fire and safety, and certified Six Sigma Green Belt. The session highlighted the petroleum industry’s vital role in economic development, urbanisation, and global trade.

### 93rd HR Forum Round Table Meet

BDMA’s HR Forum conducted a round table meet on 25th October on ‘Value System and Effective Culture Building.’ This insightful session brought together HR professionals to explore the role of core values in advancing a positive organisational culture. Discussions centered on strategies for embedding values into daily operations to enhance employee engagement and drive sustainable growth.



*Round Table Meet in progress*



*Memento presentation at 249 Book Lover’s Meet*

### 249th Book Lover’s Meet

BDMA’s Book Lovers organised a book review of book ‘Redesign the World by Sam Pitroda’ on 26th October. The 249th Book Lover’s Meet featured an insightful review led by Ms. Sunita Panda. Through this thought-provoking book she addressed the urgent need to reshape our world to tackle future challenges, leveraging the momentum of hyper-connectivity and lessons from the COVID-19 pandemic.

## Bhopal Management Association

### Monthly General Body Meeting and Talk

Bhopal Management Association (BMA) organised a Monthly General Body Meeting and a talk on 'Leadership Assessment and Social Leadership' on 25th October, featuring guest speaker Dr. Pankaj Shukla, Chairman and Managing Director of Absolute Gramya Pvt Ltd., Bhopal. In his address, Dr. Shukla shared a practical framework for assessing individual leadership styles, helping attendees identify their strengths and areas for improvement. In the following session, Guest of Honour Mr. Saurav Sinha, Vice President and State Head for Madhya Pradesh and Chhattisgarh at IFFCO Tokio General Insurance Co. Ltd., spoke on Insurance Awareness. The event began with a welcome address by Mr. Suneel Bhargava, President of BMA, and was moderated by Mr. Mahendra Joshi, EC member, BMA. Mr. R.G. Dwivedi, Chairperson of AAC, BMA, delivered the concluding remarks and the vote of thanks was offered by Mr. Rajesh Tiwari, President-Elect, BMA. The programme was coordinated by Mr. Aamir Khan, Manager of BMA.



(L to R) Dr. Aditya Gupta, Dr. Pankaj Shukla, Mr. Suneel Bhargava, Mr. Saurav Sinha, Mr. Rajesh Tiwari, and Mr. R.G. Dwivedi

## Calicut Management Association

### MSME Summit 2024

Calicut Management Association organised an MSME Summit on 8th October at Manuelsons Malabar Palace, Kozhikode. The Chief Guest was Mr. C. Balagopal, Chairperson of KSIDC, and the event featured speakers including Muhammed Madani, Dr. Sudheendra Kushik, John Kuriakose, Royson Francis, CA Sathyanarayanan V, and CS Ashique A M. A panel session followed, featuring Ullas Kamath, Jose T. Ramapuram, Sujith Kamath, Sajeesh Kumar, and Praveen Sivaramakrishnan.



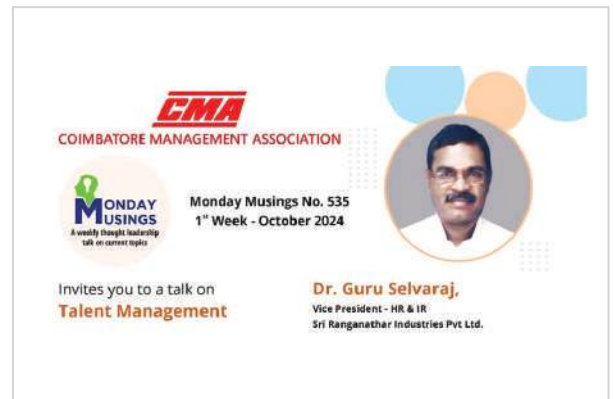
Inauguration of MSME Summit with lightning of the lamp



## Coimbatore Management Association

### Monday Musings

CMA hosted a session on 7th October with Dr. Guru Selvaraj, Vice President of HR and IR at Sri Ranganathar Industries Pvt. Ltd., who spoke on the topic of Talent Management. He emphasised the ‘3 Rs’—Respect, Recognise, and Reward—as key principles. Dr. Selvaraj discussed strategies for identifying talent within employees and covered areas such as training, mentoring, coaching, engagement, motivation, commitment, retention, competitive compensation, work-life balance, succession planning, performance management, assessment, leadership development, and career advancement. He encouraged audience interaction throughout, and the session concluded with a Q/A segment.



Session by Dr. Guru Selvaraj



Talk by Dr. Saravanan Parthasarathy

CMA hosted a session on 14th October with Dr. Saravanan Parthasarathy, Head of the Department of Business Administration, Kathir College of Arts and Science, who spoke on ‘The Power of Positive Thinking: Transforming Lives with Optimism’. Furthermore, he informed that positive thinking has practical applications in nearly every area of life, from personal relationships to professional success.

CMA held a session on 21st October featuring Dr. Raja Natarajan, Consultant Psychiatrist and Clinical Director of Bodhi Mind Care Hospital, Coimbatore, who spoke on the topic ‘Work-Life Balance: Redefining Success.’ He talked about whether a 70-hour workweek is truly necessary and led an interactive session exploring this issue. Dr. Natarajan also discussed how, today, people prioritise work ethics in a way that ensures job stability.



Speaker, Dr. Raja Natarajan

On 28th October, Mr. D.V. Nahulan Pranav delivered a talk on the topic, ‘How Sales and Marketing Can Build Your Character and Resilience.’ The programme began with a welcome note, after which Mr. Pranav discussed various aspects of E-Commerce, Consulting, Operations, and Entrepreneurship. He emphasised the importance of maintaining accurate records, being accountable to stakeholders, actively listening to customers and responding to them promptly, presenting oneself professionally, offering encouragement and stability to customers, and educating team members.



Speaker Mr. D.V. Nahulan Pranav

## Delhi Management Association

### ISCL Summit 2024

DMA was a supporting partner at the Excovents’s International Supply Chain and Logistics Summit (ISCL Summit 2024), held from 4th to 5th October. CS Deepak Jain, chairman of DMA ESG Committee was one of the key speakers for the inaugural session of the event.



CS Deepak Jain addressing at ISCL Summit



ISMPO-CON 2024

### ISMPO-CON 2024

DMA organised a landmark three-day Oncology conference from 18th to 20th October at the India Habitat Centre. Esteemed senior doctors from across India gathered to engage in meaningful discussions on cancer diagnosis, treatment, and management. The event was successfully chaired by Dr. Shyam Aggarwal, Head of the Department at Sir Ganga Ram Hospital.



*IETA'S Asia Climate Summit*

### **IETA'S Asia Climate Summit**

DMA served as a supporting partner for IETA's Asia Climate Summit, held from 22nd to 24th October at the Andaz Hotel, Aerocity. The summit represented a crucial gathering of global leaders and innovators committed to addressing the urgent challenges of climate change. In line with its commitment to promoting climate awareness and sustainability for achieving net-zero goals, DMA was represented by the Chairman of its ESG Committee, CS Deepak Jain, and ESG Committee member Mr. Sanjay Gupta, Founder of Excellion Strategic Consultants.

### **Faridabad Management Association**

Faridabad Management Association facilitated the signing of a Memorandum of Understanding between Keka Academy and the Institution of Management and Technology (IMT), represented by Dr. Parul Khanna, Vice Principal of IMT Faridabad, on 24th October. As part of this initiative, the Keka team, led by Mr. Rachit Ahuja, Partnership Head, and Mr. Neeraj Kumar, Academic Lead, conducted an insightful one-hour session with students from the Echelon Institute of Technology, introducing them to the extensive resources available on the Keka Platform. Ms. Saloni Kaul, President of FMA, delivered the welcome address, while Ms. Monica Anand, General Secretary of FMA, offered the vote of thanks.



*Mr. Rachit Ahuja, Partnership Head, Keka Academy addressing students of IMT, Faridabad*



*(L to R) Ms. Monica Anand, General Secretary, FMA; Ms. Saloni Kaul, President, FMA, Dr. Parul Khanna, Professor and Vice Principal, IMT, Faridabad; Dr. RN. Singh, Training and Placement Incharge, IMT, Faridabad; Mr. Rachit Ahuja, Partnership Head, Keka Academy; Mr. Neeraj Kumar, Academic Lead, Keka Academy and Dr. Meenu Dhembra, HOD Management*



FMA facilitated signing of MoU between Keka Academy and Echelon Institute of Technology (EIT), Faridabad represented by Dr. Irfanullah Khan HOD and Dr. Seema Singh, Dean at EIT on 24th October. This partnership aims to empower management students with essential HR Skills, helping them navigate their career path with confidence and clarity. Ms. Saloni Kaul, President FMA delivered the welcome address. The session ‘Introduction to HR as a Career Path’ covered valuable insights on Career Options on HR and how students can leverage these tools to shape their future in the field.



(L to R) Ms. Saloni Kaul, President, FMA; Dr. Seema Singh, Dean, Echelon Institute of Technology(EIT), Faridabad; Mr. Neeraj Kumar, Academic Lead, Keka Academy; Mr. Rachit Ahuja, Partnership Head, Keka Academy and Dr. Irfanullah Khan, HOD,EIT, Faridabad



Participants listening to the speaker

GMA organised an insightful session on Cybersecurity and Ethical Hacking with AI on 8th October at the Mewar Group of Institutions, Ghaziabad. The session featured expert speakers Mr. Kundan Kumar, Technical Advisor, and Mr. Vishal Jain, Technical Head – Cybersecurity, from the Global Institute of Cyber Security and Ethical Hacking (GICSEH Data Security Pvt. Ltd.), Noida. The session covered key topics, including Practical Application on Linux, Kali Linux, and Penetration Testing; Ethical Hacking (Practical Configuration); Social Engineering (Configuration) and Malware: Insights on malware usage for penetration testing and identifying system vulnerabilities.

## Ghaziabad Management Association

Ghaziabad Management Association organised a session on ‘Digital Detoxification’ on 7th October at Mewar group of Institutions, Ghaziabad with Mr Rajiv Goel, a seasoned trainer, B. Tech, M. Tech. The resource started explaining: What is digital detoxification and the impact of the Media. Examples and exercises were done to explain the good, bad and ugly of digitalization. The session was interesting and interactive, and it was attended by 76 participants.



Speakers, Mr Kundan of CGSI, ED GMA, Mr. Rahul Agrawal, Director, Mewar Institute, and Dr Alka Agrawal



*Felicitation of Mr Virendra Kashyap by Mr. Rahul Agrawal, ED GMA and Dr Ajay Singh, Director, ABES*

GMA organised a session on ‘How to Achieve Financial Freedom’ on 9th October at ABES Business School, Ghaziabad. The session was led by Mr. Virendra Kashyap, Regional Training Manager at Nippon Life India Asset Management Co. The session began with an inspiring story illustrating how an individual achieved financial independence through systematic investing.



*Speaker with the participants*

GMA organised a session on ‘Financial Literacy’ on 15th October at RKGIT, Ghaziabad by Mr Varun Paul, channel Head – KCG, Bajaj Finserv. The topics covered were: What do you do with your money? Impact of Inflation, Investing - the safeguard against inflation, the importance of Financial Planning, availability of various options, Financial Goal Planning Tool, importance of multiple financial goals in our life with timeline with a price tag, Flexibility of tenure/amount/Frequency, Creating wealth in Long Term, Myths vs. Facts for the savvy investors. 38 participants including students and faculty attended the very informative and interactive session.



*Speaker with other GMA members*

GMA organised a lecture on ‘The Sino Indian Relationship Conflict and Co-operation’ on 17th October at IMS UC, Ghaziabad with speaker Lt Gen (Retd) Dr. Rakesh Sharma, PVSM, UYSM, AVSM, VSM. He emphasised the need to redefine the definition of WAR: Technological, Political, Economic, Cyber, Trade, cognitive or water war. The insightful lecture was attended by 275 participants.

Ghaziabad Management Association organised a badminton tournament on 19th October at the indoor stadium of RKGIT, Ghaziabad. A total of 22 players, including GMA members and their family members, participated in the event. The President, Senior Vice President, and Executive Director of GMA also joined in, playing mixed doubles matches alongside their spouses. Members suggested holding this tournament twice a year.



President GMA with the awarded champions



Award winners of 'Vishleshan 2024'

GMA co-hosted and co-organised 'Vishleshan-2024 – National Level Summer Internship Project (SIP) Competition,' in collaboration with the Institute of Management Studies (IMS) Ghaziabad, on 24th October. This competition offered a remarkable opportunity for Undergraduate (BBA/B. Com/BCA/B.A.) and Postgraduate (PGDM/MBA/MIB) management students to showcase their Summer Internship Projects (SIP)

in front of a distinguished audience comprising industry professionals, academic leaders, and fellow students. All the awardees were given cash prizes and facilitated in the valedictory session.

GMA organised an Industry visit at Shriram Pistons and Rings Ltd., on 25th October. The facility of steel ring production, automatic robot operated production lines of pistons and production lines of engine valve were visited by 9 GMA members. The visitors appreciated the cleanliness and orderliness of such a huge facility.



GMA members at Shriram Pistons Ring plant



GMA organised a session on ‘Introduction to Enterprise Risk Management’ at Institute of Management Technology (IMT) Ghaziabad, on 28th October with Mr Soubhagya Parija, MA(Econ) – JNU, India, MBA (Finance) – Indiana University, USA, Harvard Business Analytics Program (HBAP), Harvard University, USA, a distinguished Risk and Compliance Executive. The expert deliberated on Future Directions, The Convergence of Risk and Data Science, Global Risk Management Standards COSO and ISO 31000, Overview and Benefits of Enterprise Risk Management (ERM).



Mr. Soubhagya Prija being felicitated

## Goa Management Association

### AGM and Annual Day Function

Goa Management Association (GMA) held its 49th Annual General Meeting on 3rd October at the Taj Vivanta in Panaji, providing a platform to review the association’s progress and plan for the future. Mr. Sriram Natarajan, President of GMA, welcomed the attendees and invited Mr. Deepak Bandekar, Chairman of GMA, to lead the AGM proceedings. Mr. Bandekar highlighted GMA’s recent activities and discussed upcoming initiatives in celebration of GMA’s Golden Jubilee. Joining him on the dais were Mr. Rajesh Mehrotra, Vice Chairman, Mr. Rohan Bhandare, Hon. Secretary, and Mr. Virendra Acharya, Hon. Treasurer, who presented a report on GMA’s activities and the annual financial statement.



Chief Guest, Mr. Nasser Munjee addressing the GMA Annual Day 2024



GMA Lifetime Achievement Award presented to Mr. Narayan Bandekar, Chairman and Managing Director, NRB Group

GMA’s Annual Day Function featured the esteemed GMA Annual Lecture, delivered by Chief Guest Mr. Nasser Munjee, former Chairman of DCB Bank and former Managing Director of IDFC, on the topic ‘Contemporary Times: Tectonic Shifts and New Paradigms.’ In his insightful address, Mr. Munjee discussed various global challenges, with a particular focus on India and Goa. Additionally, GMA presented the GMA Lifetime Achievement Award to Mr. Narayan Bandekar, Chairman of the NRB Group.

### Campus Connect

Under the MoU with M.E.S Vasant Joshi College of Arts and Commerce, GMA organised a field visit on 21st October for second-year BBA (Shipping and Logistics) students and faculty members to Varama Logistic Park, Verna, Goa. The visit provided practical insights into warehouse management. Mr. Ashutosh Mishra, Manager at Gati Express and Supply Chain Pvt Ltd, briefed students on key aspects of warehouse design, layout, and operations. A total of 21 students participated in the field visit.



Field visit for students of MES College to M/s Varama Logistics Park, Verna, Goa



Awareness Campaign – Against use of paper cups for hot beverages

On 24th October, GMA as part of their MoU with Dnyanprassarak Mandal’s College and Research Centre (DMC), Assagao, Goa, supported an awareness drive against the use of disposable paper cups for hot beverages, which pose health risks. Dr. Rajeev Narekar and Dr. Rajesh Pednekar, faculty members at DMC, presented a pledge to Mr. Deepak Bandekar, Chairman of GMA, along with GMA’s office bearers and Executive Committee members. This pledge aims to promote sustainable alternatives in workplaces and events, encouraging employees and members to make positive contributions to community health and well-being.

## Gwalior Management Association

### Condolence Ceremony

Gwalior Management Association organised a solemn condolence ceremony on 13th October, to honour the life and legacy of the late Shri Ratan Tata, a visionary leader and industrialist. GMA President Dr. Praveen Agarwal emphasised Tata’s commitment to ethical governance and sustainable development, describing him as a true example of leadership with integrity. In recognition of his exceptional contributions to the nation, GMA unanimously raised the call to confer the Bharat Ratna, India’s highest civilian honour, upon Ratan Tata.



GMA Team members paying tribute to Ratan Tata at the condolence ceremony.

## Lecture

Gwalior Management Association, in collaboration with the Young Leaders Council (YLC) Gwalior Chapter, hosted an engaging event titled 'From Empires to Enterprises: How History Informs Effective Management' on 27th October at Grab Space Co-Working, City Centre, Gwalior. After the welcome, Er. Mohit Verma, Chairperson of AIMA YLC Gwalior Chapter, introduced AIMA YLC's mission and activities, highlighting its focus on leadership and innovation. Dr. Praveen Agarwal, President of GMA, attended alongside Executive Director Dr. Manoj Patwardhan, Honorary Secretary Mr. Shyam Agarwal, and esteemed members Mr. Vivek Jain, Mr. Santosh Garg, Mr. Akash Sharma, Mr. Rachit Nagar, and Mr. Jaideep Singh. Keynote speaker Dr. Rachna Mehta delivered a thought-provoking talk on historical leadership strategies and their relevance in today's business world. The session concluded with a vote of thanks by Er. Mohit Verma.



Participants with Dr. Rachna Mehta

## Indore Management Association

### IMA Exclusive Session

Indore Management Association organised a session on 6th October on the topic 'Jamsetji TATA: Powerful Learnings for Corporate Success'. The moderator of the session was Dr. Himanshu Rai, Director of IIM Indore and Chairman of IMA. The facilitators of the session were Mr. Harish Bhat, Advisor and Director at TATA Group and Mr. R. Gopalakrishnan, Author and Corporate Advisor.



Mr. Harish Bhat, Advisor Director at TATA Group and Mr. R. Gopalakrishnan, Author and Corporate Advisor with Dr. Himanshu Rai



Industry visit at Tata International Ltd, Dewas

### IMA Student Chapter

IMA Student Chapter organised an Industry Visit on 4th October for the students of IPS Academy Institute of Business Management and Research, Indore at Tata International Ltd, Dewas.



IMA Student Chapter organised an Industry Visit on 7th October for the students of Shri Govindram Seksaria Institute of Technology and Science, Indore at Parle-G M.B. Industries Pvt Ltd, Indore.



Visit at Parle-G M.B. Industries Pvt Ltd, Indore.



Ms. Navita Arora receiving a memento

IMA Student Chapter organised a Management Games on 7th October for the students of Shri Vaishnav Institute of Management and Science, Indore. The facilitator of the programme was Ms. Navita Arora, Corporate Trainer.



Mr. Sandeep P. Naolekar addressing

IMA Student Chapter organised a CEO's talk on 25th October on the topic 'Adapt to Succeed: Secure Your Career' at Sage University, Indore by Mr. Sandeep P. Naolekar, Managing Director of Darling Pumps Pvt. Ltd., Indore.

### Diksha In-House Training

IMA organised 'Diksha' a training programme on 17th October on the topic 'Critical Thinking and Creative Problem Solving' at Vacmet India Limited, Pithampur. The facilitator of the session was Ms. Vijeta Yadav, Communication Coach and Corporate Trainer.



Ms. Vijeta Yadav with participants



*Ms. Vijeta Yadav with the participants*

IMA organised 'Diksha' a training programme on 26th October on the topic 'Personality Development, Interpersonal Skills and Email Writing' at Jaideep Ispat and Alloys Pvt. Ltd., Pithampur by Ms. Vijeta Yadav, Communication Coach and Corporate Trainer.

### Industry Visit

IMA Student Chapter organised an industry visit on 19th October for the students of the Sica College, Indore (M.P.) at Dainik Bhaskar Indore.



*Participants at Dainik Bhaskar, Indore*



*Ms. Aanya Jai with the participants*

### IMA Contemporary Learning Session

IMA organised a session on 21st October on the topic 'Discovering Personality Through' with Ms. Aanya Jai, Founder of Pro Behave.

### IMA Student Chapter Inter College Competition

IMA Student Chapter organised an Inter College Competition on 22nd October on the theme 'How to Raise Awareness About Traffic Sense Among the People of Indore.' The event was open to all college students and the judges for the competition were Mr. Rajkumar Jain, Director of Business Automation Pvt. Ltd., Indore, and Mr. Abhishek Mishra, CEO of Pisarv Technologies.



*Mr. Rajkumar Jain and Mr. Abhishek Mishra presenting the awards to the winners*

### IMA Powerful Session

IMA organised a session on 23rd October on the topic ‘Everyday Practices for a Greener Future’ with Mr. Sandeep Khanwalkar, Director of Eco Soul Enviro and 24th October on the topic ‘Accelerating the Shift: Transition to Zero Emission Trucks’.



Mr. Sandeep Khanwalkar with participants



Facilitators at the session

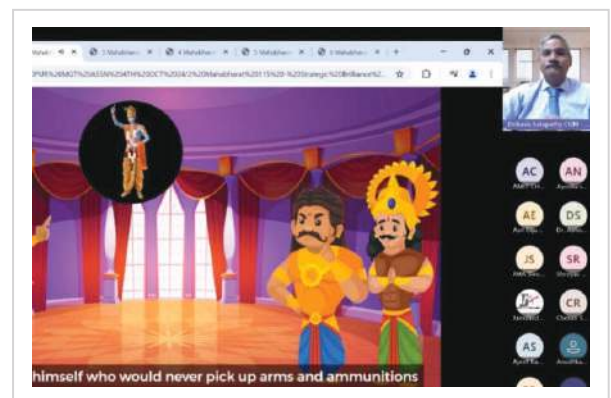
### IMA International Conference

IMA organised an international conference on Innovation, Incubation, and Intellectual Property Rights (IPR) on 24th and 25th October at the Acropolis Group of Institutions, Indore. The session featured distinguished facilitators: Mr. Dae Jin Kim, Founder and Honorary President of the Global Entrepreneurs Foundation; Mr. Pankaj Diwan, Founder of Idealabs FutureTech Ventures and Co-founder of Talentfarm.ai and the India Blockchain Forum; Mr. Dipan Sahu, Assistant Innovation Director at the Ministry of Education’s Innovation Cell and the All India Council for Technical Education (AICTE); and Mr. Charles Bolton, Director for Southern and Eastern Africa at the Wadhvani Foundation.

### Jamshedpur Management Association

#### Talk

On 4th October, Jamshedpur Management Association hosted a thought-provoking session as part of its T.E.A (Transformation Experience and Awareness) Talk series titled ‘Management Lessons from Indian Scriptures’ with Mr. Debasis Satapathy, Chief General Manager – HR at NBCC, New Delhi and a visiting faculty member at renowned institutions like IITs, IIMs, ASCI and IIPA. He guided attendees through valuable insights from ancient Indian scriptures, demonstrating how these timeless teachings can be applied to enhance modern management practices.



Mr. Debasis Satapathy conducting the session





JMA representative with GMA delegates

### Meeting

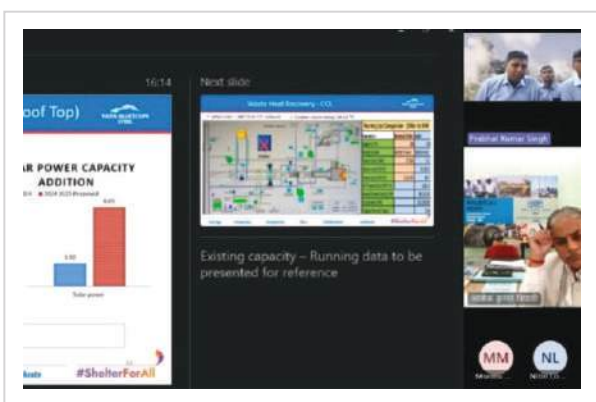
On 13th October, JMA had the privilege of meeting with key representatives from Guwahati Management Association (GMA), including Director Mr. Bedabrata Lahkar, President Mr. Rabindra Nath Kalita, and General Secretary Mr. Prabhat Konwar. Represented by Ms. Anushka, CRM, JMA, the meeting focused on establishing a collaborative framework to foster growth and shared learning between both associations.

### Educational Tour

On 21st October, JMA organised an enriching visit for students from Jamshedpur Women’s University to the Centre for Excellence (CFE) and the Tata Steel Archives at the Centre for Excellence. This visit provided students with a unique opportunity to delve into Tata’s rich legacy, its historical journey, and its influential ecosystem. Beyond exploring Tata’s archives, students toured the Art Gallery and the P.N. Bose Geological Centre, broadening their understanding of history, art, and industrial advancements.



Students of Jamshedpur Women’s University at the CFE’s Gallery



6th Energy Efficiency Challenge in progress

### 6th Energy Efficiency Challenge

The 6th Energy Efficiency Challenge, organised by the Jamshedpur Management Association (JMA) on 24th October, is a flagship event dedicated to celebrating and promoting innovations in energy conservation and sustainable practices across industries. This year’s edition themed ‘Incremental Change for Significant Energy Efficiency Impact,’ brought together leading companies to showcase projects that exemplify impactful, small-scale improvements in energy optimisation. The event featured over 22 enthusiastic participants representing various organisations, including Tata Steel Ltd., Tata Motors Ltd., Tata Power Ltd., Tata Bluescope, Hindustan Unilever and JCAPCPL. The competition was judged by esteemed jury member Mr. Alok Kumar Tripathi, General Manager and Head at NTPC whose 34+ years of experience, were invaluable in guiding the selection process.

### Training

On 24th October, JMA conducted a comprehensive training session on SAP Materials Management (SAP MM) for employees from JCAPCPL, Tata Steel (Tinplate Division) and Tata BlueScope. The session focused on enhancing participants’ expertise in essential SAP MM functionalities, including material and vendor master data, requisitioning, purchase order management, contracting, and invoice verification.



Participants at the SAP MM Training



Students at Timken Plant during the Industrial Visit

### Industrial Visit

On 24th October, mechanical engineering students from Arka Jain University embarked on an insightful industrial visit to the Timken plant. This educational excursion provided the students with firsthand exposure to real-world industrial operations. Engaging directly with industry experts, the students gained valuable insights into engineering practices and discovered potential career paths for their future endeavours.

## Kerala Management Association

### Leader Insight Series

As part of the KMA Leader Insight lecture series, an engaging session on ‘Wellness Tourism: Latest Global Travel Trends’ was held on 4th October, led by Mr. Siddharth Dominic, CEO of CGH Earth Wellness. He shared key insights into emerging trends in the wellness tourism sector. The event also featured addresses by KMA President Mr. Bibu Punnooran, Vice President Mr. Algiers Khalid, and Executive Committee Member Mr. Baiju Mani Paul.



Mr. Siddharth Dominic addressing the KMA Leader Insight lecture series, and KMA President Mr. Bibu Punnooran, Vice President Mr. Algiers Khalid, and Committee Member Mr. Baiju Mani Paul on the dais



*Mr. Axel Guyon addressing on KMA Leader Insight while Ms. Roopa George, Bibu Punnooran, Dr. Anil Joseph look on*

KMA conducted a Leader Insight session on 11th October, featuring Mr. Axel Guyon, Country Manager for India at Choose Paris Region, who spoke on Sustainable Innovation Lessons from the Paris Olympics. The session was presided over by KMA President Mr. Bibu Punnooran, with a welcome address by KMA Managing Committee Member Ms. Roopa George and a vote of thanks by Secretary Dr. Anil Joseph.

On 18th October, Mr. Vinod Thomas, Chief Executive Officer of Deep Blue Research Ltd, emphasised the importance of innovation for engineering students during a session at the KMA Leader Insight event. He discussed the need for reforms in engineering education to better equip students for the challenges of the modern industry. The session was presided over by KMA President Mr. Bibu Punnooran, with KMA member Ms. Meena Thomas delivering the welcome address, and Secretary Dr. Anil Joseph offering the closing remarks.



*Mr. Vinod Thomas addressing the members while Ms. Meena Thomas, Mr. Bibu Punnooran, and Dr. Anil Joseph look on*



*Mr. Jacob Nainan, Managing Director of Herbal Isolates Ltd and Director of Synthite Industries Ltd addressing, while Dr. Radha Thevanur, Mr. Bibu Punnooran and Dr. Anil Joseph look on*

### Inspire Series

Mr. Jacob Nainan, Managing Director of Herbal Isolates Ltd and Director of Synthite Industries Ltd, emphasised the importance of innovation and continuous learning for growth in the business sector at the KMA's Inspire Series on 25th October. The session was presided over by KMA President Mr. Bibu Punnooran. Dr. Radha Thevanur, a member of the Managing Committee, delivered the welcome address, while Secretary Dr. Anil Joseph extended a vote of thanks.



## Lucknow Management Association

### Interactive Session

Young Manager Forum of Lucknow Management Association successfully hosted a session on ‘Corporate Case Study’ on 1st October. The session was conducted by CA Devesh Agarwal and focused on practical insights into corporate strategies, decision-making and real-world business challenges. Attendees included industry professionals and aspiring entrepreneurs who engaged in discussions and learned valuable lessons from the case study analysis.



Participants at the session



CA Devesh Agarwal addressing

Young Manager Forum of LMA in collaboration with Emma Thompson School, Lucknow hosted a successful and interactive session titled Forget Forgetting, led by renowned memory trainer and Chartered Accountant, CA Devesh Agarwal on 22nd October. The event drew an eager crowd of 120 students, who participated enthusiastically, exploring practical memory-enhancing techniques and strategies to improve academic performance and recall.

LMA and the Inner Wheel Club of Lucknow Baradari organised an important session on ‘Cyber Crime: How to Prevent and Deal with It’ on 1st October, led by Mr. Shahab Rashid Khan, IPS, DIG of UP 112. During the session, Mr. Khan shared valuable insights on handling false calls and emphasised essential precautions for everyone to take.



Mr. Shahab Rashid Khan, IPS addressing the session



CA Devesh Agarwal interacting with students

### Career Counseling Session

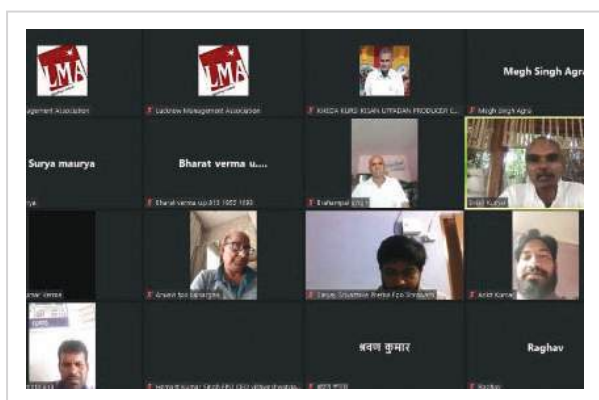
Young Manager Forum of LMA organised a Career Counseling session at Delhi Public School, led by CA Devesh Agarwal on 1st October. The session aimed to provide students with valuable guidance on career planning, helping them navigate academic choices and future career paths with confidence. The interactive session was well-received, with students gaining clarity on their career aspirations and opportunities.

**MDP**

The Young Managers Forum of LMA organised an MDP titled ‘Forget Forgetting’ for college students, conducted by CA Devesh Agarwal on 17th October.



Students at the MDP



Mr. Binay Kumar addressing the online session

**Online Workshop**

LMA organised an online workshop on ‘Diversification through Sustainable Agriculture (Permaculture)’ on 1st October with speaker Mr. Binay Kumar, Director Permaculture, The Art of Living International. Ms. Renu Chaudhary, General Manager LMA welcomed and introduced the speaker and proposed a formal vote of thanks on the occasion. More than 48 FPOs from Lucknow, Kanpur and Jhansi mandal were present in the online session.

LMA organised an online workshop on ‘Unlocking Global Markets: Export Opportunities for FPOs’ on 2nd October with speaker Mr. Vibhu Dixit, Business Coach Mentor at IIT Mumbai. Ms. Renu Chaudhary, General Manager LMA welcomed and introduced the speaker and proposed a formal vote of thanks on the occasion. More than 90 FPOs from Lucknow, Kanpur, Jhansi, Aligarh, Agra, Meerut, Basti, Azamgarh, Gorakhpur, Bareilly, Moradabad, Saharanpur, Mirzapur, Prayagraj and Varanasi mandal were present in the online session.



Mr. Vibhu Dixit addressing the online session

### Expert Talk

LMA, in collaboration with the School of Management and Sciences, organised an expert talk for MBA students titled ‘Supply Chain Management and Refinery Introduction’ on 3rd October by Mr. Sanjeev Kumar Srivastava, General Manager and State Logistics Head at Reliance Industries Ltd. Mr. Srivastava shared his extensive knowledge and experience in supply chain management, focusing on its critical role in the operations of a refinery.



(L-R) Ms. Renu Chaudhary, Mr. Rahul Dutt, Mr. Sanjeev Kumar Srivastava (Speaker) and Mr. Surendra Kumar Srivastava



(L-R) Prof. Madhurima Pradhan, Prof. Arvind Mohan, Mr. Alok Ranjan, Dr. Archana Shukla and Ms. Renu Chaudhary

### Panel Discussion

LMA in collaboration with the AMU Old Boys (Alumni) Association Lucknow organised a panel discussion on the theme ‘Happiness for Academic Excellence’ on 7th October. The distinguished panelists included Prof. Madhurima Pradhan, former Professor of the Psychology Department, Founder Director and Expert, Happy Thinking Laboratory, University of Lucknow, Prof. Arvind Mohan, Dean, Faculty of Arts, University of Lucknow and Dr. Archana Shukla, Head, Department of Psychology, University of Lucknow. Mr. Alok Ranjan, Former Chief Secretary of Uttar Pradesh and Past President of LMA moderated the session.

### Workshop

LMA organised a workshop on ‘Creating Industry Champions Through RAMP’ on 22nd October. The workshop focused on how to improve the performance of MSMEs under the RAMP scheme. Eminent speakers included, Mr. Rajesh Nigam, President, Karam Group of Industries; Mr. Sharad S. Chandak, Chief General Manager, SBI; Mr. Somesh Tandon, Dy General Manager of Tata Motors; Mr. Anil Rajveer Sharma, COO Liradolf Information Technologies and Engineering Services Pvt Ltd and Mr. R.C. Yadav, CHRO, Grahori Cement Industries.



Mr. Sharad S. Chandak, CGM, SBI



### Book Release

On 25th October, Dr. Roshan Jacob, Divisional Commissioner of Lucknow, released a new book, *Impact of Rejuvenation of Water Bodies Through Cownomics: A Sustainable Nature-Based Solution*, edited by Mr. A.K. Mathur, Senior Vice President of LMA. Present at the event were Mr. A.K. Mathur, Dr. Dheeraj Malhotra, Mr. M.A. Khan, and Ms. Renu Chaudhary.



(L-R) Dr. Dheeraj Malhotra, Mr. A.K Mathur, Dr. Roshan Jacob, Ms. Renu Chaudhary and Mr. M.A Khan



Maj Gen Pankaj Kaushik (Retd.) addressing students and faculty members at Shobhit University

### Meerut Management Association

#### Talk

On 5th October, a delegation from the Student Chapter of Meerut Management Association (MMA) visited Shobhit University, where they were welcomed by Vice-Chancellor Dr. V. K. Tyagi and Dean Prof. Ashok Gupta. Maj Gen Pankaj Kaushik (Retd.) delivered an engaging talk on ‘Time Management’ to an audience of 80, sparking lively interaction. The Vice-Chancellor proposed enhanced collaboration, which MMA welcomed, and both parties began planning a Memorandum of Understanding (MoU) to support student skill development programmes.

### MMA Diwali Fiesta

On 25th October, MMA hosted a vibrant ‘Diwali Fiesta’ to celebrate the festival and strengthen community bonds among its members. The event featured Chief Guest Maj Gen Lalit Kapoor and Guest of Honour Brig Dinesh Dahiya, who joined over 180 attendees, including families, for an evening filled with live music and festivities. A highlight of the evening was a guitar performance by Bollywood musician Mr. Manan Gupta. The MMA President expressed gratitude to everyone for making it a memorable event.



Maj Gen Lalit Kapoor; Brig Dinesh Dahiya along with MMA President, Mr Ankur Jaggi and MMA Secretary Maj Gen Pankaj Kaushik



*Mr. Abhay Desai interacting with the participants*

## Navsari Management Association

### Talk

Navsari Management Association organised a very useful and need of the hour talk show on 20th October on GST – Navigating recent developments and best practices to benefit all business community with recent developments which incorporated recently by speaker Mr. Abhay Desai from Baroda, Commercial and Trade Laws Consultant and GST Implementation committee member at National Level. He described all recent cases with many examples and informed audience how to reduce queries from GST authorities. Around 100 participants attended the programme and appreciated the efforts of NMA.

### 11th Annual General Meeting

NMA held its 11th Annual General Meeting on 24th October at the Conference Hall of Usha Academy, Navsari. With no new nominations for office bearer positions, and given the satisfactory performance of the current team, it was decided to continue with the existing leadership for 2024–2025. During the initial phase of the AGM, the accounts for 2023–2024 were approved, and the appointment of a new Chartered Accountant was resolved. A total of 28 members, including both corporate and professional members, attended the meeting.



*AGM in process, chaired by President Shruti Shah*

## Pala Management Association

### General Body Meeting

PMA held its Monthly General Body Meeting on 17th October, presided over by Ms. Maya Rahul. Secretary General Er. Mathew Joseph warmly welcomed all attendees, and the President inducted two new members into the association. Charter President Mr. V.S. Radhakrishnan was also honoured at the event. The keynote speaker, Mr. Mukundan P.G., delivered an engaging talk on 'Vasthu Vidhya – A Tool for Managing Sustainability.' All 30 participants found the session valuable and actively participated in the discussions.



*Sitting- (L-R) Mr Mukundan P.G. - Keynote speaker; Ms Maya Rahul - President; Er Mathew Joseph -Secretary General and Mr Radhakrishnan V.S. – Charter President*

## Patna Management Association

Patna Management Association, in collaboration with the Bihar Industries Association and the Bihar State Productivity Council, organised a seminar on 16th October titled 'Right to Food for a Better Life and a Better Future: Leave No One Behind' to commemorate World Food Day 2024. Dr. P. R. Trivedi, Chancellor of IGMS University, was the Chief Guest, and Dr. Ashutosh Upadhyaya from ICAR delivered the keynote address. The seminar was chaired by Mr. Sanjay Goenka, Vice President of BIA, and Mr. D. K. Srivastava, President of BSPC.



*PMA Members and Speakers at the World Food Day 2024 Seminar*

Prominent speakers included Mr. Basant Kumar Sinha, Secretary General of BSPC; Mr. Mani Kishore Das, Secretary of PMA; Ms. Jyotsna Prasad; Mr. Anil K. Prasad and Mr. Upendra Prasad from the Human Rights Association Bihar; Mr. R. K. Chandra, retired Senior Banker and AIMA Member; Mr Pandey Sanjay Kumar, President of BITOSA; Prof. Chandan Kumar from BIT Patna; and Mr. Rajiv Kumar from RBI. Key topics discussed during the seminar included an in-depth analysis of food security, poverty, and sustainable development, as well as the impact of food insecurity on vulnerable populations, including children, women, and marginalised communities.

## Quilon Management Association

Quilon Management Association held its installation ceremony for the office bearers for 2024-25 on 3rd September. The event was graced by Prof. (Dr.) Jagathy Raj V. R., Vice Chancellor of Sree Narayana Open University, as the Chief Guest, and Mr. Pratheep Kumar, Managing Director of Kerala Minerals and Metals Ltd., as the Guest of Honour. The outgoing QMA president, Mr. Franklin Daniel, chaired the meeting and formally handed over the role to the incoming President, Mr. N. Jayachandran. In his address, the Chief Guest, Prof. (Dr.) Jagathy Raj V. R., emphasised the importance of effective management and leadership in achieving organisational success. Mr. Pratheep Kumar, the MD of KMML, shared insights on the challenges encountered by individuals transitioning from engineering roles to managerial positions. Membership certificates were distributed to the new members, and mementos were presented to both Prof. (Dr.) Jagathy Raj V. R. and Mr. Pratheep Kumar. The event concluded with a vote of thanks by QMA Programme Secretary, Mr. Prathap Chandran.



*The Chief Guest, (Prof. (Dr.) Jagathy Raj V. R., Vice Chancellor of Sree Narayana Open University*



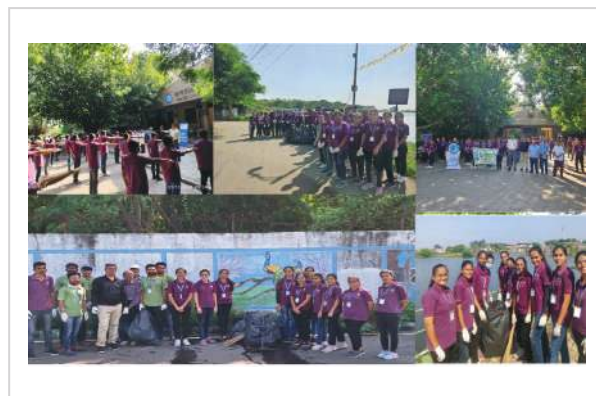
*Mr. Pratheep Kumar, Managing Director of The Kerala Minerals and Metals*



## Rajkot Management Association

### Swachhta Hi Seva

Rajkot Management Association in collaboration with over 100 students from Shree H N Shukla Homeopathy College, organised a community-driven cleanliness campaign, 'Swachhta Hi Seva – 2024,' on 1st October. The event featured an oath-taking ceremony, impactful cleaning drives at Randarda Lake and Lalpari Lake, and a powerful street play (Nukkad Natak) at Village Bhichari, promoting cleanliness and community service. The event, aimed at raising community awareness on sustainable practices, saw enthusiastic participation from RMA leaders, including Chairman Dr. Kalpit Sanghvi, President Mr. Jayen Kotecha, Hon. Secretary Mr. Dinesh Kakkad, VP – Community Mr. Rajubhai Hariyani, and Senior Member Mr. Shushilkumar Naydu.



*Glimpses of the event 'Swachhta Hi Seva'*

### World Standard Day

To mark World Standards Day 2024, RMA President Mr. Jayen Kotecha shared insights on this year's theme, 'Our Shared Vision for a Better World.' This theme aligns with broader goals, including the Sustainable Development Goals, and underscores the role of standards in promoting health equality, supporting digital transformation, and addressing climate change. The programme was broadcast on a local radio channel on 14th October, reaching a wide audience and highlighting the importance of standards in building a sustainable and equitable future.



*RMA President Mr. Jayen Kotecha addressing on World Standard Day*

### Annual General Meeting

On 23rd October, RMA held its Annual General Meeting, celebrating its achievements over the past year and setting a strategic roadmap for the future. In his address, President Mr. Jayen Kotecha emphasised RMA's core focus areas, highlighting the importance of collaboration among members and active engagement. Hon. Secretary Mr. Dinesh Kakkad provided an overview of the previous year's activities, while Hon. Treasurer Mr. Harshad Ashar presented



*Annual General Meeting of RMA*

a comprehensive financial report for the association. The future roadmap for RMA’s initiatives was outlined by Vice Presidents Mr. Ripple Patel, Mr. Rajubhai Hariyani, and Mr. Harshit Shah. The AGM provided an open forum for members to share valuable suggestions on how RMA can further strengthen its contribution to Rajkot’s industry, academia, and society.

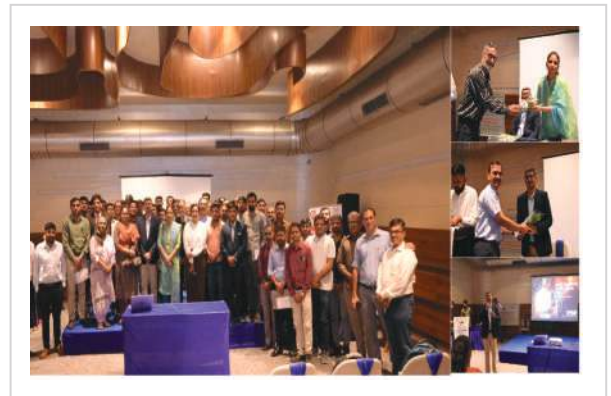


*Felicitation of Past Presidents with a token of gratitude*

RMA held its Annual General Meeting on 23rd October, which was highlighted by the recognition of the Association’s Past Presidents for their exceptional leadership and contributions over the years. Mr. Jayant Desai, Mr. Kiran Patel, Mr. Deepak Suchde, Mr. Chetan Kothari, Mr. Parag Jobanputra, and Dr. Kalpit Sanghvi were each honoured with a token of gratitude, acknowledging their dedication and the foundation they have laid for RMA’s continued growth and impact. The evening was filled with respect and camaraderie as current members and leaders of RMA expressed their appreciation.

### **Lean Awareness Programme for MSMEs**

On 25th October, RMA in collaboration with the MSME Development and Facilitation Office (MSME DFO) and District Industries Centre (DIC), hosted a Lean Awareness Programme. RMA Honorary Secretary Mr. Dinesh Kakkad opened the event, highlighting the importance of Lean practices. Chief Guest Ms. Swati Agrawal, Assistant Director (In-Charge) from the Government of India, expressed government support for MSMEs and the relevance of Lean principles for smaller enterprises. RMA President Mr. Jayen Kotecha led the session, explaining Lean concepts and their application within MSMEs. The event concluded with a vote of thanks from Ms. Vaishali Parekh, Past Executive Committee Member of RMA, reaffirming support for local businesses.



*Welcoming Ms. Swati Agrawal, Assistant Director of MS-MEDFO Rajkot; RMA President and lead faculty Mr. Jayen Kotecha and all participants*



Round Table Conference in Progress

## Rohilkhand Management Association

Rohilkhand Management Association, in collaboration with the prominent newspaper Amar Ujala, organised a Round Table discussion on 5th October on the topic ‘Value of Dialogue (संवाद) and Social Integrity.’ Esteemed participants, including academicians, entrepreneurs, practicing managers, and journalists, shared their valuable insights during the discourse.

## Thrissur Management Association

### Management Development Session

Thrissur Management Association organised a Management Development Session at Sahrdaya Institute of Management Studies, Kodakara, Thrissur, on 1st October, featuring Ms. Renu Sreeranj, Chief Operating Officer of Vishram Builders, as the guest speaker. Addressing the topic ‘Journey of an Entrepreneur: Transforming Challenges into Opportunities,’ she shared her experiences and insights, offering an inspiring perspective on the resilience and adaptability required in entrepreneurship. Around 100 students attended and was well received by the audience.



Ms Renu Sreeranj, COO, Vishram Builders addressing



Er George Paul (Former ED BPCL and MC Member, TMA)

TMA organised a session at Government Engineering College, Thrissur, on 16th October, featuring Er. George Paul, former Executive Director of BPCL and TMA Managing Committee Member, who spoke on ‘Transitioning from Engineers to Managers to Leaders: Opportunities and Challenges.’





*P K Vijayakumar IRS Retd (Former Director General Income Tax) addressing*

TMA organised a session at the Government Engineering College, Thrissur by Mr. Alex P George, Director of ESAF Bank and a renowned entrepreneur. The session focused on 'Skills Sets for the Future,' a theme that resonated deeply with the audience. Through his insightful presentation, Mr. George provided valuable insights into the essential skills required to thrive in today's rapidly evolving business landscape.



*Alex P George (Director, ESAF Bank and Entrepreneur) addressing*



*Mr. Jackson David C (CEO, TMA) addressing*

TMA organised a session at Holy Grace Academy, Mala, Thrissur, on 23rd October. The session was led by TMA's CEO, Mr. Jackson David C, who presented on the topic 'Leveraging Investment Tools for Strategic Management.' This event saw the enthusiastic participation of 80 attendees, eager to delve into advanced management concepts and investment strategies.



*Speaker - Kushal Singh, COO of TMA*

On 25th October, TMA organised a session at Sahridaya College of Advanced Studies in Thrissur. With 100 participants, guest speaker Kushal Singh, COO of TMA, delivered an insightful presentation on ‘Leveraging AI for Thoughtful Study: ChatGPT as an Academic Aid,’ exploring the theme of AI.

### **TMA Managing Committee Meeting**

The Managing Committee Meeting of TMA was held on 8th October with 40 members in attendance. The meeting fostered a dynamic discussion around various upcoming events and ongoing initiatives, as members shared ideas and insights to drive forward TMA’s mission.



*President CA T R Anantharaman addressing TMA MC Members*



*CA Anantharaman T R, President of TMA addressing students*

### **Joint Programme with DISHA Foundation, Thrissur**

TMA collaborated with DISHA Foundation, Thrissur, to organise a Personality Development Programme for students on 16th October. The session was led by CA Anantharaman T R, President of TMA, who shared valuable insights on personal growth and professional skills. With 75 participants in attendance, the programme was well-received, engaging the audience and inspiring them with practical strategies for self-improvement and confidence-building.

### Internal Speaker Series

TMA hosted the second Internal Speaker Series programme at the TMA Management House, East Fort, Thrissur. CMA Madhu A P, Immediate Past Secretary of TMA, addressed an audience of 75 participants on the topic ‘A Joyful Journey – Improving Work-Life Balance through HEi (Human Effectiveness Index).’



CMA Madhu A P (Immediate Past Secretary, TMA)



CA V Venugopal (Past President, TMA) interacting with students

### Digital Fest

In collaboration with Chinmaya Vidyalaya, TMA organised the second edition of the Digital Fest on 16th October. With 150 enthusiastic participants, the event featured CA V Venugopal, Past President of TMA, as the Chief Guest. The fest provided an engaging platform for students to explore and showcase their digital skills, sparking creativity and innovation.

### Case Study

TMA organised a case study session on 19th October with 30 participants exploring the topic ‘Low Carbon Living: Lessons from Kerala’s Traditional Homes for Modern Green Architecture.’ The session delved into sustainable practices embedded in Kerala’s traditional architecture and their relevance to contemporary eco-friendly design.



Participants during the case study

### Workshop



Mr. Nikesh Gosh, CEO of Chatveda addressing

The inaugural programme under its LEAP (Learning and Education for Accelerated Progress) initiative, a platform dedicated to fostering continuous learning and innovation, was the ‘ChatGPT Prompt Engineering Workshop’ held on 21st October. The workshop was led by Mr. Nikesh Gosh, CEO of Chatveda, who provided invaluable insights into the art of effective prompt engineering for ChatGPT.





*Mr. Nikesh Gosh, CEO of Chatveda addressing*

TMA organised the 2nd Batch of the ChatGPT Prompt Engineering Workshop on 29th October, attracting 35 participants. Led by Mr. Nikesh Gosh, CEO of Chatveda, the workshop focused on the theme of artificial intelligence, providing attendees with valuable insights and practical skills in prompt engineering.

**Guest Lecture**

TMA’s guest lecture on 24th October featured Mr. Jayaram Easwaran. His talk on ‘Staying Relevant at Work and in Life’ captivated 130 participants with practical advice on adaptability, continuous learning, and building meaningful relationships. The audience left inspired and motivated.



*Mr. Jayaram Easwaran (Author and Business Leader)*



*Mr. Christo George CMD Hykon India, and Past President of TMA addressing*

**Joint Session Vijayee Bhava Alumni**

TMA organised an interactive talk on 25th October, in collaboration with the Vijayee Bhava Alumni, with 100 participants in attendance. The event featured Mr. Christo George, CMD of Hykon India, as the guest speaker. He delivered an inspiring presentation on ‘Dream Your Goals,’ motivating attendees to pursue their aspirations with ambition and creativity.

## Trivandrum Management Association

### TMA Student Chapter Inauguration

The inauguration of the TMA Student Chapter at the University Institute of Technology (UIT) Veli on 4th October was a significant event, attended by 85 students and faculty members. The ceremony began with a warm welcome from Dr. Swapna C. Nair, Principal of UIT Veli, who acknowledged the distinguished guests: Mr. G. Unnikrishnan, President of TMA and General Manager of KSIDC; Mr. C. Padmakumar, Immediate Past President of TMA and Special Officer at the Kerala Medical Technology Consortium; and CS Jayashree C.O., Chairperson of TMA Student Chapters and a practicing Company Secretary. CS Jayashree highlighted the benefits of TMA membership, focusing on networking and skill development opportunities.



Mr. G. Unnikrishnan sharing insights on opportunities for students

### Saluting The Legacy: Ratan Naval Tata's Timeless Impact



Leaders gathering to honour Shri Ratan Naval Tata's legacy

On 20th October, TMA hosted a remarkable event at Vivanta Thiruvananthapuram to honour the legacy of Mr. Ratan Naval Tata. Mr. G. Unnikrishnan, President of TMA, opened the event by reflecting on Tata's transformative impact on industries and the core values that define his legacy. Mr. Chandrasekhar K M, Former Cabinet Secretary, highlighted the ethical backbone of the Tata empire. Mr. KS Sabarinadhan, Former MLA, spoke about Tata's dedication to healthcare, particularly in cancer treatment and malnutrition eradication. Mr. Madhavan Nambiar, Former Aviation Secretary, recalled Tata's service-oriented approach during the revival of Air India and his support during crises in Kerala. In

his heartfelt closing address, Mr. Unnikrishnan Gopinath, Secretary of TMA and President of ICSAG, expressed profound gratitude to all dignitaries and participants.

### TMA Clean Sabarigiri Drive: Go Green, Breathe Easy

On 24th and 25th October, TMA proudly organised the Clean Sabarigiri Drive to promote sustainability and environmental preservation. Led by Mr. Pradeep A.S., Chairman of the ESG and Waste Management Committee, the initiative focused on cleaning a 10-kilometer forest stretch near Gavi. The event featured insights from Dr. Subhash Chandra Bose, former Director of the Water Resource Department, Government of Kerala, and Mr. Sethunath Malayalappuzha from the Paristhithi Samrakshana Samithi Keralam.



Dr. N Anil Kumar, Chairman of the Kerala State Biodiversity Board inaugurating the Walkathon

The drive began with a Walkathon inaugurated by Dr. N. Anil Kumar, Chairman of the Kerala State Biodiversity Board, along with TMA President Mr. Unnikrishnan G., General Manager of KSIDC, who introduced TMA’s ongoing environmental activities. Over two days, volunteers worked tirelessly, extending the cleanup to a 12-kilometer stretch and removing a substantial amount of plastic waste. The initiative received enthusiastic support from participants, the Forest Department, and the KSEB Department

### Outreach Programme

TMA organised a study class and discussion as part of an outreach programme in collaboration with the Gavi Forest Station at Periyar Tiger Reserve on 24th October. The session emphasised the urgent need to protect forests and wildlife, fostering meaningful dialogue among TMA representatives, dam safety officials, and residents. The class was led by Mr. Josemon D, head of Gavi Forest Station, alongside Mr. Dilshad from the Forest Department, Mr. Unnikrishnan Gopinath, Secretary of TMA, and Mr. Basanth Kumar B S, Co-Chair of the TMA Outreach Committee.

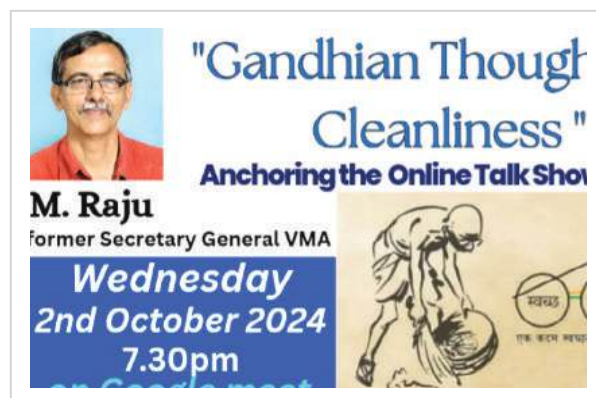


Mr. Josemon addressing the participants during the programme

## Vaikom Management Association

### Wednesday Musing

On 2nd October, Mr. M. Raju, former Secretary General of VMA, delivered a talk on Gandhian principles regarding cleanliness. He highlighted Gandhiji’s experiences abroad and his observations on poor hygiene in India. Mr. Raju cited examples of Gandhiji’s initiatives in Ahmedabad, Varanasi, and Kolkata, emphasising the need for continuous awareness campaigns. He urged everyone to contribute to such campaigns for a healthier society. The presentation, which coincided with Kerala’s ‘Malinaya Mukta Nava Keralam’ (Litter-Free Renewed Kerala 2.0) initiative, was well-received by 32 participants, including students from St. Xavier’s College.



Talk by Mr. M. Raju, former Secretary General of VMA

### Job Fair

VMA collaborated with ICM Computers, the Kudumbasree Mission, and Devaswam Board College, Thalayolaparambu, to organise a successful ‘Kanavu Job Fair’ on 26th October. The event aimed to connect job seekers with employers from across Kerala. With 41 companies participating and over 2,500 candidates registering, the fair served as a valuable platform for career opportunities. VMA played a crucial role by providing interview and skills training support to candidates, ensuring their readiness for the recruitment process.



## Transformational Leadership

On 27th October, VMA organised a programme on 'Transformational Leadership' at Mandavapallil Estate, Kulasekharamangalam, Vaikom with chief guest Dr. George Sleeba, the renowned management expert, former Chairman and Managing Director of FACT and Chairman of Kerala State Productivity Council. He emphasised that a visionary leader is the catalyst for such leadership, citing the example of Mr. M K K Nair, the legendary Chairman and Managing Director of FACT. The speaker emphasised that a transformational leader must inspire and motivate their team to achieve extraordinary results.



*Dr. George Sleeba, addressing the session*



*Ms. Geetha. P. J., addressing the session*

## Homestead Farming – For Enjoyment and Health

VMA organised a programme on 31st October at Mandavapallil Estate, Kulasekharamangalam, Vaikom, with Ms. Geetha K. A., former Project Director of ATMA and an esteemed agricultural expert, as the chief guest and keynote speaker. The event focused on enhancing homestead farming in the area. Ms. Geetha shared essential practices, including soil health improvement through organic matter, the use of beneficial microbes, nutrient management with added micronutrients, attentive plant care, and eco-friendly pest control. The programme concluded with a Deepavali celebration, fostering camaraderie among attendees.

## Vidarbha Management Association

Vidarbha Management Association held its weekly session at the Chitnavis Centre, Nagpur, featuring two presentations: 'Generating Extra Profit from Inventory Management' and 'The Role of SMEs in the Global Marketplace.' Dr. (Lt. Col.) Sameer Parwate, from the Indian Army and IIM Nagpur, led the first session, highlighting how effective inventory management can boost profitability, reduce costs, and enhance customer satisfaction. The second session, conducted by Ms. Rashmi Samant—author, entrepreneur, and Oxford University alumna—focused on the global influence of SMEs. She emphasised that SMEs could alleviate work-life stress by creating a supportive work environment. The session was moderated by Mr. Hilash Nandilath and Mr. Piyush Agrawal, with coordination by Mr. Hemant Zunjurkar.



Speaker - Mr Sameer Parwate



Speaker - Ms Rashmi Samant



Panelists during the session

VMA organised a panel discussion on 13th October on ‘See Show Showcase’ at Chitnavis Centre, Nagpur, offering insights into trade exhibitions from three perspectives: organiser, participant, and visitor. The panel featured Mr. Vijay Rathi of Vaastu Vision, Mr. Saurabh Mohta of Kapilansh Dhaatu Udyog, and Mr. Narendra Chaudhary of Polyworld Furnitures. The session was moderated by Mr. Rohit Dujari and coordinated by Mr. Karun Singhania.

VMA conducted a time management session titled ‘Mere Paas Time Nahi Hai’ on 15th September, led by Mr. Pankaj Jaiswal, owner of Joyco Furniture and a JCI Trainer. The session focused on overcoming the challenges of ‘busyness’ through effective planning and delegation. Mr. Jaiswal emphasised the importance of delegating responsibilities to boost productivity and led an interactive exercise to demonstrate its benefits. The session was moderated by Mr. Nilesh Verma and coordinated by Mr. Sunil Bajaj.



Speaker - Mr. Pankaj Jaiswal addressing

# AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
YLC Session on Beyond The Pitch	<b>Dr Divya Jaitly</b> Founder & Managing Director Forethought Corporate Communications Pvt Ltd	Online	21 November 2024
Shaping Young Minds Programme		Indore	22 November 2024
Vice Chancellor Council Conclave		New Delhi	22 - 23 November 2024
National Competition for Managers		Online	25 November - 09 December 2024
2nd HR Power Workshop		Mumbai	28-29 November 2024
2nd Global Innovation and Management Programme (GIMP)		Dubai	03-06 December 2024
PSU Summit		New Delhi	10 December 2024
AIMA YLC Summit 2024 - Shaping the Future of Young Leaders		New Delhi	12 December 2024
Young Managers Simulation		Online	17- 31 January 2025
Shaping Young Minds Programme		Bathinda	07 February 2025
Fourth AIMA - Dr K S Basu Annual Memorial Lecture		Online	07 February 2025
Global Procurement Summit		New Delhi	10 -11 February 2025
AIMA's 69th Foundation Day & 15th Managing India Awards		New Delhi	21 February 2025
10th National Leadership Conclave		New Delhi	15 April 2025

To view full calendar please visit [www.aima.in](http://www.aima.in)

For any feedback, suggestions or advertising queries please write to - [aimanews@aima.in](mailto:aimanews@aima.in)



# AIMA

ALL INDIA MANAGEMENT ASSOCIATION

**All India Management Association**

Management House, 14 Institutional Area, Lodhi Road, New Delhi-110003

Tel: 011-24645100, 43128100 ; Fax: 011-24626689

[www.aima.in](http://www.aima.in)