



MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

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

During this period, AIMA continued its engagement across leadership development and capability building, spanning management professionals and academia.

Conversations with emerging leaders formed an important part of this engagement. The second Young Leaders Summit, organised by AIMA's Young Leaders Council, built on the momentum of its inaugural edition, provided a platform for young professionals to reflect on what future-ready leadership demands. Discussions ranged from values and integrity to innovation and original thinking, drawing perspectives from public life, industry and enterprise. Speakers included Justice D Y Chandrachud, Former Chief Justice of India; Mr Sunil Kant Munjal, Past President, AIMA; Mr T V Mohandas Pai, Past President, AIMA; Mr Vineet Agarwal, Vice President, AIMA; Mr Deep Kalra, Founder & Chairman, MakeMyTrip, amongst others. More details are covered inside this issue.

These leadership conversations were not confined to national platforms alone. Engagement with Local Management Associations continued through interactions that brought leadership perspectives closer to regional contexts. Mr T V Narendran, President, AIMA, interacted with the Calcutta Management Association to discuss evolving leadership priorities in a period of global uncertainty. This was followed by AIMA's Regional Coordination Meetings, which brought together Local Management Associations across regions to share updates and align on priorities for the months ahead.

This period also saw Mr Shrinivas V Dempo, Past President, AIMA, being conferred the Cavaliere dell'Ordine della Stella d'Italia (Knight of the Order of the Star of Italy) by the Italian Government, in recognition of his contribution to strengthening Indo-Italian relations. Many congratulations to Mr Dempo! This is another testament to the depth and standing of leadership at AIMA.

Back at AIMA, developing leadership qualities and enhancing management capability across domains and career stages remained a clear focus.

The 5th HR Power Workshop addressed themes such as technology, AI, employee well-being and organisational transformation, with an emphasis on practical approaches to translating people initiatives into outcomes.

Leadership development for mid-career professionals was taken forward through the 7th edition of AIMA's Leadership Development Programme, chaired by Mr Ayush Gupta of GAIL, offering participants a space for learning and peer exchange. This was complemented by the first edition of AIMA's Leadership Excellence & Advancement Programme (LEAP), which focused on supporting women professionals at the mid-management level.

AIMA News

AIMA'S MONTHLY E-MAGAZINE

DECEMBER 2025

AIMA also conducted application-oriented programmes focused on organisational effectiveness and decision-making, including the Programme on Contract Management and Dispute Resolution and the Business Leadership Programme for General Managers.

Supporting these efforts, the Association continued its work in strengthening management education. Through its India Case Research Centre (ICRC), and in collaboration with Harvard Business Impact, the Teaching with Cases seminar offered faculty exposure to global practices and emerging approaches in case-based teaching, including the use of AI.

You will find more details on these initiatives, along with updates from Local Management Associations and features on current management trends, in this issue.

As AIMA prepares to enter its Platinum Jubilee Year in 2026, the 70-year milestone will be formally marked on Foundation Day, 21 February. I invite you to join us as we acknowledge this important moment in AIMA's journey, made possible through the continued engagement, support and encouragement of our members, partners and the wider management community.

Wishing you a very happy and successful year ahead.

Warm Regards,



Rekha Sethi
Director General

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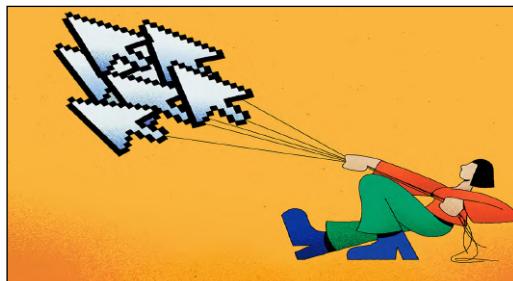
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Young Leaders Summit



(L-R) Arun Pandit, National Chairman, AIMA YLC; Vineet Agarwal, Vice President, AIMA and MD, Transport Corporation of India Ltd; Sunil Kant Munjal, Past President, AIMA and Chairman, Hero Enterprise; Rekha Sethi, Director General, AIMA; T V Mohandas Pai, Chairman, Ararin Capital Partners & Co-Founder, 3one4 Capital and Santosh Kumar, AIMA YLC Summit Chairman & Director, SPJIMR WISE Tech

AIMA's Young Leaders Council organised the second edition of its Young Leaders Summit 2025 in New Delhi on the theme 'Future-Ready: Innovate, Inspire, Impact', on 10th December 2025.

The inaugural session, addressed by Mr Vineet Agarwal, Vice President, AIMA and MD, Transport Corporation of India Ltd; Mr Sunil Kant Munjal, Past President, AIMA and Chairman, Hero Enterprise; Mr Arun Pandit, National Chairman, AIMA YLC and Co-Founder, Hyphen SCS; Mr Santosh Kumar, AIMA YLC Summit Chairman & Director, SPJIMR WISE Tech and Ms Rekha Sethi, Director General, AIMA, focused on innovation, inspiring leadership, agility, technology, and human-centric impact for future-readiness.

A powerful session with Hon'ble Dr Justice D Y Chandrachud, Former Chief Justice of India, in conversation with Mr Nikhil Sawhney, Past President, AIMA and Vice Chairman & Managing Director,

Triveni Turbine Ltd, highlighted how integrity, empathy and perseverance will guide young India in shaping a responsible and visionary future.



Hon'ble Dr Justice D Y Chandrachud, Former Chief Justice of India receiving a memento from Nikhil Sawhney, Past President, AIMA and Vice Chairman & Managing Director, Triveni Turbine Ltd



Deep Kalra, Founder and Chairman, MakeMyTrip and Rajiv Makhni, Tech Guru and Managing Editor, NDTV

In a compelling presentation, Mr T V Mohandas Pai, Chairman, Aarin Capital Partners & Co-Founder, 3one4 Capital, outlined how India's digital rise and startup ecosystem are propelling the nation toward a \$10 trillion economy. The session was moderated by Mr Pranjal Sharma, Economic Analyst, Advisor and Author.

A panel discussion on reimagining education for tomorrow's leaders featured Mr Dilip Kumar Patnaik,

Vice-Chancellor, Medi-Caps University; Mr Mukesh Yadav, Associate Dean – Academics, University of Engineering & Management and Mr Arun Kumar Singh, Director, NIET Business School. The speakers examined how modernised curricula, AI integration, and stronger industry linkages can build future-ready talent.

In a fireside chat, Mr Deep Kalra, Founder & Chairman, MakeMyTrip, spoke to Mr Rajiv Makhni, Tech Guru &



Vineet Agarwal



Sunil Kant Munjal



TV Mohandas Pai

Managing Editor, NDTV, sharing lessons from industry trailblazers who combine innovation, strategic leadership and impact-driven thinking to drive transformation.

Mr Ian Schubach, CEO, Red Leaf, delivered an unconventional yet impactful presentation on teamwork and leadership, drawing lessons from the



Ian Schubach, CEO, Red Leaf

Ian Schubach, CEO, Red Leaf African savannah to highlight how trust, collaboration and adaptability shape high-performing teams.

The event concluded with a vote of thanks by Mr Arun Pandit, who expressed gratitude to the speakers, participants, and partners for their contributions in making the summit insightful, engaging and a huge success.



(L-R) Dilip Kumar Patnaik, Vice-Chancellor, Medi-Caps University; Mukesh Yadav, Associate Dean- Academics, University of Engineering and Management and Arun Kumar Singh, Director, NIET Business School

President's interaction with Calcutta Management Association



AIMA President, T V Narendran and Rekha Sethi, Director General, AIMA with the members of Calcutta Management Association

AIMA organised an interaction with the Calcutta Management Association (CMA) at the Tata Centre, Kolkata, on 22nd December 2025, aimed at strengthening collaboration and advancing the future relevance of management practice and education, particularly in Eastern India.

The session was led by Mr T V Narendran, President, AIMA and Managing Director, Tata Steel, who addressed on the theme 'Leadership in the Times of Geopolitical and Technological Disruption'. He shared perspectives on the evolving leadership imperatives amid heightened global uncertainties, rapid technological change, the growing influence of artificial intelligence, and shifting geopolitical dynamics. Mr Narendran emphasised the need for leaders to remain agile, ethical, and purpose-driven while navigating an increasingly complex global environment.

Ms Rekha Sethi, Director General, AIMA, also participated in the interaction. The meeting witnessed active engagement from CMA's President, Office Bearers, Past Presidents, and members of the Executive Committee.

Mr Indranil Banerjee, President, CMA, highlighted the Association's rich legacy, ongoing initiatives, and upcoming programmes, reiterating CMA's role as a key platform for management thought leadership and professional development in the region. The discussions underscored CMA's focus on skill development, entrepreneurship, mentorship, capability building, and MSME support, aligned with evolving industry needs and national priorities such as job creation and enterprise growth. The interaction concluded with AIMA and CMA reaffirming their shared commitment to building a future-ready, inclusive, and globally competitive management ecosystem.

Congratulations!



Mr Shrinivas V Dempo receiving the *Cavaliere dell'Ordine della Stella d'Italia* (Knight of the Order of the Star of Italy) from Mr Walter Ferrara, Consul General of Italy in Mumbai

Mr Shrinivas V Dempo, Past President, AIMA and Chairman Dempo Group of Companies, was conferred, the *Cavaliere dell'Ordine della Stella d'Italia* (Knight of the Order of the Star of Italy) by Mr Walter Ferrara, Consul General of Italy in Mumbai, at an investiture ceremony in Panaji, on 10th January 2026.

The honour recognises Mr Dempo's role as Honorary Vice Consul of Italy in Goa since 2013 and his sustained contribution to strengthening Indo-Italian relations, people-to-people engagement, and support to Italian nationals.

Training on Business Leadership

AIMA's Business Leadership Programme for General Managers of SAIL – Bokaro Steel Plant was successfully conducted over three days from 17th to 19th December 2025 at the Bokaro Learning & Development Centre. The programme was designed to strengthen leadership capability through high engagement, experiential learning, and business simulations, ensuring deeper learning and stronger retention.

The programme emphasised a cross-functional perspective across finance, operations, marketing, HR and strategy, using simulation-based learning and competitive business scenarios. Participants experienced decision-making under uncertainty, profit-centre accountability and external challenges such as global demand, supply chains and geopolitical disruptions, strengthening strategic



(L-R) Chandrashekhar Rastogi, Assistant Director, AIMA and Neeta Baa, CGM, HR and L&D, SAIL- BSL

leadership capability and readiness for a rapidly evolving steel industry.

Overall, the programme enhanced the participants' leadership effectiveness, strategic decision-making and cross-functional alignment, preparing them for greater responsibility in a dynamic industry environment.

HR Power Workshop



(L-R) Neeraj Kapoor, Director, AIMA; S Y Siddiqui, Chairman, AIMA HR Core Committee and Former Executive Advisor, Maruti Suzuki; Udayan Dutt, President – Group Human Resources, RPG Group and P Dwarakanath, Former Chairman, GSK Consumer Healthcare Ltd

AIMA organised its 5th HR Power Workshop on 2nd-3rd December 2025 in Mumbai that brought together senior HR leaders, CEOs and industry experts for an intensive dialogue on the evolving role of HR in driving organisational excellence, growth and well-being.

The programme opened with the Inaugural Session, where Mr Neeraj Kapoor, Director, AIMA, welcomed the delegates and set the tone for two days of focused learning and engagement. This was followed by an ice-breaking and context-setting address by Mr S Y Siddiqui, Chairman, AIMA HR Core Committee and Programme, and Former Executive Advisor, Maruti Suzuki, who outlined the critical shifts shaping the HR landscape and the need for HR to emerge as a strategic business partner. The inaugural session featured a special address by Mr P Dwarakanath, Former Chairman, GSK Consumer Healthcare Ltd, who shared perspectives drawn from decades of leadership experience. Mr C Jayakumar, Co-Chairman

and EVP & CHRO, Larsen & Toubro, further enriched the session with insights on organisational capability building and the expanding strategic mandate of HR.



C Jayakumar, Co-Chairman and EVP & CHRO, Larsen & Toubro and Harsh V Trehan, CHRO & EVP-HR, India, GSK



Raj Kumar Dubey, Director (HR), BPCL and S Y Siddiqui, presenting a certificate to a participant

Over the two days, the Workshop featured a series of highly interactive sessions and workshops focusing on building robust HR ecosystems, leveraging technology and AI for workforce effectiveness, linking growth with well-being, and redefining HR's role in the next phase of organisational transformation.

Some of the other eminent speakers who addressed the event included Mr Harsh V Trehan, CHRO & EVP-HR, India, GSK; Mr Rachit Shah, Partner, Boston Consulting Group; Mr Sandeep Chaudhary, CEO, PeopleStrong; Mr Udayan Dutt, President – Group Human Resources, RPG Group; Mr Ramesh Iyer, Chairman, Mahindra Susten, Mahindra First Choice Wheels & Mahindra NBS International; Ms Indrani Chatterjee, Group CHRO, Allcargo Group; Mr Vijay Sinha, EVP (HR) – New Businesses, JSW Group and Mr Ankit Garg, Founder & Fund Manager, Wealthy Nivesh. The workshop successfully enabled candid exchanges, peer learning and practical takeaways, helping participants connect HR strategy with business outcomes, employee well-being and future readiness.

The programme concluded with a summing-up session by Mr S Y Siddiqui, reinforcing the key insights and underscoring HR's pivotal role as a driver of sustainable organisational growth in an increasingly complex and dynamic environment.



Vijay Sinha, EVP (HR) – New Businesses, JSW Group and Indrani Chatterjee, Group CHRO, Allcargo Group

Seminar on Teaching with Cases



AIMA ICRC and Harvard Business Impact's seminar on 'Teaching with Cases'

AIMA's India Case Research Centre (ICRC), in collaboration with Harvard Business Impact, successfully hosted a two-day seminar on 'Teaching with Cases' on 15th to 16th December 2025 in New Delhi. The programme was led by Prof V G Narayanan, Professor of Business Administration and Senior Associate Dean-Executive Education & HBS Online, Harvard Business School, and brought together management faculty from institutions across the country.

The seminar focused on the philosophy, opportunities and challenges of the case method, with emphasis on setting effective learning contracts, encouraging engaging classroom environments, and facilitating high-quality discussions. Participants practised questioning,

listening and response techniques, designed structured discussion plans, and gained exposure to AI-enabled classroom insights. Live case discussions, including 'Leading Transformation at IHCL', provided hands-on learning.

Blending global best practices with experiential learning, the programme enhanced faculty confidence and classroom effectiveness. The initiative further reinforced AIMA ICRC's commitment to faculty development, the creation of high-quality India-focused case content, and excellence in management education, while strengthening its collaboration with Harvard Business Impact.

Leadership Development Programme



Delegates at the Leadership Development Programme (LDP) in Lucknow

AIMA successfully concluded the 7th edition of the Leadership Development Programme (LDP) in Lucknow from 14th–16th December 2025 on the theme 'Turning Managers into Visionary Leaders', bringing together 21 mid-level professionals for an immersive and highly engaging leadership journey. Chaired by Mr Ayush Gupta, HFIMA, Director (HR), GAIL, the event featured eminent speakers including Mr Sudhanshu Mani, Creator of Vande Bharat; Dr Amit Kumar Jain, Ph D, Director (Operations & Services), DMRC & CEO & Director, Delhi Metro International Ltd; Mr Debashish Satapathy, Chief General Manager-HR, NBCC India Ltd; Ms Gitanjali Saksena, Co-Founder & Director, LagomWorks; Ms Talish Ray, Managing Partner, TRS Law Offices; Brig Shalabh Gupta (Retd), Military Leadership, who led powerful conversations around purpose-led leadership, empathy, innovation and future readiness.

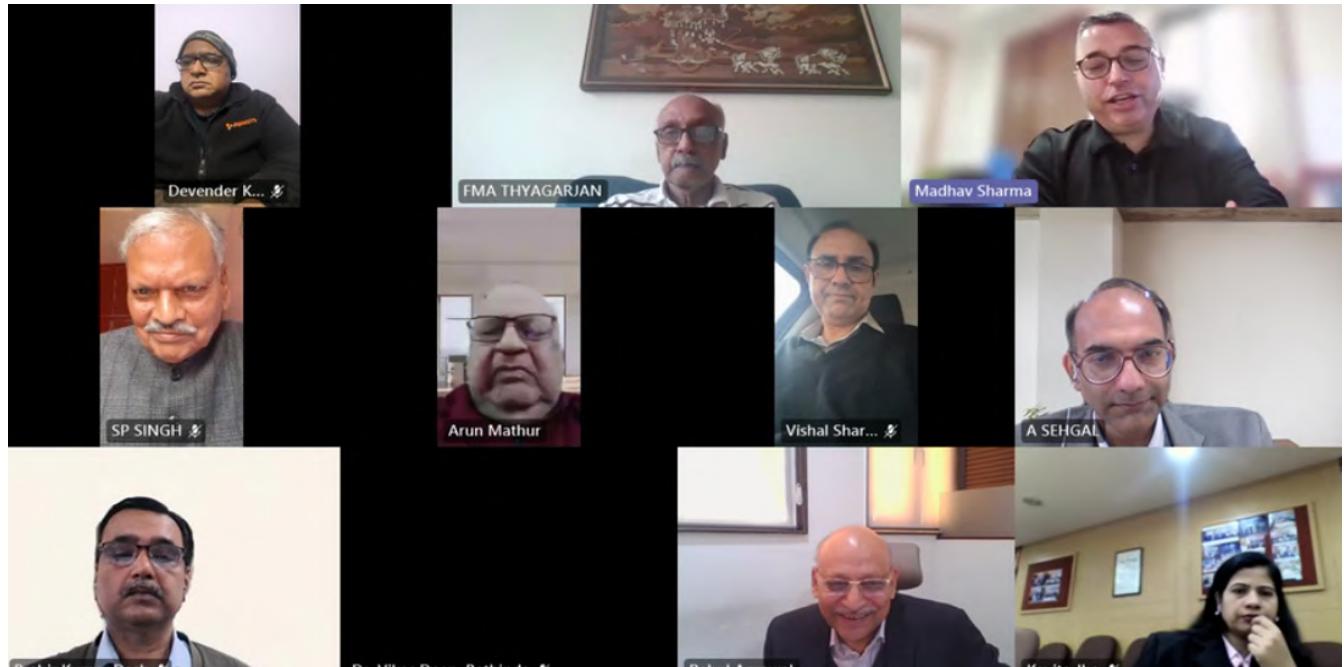
The programme featured a powerful mix of perspectives, from management lessons drawn from the Mahabharata to design thinking for empathetic leadership, the inspiring Vande Bharat story of turning

ideas into reality, leadership lessons from the Armed Forces, and a CEO lens on leading in the AI era. Each session encouraged reflection, real-world application, and thoughtful exchange among the participants.

A special highlight of this edition was 'Shaam-e-Awadh: Tehzeeb aur Riwayat' a guided heritage walk curated by Ms Talish Ray at the The Residency, a historic site linked to the 1857 uprising where Awadh's spirit and cultural grace continue to endure. The experience offered participants a meaningful engagement with the city's heritage, seamlessly blending leadership learning with Awadh's enduring values of grace, dignity and coexistence.

The programme concluded with the sharing of key takeaways and the distribution of participation certificates, marking the close of the three-day programme and a renewed leadership perspective for participants. With its strong content, intimate cohort, and experiential learning, the 7th LDP reaffirmed AIMA's commitment to developing thoughtful, grounded, and future-ready leaders.

LMA Regional Coordination Group Meetings



LMA Regional Coordination Group Meeting in progress

AIMA successfully conducted the LMA Regional Coordination Group Meetings in December 2025, bringing together Local Management Associations (LMAs) from across the country through a structured and collaborative virtual platform. Organised across four regional clusters namely North, South, East and West the meetings aimed to strengthen inter LMA collaboration promote knowledge sharing and disseminate best practices with a special focus on supporting the growth of small and medium sized LMAs while ensuring stronger regional alignment and coordination.

The meetings were held as per the following schedule- Northern Region on 12th December 2025, Eastern Region on 17th December 2025, Southern Region on 18th December 2025 and Western Region on 19th December 2025. The sessions provided an interactive

forum for LMA office bearers and representatives to deliberate on prominent events conducted exchange experiences and discuss strategies for enhancing collaboration future initiatives and the roadmap ahead.

Mr Madhav Sharma, Director- LMA Relations and Membership and Young Leaders Council, AIMA actively engaged with participants across all four regions and led constructive discussions focused on strengthening the LMA ecosystem. The meetings were chaired by the respective Regional Chairpersons, Mr A K Mathur, Northern Region; Mr G M Kapu, Eastern Region; Gp Capt R Vijayakumar (Retd), Southern Region and Ms Chhaya Sehgal, Western Region. The enthusiastic participation from LMAs across regions reflected strong engagement and a shared commitment to reinforcing AIMA's LMA network.

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PLATINUM JUBILEE
1957 - 2027

AIMA
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Post Graduate Certificate in Management



Admission
Open
January
2026 Batch

About Programme

Advance Your Career with Industry-Relevant Management Education

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

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

Specialisation

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

Programme Snapshot

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

Admissions Team

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

Leadership Excellence and Advancement Programme



Participants with the speakers at the Leadership Excellence & Advancement Programme

AIMA successfully organised the first edition of its Leadership Excellence and Advancement Programme (LEAP) on 11th–12th December 2025, marking the start of a focused leadership journey for mid-level women professionals. The programme brought together a cohort of 14 participants emphasising meaningful dialogue, reflection and shared learning over a conventional training format.

Anchored by Ms Talish Ray, Managing Partner, TRS Law, the programme featured eminent speakers including Mr S Y Siddiqui, Chairman, AIMA – HR Core Committee & Former Executive Advisor, Maruti Suzuki; Mr Saurav Ranjan Mohanty, Leadership Coach & Managing Partner, CDS Development Centre LLP; Ms Charu Pragya, National Media Panellist, BJP Member, POSH

Committee Member, Indian Olympic Association; Ms Nishka Crishna, VP – Firm Building, Quantum Consumer Solutions; Ms Bhawna Kirpal, CHRO & Head – IT, Hero Future Energies; Mr Shiv Agrawal, Managing Director, ABC Consultants; Ms Samriti Mongia, Finance Professional & Guest Faculty – Project Finance and Ms Bhavana Mahajan, Senior Principal, Public Policy & Strategic Advisory. All the participants were awarded AIMA certificates at the conclusion of the programme.

The inaugural edition laid a strong foundation for shaping future editions of LEAP. Building on this start, LEAP is well positioned to evolve into a distinctive platform for nurturing confident, visible, and future-ready women leaders.

Training on Contract Management and Dispute Resolution



Delegates at the Contract Management and Dispute Resolution Programme

AIMA successfully conducted a three-day Programme on Contract Management and Dispute Resolution on 10th–12th December 2025 in Udaipur, bringing together professionals from the public sector, infrastructure, and government organisations to deepen practical understanding of contract administration and dispute resolution.

The sessions covered contract fundamentals, various contract models (EPC, HAM, PPP, item-rate), risk and financial security, performance execution, handling variations and breaches, and best practices in contract management. Special emphasis was placed on conflict avoidance and dispute resolution mechanisms, including negotiation, adjudication, mediation,

conciliation, and recent government amendments. Interactive group exercises and a mock ADR session enriched experiential learning.

The programme saw participation from leading organisations, including Air India Ltd, Power Grid, GAIL, IRCON, Mumbai Metro Rail Corporation, NMCG, SAIL, SECI, Mazgaon Dock, Rajasthan Skill and Livelihoods Development Corporation, Government of Sikkim and the Tourism Department, J&K.

The event concluded with a valedictory session, marking a highly engaging and enriching learning experience that reinforced key takeaways and reflected the collective learning and active participation of the participants.



GLOBAL PROCUREMENT SUMMIT 2026

From Vision to Value: Operationalising Strategic Procurement for Impact

04th-05th February 2026 | Le Meridien, New Delhi

Procurement has evolved from a transactional role to a strategic driver of efficiency, accountability, and sustainable value. Recognising its impact on governance, development, and equity, the global focus now lies on professionalising procurement to enhance transparency and achieve SDGs. In this spirit, AIMA and the World Bank announce the Global Procurement Summit (GPS) 2026, bringing together global leaders to advance this transformation.

Who Should Attend

Government officials, policymakers, and public sector leaders

- Procurement professionals from PSUs and private sector
- International development agencies and donor organisations
- Academicians and researchers in procurement and supply chain management
- Consultants, contractors, and suppliers in infrastructure, manufacturing, IT, pharma, energy, telecom, and allied industries

Fees

INR 5000 + taxes (Indian Delegates)

USD 200 (Foreign Delegates)

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Why AI Boosts Creativity for Some Employees but Not Others

by Jackson G. Lu, Shuhua Sun, Zhuyi Angelina Li,
Maw-Der Foo and Jing Zhou
(January 6, 2026)

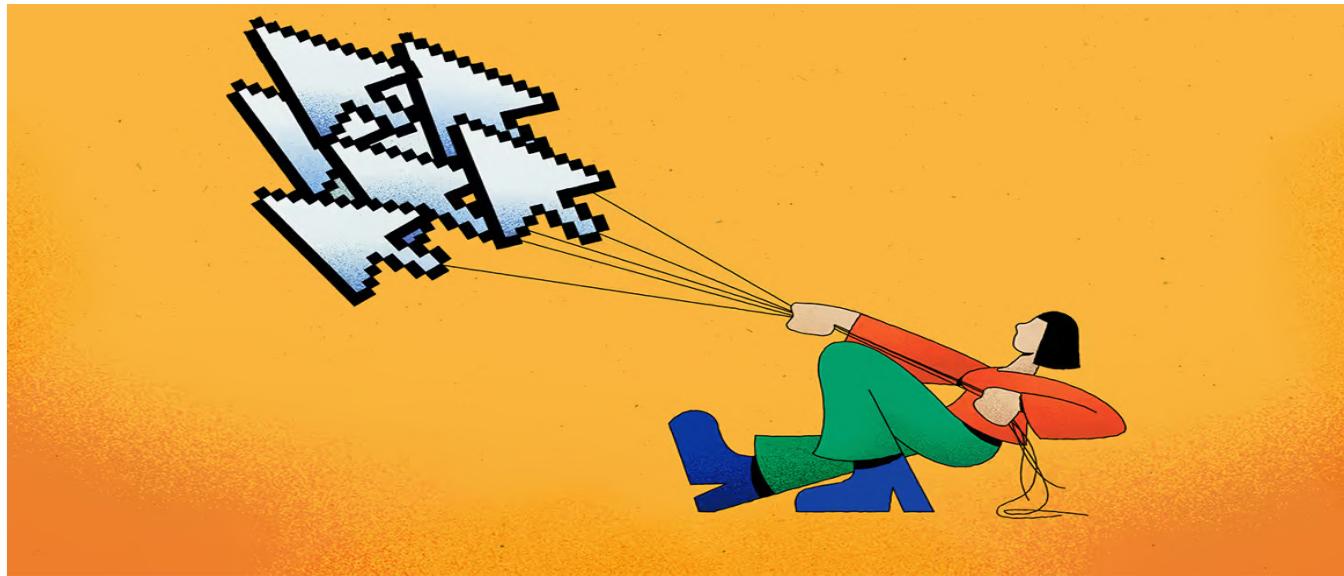


Illustration by Gabriel Masella

Summary. Generative AI is transforming workflows, yet its impact on employee creativity remains uneven. New research reveals one explanation: AI boosts creativity primarily for employees with strong metacognition—the ability to plan, monitor, and refine thinking. These individuals strategically use AI to expand knowledge, free cognitive capacity, and break fixed mindsets, thereby fueling creative ideas. Leaders should pair AI adoption with metacognitive training and design workflows that encourage strategic and iterative engagement. Organizations that cultivate metacognitive skills will turn AI from a productivity tool into a sustained source of creative advantage.

Generative AI is increasingly embedded into day-to-day workflows across organizations globally. Employees are using AI tools like ChatGPT to brainstorm solutions, explore alternatives, summarize information, and accelerate projects. As these tools become more capable, many organizations hope they will spark higher levels of creativity, enabling employees to generate more novel and impactful ideas.

Yet, despite this promise, the creative payoff has been surprisingly inconsistent. A recent Gallup survey found that only 26% of employees who use generative AI report improvements in their creativity. This gap between widespread adoption and limited creative gains raises an important question for leaders: Can generative AI truly enhance creativity in

the workplace, and why do some employees benefit while others do not?

Our new research, published in the *Journal of Applied Psychology*, answers this question. We find that generative AI can indeed boost employee creativity, but the gains are not universal. Specifically, employees with stronger metacognition—the ability to plan, evaluate, monitor, and refine their thinking—are more likely to experience creative gains from using generative AI, because they can use it more effectively to acquire the cognitive job resources that fuel creativity.

For leaders and organizations, this finding reframes the challenge of AI-enabled creativity: to unlock AI's potential for boosting workplace creativity,

organizations must go beyond simply rolling out new tools; they also need to invest in developing employees' metacognition and promote the thoughtful, strategic use of AI so employees can translate AI outputs into more effective creative performance.

The Research

To understand how and for whom generative AI enhances creativity, we focused on an important insight from creativity research: Employees produce more creative ideas when they have sufficient cognitive job resources. These resources include two key elements: a) information and knowledge, and b) the opportunity to adjust work methods and tasks, such as switching between complex and simple tasks and taking mental breaks. Information and knowledge are essential for creativity because creativity fundamentally involves recombining and synthesizing information in novel and useful ways. Similarly, opportunities to adjust work methods and tasks are crucial for creativity because they allow employees to break fixed mindsets and restore cognitive capacity.

Our research proposes that using generative AI can increase employees' cognitive job resources in two key ways. First, by expanding knowledge: Although employees' own knowledge is limited, generative AI can provide large amounts of information within seconds. This expands employees' knowledge base and enables them to integrate insights across domains. Second, by freeing mental capacity: When generative AI handles tasks such as summarizing texts, managing data, and drafting content, it reduces employees' cognitive overload, allowing them to redirect resources to complex problem-solving. Employees can also use AI to support complex, cognitively demanding tasks while periodically shifting to simpler ones, allowing them to restore mental capacity and break fixed mindsets.

However, access to AI tools alone does not guarantee that employees can acquire the cognitive resources needed for creativity. Employees differ substantively in their ability to leverage AI to obtain these cognitive job resources. We found that a key differentiator is employees' metacognition: their ability to actively monitor their thinking while completing tasks. For

example, employees with strong metacognition usually think through the steps to perform a task, keep track of how effective their approach is, and adjust when they notice a lack of progress. This ongoing reflection makes them more aware of their knowledge gaps, the demands of the task, and their own mental states. Therefore, they can better understand what information they need and when to shift gears or take breaks to disrupt fixed thinking patterns and restore cognitive capacity. By contrast, employees low in metacognition are more likely to accept AI's first answer, rely on default outputs, and fail to check whether AI's suggestions are accurate or relevant. As a result, employees with stronger metacognition are far better positioned to use AI tools to acquire the cognitive job resources that fuel creativity, whereas those with weaker metacognitive skills see few creative gains from AI.

To examine these ideas in real work settings, we conducted a field experiment with 250 employees at a technology consulting firm in China. Employees were randomly assigned either to an AI condition, where they received a ChatGPT account for use in their daily work, or to a control condition without AI access. One week later, we assessed employees' creativity using two independent evaluations: a) managers' evaluations of employees' overall creative performance over the week and b) two external raters' evaluations of the novelty and usefulness of employees' responses to a creativity task. Using a survey, we also measured metacognition with an established scale (asking people to list their level of agreement with statements such as, "While working toward my goal, I kept track of how effective my approach was").

The results were clear. Employees with stronger metacognition became more creative when they used AI—they generated ideas that were judged as more novel and more useful. But for employees with weaker metacognition, AI made little difference. In other words, only employees who knew how to engage thoughtfully with the tool were able to use AI to expand the cognitive resources that fuel creativity.

In short, our research reveals a pivotal insight for leaders: Generative AI does not automatically make

employees more creative. What matters is whether employees have the metacognition to use AI in a reflective way. The central question for leaders, therefore, is not whether employees use AI, but whether they have the metacognitive skills to engage with it thoughtfully and strategically—turning AI's suggestions into creative insights.

How Leaders Can Help Boost Employee Creativity

As organizations and teams increasingly adopt generative AI, leaders should recognize a critical insight from our research: Employees' metacognition is a key factor in determining whether AI actually enhances creativity. The following steps can help organizations and leaders maximize the creative impact of generative AI.

1. Help employees use AI to expand the cognitive job resources that fuel creativity.

Generative AI can enhance employees' creativity by expanding their access to information and knowledge and freeing up their mental capacity for creative problem-solving. Leaders should encourage employees to use AI to gather diverse information, explore multiple angles, and offload routine tasks to restore cognitive capacity. By using AI to enlarge their knowledge base, break fixed mindsets, and reduce cognitive overload, employees create the conditions that make creative insights more likely. However, our findings suggest that these benefits depend largely on how employees engage with AI—pointing to the importance of metacognition, which we highlight in the next takeaway.

2. Raise awareness that metacognition is the engine of AI-supported creativity.

Leaders might assume that integrating generative AI into their workflows will automatically make all employees more creative. Yet our research shows that creative gains tend to occur among employees who can actively monitor their own thinking and then evaluate, question, and refine AI outputs. In practice, this means employees must treat AI suggestions as starting points rather than final answers—iterating on them, probing gaps, and challenging assumptions. For example, two employees using the same AI tool may

end up with very different results: One may accept AI's first suggestion without checking, while the other may examine its accuracy, push for alternatives, and integrate new insights. The latter approach is far more conducive to creativity. Leaders should help employees understand this distinction to facilitate more productive AI engagement.

3. Build metacognitive skills through targeted and scalable training.

Leaders should consider employees' metacognitive abilities when implementing AI and invest in developing these abilities through training. Notably, metacognitive skills can be strengthened through various methods. Companies can offer short training sessions that introduce metacognition and walk employees through real examples of AI errors, asking them to anticipate, detect, and correct those mistakes. Longer programs can focus on helping employees build deeper habits of planning, monitoring, and evaluating their thinking. Even simple checklists—clarifying the problem, determining how to evaluate AI's suggestion, and exploring alternatives—can shift employees from passive reliance on AI to more active, strategic engagement. Depending on budget and priorities, organizations may adopt brief interventions or more extensive programs.

4. Design workflows that promote active, iterative engagement with AI.

Leaders should design workflows that position AI as a thinking partner rather than a shortcut. Instead of encouraging employees to use AI for quick answers, leaders should establish processes that involve generating multiple perspectives, comparing and critiquing AI outputs, and refining ideas across several rounds. For example, a product team might use AI to generate contrasting viewpoints, debate their strengths and weaknesses during a meeting, and then synthesize the strongest ideas into a final recommendation. Such iterative processes naturally activate metacognitive thinking and prevent overreliance on AI defaults. Over time, organizations may even consider employees' metacognitive capabilities when hiring for AI-intensive or creativity-intensive roles. But for most companies, building

these skills through training and day-to-day practice will be more scalable than relying on selection alone.

Caveats and Limitations

When applying these insights, leaders should consider several limitations. First, our findings are based on a single organization in China. Although the underlying mechanisms are likely to generalize, people's attitudes toward AI may vary across countries and industries. Second, other personal traits—for example, motivational traits such as a strong desire to learn or to pursue ambitious goals—may also influence how effectively employees engage with AI to enhance creativity. Third, our study examined short-term effects within a single week. The long-term consequences of sustained AI use remain open questions. Organizations should regularly assess how AI use influences employee learning and skill development over time.

About Author:

Jackson G. Lu is the General Motors Associate Professor of Management at the MIT Sloan School of Management. He focuses on three research streams: (1) the “Bamboo Ceiling” experienced by Asians; (2) how multicultural experiences (e.g., working abroad) shape key organizational outcomes, including leadership, creativity, and ethics; and (3) the multifaceted impact of AI on individuals, organizations, and society.

Shuhua Sun is an Associate Professor of Management and the Callais Professor of Entrepreneurship at Tulane University’s A. B. Freeman School of Business. His research examines how individuals and teams navigate and adapt to social and technological environments to achieve creative and performance goals. His primary research interests include (1) creativity and entrepreneurship, (2) self-regulation and metacognition, and (3) social dynamics in the workplace.

Zhuyi Angelina Li is an Assistant Professor in the Department of Organization and Human Resources at the School of Business, Renmin University of China. Her primary research focuses on creativity, well-being, artificial intelligence and human resource management, as well as entrepreneurship.

Maw-Der Foo is President’s Chair and Professor of Entrepreneurship at Nanyang Business School, Nanyang Technological University. His research focuses on entrepreneurship, innovation, and the psychological and social foundations of entrepreneurial action, with particular attention to how background experiences and emerging technologies such as AI shape decision making, risk-taking, and creativity. He has published widely in leading management and entrepreneurship journals and is actively involved in advancing entrepreneurship education.

Jing Zhou is the Deputy Dean and Mary Gibbs Jones Professor of Management at the Virani Undergraduate School and Jones Graduate School of Business at Rice University. She has built a research program examining how leadership, context, AI, and individual differences shape creativity and innovation—from idea generation to the reception and consequences of creative ideas. She has been elected Fellow of the Academy of Management, the American Psychological Association, the Association for Psychological Sciences, and the Society for Industrial-Organizational Psychology.

In sum, our research shows that generative AI can meaningfully enhance creativity—but only for employees with strong metacognition. By pairing AI deployment with deliberate support for metacognitive thinking, organizations can unlock deeper insights, accelerate innovation, and ensure that employees drive the tool rather than letting the tool drive them.

As generative AI becomes woven into global workflows, cultivating employees’ metacognition will be what separates organizations that are merely adopting AI from those that are truly unlocking its creative power. Organizations that help employees strengthen these skills won’t just keep up with AI—they’ll turn it into a sustained source of creative advantage.

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<https://hbr.org/2026/01/why-ai-boasts-creativity-for-some-employees-but-not-others>



DECODING BLACK BOXES: STRATEGIC AND LEADERSHIP AGILITY IN AN UNSTABLE WORLD

13th SENIOR LEADERSHIP RETREAT

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SPEAKERS



Ajay Bisaria
Former High
Commissioner of India
to Canada and Pakistan
Corporate Strategic
Advisor and Author



**General Bikram Singh
PVSM, UYSM, AVSM,
SM, VSM (Retd.)**
Former Chief of Army Staff
Indian Army



Sachin Pilot
Member of Rajasthan
Legislative Assembly
and Former Minister
of IT, Telecom &
Corporate Affairs
Government of India



Ritu Beri
Indian
Fashion Designer



Shiv Shivakumar
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Advent International
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Rekha Sethi
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Nalin Mehta
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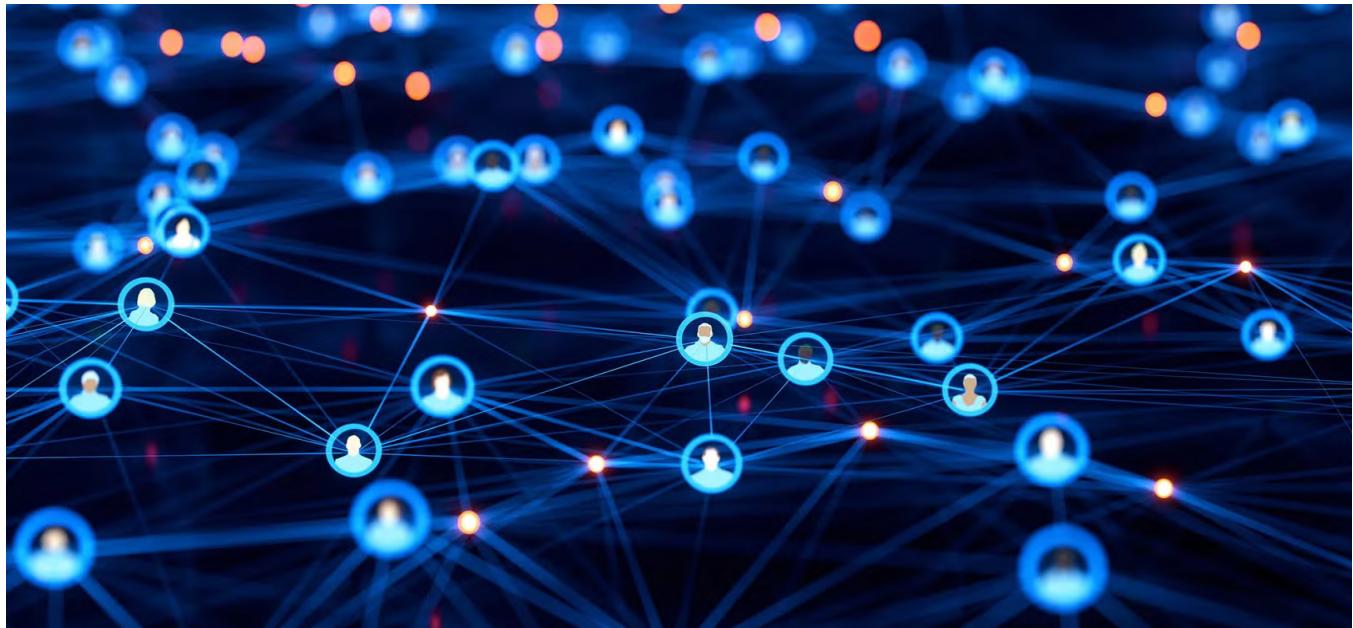
Ajey Mehta
CEO (Educational
Outreach)
Indian Institute of
Technology, Bombay

Researchers Build a Virtual World to Run Experiments Over and Over

A social network with 20,000 AI-driven users simulates real human behavior — to a point.

by Roberta Kwok

December 17, 2025



Simulations “capture the big picture, but they’re missing a lot of the detail,” says Sadegh Shirani. | iStock/imaginima

On the day of the 2010 U.S. midterm elections, researchers conducted a massive experiment on 61 million Facebook users. Some were shown a reminder to vote and a link to find their polling place; others saw a version of the same post displaying faces of their friends who had already voted. The social message was much more effective at getting out the vote, driving 340,000 people to the polls.

The study is an influential example of how online networks can influence people’s behavior. But it was a one-off. “The 2010 election happens only once,” says Sadegh Shirani, a PhD student in operations, information, and technology at Stanford Graduate School of Business. “It’s never going to happen again.”

By their nature, giant social experiments can’t be easily rerun to test new hypotheses or study different conditions. Setting them up in the first place can

be expensive, and some questions are difficult to investigate without raising ethical concerns.

Shirani and Mohsen Bayati, a professor of operations, information, and technology at Stanford GSB, wondered if they could create a virtual world where they could run behavioral experiments as often as they liked. In a new study, they developed a realistic simulation populated by 20,000 AI-powered digital “agents” that mimicked human behavior in a social network.

The researchers showed the agents messages based on those used in the 2010 Facebook experiment. They found that their simulation generally replicated the results of that earlier study: A message mentioning social connections increased voter turnout more than a generic informational post. However, the effect of seeing the social message was much stronger than

what the real-world experiment had found.

The results suggest that simulations “capture the big picture, but they’re missing a lot of the detail,” Shirani says. Still, this virtual environment could help researchers broadly test the effectiveness of different interventions. “You can run a type of experiment that you cannot ever do in the real world,” Bayati says. “You can live the life twice.”

A Web of AI Agents

To create their virtual environment, Shirani and Bayati started by gathering U.S. Census data on 20,000 people, including details such as age, gender, job, education, and marital status. Each profile was assigned to a unique digital agent.

Quote

You can run a type of experiment that you cannot ever do in the real world.

Author Name

— Mohsen Bayati

Next, the researchers obtained data from a 2012 study on a real network of Twitter users and mapped each virtual agent randomly onto a network node. They used large language models to refine and expand each user’s profile, filling out details such as their interests, political stance, and tendency to vote.

The researchers then ran 30 rounds of a simulation, with each round representing one day leading up to an election. During a round, the agents interacted with a Facebook-like social network. They queried the LLM to decide what to do, taking into account their demographic details and “personality.” For example, agents could create a new post about the election or another topic, which would appear in other agents’ newsfeeds; or they could follow another user or change their intention to vote, based on the content they saw.

Shirani and Bayati ran different iterations of the simulation. In some versions, all agents saw the

informational get-out-the-vote message; in others, they saw the social message; and in others, they saw no message at all.

Seeing the social message directly increased the agents’ voting turnout by an average of 3.9%, while the informational message didn’t make much difference. This result broadly aligned with the findings in the 2010 Facebook experiment. However, in that earlier experiment, the effect was much weaker; the social post increased voter turnout by about 0.4%.

Studying the Sims

The simulation might have yielded a stronger effect partly because virtual agents are “fully focused on what they’re seeing,” Shirani says, while real people are more distracted by the flood of information in their social feeds. “I may see the message, but then I quickly may see a post from my friend about the soccer game tonight, and I may totally forget about the message on the election.”

He and Bayati also measured the message’s indirect network effect — how it influenced users who didn’t directly see the post but saw related posts by friends. In the simulation, this effect was much smaller than the one estimated in the earlier Facebook experiment. Shirani speculates that this might be because “people have deeper connections” within their social networks in the real world. For example, “if I see my wife vote, that means a lot to me.”

Bayati envisions that LLM-driven agents could be useful for research in many fields, ranging from materials science to healthcare, as long as researchers are aware of their limitations and interpret results with caution. For instance, a researcher could run thousands of virtual experiments to identify promising leads for a new material and then validate those candidates in the lab.

“Everybody has been hearing ‘AI has value,’” Bayati says. “But here’s a very concrete example where we see it.”

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<https://www.gsb.stanford.edu/insights/researchers-build-virtual-world-run-experiments-over-over>

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Ahmedabad Management Association

On 7th December, a programme on 'Learner Forum – Social Media Influence on Youth: Role of Parenting' featured an insightful panel with Mr. Ajay Tomar (Member, AMA Executive Committee; Joint President and Group Head – Cadre Excellence and Leadership Development, Adani Group); Dr. Achyut Dani (Member, AMA Programmes Committee; Director General and Vice Chancellor (Provost), JG University), and Ms. Deepali Chhatwani (Member, AMA Public Relations Committee, Media Entrepreneur, Founder, Contentkosh and Deeceepaps – Gujarat's First-Ever Paparazzi Page). The session was moderated by RJ Krutarth (Radio Jockey, Radio Mirchi, Digital Creator and Observational Speaker).



Speakers with the moderator



Ms. Namrata Sheth addressing

On 10th December, 'Lose Fat the Easy Way – Mentoring Session for a Healthy Lifestyle' was conducted by Ms. Namrata Sheth, Nutritionist and 360° Wellness Expert, who shared practical, science-backed approaches to sustainable weight management, mindful eating, and lifestyle correction.



Participants with Ms. Namrata Sheth

On 11th December, a programme on 'Tips to Reduce Your Energy Costs: Small Changes with Big Impact' was addressed by Ms. Shweta Mahajan, Chief General Manager, Consumer Education and Research Centre (CERC) at Odhav, focusing on consumer awareness, energy efficiency practices, and informed decision-making for long-term savings.



Mr. Madan Bahal addressing

On 11th December, a programme on 'Booming Startups, SME and Mainboard IPOs: Opportunities and Challenges for the PR and CC Sector – Trust vs Fake News in the AI Age' was led by Mr. Madan Bahal, Co-Founder and Managing Director, Adfactors PR, who offered strategic insights into reputation management, credibility, and ethical communication in an AI-driven media ecosystem.



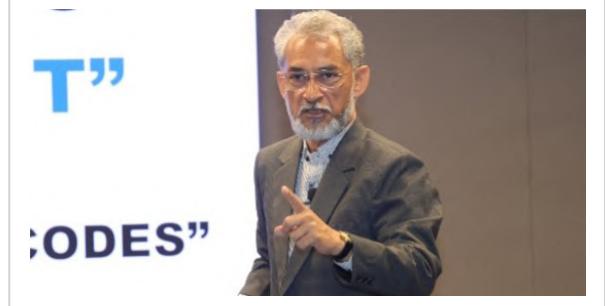
Panelists at the programme

On 12th December, a panel discussion on 'Research Collaborations for SMEs' Growth (SME Growth Series-13)' brought together Mr. Manoj Kumar Vats (Jt. Director and HoO, MSME-DFO, Government of India); Mr. Tejas J. Mehta (Assistant Commissioner, Industries and Mines Department, Government of Gujarat); Mr. Prashant Gandhi (Partner, Siddhi Engineers) and Dr. Etinder Pal Singh (Professor – Marketing, Entrepreneurship Development Institute of India (EDII)). The session was moderated by Mr. Tarachand Jain (CMD, Shri Navkar Metals Ltd.) and highlighted academia–industry–government collaboration as a catalyst for SME innovation and scalability.

On 13th December, a talk on 'Business Connect and New Labor Codes' was delivered by Mr. Sanjay Suthar, Advisor and Facilitator with over 35 years of experience in HR, IR, and OE, offering clarity on India's labour reforms and their implications for employers and employees.



Ms. Priyanka Brahmbhatt and Ms. Mahi Joshi



Mr. Sanjay Suthar addressing

On 13th and 14th December, 'The S.R. Bhandari – AMA Best Speaker Award 2025' was organised. Ms. Priyanka Brahmbhatt emerged as the winner, while Ms. Mahi Joshi secured the runner-up position. The event was judged by Ms. Gopi Trivedi and Dr. Sandeepa Chavan, with Mr. Ambar Patel as guest of honour delivering a special address.

On 17th December, a programme on 'Learner Forum – AI for Everyone: Building Awareness, Skills, and Ethics Through Education' featured a conversation with Mr. Rahul Nawab (President – Data and AI, Prowess Consulting); Dr. Vishal Dahiya (Professor and Director, Sardar Vallabhbhai Global University) and Mr. Dhruvil Hapani (Technical Project Manager, QX Global Group). The session was moderated by Mr. Alpesh Parikh (AMA Executive Committee) and stressed ethical AI adoption and inclusive AI education.



Panelists at the event



Mr. Himanshu Ghosh addressing

On 19th December, a programme on 'Energy Management Systems (EnMS)' was led by Mr. Vijay Sonawane, Expert in EnMS, Quality, Sustainability and Industrial Compliance, Quality Council of India, at Odhav, emphasising structured energy efficiency frameworks and ISO-aligned sustainability practices.

On 18th December, Design Talk Session 3 on 'Projection Mapping to AI Art: The New Tools of Experiential Design' was conducted by Mr. Himanshu Ghosh, Founder, KnownSense Studios, exploring emerging design technologies and their application in immersive and experiential storytelling.



Mr. Vijay Sonawane addressing



Speakers at the event

On 20th December, a panel discussion on 'Is Debate the Platform for the New Speakers?' featured Mr. Rathin Bhatt (National General Secretary, Chhatra Sansad India; Consultant, Michael Page); Mr. Krunal Shah (Youth Icon, Ministry of Youth Affairs (Government of India); Manager, Elixir Foundation) and Mr. Aditya Bhatt (National Level Debater and Trainer; Founder, Turning Point Community). It was moderated by Ms. Lipi Goyal (Award-Winning Emcee and Public Speaking Coach).

On 20th December, the Surat Edition of EXIM Conclave 2025 brought together leaders to deliberate on Surat's role in global trade. A key highlight was the address by Mr. Anupam Singh Gehlot (IPS), Police Commissioner, Surat. The conclave featured addresses by Mr. J.B. Dave on government policies, Mr. Vaishal Shah on textile footprints, and Dr. Bhumi Rajyaguru on global competitiveness.



Speakers at the event



Unveiling of AMA's new course on Film Production Management

On 24th December, a programme on 'Changing the Scenario of the Gujarati Film Industry: Success Story of 'Laalo – Krishna Sada Sahaayate' featured an engaging conversation with Mr. Ankit Sakhya (Director), Mr. Ajay Padariya (Producer), Mr. Shruhad Goswami and Ms. Reeva Rachh (Actors), and Mr. Ajay Singh Chudasama (Chairperson, R WORLD Multiplexes). Moderated by Dr. Savan Godiawala (Past President, AMA), the

event highlighted the evolving landscape of regional cinema.

On 27th December, a programme on 'From Self-Sufficiency to Global Leadership: India's Dairy Path under Viksit Bharat 2047' was addressed by Dr. Meenesh Shah, Chairperson and Managing Director, National Dairy Development Board (NDDB), focusing on cooperative leadership, policy reforms, and innovation in India's dairy sector.



Prof. Satyajit Majumdar

Bharuch District Management Association

Air Show

Bharuch District Management Association, along with Bharuch Citizen Council Trust (BCC) and the District Administration, Bharuch, successfully organised the Sarang Helicopter – Akash Ganga Sky Diving Air Show on 6th and 7th December at the proposed Ankleshwar Airport site, with approval from the Indian Air Force. The spectacular event showcased the Indian Air Force's precision and professionalism through breathtaking helicopter aerobatics by the Sarang team and perfectly coordinated skydiving formations by the Akash Ganga team. Drawing an overwhelming response from citizens across the region, the air show marked a historic milestone for Bharuch district as one of the first large-scale public air shows held at the proposed airport site.

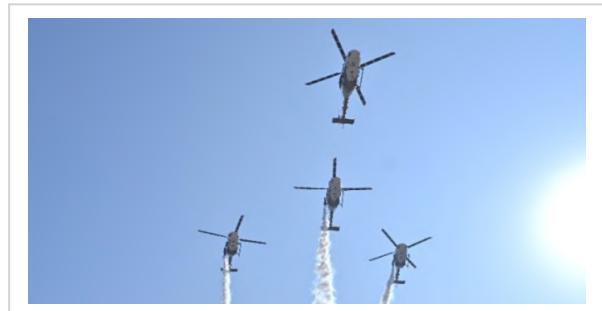


Dr. (CA) Shailendra Saxena sharing his presentation



Dr. Meenesh Shah being felicitated by Mr. Rajiv Gandhi

On 27th December, Productivity Lecture Series – Social Entrepreneurship and Sustainability was delivered by Prof. Satyajit Majumdar, MD, TISS Incubation Centre, and Distinguished Adjunct Professor at EDI, emphasising sustainable business models and entrepreneurship for social impact.



Sarang Helicopter Air Show at Ankleswar Airstrip

Finance and Taxation Forum Webinar

BDMA's Finance and Taxation Forum organised a webinar on GSTR-9 and 9C, focusing on annual return and reconciliation requirements under GST. Dr. (CA) Shailendra Saxena, a noted GST expert, shared practical insights on compliance aspects, common filing errors, reconciliation challenges, and best practices to ensure accurate reporting and avoid statutory issues. The session also covered recent updates and addressed key queries from participants.

CEO Think Tank Forum

BDMA organised a CEO Think Tank Forum at its premises on the theme 'Power Your Mind to Overcome Uncertainties' for senior industry leaders. The session was led by Dr. Usha Vasthare, Founder of Yogakshema Rehabilitation and Wellness Centre and former faculty at Temple University School of Medicine, USA. She shared valuable insights on mental resilience, stress management, mindful leadership, and emotional intelligence in today's dynamic business environment. Attended by 30 participants, the programme was well received and reinforced BDMA's commitment to holistic leadership development and executive well-being.



BDMA Past President presenting a memento to Dr Usha Vasthare at the CEO Forum

CSR Forum



CSR Forum in progress

BDMA organised a CSR Forum featuring a round table discussion on aligning Corporate Social Responsibility initiatives with Government social welfare schemes. The forum provided an interactive platform for industry representatives to exchange ideas, share best practices, and explore collaborative CSR models that support inclusive and sustainable community development. The deliberations emphasised effective utilisation of CSR resources, public-private partnerships, and impactful implementation of social welfare projects for the benefit of the region.

Procurement Forum

BDMA successfully organised its first Procurement Forum, bringing together industry professionals for an engaging round table discussion on current procurement practices and future strategies. The forum enabled participants to exchange experiences, address emerging challenges, and explore ways to enhance procurement efficiency, transparency, and cost optimisation. The interactive session encouraged practical insights and collaborative approaches to strengthen supply chain resilience and support sustainable industrial growth in the region.



Procurement Forum in progress

Bhopal Management Association

Conclave

TV 27 News, Bhopal Management Association (BMA), LNCT College, and Swadesh Jyoti, successfully organised a conclave on 11th December titled 'Human Rights: From Constitution to Society' at CMC Hall, LNCT University, Kolar Road, Bhopal. The programme commenced with a welcome address by Mr. S. N. Malviya, Managing Director, TV News 27, who emphasised the importance of human rights in strengthening society. Mr. Rajan Mehta, Marketing and Sales Head, TV 27 News, elaborated on the objective and significance of organising the conclave. Mr. Awadesh Pratap Singh, Member, Human Rights Commission, highlighted the importance of the day and explained the role and responsibilities of the Human Rights Commission. Dr. Anupam Chouksey, Secretary, LNCT Group, Bhopal, expressed gratitude to TV 27 News and BMA for organising the event at LNCT University. The first panel discussion featured Mr. Awadesh Pratap Singh; Dr. Lalji Mishra (Retd. DIG, Jail); Mr. S. K. Raut (Former DGP, MP); Mr. Suresh Tomar (Member Secretary, State Women's Commission), and IPS Ms. Shraddha Tiwari, DSP, Bhopal. The second panel included Ms. Asha Shukla, Former Vice Chancellor; Mr. Mukesh Kumar Sahu, Dean and Director, LNCT; Ms. Kala Mohan, Social Activist; Ms. Shikha Chhibber, Human Rights Lawyer and Mr. Purushottam Somkumar, Retired Superintendent, Central Jail, Bhopal. The programme was moderated by Mr. Umesh Gupta, while Mr. Shailendra Ojha anchored the event with poetic couplets. Mr. K. Shankar, Secretary, BMA, delivered the vote of thanks. Around 300 students and BMA members attended the conclave.



(L to R) Mr. Umesh Gupta; Dr. Lalji Mishra; IPS Shraddha Tiwari; Mr. Awadesh Pratap Singh; Mr. S.K. Raut and Mr. Suresh Tomar



Dignitaries at the monthly speaker meeting

Monthly Speaker Meeting

BMA organised its monthly speaker meeting featuring an address by Mr. Shankar Krishnan, Hon. Secretary, BMA, who shared key outcomes of the Western Region LMA Meeting and outlined AIMA's expectations and LMA activities. Mr. Rajesh Tiwari, President, BMA, welcomed author Prof. Indrapreet Bhogal, Assistant Professor, IPER, Bhopal, and his family. Prof. Bhogal's book, 'Talent and Knowledge Management,' was formally released by Mr. Ajay Sinha, Vice President – HR, TAFE

Tractors, Mandideep. Mr. Suhas Mishra, Former GM (Plant Head), Harshey India, delivered an informative talk on 'Quality Control in Food Industries.' The programme concluded with felicitation of dignitaries and closing remarks by Mr. R. G. Dwivedi, Vice President, BMA.

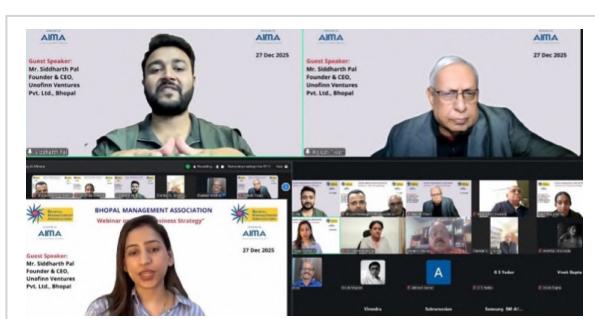
Expert Lecture

BMA and SISTec Business School, under the BMA Student Chapter, organised an expert session on 'Impact of E-Learning in Training and Development' on 26th December. Mr. Swapnil Tripathi, Co-Founder and Chief Revenue Officer, we360.ai, delivered the keynote address, sharing insights on the effectiveness of e-learning platforms, technology-driven corporate training, and data-driven training systems.

The session was attended by Mr. Shankar Krishnan, Secretary, BMA; Mr. Aamir Khan, Manager, BMA; Mr. Prameel Mishra; Prof. Inderpreet Bhogal, Member, BMA; SISTec leadership, faculty members, and large number of students, who engaged in discussions on the practical applications of e-learning.



Participants at the session



(L to R) Mr. Siddharth Pal; Mr. Rajesh Tiwari; Dr. Nishtha Tyagi and other participants

Webinar

BMA organised a webinar on 'AI for Business Strategy' on 27th December via Zoom. The session was delivered by Mr. Siddharth Pal, Founder and CEO of Unofinn Ventures Pvt Ltd, who brings over a decade of hands-on experience working closely with business owners, CXOs, leadership teams, and growth-stage enterprises. The programme commenced with a welcome address by Mr. Rajesh Tiwari, President, BMA. The Appreciation Certificate was presented to the Guest Speaker by Dr. Kanchan Bhatia, EC Member, BMA. The session was moderated by Ms. Yashmita, Student Member, BMA. The concluding remarks were delivered by Dr. Nishtha Tyagi, Jt. Secretary, BMA. The vote of thanks was proposed by Mr. Shankar Krishnan, Hon. Secretary, BMA and was efficiently coordinated by Mr. Aamir Khan, Manager, BMA.

Calcutta Management Association

Annual General Meeting

The newly elected executive committee (2025-26) of Calcutta Management Association after assuming the office resolved to have organic growth by membership drive and expand its horizon through tie up and collaboration with other forums and institutions of strategic interest. During the AGM, CMA elected its new Executive Committee, with Mr Indranil Banerjee assuming office as President, Mr Vibhor Tandon as



Members of the newly elected CMA committee

Vice President, and Ms Sohini Gooptu as Treasurer. The occasion also marked the inauguration of CMA's renovated Secretariat at the Bengal Chamber Building, featuring upgraded office and training facilities.



Members of the newly elected CMA committee

CMA EC and Sub Committee Meeting

The newly elected CMA committee includes Mr. Indranil Banerjee, Additional General Manager (HR and Admin), West Bengal State Electricity Distribution Co. Ltd. (WBSEDCL), as President; Mr. Vibhor Tandon, Director, MMPL and Independent Director, International School of Design, as Vice President; and Ms. Sohini Gooptu, Director, Ad Infinitus, as Treasurer. Mr. G. M. Kapur, Immediate Past President of CMA, will continue as an ex-officio member. Under the President's

guidance, CMA has constituted six new sub-committees: Academia Connect, HR, Gen-Z Connect, Technology (Office IT and Programme), Sunrise Sector, and Finance.

CMA- Carring Minds Conversation 360

The newly elected committee commenced its journey with another edition of Conversation 360, organised with the support of long-time partner Carring Minds. Mr. Sujoy Banerjee, Group Chief People Officer, Gainwell Group, addressed a full-house audience on 'Diversity, Equity and Inclusion – Promises and Practices.' Mr. Banerjee shared a practical, experience-driven perspective on DEI, highlighting inclusive talent representation, equitable systems, and emotionally connected workplaces, supported by real-life corporate examples.



Mr. Sujoy Banerjee with Mr. Indranil Banerjee, President CMA, Mr G M Kapur, Immediate Past President, CMA and Mr. Anil Garg, EC Member, CMA

ISTD- CMA Collaboration

CMA collaborated with ISTD as a Strategic Partner for the 7th Eastern India Regional Conference, held at the Biswa Bangla Convention Centre, Kolkata. Mr. Indranil Banerjee, President, CMA, participated as a panelist in one of the conference sessions. Mr. Vibhor Tandon, Vice President, CMA, was also present and appreciated the scale of the event, which witnessed participation from delegates across India as well as across borders. EC members Mr. Jimmy Tangree, Ms. Anjana Dixit, and Ms. Mrigasikha Mitra Banerjee played key roles in supporting and contributing to various sessions of the programme.



Mr. Indranil Banerjee with other panelists

NASSCOM- CMA Collaboration

On the invitation of NASSCOM, curated by Ms. Ina Bose, EC Member and member of the Technology (Office IT and Programme) Sub-Committee, a CMA delegation comprising Mr. Indranil Banerjee, President; Mr. Vibhor Tandon, Vice President; and Ms. Anjana Dixit, EC Member, attended the NASSCOM Technology Confluence 2025 at Raajkutir, Kolkata. The delegation interacted with Mr. Raghu Kumar, Head – East and South, NASSCOM, leading to a meaningful discussion on India's evolving digital landscape and future opportunities to explore technology's impact on industries, startups, and MSMEs.



Delegates at the NASSCOM Technology Confluence 2025

CMA- IEM



Mr. Indranil Banerjee being felicitated at the event

On 8th December, CMA delegation comprising Mr. Indranil Banerjee, President; Mr. Vibhor Tandon, Vice President; and Mr. Anirban Bhattacharya, Deputy Director, attended a start-up promotion programme at the IEM–UEM University campus auditorium. The programme, facilitated by Mr. Kaushik Ghosh Chowdhury, Chairperson, Gen Z Connect Sub-Committee, featured student entrepreneurs pitching their business plans before an August audience.

Cyber Security

On 14th December, CMA, in collaboration with the Officers' Association, Durgapur Steel Plant (SAIL), conducted a cyber security awareness programme titled 'The Path Forward: Strategies for a Cyber-Resilient India' in hybrid mode. The session was delivered by Mr. Sushobhan Mukherjee, CEO and Co-Founder, Prime Infoserv, and anchored by Mr. Anand Kumar, DSP, SAIL. Representing CMA were Ms. Sohini Gooptu, Treasurer; EC Members Ms. Ina Bose and Mr. Gautam Mukhopadhyay and Mr. Anirban Bhattacharya, Deputy Director.



Session in progress

CMA Strategic Partnership - IIMM

Mr. Indranil Banerjee, President, CMA, was invited as Chief Guest by the Indian Institute of Materials Management (Kolkata Chapter) for its Convocation Programme on 21st December. On the sidelines, discussions were held on potential collaboration between the two institutions for shared initiatives and joint programmes. Mr. Rajib Kumar, National Council Member, IIMM, and Lead, Seminar and Strategic Alliances Committee (IIMM-K), and a life member of both institutions, facilitated the initiative to bring the two fraternities together.



CMA President being felicitated at the event

Coimbatore Management Association

Monday Musings Talk

During the Monday Musings session, the speaker Mr. Abishek Ravichandran spoke on 'Strategic Cannibalisation Why Great Companies Kill Their Own Products before Competitors Do.' The presentation focused on the critical leadership mindset necessary for proactive self-disruption and explored how global industry leaders such as Apple, Amazon, and Netflix successfully transformed themselves by intentionally cannibalising their own profitable products to sustain market dominance. The session encouraged future managers, entrepreneurs, and academic professionals to embrace innovation-led thinking, agility, and bold decision-making as essential drivers of long-term organisational survival and success.



Speaker- Mr. Abishek Ravichandran



Speaker- Dr. K. V. Manju

Dr. K. V. Manju, Associate Professor, School of Management, Sri Krishna College of Engineering and Technology, Coimbatore, delivered an insightful talk titled 'Succeeding When AI Becomes Your Co-Worker.' The session explored the future of work, addressing concerns about AI and employment while highlighting the importance of human-AI collaboration. Dr. Manju introduced the 3-Buckets Exercise to categorise tasks as automatable, augmentable, or human-exclusive, supported by global evidence on workplace automation.

Dr. C. N. Narayana delivered an insightful session on change management, highlighting the accelerating pace of change in today's dynamic world. He emphasised the importance of open communication and embracing emerging technologies, including AI. The session also addressed Gen Z perspectives and mental health challenges during change, along with strategies for adaptation and sustainability. Dr. Narayana concluded by illustrating change through the metaphor of a caterpillar transforming into a butterfly—symbolising growth through a challenging yet transformative process.



CMA
COIMBATORE MANAGEMENT ASSOCIATION

MONDAY MUSINGS
A weekly thought leadership talk on current topics

Monday Musings No. 593
3rd Week - December 2025

Dr. C.N. Narayana,
Dr. C.N. Narayana is the Founder of MBA Pulse with nearly four decades of judicious mix of experience in academia and industry. He began his career with Godrej and Boyce Mfg. Co. Ltd and ended his 15 years stint as a leader in GE Appliances. He served Thermax Ltd., as a Financial Controller. He was exposed to leadership roles in Xerox Corporation, USA and was a visiting faculty at the University of Madras.

Speaker- Dr. C. N. Narayana



CMA
COIMBATORE MANAGEMENT ASSOCIATION

MONDAY MUSINGS
A weekly thought leadership talk on current topics

Monday Musings No. 594
4th Week - December 2025

Pritaa K, M.Com, M.Phil
Asst. Manager Accounts Receivables

Pritaa is a dynamic professional with strong academic credentials and social leader dedicated to education, community empowerment, women's welfare, and human rights advocacy with a

Speaker- Ms. Pritaa K

Ms. Pritaa K stressed that value education was something more important than marks, degrees, designations, and salary. She defined education as transmission of knowledge, skills, methods, and formulas in a structured curriculum, whereas value education is not about preaching morals, but about thinking what kind of person one should become. She quoted Dr. Kalam, who said: 'Knowledge makes you great; values make you good.' Values are not taught by words - they are revealed through small actions. She concluded her talk by stating that education makes one capable, but values make one valuable.



CMA
COIMBATORE MANAGEMENT ASSOCIATION

MONDAY MUSINGS
A weekly thought leadership talk on current topics

Monday Musings No. 595
5th Week - December 2025

Mr. B. Bala Senthil Kumar,
MBA (HR & Operations)
Founder and Managing Director - Ze Bancario - School of Banking (iStudy Hub), Coimbatore

Speaker- Mr. B. Bala Senthil Kumar

Mr. B. Bala Senthil Kumar delivered a session titled 'The Career 2.0 – Master the Career Skills,' aimed at guiding students and young professionals toward meaningful and sustainable career paths, with a focus on Public Sector and Central Government opportunities. The talk highlighted the importance of core skill development for success in competitive exams and professional growth. Emphasis was placed on effective time management, balancing academics, preparation, and personal development, along with the concept of 'Going Small,' which encourages achieving long-term goals through consistent daily actions.

Faridabad Management Association

Monday Musings Talk

During the Monday Musings session, the speaker Mr. Abishek Ravichandran spoke on 'Strategic Cannibalisation Why Great Companies Kill Their Own Products before Competitors Do.' The presentation focused on the critical leadership mind-set necessary for proactive self-disruption and explored how global industry leaders such as Apple, Amazon, and Netflix successfully transformed themselves by intentionally cannibalising their own profitable products to sustain market dominance. The session encouraged future managers, entrepreneurs, and academic professionals to embrace innovation-led thinking, agility, and bold decision-making as essential drivers of long-term organisational survival and success.



(L to R) V. Thyagarajan, Executive Director, FMA; Dr. Debasis Satpathi, Chief General Manager, - HR, NBCC India Ltd.; Ms. Saloni Kaul, President, FMA; Mr. Ajay Somvanshi, CHRO, Vicutura Technologies, Faridabad and Ms Monica Anand, General Secretary, FMA



Session on 'Strategic Cannibalisation Why Great Companies Kill Their Own Products before Competitors Do'

Dr. K. V. Manju, Associate Professor, School of Management, Sri Krishna College of Engineering and Technology, Coimbatore, delivered an insightful talk titled 'Succeeding When AI Becomes Your Co-Worker.' The session explored the future of work, addressing concerns about AI and employment while highlighting the importance of human–AI collaboration. Dr. Manju introduced the 3-Buckets Exercise to categorise tasks as automatable, augmentable, or human-exclusive, supported by global evidence on workplace automation. The talk concluded by emphasising that blending human strengths with AI capabilities is key to staying relevant in an AI-driven world.

Ghaziabad Management Association

Best Practices on Processes of Improvement for Sustainability

Ghaziabad Management Association organised an inter-industry competition on 'Best Practices on Processes of Improvement for Sustainability' on 5th December at IMT, Ghaziabad. The event showcased presentations in three categories: Productivity Improvement (TPM, Kaizen, 5S), Quality Initiatives (Zero Defects, Six Sigma, TQM), and ESG initiatives (energy saving, maintenance, CSR). Ghaziabad Precision Products Pvt. Ltd. won for Quality Improvements, Shriram Pistons and Rings Ltd was first runner-up for Continuous Process Improvement through skill enhancement and technology, and Wika Instruments Pvt. Ltd. secured second runner-up for ESG initiatives.



Winning team with the Jury and GMA members

The competition was judged by an esteemed panel: Mr. Sudhir Mittal, entrepreneur and IIT Kanpur alumnus; Mr. Dinesh Agrawal, Principal Consultant at Consocia Advisory and CEO, SDEF and Mr. Sumit Joshi, Plant Head, SMSC, Minda Corporation Ltd., Noida.



The winners of the cricket match

Cricket Match

GMA organised a cricket Match on 7th December at ABES Cricket Stadium, Ghaziabad, featuring eight teams from institutes, corporate organisations, and individual members. The final was contested between Goodluck Steels and AKGEC, with family members of GMA participants in attendance. Trophies were presented to the winning and runner-up teams, while individual awards were given for Best Fielder, Best Batsman, and Best Bowler. All players

received medals in recognition of their participation, making it a fun and engaging event for the GMA community.

Industry Visit

GMA organised an industry visit to Shriram Pistons and Rings Ltd., on 12th December for 49 students from AKGIM, Ghaziabad. The industry is an art of facility depicting foundry and manufacturing of Aluminum, Cast Iron and various other heat treatment processes. Students appreciated the visit and expected such type of regular visits of the industries, who are member of GMA.



Students during their visit to Shriram Pistons



Members during their visit to the ITC factory

GMA organised an industry visit to ITC, Ghaziabad, on 19th December, where participants gained insights into the manufacturing of brands such as Wills and Marlboro, including a new clove-based cigarette variant. The visit was attended by 10 executive members of GMA and provided a firsthand understanding of advanced manufacturing processes and operational excellence.



Female workers receiving the monthly salary certificate from ESIC SRO

Awareness camp on ESI

GMA organised an Awareness Camp on the ESI Scheme and its Benefits at Shriram Pistons and Rings Ltd on 17th December, as part of the ESIC Spree/Amnesty Drive. Officers from ESIC SRO Noida—Mr. Alok Kumar Choudhry, Assistant Director Mr. Pankaj Kumar, Deputy Director; and Mr. Shiv Gupta, Deputy Director—were present to explain various ESI schemes and

benefits to employees. During the programme, cheques equivalent to the monthly salaries for lifetime were handed over under the STRI Yojana (approved DB) to the spouses of Late Gaurav Sharma (IP No. 6701020471) and Late Kiran Pal (IP No. 6716140991), highlighting the social security support provided under the ESI scheme.

MDP

GMA organised the second session of its Management Development Programme (MDP) series on 'Finance for Non-Finance Managers' on 23rd December at the GMA Conference Room, Ghaziabad. The session focused on applying finance to managerial decision-making, covering key areas such as the use of financial ratios to assess business performance, budgeting and variance analysis for performance monitoring, financial implications of operational decisions related to pricing, credit, and inventory, and the basics of investment appraisal including payback, ROI, and project evaluation. The programme was conducted by CA D. K. Arora and was attended by nine participants from diverse industries.



Participants with CA DK Arora and ED Mr Rahul Agrawal



Dr Sankar Goenka addressing

KIET School of Management (KSOM), in collaboration with GMA, organised a Management Development Programme (MDP) titled 'Personal Branding – Knowing Yourself, Leading with Impact, Communicating with Clarity and Inspiring Teams for Excellence' on 27th December at the KIET (Deemed to be University) campus. The MDP featured insightful sessions by Dr. Shankar Goenka, Managing Director, WOW Factors India and TEDx speaker, while Dr. Binkey Srivastava, Dean, KSOM, conducted a specialised session on 'Mind over Mood

Leadership.' The event saw active participation from 30 corporate professionals, business leaders, entrepreneurs, and academic provosts, making it a highly engaging and impactful learning experience.

Guwahati Management Association

Guwahati Management Association successfully conducted the 19th D.N. Barua Memorial Annual Managers' Competition – 2025, one of its flagship programmes, on 19th –20th December at the Civil Service Officers' Institute, Khanapara, Guwahati. The competition witnessed participation from 47 managers representing 13 leading organisations. After rigorous deliberations, 12 awards were conferred. The



Winning team with Jury and GMA members

top winners were Arindam Choudhury (Oil India Ltd.) – 1st Prize, Aaron E. Wahlang (NEDFi) – 2nd Prize, and Himashree Deka (Bongaigaon Refinery, IOCL) – 3rd Prize. Special Category Awards were presented to Dimpy Chetia (Oil India Ltd.) for Best Leadership Initiative, Akansha Das (Bongaigaon Refinery, IOCL) for Best Presentation and Communication, and Probin Barman (Numaligarh Refinery Ltd.) for Best Creativity and Innovation. The winners were selected by an eminent jury comprising Dr. Alok Kumar Buragohain, Dr. Jayanta Kumar Basumatary, and Dr. Sunil Kumar Saikia. Prizes were awarded during the valedictory session graced by the Chief Guest, Dr. Gautam Barua, eminent educationist, technocrat, and former Director of IIT Guwahati.

Indore Management Association

IMA Evening Programme

IMA supported the Spoken Evening Indore, which was successfully held on 9th November at Siena Piazza, Phoenix Citadel, Indore, offering the audience a memorable evening of powerful spoken word performances and soulful music. The event featured captivating performances by renowned artists Ms. Divya Dutta, Mr. Prahlad Singh Tipanya, Mr. Ankur Tewari, Mr. Amol Parashar, Ms. Priya Malik, Ms. Srishti Shrivastava, and Mr. Zeeshan Khan, along with impressive performances by talented local artist.



Prahlad Singh Tipanya performing at the event



Ms. Vibha Jain with the participants

IMA Women Forum

The IMA Women Forum – Mock Parliament 2025 was successfully conducted on 11th- 12th November at Soft Vision College, Indore. The event witnessed enthusiastic participation, highlighting women's leadership, critical thinking, and decision-making abilities. The session was graced by Ms. Vibha Jain, Parliament Speaker, whose guidance and presence added great value to the proceedings.

IMA | Indore Literature Festival

IMA proudly continued its legacy association with the Indore Literature Festival through a successful three-day celebration of literature, art, and ideas. As part of the festival, the session 'Marketing Mixology' was held on 14th November at the Dhirubhai Ambani Auditorium. The engaging conversation featured Mr. Ambi Parameswaran—Author, Brand Strategist, and CEO—in discussion with Mr. Aanh Anand, presented by IMA, Indore.



Mr. AMBI Parameswaran addressing



Mr. Pankaj Kothari addressing

Diksha Programme

IMA Diksha Programme titled 'Building Stronger Teams Through Accountability' was conducted on 15th November at Tata International Ltd, Dewas. The session was led by Mr. Pankaj Kothari, who shared valuable insights on building high-performing and accountable teams. The programme emphasised the importance of clarity in roles, shared purpose, ownership, and effective communication to strengthen teamwork and enhance organisational performance.



Mr. Pushpendra Singh Jadon addressing



Mr. Prahla Pandey interacting with a participant

IMA conducted its Diksha Programme session on 15th November at Hettich India Pvt. Ltd. The session, titled 'Own It to Manage It,' was delivered by corporate trainer Mr. Prahla Pandey, who shared valuable insights, practical examples, and actionable strategies that inspired participants to adopt a proactive mindset, strengthen accountability, and enhance overall workplace performance.



Participants at the Golf and Management Training Programme

IMA Golf Training Programme

IMA successfully conducted an engaging Golf and Management Training Programme on 16th November at the Royal Garha Golf Club, Indore. The programme offered a unique blend of sportsmanship and leadership learning, showcasing how the principles of golf mirror effective management practices. Participants explored golf fundamentals while gaining insights into strategic thinking, focus, discipline, teamwork, and decision-making.



Mr. Anuj Mittal with the participants

MDP

IMA successfully conducted a two-day Management Development Programme on 22nd- 23rd November on 'The Science of Scaling 100X' at Radisson Blu, Indore. Led by renowned strategist Mr. Anuj Mittal, the sessions emphasised practical frameworks, strategic mindset shifts, and innovative approaches to uncover hidden opportunities and drive exponential growth.

IMA Expert Session

IMA successfully hosted an expert session on 27th November with Mr. Chandubhai Virani, Founder and Managing Director of Balaji Wafers, who shared his remarkable entrepreneurial journey, emphasising the importance of hard work, innovation, perseverance, and customer-focused leadership in building a successful homegrown brand. The session provided valuable insights into entrepreneurship and leadership, leaving participants motivated and inspired.



Mr. Chandubhai Virani addressing



Session in progress

IMA successfully conducted the Diksha Programme on 27th November on 'Building Stronger Teams Through Accountability' at Cummins Turbo Technologies Pvt. Ltd., Pithampur. The session was led by Mr. Pankaj Kothari, who shared practical insights on fostering accountability, enhancing team effectiveness, and strengthening collaboration.



Dr. Swatantra along with the participants

MDP

IMA successfully organised a 2-day residential MDP on 28th and 29th November at IIM Indore. Led by esteemed Senior faculty Dr. Swatantra, the sessions combined interactive discussions, real-time activities, and practical insights. Participants gained valuable perspectives on effective decision-making, team collaboration, and self-leadership, fostering confidence, self-reflection, and enhanced managerial effectiveness.

IMA – HR Forum

IMA HR Forum successfully organised a seminar titled 'Curtain Raiser on the Industrial Relations Code and the Wage Code' on 28th November at Jaal Auditorium, Indore. The session was enriched by the presence of eminent speakers Mr. Anil Malik and Mr. Girish Patwardhan, who shared valuable insights into the key provisions, compliance requirements, and practical implications of the Industrial Relations Code and Wage Code.



Mr. Anil Malik and Mr. Girish Patwardhan



CA. Ishani Maheshwari with the students

IMA Student Chapter

IMA Lead Lab School Chapter successfully organised an inspiring session titled 'From Chalk to Challenges – The Report Card of Life' on 10th November at St. Paul Higher Secondary School, Indore (M.P.). The session was delivered by CA. Ishani Maheshwari, who shared valuable insights on overcoming academic and personal challenges, building confidence, and developing a positive mindset to face real-life situations.

The IMA Lead Lab School Chapter is delighted to share the successful completion of the insightful session 'Learning to Lead with a Global Vision,' held on 17th November at MSB Educational Institute, Indore with Mr. Vijay Kapur, Senior Corporate Advisor, whose wisdom, experience, and engaging storytelling deeply inspired students from Grades 9th to 12th.



Mr. Vijay Kapur addressing



Mr. Nipun Agrawal addressing

Centre of Excellence

IMA Student Chapter organised the CEO's talk on 10th November in IBMR, IPS Academy, Indore with Mr. Nipun Agrawal, Director of Prakash and Toll Highways India) Ltd. His insights on leadership, perseverance, and transforming challenges into opportunities left a lasting impact on everyone present.

On 18th November, Mr. Ansh Anand, captivated the audience with his remarkable journey, leadership experiences, and entrepreneurial wisdom.



Industrial visit at Manga Engineering Ltd.



Mr. Ansh Anand receiving a memento

Industrial visit

IMA hosted an engaging session on 14th November at Manga Engineering Ltd., by Speaker Mr. Nand Kishore Jaiswal (HR)

Mangla Engineering Ltd, India. Mr. Nand provided an in-depth understanding of industrial operations, modern engineering processes, workplace safety practices, and the real-time functioning of heavy machinery and production units.

On 20th November, IMA Student Chapter of Indore Institute of Management and Research (IIMR) successfully completed its industry visit to TATA real-world industrial operations, modern manufacturing processes, and corporate work culture.



Visit at TATA International, Dewas

IMA Student Chapter of Indore Institute of Management and Research (IIMR) successfully conducted an insightful industry visit to JSW Steel Coated Products Ltd on 20th November. The Speaker, Mr. Shambhu Nath Prasad, HR Head, offered students an exceptional opportunity to experience the real-world functioning of one of India's leading steel manufacturers.



Mr. Shambhu Nath Prasad addressing

IMA Student chapter - Transparent Democratic Processes

On 21st and 30th November, session on the Role of the Election Commission of India and the Importance of Transparent Democratic Processes was truly insightful and impactful. Together, we move one step closer toward strengthening democratic values and empowering informed citizenship.



Students during the survey

The IMA Student Chapter is delighted to announce the successful completion of the highly interactive session 'Decode, Decide, Deliver – Activate Your Leadership Circuit', held on 29th November at SICA College, Indore (M.P.) with Ms. Navita Arora, Global Corporate Trainer and TedX Josh Talks Speaker, who engaged students through mind-stimulating management games, leadership exercises, and real-world decision-making scenarios.



Ms. Navita Arora with the students



Ms. Vijeta Yadav addressing

Diksha Programme

IMA organised a programme on 'Situational Leadership and Delegation' and was successfully conducted on 3rd and 4th December at Beyond Key Systems Pvt. Ltd. The programme was led by Ms. Vijeta Yadav, Corporate Trainer, and focused on adaptive leadership and effective delegation. Through interactive sessions and practical case studies, participants enhanced their leadership flexibility, decision-making, and team management skills.



Mr. Vincent Thomas addressing



Ms. Raksha Gupta, Ms. Seema Kabra and Ms. Alike Agrawal with the participants

IMA Women Forum

IMA Women Forum of IMA organised an inspiring session titled 'Reimagining Identity: Career Across Borders' on 5th December. Based on the theme 'Local Roots, Global Rise,' the session featured insightful talks by Ms. Raksha Gupta, Ms. Seema Kabra, and Ms. Alike Agrawal (New Jersey), who shared their global career journeys and experiences.

IMA NRI Vision Summit

IMA successfully organised the IMA NRI Vision Summit – Global Connect on 5th December. The summit brought together eminent NRI leaders and global professionals to share insights on global business trends, leadership, and cross-border collaboration, highlighting India's growing role in the global economy. The session featured engaging interactions with distinguished speakers Mr. Pankaj Gupta; Mr. Keshab Seadie; Mr. Shaman Jain; Mr. Rajiv Surana; Mr. Rakesh Kabra and Mr. Maneesh Agarwal, whose global perspectives enriched discussions and inspired participants.



Mr. Pankaj Gupta; Mr. Keshab Seadie; Mr. Shaman Jain; Mr. Rajiv Surana, Mr. Rakesh Kabra and Mr. Maneesh Agarwal



Ms. Chhanda Das addressing

IMA FinTech Conclave 2025

IMA, in association with Symbiosis University of Applied Sciences, Indore, successfully organised the IMA FinTech Conclave 2025 on 5th December, on the theme 'FinTech for Bharat: Innovation | Inclusion | Impact.' The event featured eminent speakers including Mr. Saurabh Soni; Mr. Meherzad Turel; Chhanda Das and Piyush Nagar, along with distinguished panelists CA Atul Gupta; Mr. Devashish Nyati; CA Navin Khandelwal and Mr. Aashutosh Agrawal, who shared valuable perspectives on the evolving fintech landscape in India.



Mr. Shreyas Dighe, Mr. R. S. Patil, Ms. Pratibha Chaurasia and Mr. Tanmay Rawat

IMA Student Chapter – Emerging Leaders Symposium (ELS)

IMA Student Chapter successfully organised the Emerging Leaders Symposium (ELS) on 6th December at Shri Vaishnav Institute of Management and Science, Indore. The symposium aimed to inspire and empower management students through direct interaction with industry leaders and entrepreneurs.



Dr. Veena Dadwani addressing

IMA organised a session on 7th December on 'Communicate to Influence,' aimed at strengthening workplace communication, leadership effectiveness, and team coordination. The session was led by Dr. Veena Dadwani, Corporate Trainer, who shared practical strategies and real-world insights on impactful communication and effective team management.

MDP

IMA conducted an MDP session on 7th December on 'Innovating Business with AI,' highlighting the transformative role of Artificial Intelligence in optimising business operations, enhancing customer engagement, and driving revenue growth. The session was led by Mr. Amit Chawla, Founder and CEO, Alphagrowthvillage Pvt. Ltd., who shared practical insights on emerging AI applications.



Mr. Amit Chawla with the participants



Mr. Jaison Thomas receiving a memento

IMA Lead Lab – School Chapter

IMA Lead Lab School Chapter successfully organised an inspiring session, 'Entrepreneurship: India ka Future,' on 11th December at The Emerald Heights International School, Indore. The session was delivered by CA Navin Khandelwal, President, IMA, who highlighted the importance of entrepreneurship, innovation, leadership, and self-reliance in shaping India's future.



CA Navin Khandelwal (centre) during the session



Dr. Veena Dadwani addressing

IMA Diksha Programme

IMA conducted an MDP on Strategic Leadership Workshop 'Recalibrate' for PATH on 13th December by Dr. Veena Dadwani, the full-day workshop offered valuable insights on strategic leadership, self-awareness, and mindset recalibration through interactive discussions and practical frameworks.

CEO Talk

IMA Student Chapter organised an exclusive CEO Talk on 13th December at Acropolis Group of Institutes, Indore, featuring Mr. Akash Joshi, Founder and Director, IMAST Operations Pvt. Ltd., and Mr. Niket Mangal, Managing Director, The NM Group, Indore. The speakers shared practical insights from their leadership and entrepreneurial journeys, emphasising vision, adaptability, ethical leadership, innovation, and resilience.



(L-R) Mr. Akash Joshi and Mr. Niket Mangal



Industrial visit at CAPCO Industries Pvt. Ltd

Industrial Visit

IMA Student Chapter successfully organised an industrial visit for the students of SICA College, Indore, at CAPCO Industries Pvt. Ltd., Pithampur, Madhya Pradesh, on 13th December. The visit provided valuable practical exposure to real-world manufacturing operations, including production processes, quality control, operational efficiency, and workplace safety.

MDP

IMA conducted a two-day GMP Masterclass on 'Effective Deviation Investigation and Report Writing' on 19th –20th December at Sheraton Grand Palace, Indore. Led by Mr. Atul Shirgaonkar, participants explored deviation handling, root cause analysis, CAPA, and regulatory compliance using practical tools like 5 Whys, FTA, HAZOP, and HEART.



Mr. Atul Shirgaonkar with the participants



Mr. Jaison Thomas addressing

MDP

IMA conducted an MDP on 'Developing the Right Mindset for Success' on 20th December at SBI Circle Zonal Office, YN Road, Indore. During the session, Mr. Jaison Thomas guided participants on cultivating a positive and growth-oriented mindset, providing practical strategies to enhance personal and professional success.

IMA HR Forum

IMA, in association with Graduate School of Business (GSB) College, Indore, organised a workshop on India's New Labour Codes on 27th December at GSB, Indore, with keynote by Mr. Anil Malik. The session explored the unified 'One Nation, One Labour Framework, covering wages, industrial relations, social security, and workplace safety reforms. Participants gained insights on compliance, payroll impact, risk mitigation, and leveraging reforms for business efficiency.



Mr. Anil Malik with the participants



Ms. Kamna Baherwani addressing

IMA Contemporary Learning Session

IMA conducted a Contemporary Learning Session on 'Aligning Mind, Emotion and Performance for a Fresh Start in 2026' on 27th December at the IMA Meeting Room, Indore. The session was led by Ms. Kamna Baherwani, Transformation, Emotions and Mindset Coach, who shared practical and thought-provoking insights on achieving mental clarity, emotional balance, and aligning performance for personal and professional growth.

Jamshedpur Management Association

Daftar'25

Jamshedpur Management Association (JMA) in association with Department of Management Studies, BIT Mesra organised a one-day experiential management simulation event- Daftar on 5th November at BIT Mesra campus. The event was designed to immerse participants in a competitive corporate environment. It brought together emerging leaders from top university to foster strategic thinking, decision making, teamwork and corporate networking. The event encountered total 15 teams; after competing with each other 8 teams made their ways for finals and Team Amaya won the competition.



Team Daftar during the Competition



Ms. Nilanjana Mohanty addressing

Knowledge Exchange Programme

On 15th December, JMA organised a virtual session for TATA BlueScope Steel, focusing on inclusive workforce practices and moving beyond gender to build a diverse and equitable manufacturing ecosystem. The session also highlighted the deployment of Persons with Disabilities (PwD) trainees in core manufacturing roles at the TATA Motors Jamshedpur plant as part of the organisation's broader DEI journey. The session was delivered by Ms. Nilanjana Mohanty and was well acknowledged and appreciated by executives and employees alike.

Industrial Visit

On 17th December, JMA facilitated an Industrial Visit to CTC India for a group of 31 participants including students and faculty members from RVS College of Engineering and Technology. The visit was designed to provide them with a tangible encounter with real-world operations. During their time at the facility, students were immersed in industrial processes, cutting-edge technologies, and the dynamic work environments that shape today's industries.



Industrial Visit at CTC India

Meerut Management Association

IMA Evening Programme

MMA, in collaboration with IIA, organised a Leadership Talk on 12th December at Hotel Crystal Palace, Meerut. The session was addressed by Maj Gen Lalit Kapoor, VSM, Commander, Base Workshop Group, Indian Army, and was attended by over 70 industrialists, MSME entrepreneurs, professionals, and academicians. Maj Gen Kapoor shared valuable insights on the global geopolitical landscape, the significance of Aatmanirbhar Bharat, and the Indian Army's proactive initiatives to engage with indigenous industry. The talk highlighted emerging opportunities for MSMEs in the defence sector, particularly in manufacturing, research and development, and strengthening industry-defence collaboration. The programme was well received and highly appreciated by the participants.



(L-R) Mr. Anki Singhania Chairman IIA, Meerut; Maj Gen Pankaj Kaushik (Retd) Sr. Vice President MMA; Maj Gen Lalit Kapoor, VSM, Commander, Base Workshop Group and Mr. SP Singh President MMA

Patna Management Association

Patna Management Association, in collaboration with the Bihar State Productivity Council (BSPC) and Bihar Industries Association (BIA), organised a Roundtable Talk on 'AI Ethics and Governance: Building Responsible Leaders for the Future Workforce' on 30th December. The session featured Dr. A. K. Nayak, Former President, Computer Society of India, and Adviser to IIBM and PMA, as the Chief Speaker. The programme was inaugurated by Adv. B. K. Sinha, President, PMA, with the vote of thanks delivered by Mr. Mani Kishore Das, Secretary, PMA and Vice President, BSPC. Eminent participants from industry and academia joined the discussion. Dr. Nayak highlighted the role of ethical AI, sustainable development, and the integration of emerging technologies, emphasising that responsible and ethical use of AI is critical to achieving global sustainable development goals.



Dr. A. K. Nayak receiving a memento from Adv. B. K. Sinha

Rajkot Management Association

AI Master Class

Rajkot Management Association hosted a paid AI Master Class led by speaker Mr. Harshit Shah on 20th December. The event saw 37 participants gaining in-depth insights into AI usage, tricks, and hands-on live training. Participants gave positive feedback on the practical learning experience.



Mr. Harshit Shah with the participants



Signing of MoU between RMA and P. D. Malviya College

MoU

RMA signed an MoU with P. D. Malaviya College on 27th December, bringing up collaboration in research, internships, and faculty development.



Session in progress

Seminar

On 1st December, RMA conducted a soft skills seminar for 35 Medical Officers at the invitation of the Commissioner of Rajkot. The session, led by Mr. Kaushal Pandya, focused on strengthening communication and leadership skills to enhance professional effectiveness.

Rohilkhand Management Association

Rohilkhand Management Association successfully organised a Round Table Discussion on 'Impact of Trump Tariff' on 12th December, addressing a highly relevant and objective-driven topic. The discussion was effectively moderated by Dr. Manish Sharma, President, RMA, whose neutral, focused, and engaging facilitation ensured meaningful and balanced deliberations. The session featured Dr. Ghanshyam Khandelwal, Chairman, B.L. Agro Oils Ltd., as the key speaker.

Drawing on his vast corporate experience and deep subject knowledge, Dr. Khandelwal guided participants through insightful perspectives on the realities, advantages, and challenges of the Trump Tariff. His articulate communication and collaborative approach encouraged active listening, critical thinking, and constructive idea-sharing among all attendees. The discussion concluded as an enriching and thought-provoking session, offering valuable insights into the global trade implications of tariff policies.



Participants of the roundtable discussion

Thrissur Management Association

Joint Session with NCC 24 Kerala Battalion

TMA organised the Joint session with NCC 24 Kerala Battalion, on 2nd December at St. Aloysius College, Thrissur, with the participation of 250 NCC cadets and students. CA V. Venugopal, Past President of TMA, addressed the gathering on the topic 'Discipline as a Competitive Advantage in Life and Career.'



CA V Venugopal receiving a memento



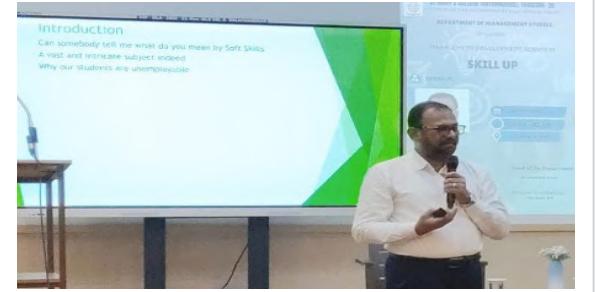
Dr K C Prakashan addressing

Wellness Wisdom Talks Series

TMA hosted its Wellness Wisdom Talks Series, on 4th December at the TMA Management House with the participation of 50 members. Dr. K. C. Prakashan, Managing Partner of Hotel Elite International, Thrissur, shared his personal and professional journey on the topic 'My Experiences.' The session offered thoughtful reflections and practical insights drawn from real-life experiences, leadership challenges, and the importance of balancing professional success with personal well-being.

MDP Session

TMA conducted an MDP session on 4th December at St. Mary's College, Thrissur, with the participation of 300 students. Mr. Joy Joseph, MC member of TMA, addressed the gathering on the topic 'Beyond Academics: Soft Skills for a Brighter Future.' The session focused on the importance of communication, attitude, adaptability, and interpersonal skills in shaping career readiness and long-term success beyond formal academic achievements.



Mr. Joy Joseph addressing



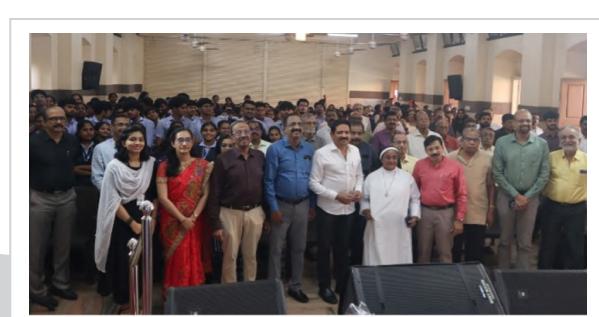
Industrial visit to TMA YLT

YLT Industrial Visit

As part of its experiential learning initiatives, TMA Young Leaders of Thrissur organised an industrial visit on 6th December to Casaro Creamery, with 20 members taking part. The visit offered first-hand exposure to the workings of an artisanal cheese-making unit, covering production methods, quality assurance, and day-to-day operations, while also highlighting the entrepreneurial vision and innovation behind a successful niche food enterprise.



Dr. Merine Paul addressing



Mr. Gopinath Muthukad with the participants

Bringing together inspiration, creativity, and youthful energy, TMA conducted a session on 8th December at St. Mary's College, Thrissur. Addressing an audience of 300 students, Mr. Gopinath Muthukad captivated the participants with his talk 'Magical Minds, Motivated Futures.'



TMA MC meeting in progress

TMA organised a session on 10th December at Sahrdaya College of Advanced Studies, Thrissur, with 80 students in attendance. Mr. K. A. Babu, Executive Vice President (Retd.) of Federal Bank, led an engaging discussion on 'The Future Banker: Is It You or Chatbot?'.



Mr. K A Babu addressing



Mr. Joseph George P with the participants

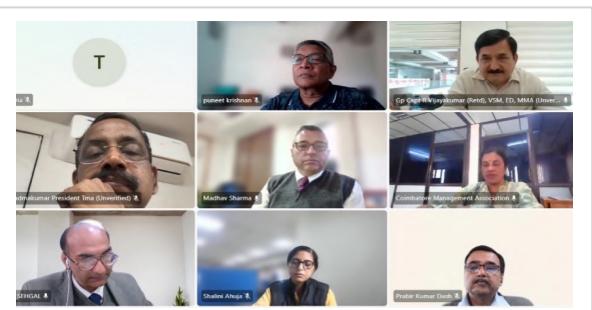
Managing Committee Meeting

The Managing Committee Meeting of TMA was convened on 9th December with the participation of 50 committee members. The meeting served as a focused forum for reviewing ongoing activities, deliberating on forthcoming programmes, and strengthening coordination among members, ensuring effective governance and smooth execution of TMA initiatives.

TMA conducted a Management Development Session on 10th December at Jyothi Engineering College, Thrissur, with 80 students participating. Mr. Joseph George P, Founder of The Catalyst, led an interactive session on 'The EQ Edge: How Emotional Intelligence Can Give You a Competitive Advantage.' Through practical examples and reflective insights, the session highlighted the role of self-awareness, empathy, and emotional regulation in building effective careers and meaningful professional relationships.

Regional Group Meeting

The Southern Region LMA Regional Group Meeting was held on 18th December with the participation of 15–20 members. Mr. Padmakar C, President of TMA, represented TMA at the meeting. The session served as a valuable platform for meaningful interaction among regional representatives, facilitating the exchange of ideas, review of ongoing regional activities, and discussions on strengthening collaboration and alignment among LMAs across the Southern Region.



Southern Regional LMA Group meeting in progress

Guest Lecture

TMA organised a Guest Lecture, on 18th December at Joys Palace, with the participation of 75 members. Mr. Hari Sankar, IPS, Deputy Inspector General of Police, Thrissur Range, delivered an insightful talk on 'Globalisation of Crime: Understanding the Shifting Dynamics.' The session offered a compelling perspective on emerging crime patterns, cross-border challenges, and the evolving role of law enforcement in an increasingly interconnected world.



Mr. Hari Sankar receiving a memento



CS Jackson David C with the participants

Management Development Session

TMA organised a session on 19th December at IES College, Thrissur, attended by 80 students. CS Jackson David C, Founder of Navion Wealth, addressed the participants on 'Earn Early, Live Free: Financial Independence for Gen Z.' The session encouraged students to adopt smart financial habits early, understand the power of compounding, and make informed decisions to achieve long-term financial freedom.

Kerala Startup Mission

TMA organised a session with Kerala Startup Mission on 20th December, featuring a panel discussion on 'Building a Strong Local Angel Network: The Catalyst for Startup Growth.' With 100 participants in attendance, the session brought together industry practitioners who shared insights on angel investing, startup funding, and the role of local networks in accelerating sustainable startup growth.



Panel discussion in progress



Release of TMA Management Voice Vol 2

Management Voice Book Release

TMA Management Voice, in house magazine of TMA, was released on 8th December.



TMA members at Huddle Global 2025

Trivandrum Management Association

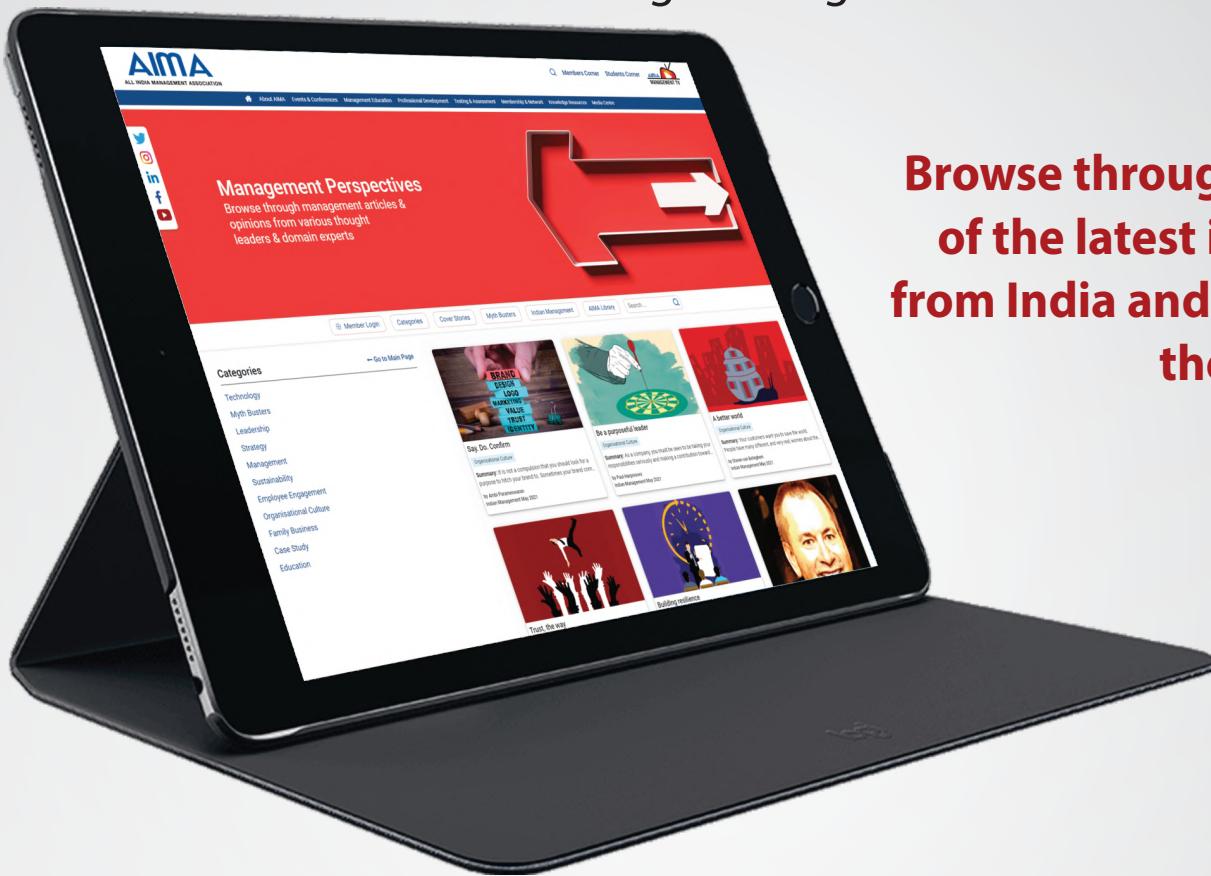
Trivandrum Management Association joined Huddle Global 2025 as an Ecosystem Partner, marking the start of a strategic collaboration to support and strengthen Kerala's startup ecosystem. The partnership aims to align management leadership with innovation and entrepreneurship by fostering new ideas, nurturing talent, and contributing to the state's innovation-led growth. Huddle Global 2025 was held from 12th to 14th December at The Leela Raviz, Kovalam, Thiruvananthapuram, and brought together key stakeholders from the startup and business ecosystem.

Vaikom Management Association

VMA organised a Management Development Programme (MDP) on 28th December, led by Er. A. Saifuddin, HR Consultant and Trainer. The programme was attended by 30 participants. The session covered the fundamentals of communication, common communication barriers, and the importance of effective communication in personal and social life. It also highlighted the role of communication in team building, leadership, and effective management. Adv. P. Venu, Er. T. Rajendran, Dr. Preeth Bhasker, Er. P. Rajendraprasad, and Dr. N. K. Sashdharan shared their perspectives on perceptual challenges in communication. The programme received positive feedback from participants.

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AIMA Events Calendar

| Event | Programme Chairman/Key Speaker | Venue | Date |
|--|--------------------------------|--|---|
| National Competition for Managers | | Online (1st Round) (2nd Round) AIMA, Lajpat Nagar (Final) | 16 January 2026 23 January 2026 28 January 2026 |
| Shaping Young Minds Programme | | Thrissur | 22 January 2026 |
| AIMA CSR & Innovation Contest & Summit | | Online New Delhi | 27 January 2026 30 January 2026 |
| Senior Leadership Retreat | | Goa | 29 – 31 January 2026 |
| Global Procurement Summit 2026 | | New Delhi | 04-05 February 2026 |
| AIMA - Dr K S Basu Memorial Lecture | | Online | 06 February 2026 |
| AI Big Data Retreat | | Goa | 08-10 February 2026 |
| AIMA's Platinum Jubilee (70th) Foundation Day & 20th National Management Day | | New Delhi | 21 February 2026 |
| 16th Managing India Awards | | New Delhi | 21 February 2026 |
| Pragati – Programme and National Quiz for Women Executives | | New Delhi | April 2026 |

To view full calendar please visit www.aima.in
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