

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

APRIL 2026



MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

I am pleased to share the latest edition of AIMA News.

The past few weeks have seen AIMA's engagement with leadership, learning and global business developments across a range of platforms.

Among the notable initiatives during this period was AIMA's growing international engagement. After a gap of almost 8 years, AIMA led a high-level CEOs Delegation to China across Shanghai and Hangzhou, following earlier engagements in Silicon Valley, the UAE, Israel, Japan, Sweden and Estonia. Led by Mr Vishal Kampani, Senior Vice President, AIMA, the delegation included eminent Indian industry leaders including Mr Vineet Agarwal, Ms Rekha Sethi, Mr Harshavardhan Neotia, Mr Nikhil Sawhney, Mr Sanjay Kirloskar, Mr Shrinivas VS Dempo, Mr Pramod Bhasin, Mr Rajiv Vastupal, Mr R Mukundan, Mr Richard Rekhy, Mr Yezdi Nagporewalla, Ms Vinita Bajoria, Mr Rajiv B Lall and Ms Usha Thiagarajan amongst others. The delegation engaged with leading Chinese enterprises including Alibaba Group, Unitree, Rokid, DEEP Robotics, and Westlake Xinchon on AI, innovation, and emerging technologies. A key highlight was the CEO Roundtable on 'Strategic Pathways for Global Cooperation in the AI Era', as also a curated cultural show highlighting China's rich heritage. Brief reports on the visit are carried in this issue.

As the India partner of the St Gallen Symposium for over two decades, AIMA maintained its long-standing association with the prestigious global platform through participation in its 55th edition at the University of St Gallen, Switzerland. Representing AIMA at the Symposium were Mr Rajiv Kaul and Ms Rekha Sethi. A key session on the Trade and Economic Partnership Agreement (TEPA) between India and the European Free Trade Association (EFTA) states was organised as part of the Symposium, focusing on the opportunities emerging from closer economic engagement. In a special video message, Mr Piyush Goyal, Union Minister of Commerce and Industry, highlighted TEPA's role in strengthening trade, services, and investment ties between India and EFTA countries. Mr Rajesh Agrawal, Commerce Secretary, Government of India, participated in a panel on TEPA's early outcomes and global collaboration in building resilient economies.

Along with these international engagements, management education and professional learning remained important areas of work. AIMA's India Case Research Centre (ICRC), which works towards strengthening case-based learning and management education, organised a two-day International Case Writing Workshop in New Delhi in collaboration with IILM University and with the academic association

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of the North American Case Research Association (NACRA). Led by Dr Mike Annett, President, NACRA, the workshop brought together academicians and researchers for discussions on case writing and publication practices.

Building on its youth centric initiatives, AIMA's Young Leaders Council (YLC) continued to engage rising professionals through curated dialogues. A recent session featured Ms Roopa Kudva, Former CEO, Crisil, in conversation with Mr Santosh Kumar, Immediate Past Chairman, AIMA YLC, on adaptability, inclusive leadership and decision-making in an evolving workplace.

Specialised programmes on public procurement and contractual dispute resolution were also conducted during this period, aimed at strengthening professional capabilities in areas of growing relevance.

Brief reports on these and other developments, along with updates from the Local Management Associations and articles on management, are included in this edition.

I hope you enjoy reading this issue and look forward to your feedback and suggestions.

Warm Regards,



Rekha Sethi
Director General

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CEOs Delegation to China



The delegation at Alibaba Group



Vishal Kampani, Senior Vice President, AIMA and Vice Chairman & Managing Director, JM Financial Ltd presenting a memento to Yu Jia, Co-Founder, WestLake Xincheng as Nikhil Sawhney, Vice Chairman and Managing Director, Triveni Turbine Ltd looks on

AIMA, as part of its ongoing commitment to global learning and leadership exchange, led a CEOs Delegation to China across Shanghai and Hangzhou from 20th to 24th April 2026. The initiative provided Indian business leaders with direct exposure to one of the world's most dynamic ecosystems spanning innovation, manufacturing, artificial intelligence, and digital commerce.

The delegation was led by Mr Vishal Kampani, Senior Vice President, AIMA and Vice Chairman & Managing Director, JM Financial Ltd and comprised eminent industry leaders including Mr Vineet Agarwal, Vice President, AIMA and Managing Director, Transport Corporation of India Ltd; Mr Harshavardhan Neotia, Chairman, Ambuja Neotia Group; Mr Harsh Pati Singhania, Chairman and Managing Director, JK Paper Ltd and Director, JK Organisation; Mr Nikhil Sawhney, Vice Chairman and Managing Director, Triveni Turbine Limited; Mr Sanjiv Kirloskar, Chairman



The delegation with Dr Edward Tse, Founder and CEO, Gao Feng Advisory Company

and Managing Director, Kirloskar Brothers Ltd; Mr Shrinivas VS Dempo, Chairman, Dempo Group of Companies; Mr Pramod Bhasin, Chairman, ICRIER; Operating Partner, Kedaara Capital and Founder, Genpact; Mr Rajiv Vastupal, Group Chairman and Managing Director, Rajiv Petrochemicals Pvt Ltd; Mr R Mukundan, Managing Director & CEO, Tata Chemicals Ltd; Mr Richard Rekhy, Vice Chair, Grant Thornton Bharat; Mr Vijay Kumar Thadani, Vice-Chairman & Managing Director, NIIT Limited; Mr Yezdi Nagporewalla, Chief Executive Officer, KPMG in India; Ms Rekha Sethi, Director

General, AIMA; Ms Vinita Bajoria, Chairperson, Nicco Cables Pvt Ltd; Mr Rajiv B Lall, Professorial Research Fellow, Sim Kee Boon Institute for Financial Economics, Singapore Management University; Ms Usha Thiagarajan, Managing Director & Business Head, Cavin Infotech Private Limited; Ms Madhu Kampani, Lead – Culture & Sustainability, JM Financial Group and Ms Pallavi Dempo, Executive Director, Dempo Industries.

Over the course of the visit, the delegation engaged with global strategists, business leaders, and technology innovators to understand the structural drivers behind China’s rapid transformation and explore opportunities for India–China collaboration. A strategic session by Dr Edward Tse, Founder & CEO, Gao Feng Advisory Company, set the context with insights on China’s governance–economy alignment, culture of experimentation, and execution at scale.

Building on these insights, the delegation visited



The delegation at AgiBot



(L-R) Mike H LIU, VP & Senior Fellow, Centre for China and Globalisation; Pramod Bhasin, Chairman, Indian Council for Research on International Economic Relations (ICRIER), Operating Partner, Kedaara Capital and Founder, Genpact and Vishal Kampani at the CEO's Roundtable Discussion

a range of organisations at the forefront of innovation. At AgiBot Innovation and Auto Subsea Vehicles Inc, delegates explored advancements in robotics and deepwater engineering. Interactions at Geely Auto Group highlighted the evolution of a globally competitive mobility enterprise, while Joy Media offered a view into China's fast-scaling digital and live commerce ecosystem.

A key engagement was the CEO Roundtable on

'Strategic Pathways for Global Cooperation in the AI Era', where Mr Vishal Kampani and Mr Pramod Bhasin represented AIMA alongside international experts including Ms Maria Moreni, President, Italy-China Link; Mr Zhigang Yan, Deputy GM, CGS International; Mr Larry Liu, Managing Partner, CHAP and Mr Ray Von, Founder & CEO, OpenPie. The session was moderated by Mr Mike H Liu, VP & Senior Fellow, Centre for China & Globalisation,



At Rokid



The delegation at Geely Auto



At Westlake Xincheng

with Mr Vijay Kumar Thadani offering strategic remarks on future India–China collaboration.

The delegation further explored frontier technologies through visits to Unitree, Rokid, Alibaba Group, DEEP Robotics, and Westlake



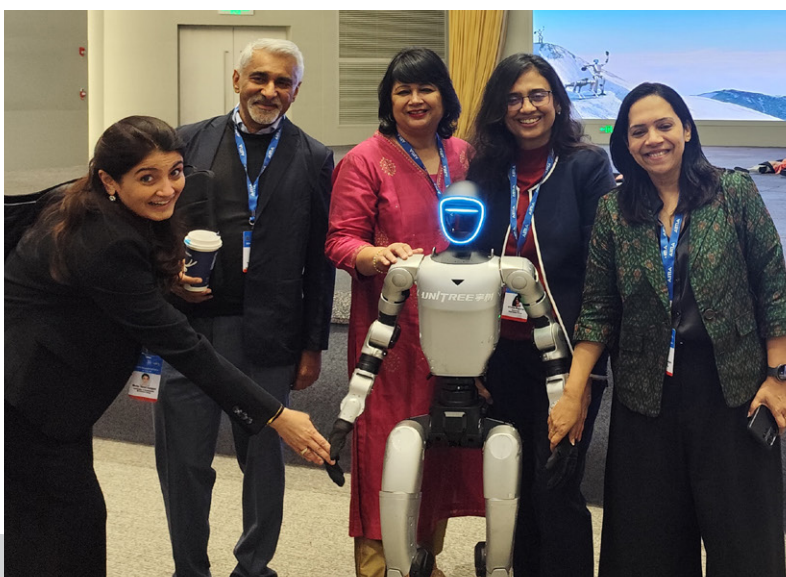
Nikhil Sawhney and Vijay Kumar Thadani, Vice-Chairman & Managing Director, NIIT Ltd at DEEP Robotics

Xincheng, gaining insights into developments in AI, robotics, cloud platforms, and next-generation digital applications.

Alongside business engagements, the delegation experienced China’s cultural heritage through

The Romance of the Song Dynasty in Hangzhou, offering a glimpse into the country’s historical and cultural legacy.

Overall, the delegation provided a comprehensive view of China’s integrated approach to innovation, scale, and execution, while highlighting areas where India’s entrepreneurial strengths and capabilities can align to build future pathways for collaboration and shared growth.



At Unitree



At Geely Auto



Vishal Kampani presenting a memento to Fred Shen, Chairman, Auto Subsea Vehicles Inc



The delegation at Joy Media



At DEEP Robotics



At Auto Subsea Vehicles Inc



Cultural show



At AgiBot



At the Lost Heaven Restaurant, Shanghai



At Rokid



Cultural show

55th St Gallen Symposium



Participants at the 55th St Gallen Symposium during the closing ceremony

The 55th St Gallen Symposium, held from 5th–7th May 2026 in Switzerland, brought together global leaders, policymakers, business executives, academics, and thought leaders to deliberate on the theme ‘Disrupted Age’, focusing on the major shifts shaping economies, businesses, and societies worldwide.

As the India partner of the Symposium for over two decades, AIMA continued its engagement with the prestigious global platform and contributed to discussions on the future of business, leadership, and international collaboration. Representing AIMA at this year’s Symposium were Mr Rajiv Kaul, Chairman, Nicco Engineering Services Ltd and Ms Rekha Sethi, Director General, AIMA.

One of the key conversations at the Symposium focused on the first 200 days of the Trade and Economic Partnership Agreement (TEPA) between India and the European Free Trade Association (EFTA) states.

In a keynote address delivered via video message, Mr Piyush Goyal, Union Minister of Commerce and Industry, highlighted the role of TEPA in strengthening trade, investment, innovation, and market access between India and EFTA countries. He noted that within 200 days of implementation, the agreement had boosted services trade and generated strong investment interest from EFTA



Piyush Goyal, Union Minister of Commerce and Industry



(L-R) Nadir Godrej, Chairman & MD, Godrej Industries; Rati Godrej; Marwa Katir, Winner of Global Essay Competition; Rekha Sethi, Director General, AIMA and Rajiv Kaul, Chairman, Nicco Engineering Services Ltd

nations.

The keynote was followed by a discussion featuring Mr Rajesh Agrawal, Commerce Secretary, Government of India; Mr Michael Rauchenstein, News Anchor, SRF and Ms Helene Budliger, State Secretary, Swiss State Secretariat for Economic Affairs (SECO). The conversation reflected on the early outcomes of TEPA and explored the growing importance of international collaboration in building resilient and future-ready economies.

A session on 'The State of Global Markets'

featured Mr Sergio P Ermotti, Group CEO & President of the Executive Board, UBS AG, and Mr Axel Threlfall, Editor-at-Large, Reuters, who discussed geopolitical uncertainty, technological disruption, regulatory shifts, and Switzerland's evolving role in global finance.

Mr Philipp Navratil, CEO, Nestlé and Member of the Board, St Gallen Symposium, was in conversation with Ms Aimee Donnellan, Associate Editor, Reuters, on how global companies navigate disruption, economic uncertainty, and evolving consumer expectations.



(L-R) Michael Rauchenstein, News Anchor, SRF; Rajesh Agrawal, Commerce Secretary, Government of India and Helene Budliger, State Secretary, Swiss State Secretariat for Economic Affairs (SECO)

Another session on 'Made for Europe- Can the Continent Regain Its Competitiveness?' featured Mr Oliver Blume, CEO, Volkswagen and Mr Martin Blessing, Personal Representative of the Federal Chancellor for Investments in Germany and Chairman, Danske Bank, discussing Europe's competitiveness through policy alignment, innovation, stable regulations, and investment.

Discussions at the Symposium underscored the need for stronger

global partnerships and sustained economic cooperation in an increasingly disrupted world.

AIMA's continued participation in the St Gallen Symposium reflects its commitment to engaging with global thought leaders and bringing international perspectives to Indian industry and management.



Sergio P Ermotti, Group CEO & President of the Executive Board, UBS AG in conversation with Axel Threlfall, Editor-at-Large, Reuters



Philipp Navratil, CEO, Nestlé and Member of the Board, St Gallen Symposium



Oliver Blume, CEO, Volkswagen in conversation with Martin Blessing, Personal Representative of the Federal Chancellor for Investments in Germany and Chairman, Danske Bank



Rajiv Kaul and Rekha Sethi with other St Gallen representatives

International Case Writing Workshop



Participants, faculty and the AIMA Team with Dr Mike Annett, PhD, CPHR, President, NACRA at the case writing workshop

AIMA–India Case Research Centre (AIMA–ICRC) organised a two-day International Case Writing Workshop on ‘Mastering Teaching Case Writing & Publication Pathways’ on 17th–18th April 2026 in New Delhi, in collaboration with IILM University, Gurugram, and with the academic association of the North American Case Research Association (NACRA).

Dr Mike Annett, PhD, CPHR, President, NACRA and faculty at MacEwan University, Canada, led the workshop with sessions on global case writing standards and publication pathways, highlighting frameworks for developing and publishing high-quality teaching cases.

The inaugural session was addressed by Prof (Dr) Rishikesh Krishna, Chairperson, AIMA–ICRC and Indian Institute of Management Bangalore; Dr Ravi Kumar Jain, Vice Chancellor Designate, IILM University, Gurugram and Prof Upinder Dhar, Co-Chair, AIMA–ICRC, who emphasised academia–industry integration and practice-oriented pedagogy.

Technical sessions were conducted by Dr

Jyotsna Bhatnagar, Professor, Dean-Graduate Programmes, MDI Gurgaon | Global Award-Winning Author, AIMA ICRC Advisory Board on identifying publishable case ideas and Dr Neetu Yadav, Associate Professor, MDI Gurgaon on background research and data collection. A panel discussion featuring Dr Ajoy Kumar Dey, Professor, Researcher, IILM University; Dr Shruti Gill, Associate Prof, IILM, Lodhi Road and Dr J K Mitra, Former Dean, FMS, Advisory Board AIMA-ICRC, focused on strengthening faculty capability through case teaching.

A case teaching demonstration was delivered by Prof Vijayalakshmi Iyengar, Dean, SRM University, AP and AIMA–ICRC Mentor.

The workshop concluded with a session by Dr Anuja Pandey, Professor, Head AIMA- ICRC, on case design, dilemmas, and classroom execution.

The programme reinforced AIMA–ICRC’s focus on advancing case-based management education in India. Preparations are underway for the 6th Case Writing Competition & Conference, scheduled for 14th–15th May 2026 in New Delhi.

Capacity Building Programme



Participants of the capacity building programme

AIMA conducted a customised Capacity Building Programme on Public Procurement: Mastering Contract Management and Dispute Resolution for senior officials from Bhutan from 7th–13th April 2026 in Goa, aimed at strengthening understanding of public procurement systems with focus on contract management and dispute resolution in infrastructure and development projects.

The programme covered procurement frameworks, tendering and bidding processes, bid evaluation, consultancy procurement, and contract administration, with emphasis on risk management, financial safeguards, and dispute avoidance through mediation, adjudication, and

arbitration. It also enabled structured knowledge exchange and skill enhancement in public procurement practices.

The programme included case studies, group exercises, and practical discussions to support application in real procurement scenarios. It was steered by Mr Ashish Bhateja, Public Procurement Expert, Asian Development Bank (ADB); Mr Atul Agrawal, Former General Manager, NTPC and Mr Susshil Daga, Managing Partner, Amicus Legal.

The programme concluded with participants equipped with practical tools to improve procurement efficiency and project outcomes.

Workshop



Participants of the workshop

AIMA, in collaboration with the World Bank, conducted the 13th batch of the Certificate Programme on Contractual Dispute Resolution (CPCDR) Workshop from 22nd–24th April 2026 at its Lajpat Nagar office, New Delhi.

The workshop covered Alternative Dispute Resolution methods, FIDIC contracts and best practices, arbitration proceedings, bidding and contract practices, recent trends in public procurement and contract management, and negotiation skills for contract administration. It focused on strengthening practical understanding of contractual dispute resolution and management.

Participants included representatives from National Capital Region Transport Corporation, Central Public Works Department, Engineers India Limited, RITES, Delhi Metro Rail Corporation, Bharat Petroleum Corporation Ltd, among others.

The programme was led by an expert panel of trainers and industry professionals and enabled experience-sharing across government departments and PSUs, strengthening applied knowledge in dispute resolution and contract management.

YLC Session



Santosh Kumar
*Immediate Past Chairman
 AIMA YLC and Director
 WISE Tech, SPJIMR*



Roopa Kudva
Former CEO, Crisil

AIMA–YLC organised an online session on ‘Modern Leadership for a Changing Workforce’ on 14th April 2026, featuring Ms Roopa Kudva, Former CEO, Crisil in conversation with Mr Santosh Kumar, Immediate Past Chairman, AIMA YLC and Director, WISE Tech, SPJIMR.

The session highlighted that leadership is not about popularity but about making the right decisions. It underscored the need for cross-industry experience to drive innovation and noted persistent gender biases, emphasising sponsorship

and inclusive dialogue as more effective than mentorship alone in advancing women leaders.

Ms Kudva observed that millennials bring collaboration, openness, and purpose but need stronger decision-making skills, while Gen Z values adaptability and workplaces that balance compensation, learning, and culture. She also highlighted the evolving role of leaders in the age of AI, the importance of focusing on key priorities, engaging boards as strategic partners, and leading with a clear sense of purpose.

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Post Graduate Certificate in Management

Admission
Open
January
2026 Batch

About Programme

Advance Your Career with Industry-Relevant Management Education

The **Post Graduate Certificate in Management (PGCM)** offered by the **All India Management Association (AIMA)** is a career-oriented programme designed for graduates, working professionals, and aspiring managers seeking to strengthen their managerial competencies and accelerate professional growth.

The programme provides a **strong foundation in core management domains** such as Marketing, Finance, Human Resources, Operations, Retail, International Business, Digital Marketing & Strategy, and Advanced Data Analytics & AI Applications, with a focus on practical application and real-world relevance. The curriculum is aligned with current industry needs and emphasises **decision-making, problem-solving, and leadership skills**.

Specialisation

PGCM – Digital Marketing, Data Analytics & AI Applications, Human Resource Development (HRD), International Business, Finance, Operations and Marketing

Programme Snapshot

- Ideal for fresh graduates, working professional & entrepreneurs
- Hybrid/Weekend classroom at AIMA, Delhi
- Two immersive 1-day, face-to-face bootcamps each semester: AI for the Workplace & Analytics for All

Admissions Team

AIMA – Centre for Management Education
Email: pgcm@aima.in | Phone: +91-8178340214

Young Leaders Boot Camp

An Experiential Leadership Development Programme
19th to 21st June 2026 | Junga, Himachal Pradesh

Introduction

The most significant shift a leader and an entrepreneur makes in their career is not technical, it is human. Moving from managing work to leading people requires a fundamentally different set of capabilities: the ability to build trust, communicate with honesty and care, understand what drives the people around you, and create an environment where individuals genuinely want to show up and contribute. This programme is built around that belief. Over three days in the Himalayas, away from operational pressures and organisational hierarchies, participants engage in structured experiences, facilitated conversations, and reflective practice designed to surface and strengthen the human dimensions of leadership. The outcome is not just conceptual understanding, but genuine behavioural shift.

Faculty Profile



Renu Sharma

Renu Sharma has over 17 years of experience in experiential leadership and behavioural development. Formerly Senior Manager of Learning & Development, she has driven leadership and team growth strategies for leading organisations such as Tata Steel, Titan, Tata Motors, Britannia, Coal India, and BPCL, while also supporting initiatives with Heritage Xperiential Learning School, K.P. Singh Foundation, and Finspectra. She is passionate about enabling individuals and teams to realise their potential through collaboration, resilience, and ownership. With advanced qualifications in Education, Experiential Practices, and Environmental Law, and as an alumna of La Trobe University, University of Delhi, and Tata Institute of Social Sciences, Renu brings a unique cross-sectoral lens. A trained mountaineer, she navigates complexity with ease.



Programme Objectives

This programme is organised around three interconnected dimensions of leadership effectiveness:

| Dimension | What Participants Will Work On |
|----------------------|--|
| Working with Others | Leading with greater empathy and creating a team culture people want to be part of |
| Understanding Others | Understanding what drives team behaviour and how to lead teams more effectively |
| Self | Improving how I communicate, influence, and build key relationships |

Who Should Attend

Designed for: Managers, entrepreneurs, and business leaders below 45 years of age who are responsible for people, teams, and outcomes, and who aspire to lead with greater effectiveness, empathy, and influence.

Participants who will derive the most value are those responsible for team outcomes, people leadership, or crossfunctional influence, and who are ready to examine honestly how they show up for the people they lead.

Pedagogy & Learning Approach

Every intervention follows a focused learning cycle:

| | | |
|---|--|---|
| 01 Experience Engage in a structured leadership | 02 Reflect Analyse behaviour through facilitated debrief | 03 Apply Translate insights into specific workplace commitments |
|---|--|---|

This approach reveals leadership blind spots, strengthens self-awareness and relational capability, accelerates trust and team alignment, and improves the transfer of learning to the workplace. The outcome is not conceptual understanding, it is observable behavioural shift.

Programme Fee

- **AIMA Members / YLC Members: INR 40,000 + GST**
- **Non-Members: INR 46,000 + GST**

Registration Link
Young Leaders
Bootcamp Registration



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What Authentic Leadership Looks Like Under Pressure

*by Deepa Purushothaman and Colleen Ammerman
March 10, 2026*



Michael Blann/Getty Images

Summary. Mission-driven leaders face overlapping economic, political, technological, and social pressures that turn routine decisions into public tests of values and integrity. Research surfaced four patterns shaping how they navigate instability, trade-offs, trust, and emotional strain. Their responses offer lessons for any leader seeking authenticity under pressure: communicate clearly about what is known and unknown, make explicit trade-offs anchored in core values, and reduce burnout by sharing responsibility, modeling boundaries, and building team-wide resilience.

Leadership has always involved making difficult choices. Today, those choices are increasingly shaped by pressures that overlap and collide—economic uncertainty, technological change, and public scrutiny, to name a few. A single decision can carry strategic, human, and reputational consequences, blurring the line between professional judgment and personal responsibility.

As these pressures intensify, a central question emerges: what does authentic leadership look like when decisions are not only strategic but publicly scrutinized and morally charged?

Last fall, we set out to explore this question. We surveyed 300 nonprofit and community leaders

and convened over 100 global leaders from nonprofits and social impact organizations in Harvard Business School’s Live Online Classroom.

We focused on mission-driven leaders because, through our work with nonprofit and social impact executives, we saw many navigating a uniquely fraught environment. The issues at the center of their missions—particularly race, gender, and sustainability—are increasingly the topics of public and political debates. In this climate, routine strategic and funding decisions are often recast as statements about both their organization’s values and what its leaders represent.

Professor Lakshmi Ramarajan, who facilitated

the online session and whose research focuses on how professionals understand and manage their identities, noted: “These leaders are under enormous pressure from stakeholders, and themselves, to stay focused on their missions amid shrinking resources, polarization, and strained teams. The trade-offs they’re navigating aren’t just tactical—they reflect their identity, values, and commitment.” Leaders described experiencing scrutiny that feels deeply personal, making this group an instructive lens for understanding how authenticity holds up under strain.

What We Learned

Across our survey and classroom discussions, leaders shared a common tension: holding on to their values and leadership approach as everything around them continually shifts, sometimes with little warning. This held true regardless of their organization’s location, area of focus, or size.

Together, the survey and live discussion revealed four patterns, each pointing to a different way this tension impacts a leader’s organization, team, and personal life:

1. Leading on moving ground.

Mission-driven leaders are operating in a far more unstable environment than even a few years ago. Many described navigating shifts they could not fully anticipate, juggling financial uncertainty, operational pressures, rapid technology shifts—including new questions about how and whether to use AI—and growing political and social divisions that influence donor behavior and funding priorities.

For example, changes in government funding priorities can trigger cascading cuts across agencies and organizations at the state and local levels. Similarly, shifts at the UN or international level can redirect funding flows and policy

priorities, requiring local organizations to rethink programs, partnerships, and service delivery.

Rather than responding to a single change, leaders were often managing multiple overlapping disruptions at once—making high-stakes decisions before they fully understood how the landscape would evolve.

At the same time, expectations from donors, boards, community members, and beneficiaries continue to rise. The ground beneath them keeps shifting, even as the demands grow.

2. Navigating impossible trade-offs.

Leaders described day-to-day decisions as increasingly fraught, with difficult trade-offs becoming not just operational challenges but tests of values. These pressures were compounded by shifts in stakeholder expectations: as political and social divisions deepen, some board members have urged organizations and leaders to narrow their focus. Leaders are then left with painful choices about whether to adjust priorities to reduce controversy or remain firmly aligned to their mission.

For example, several leaders had been encouraged to pause projects tied to politically charged issues and stop work in certain communities. Doing so would ease external pressure but come at the cost of long-term credibility with staff and the communities they serve.

These decisions had no clear “right” answer. Every option came with a cost—to mission, to people, to long-term priorities.

3. Maintaining trust under strain.

Participants talked about how fragile trust and morale feel inside their organizations. Communicating honestly about budget cuts, shifting priorities, and heavier workloads while keeping teams motivated emerged as a consistent challenge.

Many employees join these institutions because they feel personally connected to the work. When funding shifts or priorities evolve, leaders face competing pressures: make sound decisions for the organization while honoring the mission that inspires their team. This balancing act makes communication during turbulent moments more delicate—and more consequential.

4. Carrying the emotional burden.

Managing stress and burnout has always been a part of leadership, but many participants described a heavier emotional burden than in the past. That strain comes from the constant visibility and personal stakes attached to their choices. Leaders spoke about needing to project steadiness while privately managing uncertainty, criticism, and fatigue.

Staying calm, composed, and grounded takes emotional labor—holding space for their team’s concerns while carrying their own doubts. Several experienced the added weight of seeing the work they’ve devoted their lives to questioned or misunderstood, and feeling personally implicated in those judgements.

What Leaders Can Do

The good news is that our research also points to a set of practical lessons—ones that extend beyond mission-driven organizations and can be applied to any sector. In response to the pressures we described, leaders are not simply absorbing the strain, but developing ways to move through it authentically.

Rather than relying on certainty, they’re focusing on how they show up day to day: communicating with clarity, balancing pragmatism and optimism, and making space for both individual and organizational care.

Here are three lessons leaders in any field can use to address similar challenges:

1. Aim for clarity, not total transparency.

Many leaders talked about how hard it is to communicate well when uncertainty is high and overall trust in institutions feels low. Some employees want fast, open, and almost real-time updates on funding, strategy, and how any changes might affect their work. This group is eager to offer their perspective on how their organizations should tackle the latest challenge. Others want more context, careful framing, and reassurance that leadership will guide them. They don’t want the burden of making decisions beyond the scope of their roles. Leaders told us that meeting both needs isn’t easy—and that getting the balance wrong can erode trust.

One capability that helped them manage this tension is emotional fluency is recognizing that people can hear the same news and react in very different ways. In practice, this means choosing to slow down important messages, creating more space for questions, and checking in on how people are actually processing change.

Leaders described using regular team check-ins and intentional listening not just to share information, but to show that they understand how decisions land with different people. For instance, some leaders begin difficult announcements by acknowledging the emotional impact—naming reactions like uncertainty, disappointment, or anger—before outlining decisions and next steps.

Leaders also emphasized the importance of consistent, predictable communication. Rather than aiming for “total transparency”—especially when budgets and strategies are in flux—they focus on clarity: when people should expect updates, what they know at that time, what they don’t know, and when they’ll have more to share. Several noted that sharing incomplete information creates anxiety, but going quiet or seeming evasive is just as damaging.

In uncertain times, authenticity is reflected less in saying everything and more in showing up with consistency, in a way that's focused, honest, and steady. That steadiness, more than perfect information, is what builds trust among all employees.

2. Learn to hold two truths at once.

Participants told us that authentic leadership requires both courage and flexibility. That often means staying focused on the end goal even when external factors shape the path forward.

Many described living with daily contradictions: optimism about new tools and technologies alongside concern about their risks; financial strain paired with the responsibility to meet growing needs when funding falls short. Leading in this environment, they said, often comes down to making uncomfortable choices about where to hold the line, where to compromise, and where to adapt.

One leader, for instance, described debating whether to publicly respond to a politically sensitive issue closely linked to the organization's mission. Remaining silent could reduce immediate risk. Speaking out would reaffirm the organization's values but increase controversial public attention.

In moments like this, many leaders found a few grounding questions helpful:

Does this response clarify who we are and what we do, or simply react to the moment?

Who bears the cost of speaking or staying silent?

Will this choice strengthen or erode trust with the people we are ultimately accountable to?

They also described learning to hold two truths at once: staying true to their values and adapting as

conditions change. Some leaders walked away from funding that came with strings attached, while others sought out values-aligned partners and pooled resources to stay true to their mission while meeting evolving community needs.

Across these decisions, the through line was consistent: courage meant protecting what mattered most, and flexibility meant finding new ways to move the work forward.

3. Strengthen collective resilience to reduce individual burnout.

Most leaders said they are more burned out than ever—and that their teams are, too. Rather than viewing burnout as an individual or even purely organizational issue, participants described it as a byproduct of modern leadership itself: the ongoing strain of navigating competing pressures that cannot be fully resolved.

Sudden budget cuts or public criticism can leave entire teams feeling stretched thin, shaken, and worried about what comes next. Leaders told us that acknowledging those concerns and making employees feel seen and respected is not a "nice-to-have" right now—it's essential.

In response, many teams are focusing on structural changes. Some have introduced collective days off, open discussions about emotional well-being, and leaders modeling boundaries and self-care. Others are ending traditional strategy offsites with special sessions to help teams learn new skills to release stress and foster well-being, and everyone at all levels is taking part.

These practices acknowledge that the best-laid business plans won't work if the people carrying them out are too demoralized to make them successful. In high-pressure contexts, organizational performance depends as much on emotional capacity as on operational and financial strength.

Trust rises when employees see their leaders humanize themselves, admitting uncertainty, pacing themselves, and showing vulnerability. Moreover, when resilience becomes a shared responsibility, leaders carry less of the emotional burden alone.

Leaders who thrive in this moment aren't those who have all the answers. They're the ones who can name uncertainty, stay grounded in principle, and lead with care—for their people, their communities, and themselves. Our work

with mission-driven leaders has shown us how authentic leadership looks under sustained pressure—and why those lessons are increasingly relevant to leaders in every sector.

Change is constant, but what defines leadership holds steady: integrity, courage, and vision. Today, these qualities are not optional. They're what help leaders ground their organizations, strengthen trust, and advance their work—even as the world around them shifts.

About Author:

Deepa Purushothaman is an executive fellow at Harvard Business School and the founder of *re.write*. She is also the author of *The First, The Few, The Only: How Women of Color Can Redefine Power in Corporate America* (Harper Business, 2022).

Colleen Ammerman is the director of the Race, Gender & Equity Initiative at Harvard Business School and the coauthor, with Boris Groysberg, of *Glass Half-Broken: Shattering the Barriers That Still Hold Women Back at Work* (Harvard Business Review Press, 2021).

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Why Surprises Catch Us Off Guard — And How to Anticipate Them

Shifting between abstract and concrete thinking can help us prepare for unexpected events.

by Dylan Walsh
March 11, 2026



Practice strategic thinking to avoid being blindsided by other people's actions. | iStock/Connect Images

In Brief

Strategic surprises in business, politics, and everyday life are not just the result of bad information but of how we process it.

Overly abstract thinking can lead to stereotypes and assumptions, while overly concrete thinking causes people to miss patterns and trends.

Toggle between abstract and concrete thinking can help leaders and teams anticipate surprises.

Surprise parties. Marriage proposals. Sports upsets. Bank collapses. Military sneak attacks. Why do some unexpected events catch us completely off guard while others don't?

For years, political scientists, security analysts, and financial gurus have tried to understand how information can be used to forecast what comes

next and, through post-mortems, diagnose why certain predictions fail. “But psychologists, who have deep expertise in emotions, have not looked into this,” says Nir Halevy, a professor of organizational behavior at Stanford Graduate School of Business. “I thought that perhaps we needed to join the conversation.”

Halevy and Stanford GSB research assistants Elizabeth Miclaopen in new window and Serena Leeopen in new window immersed themselves in the literature on strategic surprises. They found paper after paper about problems with the acquisition and use of information — either available information was overlooked or the information on hand was inaccurate. But the research was missing a key consideration.

“What we realized by doing this was that so much

attention is focused on the process of failure, on ignoring signals or misinterpreting data,” Miclau says. “But nobody looked at how people were doing what they did: what they expected as they looked at information, how they structured these expectations or construed the situation.”

Into this gap, the researchers brought construal level theory, a psychological framework that rests on two key insights. First, people represent objects and events in the world around them along a sliding scale that runs from abstract to concrete. Second, psychological distance from these objects and events — temporal distance, social distance, spatial distance, and uncertainty — can shift how abstractly or concretely people think. Greater psychological distance tends to promote abstract thinking, while proximity promotes concrete thinking. Both approaches have unique blind spots.

Quote

Every social situation is an opportunity to think strategically.

Author Name

— Nir Halevy

Applying this lens to strategic surprises, the researchers suggest that people and institutions can be caught off guard when they think too abstractly or too concretely about the information related to a particular situation. The quality of information matters, but so does the framework in which it is interpreted.

Overly abstract thinking relies on broad schemas that can lead decision-makers to apply poorly fitting mental models, misjudge possible threats or opportunities, or assume that others will behave in stereotypical ways. Concrete thinking, on the other hand, involves being deeply immersed in the minutiae of a specific situation, which can lead people to ignore broad trends.

Managing Expectations

“A CEO, for example, might focus in on a handful of tweets from a rival CEO, placing too much weight on these local signals while missing or misinterpreting broader industry patterns,” says Lee. Conversely, the CEO might look at the historical culture of a rival company and, based on this, assume its leadership will take a certain course of action that falls in line with this abstraction. Either approach on its own may be insufficient to avoid undesirable strategic surprises.

Minimizing strategic surprises thus requires not only gathering the best available information but also moving between concrete and abstract frames of mind when analyzing it. Miclau, who currently works at the consulting and training company Vantage Partners, noted that despite the high levels of competence among her clients, they often find themselves surprised during negotiations, which leads them to inquire how to better collect and elicit information.

“Our paper shows that it oftentimes may not be about that,” she says. “You may simply need a team that is toggling between these different frames during a specific negotiation as a way to see more options.” Or perhaps one team is tasked with thinking abstractly about a situation while another team thinks concretely about it.

A range of exercises can help people move between abstract and concrete frames of mind. Considering “why” people engage in an activity, for instance, encourages abstract thinking, while considering the “how” encourages concrete thinking. Thinking about possibilities in the more distant future engages abstract thinking, while generating ideas for the near future engages concrete thinking. For example, when trying to anticipate a business rival’s behavior, try to think both about what they might do tomorrow as well

as about what they might do next year.

Halevy notes that these exercises should not be reserved for war games at the Pentagon or high-stakes decisions in corporate boardrooms. They hold value across a surprising number of domains. How might a film crew continue its work if several members resign? How will a collegiate sports team adapt if the competition shows up with an atypical lineup?

“Thinking strategically basically means reasoning about how our actions help or hurt other people in our lives. So every social situation is an opportunity to think strategically,” Halevy says. Thinking about strategic surprises is not only for attorneys during litigation and PR teams in tech corporations thinking about the worst-case scenario. Our brains constantly try to predict what lies ahead, preparing us for everyday social interactions at work, at home, and on the road.

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Ahmedabad Management Association

Book Launch and Panel Discussion

On 2nd April 2026, an insightful and intellectually enriching event was organised to mark the launch of the book *Lean Spark*. The programme featured distinguished authors and thought leaders including Mr. Jaideep Prabhu, bestselling author and Marketing Professor at the University of Cambridge; Ms. Priyank Narayan, bestselling author and Associate Professor of Practice in Entrepreneurship and Management at Ashoka University; and Mr. Mukesh Sud, bestselling author and Visiting Faculty at IIMA and Ashoka University. Following the book launch, the authors participated in an engaging panel discussion on the theme, 'From Jugaad to LeanSpark: The Evolution of India's Innovation Mindset.' The session was skilfully moderated by Mr Suresh Malodia.



Programme speakers during the book launch



Mr. P Pradeep Kumar addressing

Talks

On 11th April 2026, Mr. P Pradeep Kumar, PCC (ICF) and distinguished Leadership Coach, delivered an insightful session on 'Coaching for Leaders and Professionals: What It Is and What It Is Not.' The address provided participants with a clear understanding of effective coaching practices and their relevance in today's professional and leadership environment.

On 17th April 2026, Mr. Sanjay Chakraborty, Chairman of the AMA Public Relations Committee and Founder and Chief Marketing Communication Advisor at ESKSEE Consultancy, delivered an insightful address on the 'Art, Science and Commerce of Naming A Brand.'



Mr. Sanjay Chakraborty addressing

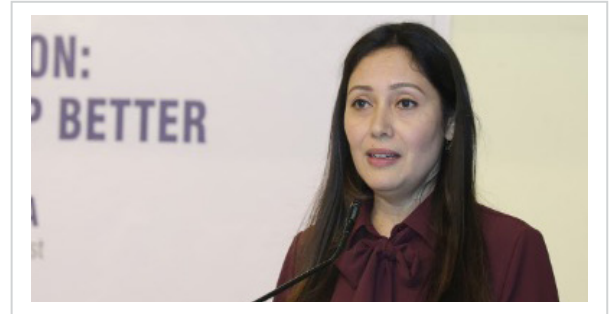


Dignitaries at the conclave

On 18th April 2026, AMA hosted its first-of-its-kind 'Reputation Management Conclave,' centered on the timely theme of 'Building Reputation in the Age of AI & Social Media.' The event featured a keynote address by Mr. Vineet Handa, Founder and CEO of Kaizen, followed by a special session led by veteran Communications Consultant Mr. Atul Takle on 'Building Corporate Reputation for SMEs in Today's World.' The conclave

concluded with an insightful panel discussion featuring Mr. Vikram Kharvi, Dr. Adit Desai and Ms. Deval Soparkar, which was adeptly moderated by Mr. Shailesh Goyal.

On 22nd April 2026, Ms. Jigeesha Pandya, a Mindset Coach and Certified Hypnotherapist with international certification from the USA, delivered an insightful address titled 'The Sleep Solution: Calm Your Mind, Sleep Better.' The session provided attendees with practical techniques to achieve mental tranquility and improve overall sleep quality.



Ms. Jigeesha Pandya addressing



Panelists at the event

On 23rd April 2026, as part of the 'Energise, Expand and Enhance Your Career - Impact Series 2026,' a session titled 'The Future of Healthcare and Hospital Management in the Era of AI' was held. The audience was addressed by a distinguished panel comprising Mr. Babu Thomas, Group Chief Human Resources Officer (CHRO) at Shalby Ltd; Mr. Nirav Ganatra, Consultant at Accenture; and Dr. Harsh Shah, AMA Diploma Alumni and CEO of Ahmedabad Dental College and Hospital.

RoundTable

On 25th April 2026, marking World IP Day, AMA organised a RoundTable Discussion on 'IP and Sports: Feel the Beat of IP.' The highly engaging session, which explored the role of intellectual property in the sports sector, also saw a strong promotional and engagement campaign across AMA's official social media platforms.



Participants at the Roundtable Discussion



Panelists of the session

Sports Management Forum

On 29th April 2026, the inaugural session of the Sports Management Forum convened to explore 'Career and Business Opportunities in Sports.' The session featured comprehensive addresses from a highly distinguished panel: Dr. Jatin Soni, Former Vice Chancellor of Swarnim Gujarat Sports University and DPES Saurashtra University, and PoP at Gujarat Vidhyapeeth; Dr. Achita Ahuja, PhD in Sports Science, Sports Nutritionist, Metabolic Coach, Mind Healer, and Founder and Owner of AssureFit; and Mr. Nirat Bhatt, Hon. Treasurer of the Adventure Tour

Operators Association of India (ATOAI) and MD of Nidus Enterprises Pvt. Ltd. The engaging discussion was expertly moderated by Mr. Alpesh Parikh, Member of the AMA Executive Committee and MD of Gulmohar Greens – Golf and Country Club Ltd.



Speakers during the book launch

Book Launch

On 30th April 2026, Dr. Balvantbhai Jani presided over the book launch of Gita Jugalbandhi, co-authored by Dr. Sarvesh Vora and Mr. Pratap Singh Dabhi. The event featured insightful addresses and was attended by esteemed Chief Guests Mr. Jagdish Patel, Mr. Ashok Sharma (IAS), and Swamini Vidyaprakashananda Saraswati.

AMAZing Summer Carnival 2026

Throughout April, the highly anticipated AMAZing Summer Carnival 2026 successfully launched its first phase, dedicated to workshops for youth and children. Rooted in the core C.A.R.N.I.V.A.L framework of experiential learning and skill-building, the month featured 15 diverse workshops that engaged an impressive 361 participants



Participants at the Summer Carnival 2026



Participants with Hon'ble Justice Pratiba Singh

Special Visits

On 26th April 2026, AMA had the distinct privilege of hosting a Special Visit by Hon'ble Justice Pratiba Singh, Judge of the Delhi High Court and Chairperson of the WIPO Advisory Board of Judges. It was a proud moment for the Association to welcome such a distinguished legal luminary.

On 29th April 2026, AMA welcomed a distinguished delegation comprising, Senior Trade Commissioner for Western India at the Consulate General of Canada in Mumbai, and Mr. Joachim Rocha, Trade Commissioner at the Canadian Trade Office in Ahmedabad.



Mr. Andrew Maharaj being felicitated by Mr. Mohal Sarabhai



Ishikawa Indian Association delegation visit

On 30th April 2026, AMA had the pleasure of hosting a Special Delegation led by Prof. Dr. (Ms) Shiotani Maqsooda, President of the Ishikawa India Association. The distinguished visiting group also included Ms. Masako Hashimoto, Mr. Yoshinobu Tsujimori, Mr. Kashif Farooq, Koya Hashimoto and Mr. Shashank Sharma.

Bangalore Management Association

Webinar

Bangalore Management Association, in association with the Faculty of Management and Commerce (FMC), Ramaiah University of Applied Sciences (RUAS), Bengaluru, successfully organised a webinar titled 'Macroeconomics in Action – Theory, Policy and Insights' on 9th March 2026 via Microsoft Teams. The session was delivered by Mr. Om Krishna, an Economist, Author, and Researcher, and witnessed active participation from students and faculty members. The speaker provided valuable insights into the practical application of macroeconomic theories, policy frameworks, and their relevance in real-world economic scenarios. The webinar concluded with an interactive session, where participants engaged with the speaker through questions and discussions, making the session enriching and insightful.



Speaker - Mr. Om Krishna



Participants at the conference

BMA, in association with the Faculty of Management & Commerce (FMC), Ramaiah University of Applied Sciences (RUAS), Bengaluru, organised a conference on 13th and 14th March, 2026. Prof. Rashmi R. formally inaugurated the conference proceedings by welcoming distinguished guests, academicians, policymakers, industry professionals, research scholars, and students.

Technical Session - I was conducted on Day 1, comprising four parallel track sessions and featuring a total of 48 research paper presentations by academicians and researchers. The presentations collectively addressed the broad objectives of the conference, focusing on various dimensions of GST reforms, policy implications, compliance challenges, and emerging trends. The session not only facilitated knowledge dissemination but also encouraged collaborative research and critical thinking among participants.

Guest Lecture

Bangalore Management Association, in association with the Faculty of Management and Commerce (FMC), Ramaiah University of Applied Sciences (RUAS), Bengaluru, successfully organised a guest lecture on ‘Transforming Payroll through Analytics and AI: Enhancing Accuracy, Compliance, and Efficiency at Tesco’ on 02nd April 2026. The session was delivered by Ms. Niba Fathima, Payroll Analyst at Tesco. The speaker elaborated on real-world applications of AI in payroll management, highlighting the importance of data-driven decision-making in minimizing errors and streamlining payroll processes. The session provided valuable industry insights and helped bridge the gap between theoretical knowledge and practical implementation.



Speaker- Ms. Niba Fathima

Webinar

BMA, in association with the Faculty of Management and Commerce (FMC), Ramaiah University of Applied Sciences (RUAS), Bengaluru, successfully organised a webinar on ‘The heart of an Entrepreneur - Blending Creativity with Data-Driven Decision Making’ on 07th April 2026. The speaker Mr. Bruce Koerber, Author and Consultant introduced the concept of the Divine Economic Model, which integrates economic theory with human values, ethics, and justice. The webinar emphasised that entrepreneurship is not limited to business creation but is a fundamental human trait driven by alertness, discovery, and responsiveness to opportunities. It also highlighted the importance of market processes, knowledge acquisition, and ethical responsibility in achieving sustainable economic outcomes.



Speaker - Mr. Bruce Koerber

Guest Lecture

BMA, in association with the Faculty of Management and Commerce (FMC), Ramaiah University of Applied Sciences (RUAS), Bengaluru, successfully organised a Guest Lecture on ‘Unleashing Creative Potential of Youth; HBNCRIIA Platform for Grassroots Innovations and Entrepreneurship’ by Prof. Anil K. Gupta on 24th April 2026. The session was attended by students, faculty



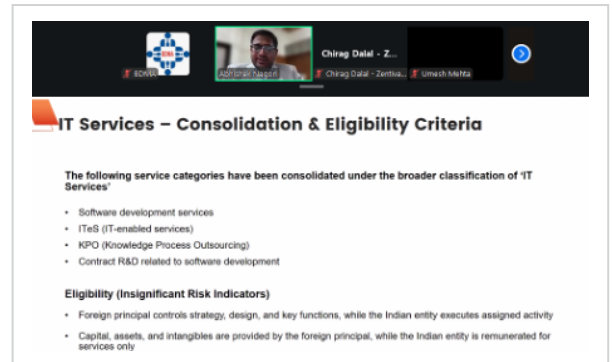
Delegates with Prof. Anil K. Gupta

members, and aspiring entrepreneurs. Prof. Gupta is widely recognised as the founder of the Honey Bee Network and a pioneer in grassroots innovation and inclusive entrepreneurship. The lecture focused on unlocking the hidden potential of youth and encouraging them to become change-makers in society. The guest lecture by Prof. Anil K. Gupta was highly enlightening, motivational, and intellectually enriching.

Bharuch District Management Association

Finance and Taxation Forum

BDMA successfully concluded the final two sessions of its series on 'Contemporary Taxation and Compliance under the Income Tax Act, 2025' on 3rd and 4th April 2026. The programme featured expert-led sessions by distinguished practitioners from the field. Mr. Siddhesh Khandalkar from LKS, Mumbai, delivered an insightful session covering critical aspects such as returns and disclosures, updated returns, audit trails, tax audit red flags, and year-end tax provisioning under Ind AS. The second session, led by Mr. Abhishek Nagori of JLN US & Co., Vadodara, focused on transfer pricing assessments, FAR analysis, BEPS implications, and risks associated with cross-border restructuring. Both sessions witnessed enthusiastic participation from professionals and provided valuable perspectives on navigating the evolving taxation and regulatory landscape.



Online session in progress



Participants at the MDP

MDP

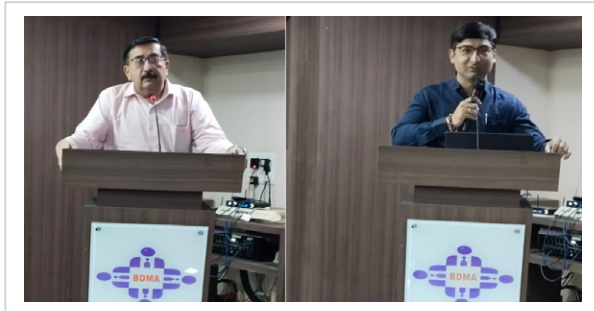
BDMA organised a MDP on 10th April 2026 on the theme 'Integrated Industrial Toxicology – Workplace Exposure to Clinical Management' by Dr. Tejas Prajapati, Director – Atharva Toxscreen Unique Toxicology Laboratory. This unique training programme was graced during its inaugural session by esteemed dignitaries from the doctors' fraternity of Bharuch District. Participants also gained insights into environmental and biological monitoring at industrial sites along with disaster

preparedness measures. The programme witnessed active participation from safety, health, and medical professionals, making it highly informative and practical-oriented.

BDM organised an MDP on 22nd April 2026 on the topic 'Strategic Decision Making and Problem Solving'. The session was conducted by Mr. Hiren Vakil, Corporate Trainer and Management Consultant. The programme emphasised structured decision-making approaches, analytical thinking, and practical problem-solving techniques for effective business outcomes. Participants gained valuable insights into real-life case handling, critical thinking frameworks, and strategic evaluation methods.



Mr. Hiren Vakil addressing



BDMA President and Chairman addressing at the Meet

Round Table Meet

BDMA conducted a Procurement Forum Meet on 24th April 2026, focusing on the theme 'Procurement Excellence: Building Smarter Supply Chains.' The session brought together industry professionals to exchange insights on enhancing efficiency, cost optimisation, and strategic sourcing practices. Participants engaged in meaningful discussions on modern procurement challenges and digital transformation in supply chains. The forum served as a valuable platform for knowledge sharing and networking among members.

265th Book Lovers Meet

The 265th Book Lovers Meet was organised on 25th April 2026, featuring an engaging review of the Gujarati book 'Barima Aakhu Aakash' by Mr. Raam Mori. The session was led by Ms. Daxaben Patel, who beautifully highlighted the literary depth, emotions, and social reflections presented in the book. The discussion saw active participation from members, who shared their interpretations and insights, making the session highly interactive and thought-provoking. The meet fostered a deeper appreciation for regional literature and creative



Ms. Daxaben Patel being presented with a memento



Dr. Nishtha Tyagi Pachouri with the winners

Bhopal Management Association

Case Chronicles 2026

SISTec Business School, in association with BMA, successfully hosted Case Chronicles 2026 as part of the 19th Sagar Fiesta, featuring engaging case study presentations, poster rounds, and role-play sessions by students on 2nd April 2026. Dr. Nishtha Tyagi Pachouri, Joint Secretary – BMA, served as a Jury Member and interacted with participants, sharing valuable industry insights and perspectives on analytical thinking and corporate readiness. The occasion was graced by the

principal, along with Dr. Neha Jain, HOD – SISTec Business School, and the institution's leadership team, making it a truly enriching academic experience.

Workshop

BMA organised a workshop on 'Overview and Impact of AI on Banking System' on 9th April 2026 at SAGE University, Bhopal. The programme featured insightful sessions by Mr. Shankar Krishnan, Ex-Senior Manager, Bank of India, AMFI Certified Trainer and Hon. Secretary, BMA, along with Mr. Piyush Kumar

Kachhi, Regional Manager, Kotak Mahindra Bank. The workshop was inaugurated by Dr. K. Reddy, HOD-MBA, who welcomed the speakers and participants. Mr. Krishnan explained the vital role of banking in national development and discussed the increasing integration of fintech and AI in customer service, compliance, and decision-making processes. Mr. Kachhi shared practical insights on customer retention, personalised banking services, and emerging career opportunities in the banking sector. Mr. Aamir Khan introduced the benefits of BMA Student Chapters. Around 150 students attended the workshop.



Students with the speakers at the event



Industrial visit at Vardhman Fabrics, Budhni

Industrial Visit

BMA organised an industrial visit to Vardhman Fabrics, Budhni on 10th April 2026 for the students of Lakshmi Narayan College of Technology (LNCT), Bhopal. Around 50 students along with 2 faculty members actively participated in the visit. The students gained valuable insights into industrial operations, production processes, and practical aspects of management. On this occasion, Dr. Roopali Bajaj, Director (UG), LN University, expressed her sincere gratitude to Mr. Rajesh Tiwari, President, Bhopal Management Association, for his unwavering support.

Speaker Meeting

BMA organised a speaker session on 'Eye Care in Advancing Age and Diabetic Retinopathy' along with a Free Eye Check-up on 11th April 2026 at Dr. Agarwal's Eye Hospital, Bhopal. The session was delivered by Dr. Saurabh Deshmukh, MBBS (Mumbai), DNB (Delhi), MNAMS, FVRS (Sri Sankaradeva Nethralaya) Head Clinical Services, who highlighted essential measures for maintaining eye health among senior citizens. On this occasion, a free eye check-up camp was conducted for all attendees. The programme commenced with a welcome address by BMA President Mr. Rajesh Tiwari, who appreciated the contribution of the medical team from Agarwal Eye Hospital. The event witnessed participation from over 30 members. The vote of thanks was proposed by Mr. R.G. Dwivedi, and the programme was coordinated by Honorary Secretary Mr. Shankar Krishnan.



BMA members with Dr. Saurabh Deshmukh



Participants at the medical check-up camp

Expert Lecture

BMA successfully organised a Medical Check-up Camp and Expert Health Sessions on 25th April 2026 at Noble Multi-specialty Hospital, Bhopal. The programme commenced with a warm welcome address by Mr. Rajesh Tiwari, President, BMA. In his address, he emphasised the importance of proactive health management and highlighted the role of expert-led initiatives in promoting awareness about preventive healthcare and early diagnosis of lifestyle diseases. Renowned experts Dr.

Vivek Tiwari (Oncologist) and Dr. Arvind Namdeo (Gastroenterologist) shared valuable insights on cancer awareness and liver health, emphasising early diagnosis and preventive care. The event was hosted at Noble Hospital, with Mr. Suresh Kumar, Chief HR Head of the hospital, expressing his gratitude to BMA for selecting their institution for this meaningful health initiative.

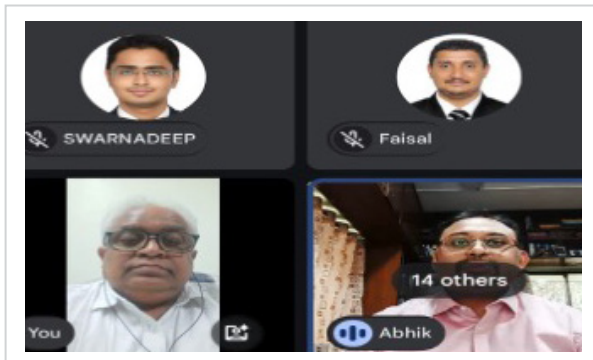
Calcutta Management Association

Felicitation of 1st Rank Holder of IIM Calcutta

Mr. Ankit Keshwani (404/61), who secured the First Rank at Indian Institute of Management Calcutta for the academic session 2024–2026, was felicitated on behalf of Calcutta Management Association by Dr. Praveer Sinha, Chief Guest, and Prof. Alok Kumar Rai during the 61st Convocation of Indian Institute of Management Calcutta held on 4th April 2026. Dr. Rana Bandyopadhyay represented CMA at the prestigious convocation ceremony.



Mr Ankit Keshwani being felicitated with the CMA Memento



The session in progress

STP in Startup Ecosystem and Venture Capital, University of Burdwan

Mr. Indranil Banerjee, President of CMA, graced the Valedictory Session of the Short-Term Programme on “Start-Up Ecosystem and Venture Capital” organised by the Malaviya Mission Teacher Training Centre as the Chief Guest. In his address, Mr. Banerjee highlighted the growing significance of startups in driving innovation, entrepreneurship, and economic development. His valuable insights and inspiring thoughts greatly enriched the learning experience of participants from various colleges attending the programme.

Praxis International Conference 2026

On 18th April 2026, Praxis Business School conducted an International Conference on AI with a Startup clinic and Pitch competition with CMA being the Knowledge Partner of the programme. CMA EC Members,

Mr Rajat Kr Prusty and Mr Gautam Mukhopadhyay represented CMA as Judges in the Pitch Competition. Ms. Anjana Dixit, CMA EC Member had a paper presentation on the topic ‘Managerial Cognition to Hybrid Intelligence: Reconceptualizing Dynamic Capabilities in the Era of Agentic AI’. Dr Arijit Bhattacharyya and Mr Biplab Jana, CMA members, were also present at the programme.



CMA representatives with the participants at the event



Members of the newly announced executive council

Chandigarh Management Association

New Executive Council 2025–26

Chandigarh Management Association announced its new Executive Council for the term 2025–26 with Mr. Abhishek Gupta taking over as President of the Association. Dr. Navjot Kaur was appointed as General Secretary-cum-CEO. The new council also includes Dr. Jatinderpal Singh Sehdev as Vice President, Jagmohan Bhogal as Treasurer, and Sukhwinder S. Bhatia as Joint Secretary. The newly constituted team outlined its focus

on leadership development programmes, industry–academia interaction, networking initiatives, and professional development activities for management professionals and students during the year 2025–26.

CSIR-CSIO Industry Meet

CMA participated in the Awareness Workshop-cum-Industry Meet organised by CSIR–Central Scientific Instruments Organisation (CSIO), Chandigarh on 10th April 2026. The CMA delegation was led by Dr. Navjot Kaur, General Secretary-cum-CEO, along with CMA President Mr. Abhishek Gupta and other members of the Association. The programme focused on key Department of Scientific and Industrial Research (DSIR) schemes, including SIRO certification and the PRISM initiative for supporting innovators and MSMEs. CMA’s participation highlighted its commitment towards strengthening industry–academia collaboration and promoting innovation-led growth.



CMA delegation at participating in the CSIR-CSIO Awareness Workshop

Panel Discussion

CMA, under the leadership of President Mr. Abhishek Gupta and General Secretary Dr. Navjot Kaur, organised a panel discussion on the Iran–USA–Israel conflict in collaboration with the Regional Institute of Cooperative Management (RICM), Chandigarh on 28th April 2026. The event witnessed participation

from over 100 attendees, including management professionals, academicians, and trainee defence personnel. The panel featured Wg. Cdr. (Dr.) Girish Jaswal and Col. Daljeet Singh Cheema (Retd.), while the session was moderated by Ex-Navy Cdr. Jagmohan S. Bhogal (Retd.). The proceedings were conducted



Panel discussion in progress

by Executive Member Mr. Abhinav Malhotra. The event was attended by Vice President Dr. Jatinderpal S. Sehdev, Joint Secretary Mr. Sukhwinder S. Bhatia, EC Members Mr. Gurcharan Singh Thukral and Mr. Aaryan Anand, along with former Presidents Mr. Brij Gulati and Mr. Deepak Dhingra. During the programme, Mr. Deepak Dhingra was re-appointed as Patron of CMA and Mr. Gursimran Singh Oberoi was appointed as Advisor.

Ghaziabad Management Association

MDP

Ghaziabad Management Association organised a Management Development Programme (MDP) on 'Modern AI Tools and Platforms' on 4th April 2026 at Ghaziabad Precision Products Pvt. Ltd. The six-hour programme was designed to provide participants with practical, hands-on exposure to AI tools used in business, analytics, and automation. Structured across seven modules, it covered AI fundamentals, key technologies such as Machine Learning, Deep Learning, and Generative AI, along with tools like Canva AI, Google Flow, Gemini, and NotebookLM. The programme also explored real-world business applications in marketing, data analytics, and operations. The sessions were conducted by Dr. Ankit Tyagi and Dr. Rahul Singhal from AKGIM. A total of 45 managers actively participated, making the MDP highly engaging and insightful.



Participants during the MDP programme



Mr. Ashok Sinha of SPRL is being felicitated

Start Up Conclave

GMA, in association with IMS Ghaziabad (UC Campus), organised the 7th annual 'Start-up Conclave 2026: Innovate. Implement. Influence' on 11th April 2026 at the IMS University campus, Ghaziabad. The conclave featured a dynamic mix of workshops, panel discussions, competitions, and exhibitions, offering a holistic view of the start-up ecosystem. A workshop on raising capital and financial management saw participation from 165 attendees, while another on legal and ethical aspects

attracted 102 participants. In the competition, Usenseon emerged as the winner, followed by Neuronav as first runner-up and Tekurious as second runner-up. GMA members—Micromatic Grinding, Ghaziabad Precision Products Pvt. Ltd., and Shriram Pistons and Rings Ltd.—sponsored awards worth Rs. 1 lakh.



Panelists, students and GMA members at the summit

C-Summit

GMA organised a C-Summit on the theme ‘From Classroom to Corporate: Redesigning Employability Skills’ on 15th April 2026, in association with KIET School of Management at the KIET campus. The summit featured distinguished panellists—Mr. Arobinda Mookherjee, CEO, Kisaan Steels Pvt. Ltd.; Ms. Riddhima Bajaj, CHRO, Micromatic Grinding; Prof. (Dr.) Sushil Aggarwal, Chairman, Avro India and Mr. Vinod Kohli, Director, Ghaziabad Precision Products. The discussion

addressed key issues such as prevailing skill gaps, the growing importance of soft skills, digital readiness, adaptability, and industry-academia collaboration. The summit encouraged insightful dialogue among industry leaders, academicians, and students on building future-ready skills and exploring evolving career pathways.

GMA organised a session on ‘A Comprehensive and Practical Understanding of Greenhouse Gas (GHG) Management and Sustainability Reporting’ on 17th April 2026 at IMT Ghaziabad. The session covered key areas including GHG fundamentals and regulatory landscape, defining organisational boundaries and base year, mapping of Scope 1, 2, and 3 emissions, data collection frameworks, and inventory quality. It also highlighted target setting, mitigation strategies, Science-Based Targets Initiative (SBTi), and the roadmap to Net Zero. The session was delivered by Mr. Atul Khanapurkar, Executive Director, Shriram Pistons and Rings Ltd. A total of 44 participants attended and actively engaged in insightful discussions.



Participants with Mr Atul Khanapurkar and GMA members



Industrial visit at Continental Carbon India Ltd

Industry Visit

GMA organised an industry visit to Continental Carbon India Ltd., Ghaziabad on 24th April 2026. Formerly known as Oriental Carbon and Chemicals Ltd. (OCCL), the company was acquired in 2000 and subsequently renamed. With a turnover exceeding Rs500 crore, the organisation is a significant player in its sector. A total of 14 GMA members participated in the visit. The group was guided through the plant facilities by Dr. Achal Pandey, Director and Plant Head, who provided

valuable insights into operations, processes, and best practices. The visit offered participants a practical understanding of industrial functioning and enhanced their industry exposure.

Goa Management Association

Industrial Visit

Goa Management Association organised an industry visit to Kineco Aerospace at Pilerne Industrial Estate, Goa, on 16th April 2026, with 13 participants in attendance. The delegation received an insight into the company's advanced manufacturing processes, particularly in composites and aerospace components. The visit included a guided tour of the facility, showcasing quality standards, innovation, and safety practices. It provided valuable exposure to cutting-edge technologies and operational excellence in the aerospace sector, while fostering meaningful industry engagement.



Industrial visit at Kineco Aerospace, Goa



Mr. Swapnil Kamat addressing

Book Talk

GMA organised a Book Talk session on 23rd April 2026 at International Centre Goa. The session featured Swapnil Kamat, an entrepreneur, writer and corporate trainer. Mr Kamat spoke on his book, *The Wisdom of Balance*. His talk focused on inner happiness, gratitude, and life balance, emphasising the importance of self-awareness and mindful choices in everyday life. The session was engaging and thought-provoking, offering valuable takeaways for attendees. The session commenced with

a welcome address by the Chairman of GMA, Mr Deepak A Bandekar and concluded with a vote of thanks by Mr Rajesh Mehrotra, Vice Chairman, Goa Management Association.

Gwalior Management Association

8th National Conference

Gwalior Management Association (GMA), in association with ITM College Gwalior, organised the 8th National Conference – *Suspire 2026* on 24th April 2026 on the theme 'AI-Driven Management, ESG Integration and Entrepreneurial Excellence for Inclusive Growth.' The conference witnessed the presentation of 52 research papers, showcasing diverse perspectives and innovative ideas in AI, sustainability, and entrepreneurship. Dr. Praveen Agarwal and Prof. (Dr.) Manoj Patwardhan graced the occasion as Guests of Honour. A key highlight was the signing of an MoU between ITM College and GMA to establish a Student Chapter at the campus, coordinated by Dr. Prashant Sharma. The event was attended by Mr. Shyam Agrawal, Er. Mohit Verma, and other distinguished members including Mr. Sandeep Singh, Mr. Jaideep Singh, Mr. Akash Sharma, Mr. Rahul Sharma, Mr. Ram Kumar Goyal, and Mr. Manoj Agarwal.



MoU signing between ITM College and GMA



Speakers at the programme

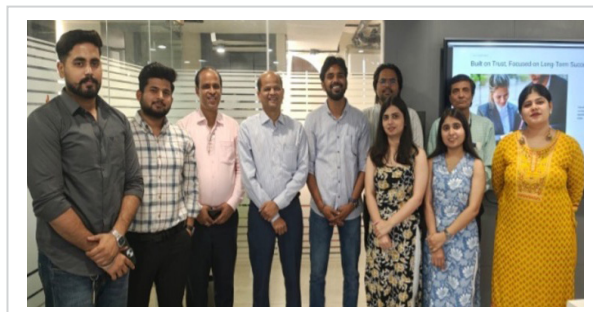
An Awareness Programme

GMA organised an Awareness Programme on ‘Sustainable Development of Gwalior’ on 26th April 2026, focusing on themes such as heritage promotion, tourism development, improved air connectivity, and cleanliness enhancement. The Chief Guest, T. Prateek Rao, Additional Commissioner of Gwalior Municipal Corporation, highlighted key civic initiatives and encouraged public participation in building a sustainable city. Er. Lokesh Kumar Yadav, Airport Director, Airports

Authority of India, presented a roadmap for strengthening air connectivity and supporting growth. Ooditi Dwivedi spoke on preserving heritage and promoting local art and handicrafts. Dr. Praveen Agarwal reaffirmed GMA’s commitment to sustainable initiatives, while Dr. Manoj Patwardhan outlined ongoing efforts. The programme concluded with a vote of thanks by Mr. Shyam Agarwal.

Strengthening Regional Connectivity

GMA has played a pivotal role in strengthening connectivity between Gwalior and Bangalore by actively engaging stakeholders to improve air services. Recognising the importance of linking emerging cities with major business hubs, GMA advocated for better travel options for professionals, entrepreneurs, students, and academicians. As a result of these sustained efforts, Akasa Air has increased its flight frequency to six days a week. This enhanced connectivity is expected to boost sectors such as education, manufacturing, IT, and services by reducing travel time and improving accessibility. It will also foster collaboration, talent mobility, tourism, and economic growth between the two cities.



Mr. Ajay Jhadav with the GMA team

Hyderabad Management Association

Inauguration of the Student Chapter and Entrepreneurship Development Programme

Hyderabad Management Association successfully launched its Student Chapter and conducted its flagship two-day Entrepreneurship Development Programme, ‘Samarth’ at Ashoka School of Business near Ramoji Film City on 24th April 2026. The inaugural session was attended by HMA President Mr. Alwala Devender Reddy, Treasurer Ramesh Lakshmanan, MDP Coordinator Mr. Chirag Solanki, Director, Ashoka School of Business, Dean, and other dignitaries. Addressing the gathering, Mr. Devender Reddy highlighted the global shift from a ‘Just in Time’ to a ‘Just in Case’ mindset, stressing resilience, adaptability, and foresight

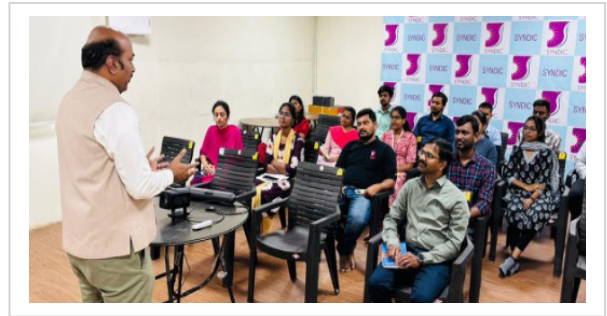


Inauguration of the Student Chapter during the event

as essential leadership qualities. Dr. Y. Lakshman Kumar emphasised that entrepreneurship today goes beyond starting ventures and includes innovation, courage, and problem-solving. A key highlight was the induction of students into the HMA Student Chapter, with Treasurer Ramesh Lakshmanan administering the oath and announcing the student leadership team.

MDP

HMA organised a full-day MDP on 14th April 2026 for Syndic Consulting Engineers and Technologies Pvt Ltd at the company's Head Office in Bachupally, Hyderabad. The session focused on Marketing and Sales under the theme 'Mastering the Technical Pitch: How to Sell Complex Systems with Simple Clarity.' The programme was convened by Mr. Chirag Solanki, who coordinated the event efficiently. The training session was delivered by Mr. Narasinga Kistampally, who shared valuable insights on understanding customer needs, persuasive communication, solution-based selling, and handling complex business conversations confidently.



Mr. Narasinga Kistampally addressing the participants



Chief Guest Ms. Soumya Mishra, IPS, inaugurating the event in the presence of other dignitaries

Women's Conclave

HMA, organised the Women's Conclave – 'EMERGE' on 11th April 2026, at Hotel Plaza, Begumpet, Hyderabad. The programme was attended by 150 participants. Centered on the theme 'From Women Development to Women-Led Development,' the programme highlighted the evolving role of women as drivers of economic growth, innovation, and social transformation. The conclave featured insightful sessions on contemporary topics such as women in the Technology and AI era, policy and societal transformation, inspiring leadership journeys under 'Her Story,' family business succession, entrepreneurship, breaking corporate barriers, and healthcare, happiness, and wellness. One of the key attractions of the event was an engaging debate on the topic 'Can Women Lead the Nation?', which generated thoughtful perspectives and active participation.

Indore Management Association

IMA Student Chapter

Indore Management Association Student Chapter, in association with Indore Institute of Management and Research, successfully organised an insightful session on 1st April 2026 on 'HR Analytics' for management students. The session by Pallavi Gautam highlighted the differences between HR Reporting, HR Metrics, and HR Analytics, emphasising data-driven decision-making



Ms. Pallavi Gautam with the participants

in HR practices. Students gained practical insights into talent management, workforce planning, and emerging career opportunities in HR Analytics.



Dr. Sudhanshu Mani addressing

IMA Exclusive Session

IMA successfully organised an exclusive session, 'Beyond Horizon: Swadeshi Soch, Swarnimit Gati' on 2nd April 2026 at PIMR Indore. The session featured Dr. Sudhanshu Mani, who shared inspiring insights on leadership, innovation, and self-reliance. The session highlighted the importance of Swadeshi Soch and Swarnimit Gati for India's growth and concluded with a vote of thanks, marking it a successful and impactful event.

IMA Learn Spark Session

The insightful session on 'LeanSpark: Frugal by Design, Global in Impact' was held on 3rd April 2026 at Kamal Prabha Auditorium. Esteemed speakers Mr. Jaideep Prabhu and Dr. Priyank Narayan delivered thought-provoking insights on frugal innovation, strategic thinking, and sustainable growth, leaving the audience inspired and enriched.



Session in progress



Panellists at the event

MPL Orientation and Trophy Reveal

IMA successfully conducted the Orientation and Trophy Reveal for the Management Premier League (MPL) Season 4 on 3rd April 2026. The event took place at the Soybean Processors Association of India (SOPA) in Indore, centered around the theme 'Pause • Reflect • Press Enter: The Real-World Loading.' This programme officially launched the inter-college competition for IMA student chapters followed by the main session and the unveiling of the trophy.

MPL Phase I – Reality Phase Round

IMA concluded Management Premier League (MPL) Season 4 – 2026, India's first inter-college management league for IMA Student Chapters on 6th April 2026 at IMA Office, Indore. Esteemed industry leaders Ms. Banica Bhardwarj and Mr. Yashwant Das Mahant evaluated the participants and shared valuable insights throughout the event.



Ms. Banica Bhardwarj and Mr. Yashwant Das Mahant with the participants



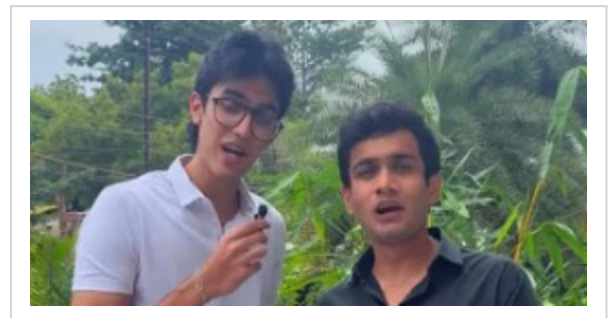
Ms. Mansi Pahwa and Ms. Vrushali Sethi assessing the competition

MPL Phase 2

IMA conducted Phase 2: The Pressure Round of Management Premier League (MPL) Season 4 at the IMA Office, Jala Sabhagrah, Indore, on 8th April 2026. The competition was evaluated by industry experts Ms. Mansi Pahwa, Director of Mango Marketing Solutions, and Ms. Vrushali Sethi, Co-Founder of Studio Reflective Practices, who assessed teams on resilience, problem-solving abilities, corporate realism, and the practicality of their business strategies under pressure.

MPL Phase 3 & 4

IMA conducted Phase 3 of Management Premier League (MPL) Season 4 on the theme 'Future Skills Round (AI + Atmanirbhar Bharat)', inspiring students to address Indian challenges through innovation and entrepreneurship. The round was evaluated by Mr. Mukesh Hotchandani, Chief Manager, SBI, and CA Ishani Maheshwari, Director, Upvaas Food & Services Pvt. Ltd. and Founder, Enlight Trainings, Indore. IMA also organised Phase 4 – The Impact Round under the tagline 'Create. Influence. Inspire.', encouraging students to emerge as socially conscious influencers and change-makers.



Participants during the competition



Mr. Suresh Narayanan addressing

IMA Exclusive Session

IMA organised an exclusive leadership session on 11th April 2026 featuring Mr. Suresh Narayanan, Former Chairman and Managing Director of Nestlé India Ltd., who shared valuable insights on leadership excellence, innovation, and corporate growth. The event witnessed enthusiastic participation from industry professionals, academicians, entrepreneurs, and students. His enriching session highlighted the importance of visionary leadership and adaptability in today's dynamic business environment.

MPL Grand Finale

IMA organised the Grand Finale of MPL Season 4 on 14th April 2026 at Siena Piazza, Phoenix Citadel Mall, Indore. Known as India's first Management Premier League, the event brought together talented participants showcasing their management skills, strategic thinking, and teamwork. The finale witnessed enthusiastic participation and high energy competition among finalists.



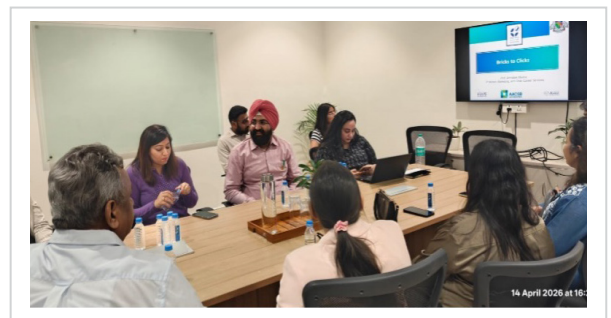
Participants at the Finale of MPL Season 4



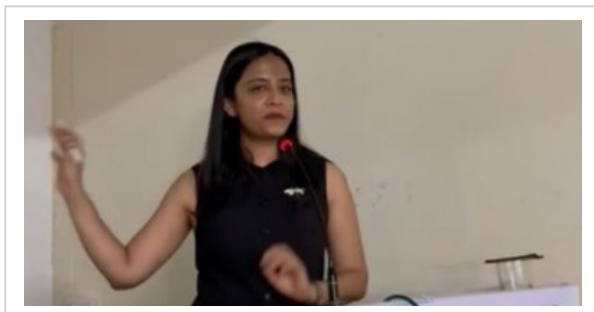
Quiz competition in progress

IMA Centre of Excellence

IMA successfully conducted an engaging session under the Centre of Excellence – Brands and Marketing on ‘From Clicks to Bricks: Scaling Your D2C Brand Offline’ at Phoenix Mall, Indore. The session provided valuable insights on expanding D2C brands from online to offline markets, covering in-store branding, offline marketing strategies, customer engagement, and online-offline integration.



Session in progress



Ms. Avni Jain Rawat addressing

IMA Exclusive Session

IMA Student Chapter organised an insightful session on ‘Mastering the Media Mix: Planning, Scheduling and Buying’ on 21st April 2026 at Shri Vaishnav Institute of Management and Science, Indore. The session was conducted by Ms. Avni Jain Rawat, Brand Strategist, who shared valuable insights on effective media planning, scheduling strategies, and media buying techniques in today’s competitive marketing landscape.

IMA World Book Day Celebration

IMA successfully organised a meaningful programme on the occasion of World Book Day to promote the importance of reading and positive thinking. The session highlighted how books not only provide knowledge but also help in personality development, motivation, and giving the right direction in life. Participants actively engaged in creative bookmark designing, book-based activities, and a speaker-story session where they shared learnings and experiences from their favourite books.



Speaker with the participants



Students during their visit to State Bank Foundation Institute- Chetana

Visit

IMA Student Chapter organised an insightful organisation visit for the management students of Symbiosis University of Applied Sciences at State Bank Foundation Institute – Chetana on 27th April 2026. The visit provided practical exposure to organizational operations, leadership practices, and professional work culture through interactive sessions and industry insights shared by senior officials.

Industrial Visit

On 28th April 2026, IMA Student Chapter organised an insightful industrial visit to Prataap Snacks Ltd (Yellow Diamond) for management students of Symbiosis University of Applied Sciences, providing practical exposure to real-world corporate operations and manufacturing processes. Students gained valuable insights into automated production, packaging systems, quality control, and large-scale supply chain management in the FMCG sector.



Industrial visit to Prataap Snacks Ltd



CA. CA Navin Khandelwal addressing

IMA Contemporary Learning Session

IMA successfully organised a Contemporary Learning Session on 'Consumer 2030: Trends, Tribes and Transformations' on 30th April 2026 at the IMA Meeting Room, Indore. Addressing the gathering, CA Navin Khandelwal, President – IMA, emphasised the need for businesses to adopt predictive strategies, digital integration, and sustainable practices to stay relevant in the evolving marketplace of 2030.

Jamshedpur Management Association

LitWeek '26 — Open Mic Debate

On 3rd April 2026, Jamshedpur Management Association, in collaboration with the Literary and Debating Society of National Institute of Technology Jamshedpur, supported a unique policy debating event as part of LitWeek '26. The event culminated in an Oxford Union-style finale, with participants being judged on their reasoning, articulation, and adaptability. The format offered a distinctive blend of creative thinking and structured debate, fostering intellectual rigour among student participants.



Inauguration of the Student Chapter during the event



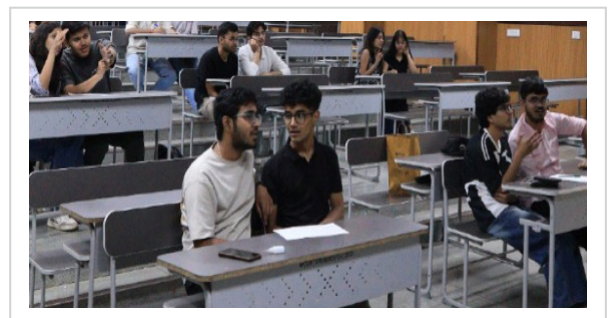
A student participating in debate competition

Parley of Protagonists

On 4th April 2026, JMA, in collaboration with the Literary and Debating Society of National Institute of Technology Jamshedpur, organised Parley of Protagonists. The event presented a unique policy debating format where participants engaged in one-on-one debates while embodying assigned real or fictional characters, arguing from their character's perspective across multiple rounds. Participants judged on their reasoning, articulation, and adaptability, making it a compelling test of both creative thinking and structured argumentation.

Literary Quiz Event

On 5th April 2026, JMA, in collaboration with the National Institute of Technology Jamshedpur, organised Mixed Potpourri — a team-based literary quiz event testing participants across a wide range of topics in English and Hindi literature. Teams competed through multiple dynamic rounds including Pounce-Bounce, Written, and Differential, challenging both depth of knowledge and quick thinking under competitive conditions.



Students at the Quiz competition



Participants at the programme

Model United Nations Simulation

JMA, in collaboration with the National Institute of Technology Jamshedpur, conducted a Model United Nations Simulation event on 05th April 2026. The academic simulation saw participants represent different countries and deliberate on pressing global issues including climate change, international security, and human rights.

Outdoor team building-activities

On 11th April 2026, JMA organised a Management Development Programme featuring outdoor team-building activities for the eastern region professionals of Tata Power Ltd. The programme was designed to foster collaboration, communication, and team cohesion among participants through experiential learning in an outdoor setting. The highlight of the session was a Treasure Hunt activity, which engaged participants in strategic thinking, problem-solving, and cooperative effort under real-time conditions.



Participants at the MDP



Trainees during the team-building activities

Experiential team-building activities

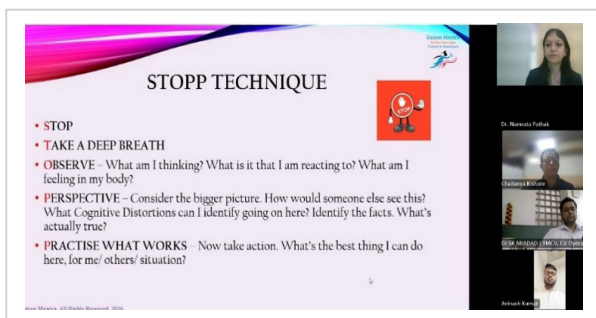
JMA organised an Experiential Team-Building activities on 11th April 2026, for the Eastern Region Diploma Trainees of Tata Power Ltd., for their Youth Power Confluence (YPC). The programme was structured to build collaborative spirit, interpersonal effectiveness, and team synergy among young trainees through hands-on experiential activities, equipping them with practical skills essential for their professional development.

I.L.S. Session

On 11th April 2026, JMA organised an Inspiring Life Series Session (I.L.S.) on the theme Igniting Professional Growth: Building Mindset, Skills and Career Direction. The session was conducted by Mr. Sanjay Sinha, Former Chief Executive Officer, Tata Autocomp Hendrickson Suspensions Pvt. Ltd. Drawing from his extensive corporate experience, Mr. Sinha offered participants valuable insights into cultivating the right professional mindset, sharpening key skills, and making informed career choices.



Mr. Sanjay Sinha addressing



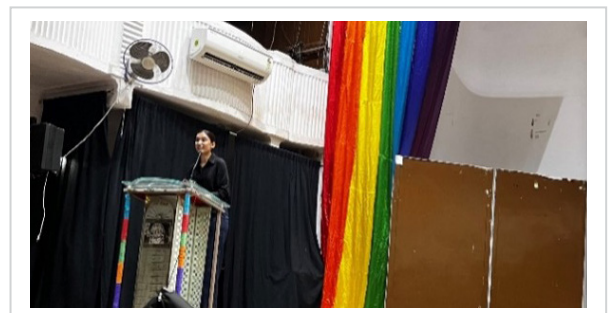
Webinar in progress

Enriching Life Series Session

On 5th April 2026, JMA conducted a webinar featuring an Enriching Life Series Session (E.L.S.) on the theme 'From Stress to Strength: Mind Mastery at Work for High Performance and Wellbeing.' The session was addressed by Dr. Namrata Pathak, Mindfulness Coach, Neuroscience Coach, and Founder, Kaizen Mantra. Dr. Pathak guided participants through evidence-based approaches to managing workplace stress, building mental resilience, and achieving sustained high performance while maintaining overall wellbeing.

EDGE Session

On 11th April 2026, JMA, in collaboration with Dr. Jhumpa Mukherjee, conducted an interactive EDGE Session at Karim City College centred around the theme of sleep, cognitive performance, and stress management among students. Through active engagement and discussion, participants were guided through practical strategies to enhance focus, boost cognitive ability, and effectively manage stress through improved sleep habits and mindful practices, enabling them to perform better both academically and personally.



Dr. Jhumpa addressing



Trainer with the participants

Training

On 12th April 2026, JMA conducted a Two-day training programme on Advanced Excel for the employees of Tata Pigments. The programme was designed to enhance participants' proficiency in Excel, equipping them with advanced tools and techniques for data analysis, reporting, and operational efficiency.

Internship

JMA facilitated paid internship placements for two VGSOM DAP (Differently abled Person) quota students at Tata Cummins. The initiative provided students with an opportunity to gain hands-on industry exposure and apply their academic learning in a professional corporate environment.

Industrial Visit

On 30th April 2026, JMA facilitated an industrial visit to Tata Motors Commercial Vehicles (TMCV) for students of the Department of Computer Science and Engineering, National Institute of Technology Jamshedpur. The visit provided students with firsthand exposure to large-scale manufacturing and commercial vehicle operations, bridging the gap between academic knowledge and real-world industrial practices.



NIT students at the TMCV Training Centre



NIT student during their visit to C4i4 Lab

Education Tour

JMA facilitated an education tour to C4i4 Lab for students of National Institute of Technology Jamshedpur on 30th April 2026. The tour offered students an enriching opportunity to explore cutting-edge technological infrastructure and gain practical insights into innovation and industry-aligned research, complementing their academic pursuits.

Meerut Management Association

38th Annual Convention

Meerut Management Association organised its 38th Annual Convention on 14th March 2026 on the theme 'Dynamic Global Geopolitics: Need for Resilience and Flexibility by India.' The convention witnessed participation from 200 delegates, including industry



Maj Gen Lalit Kapoor, VSM being presented with a memento

leaders, academicians, professionals and students. The programme commenced with a welcome address by Mr. S. P. Singh, President, MMA, who highlighted the growing importance of geopolitical developments in shaping economic priorities, trade patterns and institutional resilience. Lt Gen Abhay Krishna (Retd.) provided insights into emerging global geopolitical trends and their implications for India's security. Lt Gen Vinod Vashisht (Retd.) emphasised the need for strategic adaptability and institutional resilience. Dr. Praveen Kumari Singh highlighted the importance of energy security in the current geopolitical context, while Prof. (Dr.) S. D. Sharma discussed the impact of global developments on India's economic growth and policy frameworks. The convention concluded with a vote of thanks by Mr. Anurag Agarwal, Vice President, MMA, acknowledging the contributions of speakers, participants and sponsors.

Leadership Development

MMA organised a session on 'Leadership Development' on 24th March 2026 at Master School of Management, Meerut. The session saw participation from 100 students and faculty members. Maj Gen Pankaj Kaushik, keynote speaker, shared practical insights on leadership, highlighting discipline, decision-making under pressure, adaptability, and leading by example. His real-life experiences made the session highly impactful. The MMA delegation included Mr. S. P. Singh, President, and Ms. Madhu Dang, who encouraged industry-academia interaction.



Students, faculty and MMA delegates during the session



MoU exchange between Brigadier Amit Dixit, Commandant 510 ABW, and Mr. S.P. Singh, President MMA, in the presence of Major General Lalit Kapoor (VSM) and Major General Pankaj Kaushik

MoU

MMA and 510 Army Base Workshop, Meerut, formalised a significant partnership through the signing of a Memorandum of Understanding (MoU) on 27th March 2026. A notable feature of the agreement is the provision of annual internship opportunities for 100 students from MMA's Student Chapter at the 510 Army Base Workshop. The MoU was signed by Brigadier Amit Dixit, Commandant, 510 ABW, and Mr. S.P. Singh, President, MMA, in the presence of Major General Lalit Kapoor (VSM), Major General Pankaj Kaushik, and other dignitaries.

Industry Visit

MMA organised an industrial visit on 10th April to Daurala Sugar Works in association with the NICE School of Business Studies, Shobhit University, for MBA students. Mr. Ashish Shukla, HR Head, DCM Sugar Works, played a pivotal role in facilitating and coordinating the visit. The plant officials actively interacted with the students, explaining operational processes, challenges, and best practices followed in the industry.



Students during the industrial visit to Daurala Sugar Works



Mr. S. P. Singh addressing

Lecture

On 13th April 2026, MMA organised an expert lecture on the topic 'Understanding and Analysis of Final Accounts' at Shobhit University in association with the NICE School of Business Studies. The session was designed to provide students with practical knowledge and analytical understanding of the preparation and interpretation of final accounts. The keynote address was delivered by Mr. S. P. Singh, who highlighted the importance of final accounts in assessing the financial health, operational efficiency, and overall performance of an organisation.

Visit

A delegation from MMA visited the Department of Management Studies at Meerut Institute of Engineering and Technology on 23rd April 2026 to engage with students and promote the MMA Student Chapter. The delegation included Mr. S. P. Singh, Mr. S. Ravi Chandran, Ms. Madhu Dang, and Mr. Sukhvinder Singh. Mr. Chandran delivered an engaging talk on Supply Chain Management, linking concepts with historical anecdotes. Mr. S. P. Singh and Ms. Madhu Dang motivated students toward continuous learning, while Mr. Sukhvinder Singh highlighted benefits of MMA membership, including internships, mentorship, and workshops.



Mr. S. Ravichandran addressing

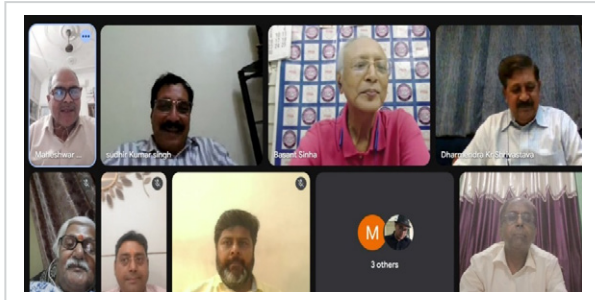


Participants at the programme

Noida Management Association

NMA organised a seminar on 'Four Labour Codes' on 11th and 18th April 2026 at NMA House, highlighting the importance of India's evolving labour reforms and workplace governance framework. The sessions focused on how the new labour codes aim to modernise employment practices, strengthen workers' rights, and redefine employer responsibilities in a changing economic environment. The programme was conducted by Mr. V.K. Sharma, Former Vice President – HRM, Grasim Industries Ltd., and Life Member and Executive

Committee Member of NMA. Through insightful and interactive discussions, he explained the practical implications of the reforms for organisations and employees alike. The seminar witnessed enthusiastic participation from professionals representing various industries, making it a highly informative and engaging learning experience.



Webinar in progress

Patna Management Association

Patna Management Association organised a national webinar on the topic 'Dairy Scenario in India Today' on 28th April 2026. The keynote address was delivered by Mr. Sudhir Kumar Singh, President, Indian Dairy Association, who previously served as Managing Director of Patna Dairy, Bihar, and Medha Dairy, Jharkhand. The programme commenced with a welcome address by Mr. D. K. Srivastava, Patron, PMA, followed by the theme introduction by Adv. B. K. Sinha, President, PMA.

During his presentation, Mr. Singh highlighted global and Indian milk production trends, per capita milk availability, CAGR of the dairy sector, and the remarkable growth of the Indian dairy industry since independence. He also discussed future opportunities and major challenges faced by the sector, including low productivity, animal health and feeding issues, adulteration, price volatility, shortage of professionals, and growing competition from analogue products. Theme addresses were also delivered by Mr. Maheshwar Prasad of Sudha Dairy and Dr. Ashutosh Upadhyaya of ICAR. Concluding remarks were presented by Mr. Chandreshwar Khan from Jamshedpur and PMA Secretary Mr. M. K. Das. Several distinguished participants attended the webinar.

Thrissur Management Association

Managing Committee Meeting

TMA convened its Managing Committee Meeting on 10th March 2026, with the participation of 45 members. The meeting served as a platform for reviewing ongoing initiatives, deliberating on key proposals, and strengthening strategic directions for upcoming programmes.



Mr Padmakumar C President addressing



Training programme in progress

Training Session

TMA conducted a hands-on training session on 10th and 11th April 2026 for members of the Association of Independent Financial Advisors, focusing on the practical use of AI tools in their professional work. Through guided exercises and live demonstrations, participants explored how these tools can be integrated into their workflows to improve efficiency and outreach.

TMA organised a hands-on workshop on 10th April 2026 for teachers at Paramakkavu Vidya Mandir, aimed at introducing intermediate-level digital tools to support teaching and classroom engagement. The session focused on practical applications, enabling teachers to explore tools that can assist in lesson planning, content delivery, and student interaction.



Workshop in progress



Mr Vasudev Ravi, IFS addressing

Guest Lecture

TMA organised a Guest Lecture on 28th April 2026 with 110 participants, featuring Mr Vasudev Ravi, IFS, Officer of Special Duty, Press and Relations (External Publicity Division), Ministry of External Affairs, as the Chief Guest. The session on 'India and Outreach to the World: How MEA Functions' provided a clear understanding of

India's diplomatic framework and global engagement, with insights into the functioning of the Ministry of External Affairs and India's growing international presence.



Participants at the event

Trivandrum Management Association

ARTXO - Take Home Your Art

Trivandrum Management Association organised ARTXO – Take Home Your Art, a creative workshop under its Culture Promotion initiative on 26th April 2026, at TMA Premises, Jawaharnagar, Kowdiar, Trivandrum. The session was led by Ms. Anupama Ramachandran, Expert in Resilient Leadership and Executive Growth. The programme focused on art-based stress management,

emotional wellbeing, and personal growth by integrating art, culture, and management principles. Participants actively engaged in a guided creative session that encouraged relaxation, mindfulness, and self-expression while creating their own take-home artwork.

Counselling Session

The Student Chapter Committee of TMA organised a counselling session titled Mindset Matters: Balancing Ambition and Wellbeing in Life on 29th April 2026, at Asian School of Business, Pallipuram, Trivandrum. The session featured Mr. Rajendra Kumar B, Retired Junior Commissioned Officer, Indian Navy, and Dr. Elango P, Consultant Psychologist and General Manager - HR,



Session in progress

Skyline Foundation and Structures (Pvt) Ltd. They shared practical strategies on stress management, emotional balance, and the importance of self-care in demanding academic and professional environments.

Creating Global Opportunities



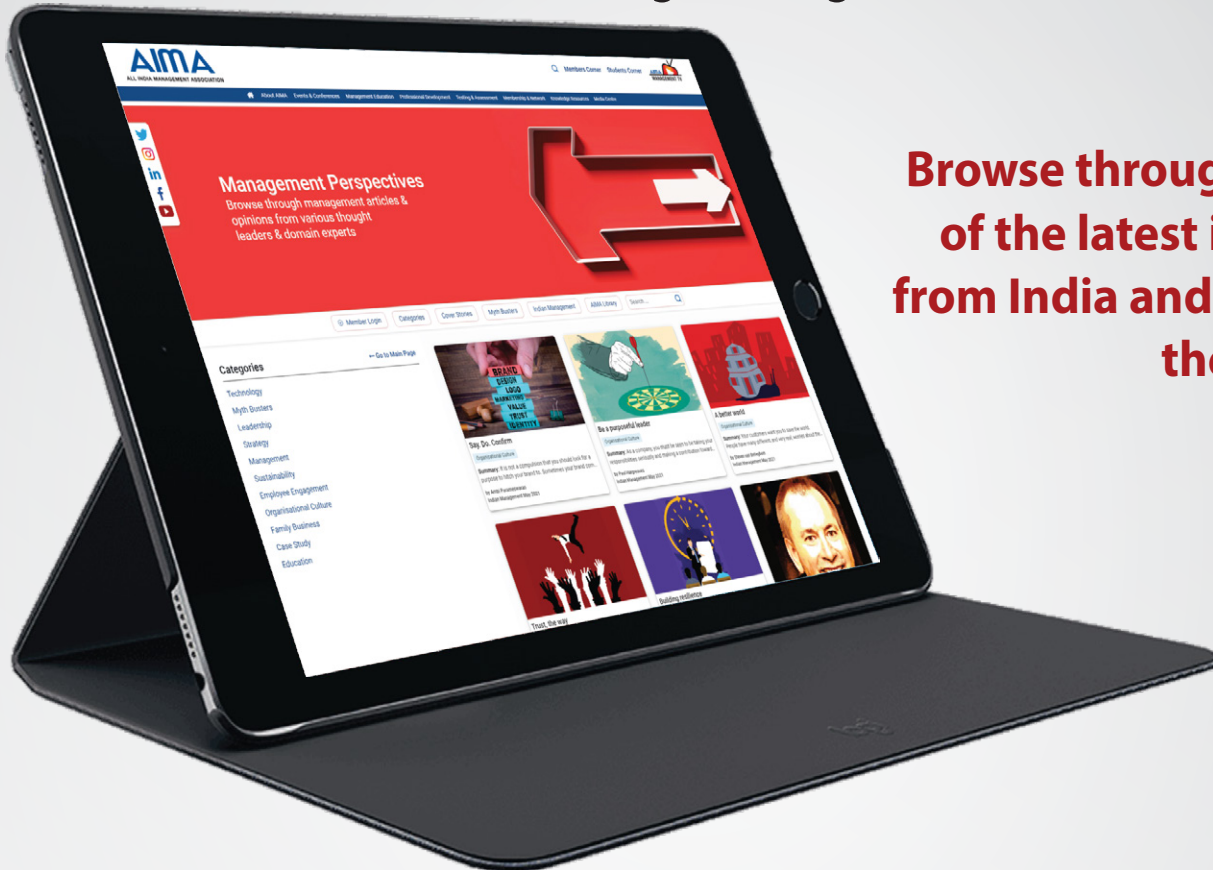
Session in progress

TMA hosted the Estonian delegation on 30th April 2026, at the TMA Knowledge and Innovation Centre, Trivandrum in association with Trivandrum Chamber of Commerce and Industry. The interaction brought together business leaders and policymakers from Kerala and Estonia to explore collaboration opportunities in ICT, e-governance, maritime, healthcare, renewable energy, education, tourism, and innovation. The delegation included Ms. Marje Luup, Ambassador of Estonia to

India; Mr. Vinod Basliyal, FDI and Export Head, Estonia Business and Innovation Agency; Mr. Sven Parkel; Mr. Jaak Viilippus; Ms. Maarit Jalakas; Mr. Marko Valler and Mr. Anton Iljin from Estonia.

MANAGEMENT PERSPECTIVES

A collection of management articles and opinions from various management gurus and domain experts.



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AIMA Events Calendar

| Event | Programme Chairman/Key Speaker | Venue | Date |
|---|--|----------------------------|------------------------|
| HR Leadership Retreat | | Goa | 21 - 23 May 2026 |
| AIMA YLC Session on 'OKRs - Objectives and Key Results' | Rakshita Sharma Founder & Chief OKR Coach The OKR Institute India | Online | 12 June 2026 |
| Global Advanced Management Programme (GAMP) | | Europe - Munich & Geneva | 14 - 20 June 2026 |
| Young Leaders Boot Camp - An Experiential Leadership Development Programme | | Junga, Himachal Pradesh | 19 - 21 June 2026 |
| 35th National Management Games | | Online/ Offline Rounds | 23 June - 25 July 2026 |
| 75th Leaderspeak Session on 'China in the New world - How Chinese and Indian businesses can co-create a better future.' | Dr. Edward Tse Founder and CEO Gao Feng Advisory Company | Online | 26 June 2026 |
| LEAP | | New Delhi | June 2026 |
| Global Advanced Management Programme (GAMP) | | Silicon Valley, US | 12- 18 July 2026 |
| HR Power Workshop | | Chennai | 04 - 05 August 2026 |
| Leadership Development Programme | | Jamshedpur | 09 -11 August 2026 |
| Shaping Young Minds Programme | | Kolkata | 21 August 2026 |
| Global Advanced Management Programme (GAMP) | | China- Shanghai & Shenzhen | 23 - 29 August 2026 |



| Event | Programme Chairman/Key Speaker | Venue | Date |
|---|---------------------------------------|--------------|------------------------|
| National Competition for Young Managers | | Online | August/September 2026 |
| CSR & ESG Case Study Competition and Summit | | New Delhi | 10-11 September 2026 |
| National Management Convention | | New Delhi | 21 - 22 September 2026 |
| Shaping Young Minds Programme | | Kochi | 16 October 2026 |



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