

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

APRIL 2025



## MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

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

The past few weeks at AIMA have been marked by a diverse set of initiatives—ranging from high-level global engagements to knowledge-building programmes across sectors.

AIMA led a high-profile CEO delegation to Sweden and Estonia, adding to a series of successful overseas visits to Silicon Valley, the UAE, China, Israel and Japan. The delegation was led by AIMA Past President Mr Shrinivas Dempo in Sweden and Mr Pramod Bhasin in Estonia. The delegation included other senior leaders including Mr TV Mohandas Pai, Mr Sudhir Jalan, Mr Subodh Bhargava, Mr Rajiv Vastupal, Mr Vikram Chandra, Ms Kusum Pai, Ms Vinita Bajoria, Ms Pallavi Dempo and Ms Seema Chandra. Delegates visited global companies such as Combient, Ericsson, Truecaller, GreenIron H2 AB, Atlas Copco, Elcogen AS and others across sectors, and engaged with senior officials on emerging technologies and innovation. A special highlight was the meeting with Mr Marcus Wallenberg, Chairman of SEB Group and a key figure in Sweden's industry landscape. The Sweden leg concluded with a dinner hosted by Mr Konrad Bergström, serial entrepreneur and founder of Marshalls and Xshore, which provided a unique opportunity for informal dialogue and relationship-building. A brief report can be found inside.

AIMA also continued its long-standing partnership with the St. Gallen Symposium by participating in the 54th edition held at the University of St Gallen, Switzerland. Representing India at this premier platform, the AIMA delegation included Mr Amitabh Kant; AIMA President Dr Suneeta Reddy, Mr Rajive Kaul, Mr Sudhir Jalan, Mr Pranjal Sharma and myself. The symposium focused on shifts in global power, digitalisation, and emerging economic models—highlighting value, control and responsibility in a changing world. AIMA's special session on 'Reimagining India's Economy', highlighted India's rise as a global innovation and manufacturing hub, driven by tech, talent and policy shifts. Further details are carried inside.

Back home, AIMA continued to provide platforms for dialogue and leadership development. The AIMA Vice Chancellors Council held an insightful online session on the impact of AI on higher education. Ms Eunsong Kim, Chief of Social and Human Sciences, UNESCO South Asia, delivered the keynote address, and the session offered valuable insights on ethics, academic integrity and future-readiness to Vice Chancellors and senior academicians.

Recognising the importance of holistic leadership, AIMA, in collaboration with NHPC, conducted a three-day residential programme in Dharamshala on 'The Changing Face of Retirement' for NHPC's senior management. The sessions focused on wellbeing, reflection, and peer learning. A visit to His Holiness the Dalai Lama added a meaningful and reflective dimension to the programme.

The Local Management Associations (LMAs) play an integral role in AIMA's mission of building management capability across the country. Regional Coordination Meetings are held to share ideas and best practices. A recent meeting with LMAs from the Northern, Southern and Eastern regions boosted collaboration and regional effectiveness.

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Building on its youth centric initiatives, AIMA's Young Leaders Council (YLC) continued to engage rising professionals through curated dialogues. A recent session focused on intellectual property in a fast-evolving, innovation-led landscape, with speakers Ms Gopi Jatin Trivedi and Ms Rashmi Mandloi offering actionable insights.

In addition, AIMA conducted specialised training sessions on public procurement and contractual dispute resolution—designed to equip professionals with practical skills aligned to current business needs.

Brief reports are carried inside along with the latest developments from the Local Management Associations, and some interesting articles on management.

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

Warm Regards,



**Rekha Sethi**  
Director General

## AIMA OFFICE BEARERS

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Managing Director, Apollo Hospitals Enterprise Ltd

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Triveni Turbine Limited and Director,  
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# CONTENTS



## CEO delegations to Sweden and Estonia

### AIMA SNAPSHOTS

#### 10 54TH ST. GALLEN SYMPOSIUM



#### 14 TRAINING PROGRAMME



#### 15 VICE CHANCELLORS COUNCIL SESSION

#### 17 WORKSHOP



#### 18 YLC SESSION

#### 19 LMA REGIONAL COORDINATION GROUP MEETING

### FEATURES

#### 21 WHEN YOU'RE ASKED TO MEET IMPOSSIBLE GOALS



#### 26 HUMAN FIRST: DESIGNING ARTIFICIAL INTELLIGENCE

#### 30 NEWS FROM LMA'S



#### 56 AIMA EVENTS CALENDAR

# GLOBAL ADVANCED MANAGEMENT PROGRAMME

Expanding Markets by  
Leveraging Emerging  
Technologies

23-29 June, 2025  
Silicon Valley, USA



## Programme Director

**Solomon Darwin**

Executive Director, Garwood Center Corporate Innovation, Haas School of Business, University of California, Berkeley

## Programme Objectives

- Identify opportunities for profitable growth.
- Respond and adapt to the challenges in the changing landscape due to rapid global economic trends.
- Examine the latest concepts, ideas and tools to help them align their business practices with global economic developments and conditions.
- Learn to build sustainable and innovative business models.

## Programme Framework

- Class Room Lectures and Interactions
- Keynotes by Silicon Valley Startups and CEOs
- Visits to and interaction with the top management teams of some of the iconic and innovative companies like Nvidia, Cisco, IBM Research, Wells Fargo Bank, Standard Chartered Bank, PayPal, Fujitsu Open Innovation Gateway, Chevron Corporation, Pacific Gas and Electric Company (PG&E), Calpine Corporation, Dupont Innovation Centre, UC Berkeley Campus amongst others.

## Participation Fee

**Delegate Fee per participant:** INR equivalent of USD 14000 per participant.

**Inaugural Discount:** USD 1000 per participant for registrations received 60 days prior to the dates of the programme.

**Early Bird Discount:** USD 500 per participant for registrations received 30 days prior to the date of the programme.

- GST: 18% or as applicable on the date of fee payment will be charged on the participation fee.
- AIMA GSTIN No. 07AAATA1644A1ZH AIMA PAN No.: AAATA 1644 A
- Online registration available, please visit [www.aima.in](http://www.aima.in)

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## CEO delegations to Sweden and Estonia



### *AIMA CEOs Delegation at Ericsson*

After conducting successful CEO delegations to Silicon Valley, UAE, China, Israel, and Japan, AIMA recently led a high-powered delegation to Sweden and Estonia from 28 April to 2 May 2025. The 5-day visit focused on exploring innovation, sustainability, and digital transformation across the Nordic and Baltic regions.

The delegation led by Mr Shrinivas Dempo, Chairman, Dempo Group in Sweden and Mr Pramod Bhasin, Chairman, ICRIER; Founder, Genpact in Estonia comprised several industry stalwarts including Mr T V Mohandas Pai, Chairman, 3one4 Capital; Mr Rajive Kaul, Chairman, NICCO Engineering Services; Mr Sudhir Jalan, Chairman, Neo Foods; Mr Subodh Bhargava, Former Chairman & CEO, Eicher Group; Mr Rajiv Vastupal Mehta, Chairman & MD, Rajiv

Petrochemicals; Mr Vikramaditya Chandra, Founder, Editorji; Ms Kusum Pai, Founder, KSA Social; Ms



*Shrinivas Dempo, Chairman, Dempo Group presenting a memento to Kari Krishnamurthy, Chief Corporate Strategy Officer, Truecaller*



*At Truecaller*

Vinita Bajoria, Chairperson, Nicco Cables; Ms Pallavi Dempo, Executive Director, Dempo Industries; Ms Seema Sahgal Chandra, Former Creative Director, Editorji and Ms Rekha Sethi, Director General, AIMA.

In Sweden, the delegates engaged with Combient, Ericsson, and Truecaller to explore how AI and digital technologies are reshaping industries and communication. A visit to GreenIron H2 AB highlighted

new possibilities in fossil-free steelmaking, while Epiroc's innovation mine showcased cutting-edge automation and electrification in mining. At STING and Norrskén House, delegates gained valuable insights into Sweden's thriving impact startup and accelerator ecosystem. Atlas Copco further demonstrated advancements in industrial efficiency and sustainability.

A special highlight was the meeting with Mr Marcus Wallenberg, Chairman, SEB Group and a key figure in Sweden's industrial landscape, where conversations centred around AI, quantum technology, and India-Sweden collaboration. The entire programme was put together with efforts of Mr Robin Sukhia, Secretary General and President, Sweden-India Business Council (SIBC).



*Presentation at Ericsson*

The experience was enriched by an electric boat journey to Fjädrholmarna and a dinner hosted



*Delegates at Norrskén House*

by Mr Konrad Bergström, serial entrepreneur and founder of Marshalls and Xshore.

In Estonia, the delegation explored the country's world-renowned digital governance model through sessions at e-Estonia and Nortal. Following a networking lunch hosted by Invest Estonia, the group visited Elcogen AS to learn about innovations in green hydrogen and fuel cell technology. The visit concluded at Fotografiska with a dynamic startup pitch evening hosted by the Estonian Founders Society, featuring presentations by Pactum, KOOS. IO, CybExer, and Bolt, and an interaction with India's Ambassador-designate to Estonia, Mr Ashish Kumar Sinha.

This delegation offered strategic insights and facilitated high-value connections, opening up potential pathways for India's advancement in innovation, sustainability, and digital leadership. AIMA remains committed to facilitating such global engagements to drive meaningful impact and leadership.



*Karin Ruiz, CEO, STING and Shrinivas Dempo, Chairman, Dempo Group*



*At Epiroc*



01 AIMA delegates with Konrad Bergström  
02 At Combient  
03 At Atlas Copco Group  
04 At Stockholm, Sweden



AIMA  
ALL INDIA MANAGEMENT ASSOCIATION

# Vice Chancellors Council

## Join AIMA's Vice Chancellors Council !

The AIMA Vice Chancellors Council is a platform for Vice Chancellors, Provosts, Pro Vice Chancellors, Directors, Senior Academics and Professionals from Industry to pool their thoughts and suggestions about transcending to a new tomorrow and crafting the way forward for higher education institutions.

Join AIMA's Vice Chancellors Council a platform for discussion, debate and collaboration and partner with us in the process of enabling innovative ideas to bring about qualitative transformation and dispersion of knowledge.

*To download brochure*

[click here](#)

*For membership form*

[click here](#)

Contact to register:

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## 54th St. Gallen Symposium



*AIMA delegates at the 54th St Gallen Symposium*

Over 1000 participants from 90 nations came together on 7th and 8th May 2025 at the 54th St. Gallen Symposium, Switzerland to explore the theme 'Shifting Global Power'. This year's dialogue

focused on how shifting global power dynamics, rapid digitalisation and evolving economic models are reshaping traditional notions of value, control and responsibility.



*Suneeta Reddy, President, AIMA & Managing Director, Apollo Hospitals addressing*

AIMA, the India partner of the St. Gallen Symposium, has been closely associated with this prestigious global platform for over two decades. Every year, AIMA brings an influential Indian voice to the conversation through a high-profile delegation of business leaders, policymakers and thinkers.

This year, India was represented by Mr Amitabh Kant, G20 Sherpa, Government of India; Dr Suneeta Reddy, President, AIMA and Managing Director, Apollo Hospitals; Ms Rekha Sethi, Director General, AIMA; Mr Rajive Kaul, Past President, AIMA and



*Suneeta Reddy, President, AIMA & Managing Director, Apollo Hospitals addressing the session on 'Will Healthcare Innovation Bridge the Gap or Widen It?'*

Chairman, NICCO Engineering Services; Mr Sudhir Jalan, Past President, AIMA and Chairman, Neo Foods and Mr Pranjal Sharma, Economic Analyst and Author and Mr Nadir Godrej, Chairman and Managing Director, Godrej Industries Ltd.

A key highlight was a special AIMA session titled 'Reimagining India's Economy: Tech, Manufacturing & Integration', curated in collaboration with the Symposium. The session featured Mr Amitabh

Kant; Dr Suneeta Reddy and Mr Mridul Sarda, moderated by Mr Pranjal Sharma. Together, they discussed India's bold economic transformation and its journey towards becoming a global innovation and manufacturing hub, powered by digital infrastructure, demographic strength, and strategic policy shifts.

Dr Suneeta Reddy also contributed to a high-impact panel on 'Will Healthcare Innovation Bridge

*Amitabh Kant - G20  
Sherpa, Government  
of India addressing  
the session on  
'More Power, More  
Problems? The  
Unfolding Journey  
of Emerging  
Nations'*





*Rekha Sethi, Suneeta Reddy, Pranjal Sharma, Sudhir Jalan and Rajive Kaul with the St Gallen representatives and participants*

In one of the Symposium's prominent plenary sessions titled 'More Power, More Problems? The Unfolding Journey of Emerging Nations', Mr Amitabh Kant brought India's perspective to the fore, discussing how the country is balancing rapid economic growth, global engagement and domestic inclusion in an increasingly complex geopolitical environment.

Ms Rekha Sethi; Mr Rajive Kaul; Mr Sudhir Jalan and Mr Nadir Godrej participated in a series of high-level dialogues and networking engagements, further strengthening India's visibility and influence in global leadership circles.

AIMA is proud to continue its long-standing association with the St. Gallen Symposium and remains committed to amplifying India's role in shaping the future of global leadership, innovation, and inclusive growth.

the Gap or Widen It?', where she shared how India is navigating the dual challenge of fostering innovation in Healthtech while ensuring equitable access to care for all segments of society.



*(L-R) Mredul Sarda - DeepTech Investor; Rekha Sethi, Director General, AIMA; Suneeta Reddy, President, AIMA & Managing Director, Apollo Hospitals; Amitabh Kant - G20 Sherpa, Government of India and Pranjal Sharma - Economic Analyst, Advisor and Author*



## Training Programme



*NHPC training programme participants with the speakers*



*Dr Rohit Singh, Director, CME, AIMA paying his respects to His Holiness the Dalai Lama*

AIMA, in collaboration with NHPC, successfully conducted a three-day residential training programme titled 'The Changing Face of Retirement' for NHPC Directors and Executive Directors from 18th – 20th April 2025 at Dharamshala. Designed to support senior leaders in preparing for post-retirement life, the programme was held with participation from both the Corporate Office and various project sites, making it a pan-NHPC initiative.

Mr R.P. Goyal, Director (Finance), NHPC, and Dr Rohit Singh, Director, CME, AIMA inaugurated the programme that focused on retirement from a holistic perspective, addressing not only financial aspects but also psychological, physical and emotional readiness. The training sessions covered topics including smooth transition into retirement, financial planning and investment

strategies, health, wellness and mindfulness, and maintaining purpose and engagement post-career.

Distinguished faculty who conducted the sessions included Dr Surabhi Goyal; Dr Chauhan; Dr Saiket Sen and Dr Kumar Bijoy, who conducted impactful sessions on lifestyle management, wellness and financial independence.

A key highlight was a spiritual visit to His Holiness the Dalai Lama, where NHPC and AIMA representatives presented traditional tokens of respect, adding a profound and reflective dimension to the experience.

The programme was highly appreciated by participants for its holistic and immersive approach, promoting well-being, introspection and peer learning.

## Vice Chancellors Council Session

AIMA Vice Chancellors Council (VCC) organised an insightful online knowledge session focused on the transformative impact of Artificial Intelligence (AI) on Higher Education on 25th April 2025.

Led by top experts, the session was aimed at equipping VCC members with the knowledge and strategies needed to navigate the rapidly evolving landscape, explore the transformative potential of AI, and understand its ethical implications and academic integrity.

The keynote speaker, Ms Eunsong Kim, Chief of Social and Human Sciences & lead for UNESCO Regional Office for South Asia, highlighted UNESCO's work on AI ethics, including guidance for policymakers on AI in education and AI competency frameworks for students and teachers to navigate both the potential and risks of AI.

Dr M Sasikumar, Executive Director, C-DAC (Centre for Development of Advanced Computing), the premier R&D organisation of the Ministry of Electronics and Information Technology, highlighted AI's evolution in Indian education and C-DAC's early contributions.

He cautioned against the rising AI arms race in education, stressing concerns over superficial learning. Emphasising ethics, he concluded that AI should support not and replace human learning, preserving teachers' and students' autonomy, well-being, and the social dimension of education.

The moderator of the session, Prof Saji Gopinath, Chairperson, AIMA's Vice Chancellors Council, former Vice Chancellor of Kerala University of Digital Sciences, Innovation and Technology (Digital University Kerala) and is currently Professor of Quantitative Methods and Operations Management at IIM Kozhikode, outlined three levels of AI in education; enhancing efficiency in administration, improving effectiveness in teaching and research, and driving transformative change. He also emphasised the need for ethical AI frameworks to ensure responsible use in higher education.

Attended by over 70 participants including Vice Chancellors, institutional heads and senior academicians, the knowledge session was highly appreciated for its expert insights.

# ADVANCED CERTIFICATE PROGRAMME IN **BUSINESS CONSULTING**



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

## **Eligibility**

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

## **Duration**

The duration of the programme is 6 months

## **Programme Fees**

The programme fees for the course is ₹ 55,000 (including GST 18%) which include cost of Course Learning Material & Examination fees

**For further details, please contact:**  
**Kiran Rawat**

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## Workshop



*Professional Diploma in Public Procurement (PDPP) workshop participants*

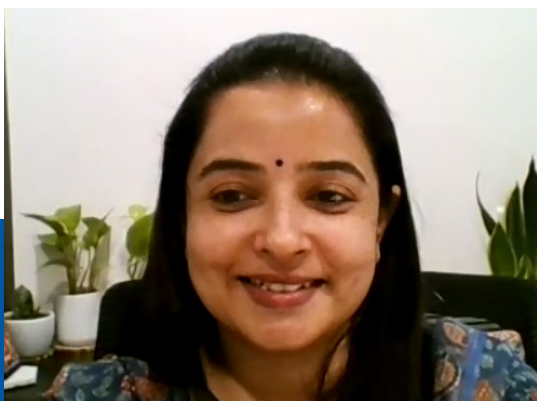
AIMA, in collaboration with the World Bank, successfully conducted a workshop for the January 2025 Batch of the Professional Diploma in Public Procurement (PDPP) from 23rd to 25th April at its office in Lajpat Nagar, New Delhi.

The workshop provided in-depth insights into key topics, including procurement planning, tendering procedures, contract management and legal framework with a strong focus on transparency, efficiency and value for money in public procurement. Led by an exceptional panel of trainers and industry experts, the sessions equipped participants with practical knowledge and valuable strategies for effective public procurement.

The event witnessed enthusiastic participation from representatives of various Public Sector Undertakings (PSUs) and government departments, including Govt of Assam; BCCL; HPCL; L & T; IIM Bangalore; NCRTC; Punjab National Bank; L.P.S Institute of cardiology; Bihar Vikas Mission to name a few.

The workshop facilitated professional growth and enhanced understanding of best practices in contractual dispute resolution, offering a valuable platform for collaboration and knowledge-sharing.

## YLC Session



*Gopi Jatin Trivedi*  
*Senior Partner, Y. J. Trivedi & Co.*



*Rashmi Mandloi*  
*Co-Founder, Leadup Universe*

AIMA YLC organised a virtual session on 'Turning Ideas into Assets: How to Value and Protect Your IP' on 24th April, featuring Ms Gopi Jatin Trivedi, Senior Partner, Y. J. Trivedi & Co.

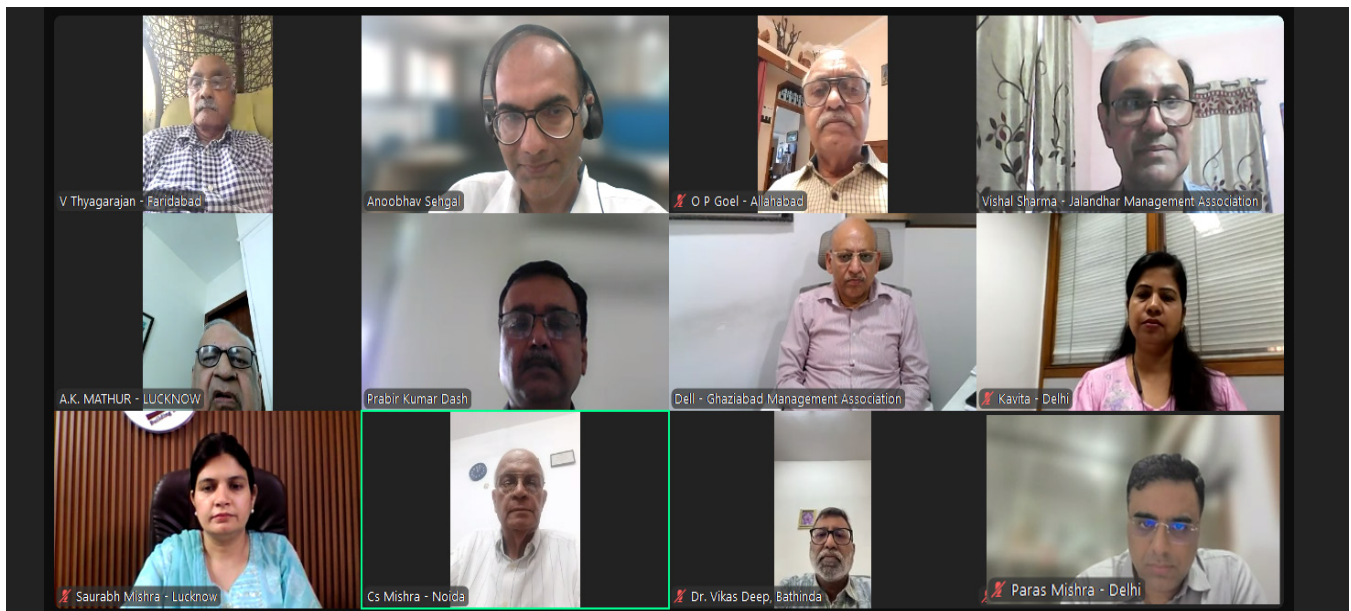
Moderated by Ms Rashmi Mandloi, Co-Founder, Leadup Universe, the session offered practical insights into the importance of identifying and protecting intellectual property (IP) in today's fast-moving, innovation-led world.

The session explored how elements like a unique logo, product design, or proprietary technology can

become valuable business assets when effectively protected. Key highlights included real-life examples of companies enhancing investor confidence through patents, an overview of different types of IP, and actionable steps to recognise and protect intellectual assets early in the business journey.

Attendees gained a deep understanding of IP valuation, risk mitigation and strategies to maintain competitiveness in a knowledge-driven economy.

# LMA Regional Coordination Group Meeting



*An LMA regional meeting in progress*

Regional meetings of Local Management Associations (LMAs) were organised to strengthen collaboration and coordination across the North, South, East, and West regions. These virtual sessions aim to share best practices, support the growth of smaller and medium-sized LMAs, and enhance regional cooperation. The Northern Region meeting was held on 14th May 2025, and was chaired by Mr A K Mathur, Chairman, Northern Region LMA Coordination Group. The session saw active participation from LMAs in the region, with

representatives sharing recent initiatives, upcoming plans, and exploring ways to strengthen regional efforts.

During the meeting, AIMA and LMA representatives also paid tribute to Mr Ahsanul Haq, President, Jalandhar Management Association, who passed away in April 2025. Mr Haq was fondly remembered for his significant contributions to the industry and society.

# Capacity Building Procurement Programme

- ✓ Initiated and technically supported by The World Bank
- ✓ Sessions by Industry Expert
- ✓ Hybrid mode weekend batches



## **PROFESSIONAL DIPLOMA IN PUBLIC PROCUREMENT (PDPP) | 6 MONTHS PROGRAMME** (INITIATED BY THE WORLD BANK)

- Equip participants with the knowledge and skills needed for effective procurement
- Address both global and Indian perspectives
- Promote good governance in procurement through modern methods and best practices



## **CERTIFICATE PROGRAMME IN CONTRACTUAL DISPUTE RESOLUTION (CPCDR) | 6 MONTHS PROGRAMME**

- Gain insight into contract designing and interpretation
- Foster managerial approval process to effectively handle contractual disputes
- Acquire proactive tools to mitigate potential disputes



## **CERTIFICATE COURSE IN PUBLIC PRIVATE PARTNERSHIP (PPP) | 3 MONTHS PROGRAMME**

- Develop expertise in the concepts of Public Private Partnership (PPP), including design, bidding and contract management
- Gain a deep understanding of sector strategies by integrating top PPP practices from global and Indian contexts

## When You're Asked to Meet Impossible Goals

by *Luis Velasquez and Jordan Stark*

May 7, 2025



Michael Blann/Getty Images

**Summary.** *Change is no longer an occasional disruption but a constant. Employees are now experiencing five times more planned change initiatives than they did just a decade ago. Add unrealistic goals, and the result is predictable: disengagement, burnout, and a sharp decline in execution—in short, widespread change fatigue. Leaders who take on impossible goals don't do it because they lack judgment—they do it because pushing back feels risky to them. The real leadership skill is not figuring out how to do it all; it's knowing when and how to push back. That's where strategic refusal comes in. Strategic refusal is a structured method to force prioritization and push back on unrealistic demands that jeopardize team productivity, morale, or well-being. The idea isn't to avoid responsibility, but rather to protect the team, maintain long-term performance, and ensure sustainable outcomes—all while safeguarding your reputation.*

John, the CRO of a private equity-backed tech company, faced mounting pressure to meet sky-high sales targets tied to an acquisition. He knew the goals he was given were unachievable. Saying yes risked burnout and failure; saying no risked his credibility.

It wasn't just the sales targets. His company was undergoing multiple changes at once: shifting to a SaaS model, rolling out a new CRM, restructuring teams, and enforcing a return-to-office mandate.

John's dilemma is now common. Change is no longer an occasional disruption but a constant. Employees are now experiencing five times more planned change initiatives than they did just a decade ago.

Add unrealistic goals, and the result is predictable: disengagement, burnout, and a sharp decline in execution—in short, widespread change fatigue.

As executive coaches, we've consistently seen that leaders who take on impossible goals don't do it because they lack judgment—they do it because pushing back feels risky to them. Pressure from the top, a culture of "yes," and intense market competition make committing the only safe choice. Many leaders also fall into the well-known traps of optimism bias, perfectionism, or a need to prove their worth, all of which skew their decision-making ability.

The real leadership skill is not figuring out how to do it all; it's knowing when and how to push back. That's

where strategic refusal comes in. Strategic refusal is a structured method to force prioritization and push back on unrealistic demands that jeopardize team productivity, morale, or well-being. The idea isn't to avoid responsibility, but rather to protect the team, maintain long-term performance, and ensure sustainable outcomes—all while safeguarding your reputation.

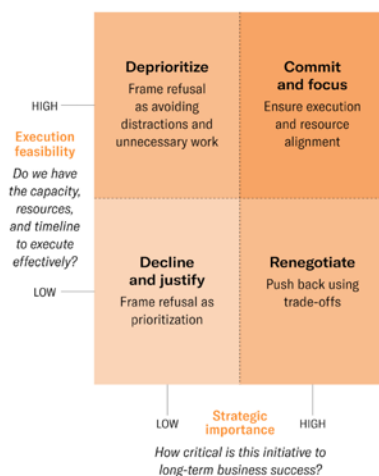
Strategic refusal has two main components: a matrix to help you determine when to act and a framework to guide you on how to act.

### The Strategic Refusal Matrix

Prioritizing work under competing demands can be difficult, especially when pushing back feels risky. The strategic refusal matrix provides a structured way to assess whether to commit to, renegotiate, deprioritize, or decline a request based on both strategic importance (i.e., how critical is this initiative to long-term business success?) and execution feasibility (i.e., do we have the capacity, resources, and timeline to execute effectively?).

#### The Strategic Refusal Matrix

This matrix categorizes requests based on two factors: feasibility and strategic importance. This helps leaders determine whether to commit, renegotiate, deprioritize, or decline a request based on real execution constraints.



Source: Luis Velasquez and Jordan Stark

**Low Strategic Importance + Low Feasibility**  
**Decline & Justify:** "This initiative is unlikely to drive

meaningful results, and we don't have the capacity to execute it effectively. Let's focus our resources on higher-priority efforts."

**High Strategic Importance + Low Feasibility**  
**Renegotiate:** "This initiative is critical, but we don't currently have the resources to execute it well. Can we adjust the timeline or allocate additional support?"

**Low Strategic Importance + High Feasibility**  
**Deprioritize:** "While we could execute this, it would divert focus from higher-value work. Let's pause this initiative and revisit it later."

**High Strategic Importance + High Feasibility**  
**Commit & Focus:** "This is both critical and feasible. Let's allocate the right resources and move forward."

### The Strategic Refusal Framework

Once the strategic refusal matrix has helped you determine that a request should be declined, renegotiated, or deprioritized, the next step is execution. This is where we've seen leaders get stuck because they don't want to be perceived as difficult, uncommitted, or defiant. The four steps below provide a tactical approach and long-term plan for pushing back in a way that's constructive and strategic, protecting your team from change fatigue and yourself from reputational damage.

#### 1. Reframe saying no.

Because a message's framing significantly influences how it's received, reframing how you present your refusal will shape whether it's seen as an obstacle or a demonstration of strong judgment. Framing refusal as a leadership decision focused on impact shifts the conversation toward having to make a choice.

**Reframe refusal as prioritization.** Simply saying "This initiative will overwhelm our team and lead to missed deadlines" can be interpreted as negativity. Connect your decision to the company's strategic priorities. For example:

"We can take this on, but only if we pause X."

"I want us to succeed—let's focus on X and Y and do

them well.”

### **Reframe the conversation from tasks to impact.**

Rather than discussing what can’t be done, frame the conversation around what’s most valuable to achieve. For example:

“If we take on this new initiative, we won’t be able to execute some of our critical projects on time. To ensure we deliver on the new initiative, we would need to deprioritize X or Y. What’s more important from your perspective?”

**Key Insight:** Loss aversion means people prefer avoiding losses over gaining rewards. Therefore, reframing a refusal as avoiding negative business consequences (like missed objectives, resource dilution, and execution failure) is often more persuasive than focusing on personal capacity limits.

### **2. Show the cost of saying yes.**

Senior leaders often make decisions without fully grasping operational constraints, resources, and risks, and can fall into planning bias, causing them to assume best-case scenarios and underestimate challenges. Prioritization is easier when the cost of saying yes is visible to them.

### **Expose leadership to operational realities.**

Bringing senior leaders into execution discussions forces them to confront the reality of feasibility. You could suggest:

“Let’s have leadership sit down with the teams who would execute this to get a clear sense of timeline, risks, and capacity.”

“Before we approve this, let’s hear from the teams executing it to confirm feasibility.”

**Expose the trade-offs.** Help executives weigh consequences by framing decisions around priorities. Guide them to make informed choices by laying out the consequences and what will be delayed, deprioritized, or compromised. This reframes your refusal as responsible leadership. You can say:

“We can hit that number, but we’ll need to cut back

on product development—are we okay with that?”

“Are we willing to accept these execution risks to achieve this new goal?”

**Present feasible alternatives.** Offering what’s possible instead of rejecting what’s not keeps you in solution mode, reinforcing your credibility while making you appear less resistant. For example, you might say:

“Given our core priorities, I know my team won’t be able to launch the new business line in six months. But we could complete the necessary research and draft a product design to set us up for launch in the new year.”

“Instead of a 40% increase now, what if we commit to 25% but make it sustainable?”

**Key Insight:** Planning bias is a product of System 1 thinking, which is fast, confident, and overly optimistic. Slowing decisions down surfaces trade-offs and sharpens strategic focus.

### **3. Build a culture of strategic refusal.**

Prioritization should be a built-in process, not an individual struggle.

The most effective organizations don’t leave tough decisions to individuals alone; they build a decision-making process that embeds discernment—normalizing questioning goals and evaluating change initiatives before committing—into their culture. By systematizing the process, you ensure that decisions are made deliberately and strategically and are backed by solid data and rationale.

**Implement red team reviews.** Before approving any major initiative, convene a cross-functional team to stress-test its feasibility and evaluate its potential impact. One CEO we worked with adopted this approach and ultimately narrowed their annual priorities from eight to three, driving significantly better execution. This prevented leaders from overcommitting and helped the company focus on high-impact initiatives.

**Conduct pre-mortems.** Before committing to an

initiative, conduct a session to predict potential failure points. Ask: “If this initiative fails in six months, why did it fail?” This forces teams to surface risks and capacity constraints up front, which helps them create more realistic plans.

**Establish kill criteria.** For every major initiative, establish predefined signals that would trigger a pause or stop. This allows you to manage expectations up front and reduce sunk-cost bias if conditions change.

**Key Insight:** Decision fatigue leads to poor prioritization. Systematizing refusal reduces mental overload and ensures consistent execution quality.

#### 4. Model strategic refusal.

The strongest leaders aren’t the ones who take on the most; they’re the ones who prioritize the best. The most effective CEOs and executives we’ve worked with actively want their teams to speak up when goals are unrealistic instead of ultimately underdelivering. As one CEO put it, “I’m always going to have more ideas, but I need my leaders to tell me what’s possible, what’s not, and why.” Blind agreement followed by missed delivery is the worst outcome.

**Frame pushback in business terms.** Frame your refusal around impact, risk, or trade-offs. Do not position your refusal as a personal bandwidth

issue. Executives tend to respond best when the conversation is focused on outcomes, customer experience, or business risks. For example, you could say:

“If we focus on solving these three core problems, we’ll make the biggest impact for customers and the bottom line. If we spread ourselves too thin, we risk underdelivering across the board.”

**Support your case with data, not emotions.** A leader in a healthcare organization we worked with created a formal resource-planning process to quantify what each new initiative would require. This transparency transformed prioritization discussions, shifting them from subjective debates to fact-based decisions. The result? Normalizing prioritization in public and therefore setting the tone for their organization.

**Key Insight:** Leaders with a strong decision-making process gain credibility, whereas those who agree blindly erode trust when they underdeliver.

Saying yes to everything doesn’t strengthen your leadership—it overloads it. Being able to say no when needed is what separates strong leaders from struggling ones. Leaders who push back strategically aren’t seen as difficult but as credible decision-makers, trusted advisors, and the ones who drive sustainable results. They don’t just work hard; they prioritize relentlessly.

#### About Author:

**Luis Velasquez** MBA, PhD, is an executive coach who works with senior leaders and their teams to become more cohesive, effective, and resilient. He is the author of *Ordinary Resilience: Rethinking How Effective Leaders Adapt and Thrive* and the founder and managing partner of Velas Coaching LLC. He is also a leadership facilitator at the Stanford University Graduate School of Business, and a former university professor and research scientist. Connect with him on LinkedIn.

#### About Author:

**Jordan Stark** a Partner at Next Step Partners, is a CEO and C-Suite coach with over 30 years of experience helping leaders successfully navigate leadership at the top. She acts as a confidential sounding-board, a truth-teller, and a seasoned leadership expert, enabling senior leaders to scale effectively, build strong teams, and lead strategically. She also leads board evaluations, helping boards provide effective strategic oversight. Learn more about Jordan, connect with her on LinkedIn, or email her at [jordan@nextsteppartners.com](mailto:jordan@nextsteppartners.com).

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# Human First: Designing Artificial Intelligence That Elevates Us

*by Michael McDowell*

*April 18, 2025*



*"AI will alter the fundamental nature of the human experience," says Jennifer Aaker. | iStock/Maksim Tkachenko*

Worried about artificial intelligence eliminating your job? So 2024.

"The age of AI agentics is here," announced Nvidia CEO Jensen Huang in January. A few weeks later, Meta CEO Mark Zuckerberg predicted that "2025 will be the year when it becomes possible to build an AI engineering agent that has coding and problem-solving abilities of around a good mid-level engineer." In February, Klarna CEO Sebastian Siemiatkowski declared that he believes "AI can already do all of the jobs that we, as humans, do."

As AI rewrites how we work — and increasingly, how we live — the question is no longer whether the technology will eliminate my job, your job, or all of our jobs.

In fact, that framing may miss the point entirely.

"The biggest mistake we can make is thinking that this is just a story about technology," says Jennifer Aaker, PhD '95, a behavioral scientist and professor of marketing at Stanford Graduate School of Business. "It's a story about humanity, and how AI will alter the fundamental nature of the human experience."

Aaker often says that people want to be valued members of a winning team on an inspired mission. And even as AI is being heralded as the engine of a multitrillion-dollar revolution, how most of us fit into this new paradigm isn't clear.

As many as three-quarters of Americans believe AI will reduce the total number of jobs in the U.S. over the next decade, and more than half of U.S. workers

say they're worried about how AI will be used in the workplace, a concern that cuts across age, education, and income levels. Just 32% of Americans say they trust AI, and a majority are concerned about the use of the technology in their day-to-day lives.

How AI will be implemented remains an open question, and a growing body of literature suggests that high-stakes decisions made with AI assistance in domains like healthcare, social services, and criminal justice are often no better than those made without it.

And yet, AI is already on the team — or will be very soon — and Aaker suggests we think of it not only as a tool, but as a coach, a guide, a partner, and a problem-solver. "AI optimizes. It makes us faster and more efficient, but not necessarily better," she says.

Quote

**"We have choices. We can build technology that harnesses our humanity or settle for tools that diminish us."**

Better, Aaker explains, means a doctor using AI insights to have more empathetic conversations with patients — rather than reducing interactions to mechanical transactions. Better is when AI frees writers or artists to spend more time imagining new worlds — instead of burdening them with routine tasks. Better ensures that AI-driven decisions reflect fairness and equity — not merely efficiency — by actively identifying and reducing biases humans might miss.

"Our work focuses on something deeper," Aaker continues. "How do we use AI to make humans more authentically themselves? How do we make sure this tool — this incredibly powerful, seductive, and increasingly autonomous tool — doesn't push us further away from what actually makes life meaningful?"

To deploy this extraordinary technology, we must look beyond its brute force capability.

To design AI that elevates rather than erodes our lives, our work, and our world, Aaker argues that we must double down on three distinctly human

capacities. "Together, they help define what it means to be fully human in the age of the algorithm," she says.

- . Authenticity: Courageously speaking and acting with genuine integrity, truth, creativity, and compassion — even when imperfect
- . Boldness: The uniquely human combination of imagination, creativity, and courage to envision — and build — a better future
- . Love: Our capacity not just to feel emotions, but to genuinely connect, care for, and support each other's experiences

"We have choices," Aaker says. "We can build technology that harnesses our humanity or settle for tools that diminish us."

Some companies already embrace such a human-first approach. Anthropic emphasizes transparency and ethics in its AI safety framework, "Constitutional AI," which trains models to be helpful, harmless, and aligned with human values. At Wildflower Schools, AI-powered sensors are designed to expand awareness and equity — helping teachers identify who's being overlooked, not who's underperforming. And Nvidia's AI powers medical research, using generative models to help doctors detect diseases earlier and with greater accuracy, augmenting rather than replacing clinical judgment and compassionate, patient-centered care.

Aaker is currently co-developing a course on generative science, an emerging field that uses the computational power of AI to uncover novel solutions or insights that accelerate and enhance human-led research. Since AI can analyze massive datasets and identify patterns, correlations, or potential solutions that humans might not consider, it can propose hypotheses that are novel, unbiased, or derived from complexities people might overlook.

"It's basically supercharging humans in the hypothesis step of the scientific method," Aaker says. "We'll use scientific models in ways that could really tackle previously unsolvable problems in domains like biology and renewable energy." The working

title of the new course: AI for Humanity: Solving the Unsolvable.

How we use the most powerful tool humanity has created isn't tomorrow's question; it's today's.

So far, the story of AI has been one of exponential technological growth — a relentless push toward speed, scale, and optimization. But as the technology matures, a deeper question has emerged: Will we let AI narrow what it means to be human, or will we use AI to expand it — making real progress on the

challenges of our time in the process?

"AI computes; we create," Aaker says. "Our shared potential is extraordinary. The challenge? Unifying the efficiency and speed of AI with our authentic human truths."

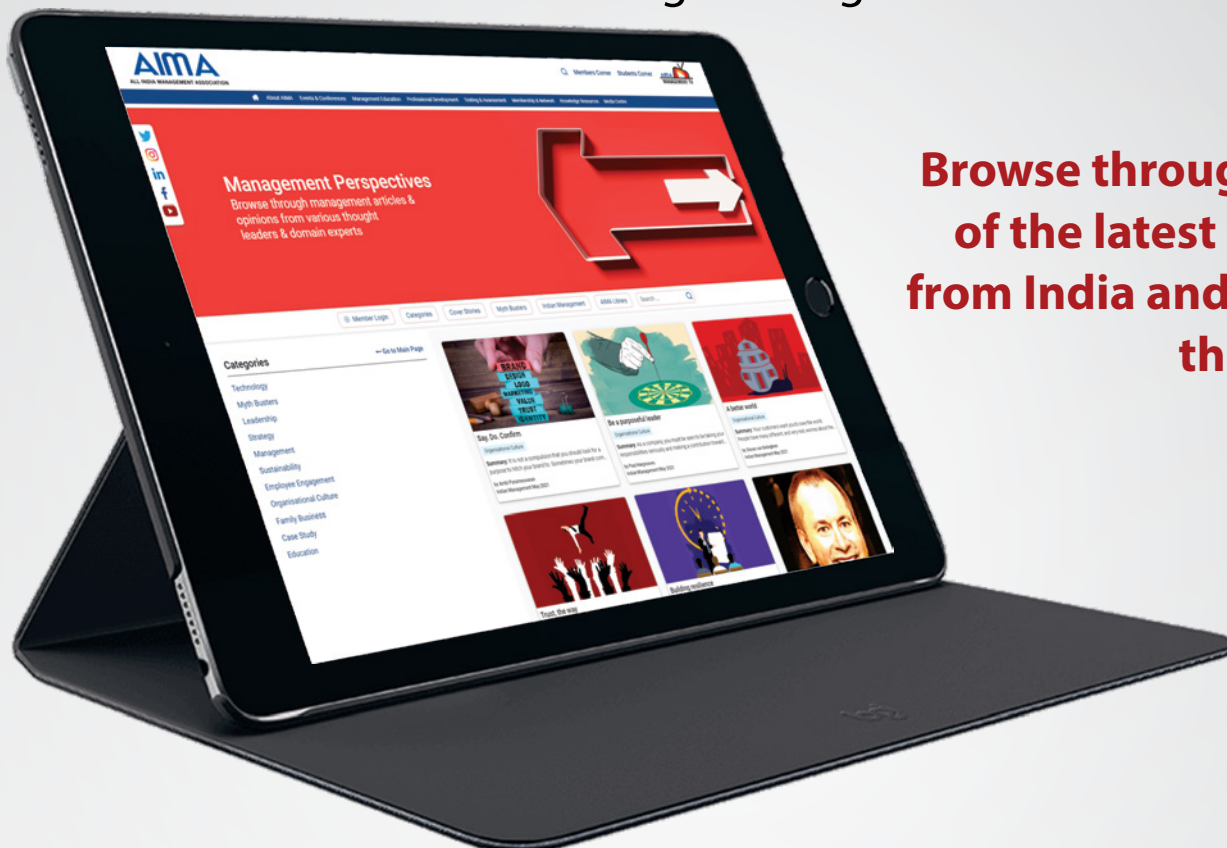
AI will change the world. How we work with it to capture the best of who we are is up to us.

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## Ahmedabad Management Association

### Talk

On 3rd April, a First Aid Training session titled 'Beyond the Mandate' was conducted in collaboration with Lifeline Foundation. Led by Dr. Subroto Das, CEO of the foundation, the session focused on equipping participants with practical emergency response skills. A panel discussion was held on 4th April on 'Food Industry: Sustainability, Trends, and Innovations', featuring industry experts Mr. Vijay Ahuja (Maruti Brand, Popular Bread Factory), Mr. Pavan R. Parikh (PRS Projects), Mr. Pathik Patel (Fit and Flex, Niva Nutrifooods), and Ms. Nija Gandhi (Vadilal Industries Ltd.). The session was moderated by Ms. Rutuja Patel (Sonya Foods Pvt. Ltd.).



(L-R) Dr. Subroto Das addressing and the panellists

On 12th April, a special event was organised to mark World Parkinson's Day, featuring a panel discussion and interactive Q/A session focused on Parkinson's disease. The panel included esteemed experts: Dr. Heli Shah, Consultant Neurologist, Chaitanyam Advanced Neurology Centre and Sterling Hospital; Dr. Ravi Soni, Geriatric Psychiatrist, GIPS Hospital, and others who shared their insights on diagnosis, care, and advancements in treatment. The following day, on 13th April, a mentoring session titled 'HR Kitli' was conducted for HR professionals. Led by coach Mr. Gautam Gouthi, the session offered valuable guidance on leadership development, team dynamics, and execution strategies, aimed at nurturing effective leadership mindsets and driving organisational success.



Panelists with the moderator

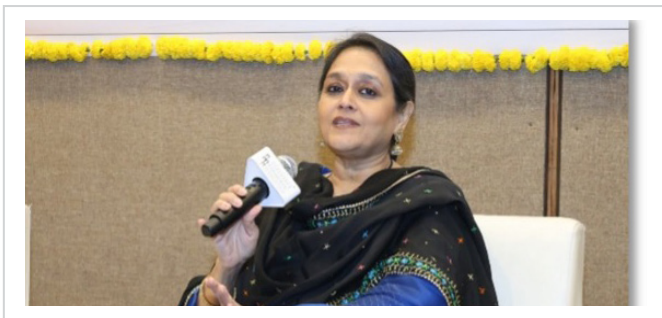


Panelists with the moderator

The screening of a Gujarati film 'Chitrapat Mandal' and the discussion of the film 'Kalapi', was held on 16th April. The event was attended by Mr. Makarand Shukla, Actor, Diplomat and Academic Leader, as guest followed by a discussion on the film's portrayal of Kalapi's legacy. On 17th April, AMA hosted a masterclass series on 'Know More About GIFT City,' with Session 1 focusing on 'Global Treasury Operations.' The session was addressed by Mr. Maulik Tejani CEO, GIFT IBU,

Kotak Mahindra Bank, GIFT City; Mr. Jugal Kajaria, Director, EY India's Tax and Regulatory practices; Ms. Ketaki Gor Mehta, Partner, Cyril Amarchand Mangaldas, Corporate, Mergers and Acquisitions, GIFT IFSC, Financial Institution and Mr. Sandip Shah, Head-IFSC Dept., GIFT City.

On 20th April, 'a session titled 'Reel Auntypreneur Meets Real Auntypreneur', featuring Ms. Supriya Pathak Kapur, Actor and Ms. Pabiben Rabari, Founder, Pabiben.com and entrepreneur from Kutch known for Hari Jari embroidery and the Pabi Bag, was conducted. The session explored the journeys of women entrepreneurs from entertainment and craft, highlighting their resilience, creativity and impact on empowering women.



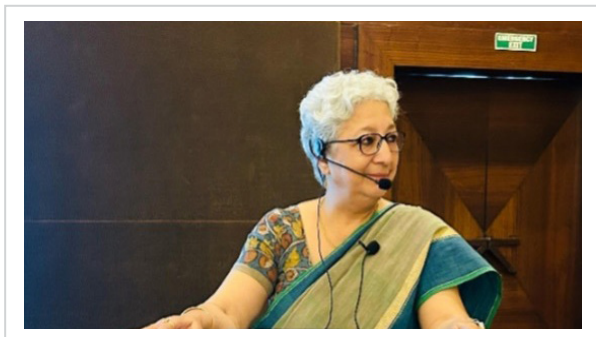
(L-R) Ms. Supriya Pathak Kapur and Ms. Pabiben Rabari

On 23rd April, World Book and Copyright Day was marked with a session titled 'Win the Battle of Your Mind in the Age of Social Media: Scroll Less, Read More', led by Ms. Reeta Ramamurthy Gupta, Asia's first Reading Coach and a noted biographer and content specialist. A masterclass titled 'Life and Management Lessons from Movies – Masterclass 1: Mission Mangal' was conducted on 24th April by Dr. Himanshu Buch, also known as Shoshin – The Zen Corporate Monk and Laughter Therapist.

On 25th April, PR Day Celebration featured a session on 'Responsible Use of AI – Role of PR', led by Mr. Vikram Kharvi, CEO of Bloomingdale Public Relations. On 26th April, World Intellectual Property Day was marked with a roundtable discussion titled 'IP and Music: Empowering Creators with Knowledge of Their Rights'. The event brought together members of the music industry, including Mr Parth Thakkar; Mr Saumil Munshi; Mr Akshat Parikh and Mr Kedar Upadhyay among others, to discuss the importance of intellectual property rights in music creation.

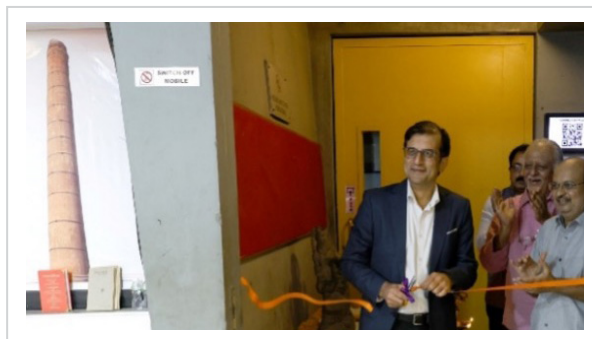


Members of the Music Community



*Ms. Rita Teotia addressing*

On 30th April, AMA, in collaboration with TransStadia University, hosted an open forum titled 'How Undergraduate Programme Can Shape Your Future Career.' The event featured Ms. Rita Teotia, former Commerce Secretary, Government of India, who shared practical advice on leveraging undergraduate education for long-term success.



*Mr Mohal Sarabhai inaugurates the exhibition*

The 65th Foundation Day of Gujarat was celebrated with an exhibition titled 'The Most Exciting Time Machine: Travel to Amdavad in the 1960s' from 30th April to 4th May. Curated by Dr. Dhimant Purohit, Editor in Chief, NewzViewz, the event offered a journey into the city's era of textile mills and memories from the past century.

AMA hosted a dynamic Open Forum on 30th April on 'Export and Investment Potential and Ease of Doing Business with Africa,' spotlighting Africa as the next big frontier for Indian business. Chaired by CA Pradip Modi and featuring CA Rajesh Chaplot, Director and CEO of multiple corporates in Africa, and recipient of the Pravasi Bharatiya Samman, the highest civilian award for overseas Indians.

### **AMAZing Summer 2025 Programmes**

During the summer vacation, AMA launched its summer workshops in April as part of a special initiative aimed at shaping young minds through hands-on learning and innovative activities. These workshops focus on various aspects such as character building, developing entrepreneurial insights, nurturing creativity and enhancing life skills.



*Participants at the summer workshop*

## Allahabad Management Association

### Emergent Executive Committee Meeting

Allahabad Management Association conducted its Emergent Executive Committee meeting on 6th April to nominate, select, and elect the office bearers for the 2025–2026 session, in accordance with the association's constitution. The democratic selection process was overseen by Prof. K. K. Bhutani, Past President of AMA and Director of UPTECH, along with Mr. G. K. Khare, Executive Member of AMA and former Chairman of the Railway Board, Baroda House, New Delhi. The observers officially announced and confirmed the elected office bearers for the new session: Mr. O.P. Goel as President, Mr. Ratnesh Dixit as Honorary Secretary and Mr. Pramod Bansal as Treasurer.



*EC Members for selecting new office bearers*



*President, Mr O P Goel addressing the event*

### Presentation of Excellence Award

On the occasion of AIMA Foundation Day, AMA, a prestigious LMA of AIMA, celebrated the event and announced the AMA Excellence Award. This year, the award was conferred upon Dr. Brijesh Kant Dwivedi, Director of BIOVED Research Institute of Agricultural Technology and Sciences, in recognition of his contributions. The award ceremony took place at BIOVED, attended by AMA members and BIOVED dignitaries, who commended the institute's efforts in social upliftment.

## Bangalore Management Association

Bangalore Management Association in collaboration with the Faculty of Management and Commerce, M S Ramaiah University of Applied Sciences organised a session on 22nd April with Mr. Adesh Jain, a renowned thought leader in project management and Chairman, International Institute of Projects and Programme Management. The session focused on the theme 'Nurturing Project Mindset: The DNA in Managing Change.' The session led by Mr. Adesh Jain provided participants with a comprehensive understanding of the importance of nurturing a project mindset in an ever-changing, project-driven world. Participants also gained insights into the importance of vision realisation, managing uncertainty through time-conscious decision-making, and the power of building trust-based teams.



*Mr. Adesh Jain with other dignitaries at the event*

### Board Meeting

The 8th Managing Committee meeting of BMA was held on 22nd April at the Bangalore Golf Club. Key discussions included a review of the previous meeting, updates on membership data, training programmes, and evening

lectures. The committee also addressed ongoing legal matters, preparations for the Platinum Jubilee celebrations, and plans for the upcoming Awards Nite. The meeting concluded with discussions on additional matters raised with the Chair's permission.

## Bharuch District Management Association

### CDP

Bharuch District Management Association, in collaboration with the Ahmedabad Management Association (AMA), organised a one-day Continuing Development Programme focused on RBI guidelines for exporters, the Rupee Settlement Mechanism, and other critical aspects relevant to both Domestic Tariff Area (DTA) and Special Economic Zone (SEZ) units. The session was conducted by Mr. Gaurang Vasavda, a seasoned trainer, consultant, and former banker. The programme was attended by around 17 participants, who benefited from the informative and interactive discussions.



*Mr. Gaurang Vasavda conducting the training*



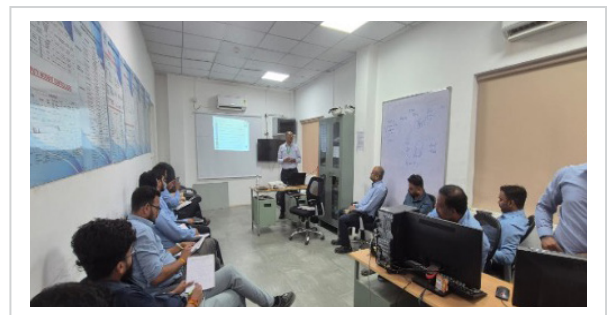
*Mr. Jigar Gajjar receiving a memento*

### 255th Book Lovers Meet

BDMA held its 255th Book Lovers' Meet on 26th April, featuring Mr. Jigar Gajjar, Senior Mechanical Engineer at GNFC and passionate reader, as the speaker. He led an engaging session on the strength, struggles, and symbolism of Draupadi, sparking thoughtful discussion among the 20 participants. The event offered a rich blend of literature, history, and contemporary relevance.

### In house TDP

BDMA conducted an in-house Training and Development Programme on 28th April at GFL, Vadodara, led by Mr. Mukesh Trivedi of Trivedi and Associates Tech Service Pvt. Ltd. The session focused on improving workforce competence and safety in material handling operations. Around 15 participants received practical training on safe work procedures, equipment selection, pre-lift inspections, slinging techniques, and standard hand signals, reinforcing safety compliance on the shop floor.



*Training session in progress at GFL Vadodara*

## MDP

BDMA organised an engaging training session on 29th April titled 'Art of First Impressions and Success Communication,' led by Ms. Swapna Sai, an internationally certified Image Consultant and Soft Skills Coach. The session focused on the impact of personal appearance, body language, and communication on professional success. Through interactive, activity-based learning, 36 participants explored how first impressions shape perceptions and influence outcomes.



Participants of the training on 'First Impressions and Success Communication'

## Coimbatore Management Association

### Monday Musings Talk

During the Monday Musings session on 7th April, Mr. Praveen Bangera, Founder and Director of Xverse Digital (UAE), delivered an insightful masterclass on 'Mastering Customer Experience for Sustainable Revenue and Founders' Success.' The session highlighted the strategic role of Customer Experience (CX) in driving sustainable growth, encouraging participants to move beyond traditional service touchpoints and adopt a holistic view of the customer journey—from anticipation and purchase to loyalty and advocacy. Students gained practical insights into building customer-centric business models, enhancing their employability in customer-driven industries.



Speaker- Mr. Praveen Bangera



Speaker- Mr. Puneet Krishnan

informative session on Fintech—an integration of finance and technology aimed at enhancing or automating financial services. He discussed key innovations including digital banking, app-based lending, crowdfunding, e-money, robo-advisory, and crypto assets. He also outlined various fintech services such as digital payments through mobile wallets, online gateways, and P2P platforms like PhonePe and Paytm.

CMA conducted a session on 21st April with Mr. Puneet Krishnan, who spoke on 'Brand Communications – Principles and Practice.' He discussed key aspects of brand management, emphasising the importance of clearly defining and articulating the brand positioning statement. He also explained how business objectives shape communication goals, such as launching a new brand or category, driving seasonal sales, or undertaking brand repositioning or rebranding.

On 28th April, Dr. Karuppasamy Ramanathan delivered an



Speaker- Dr. Karuppasamy Ramanathan

## Delhi Management Association

### Enabling Ecosystems for Women Entrepreneurs

Delhi Management Association, in collaboration with AROH Foundation and FIS Global, organised a Stakeholder Conference on 'Enabling Ecosystem for Women Entrepreneurs' on 26th April. The event brought together policymakers, corporate leaders, academicians, and entrepreneurs to discuss strategies for fostering inclusive growth in women-led enterprises. The initiative was led by Dr. Navneet K. Sharma, President, DMA, and Dr. Neelam Gupta, President and CEO, AROH Foundation, with Mr. Mayur Gangurde, Head CSR, FIS Global, as Guest of Honour, and Mr. Manoj Kumar Arora, Director General, Export Promotion, Delhi, as Chief Guest. The conference was expertly moderated by Ms. Gayatri Subramaniam, Board Member, AROH Foundation. The discussions underscored the shared belief that empowering women drives national progress.



(L-R) Dr. Neelam Gupta; Mr. Mayur Gangurde; Mr. Manoj Kumar Arora; Mr. Ravi Ranjan Saini; Dr. K. K. Upadhyay and Dr. Navneet Kumar Sharma, President, DMA

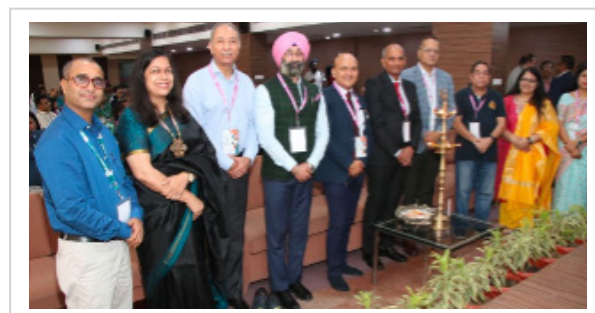


L-R) Dr. V. K. Arora, Dr. Rupal Tyagi, Ms. Gayatri Subramaniam, Mr. Surya Kant, Ms. Geetanjali Gaur

## Faridabad Management Association

### HR Conclave

Faridabad Management Association, in collaboration with KR Mangalam University and Gurgaon Management Association, successfully organised the HR Conclave on 12th April. Mr Heeresh Girdhar, Programme Director – FMA delivered the opening remarks, followed by Dr. Vibha Thakur, Director – CDC, KR Mangalam University. Ms. Saloni Kaul, President – FMA and Founder of It's People, delivered the welcome address. Mr. Abhay Kapoor, Senior HR Leader, graced the occasion as Guest of Honour and shared valuable insights on the evolving challenges faced by HR professionals.



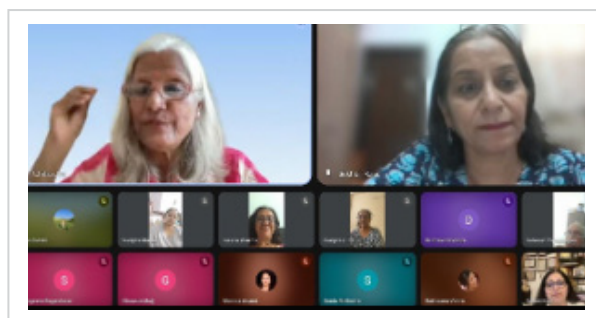
(L to R) Mr. Ravinder Singh; Ms. Charu Smita Malhotra; Mr. Asim Handa; Mr. Sandeep Sasson; Mr. Arvind Mittal; Prof. Raghubir Singh; Mr. Abhay Kapoor; Mr. Deepak Bharara; Ms. Saloni Kaul and Dr. Vibha Thakur

The first panel discussion featured distinguished speakers including Mr. Deepak Bharara, CEO, A to Z Consulting; Mr. Sandeep Sassan, General Manager – HR Operations, India and International and Mr. Neeraj Narang, Global Director – HCM, Oracle, who explored current HR trends and best practices.

This was followed by a powerful keynote address by Ms. Charu Smita Malhotra, Global Change and Enablement Leader, IBM, who emphasised the strategic role of HR in driving organisational transformation. The second panel discussion included Mr. Pradeep Hathgaonkar, Country Head- HR, Astemo India and Mr. Nitin Kunderia, CHRO, Omega Silky, among others, who shared their experiences in building resilient and adaptive HR systems.

A special HR Round Table was conducted on the theme 'The Future of Leadership: Managing Multi-Generational and Hybrid Teams' with participation of more than 100 delegates. Esteemed speakers included Prof. Raghubir Das, Vice Chancellor, KR Mangalam University; Mr. Abhay Kapoor; Mr. Rajesh Tripathi, CEO, Prajjo Kenbox Pvt. Ltd. and Mr. Debasis Satpathy, Chief General Manager – HR, NBCC Ltd. The session was thoughtfully summarised by Mr. Naipal Singh, Chief Manager – HR, PNB.

On 19th April, FMA organised its talk show titled 'In Conversation – 60 Minute Author Insights' featuring Dr. Sukhbir Dhillon of DGIM Law College as the moderator. President of FMA, Ms. Saloni Kaul, President of FMA delivered the welcome address. The event also featured Ms. Chitra Jha, a renowned Self-Empowerment Coach and author of the book 'Stress of Pedia.' She shared valuable insights on life skills and offered an in-depth insight on managing stress effectively. The event concluded with a vote of thanks delivered by Mr. V. Thyagara-



*Ms. Chitra Jha addressing*



*Dr Sirohi with GMA ED and other delegates*

## Ghaziabad Management Association

### Talk

Ghaziabad Management Association hosted an insightful session on Brain and Mental Health on 4th April at IPEM, Ghaziabad. The talk was delivered by Dr. Prof. (Brig) Y.S. Sirohi, an expert in Medicine and Neurology. Dr. Sirohi provided a brief overview of the brain's structure and functions, emphasising practical ways to maintain brain health through a balanced diet, regular exercise, stress management, mental activity, and early intervention. The event saw participation from 165 students, faculty, and GMA members.



*HR Conclave in progress*

### HR Conclave

On 12th April, GMA, in collaboration with IPEM Ghaziabad, organised the HR Conclave 2025 on the theme 'Future of HR: Talent, AI & Skills.' The event focused on future-ready skills, rethinking talent strategies in an AI-driven world, and positioning HR as a catalyst for innovation. It provided a platform for HR leaders, academicians, and tech experts to share insights and best practices. The conclave was attended by 145 students, faculty members, and GMA participants.

राम चमेली चड्ढा विश्वास गर्ल्स कॉलेज  
 में महिला सशक्तिकरण पर तीन  
 ज्ञानवर्धक व्याख्यान आयोजित।



*Dr Madhu Gupta addressing the session*

## Workshop

GMA, in collaboration with Green Tree Global, organised a two-day refresher workshop for certified Energy Auditors and Energy Managers on 19th – 20th April at IMT, Ghaziabad. The programme, launched under the Energy Conservation Act, 2001 and Energy Conservation Building Code, was supported by the Bureau of Energy Efficiency (BEE), Government of India.



*The participants at the workshop*

## Cervical Cancer Awareness

GMA conducted a cervical cancer awareness session on 19th April, at RCCVC, Ghaziabad. The session was led by Dr. Madhu Gupta, a member of the GMA Women Council. A total of 91 participants, including 43 teachers and 48 students, attended the session. The event saw active engagement, with participants raising several important questions related to cervical health.

## Cervical Cancer Detection Camp

GMA, in association with CARTE and 'Beautiful Tomorrow' Trust, organised a 'Cervical Cancer Detection Camp' on 23rd April tenth in the series at CARTE, Shastri Nagar, Ghaziabad. Dr. Smita explained the importance of detection of this disease of cervical cancer in females. After their consent, the test was conducted on patients.



*Cervical cancer medical camp at CARTE*

## 2nd International Conference

An International Conference on Sustainable Business Practices and Innovative Models was organised by Christ University in collaboration and sponsored by GMA on 23rd -24th April. One of the panel discussions on the theme Innovative Business models for scalable impact in Achieving UN sustainable Development Goals was conducted by Dr Abhinav Priyadarshi Tripathi, with 5 panelists. Over 200 delegates including faculty and students from various universities participated. IMS



*ED GMA, Mr. Rahul Agrawal with other panellists and faculty of Christ University*

Ghaziabad, in collaboration with GMA, organised a National Conference on 25th – 26th April. The event saw enthusiastic participation with over 170 research paper presentations and 120+ poster entries from 22 reputed institutions across India. A key highlight was a panel discussion on the distinction between Artificial Intelligence (AI) and Artificial General Intelligence (AGI), moderated by Dr. Jolly Phillips. The panel featured experts including Dr. Kshitij Sharma (Ericsson); Mr. Sachin Sharma (KPMG); Ms. Garima Nanduri (Pb Financial Services); Dr. Kiran Preet (ShipGlobal); Prof. Rakesh Raut (IIM Mumbai – online) and Mr. Rahul Agrawal (ED, GMA).



Mr. Rahul Agrawal, ED GMA in panel discussion



Mr. Rahul Agrawal and Dr Alka Agrawal listening to Mr Anshu Bartiya address

GMA organised a session on 29th April titled ‘The AI Generation: Leading, Living and Learning with AI’ at Mewar Group of Institutions. The session was conducted by Mr. Anshu Bhartiya from IBM, who covered key topics including the basics of AI, its building blocks, popular tools and platforms, prompt engineering, capabilities vs. limitations, ethical considerations, and the contrast between human and artificial intelligence. The session was attended by 78 participants, including students, faculty, and GMA members.

## Goa Management Association

Goa Management Association successfully hosted its annual flagship programme, ‘Decoding Goa Budget 2025,’ on 4th April. The panel discussion featured experts from various sectors who analysed the recently presented Goa State Budget. The event included opening remarks from GMA Vice Chairman, Mr Rajesh Mehrotra and moderator CA Rohan Bhandare. Panelists Prof Manoj S. Kamat; Mr Jack Sukhija; Mr Chirag Naik and CA Gaurav Kenkre shared their insights on the budget's implications for their respective fields. The event concluded with a Q/A session and closing remarks from GMA Hon. Treasurer Mr Virendra Acharya.



Panel discussion in progress

## Industrial Visit

On 23rd April, GMA delegation visited the Pai Kane Group’s Banda facility to explore its advanced manufacturing and sustainability practices. The visit included a presentation on the Group’s innovations—like their patented



*Industrial Visit at Pai Kane Group Banda Unit*

## Indore Management Association

### Diksha Training Programme

Indore Management Association organised a 'Diksha' a training programme on 3rd April titled 'Catalyst of Brainstorming,' by Ms. Navita Arora, a distinguished Corporate Trainer and Coach. Designed to foster creativity and collaborative thinking, the session was highly interactive and received excellent feedback for its actionable insights.

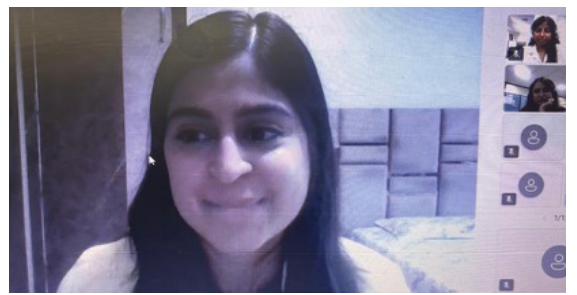
On 10th April, IMA held a training programme focused on enhancing client communication skills, facilitated by Dr. Veena Dadwani. The session emphasised effective interpersonal communication to build strong professional relationships.



*Captain Jaison Thomas along with the participants*

On 23rd April, under the leadership of Ms. Navita Arora, a training programme was conducted focusing on the vital role of Emotional Intelligence in the workplace. The session emphasised key aspects such as empathy, self-awareness, and effective interpersonal communication.

GRP canopy and global manufacturing footprint—as well as a guided tour of key assembly lines. The visit offered valuable insights into product innovation, workforce development, and India's global competitiveness in engineering and manufacturing.



*Ms. Navita Arora addressing the session*



*Dr. Veena Dadwani with the participants*

IMA conducted a training session on 15th April by Captain Jaison Thomas, a Certified Transformational Coach, emphasised the importance of accountability and a sense of ownership in professional roles. The session promoted proactive leadership and responsibility.



*Ms. Navita Arora addressing the participants*



*Dr. Veena Dadwani with the participants*

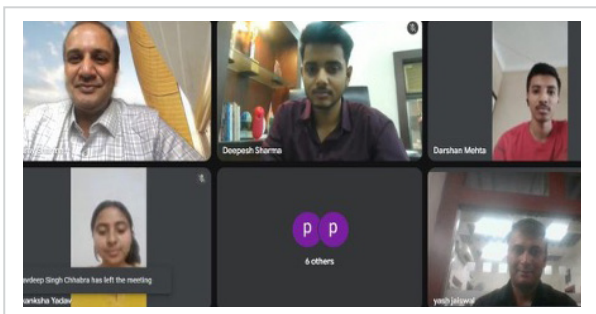
### IMA Skill Development Programme

On 5th April, IMA organised a Skill Development Programme focused on practical strategies for personal and professional growth. The session was led by Mr. Husain Jaorawala, Business Consultant, and Mr. Praful Shrivastava, Security Researcher at Webvillee Technology Pvt. Ltd., who shared valuable insights drawn from real-world experience.

IMA organised another training programme on 30th April with Dr. Veena Dadwani, who led a powerful session on client communication, equipping professionals with skills to foster long-term relationships grounded in clarity and empathy.



*Mr. Praful Shrivastava addressing*



*Mr. Sourav Sharma during the session*

### IMA Centre of Excellence

As part of its Centre of Excellence initiative, IMA presented a compelling session on 5th April titled 'Leadership Lessons from Ramayana,' by renowned TEDx Speaker Mr. Sourav Sharma.

### MDP

IMA hosted a MDP on 11th April, featuring Peak Performance Coach Mr. Sahil Sahore, who highlighted success frameworks, goal-setting strategies, and high-performance habits essential for professional growth.

### IMA Special Event

On 12th April, IMA organised an engaging Vision Board event facilitated by Ms. Shrea Porwal, Founder of BRHMA.



*Mr. Sahil Sahore with the participants*

The session empowered participants to visualise their goals and translate their aspirations into clear, actionable steps toward personal and professional success.



*Ms. Shrea Porwal during the session*



*Student during the industry visit to Tata International Ltd*

### IMA Student Chapter

IMA Student Chapter organised an educational visit on 16th April for the students of Shri Vaishnav Institute of Management and Science, Indore at Tata International Ltd.

On 23rd April, IMA Student Chapter organised an industry visit for students of Shri Govindram Seksaria Institute of Technology and Science, Indore, to Sanchi Indore Sahakari Dugdh Sangh Maryadit, one of the region's leading dairy cooperatives. The visit provided students with valuable insights into the organisation's operational framework and supply chain processes.



*Students during the industrial visit*



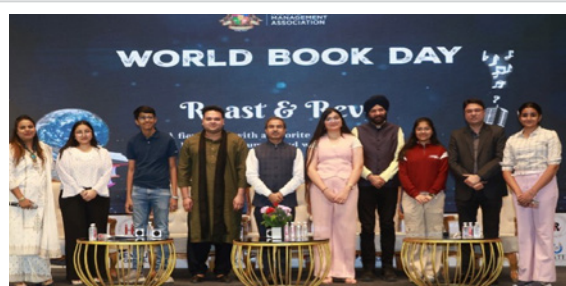
*Speakers during the Conclave*

### IMA HR Conclave 2025

On 19th April, IMA HR Conclave 2025 brought together leading HR professionals and thought leaders to discuss the evolving role of HR in business transformation. Key themes included people-centric leadership, future-readiness, and digital innovation.

### World Book Day Celebration

On 19th April, to commemorate World Book Day, IMA hosted a vibrant Story Slam moderated by CA Ishani Maheshwari, Director at Upvaas Food and Services Pvt. Ltd. The event featured expressive storytelling and lively discussions that honoured the power of literature.



*World Book Day Celebration with Authors and Students*

## MPL 2025 – Orientation and Trophy Reveal

IMA launched MPL Season 3 on 19th April, with an exciting orientation and trophy reveal event. It marked the beginning of a new chapter of competition, energy, and camaraderie among emerging leaders.



*Students during the trophy revealing*

## MPL: The CEO Apprentice

On 21st April, in collaboration with DCBM, IMA organised MPL: The CEO Apprentice, an inter-college competition designed to challenge students with real-world business problems.



*Students during the inter-college competition*

## MPL: Mock Boardroom Challenge

On 22nd April, The MPL Mock Boardroom Challenge offered students a hands-on simulation of boardroom scenarios, encouraging critical thinking, collaboration, and executive-level decision-making.



*Participants during the competition*



*Participants during the event*

## IMA Women Brand Quiz – Season 3

The third edition of IMA's Women Brand Quiz celebrated marketing expertise and brand knowledge on 25th April. The event drew enthusiastic participation and showcased sharp business acumen among attendees.

## MPL Season 3 – Grand Finale

On 25th April, the grand finale of MPL Season 3 concluded on a high note, featuring innovative presentations, vibrant teamwork, and a strong spirit of competition, making it a memorable event for all involved.



*Participants and the winning team during the event*



*Dignitaries during the programme*

### IMA Collaboration Programme

IMA held a special collaborative session on 29th April, with MLA Mr. Lakshman Singh Yadav and his delegation from Rewari, Haryana. The discussion showcased IMA's key initiatives and explored opportunities for future partnerships in the areas of leadership and development.

## Jamshedpur Management Association

### Workshop

Jamshedpur Management Association organised a half-day outdoor workshop on 5th April for Tata Power Ltd., trainees, focusing on key workplace competencies—time management and conflict resolution. As part of the Youth Power Confluence, three structured indoor team-building activities were also conducted to foster collaboration, communication, and trust among participants.



*Participants during the outdoor workshop*



*Mr. Sanjeev Raman addressing the participants*

### Talk

On 5th April, JMA organised a T.E.A (Transformation, Experience and Awareness) talk, focused on cultivating a growth mindset for the trainees of Tata Power Ltd Eastern Region. The session, led by Mr. Sanjeev Raman, an author and life skills coach, encouraged participants to embrace challenges, develop resilience, and see setbacks as opportunities for growth.

On 11th April, JMA hosted an EDGE Talk at BIT Mesra titled 'Manage Me If You Can: A Survival Guide for Future Leaders', featuring Ms. Runa Rajeev Kumar—author, former Head of Corporate Communication at Tata Steel, and XLRI alumna. The session focused on preparing future leaders to tackle modern business challenges.

Another impactful session was held on 23rd April at Arka Jain University: 'How to Crack Placements in a Smart Way', led by Mr. Sumit Agarwal, Job Search Coach, HR 100 under 40 honoree, and XLRI alumnus. He guided students on resume building, interview strategies, and networking skills.



Ms. Runa Rajeev Kumar during the talk and Mr. Sumit Agarwal addressing



Glimpses of HackHorizon 2K25

### Competition: Hackhorizon 2K25

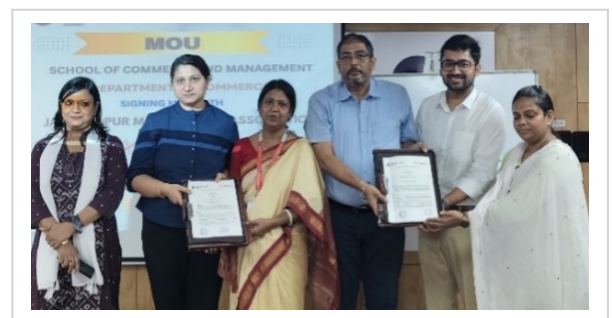
On 12th April, JMA proudly collaborated with Arka Jain University for HackHorizon 2K25, AJU's inaugural hackathon hosted by the School of Engineering and IT. The event was a 24-hour marathon of innovation, tech brilliance, and unstoppable energy, with 115 teams coding non-stop, showcasing their talent and determination. The event was judged by Mr. Satish Agarwal, Principal Data Scientist, Affine, Alumnus XLRI and Mr. Sameer Sagar Mishra, Head AI, Tata Steel, Alumnus NIT Jamshedpur.

### Internship Provided to Srinath University students at JCAPCPL

On 21st April, two students from Srinath University were selected for internships at JCAPCPL through the facilitation JMA. This opportunity reflects JMA's ongoing commitment to bridge the gap between academia and industry by enabling practical learning experiences for students.

### MoU

On 23rd April, JMA signed a Memorandum of Understanding (MoU) with Arka Jain University (AJU) to foster collaboration in the areas of management development, student engagement, and industry-academia initiatives. This collaboration reflects a shared commitment to nurturing future professionals and strengthening the ecosystem of learning and growth in the region.



MoU signing with Arka Jain University

### Educational Tour

On 24th April, JMA organised an educational visit to the Centre for Excellence and the P.N. Bose Geological Centre for 55 students and faculty members from the Science Department of Arka Jain University, Jamshedpur. The visit offered a valuable opportunity to explore Tata's rich legacy, historical evolution, and its broader industrial ecosystem. Participants also toured the Art Gallery and the Geological Centre, gaining deeper insights into history, art, and technological progress.



*Educational visit at CFE by AJU students*

### Talk

On 25th April, JMA organised two insightful talks at Netaji Subhas University under its BAKE series. The first, 'AI in Neuro-Symbolic Dimensions: The New World Order', featured Mr. Taameir Shahid and delved into the integration of symbolic reasoning with neural networks to enhance AI systems. The second session, 'Beyond Greenwashing: Authentic CSR as a Tool for Deep Brand Affinity', led by Mr. Keshav Kumar Ranjan, emphasised the importance of genuine CSR in building strong consumer trust. On 29th April, Ms. Vasudha Mohanka, a certified POSH trainer, conducted a session focused on the legal and practical aspects of the Prevention of Sexual Harassment (POSH) Act, highlighting employee rights, responsibilities, and redressal mechanisms.



*Glimpses of the talks held at Netaji Subhas University*

## Lucknow Management Association

### Interactive Session

LMA organised a training session on 2nd and 8th April, in association with Netaji Subhash Chandra Bose Government Girls P.G. College. The session was facilitated by CA Sanam Rajneesh, a distinguished professional in the field of 'Finance and Taxation' and 'Use of AI in Accounting'.



*Students attending the session led by CA Sanam Rajneesh*



*Mr. Alok Ranjan addressing*

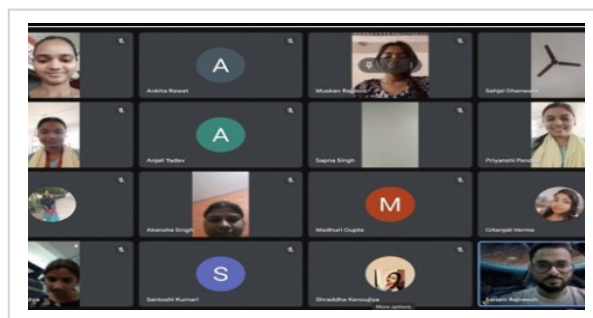
On 26th April, LMA in collaboration with the District Institute of Education and Training (DIET), organised a session on 'Experiential Learning' by Dr. Dheeraj Mehrotra, Author and National Awardee, for the students and faculty of the DIET.



*Dr. Dheeraj Mehrotra addressing*

### Online Interactive Session

A four days online training programme on 'Goods and Services Tax (GST)', 'Input Tax Credit (ITC) in GST', 'Accounting', 'Computerized Accounting' and 'Careers in Finance' was organised by LMA in collaboration with Netaji Subhash Chandra Bose Government Girls P.G. College. The session was conducted virtually by CA Sanam Rajneesh.



*The online session in progress*



*CA Devesh Agarwal addressing the session*

### Workshop

A workshop on 'How to Make a Business Plan' was organised on 7th April by the Young Managers Forum (YMF) of LMA in collaboration with Avadh Girls Degree College, Lucknow and Imarticus Learning Pvt Ltd., Lucknow. The session was conducted by CA Devesh Agarwal, Chartered Accountant, who guided students on developing a structured and impactful business plan, focusing on identifying real-world challenges and formulating effective solutions.



(L-R) Mr. William O'Connor; Mr. A.K. Mathur; Mr. M.A. Khan; Col.(Dr.) Sameer Misra; Mr. Pravin Kumar Dwivedi; Mr. Rahul Dutt; Dr. Dheeraj Mehrotra; Ms. Renu Chaudhary and Ms. Suparna Mukherji

## Meeting

On 8th April, Mr. William O'Connor, Deputy Counselor for Education and Cultural Affairs, Public Diplomacy, and Ms. Suparna Mukherji, Advisor - Public Diplomacy Section, U.S. Embassy India, met with the Core Group of LMA for an extensive discussion on the business and commerce landscape in Lucknow. The meeting aimed to explore potential collaboration opportunities between the U.S. Embassy and LMA.



Dr. Anoop Kumar Thacker addressing

## Health Awareness Session

On 11th April, LMA members had an opportunity to attend a highly informative and engaging awareness session on Parkinson's disease at Medanta Hospital. The session was led by renowned experts: Dr. Rakesh Kapoor, Medical Director and Director of Urology and Kidney Transplant Surgery, Dr. A.K. Thacker, Director of Neurology, who provided valuable insights into the nature of Parkinson's disease.

## MDP

LMA organised an MDP on 'AI in Retailing' for MBA and BBA students at Ambalika Institute of Management and Technology on 11th April. The 3-hour session was conducted by Col (Dr) Sameer Misra. Ms Sweta Mishra Addl. Director, faculty and 140 students of Ambalika Institute of Management and Technology attended the MDP.



Col. (Dr.) Sameer Misra addressing



Dr. Nirupam Bajpai addressing

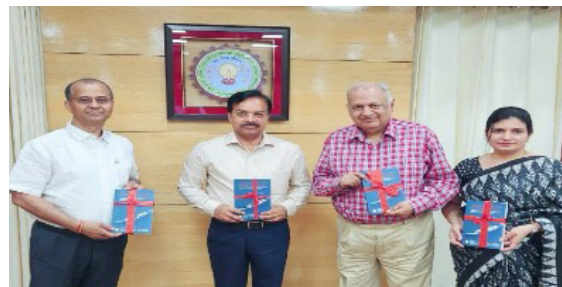
## Lecture

LMA in collaboration with Department of Economics and the Population Research Centre, University of Lucknow, organised a special lecture on 'India @2047 -Experiences and Idea by Padam Shri Dr. Nirupam Bajpai Senior Advisor for Sustainable Development, Columbia University on 17th April. Prof.

Arvind Mohan welcomed and introduced the speaker and Mr. A.K. Mathur, Sr. Vice President LMA proposed the vote of thanks.

### Book Release

On 21st April, Prof. J.P. Pandey, Vice Chancellor of AKTU, officially released the book 'Urban Climate and Resilience in India', edited by Mr. A.K. Mathur, Senior Vice President of LMA, and Dr. Vandana Sehgal, Dean, Faculty of Architecture and Planning, AKTU. The event was also attended by Mr. Pravin Kumar Dwivedi, Vice President of LMA, and Ms. Renu Chaudhary.



*Mr. Pravin Kumar Dwivedi; Prof. J.P. Pandey, Mr. A.K. Mathur and Ms. Renu Chaudhary*

## Meerut Management Association

### 37th MMA Annual Convention

Meerut Management Association held its 37th Annual Convention on 1st March, centered around the theme 'Sustainable Development Model for 21st Century India.' The event brought together over 200 delegates, including industry leaders, academicians, and students. Noteworthy sessions included thought-provoking insights from Mr. Vinay Kumar, Mr. Rama Shankar Pandey, Mr. Romit Mathur, and Mr. Rupesh Rai, who shared inspiring experiences from his 15,000-km cycling expedition. The event concluded with a vote of thanks, reaffirming MMA's dedication to advancing sustainability and promoting responsible growth across India.



*The convention being inaugurated by Mr. Rama Shankar Pandey along with MMA President, Mr. Ankur Jaggi; Sr V.P. Mr. SP Singh; V.P. Mr. Anurag Agarwal; Mr. Utkarsh Jain and Ms. Perna Sethi*

### MoU Signing Ceremony

On 7th April, MMA and the 510 Army Base Workshop (510 ABW) signed a Memorandum of Understanding (MoU) to encourage mutual growth and professional development. The agreement includes institutional membership for 510 ABW, providing access to MMA's resources, along with student workshop visits, internship opportunities, and potential future collaborations.



*Mr. Ankur Jaggi and Brig. Dinesh Dahiya after signing the MoU, along with Maj. Gen. Pankaj Kaushik (Retd.) and Maj. Gen. Lalit Kapoor*



Mr. S.P. Singh addressing

### Dewan Shark Tank 2025

Dewan Shark Tank 2025, a four-day event held from 7th to 12th April in collaboration with MMA and Dewan VS Group of Institutions, aimed to encourage entrepreneurial thinking among students. The event featured insightful sessions led by esteemed MMA office bearers. Mr. S.P. Singh discussed the importance of financial literacy and strategic decision-making, while Mr. Ankit Singhal focused on entrepreneurship and business planning. Mr. Gaurav Jain shared valuable insights on entrepreneurship and marketing, and Mr. Ankur Jaggi spoke about sustainable innovation and waste-to-energy startups.

### Mentorship Session

MMA organised an insightful mentorship session on 12th April and saw the enthusiastic participation of 60 students and faculty members from leading institutions including Dewan Institute of Management Studies, Meerut Institute of Engineering and Technology, Shobhit Institute of Engineering and Technology, and IIMT Engineering College. The session was facilitated by Mr. Gaurav Jain, Director of K R Industries and Chairman and Former President of MMA.

### Financial Masterclass

On 17th April, MMA conducted a financial masterclass focused on investment opportunities in micro-cap, small-cap, and SME stocks. The session was led by SEBI-registered analyst Dr. Raghav Kumar, who provided insights on stock selection, risk management, market trends, and long-term investment strategies. The event concluded with a vote of thanks by Mr. Yogesh Garg, reaffirming MMA's commitment to promoting financial literacy.



Dr. Raghav Kumar addressing

### 24th MMA Dayal Annual Debate

MMA hosted the 24th MMA Dayal Annual Debate – 2025 on 19th April, sponsored by M/s Dayal Fertilizers Pvt. Ltd. Sixteen college teams participated in the debate on the topic: 'The Rise of AI Will Create More Job Opportunities Than It Eliminates.' The event was judged by a distinguished jury comprising Mr. R.K. Agarwal; Dr. A.M. Bendre; Mr. Shashwat Ratan and Ms. Madhu Dang. Chief Guest Mr. Abhay Gupta encouraged students to express themselves with clarity and confidence, inspiring a spirit of open and thoughtful dialogue.



Mr. Ankur Jaggi (President, MMA); Mr. Ravichandran (Chairman, MMA Dayal Annual Debate-25); and judges Dr. A.M. Bendre, Mr. Rajesh Agarwal, Mr. Shashank Ratan, and Ms. Madhu Dang

### Educational Visit

MMA organised an educational visit on 25th April to 510 Army Base workshop, Meerut, with 60 students and 20 senior delegates. The visit offered firsthand exposure to the Indian Army's advanced maintenance systems, including live demonstrations of missile and radar overhauls. The visit highlighted discipline, innovation, and patriotism in defence engineering, earning widespread appreciation from students, faculty, and MMA delegates.



*Delegates during their visit to the 510 Army Base workshop*

### Noida Management Association

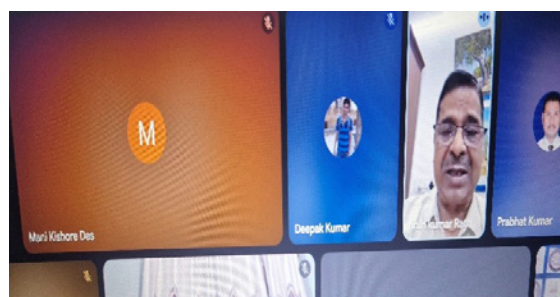
NMA organised a Management Development Programme on 17th April at NMA House, Noida, focused on 'Managing Contract Labour.' The session addressed common industrial relations challenges arising from non-compliance or mismanagement of the Contract Labour (Regulation and Abolition) Act, 1970. The workshop aimed to inspire industry-wide improvements by providing practical insights into overcoming workplace challenges. Around 45 delegates from both public and private sector organisations participated in the programme.



*Dr. Yogendra Singh lights the lamp while Mr. S.S Yadav; Mr. Sandeep Mittal; Mr. V.K Sharma and Ms. Anuja Sehgal look on*

### Patna Management Association

Patna Management Association, in collaboration with the Bihar State Productivity Council, organised a webinar on 27th April on the timely topic of Work-Life Balance. Dr. A. K. Rath—Chairperson of CGCS, IIM Nagpur and former IAS officer—delivered the keynote address, warning that long work hours and rising workplace toxicity signal a growing human-nature disconnect and urging limits on excessive greed. Dr. Ashutosh Upadhyaya, Principal Scientist at ICAR, highlighted the importance of the '6F Rule': faith, family, friends, finance, fitness, and future. PMA President Advocate B. K. Sinha introduced the theme and discussed modern challenges such as long working hours, employer pressure, and constant digital connectivity. Prof. Anil K. Prasad spoke about the value of rising early and living purposefully. Other speakers included Mr. Mani Kishore Das; Dr. A. K. Verma; Prof. Chandreshwar Khan and Mr. Nagesh Jha.



*The webinar in progress*

## Thrissur Management Association

### Managing Committee Meeting

TMA held its Managing Committee Meeting on 8th April with 35 members in attendance. Key discussions included upcoming programmes, event reviews, and strategic plans for the association's growth.



*TMA MC Meeting in progress*



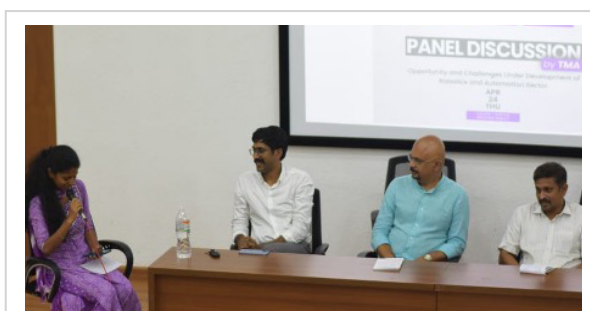
*Mr Joy Joseph addressing*

### 8th Internal Speaker Series

The 8th session of TMA's Internal Speaker Series was held on 9th April with 70 participants in attendance. Mr. Joy Joseph, Director at ESAF Financial Holdings and MC Member of TMA, addressed the gathering on the engaging theme 'Games People Play.' The session offered thought-provoking insights into human behavior and interpersonal dynamics, encouraging meaningful reflections and interactive discussions among the members.

### Management Development Session

TMA organised a panel discussion on 24th April at Government Engineering College, Thrissur, on the theme 'Opportunities and Challenges in the Development of the Robotics and Automation Sector.' The session was led by Mr. Amith Raman, CEO of Inker Robotics and TMA Member, along with industry experts Mr. Surendra Kumar and Dr. Lalu P P. The discussion sparked valuable insights and active student engagement on emerging technologies and their industrial applications.



*The panel discussion in progress*



*Registration of its new property*

### Management Excellence Centre

On 30th April, TMA successfully completed the registration of its new property, the TMA Management Excellence Centre, situated at Chiyyaram, Thrissur. A total of 25 members participated in the event, which signifies a major milestone in TMA's journey towards establishing a dedicated centre for learning, leadership development, and management excellence.

## Industrial Visit

TMA-YLT organised an industrial visit on 30th April with the participation of 20 members. The team visited two key facilities at Kanjikode, Palakkad — the IMAGE, a Biomedical Waste Treatment Facility and the ESAF Cooperative Integrated Pulses Processing Unit. The visit provided valuable exposure to sustainable waste management practices and community-driven food processing operations, enriching the participants with practical insights into responsible industry operations.

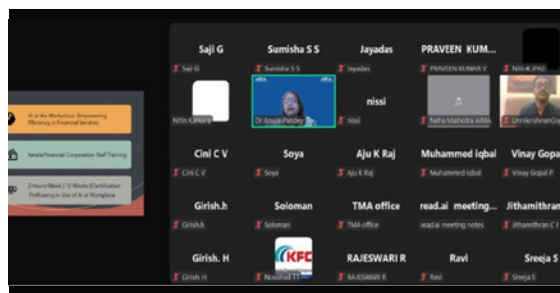


*TMA-YLT members during their industrial visit*

## Trivandrum Management Association

### TMA-AIMA Collaborative Initiative

Trivandrum Management Association, in collaboration with AIMA, launched an upskilling initiative targeting professionals from corporates, PSUs, and academic institutions. The first batch, in partnership with Kerala Financial Corporation (KFC), began with a course on 'AI for the Workplace' for KFC officials on 27th April. Dr. Anuja Pandey from AIMA delivered the inaugural address, while Mr. Premnath Ravindranath, Executive Director of KFC, played a key role in launching the programme. Mr. Unnikrishnan Gopinath, Secretary of TMA, welcomed the participants and conveyed best wishes. This initiative aims to strengthen internal capabilities in AI and data analytics to improve decision-making, streamline operations, and drive excellence.



*The session in progress*

Mr. Unnikrishnan Gopinath, Secretary of TMA, welcomed the participants and conveyed best wishes. This initiative aims to strengthen internal capabilities in AI and data analytics to improve decision-making, streamline operations, and drive excellence.

## Vaikom Management Association

### Employability Skill Training

VMA and ICM Computers conducted a training session on 12th April centered on the Kerala government's 'Vijnana Keralam' initiative, a mega job drive. Mr. M. Raju, former Secretary General of VMA opened the session, discussing the job market and the need for adaptability. KILA's resource person Mr. Brigith Lal detailed 'Vijnana Keralam' and led DWMS portal registration with a live demo, which participants successfully completed. VMA offered ongoing support, empowering participants with job market knowledge and requisite skills.

### Seminar

VMA organised a comprehensive seminar on 26th April at the Vaikom Block Panchayat Auditorium. The event was inaugurated by Block Panchayat President Mr. S. Biju and presided over by VMA President Er. A. Saifuddin. Dr. K.G. Padmakumar, Director of the Centre for Below Sea Level Farming, highlighted the vital role of the lake in supplying nutri



*Mr. S. Biju addressing*



*Er. Alex Varghese presenting the VMA Award 2025 to the TV Puram Grama Panchayath team*

ent-rich silt to Kuttanad and supporting its distinctive agricultural practices. Mr. K.K. Ramesan from the Fishermen Welfare Board spoke about the challenges faced by the fishing community, pointing to a marked decline in fish yield since 1974. He attributed this to the deteriorating lake ecosystem caused by the spillway and barrage infrastructure. Dr. G. Madhu from Cochin University offered a concise summary of the seminar's key takeaways. The event concluded with the valedictory address by Alappuzha District Collector, Mr. Alex Varghese, IAS, who shared valuable insights on lake rejuvenation efforts. The seminar ended on a high note with the Chief Guest presenting the VMA Awards 2025.

# POST GRADUATE DIPLOMA IN MANAGEMENT (EXECUTIVE)

**Designed for Leaders, Driven by Excellence**

- ✓ **Duration - 18 Months**
- ✓ **AICTE Approved**
- ✓ **ODL Mode with Optional International Immersion**
- ✓ **Industry Aligned Curriculum with Emerging New Age Specialisations**

## Programme Highlights

- 400+ Hours of interactive learning with industry experts and academia
- Capstone Projects & Business Simulation for practical, hands-on experience
- Global Exposure through optional international immersion
- Flexible Schedule for work-life balance
- Networking Opportunities during physical immersion and workshops
- Career Guidance & Mentorship with AIMA's extensive network



## Programme Fees

**INR 4 Lakhs (payable module-wise in three equal installments).**  
**Additional Fee: Applicable for the optional International Immersion.**

# AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
AIMA YLC Session on 'From Pitch to Purchase: Bridging Sales and Market- ing for Growth'	<b>Amit Sharma</b> CEO, Dishah Consultants	Online	16 May 2025
HR Leadership Retreat		Goa	29-31 May 2025
74th AIMA LeaderSpeak Ses- sion on 'Innovation Strategy'	<b>Prof Rahul Kapoor</b> David W. Hauck Professor Chair, Management Department, The Wharton School, University of Pennsylvania	Online	10 June 2025
Global Advanced Management Programme (GAMP)		USA	23-29 June 2025
4th HR Power Workshop		New Delhi	12-13 June 2025
3rd Global Innovation & Management Programme (GIMP)		Japan	22-26 July 2025
6th Leadership Development Programme- West		Lonavala	01- 03 August 2025
National Management Convention		New Delhi	09-10 September 2025
Global Advanced Management Programme (GAMP)		Frankfurt & Zurich	14-20 September 2025
Shaping Young Minds Programme		Trivandrum	26 September 2025
Shaping Young Minds Programme		Goa	31 October 2025

Event	Programme Chairman/Key Speaker	Venue	Date
Global Advanced Management Programme (GAMP)		USA	17-23 November 2025
HR Power Workshop (West)		Mumbai	28-29 November 2025
4th Global Innovation & Management Programme (GIMP)		Dubai	02-05 December 2025
3rd LeadHERship Retreat		Udaipur	15-17 January 2026
AI Big Data Retreat		Goa	8-10 February 2026

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

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

# Aima

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