

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

FEBRUARY 2021



Dear Readers,

I am pleased to present the next issue of AIMA News.

With your support and encouragement AIMA continued to strive to build management capability through its various initiatives and programmes over the month.

The previous month witnessed AIMA celebrate its 65th Foundation Day and 15th National Management Day in the virtual mode on the theme 'Transformation for Continuity'. Ms. Nirjala Sitharaman, Minister of Corporate Affairs & Finance delivered the inaugural address. The keynote address was delivered by Mr. Uday Kotak, Executive Vice Chairman & Managing Director, Kotak Mahindra Bank. On the occasion, Mr. Sanjiv Mehta, Chairman & Managing Director, Hindustan Unilever Limited, received the AIMA - JRD Tata Corporate Leadership Award. The AIMA Life Time Achievement Award for Management was presented to Mr. Azim Premji, Founder Chairman, Wipro Limited. The AIMA Public Service Excellence Award was presented to Dr. Randeep Guleria, Director, AIIMS, New Delhi. AIMA also presented the AIMA Dr. Ram Tarneja Award for Best Article in Indian Management to Mr. Ambi Parameswaran, Founder, brandbuilding.com, and the AIMA Dr. J. S. Juneja Award for Creativity and Innovation in Micro, Small & Medium Enterprises to Captain Tractors. You will find more details in this issue.

As you are probably aware, AIMA initiated the AIMA Vice Chancellors' Council (VCC) last year, as a think tank for suggesting improvements and innovations in higher education. Many VCs, Deans, Directors and Senior Academicians have joined this Council, which aims to build world class online Management Education and facilitate the transition of Indian universities to world class institutions. AIMA VCC recently invited Dr. Anil Sahasrabudhe, Chairman AICTE for a discussion forum on 'Regulatory framework for growth and excellence in higher education in the light of National Education Policy (NEP) 2020'. The session was chaired by Dr. Rajan Saxena, Chairman, AIMA VCC.

AIMA's hugely popular LeaderSpeak Series continued to gain traction with the roll out of two more programmes in the series last month. The thirty eighth LeaderSpeak session on the theme 'Military Model of Leadership: Winning with Strategy, Solidarity and Discipline' was with Lt Gen Alok Kler, PVSM, VSM, General Officer Commanding-In-Chief, South Western Command. Another session with Mr. D. Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Management Corporation was held based on his new book 'The Right Choice - Resolving 10 career dilemmas for extraordinary success'.

In addition, the fifth programme under the 2nd Series of AIMA's BusinessUnusual Programmes was held on the theme 'Disruptive Technologies and Industry 4.0'. The programme focused on the need of technology in various business processes to achieve greater productivity and high accuracy. The programme was curated and moderated by Mr. Pranjal Sharma, Economic Analyst, Advisor and Writer & Author- India Automated and was addressed by several eminent industry leaders and subject matter experts. A brief report is carried inside.

AIMA's close association with the Local Management Associations continued during the period. AIMA organised an online version of the Regional Management Conclave in collaboration with Hyderabad Management Association. AIMA President, Mr. Harsh Pati Singhania; AIMA Senior Vice President, Mr. CK Ranganathan; Past Presidents Mr. TV Mohandas Pai and Mr. D. Shivakumar, and several other eminent speakers addressed the programme held on AIMA's theme of the year - Transformation for Continuity. Further details can be found in this edition along with other updates from the Local Management Associations, as well as some interesting articles on management.

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

Warm Regards

Rekha Sethi
Director General

AIMA OFFICE BEARERS

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Mr Harsh Pati Singhania

Vice Chairman & Managing Director

JK Paper Ltd

SENIOR VICE PRESIDENT

Mr C K Ranganathan

Chairman & Managing Director

CavinKare Pvt Ltd

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IMMEDIATE PAST PRESIDENT

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Kirloskar Brothers Ltd

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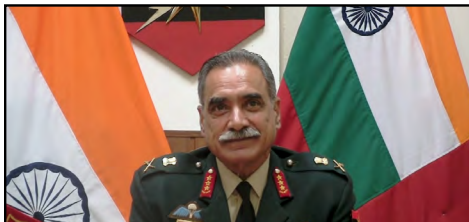
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SMG 2021 - A NATIONAL COMPETITION

Experience the thrill of running a company and taking it ahead of your competitors.

What is Business Management Simulation?

Management Simulation is a Computer based event that simulates a Business Scenario. It creates an opportunity for the participants to manage a business with multiple functional areas. They get to experience active competition and the perspective to handle it. They take strategic business decisions and see the impact through AIMA's indigenously developed software 'CHANAKYA'. The essence of Management Simulation is 'Learning by Doing'.

Eligibility

A team of maximum of 3-4 members can be nominated by the Institution. Students of MBA, PGDM, BBA, B.Com, Engineering, CFA and equivalent Professional programmes of any college or Institution can participate.

Prizes for Winners

Top three teams would be awarded with trophies, certificates and prizes.

Participation Fee (Inclusive of Tax)

1 Team	- ₹ 3,000 Per Team
2 – 4 Teams	- ₹ 2,500 Per Team
5 Teams and above	- ₹ 2,000 Per Team

AIMA GST NO 07AAATA1644A1ZH, PAN NO. AAATA1644A
Participation Fee through Cheque / Demand Draft should be sent in favour of "All India Management Association", payable at new Delhi. The fee paid is non-refundable / non adjustable, although participation by a substitute team is allowed.

For online registration, please visit <https://simulation.aima.in>

Dates & Regions (Online Rounds)

Southern & Western	- 18th - 19th March 2021
Eastern & Northern	- 22nd - 23rd March 2021
Semi-Final	- 24th March 2021

National Finale - 25th March 2021

Associate Sponsors



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<https://simulation.aima.in>

65th Foundation Day & 15th National Management Day

Transformation for Continuity



Ms Nirmala Sitharaman, Minister of Corporate Affairs & Finance, Government of India with other speakers & awardees at the inaugural session of the AIMA 65th foundation Day & 15th National Management Day

AIMA held its 65th Foundation Day & 15th National Management Day online on the theme 'Transformation for Continuity' on 20th February 2021. Ms Nirmala Sitharaman, Minister of Corporate Affairs & Finance, Government of India delivered the keynote address and said that the Indian economy had great demand for steel, copper, coal etc and the PSUs needed to be run more efficiently and productively to meet that demand. "We are not selling PSUs for closure. We want them to be run better," she said. She urged AIMA to nudge Indian business into investing and expanding capacity.



Ms Nirmala Sitharaman, Minister of Corporate Affairs & Finance, Government of India



(L-R) Mr Harsh Pati Singhania, President, AIMA and Vice Chairman and Managing Director, JK Paper Ltd; Mr Uday Kotak, Executive Vice Chairman & Managing Director, Kotak Mahindra Bank and Mr CK Ranganathan, Senior Vice President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd

Ms Nirmala Sitharaman emphasised that the government was committed to multi-year stimulus spending to support sustained economic recovery. She asserted that this year’s budget was about charting a clear and certain path for the next decade. “Each word

of this budget is full of meaning, so make the best use of it,” she told the management leadership of the country.

Mr Uday Kotak, Executive Vice Chairman & Managing Director, Kotak Mahindra Bank, who also addressed

the management leadership of the country on the occasion, asked his peers to do more than just applaud the government. “Time has come for Indian business leaders to walk the talk,” he said. Mr Kotak asserted that India needed to get covid vaccination done as soon as possible and move into the post-covid era quickly. He



Mr Sanjay Kirloskar, Chairman and Managing Director, Kirloskar Brothers and Mr Azim Premji, Founder Chairman, Wipro Limited



Mr Sanjiv Mehta, Chairman & Managing Director, Hindustan Unilever Limited and Mr Harsh Pati Singhania, President, AIMA and Vice Chairman and Managing Director, JK Paper Ltd

expressed hope that the 2020s would also prove to be the 'roaring 20s' just as the 1920s were after the Spanish flu.

Mr Harsh Pati Singhania, President, AIMA and Vice Chairman and Managing Director, JK Paper Ltd, delivered the welcome address and complimented the FM on her budget, which he referred to as a budget of transformation for continuity. Mr CK Ranganathan, Senior Vice President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd gave the vote of thanks. Ms Rekha Sethi, Director General, AIMA, also addressed the gathering and delivered the introductory remarks.

On the occasion, Mr Sanjiv Mehta, Chairman & Managing Director, Hindustan Unilever Limited, received the AIMA - JRD Tata

Corporate Leadership Award. The AIMA Life Time Achievement Award for Management was presented to Mr Azim Premji, Founder Chairman, Wipro Limited. Dr Randeep Guleria, Director, All India Institute of Medical Sciences, New Delhi, received the AIMA Public Service Excellence Award. AIMA also presented the

AIMA Dr Ram Tarneja Award for Best Article in Indian Management to Mr Ambi Parmeswaran, Founder, brandbuilding.com, and the AIMA Dr J S Juneja Award for Creativity and Innovation in Micro, Small & Medium Enterprises to Captain Tractors.

Mr Sanjiv Mehta, Chairman & Managing Director, Hindustan Unilever Limited delivered the JRD Tata Corporate Leadership Award Lecture and said that



Dr Randeep Guleria, Director, All India Institute of Medical Sciences, New Delhi and Ms Preetha Reddy, Vice Chairperson, Apollo Hospitals Group



Mr Ambi Parmeswaran, Founder, brandbuilding.com recipient of Dr Ram Tarneja Award for Best Article in Indian Management



Mr Kailesh Movaliya, Director, Captain Tractors recipient of Dr JS Juneja Award for Creativity and Innovation in Micro, Small & Medium Enterprises

putting cause and compassion at the centre of the leadership was important in the post-covid era. Mr Azim Premji, Founder Chairman, Wipro Limited stressed that the Covid crisis was a wake-up call for

India to review its fundamentals. "We need to improve the healthcare system and make the society more equitable and just," he said during a fire-side chat with Mr Sanjay Kirloskar, Chairman and Managing Director, Kirloskar Brothers. Another session on 'Vaccinating India' was organised with Dr Randeep Guleria, Director, AIIMS, New Delhi and Ms Preetha Reddy, Vice Chairperson, Apollo Hospitals Group.

A special digital Souvenir which was made interactive and responsive was also released on the occasion. The programme was very well received and joined by business leaders, experts and academics from India and overseas through AIMA social media platform.

AIMA's Vice Chancellors Council (VCC)

In the series of discussion forums of AIMA's Vice Chancellors Council (VCC) invited Dr Anil Sahasrabudhe, Chairman AICTE recently. The theme of the session was Regulatory framework for Growth and excellence

in higher education in the light of National Education Policy (NEP) 2020. Dr Sahasrabudhe shared the various aspects of regulatory framework, as the NEP lays foundation for reforms catering the needs of a 'New

India'. Vice Chancellor Council members and invited guests took active part in the discussion chaired by Dr Rajan Saxena, Chairman, AIMA VCC. The session was very well received by the participants.



Dr Anil Sahasrabudhe, Chairman AICTE with Vice Chancellor Council members



2nd BusinessUnusual Series

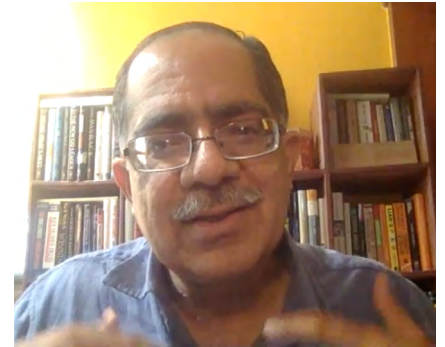
Preparing enterprises to get back to business quickly in the post Covid phase



Mr Pranjal Sharma, Economic Analyst, Advisor and Writer & Author-India Automated



Mr R Mukundan, Managing Director and CEO, Tata Chemicals



Mr Sharad Sharma, Co-Founder iSPIRT Foundation

The Fifth programme under the 2nd Series of AIMA's BusinessUnusual Programmes was held on 27th February 2021 on the theme of Disruptive Technologies and Industry 4.0. The programme focused on the need of technology in various business processes to achieve greater productivity and high accuracy. The speakers who addressed the delegates included Mr R Mukundan, Managing Director and CEO, Tata Chemicals; Mr Sharad Sharma, Co-Founder iSPIRT Foundation; Mr Alok Kirloskar, Managing Director, SPP Pumps Limited; Mr Anil Bhasin, Managing Director, India & South Asia,

UiPath; Mr Krishnan Chatterjee, Chief Customer Officer and Head of Marketing, Indian Subcontinent, SAP. The programme was curated and moderated by Mr Pranjal Sharma, Economic Analyst, Advisor and Writer & Author-India Automated. The speakers focused on factors like the use of new technologies, tools and automation processes to focus on production, sales, customer engagement and innovation. The programme was attended by 24 delegates from diverse industries from across the country including PSUs, FMCG, FMCD, Consulting, Building & Construction and Education.



Mr Alok Kirloskar, Managing Director, SPP Pumps Limited

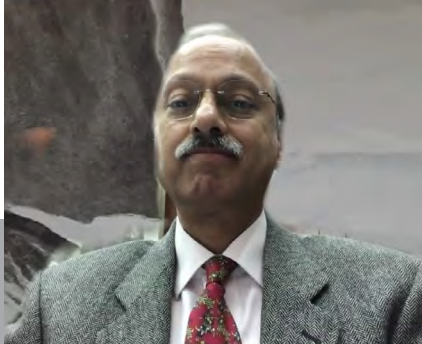


Mr Anil Bhasin, Managing Director, India & South Asia, UiPath



Mr Krishnan Chatterjee, Chief Customer Officer and Head of Marketing, Indian Subcontinent, SAP

LeaderSpeak Series



Mr Harsh Pati Singhania, President AIMA and Vice Chairman & Managing Director, JK Paper Ltd



Lt Gen Alok Kler, PVSM, VSM, General Officer Commanding-In-Chief, South Western Command



Ms Rekha Sethi, Director General, AIMA

AIMA continued its LeaderSpeak Series - a series of webinars were conducted with thought leaders including industry captains, spiritual gurus, senior government functionaries including ministers and bureaucrats, on topical themes and subjects. Sessions were very well received with participants joining through Zoom, Facebook and YouTube.

The thirty eighth LeaderSpeak session on the theme, Military Model of Leadership: Winning with Strategy,

Solidarity and Discipline was held on 9th February 2021 with Lt Gen Alok Kler, PVSM, VSM, General Officer Commanding-In-Chief, South Western Command. Mr Harsh Pati Singhania, President AIMA and Vice Chairman & Managing Director, JK Paper Ltd was the session chair. Ms Rekha Sethi, Director General, AIMA shared her views on the subject and also introduced and welcomed the speaker and the session chair. The session covered varied aspects on how the business leaders today could learn a lot from the armed forces

specially while managing crisis. Winning whether in business or the army requires strategy, solidarity and discipline. Both business and army need to ensure clarity of purpose, earn the trust of team members, ensure clear and precise communication, cohesive action and respect for meeting deadlines. The leaders need to learn to delegate authority but not responsibility.



Ms Aarti Kelshikar, Intercultural Consultant and Author



Mr D Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Management Corporation

Another LeaderSpeak Session was organised on 25th February 2021 with Mr D Shivakumar Group Executive President, Corporate Strategy & Business Development, Aditya Birla Management Corporation. Ms Aarti Kelshikar, Intercultural Consultant and Author of 'How India Works: Making Sense of a Complex Corporate Culture' was the session chair. The theme of the session was based on the book written by Mr D Shivakumar "The Right Choice – Resolving 10 career dilemmas for extraordinary success". Mr D Shivakumar during the session explained how a career is always lived forward but understood backwards. Every individual in his / her

career faces a series of opportunities and challenges, how there is no set formula to manage a career as the world and the context of any business evolves continuously. Some navigate the journey well because they are self-aware to recognise an opportunity or face up to a challenge, many struggle. Mr Shivakumar covered many important aspects from his book and also shared how this book talks about an entire career spanning from management trainee to managing director. The participants felt greatly motivated and strongly felt that if one does not have a personal coach or mentor, one may use this book as a guide.

Training Programme

A virtual training programme was held on the theme 'Demystifying Statement of Cash Flows' on 26th February 2021. The objective of the programme was to help participants in developing a thorough understanding of preparing actual cash flows from financial statements to analyse business performance

and direction of cash flows from different business operations and measure cash flow variance with root cause analysis. The training also helped participants in making cash flow forecasts for departments, divisions or business entities with adjustments for outliers and future cash trend. The session received very encouraging response from audience.

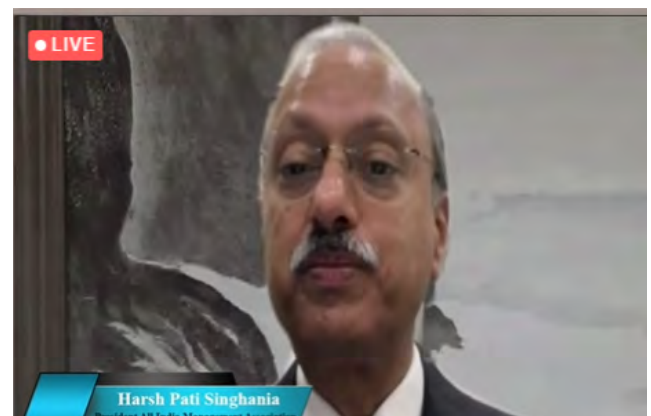
Regional Management Conclave



Ms Rekha Sethi, Director General, AIMA; Mr Harsh Pati Singhania, President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd; Mr A R Aryasri, Convenor, AIMA-HMA Regional Management Conclave and Mr Sanjay Kapoor, President, Hyderabad Management Association

AIMA jointly with Hyderabad Management Association organised an online version of the Regional Management Conclave on 10th February 2021. The theme of the Conclave was 'Transformation for Continuity'. Mr Harsh Pati Singhania, President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd delivered the keynote address on the conclave theme. Ms Rekha Sethi, Director General, AIMA introduced the session theme and speakers. The welcome address was delivered by President, Hyderabad Management Association, Mr Sanjay Kapoor. Mr A R Aryasri, Convenor, AIMA-HMA Regional Management Conclave gave the vote of thanks.

Some of the eminent speakers who addressed the Conclave included Mr C K Ranganathan, Chairman



Mr Harsh Pati Singhania, President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd



◀ *Mr K Ullas Kamath, Joint Managing Director, Jyothy Labs Ltd*

Mr C K Ranganathan, Chairman & Managing Director, CavinKare Pvt Ltd and Senior Vice President, AIMA

& Managing Director, CavinKare Pvt Ltd and Senior Vice President, AIMA; Mr K Ullas Kamath, Joint Managing Director, Jyothy Labs Ltd, Mr D Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Management Corporation; Mr T V Mohandas Pai, Chairman, Manipal Global Education Services Pvt Ltd; Mr Abhishek Nath, Managing Director &



CEO, IXORA Corporate Services Private Limited; Ms Syna Dehnugara, CBO LetsVenture, Features Editor, CNBC-TV18, Co-author of Young Turks & YLC Co-Chair Tech Startup; Mr Kartik Sharma, Director, Agnitio; Dr Parakala Prabhakar, Managing Director, RightFOLIO; Mr Somasekhar Mulugu, Journalist & Former Associate Editor & Chief of Bureau,



◀ *Mr T V Mohandas Pai, Chairman, Manipal Global Education Services*

Mr Suresh Kochattil, Chief Operating Officer, Janam TV



◀ *Dr Parakala Prabhakar, Managing Director, Right FOLIO*

Mr D Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Management Corporation

The Hindu Business Line; Mr Suresh Kochattil, Chief Operating Officer, Janam TV and Dr Ravi Kumar Jain, Director, SIBM Hyderabad. The conclave was well received by the participants and they felt greatly motivated.

Creative pangs

DEVINDER SETH is a successful chap - at least by the usual yardsticks of society. A fairly senior business executive enjoying all the frills of a high profile corporate job - decent salary, furnished house, car & chauffeur, entertainment and foreign jaunts. An accomplished wife and smart children making up the family, it is an enviable existence by any reckoning.

Occasionally, he dabbles in creativity through little harmless forays into writing, speaking, photography etc. To his credit are minor successes like letters to the editor or an article here and there, mostly in professional journals. The scrap book, however worthless, keeps getting thicker.

A few well-prepared talks are repeated with monotonous regularity in different fora. Even with the usual clichés and borrowed lines these speeches did not exactly make him a forceful orator. Then the same talks would be typed out as articles and sent to all possible publications - unmindful of the pile of rejection slips.

Secretly he envied all those prolific speakers at the management seminars-the ease with which they delivered long talks, their seemingly effortless participation in panel discussions and extempore addresses. He thought a lot about those lucky authors whose charming little pieces appeared as middles in the major dailies. Their style, the fluidity of words and phrases, the subtle humour were all so distant, so ethereal to him. Then there were the regular contributors to the financial papers - writing scientifically researched articles on issues of national importance. His greatest desire was to become a prolific writer one day. But he knew it would remain just a dream.

Then something happened. The editor of a well known glossy met him at a party and agreed to look at one of his professional articles. She even asked for several colour transparencies. Our budding writer-cum-photographer was in seventh heaven. The write-up related to rural life. Several rolls of film were exposed; early morning visits to the country side, furious hunt for the right shots, consultations with friends regarding technically superior pictures, snubs from rural women misunderstanding the motives were all part of the game. Somehow the job was completed and the article with slides was, sent to the magazine's editor. As if by magic, it actually appeared in print few months later.

There was no end to our hero's joy. He started day-dreaming. His ambition now didn't appear all that distant, it seemed within reach. He was going to make it. A sense of happiness

enveloped him as he sat in his office contemplating the vistas opening up.

He saw the announcement of a photo-feature, in a popular fortnightly, inviting black & white pictures depicting 'India with a touch of humour'. The first few issues carried pictures by celebrated photographers - they all looked so simple. Suddenly his passion was black and white photography.

Traffic intersections, birth control hoardings, 'dabba brigade' - poor people going to answer the call of nature in open air - monkeys, bears with trainers, bullock carts... everything looked typically Indian and humorous. Twenty enlarged pictures were duly dispatched and next thing he saw was a letter accepting all of them. They even decided to publish these in a special edition with accolades for the budding new photo-journalist - a new force on the scene - someone to be watched.

All of a sudden there were requests pouring in for his photo essays, offers to commission him for special projects. Even some international magazine wrote to ask for contributions to be paid \$500 per picture. What came next was even better. He was much in demand at various management workshops. His talks were greatly appreciated - full of witty remarks and appropriate anecdotes.

He talked practical sense, not the bookish stuff of those visiting professors. His speeches were quoted. His articles generated tremendous response and debate. There were no more rejection slips. He was invited to many panel discussions on TV and commanded respect. Business schools vied with each other to include him on their faculty.

Then he was writing middles for newspapers. Their well-known authors were no more the distant heroes. They were his fellow writers. His pieces were actually better; infinitely more interesting, urbane and literary. He had arrived. He had become a writer.

Suddenly he was jolted from his pleasant reverie. His phone was ringing incessantly. It was his wife calling from home - another bunch of rejections had arrived and she wanted to know when he was going to give up this madness!



*by Krishan Kalra
Past President, AIMA*



CASE WRITING COMPETITION

(ONLINE MODE)

COMPETITION DATE: 30 - 31 MARCH, 2021

AIMA- India Case Research Centre (ICRC) is pleased to announce the 1st edition of Case Writing Competition (ICRC - CWC). The competition invites high-quality India focused teaching cases along with teaching note.

ABOUT THE CASE STUDY COMPETITION

AIMA, the apex body of management in India, organises several summits and competitions every year. The Case Writing Competition (CWC) is a refreshing, stimulating and a learning journey for every case author/case writer. We are encouraging eminent faculty/case authors from Universities/ B-schools and practicing manager from corporates to participate in this competition. The competition aims to encourage and promote the development of high-quality India focused case studies & teaching notes which dwell on issues affecting business, society, economy and emerging international issues. Case authors are encouraged to develop case studies using multimedia and innovative pedagogy. More than 25 reviewers from different business schools and universities have been invited to review the submitted cases.

POTENTIAL TOPIC / AREAS [CLICK HERE](#)

AWARDS AND RECOGNITIONS

PRIZES

1st prize: INR 100,000
2nd prize: INR 50,000
3rd prize: INR 25,000
(Plus one for young case author)

CERTIFICATES

The top 5 cases will receive a Certificate of Excellence
The top 10 cases will receive a Certificate of Merit
All authors of the cases will receive a Certificate of Participation

IMPORTANT DATES

15 January 2021	- Submissions open
17 February 2021	- Webinar on case competition and case development
14 March 2021	- Submission deadline
22 March 2021	- Final intimation of selected case studies for presentation
30 & 31 March 2021	- Case writing competition

KEY TAKEAWAYS

- Award and Recognitions
- Publication of selected Case Study in AIMA – India Case Research Centre
- Opportunity to attend free Workshop on Case Development

REGISTRATION FEE

For First Author ₹ 3500/-
For Second Author ₹ 2500/- + GST will be payable @18%

For complete details regarding the competition [CLICK HERE](#)

For online registration [CLICK HERE](#)

To submit Case studies for Case Competition [CLICK HERE](#)

Note: All participants need to REGISTER first at the ICRC portal and use the same login credentials for submitting the case study through the link provided above.

CONTACT DETAILS: Ms. Shini James, Manager-AIMA India Case Research Centre (ICRC)
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Making the Hybrid Workplace Fair

by Mark Mortensen and Martine Haas | February 24, 2021



Illustration by Jason Schneider

Summary.

Thanks to the benefits for both employers and employees, hybrid work arrangements will likely persist beyond the pandemic. In order for them to work, though, leaders must understand the power differentials they create within teams and take steps to level the playing field. Where individuals (including the manager) on a team are located relative to others matters, as does each individual's skills in relationship building. The authors offer four strategies managers can take to manage the structurally inevitable differences in power that arise in a hybrid environment. Not doing so can damage relationships, impede effective collaboration, and ultimately reduce performance

The pandemic has upended much about how we work, and what comes next is neither the death of the office nor a return to the way things were. Instead, our new reality will be hybridity: working with employees who are co-located in the same physical space as well as employees working remotely.

Hybridity promises organizations the benefits of remote working (increased flexibility, reduced carbon footprint, labor-cost optimization, and increased employee satisfaction) alongside the critical strengths of traditional, co-located work (smoother coordination, informal networking, stronger cultural

socialization, greater creativity, and face-to-face collaboration). But hybridity is also inextricably tied to power — it creates power differentials within teams that can damage relationships, impede effective collaboration, and ultimately reduce performance. To lead effectively in a hybrid environment, managers must recognize and actively manage the two distinct sources of power that can impede — or facilitate — hybrid work: hybridity positioning and hybridity competence.

How Hybridity Positioning Affects Power

First, hybridity means that, due to where they're positioned, employees have different access to resources and different levels of visibility — both key sources of power and influence.

Resource access differs depending on whether the employee is located in the office or outside of it. Employees in the office have ready and quick access to technology and infrastructure to support their work. They tend to have faster and easier access to information, and that information tends to be more current and broad (including informal water-cooler conversations), which provides them with an edge when it comes to the rapid changes of today's environment. Being in the office also provides access to the emotional and task-based social support provided by peers.

In contrast, employees who work remotely often find their weaker technological setup and infrastructure (slow connections, inability to access certain resources from home, a less sophisticated home office setup) makes it more difficult to demonstrate their competence. Not being present for informal interactions leaves remote workers feeling out of the loop and last to know. Being remote may also lead employees to feel more isolated and lacking the relationships and connections that provide social support.

Visibility level, or being seen by those in power, is also shaped by an employee's location — especially their location relative to their boss and senior managers. Working in the same space as the boss increases the likelihood that employees' efforts and actions will be recognized and top of mind. Employees who are seen in the hallways are likely to come to mind when it's time to staff an important new project, and their actions on that project are likely to be recognized, resulting in credit for a job well done. Even if the boss is working remotely, when an employee is based in the office, it increases the likelihood that their actions will be seen by others and reported to the boss indirectly. When working remotely, no one sees the late nights or early mornings or how hard employees are working to deliver on their obligations. Credit for a collective output is likely to be unevenly attributed most to those who are there in the office and more visible.

Taking these two dimensions of hybridity positioning together, we can understand how hybridity affects each employee in a team or work group by thinking in terms of where the employee and manager are situated.

How Hybridity Competence Affects Power

Not all individuals are equally skilled at operating within a hybrid environment. The ability to effectively navigate in a hybrid environment is itself a skill and therefore a source of power. Hybridity requires employees to be ambidextrous — able to balance between and navigate across both worlds — in a way that fully co-located or fully remote working don't.

Employees who are strong at relationship building, both face-to-face and virtually, have an advantage in hybrid environments, as do those who are willing to ask for, find, and claim the resources they may not

have easy access to. Employees with good network and political awareness are able to recognize advantageous positions and situations, and those who establish strong relationships that can transcend the gap between face-to-face and remote working can use informal connections to replace missing information. Hybrid environments reward employees who think and act adaptably and flexibly, who are able to organize and coordinate across a complex and dynamic environment, and who are able to establish and provide evidence of their own trustworthiness when working in a context of low visibility.

On the other hand, employees who are less effective at building relationships in either in-person or remote environments may find themselves struggling to work with collaborators who do work that way. Those who are less skilled at coordinating work within such a complex system may find they're constantly out of sync with colleagues and managers.

Hybridity competence is a separate source of power from hybridity positioning. Someone in a disadvantaged position may still be able to work very effectively if they have high hybridity competence, while someone in an advantaged position may still be ineffective if they have low hybridity competence.

The Managerial Challenge

While employees need to ensure that they're visible to their managers and can access the resources they need for their work, managers similarly need to make sure they stay informed about what their employees are doing and facilitate their access to those resources.

Managers who are co-located with their employees have more information about what and how those employees are doing. Managers who are remote from their employees may feel like they're operating in the dark. Incomplete information is nothing new,

but hybridity's real threat is to fairness. Here are four ways managers can actively manage the structurally inevitable differences in power that arise in a hybrid environment and their effects.

Track and communicate. Create an accurate map of your team's "hybridity configuration": who is working where, and when. Once you've mapped this out, you need to have a conversation with them to surface the challenges they and you face and discuss what you can do to overcome them. Always bear in mind that your employees' resource access depends on their location, and their visibility depends on their location relative to you.

Making this task more complex is that hybridity is itself dynamic — a result of variations both across employees ("Martine works in the office, Mark works from home") and for individual employees ("I work in the office MWF and at home TT"). This makes hybridity a moving target. It requires ongoing systematic tracking, codifying, and visualizing to help both managers and employees stay aware of the configuration of hybridity in a given work group and manage the resulting power dynamics.

Design. While some level of power imbalance is structurally inevitable in a hybrid team or work group, when necessary and possible, managers should intervene to redistribute power through shifting access to resources and/or visibility levels.

At the same time, policies and procedures should be revisited regularly to ensure they don't provide an unfair advantage based on hybridity — for example, KPIs that don't align with resource accessibility, or evaluations that don't account for differences in visibility levels.

Educate. Many of these issues arise not solely from hybridity itself, but from a lack of awareness of the power imbalances it creates. To effectively manage

in hybrid environments, managers must promote awareness of the issues and educate employees (and themselves) on how to avoid bias.

Particularly important is establishing a culture of psychological safety and (individual/collective) trust. This will increase the likelihood of employees speaking up and asking for resources when they need them, as well as their confidence that their efforts will be recognized.

Monitor. With this understanding in mind, it's important that managers keep an eye out for key intervention moments. Through our discussions with executives, we've identified a number of key opportunities to address the potential challenges of hybridity for power dynamics within their teams:

Performance reviews and evaluations. Managers must remain acutely aware of how hybridity creates an imbalance in their teams with respect to employees' access to resources and visibility levels, as well as the information that they hold about their employees. Reviews present an opportunity for managers and employees to review and discuss imbalances and how to address them going forward.

Team launches. Hybrid teams start with team members who are not on the same footing. Team launches are an opportunity for managers and team members to recognize, acknowledge, and discuss power differences and to decide how collectively to manage them.

Onboarding. How can managers bring people into the organization when not everyone can physically come to the office? How can they put their new remote hires on a comparable footing to those who are brought into a face-to-face office environment? Hybridity's impacts on group dynamics need to be incorporated into onboarding sessions and discussions in order to ensure new employees recognize the importance of consciously managing hybridity-based sources of power.

For companies to reap the many benefits of hybrid working, managers must be aware of the power dynamics at play. It's critical that they develop an understanding of hybridity positioning and hybridity competence and take steps to level the playing field for their teams.

About Author:

Mark Mortensen is an associate professor of Organizational Behaviour at INSEAD. He researches, teaches, and consults on issues of collaboration, organizational design and new ways of working, and leadership.

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What's Behind the Pay Gap in STEM Jobs?

Women are paid less than men for entry-level positions — and it has nothing to do with their skill sets.

February 19, 2021 | by Corey Binns



Among the many devastating impacts of the coronavirus pandemic is the stark fact that working women have been disproportionately affected — with four times more women than men being pushed out of the labor force, according to one survey. As the pandemic erodes women's progress in the workforce, addressing the inequalities they face from the start of their careers becomes ever more critical, beginning with equal pay.

The entry-level salary for a woman in the engineering and tech industries is \$4,000 less than that of a man with comparable credentials. | iStock/sanjeri

Unfortunately, however, when it comes to working in engineering and tech — fields that offer the fastest growing and highest-paying jobs — an entry-level salary for a man is more than \$4,000 higher than what's paid to a woman with comparable credentials. So begins a salary gap that only widens over time, shrinking

women's savings and extending their debt burden.

Stanford researchers who studied this disparity discovered that there is in fact one credential that separates these new hires: self-confidence. Where one candidate guarantees he can prototype and problem solve, the second

candidate expresses her doubts. Employers in engineering and computer science fields appear to offer higher starting salaries to applicants who present as self-assured, and those applicants are mostly men. This new research is the first to identify a link between confidence and a pay gap at the start of engineering and computer science careers.

“We see students who have taken four or five years of hard classes, some have done internships, but our data implies that employers are so swayed by the confidence with which these 22-year-olds are expressing what they can do,” says lead author Adina Sterling, an associate professor of organizational behavior at the Stanford Graduate School of Business.

I Believe, Therefore I Can

Overall, the team’s findings point to the hefty role that self-efficacy — a person’s belief in their capabilities — plays in persuading an employer which job candidate will be successful as an engineer, and which will not.

“Confidence is not the same as competency,” says study coauthor Sheri Sheppard, a Stanford professor of mechanical engineering. “If you’re judging somebody based on projected confidence, you’re losing out on hiring individuals who are going to be doggone good at the work.”

Backed by a grant from the National Science Foundation, the researchers surveyed 559 engineering and computer science students who graduated from more than two dozen U.S. institutions between 2015 and 2017. They found that women earned \$61,000 in their first jobs compared to \$65,000 for men, despite having the same degrees and grade point averages.

According to the subjects’ answers to questions about their capabilities, the researchers concluded that 2% of the pay gap between men and women could be explained by a gap in self-confidence.

Compared to their male counterparts, women in the survey applying to engineering and computer science jobs reported feeling less sure of themselves when designing a new product or project, conducting experiments, building prototypes and models, as well as other skills hiring managers look for in potential employees. Yet, in actuality, these women possessed the same skills as the male applicants.

The Rising Toll of Losing Confidence

Data has shown that confidence in girls plummets in high school math and science classrooms, even as girls take as many credits as boys — and earn slightly higher grades, according to a 2007 report by the U.S. Department of Education. In addition, girls in high school and college are more critical of their math skills and hold themselves to higher standards. At Stanford, Sheppard notes, the top female students in her engineering classes describe feeling inadequate — also known as the imposter syndrome — every day.

If you’re judging somebody based on projected confidence, you’re losing out on hiring individuals who are going to be doggone good at the work.

Sheri Sheppard

That lack of self-confidence, prior to the Stanford study, had not been linked to early pay discrepancies. And its impact is significant: “The transition from school to work is unique in that if people can get on the right track, it propels you,” Sterling says. Which means that when women start out \$4,000 behind their male counterparts, catching up is nearly impossible.

Sterling and her colleagues have a hunch as to why women end up with smaller paystubs. Women are less likely to negotiate a salary than men. And hiring managers may funnel women to lower paying positions. “Sometimes these career decisions are incremental,” says Sterling. “If you interview and then you get the job, you become an engineer. If you don’t, maybe you become a lower paid lab technician.”

The confidence gap can steer some women out of engineering and computer science fields altogether, positioning them to make even less. Women who go into education, for instance, earn up to \$20,000 less annually than they would as an engineer, Sterling says.

Mind the Pay Gap Through a Growth Mindset

But her research and others’ may offer female job applicants in STEM fields a leg up. Stanford psychology professor Carol Dweck found that when a girl believes she can learn what she needs to know in science and math, she is more likely to succeed in a STEM field than if she believes

a person is born with skills in those subjects. Professors can foster this growth mindset in their female students.

By contrast, Sheppard suggests that men risk feeling overconfident, and she hopes colleagues in engineering departments teach students more balanced self-reporting. “How do people learn to be right confident, the appropriate level, and represent themselves and their capabilities?” she asks. The goal should be that they “not oversell themselves.”

Recruiters also need to reevaluate how they evaluate candidates, Sheppard says. Employers may want to observe applicants performing tasks they’d need to do on the job.

Next, Sterling is studying how internships influence the gender pay gap. Preliminary evidence suggests that when women are given the chance to try out for an organization as interns, they receive higher starting salaries.

“Women are, in a lot of ways, told to discount their own opinions of themselves and to think about everybody else’s opinions of them,” Sterling says. But simply suggesting that women should be more confident doesn’t fly in her book.

Women would never choose to enter a job interview feeling hesitant, Sterling says. “Imposter syndrome is a horrible feeling.”

Disclaimer:

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



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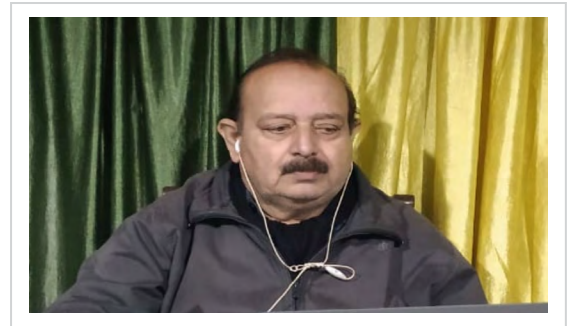
For other information and membership please contact: **Rajni Yadav – Assistant Director**

Young Leaders Council, All India Management Association Management House, 14 Institutional Area, Lodhi Road, New Delhi – 110003

Tel : 011-24645100, 43128100 Ext : 157 | Mob : +91-9845833645 | E-mail : ryadav@aima.in | Website : <https://ylc.aima.in>

Allahabad Management Association

Allahabad Management Association under an MOU with ICAI conducted a workshop on 8th and 9th February on 'How to create and deliver an effective Power Point Presentation' via Zoom for Institute of Chartered Accountants, Allahabad Chapter. The workshop was conducted by Mr Vibhav Bajpai, Director HP4, President, AMA. About 129 final year CA students benefitted from the workshop. The workshop covered communication skills, power dressing, body language, voice modulation, accent, intonation and slide structure.



Mr Vibhav Bajpai, ,Director HP4, President, AMA



Workshop in progress

AMA organised a session through Zoom on 17th February for its student chapter on the topic 'Budget Analysis and Discussion' with Mr. A K Prasad, Chartered accountant. The budget projections and expenditure were discussed at length. The highlight was Q/A session in which the student members participated and their queries were attended. About 45 members registered for the event.

National Management Day was celebrated on 22nd February by organising a workshop on 'Disruptions in Management Post COVID at UPTEC. The speakers were Mr Ravi Prakash, CEO, Big Skills; Prof. K K Bhutani, Director, UPTEC and Mr Vibhav Bajpai, President, AMA. Mr. Ravi Prakash gave a power point presentation on Employability Skills 5.0 and gave an insight into the changed employment scenario post COVID and the new skills needed to become better employable. Prof. K K Bhutani, Director, UPTEC discussed about how artificial intelligence and cloud computing have changed the communication scenario and the need to adapt to change. Mr. Vibhav Bajpai, President, AMA shared that Post COVID the Management education has changed drastically and the students need to be updated accordingly. This was followed by a Q/A session with 28 members participating in the workshop. The whole event was deftly conducted by the Secretary, Mr. O P Goel.

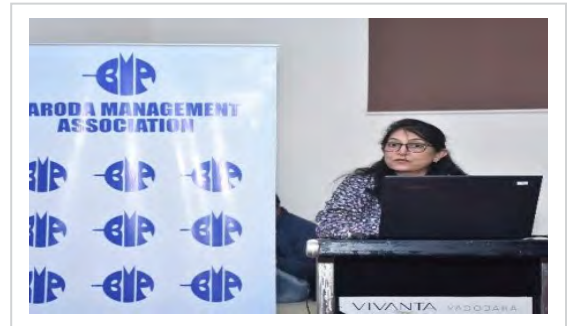


Prof. K K Bhutani, Director, UPTEC addressing the members

Baroda Management Association

AAOYM Award Ceremony

Baroda Management Association organised its 30th Annual Awards for Outstanding Young Managers Competition on 18th, 19th and 20th February where participants from various reputed organisations presented various topics and they were judged by the eminent panel of the jury member who were well versed in their respective spheres. There were total of 22 teams participated in the event. President, Ms. Minaxi Vaishnav welcomed all and mentioned that this competition is not to be judgemental, rather we try and see it as a tool and an opportunity to sharpen soft skills, enhancing management knowledge and an opportunity to prove a team spirit and an organisational commitment. The function was graced by Mr Premraj Keshyep, MD, KYB-Conmat Pvt Ltd, Vadodara and Mr. Jagdish Patel, CMD, Universal Medicap Pvt Ltd, Vadodara.



Ms. Minaxi Vaishnav, President, BMA addressing the participants



The Chief Guest and Guest of Honour addressing

Friday Evening Talk

Baroda Management Association organised an evening talk on 29th January on the topic 'WhatsApp Business: The Marketing Tool' with the speaker Mr. Jyoti Maru.

BMA organised an evening talk on 5th February on the topic 'अपना सपना.....मनी.....मनी.....' Electricity Tariff by Mr. S. J. Shukla.

On 12th February, BMA organised another evening talk on 'Hypnotherapy – The unexplored Science' by Dr.Tarak Vachharajani.

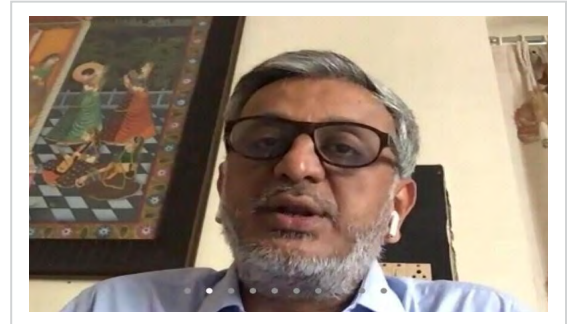
Another talk was held on 19th February on 'Simulation Powered Product Development' by Mr.Tanmoy Mukherjee.

Lastly, a session on 'Vaidik Science' was held on 26th February by Prof. Hemang Joshi.

Bharuch District Management Association

Finance Forum Meet

Finance & Taxation Forum of BDMA organised a webinar on 'Union Budget Analysis & Implications' on 3rd February to give hands on update and summary of the Union Budget. CA Dhinal Shah, Partner, SRBC and Co. LLP shared updates of budget to all the participants. Around 45 people attended the meeting and the session received excellent feedback from all the participants.



CA Dhinal Shah addressing the webinar

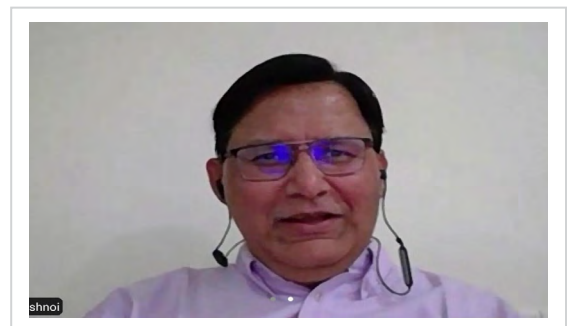
The 2nd session on Budget updates was organised on 16th February and the topics 'Changes and Implications on GST' and 'Customs and Foreign Trade Policy' were respectively addressed by Adv. Jigar Shah and Adv. Manish Jain from Lakshmikumaran & Sridharan Attorneys. More than 30 Finance professionals attended the webinar.



Adv. Jigar Shah & Adv. Manish Jain addressing the session

Management Day Celebration

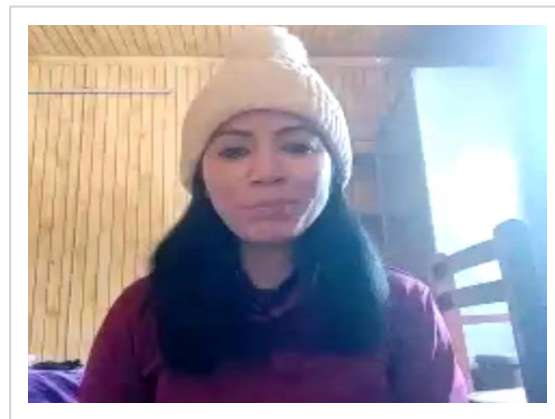
BDMA organised 'Management Day Celebration Meeting' on 20th February on the topic 'Boost Your Impact : Leading through Influence'. The session was facilitated by Mr. Himanshu Vishnoi who is a Coach, Consultant and Speaker. He led attendees on journey of learning leadership and life skills with day to day life examples. The session was attended by around 50 participants.



Mr. Himanshu Vishnoi addressing

Women's Forum

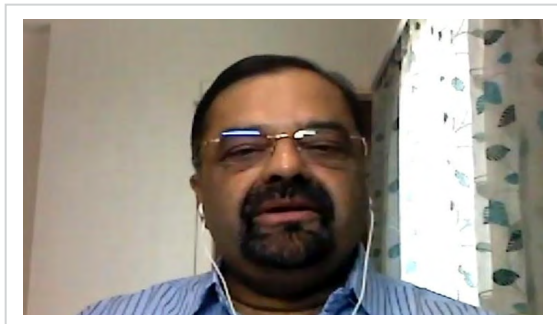
Women's Forum organised the 3rd session of its series under 'Courage Unlimited : Stories that Inspire' on 22nd February with Ms. Ameesha Chauhan, a Skier Champion and a Passionate Mountaineer shared about her journey of climbing Mt. Everest with the participants. The journey of her dream to achieve the remarkable milestone was fascinating for all the attendees and can be truly called a 'story that inspire'. 50 participants attended the meet and left wonderful feedback for the session and initiative.



Ms. Ameesha Chauhan sharing experiences with the participants

HR Forum Meet

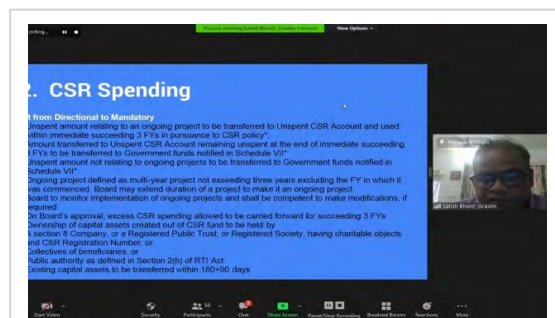
HR Forum of BDMA organised its Golden Jubilee, 50th Meet on 26th February on the topic 'Fostering & Building Sound Employee Relations in Post COVID Era for Business as Usual'. Past President of BDMA, Mr. Praful S. Vayeda who is an HR and ER Consultant, Coach and a Trainer addressed the session as esteemed guest speaker. Mr. Vayeda touched upon various aspects of engaging employees building good relations and providing better welfare facilities to maximum utilisation of their efficiency. The session was attended by nearly 30 HR professionals.



Mr. P. S. Vayeda addressing the HR fraternity

CSR Forum Meet

CSR Forum organised its 4th meeting on 27th February on the topic, 'Amendments in CSR Rules 2021'. The session focused on giving updates and changes in the CSR Laws. Mr. Satish Bhuvir, General Manager (CSR) of Grasim India Ltd shared the updates and his knowledge on the topic to all CSR professionals at the meet. It was attended by more than 50 professionals.



Mr. Satish Bhuvir sharing presentation on CSR Amendments

Bhopal Management Association

Job Fair

Bhopal Management Association and Success Job Fair successfully organised Job Fair on 13th February. Around 2000 youths participated in Job Fair in which more than 25 companies offered appointment letters to around 700 youths. Mr. Lokesh Lilhare (IRS), Additional Commissioner GST, Bhopal was the Chief Guest and the Guests of Honour were Mr. Pradeep Karambelkar, MD, Vision Invest Tech Pvt. Ltd., Bhopal and Co-Chairman, BMA; Mr. N .K. Chhibbar, Hon. Secretary, BMA; Ms. Shivani Sarkar, Founder of Markdarshika - The Helping Hand; Ms. Sakshi lokesh Lilhare, Director, Choo Lo Aasmaan, Kisne Roka Hai and Dr. Alka Awasthi, Director, NRI Group of Institutes, Bhopal. The programme was coordinated by Mr. Kuldeep Choudhary, Owner, Founder and Director, Success Stairs Group, Bhopal. It was very well appreciated by the participants.



(L to R) Ms. Sakshi Lokesh Lilhare; Mr. Lokesh Lilhare & Mr. N.K. Chhibbar



(L to R) Dr. Avinash Bajpai, Mr. Rajeev Agrawal, Prof. K.G. Suresh, Mr. Vishwas Ghushhe, Mr. R.G. Dwivedi

National Management Day

Bhopal Management Association organised AIMA's 65th Foundation Day and 15th National Management Day on 19th February at Makhn Lal Chaturvedi National University of Journalism and Communication, Bhopal. Prof. K.G. Suresh, VC, MCNUJC was the Chief Guest and the speaker was Mr. Rajeev Agrawal, President, Association of All Industries, Mandideep. The welcome address was given by Mr. R.G. Dwivedi, Co-Chairman, BMA and Dr. Aditya Gupta, Placement Officer, IIFM

Bhopal introduced to Mr. Rajeev Agrawal and Mrs. Sumana Chatterjee, Retd. Deputy Labour Commissioner introduced to Prof. K.G. Suresh. BMA honoured Prof. K.G. Suresh for his valuable contribution in the field of education. The vote of thanks was given by Mr. Vishwas Ghushhe, Co-Chairman, BMA. It was attended by about 100 students and faculty of MCNUJC and members of BMA. The programme was coordinated by Dr. Avinash Bajpai, Registrar, MCNUJC.

Bombay Management Association

Webinar

BMA conducted the 44th edition of Wednesday Wisdom webinar on 3rd February on 'Revitalisation Employment Opportunities: The Way Ahead' by Mr. Manish Sabharwal, Chairman and Co-Founder of Teamlease Services. The session was attended by 62 participants.



(L-R) The moderator, Prof RSS Mani, President BMA & VP-ITM Group and Mr. Manish Sabharwal, Chairman & Co-Founder Teamlease Services



CS Pramod Shah, EC Member of BMA

BMA conducted a webinar on 4th February on 'Union Budget' in association with Lions Club International. BMA President, Prof RSS Mani delivered the opening remarks. The webinar was conceptualised, organised and co-ordinated by CS Pramod Shah. The programme was attended by more than 100 participants.

BMA conducted its first Wellness Conclave on 5th February in digital format. Ms. Radhika Vachani, Fr. Lance Prabhu and Dr. Nandita Shah delivered an informative session full of optimism and insights. It was a fruitful learning session with 96 participants.



Ms. Radhika Vachani, Author & Founder of the Institute of Wellbeing of Excellence; Fr. Lance Prabhu, S.J. Director, The Retreat House, Center for Spirituality & Dialogue and Dr. Nandita Shah, Founder of SHARAN

Symposium

ITM Business School, Navi Mumbai in association with Bombay Management Association and Indian Society for Training and Development, Navi Mumbai Chapter presented a symposium on 6th February on 'Professional excellence through Self Discovery'. The workshop emphasised on the fact that leadership, motivation, attitude, personality, decision making skills, conflict handling capabilities and perception play a key role in the excellence we aim for and thereby influences the success we achieve. The session was attended by 56 professionals.

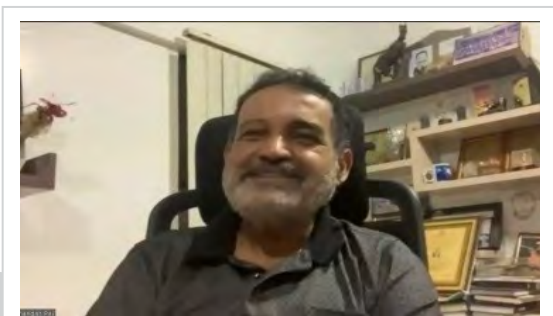


Ms. Vani Sengupta, Director of Human Resources at The Westin Chennai Velachery

On 10th February, Mr. Harish Bhat, Brand Custodian, Tata Sons, narrated ten inspiring stories from the Tata Group, which threw light on the role of Tata in India's history and the nation's progress – from kick-starting India's path to industrialisation, to giving wings to a nation, to placing Indian IT on the global map, to serving the community in times of need. The session of compelling storytelling inspired all the attendees. The discussion was very engaging with 68 participants actively participated in the session.



(L-R) Mr. Harish Bhat, Brand Custodian Tata Sons and Prof. RSS Mani, President BMA & VP-ITM Group



Mr. T. V. Mohandas Pai, Padma Shree Awardee and Chairman of Manipal Global Education

Mr. T. V. Mohandas Pai, Padma Shree Awardee and Chairman of Manipal Global Education spoke on the topic 'Congruence of Purpose'. The concept of methodological congruence has gained more attention due to the need for careful planning of coherence and purpose. The whole session was very engaging with 100 participants thoroughly enjoyed the unique learning experience.

BMA conducted Friday Fundamentals on 12th February on 'Equanimity Strategies for Higher Performance' by Mr. Suresh Bharwani. The webinar covered how to maintain a balanced state of mind and achieve professional success, amid the chaos. The programme also covered the following such as the Pomodoro technique to develop focus and get things done. The session was attended by 105 participants and found it very transformative.



Mr. Suresh Bharwani, Equanimity Strategist, CMD Jetking Infotrain Ltd

NATIONAL MANAGEMENT DAY (21ST FEBRUARY 2021)
INSPIRATIONAL SESSIONS

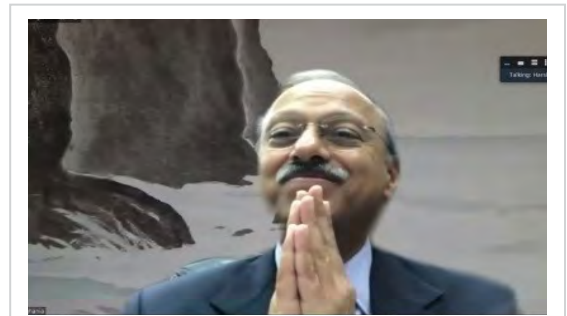
HARSH PATI SINGHANIA VC & MD JK Paper Ltd. & President, AIMA	DR. A VELUMANI Founder & MD Thyrocare	KEKI MISTRY Vice Chairman & MD HDFC Ltd	R. MUKUNDAN Managing Director Tata Chemicals Ltd	AJAY PIRAMAL Chairman Piramal Group
Feb 17th, 5-6PM	Feb 18th, 5-6:30PM	Feb 19th, 4:30-6:30PM	Feb 20th, 5:30-7PM	

Register at : www.bma-india.com | Prof RSS Mani, President BMA : 7498016842

National Management Day Celebrations

BMA conducted 'Learn from the Leaders' series where leaders spoke on various aspects of Leadership. The events were conducted from 17th to 20th February.

BMA conducted Wednesday Wisdom webinar on 17th February on 'Creating an Indian Super Brand: The JK Story' by Mr. Harsh Pati Singhania, VC and MD, JK Paper Ltd and President, AIMA. Mr. Singhania shared his pearls of wisdom and the journey of how JK became a super brand. It was a great interaction with 96 participants who attended the session.



Mr. Harsh Pati Singhania, VC and MD, JK Paper Ltd. & President, AIMA



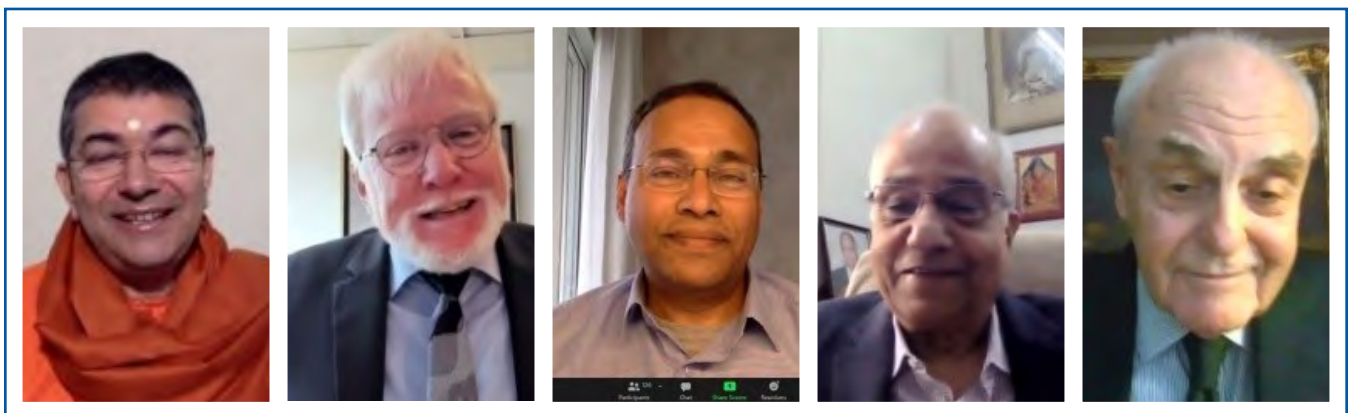
Dr. A Velumani, MD & Founder, Thyrocare

BMA conducted a session on 18th February on 'Creating an Indian Super Brand: The Thyrocare Story' by Dr. A Velumani, MD and Founder, Thyrocare. The session was interesting and full of wisdom with 86 participants attending the session.

Bombay Management Association conducted its first 'BMA Global Conclave on Ethics' on 19th February in digital format. A galaxy of 8 eminent speakers shared their wisdom on the various aspects of ethics. The session was facilitated very ably by BMA Past President, Mr. M. K. Chouhan, Conclave Chairperson and BMA President, Prof RSS Mani. The conclave sponsor was Dr. K.S. Basu Memorial Trust and conclave partners were Globethics.net – Switzerland; Mervyn King Academy and Mahendra & Young Knowledge Foundation. The session was attended by 256 participants.

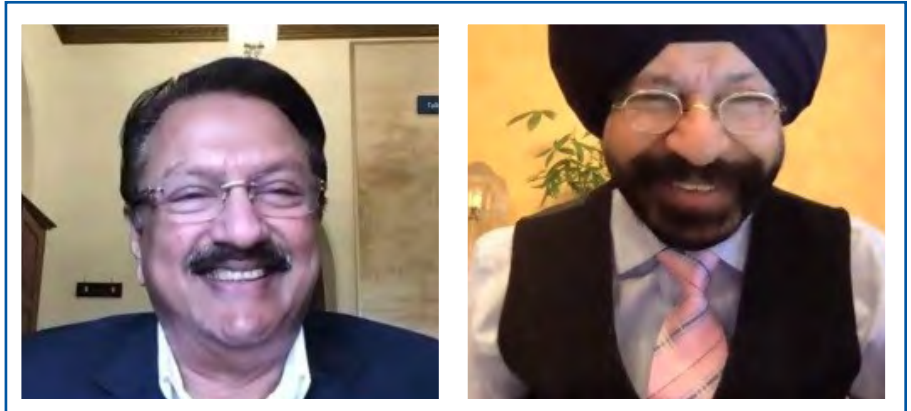


(L - R) Mr. M. K. Chouhan, Conclave Chairperson, Past President, BMA; Mr Shailesh Haribhakti, Chairman, L&T Finance, Past President, BMA; Mr. Keki Mistry, Vice Chairman & MD, HDFC Ltd and E. Oya Özarlan, Board Member of Transparency International & Chairman Ethics Committee of (TI)

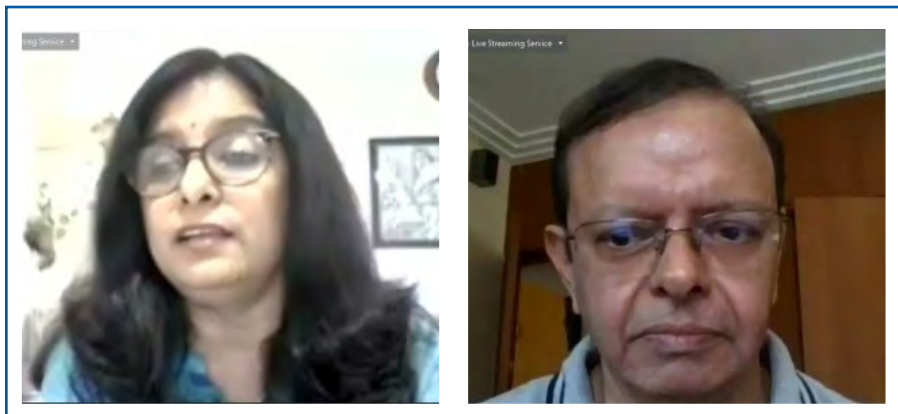


Swami Prakashananda, Spiritual Guru Chinmaya Mission; Prof. Christoph Stuckelberger, Founder & President Globethics.net; Mr R. Mukundan, Managing Director, Tata Chemicals Ltd; Justice B.N. Srikrishna (Retired) Former Judge Supreme Court of India and Judge Mervyn King Former Judge Supreme Court of South Africa & Patron Member - Mervyn King Academy for Sustainable Development in Asia

BMA celebrated the National Management Day of AIMA on 20th February virtually, where Mr. Ajay Piramal, Chairman of the Piramal Group delivered the BMA (Late) Dr. KS Basu Memorial lecture. The programme was attended by 82 participants.



Mr. Ajay Piramal, Chairman of the Piramal Group and Mr. Ravi Dhingra, Managing Trustee Dr. KS Basu Memorial Trust



Dr. Laxmi Mohan, Director, ITM Business School and Dr. Ganesh Natarajan, Chairman 5F World

Panel Discussion

BMA in association with Institute for Technology and Management brought a more insightful understanding on the topic ‘Resilient Supply Chain through Digitalisation’ on 20th February. In the panel discussion the experts discussed how digitisation has actually benefited the supply chain industry to increase efficiencies, boost innovation and reduce risks to provide robust services.

On 24th February, Dr. P V Ramana, Thinker and Founder of ITM Group shared his pearls of wisdom on the practical philosophy for Young Managers and MBA aspirants for successful careers. Dr Ramana is the Past president of BMA. Over 136 participants attended the session.



Dr. P V Ramana, Thinker and Founder of ITM Group



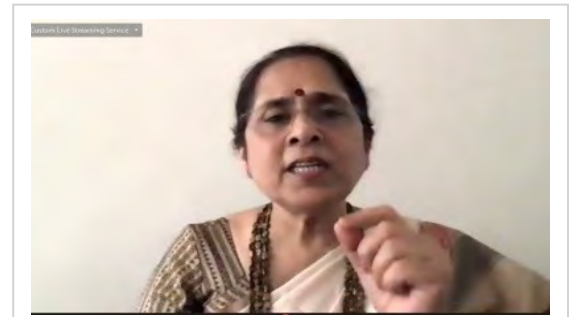
Mr. Bosco D'mello, Founder Conscious Development and Mr. Shripad Ranade, BMA EC Member

BMA conducted a webinar on 26th February on 'Navigating a Hypercomplex World: The Power of Paradox' by Mr. Bosco D'mello. The session explored the power of Paradox – a unique paradigm in leadership capability. It equips leaders to elevate their thinking and make wiser decisions, whether in leadership style, business strategy or personal priorities.

Mr. Shripad Ranade, BMA, EC Member, facilitated the event. 58 participants enjoyed the excellent presentation followed by an interactive discussion.

LeadersSpeak Session

Leader NXT session was held on 27th February by Dr. Ritu Anand, Chief Leadership and Diversity Officer, Tata Consultancy Services on the topic 'Cognitive Diversity' the inclusion of people who have different ways of thinking, different viewpoints and different skill sets in a team or business group. She is a pioneer in the field of Human Resources with a career spanning over more than 3 decades and holds a doctorate in Psychology and is passionate about understanding human behaviour. The session was enjoyed by over 100 participants.



Dr. Ritu Anand, Chief Leadership & Diversity Officer, Tata Consultancy Services

Chandigarh Management Association

Chandigarh Management Association organised a session on 20th February on the theme 'Business Management Insight' with speaker Mr. Gursimran Singh. He provided the business management Insight and how to grow business post COVID situation and to protect the employees. The event was well attended and appreciated by CMA members.



Speaker- Mr. Gursimran Singh



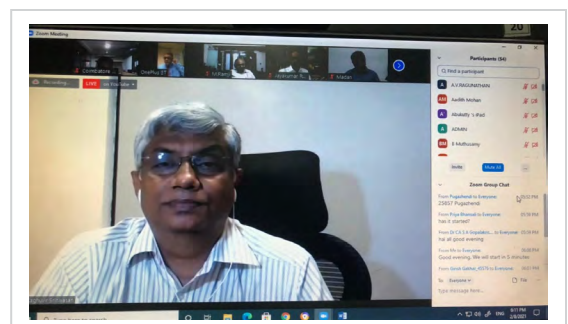
CMA members at the Industrial Manufacturing facility

CMA organised an Industrial visit to Ind- Swift Laboratories Ltd on 27th February. Around 20 members were part of the delegation who saw the processes of bulk drug manufacture and disposal of waste etc. The event was very useful for the members.

Coimbatore Management Association

Union Budget Analysis Meeting 2021

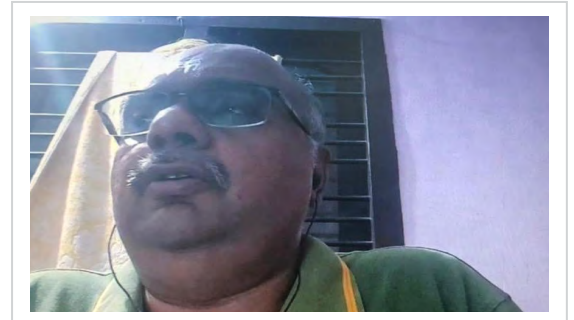
The Budget proposals for the financial year 2021-2022 were expressed in the session jointly organised by Coimbatore Management Association; The Auditors Association of South India and The Institute of Cost Accountants of India-Coimbatore on 8th February on the Zoom platform. The speakers included Mr. Raghuvir Srinivasan, Editor, The Hindu-Business Line; Mr. V. Ramnath and Mr. Prasanna Krishnan, both Chartered Accountants. Mr. Srinivasan in his budget overview gave six reasons for calling it a Landmark Budget. It is a 'zero tax' budget as there is no imposition of any fresh taxes, including income tax, direct tax and corporate tax. Mr. Ramnath spoke on 'Direct Taxes' voiced concerns over certain proposals in the direct taxes provisions, particularly those relating to Medical, Educational Institutions and Charitable and Religious Institutions. Mr. Krishnan dwelt at length on the proposed amendments to various sections of customs duty. CMA President, Mr. Jayakumar Ramdass and Secretary, Dr. Nithyanandan Devaraaj, TAASI President, Mr. N. Ravisankar and Secretary, Mr. S. Venkatesh, ICAI Chairman, Mr. V. Mathanagopal and Secretary, Mr. A. Alwar, participated along with a large number of other office-bearers, members and students. The session was moderated by Programme Chairman, Mr. M. Ramji.



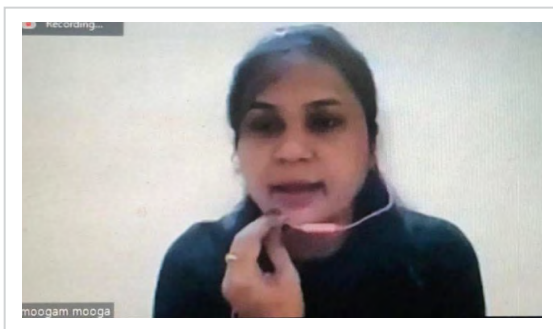
Mr. Raghuvir Srinivasan, Editor, The Hindu Business Line

Monday Musings

Mr. L. R. Shivakumar, Chief Merchandising Officer and Head of E-Commerce, Spencer's Retail Ltd spoke to CMA members on 'OmniChannelRetail' as part of the Monday Musings Programme of CMA on 1st February. Omni channel retailing is a seamless approach to customer experience through all potential channels. It facilitates transaction of business from anywhere, anytime. Past President of CMA, Mr. S. Prashanth introduced the guest speaker and CMA President, Mr. Jayakumar Ramdass gave an introductory remark and Secretary Mr. Nithyanandan Devaraaj proposed the vote of thanks.



Talk by Mr. L.R. Shivakumar, Chief Merchandising Officer, Spencers



Talk by Ms. Moogambikai Vignesh

CMA as part of its Monday Musings programme organised a talk on 15th February with Ms. Moogambikai Vignesh, an entrepreneur and a soft skill trainer on the topic 'Track & Highlight self-performance'. She categorically said that following one's passion would be a rewarding experience. Answering a question as to how to manage risks in the start-up domain, Ms. Moogambikai said that the major risk is about mobilising the resources. The session was attended by CMA President Mr. Jayakumar Ramdass, Secretary, Dr. Nithyanandan Devaraaj and other office-bearers. CMA Joint Secretary, Dr. Prashant R. Nair coordinated the event and Dr. Vandana Madhvakumar, CMA newsletter editor, introduced the guest speaker.

National Management Day

Coimbatore Management Association adopted hybrid platforms to celebrate National Management Day on 19th February. The Chief Guest, Mr. Murugavel Janakiraman, Founder & CEO, Matrimony.com gave a presentation on the Zoom platform from Chennai. In his welcome address CMA president, Mr. Jayakumar Ramdass said that CMA is the oldest Management Association in India. CMA conferred awards on deserving entrepreneurs and professionals who have



Mr. Murugavel Janakiraman, Founder & CEO, Matrimony.com addressing

excelled in their respective fields. The Past President of CMA, Mr. C. R. Swaminathan, released the CMA Newsletter and KGISL Founder and Director, Dr. Ashok Bakthavathsalam received the first copy. The event was attended by Past presidents and office-bearers of CMA, award sponsors and members.

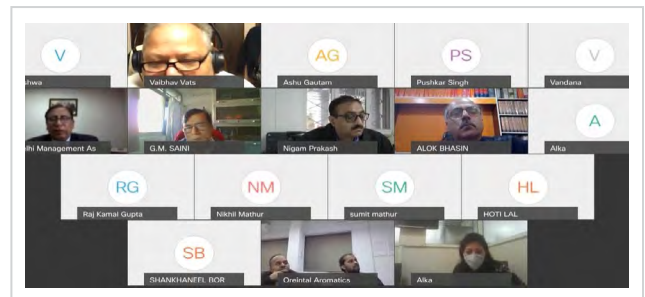


CMA NMD 2021 award winners with President & Secretary

Delhi Management Association

Webinar

In order to minimise and simplify the different Acts on labour laws, the Government has taken initiative to consolidate and simplify and bring down the number of these Acts into four Codes. DMA organised the first webinar on 5th February on the Code on Wages, 2019 with Mr. G.M. Saini, Advocate and Advisor, Labour and Employment Laws as Programme Director and Mr. Piyush Sharma, Former Addl. Labour Commissioner, Government of NCT of Delhi and Mr. Alok Bhasin, Advocate High Court, Labour Law specialist as eminent speakers shared the new changes brought in through these Codes and prepare for a smooth transition to regime of new labour Codes. The session was attended by over 25 participants.



Speaker and participants during the webinar

Online Symposium

Parampara Family Business Institute a non-profit research and educational institute under the charitable arm of GMR, GMR Varalakshmi Foundation with the support of Delhi Management Association organised the 7th session titled 'Business Perpetuity in Family Companies' on 20th February in the online symposium series – 'Essential Mantras for Family Business'.

In the session, Dr. Ram Charan, Global Business Advisor and Author in conversation with Mr. Prasad Kumar, Founder and Family Business Advisor, Human Endeavor Associates discussed a wide range of variables that may affect business perpetuity such as adaptability to change, portfolio relevance in a fast changing context, technology, innovation and productivity. Dr. Ram Charan blends business imperatives and principles for perpetuity with family owner's long-term mission and talent pipeline. The session attracted over 2800 registrations from 13 countries including USA, Canada, Singapore and Italy.



(L to R) Mr. Prasad Kumar and Dr. Ram Charan addressing the participants

Faridabad Management Association

Faridabad Management Association in partnership with Centum Foundation organised a webinar on 5th February on the topic 'Skill Development during and Post COVID'. The session started with a welcome address by Mr. Vipul Rathore, Chief Learning Officer, Centum Learning. He gave a brief about Centum Learning and also about FMA. The distinguished speakers Mr Manish Prakash Sahu, Chief Operating Officer, RPG Foundation; Mr. Bhaskar Natarajan, Head – Programme Execution, Tata Strive and Mr. Arvind Bali, CEO-Telecom Sector Skill Council spoke in detail about the Skill Development areas during COVID and also post COVID. It was attended by 100 delegates from industry and academia. The vote of thanks was proposed by Mr. V. Thyagarajan, Executive Director, FMA.

fma **CENTUM FOUNDATION**

#CentumKnowledgeSeries

Skill Development During & Post Covid
Opportunities & Challenges

LIVE WEBINAR | 5th February 2021
5 - 6 pm (IST)

Join the discussion with:

- Manish Prakash Sahu**
Chief Operating Officer
RPG Foundation
- Bhaskar Natarajan**
Head - Programme Execution
Tata STRIVE
- Arvind Bali**
CEO - Telecom Sector Skill Council (TSSC)
- Vipul Rathore**
Chief Learning Officer
Centum Learning

Webinar on Skill Development during and Post COVID

SHRI VISHWAKARMA SKILL UNIVERSITY
(1st Government Skill University of India, setup by the Government of Haryana)

National Management Day Transformation for Continuity

FRIDAY February 19 2021
03:00PM to 04:00 PM

Key Note Speaker
Mr. Raj Nehru
Hon'ble Vice-Chancellor

Speakers

- Prof. (Dr.) Jyoti Rana**
Convener & Dean, SFMSR SVSU
- Prof. (Dr.) Dewakar Goel**
Chairman AASAM
- Ms. Gitanjali Saxena**
Lead Strategist Lagom Works

Co-Convenor
Ms. Meenakshi Koul SVSU | Mr. Abhay Kapoor President, FMA
Mr. V. Thyagarajan ED, FMA

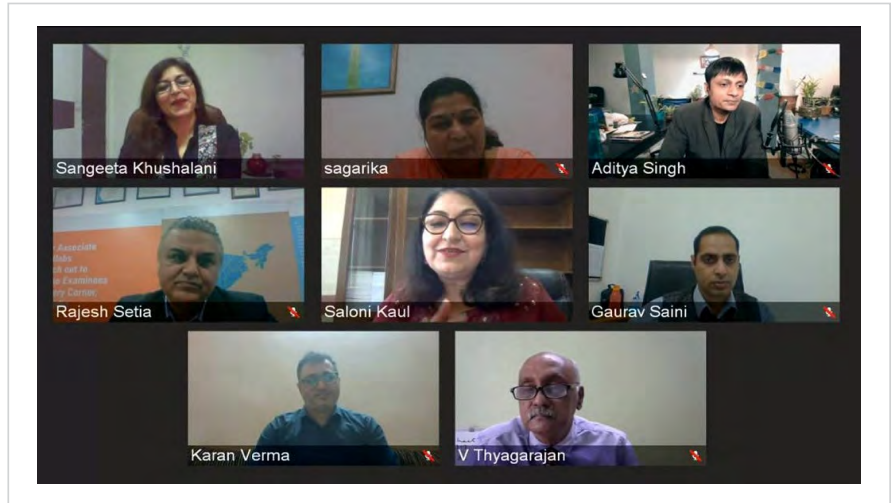
Organizer: SFMSR & fma

Meeting Link
<http://meet.google.com/oiv-xxru-fgt>

National Management Day Programme with Mr Raj Nehru, Vice Chancellor, SVSU

National Management Day was conducted on 19th February by Faridabad Management Association along with Shri Vishvakarma Skill University. On this occasion, a webinar was organised on the theme 'Transformation for Continuity'. The event started with a welcome address by Prof Jyoti Rana, Dean, Skill Faculty of Management and Research & Dean Students. Ms. Saloni Kaul, Secretary, FMA, CEO, It's People, Director, Publishing House England Ltd welcomed the guests and spoke at length about the National Management Day. The keynote address was delivered by the Hon'ble Vice Chancellor –SVSU – Mr. Raj Nehru. Thereafter Dr. Dewakar Goel, Chairman, Aero Academy of Aviation, Science and Management spoke on the change management post COVID. The speaker Ms. Gitanjali Saksena, Lead Strategist, Lagom Works spoke on Innovation for Continuity. It was attended by the students, faculty of SVSU and participants from industry. The vote of thanks was given by Mr. V. Thyagarajan, Executive Director, FMA.

Faridabad Management Association in collaboration with Sushant University (E-Cell) conducted a virtual webinar on 26th February on the topic 'Empowerment through Entrepreneurship – Challenges and Opportunities'. The programme started with the welcome address by Mr. Abhay Kapoor, President, FMA and Mr. V. Thyagarajan, Executive Director-FMA spoke about FMA and its activities and thereafter Ms. Sagarika Goswami, Assistant Professor, Sushant University introduced the speakers of the session. The distinguished speakers of the session were session chair and moderator Ms. Saloni Kaul, Secretary, FMA, Founder and CEO It's People and also Director, Publishing House England Ltd; Ms. Sangeeta Khushalani, Founder and COO-X-Cellent Technology; Mr. Rajesh Setia, Founder and CEO, Test Pan India; Mr. Karan Verma, Co-Founder and Director-Faad Networks and Mr. Aditya Singh, Founder and CEO, Expedify. The entrepreneurs spoke about their entrepreneurial journey and also shared their hurdles and how they overcame it before tasting real success. The theme of the event was curated by Mr. V. Thyagarajan, FMA and Mr. Gaurav Saini, Head & Director –CRC, Sushant University. It was well appreciated by the participants comprising of students and faculty from the university and also from industry. The event ended with a vote of thanks by Mr. V. Thyagarajan, Executive Director, FMA.



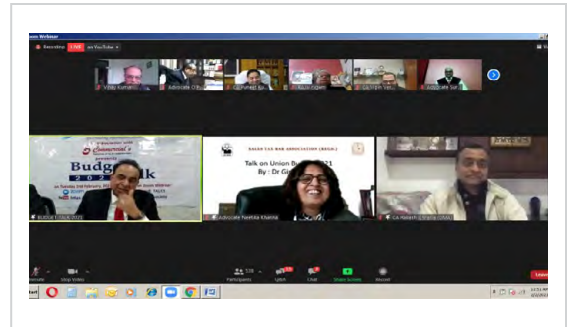
Speakers and participants during the webinar

Webinar Session on Empowerment Through Entrepreneurship - Challenges and Opportunities

Ghaziabad Management Association

Webinar

Ghaziabad Management Association in collaboration with Tax Law Educare Society, organised a webinar on 2nd February on the budget 2021. The Chief Guest was Justice A. K. Sikri, Former Judge of the Supreme Court of India and the speaker CA Dr. Girish Ahuja explained the budget, section by section. Justice Sikri, in his inaugural address, said that the budget is a statement of economic policies and fiscal thinking of the Government. A short view of the budget was shared by CA Atul Gupta, President ICAI and CA Amarjeet Chopra, Past President of ICAI. CA Ashok Batra shared his analysis on Indirect Tax before Dr. Ahuja shared his analysis of the budget in detail with specific reference to the provisions in the Direct Tax structure. The session was attended by about 550 participants on the Zoom apart from many more on the You Tube.



Speakers and participants during the webinar

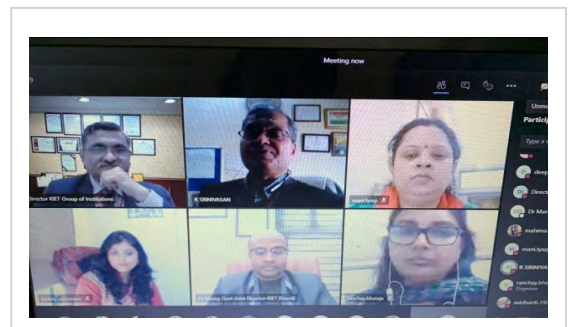


Advocate Upender Thakur addressing the participants

A webinar was organised on 5th February on 'Players Involved in Cybercrime & Role of Intermediaries'. Cybercrime has become rampant across the globe, which impacts the lives of people and the rate of cybercrime has increased in the recent years. Advocate Upender Thakur, senior partner of Singh & Singh a well-known law firm was invited to share his experience on the subject. The webinar was very well received and attended by around 55 participants throughout the session.

National Management Day

Ghaziabad Management Association celebrated National Management Day on 19th February in collaboration with KIET Group of Institutions in KIET School of Management, Ghaziabad. A panel discussion was conducted on the theme 'Transformation for continuity' consisted of MBA 1st Year students, the students from both the sections were divided into 4 groups. The welcome address was made by the HOD, Dr R. Srinivasan followed by an inaugural address by Director, KIET, Dr A. Garg. The event was also graced by the presence of Joint Director, KIET Group of Institutions, Dr. Manoj Goel. More than 100 students participated and attended the programme.



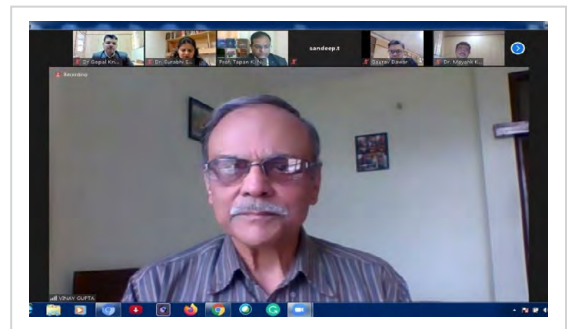
Speakers and participants during the panel discussion



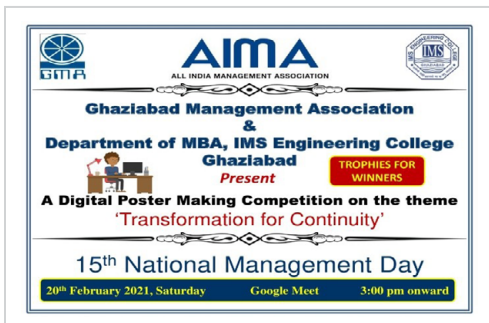
Mr. Sandeep Tyagi, Director-HR, Samsung

keep moving forward or else we will stagnate, become useless and redundant. Mr. Sandeep Tyagi, enunciated the digital practices being adopted in the current scenario, making the organisations more effective and the pandemic has harnessed the intensity of digitalisation in organisations and has brought transformations at varied levels. The session was attended by 64 students.

GMA and IMS Ghaziabad organised the 15th National Management Day on 20th February on the theme 'Transformation for Continuity' with the speaker Mr. Sandeep Tyagi, Director-HR, Samsung. The event started with the inaugural address of the Director, Dr. Urvashi Makkar, who pondered on digital transformation as the survival mantra for the institutions. Mr. Vinay Gupta, Executive Director, GMA also resonated with the Director's address and emphasised that we need to continuously



Mr. Vinay Gupta, Executive Director, GMA



A Digital Poster Making Competition

Management Association in collaboration with Mewar Institute of Management, Ghaziabad on 23rd February on 'Transformation for Continuity' as a part of National Management Day celebration. In the welcome address, Dr. Alka Agrawal, Director,

GMA and Department of MBA, IMS Engineering College organised Digital poster making Competition on the occasion of 15th National Management Day on the theme of 'Transformation for Continuity'. About 16 students of the MBA department of the Institute took part in the poster competition and more than 60 attended the event.

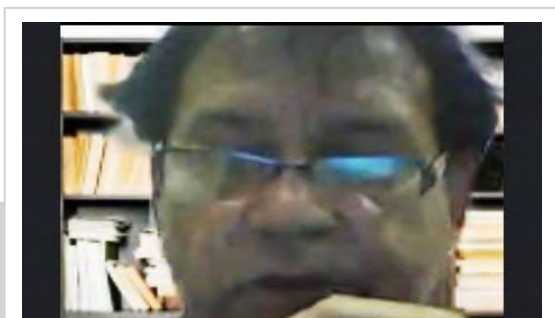
An online seminar was organised by Ghaziabad



Dr Alka Agrawal, addressing the session

Mewar Group of Institutions

said that in order to remain relevant we have to change ourselves as per the changing times. In the technical session I, Mr. Sudhir Gaur, Head Placements, Jetking Ltd said that transformation is a critical factor. The technical session II was handled by Ms. Rajashree Chakraborty, Area Manager, Jetking



Mr. Sudhir Gaur, Head Placements, Jetking Ltd

Ltd. She insisted that we should not allow others to control us and went on to add that happiness is not a destination but a way of life. Mr. Vinay Gupta, Executive Director, GMA spoke about the need for ushering in a VUCA environment, through VUCA attitude where V is versatility, U for understanding, C for Clarity of thoughts and A denoting agility. The session was attended by more than 120 students.

A webinar was organised on 27th February on 'Global Megatrends for Mega convergence' wherein the distinguished speaker was Ambassador Dr. Deepak Vohra. After the formal welcome by Dr. Rakesh Chharia, President, GMA and sharing the relevance of the topic in the present scenario, Dr. R K Agarwal, Director General, AKG Group and member, GMA Governing Council introduced Dr. Vohra to the participants.

Ambassador Dr. Vohra, in his inimitable and vivid style, shared his experience and views about the journey of India and how it has been perceived by the world over the years with regard to its economic, intellectual, scientific and military prowess. Dr. Manoj Goel, Jt. Director KIET Group of Institutions, summarised the talk and Dr. Sapna Rakesh, Director, IMS UC, conducted the Q/A session. The vote of thanks was proposed by Mr. Amit Agarwal, MD, Ghaziabad Precision Products Pvt. Ltd and Immediate Past President, GMA. The relevance of the topic drew a capacity of 300 available with the Zoom platform and was also telecast live on GMA YouTube channel.



Speakers & participants during the session

Goa Management Association

Panel Discussion

Goa Management Association conducted a panel discussion on 9th February on 'Decoding the Union Budget 2021'. The panel consisted of Mr. Vijay Hede, Managing Director, Shivranjani Securities Co. Pvt Ltd; Mr. Blaise Costabir, Chairman, CII Goa State Council and MD, GMI Zarahk Moulders Pvt. Ltd and CA Parimal Kulkarni, Chairman, Taxation Committee of Goa Chamber of Commerce & Industry. The session was moderated by GMA Executive Committee Member, CA. Rohan Bhandare.

Mr. Amin Ladak, Chairman, GMA presented the welcome address and Mr. Harshvardhan Bhatkuly, Immediate Past Chairman, GMA, introduced the panel members.

Mr. Hede presented the macro-economic view of the Budget with emphasis on Infrastructure, health and water allocations in the budget along with digital India. Mr. Costabir provided insight on the impact of the Budget on the industry and the practical aspects for improving the ease of doing business. Mr. Kulkarni focused on the important changes in direct tax, indirect tax and company law. The programme concluded with the vote of thanks proposed by Mr. Virendra Acharya, Executive Committee member of GMA.



(L to R) Blaise Costabir, Vijay Hede, Parimal Kulkarni & Rohan Bhandare

Management Day Celebrations

GMA celebrated its annual marquee event, Management Day on 19th February with a panel discussion on the theme 'Transformation for Continuity' with gen-next business leaders from Goa. Mr Deepak Bandekar, Executive Director, House of Rajaram N S Bandekar; Ms Swati Salgaocar, Director, Vimson Group and Mr Aakash Khaunte, Director, Alcon Anil Counto Enterprises spoke on the various aspects of businesses transforming to meet new challenges. Engaging them in the discussion was editor of Business Goa, Mr Harshvardhan Bhatkuly, Immediate Past Chairman of Goa Management Association.



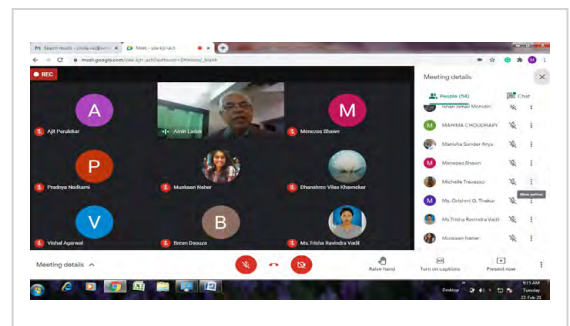
(L to R) Mr. Aakash Khaunte, Ms. Swati Salgaocar, Mr. Deepak Bandekar and Mr. Harshvardhan Bhatkuly

Mr Amin Ladak, Chairman, Goa Management Association welcomed the gathering and later felicitated the panelists. Mr Nilesh Dessai, Hon. Secretary of GMA proposed the vote of thanks.

GMA organised another event as part of Management Day Celebration for the students of Management Programmes. The BBA (Financial Services) Department of Vidya Vikas Mandal's Shree Damodar College of Commerce & Economics, Margao in association with Goa Management Association organised a Virtual Elocution Competition to celebrate Management Day on the theme 'Transformation for Continuity' on 23rd February through Google meet platform. A total of eight academic institutions from Goa offering management education at undergraduate and post-graduate level participated in the competition.

Mr. Amin Ladak, Chairman, Goa Management Association welcomed the virtual gathering through his welcome address. Prof. Dr. Prita D. Mallya, Principal, VVM's Shree Damodar College appreciated the initiative of Goa Management Association to provide a plethora of opportunities for the management students to nurture their management aptitude and traits. Asst. Prof. Ms. Swati Bhat introduced the key-note speaker, Prof. Dr. Ajit Parulekar, Director, Goa Institute of Management, Sanquelim delivered the keynote address. Prof. Parulekar commenced his address by appreciating the selection of the theme by mentioning that it is very provocative and challenging topic for exchange of thoughts.

The results of the virtual elocution competition were declared at the valedictory function. The judges of the virtual elocution competition appreciated all the participants for generating and exchanging productive ideas, essential for intellectual, institutional as well as infrastructural betterment. Asst. Prof. Ms. Cinola Vaz, Programme Coordinator, BBA (Financial Services), VVM's Shree Damodar College proposed the vote of thanks. All the participants were provided system generated e-certificates.



Management Day Celebrations

Guwahati Management Association

Golden Jubilee

Guwahati Management Association concluded the Golden Jubilee Year on 21st February with a seminar, where the focus of discussion was revival of tourism in the North Eastern India post COVID- 19. At the outset, Mr. D. Gohain, Chairman, Golden Jubilee Celebration Committee welcomed the guests and gave a glimpse of the early years of GMA and its journey for the last 50 years. The Honourable guests Mr. H. S. Das, IAS (Retd), Chief Information Commissioner, Assam; Mr. S S Devbarman, Regional Director, India Tourism and Mr. Santikam Hazarika, Advisor, GMA spoke about the difficult period for tourism worldwide. They emphasised on what needs to be done by the Government and the Tourism bodies to bring stability to the industry. Mr. S B Sarmah, President, GMA spoke about GMA's activities as a whole and thanked the participants. The programme was attended by 85 GMA members and guests.



Mr S B Sarmah, President, GMA addressing the Golden Jubilee Closing Ceremony



Mr. Devbarman, Regional Director, India Tourism addressing

Annual General Meeting

On 21st February, the outgoing President of GMA, Mr. S. B. Sarmah welcomed the members and highlighted the activities of GMA and how they stabilised their finances. Mr. Bhabesh Hazarika, Hony General Secretary presented the secretarial report and gave out the chronology of events during his tenure and thanked the members for giving him the opportunity to serve the Association. Mr. Bibhuti Dutta, Treasurer presented the Audit Report, which was approved by the members. The above was followed by election for new office bearers and new Board. Mr. K. Ahmed, Director, GMA acted as the returning

officer. Consequently, a new Board was elected with Mr. Chiranjit Chaliha, as President, Mr. Bhabesh Hazarika and Mr Parag Phukan as Vice Presidents and Mr. Bibhuti Dutta as Hony General Secretary. The meeting ended with a vote of thanks offered by Mr. Bibhuti Dutta. 65 members attended the meeting.

National Management Day

GMA on 22nd February celebrated the National Management Day and Foundation day of AIMA. The event started with introduction and presentation of Gamosa memento to as many as eight new members. The speaker of the event was Prof Mukulesh Barua, Director, Assam Institute of Management and ONGC Chair Professor. Mr. D. Gohain, Vice President, GMA



Mr. D. Gohain, VP, GMA, welcoming Prof Mukulesh Barua

presided the National Management Day meet and welcomed the guests. Mr. Gohain mentioned about many occasions when Prof Barua associated himself with GMA's activities and also acted as a resource person and the significance of the Foundation Day was elaborated. Prof Barua gave a vivid presentation on what reformation really means and how it differs from just change. After a brief Q & A session the event ended with a vote of thanks by Mr. Bibhuti Dutta. About 50 members and guests attended the event.

Hardwar Management Association

Hardwar Management Association organised a session on 'Motivation through Goal Setting and Self Effectiveness' by Mr. Rizwan Uddin on 20th February at New Engineering Building Conference Hall, BHEL, Haridwar. The session was highly appreciated and attended by more than 50 HMA members.



Session on 'Motivation through Goal Setting & Self Effectiveness'

Hyderabad Management Association

Regional Management Conclave

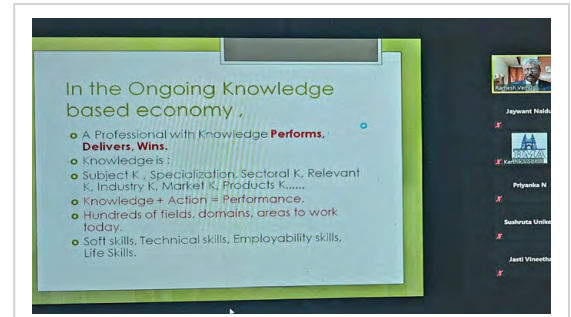
All India Management Association and Hyderabad Management Association jointly organised a Regional Management Conclave on 10th February on 'Transformation for Continuity'. The keynote address was delivered by Mr Harsh Pati Singhania, President, AIMA, Director, J K Organisation and Vice Chairman and Managing Director, JK Paper Ltd. Ms. Rekha Sethi, Director General, AIMA presented an overview of the conclave and set the tone for the plenary sessions and panel discussion. Mr. Sanjay Kapoor, President, HMA presented the welcome address and Dr A.R. Aryasri, Convenor, RMC proposed the vote of thanks. The speakers were Mr. D Shivakumar, Group Executive President, Aditya Birla Management Corporation Pvt Ltd and Past President, AIMA and Mr. T V Mohandas Pai, Chairman, Manipal Global Education Services Pvt Ltd and Past President, AIMA. Mr. C K Ranganathan, Chairman and Managing Director, CavinKare Pvt Ltd and Senior Vice President, AIMA; Mr. K Ullas Kamath, Joint Managing Director, Jyothy Labs Ltd; Ms. Syna Dehnugara, CBO Lets Venture, Features Editor CNBC-TV18; Mr. Kartik Sharma, Director, Agnito and Mr. Abhishek Nath, Managing Director and CEO, IXORA Corporate Services were among the panelists for the panel discussions. Mr. Parakala Prabhakar, Managing Director, Right FOLIO; Mr. Somasekhar Mulugu, Journalist & Former Associate Editor & Chief of Bureau, The Hindu Business Line; Mr. Suresh Kochattil, Chief Operating Officer, Janam TV and Dr Ravi Kumar Jain, Director, SIBM Hyderabad were among the chairpersons.



Ms Rekha Sethi, Director General, AIMA; Mr Harsh Pati Singhania, President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd; Mr A R Aryasri, Convenor, AIMA-HMA Regional Management Conclave and Mr Sanjay Kapoor, President, Hyderabad Management Association

SDP

The second Industry Readiness Programme for future managers began with a batch of 23 students with an aptitude test set up by Prof. Sriharsha Reddy, Co-Convenor of SDP Committee. The Secretary of HMA, Mr. V. Ramchander helped out in the process of aptitude test. The topics of the programme included qualities of a good professional, managing self, working in teams, effective communication skills, digital transformation and case studies of successful business leaders.



Session on 'Motivation through Goal Setting & Self Effectiveness'

Mr. Sanjay Kapoor, President, HMA graced the first session and gave his inaugural message on 21st February. The session speaker Mr. Ramesh Vemuganti addressed students on the topic 'Qualities of a Good Professional'. The next session was conducted on 27th February by Mr. Amar Chegu on the topic 'Managing Self' about a successful manager understanding how to work intelligently towards managing personal energy levels that enable engagement with work, with and through others to deliver the required outcomes.

Survey

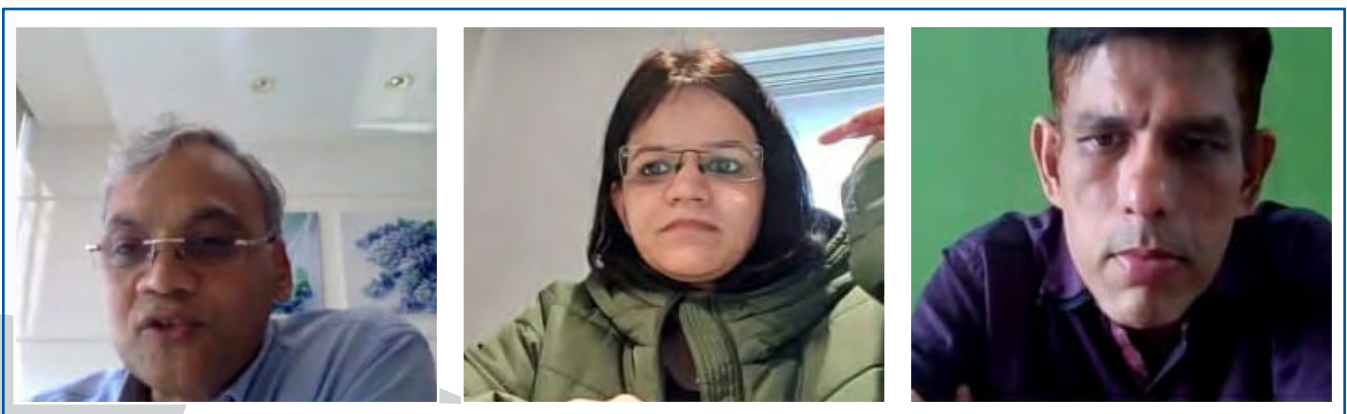
HMA conducted a survey on 19th February to assess the readiness of MSMEs for Digital Transformation. The report based on the study will be forwarded to Government of Telangana and Government of India for introducing special schemes with subsidy for those MSMEs which are open for digital transformation.

The link for the survey is <https://tinyurl.com/w28s3ir8>

Indore Management Association

Centre of Excellence

Indore Management Association organised an exclusive session on 5th February for the students of Daly College Business School on the topic 'Changing Face of Financial World'. The facilitator for the session was CA BP Inani, Co-Founder, Swan Angel Network; CA Poonam Khandelwal, Managing Partner, Venture Catalysts; CA Navin Khandelwal, Vice President, IMA Insolvency Professional and Registered Valuer.



CA BP Inani, CA Poonam Khandelwal, CA Navin Khandelwal during the session

Contemporary Learning

Indore Management Association organised an exclusive session on 9th February on the topic 'Memory Management Strategies' with the speaker Dr. Manjunath MS, Leading Memory and Mind Performance Coach, Chairman Help age International, Former Member, Planning Commission of India and Former Chairman, Boston Consulting Group.



Dr. Manjunath MS during the session



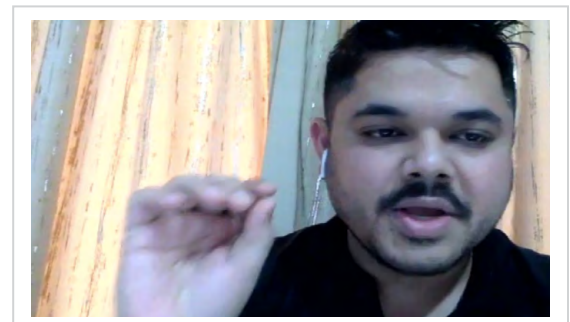
Facilitator Mr. Shashank Kasliwal and participants during the session

Readers Clique

Indore Management Association organised an exclusive evening session on 10th February on the topic 'Create A New You By Reflecting Through Krishna's Consciousness' with Mr. Shashank Kasliwal, Founder Emotional Intelligence Inc., Author and Trainer for Life Transformation, Spirituality, Management.

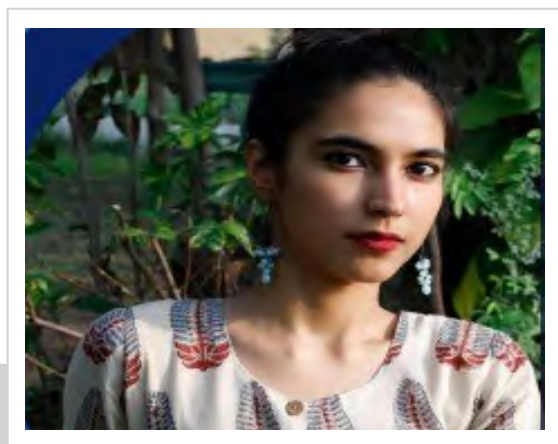
Student chapter

IMA Student Chapter organised a webinar for the students of Daly College Business Management on 10th February on the topic 'Digital Recharging your career in 2021 and Beyond'. The facilitator for the session was Dr. Raj Padhiyar, Founder at Digital Gurukul.



Dr. Raj Padhiyar during the session

IMA Student Chapter organised a webinar for Management students on 19th February on the topic 'Procrastination' with the speaker Ms. Aishwarya Bedhotiya, Certified Life Coach.



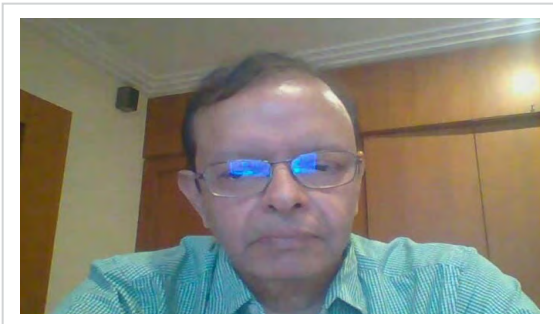
Speaker - Ms. Aishwarya Bedhotiya

Open forum Exclusive Session

IMA organised Open forum exclusive session on 12th February on the topic 'Unlock Happiness' with the speaker Mr. Just Win Singh, Founder of Institute of Happiness and Recipient – 51 Most Fabulous Global Happiness Leaders, Specialization Building Happier Teams.



Speaker- Mr. Just Win Singh addressing the session



Dr. Ganesh Natarajan during the session

Tete-a-Tete, Expert Session for CEOs

Indore Management Association organised IMA Tete – a – Tete on 15th February on the topic 'Digital Transformation for Companies & Country'. The speaker of the session was Dr. Ganesh Natarajan, Executive Chairman & Founder, 5F World Co-founder, Global Talent Track, Skills Alpha and Lighthouse

Community Foundation.

In- House Session 'Diksha'

Indore Management Association In- House session organised a seminar for professionals at John Deer Pvt Ltd on 19th February on the topic 'How to Keep Motivated a High Impact Team' with the speaker Mr. Amber S Arondekar, Trainer, Coach and Poet.

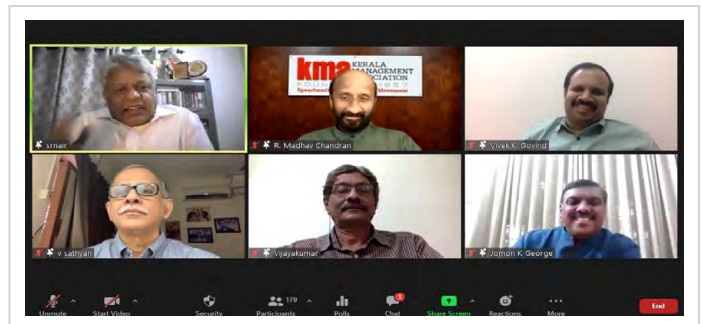


Mr. Amber S Arondekar during the session

Kerala Management Association

Panel discussion

Kerala Management Association organised a panel discussion on 4th February on Union Budget 2021 - Dissected which was moderated by Mr. Vivek Krishna Govind, Former President, KMA. The Union Budget - a macro perspective was handled by Dr V K Vijayakumar, Investment Strategist, Geojit Financial Services and the topic Budget and Tax proposals



Panel discussion in progress

was handled by Mr. V. Sathyanarayanan, Sr. Partner, Varma & Varma, Chartered Accountants. Mr. R. Madhav Chandran, President, KMA presided over the function; Mr. S R Nair, Chairman Programme Committee, welcomed the delegates and the vote of thanks was proposed by Mr. Jomon K George, Honorary Secretary.

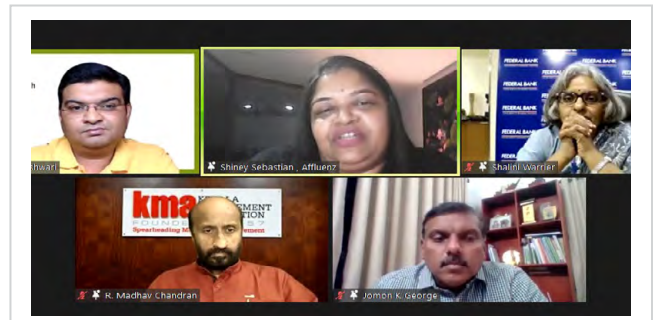
LeaderTalks Session

KMA organised the first LeaderTalks session on 9th February by Prof Dr Anil Menon, Business Finance Consultant & Adjunct Professor, SP Jain School of Global Management, Mumbai on the topic 'Seven C Model for businesses during the challenging times'. The event was presided over by Mr. R. Madhav Chandran; Programme Committee Chairman Mr. S R Nair introduced the speaker and the vote of thanks was proposed by Mr. Jomon K George, Honorary Secretary.



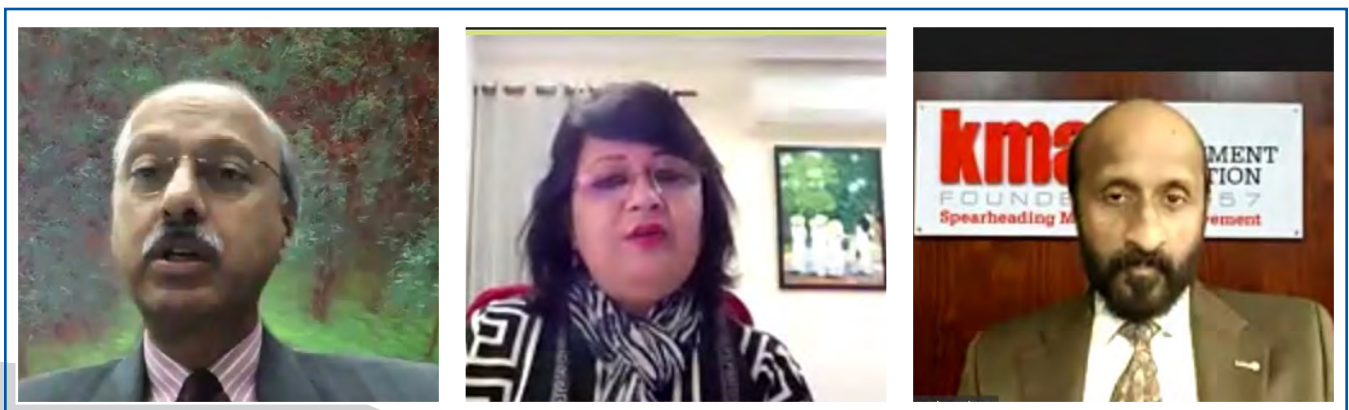
Prof Dr Anil Menon along with the past president Mr. S R Nair & President Mr. R. Madhav Chandran

KMA organised a conversation on the topic 'Make your money work for you - Financial planning made easy', the first of its kind on 11th February with Mr. Ankur Maheshwari, Chief Executive Officer, Equirus Wealth and moderated by Ms. Shiney Sebastian, Chief Executive Officer, Affluenz Financial Services India Pvt. Ltd under the Women Managers Forum. The session opened with an address by President, Mr. Madhav Chandran and followed by an introduction of the speaker by Ms. Shalini Warriar. The vote of thanks was proposed by Honorary Secretary, Mr. Jomon K George.



Mr. Ankur Maheshwari & Ms. Shiney Sebastian along with the KMA office bearers

Management Week Celebrations 2021



(L-R) Mr. Harsh Pati Singhania, President AIMA, Vice Chairman & Managing Director, JK Paper Ltd; Ms. Rekha Sethi, Director General, AIMA & Mr. R. Madhav Chandran, President KMA

KMA celebrated the Management Week from 19th to 25th February on a grand scale focused on the annual theme ‘Spearheading Responsible Management’. This was inaugurated by Mr. Harsh Pati Singhania, President AIMA, Vice Chairman & Managing Director, JK Paper Ltd and the Guest of Honour was Ms. Rekha Sethi, Director General, AIMA. The event was presided over by Mr. R. Madhav Chandran; Management Week Celebration Chairman, Mr. S Rajmohan Nair welcomed the gathering and Honorary Secretary Mr. Jomon K George proposed the vote of thanks.

KMA RUN

KMA conducted a virtual run on 20th and 21st February to promote responsible lifestyle and healthy habits as part of KMA's annual theme of Spearheading Responsible Management. Nearly 1000 participants from all over world registered and took part in the run. Mr. Kochouseph Chittilappilly, Philanthropist and Entrepreneur and KMA President Mr. R Madhav Chandran flagged off the Kochi run in the presence of KMA Past Presidents.



Mr. Kochouseph Chittilappilly flagging off the KMA run



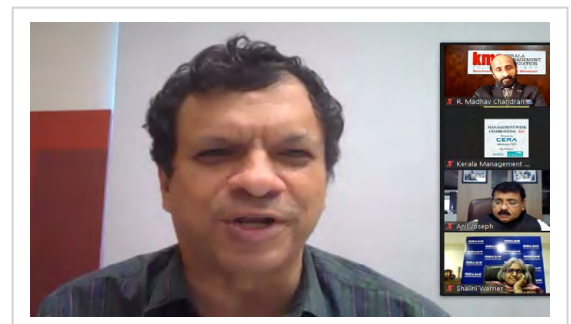
The jury during the Presentation

B-School Students Presentation Contest

KMA conducted B-School Students Presentation Contest on 22nd February on the topic Union Budget 2021 and its impact on Indian economy as part of the Management Week celebration. The jury consisted of Mr. Vivek Krishna Govind, Partner, Varma & Varma; Mr. Jomon K George, Sr. Partner, JVR and Lt. Jojoe Jacob, Executive Director KMA.

Management Students Convention

The convention was inaugurated by Prof Dr Ranjan Banerji, Dean of S P Jain Institute of Marketing & Research, Mumbai and the keynote address was given by the Executive Director of Federal Bank, Ms. Shalini Warriar. The event was attended by over 800 students from all over Kerala. There was a panel discussion on the topic ‘Trending now-What is in store for your careers’ which was moderated by Dr. Indu Nair, Director, SCMS Group of Educational Institutions and the other panelists were Mr. Atul Sharma, Leadership Coach & Founder Solutions Wilcom; Ms. Neetu Bansal, Marketing Coach, Marketing4Sales; Mr. V Pattabhi Ram, Partner, Yoganandh R Ram LLP, Chartered Accountants and Mr. Robin Tommy, Rapid Incubation Strategist, Tata Consultancy Services.



Prof Dr Ranjan Banerji inaugurating the Management Students Convention

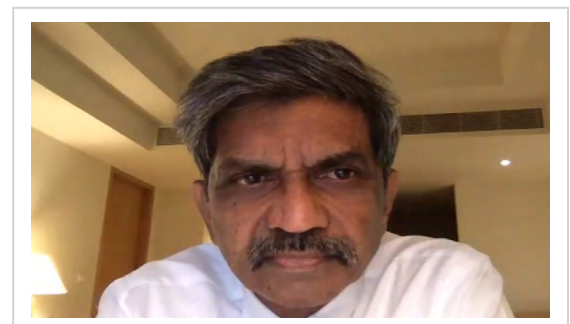
The second panel discussion on the topic 'Lessons from Success Icons' was moderated by Mr. SR Nair, Past President, Kerala Management Association. The panelists were Mr. James Joseph, Founder Jackfruit 365; Mr. Joy Sebastian, Founder & CEO, Techgentsia Software Technologies and Mr. Anish Achuthan, Co-Founder & CEO, OPEN. The valedictory session was addressed by Dr. Rajesh Khajuria, Commissioner, Accreditation Council for Business Schools and Programmes as the Chief Guest. Mr. R Madhav Chandran, President, KMA, presided over the function. Mr. K Anil Varma, Chairman Management Students Convention welcomed the gathering and the vote of thanks was proposed by Mr. Jomon K George, Honorary Secretary.



Ms. Shalini Warriar during the Keynote address

Prof. Dr M V Pylee Memorial Lecture

On 24th February, KMA conducted Prof. Dr M V Pylee Memorial lecture. The keynote speaker was former AIMA President, Mr. D Shivakumar, Group Executive President, Aditya Birla Group. More than 225 delegates attended the session. Remembrance speech was done by Dr. P. K. Araham, Management Education Consultant. Mr. R. Madhav Chandran, President, KMA presided over the function and Mr. A C K Nair, Chairman Memorial Lecture, proposed the welcome and the vote of thanks was given by Mr. Jomon K George, Honorary Secretary.



Mr. D Shivakumar, Group Executive President, Aditya Birla Group during the Prof. Dr M V Pylee Memorial lecture

Valedictory Session

Valedictory session of the Management Week Celebrations was on 25th February at 'phygital' meeting at Management House and on online mode. The Chief Guest for the event was Mr. Hibi Eden, Member of Parliament; the Guest of Honour was Mr. Ajay Prasad, Country Managing Director, Taurus Investment Holidays and the keynote address was delivered by Dr. Saji Gopinath, Vice Chancellor, Kerala University of Digital Sciences, Innovation & Technology. The event was presided over by Mr.



Chief Guest Mr. Hibi Eden during the 'phygital' meeting

R. Madhav Chandran, Management Week Celebration Chairman Mr. S Rajmohan Nair welcomed the gathering and Honorary Secretary Mr. Jomon K George proposed the vote of thanks.

Lucknow Management Association

Interactive Session

Lucknow Management Association organised an online interactive session on 'Ethical Dilemmas of a Civil Servant' on 1st February by Mr Anil Swarup IAS (R) in conversation with Mr Alok Ranjan, Former Chief Secretary UP and Past President LMA. Mr AK Mathur, Vice President, LMA welcomed and introduced the speaker and Mr Pravin Kumar Dwivedi, Senior Vice President, LMA concluded with the vote of thanks.



Mr Anil Swarup IAS (R) addressing the participants



Mr Kumar Keshav, Managing Director, UP Metro Rail Corporation

Lucknow Management Association organised an online interactive session on 'Merits of Privatization in Railways' on 9th February with Mr. Vivek Sahai, Former Chairman, Railway Board in conversation with Mr. Kumar Keshav, MD, UP Metro Rail Corporation. Mr Pravin Kumar Dwivedi, Senior Vice President, LMA moderated the session and the vote of thanks was proposed by Qazi Mairaj Ahmad, IRSE and member of LMA Executive Committee.

LMA in collaboration with HR Association of India and Institute of Management Research & Training (IMRT) Business School organised an online session on 4th February on 'Technology towards Business Excellence'. The speakers were Dr. Dheeraj Mehrotra, Educator, Author and President of India Award Winner and Secretary LMA; Mr. Kiron Chopra, Chairman and Managing Director, Chopra Rectec Rubber Products and Prof Sabysachi Sinha from IIM Lucknow. The session was moderated by Mr. Vikas Dua, Chief HR, Mentor, Advisor Attayn, BRICS CCI. Mr A K Mathur, Vice President, LMA welcomed and introduced the speakers.



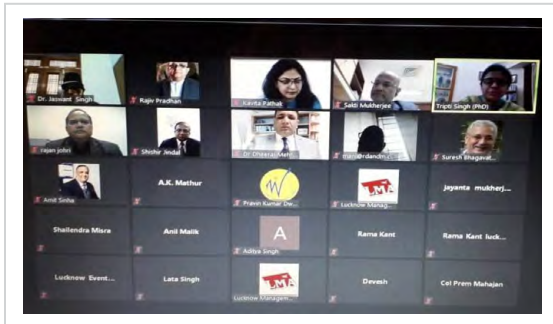
Dr. Dheeraj Mehrotra, Educator, Author & President of India Award Winner & Secretary LMA

Online Panel Discussion

LMA organised an online panel discussion on 6th February on 'Union Budget 2021'. The panelists were Prof Arvind Mohan Dean Academics University of Lucknow; CA Pankaj Agarwal and Mr. Rajata Mehra, Director, Rajat Chemicals. Mr Pravin Dwivedi Sr. Vice President LMA moderated the session and Mr Rajiv Pradhan, Executive Director, LMA welcomed the participants and introduced the panelists.



Panel discussion on 'Union Budget 2021'

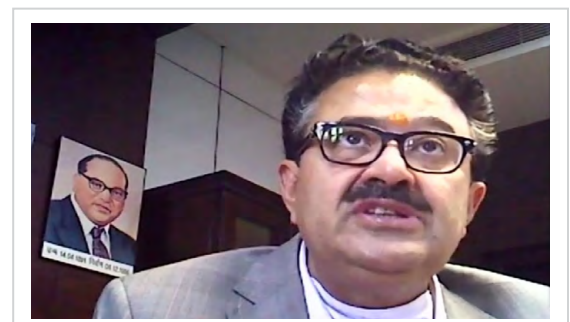


Webinar on 'Transformation for Continuity'

Lucknow Management Association organised a webinar on 'Transformation for Continuity' as a part of National Management Day on 20th February. The panelists were Dr. Rajan Johri, MD, LeadWynn; Dr. Tripti Singh, ED, Dhristikon Consultants; Prof Suresh Bhagavatula, IIM Bangalore and Mr. Sakti Mukherjee, Coach SAM. Prof. Kavita Pathak, Director, Jaipuria Institute of Management, Lucknow moderated the session. Mr A K Mathur, Vice President welcomed and introduced the speakers and Mr Pravin Dwivedi, Sr Vice

President, LMA concluded with the vote of thanks.

LMA organised another an online panel discussion on 'State Budget 2021' on 23rd February. The panelists were Prof Arvind Mohan an economist from University of Lucknow and Mr. Rajata Mehra, Director, Rajat Chemicals. The session was moderated by Dr. Navneet Sehgal, IAS, Additional Chief Secretary, MSME, Khadi and Information GoUP and President, LMA. Mr A K Mathur, Vice President welcomed the participants and introduced the panelists. The vote of thanks was given by Mr Pravin Dwivedi, Sr. Vice President, LMA.



Dr Navneet Sehgal, President, LMA moderating the session

Seminar

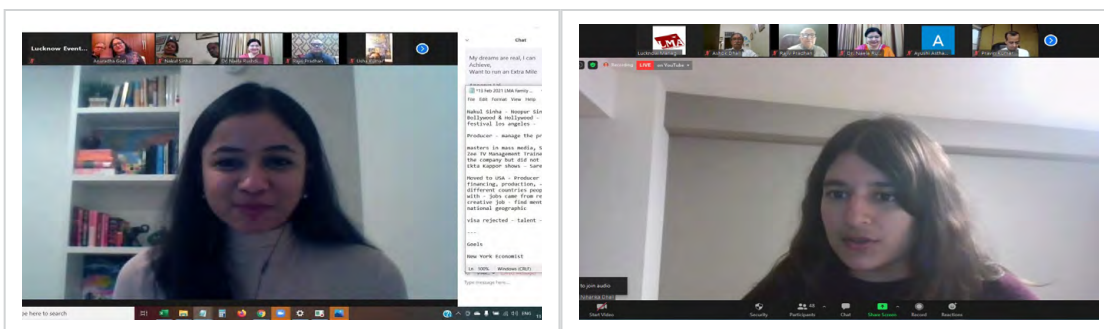
Lucknow Management Association joined hands on 12th February with AWOKE India Foundation and LUMBA for a physical seminar on financial awareness in the campus of University of Lucknow. The speaker was Mr Amarjeet Singh, Executive Director, SEBI. Mr Pravin Kumar Dwivedi, President, AWOKE India Foundation and Senior Vice President, LMA moderated the session. The session was attended by faculty, members and students of MBA.



Seminar on 'Financial awareness'

Online Inspirational Session

Lucknow Management Association in collaboration with IILM Lucknow organised an online 'Inspirational session' on 13th and 14th February by achievers in LMA family. The speakers were sons and daughters of LMA members who are doing very well and some of them holding leadership positions in organisations in India and abroad. The session was moderated by Dr Naela Rushdi, Director, IILM and Dr Vivek Gupta, Assistant Professor, IIM Lucknow and LMA member and Mr Pravin Kumar Dwivedi Sr Vice President LMA concluded the session with the vote of thanks.



Online Inspirational session in progress

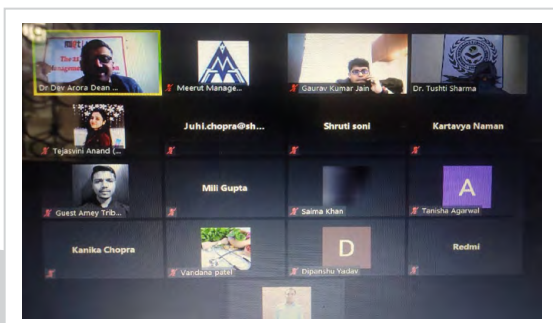
Meerut Management Association

Webinar

A webinar was organised by Meerut Management Association in association with MIET Business School on 2nd February via Zoom on the theme 'Review on Budget 2021 -An Industrial Perspective'. The speakers were Mr. Gaurav Jain, President, MMA; Mr. Ankur Jaggi, Former President, MMA and Mr. Anurag Agarwal, special Invitee, MMA. Ms. Madhu Sharma, MIET Business School was the moderator of the webinar. The session was widely appreciated by all the participants.



Speakers- Mr. Gaurav Jain, Mr. Anurag Agrawal & Mr. Ankur Jaggi



Participants during the webinar

Case Study

Meerut Management Association organised a Case Study on IPL Final 2020 on 10th February via Zoom. The panelists were Dr. Tushti Sharma, Professor, Swami Vivekanand Subharti University; Ms. Juhi Chopra, Assistant Professor, Shobhit University and Mr. Deepak Tyagi, Assistant Professor, Dewan Institute of Management Studies, Meerut. The session was chaired by Dr. Dev Arora, Dean, MIET Business School and special Invitee, MMA.

MMA-Dayal Annual Debate

MMA organised MMA Annual Dayal Debate on 15th February on the topic 'Work from Home will persist after Covid' sponsored by Dayal Fertilizers. 17 team of students from various Engineering and Management Colleges from Meerut and nearby places took part in the debate. The event was coordinated by Mr. Ankit Singhal. The trophy to the winning team Dewan VS Group of Institutions was presented by Mr. Abhay Kumar, Managing Director of M/S Dayal Fertilizers Pvt. Ltd.



Winning teams with MMA-Dayal Annual Debate running trophy



Mr. Trilok Anand addressing the delegates

Leadership Talk

Meerut Management Association organised the third Leadership Talk on 'Reminiscences - Learning' on 27th February with speaker Mr. Trilok Anand, Founder, Sanspareils Greenlands. Mr. Gaurav Jain, President, MMA was the moderator of the talk. Members and faculty exchanged questions and additional inputs as a part of knowledge sharing session. The talk was widely appreciated by all the participants.

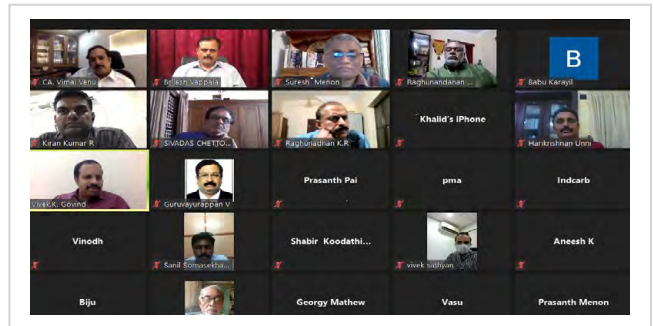
Pala Management Association

Pala Management Association conducted a virtual meeting on 23rd February to commemorate 'National Management Day'. During the function, President, Dr. Jubilant J Kizhakkethottam underlined the need to have better management practices in everything we do. He further presented a brief about AIMA's observance of the 65th Foundation Day and 15th National Management Day on 21st February and congratulated those members who could attend the webinar. Dr. Tojo Jose, Assistant Professor and Head of the Department of Economics at TMJM Government College, Manimalakkunnu was the key note speaker on the occasion. He presented an in depth analysis of the Union Budget 2021 which was quite informative for the members. Mr. Michael Joseph, Treasurer, PMA welcomed the gathering and Mr. Suresh Babu, Member of the Executive Committee, PMA proposed the vote of thanks.

Palghat Management Association

Webinar

Palghat Management Association organised a webinar on 10th February on 'Technical Session on Budget 2021- Direct and Indirect Tax proposals'. The session was presented by senior partners from Varma & Varma Chartered Accountants on the direct and indirect tax proposals announced in the Central Budget 2021. It was well attended and received by PMA members.



Participants during the webinar



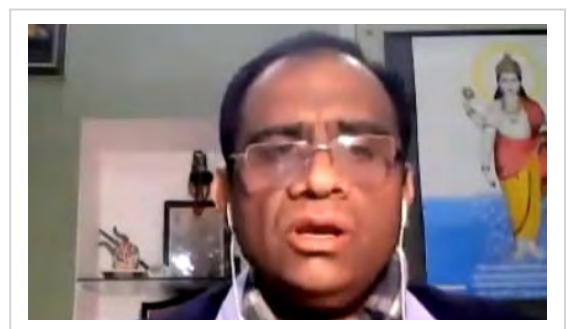
Ms. Mrunmai Joshi, IAS, District Collector Palakkad, addressing the audience

National Management Day

PMA celebrated National Management Day on 22nd February on the theme 'Transformation for Continuity'. The Chief Guest was Ms Mrunmai Joshi, IAS, District Collector, Palakkad and the Guest of Honour was Mr GK Pillai, Director and Advisor of Walchandnagar India Pvt Ltd. PMA also awarded the PMA Public Service Excellence Award to the Health Department of Palakkad which was received by Dr Reetha K.P, District Medical Officer, Palakkad.

Patiala Management Association

Patiala Management Association organised a webinar on 22nd January on 'Ayurveda of everyday life' for its members and guests with speaker Vaid Manu Vats, a well known doctor of Ayurveda which was attended by people across globe from Canada, US and from all over India. Mr Sanjay Gupta, Finance Secty, PMA introduced the speaker and gave a brief introduction about PMA series of lectures conducted by PMA members, who are immensely knowledgeable in their specific fields. Vaid Manu Vats, who is a gold medalist in BAMS gave valuable information on Ayurveda of everyday life and cleared many myths about the ayurvedic treatment, impact of ayurveda in our lifestyle in his lecture. Dr Dinesh, President of the PMA thanked Vaid Manu Vats for sharing valuable information for PMA members.



Vaid Manu Vats addressing the members

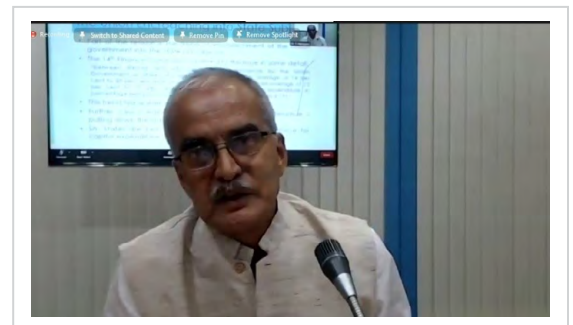


PMA addressing National Management Day

PMA celebrated the 65th AIMA Management day on 21st February by organising a get together of all members and their families. This was the first time in a while that PMA organised a physical event after the breakout of the COVID virus in March 2019. The event started with the Hon Secretry Vaid Manu Vats welcoming the members and their spouses to the open air event in view of the prevailing COVID conditions. The Hon. President Dr. Dinesh Goyal addressed the gathering and appraised them of the online events and seminars which the organisation had arranged in the past year. The Senior Vice President, Mr. Vikas Kalra, who entertained the gathering with riddles and tongue twister challenges, which were participated and enjoyed by the gathering and assisted by Vice President (Resources), Dr. Satyen Sharma.

Quilon Management Association

Quilon Management Association conducted a webinar titled 'The Union Budget 2021-22: View from Three Angles' on 20th February in relation to AIMA's 65th Foundation Day and 15th National Management Day. The Chief Guest and keynote speaker was Dr. D. Narayana, Former Director, Gulati Institute of Finance and Taxation, Thiruvananthapuram. Mr. Sreeraj. C Secretary General, QMA, welcomed the members and the session was chaired by Dr. Riji G Nair, President, QMA. During the Presidential address, he introduced the topic and the relevance of the theme for management day 'Transformation for Continuity'. Dr. Biju. K, Secretary, Programmes, QMA introduced the chief guest. Dr. Narayana made a detailed presentation covering the pillars of union budget 2021-22 and also highlighted its limitations in different perspectives. Dr K. J. Joseph, Director, Gulati Institute of Finance and Taxation also joined for discussions in the Q/A session. Dr. B. S. Suran, Executive Committee Member of QMA gave the concluding remarks and proposed the vote of thanks.



Dr. D. Narayana, Former Director, GIFT addressing the participants

Rajkot Management Association

Rajkot Management Association inaugurated Super 50 programme for youth. The programme covers various inter personal aspects and 21st century skills to help them effectively navigate in their professional journey. The aim is to conceptualize the idea, brainstorming on the gaps and designing a holistic curriculum that will provide best expertise and mentoring in a short span with rigorous activities and help decrease the runway to reach greater heights and make them ready for the industry. The objective is to give personalised individual attention and mentoring to each candidate and the programme will be conducted in small batches. The programme was welcomed by youth and registration was more than 50 participants. Virtual Inauguration was done on 20th February by Dr. Navin Sheth, VC, Gujarat Technology University; Mr. Prashant Parsana, ED, Prashant Castings Pvt. Ltd and Mr. Chetan Kothari, Chairman, RMA. Mr. Parag Jobanputra, President, RMA gave the welcome address and Mr. Paresh Gosai, Hon. Secretary, RMA gave the vote of thanks.



Virtual Inauguration of Super 50

Rohilkhand Management Association

Panel Discussion

RMA organised a panel discussion on 2nd February on 'Budget 2021' in collaboration with eminent Management Institute Khandelwal College of Management Science and Technology. The programme started with invocation ceremony followed by the welcome address given by Director General, KCMT Dr Amresh Kumar. The Chief Guest, President RMA, Dr Manish Sharma delivered his insights on budget on both the aspects like the prospective positive and negative impacts of policies in Budget 2021 on the economy and masses at large. Joint Secretary of RMA, entrepreneur, Dr Swatantra Kumar shared his analysis of budget and highlighted possible opportunities of jobs and how scrapping policy can be a fruitful decision for automobile industry. The Key note speaker, CA Vinay Krishnan highlighted various provisions and new introductions and policies available in the budget. CS Ankit Agarwal, another distinguished speaker and member of RMA also shared his insights about the new



Dr. Swatantra Kumar, C.S. Ankit Agarwal, Dr. Amresh Kumar, Dr. Vinay Khandelwal, Dr. Manish Sharma, C.A Vinay Krishnan, C.A. Ritesh Agarwal

introductions in the budget 2021. The session was attended by RMA members, managers from HDFC Bank, faculty and students of KCMT. The vote of thanks was given by Dr Vinay Khandelwal, Vice President, RMA and Executive Director, KCMT. The programme was compeered by Ms Ratika Chawla, faculty of management.

Management Run

RMA organised a Management run on 17th February in association with College of Management Science and Technology which was flagged off by S.P. Traffic. The students and faculty from different management Institutes and professionals participated with great zeal and enthusiasm. The objective of the run was to give message that small mindful steps of physical activity bring stable lifestyle change and we can achieve a healthier and happier lifestyle effortlessly.



S.P. Traffic flagging off the Run



Dr. Manish Sharma, Mr. K.K. Daman & Mr. Qadir Ahmad giving memento to Chief Guest, Dr. Ghanshyam Khandelwal

Symposium

A symposium was organised on 19th February on AIMA theme 'Transformation for continuity'. The deliberations of eminent speakers included learned professors, Chartered Accountants and corporate leader were informative and providing in-depth knowledge. The Chief Guest, Dr. Ghanshyam Khandelwal, an eminent corporate leader shared his practical experience and thoughts in depth about necessity of transformation for continuity. The speakers shared how resistance and threats can be neutralised by nurturing the mind set by adopting the change plan which is easy to understand. It was well attended and highly appreciated by the participants.

PPT

On 20th February, PPT by management students from various Institutes on the topics, Atma Nirbhar Bharat-Strategies for Business, How 2020 will shape 2021 and Employability enhancement for future jobs was organised at Rakshpal Bahadur Management Institute. The prizes to winners were given by Er. Navin Mathur, M.D., RBMI. Dr. Neeraj Saxena, Director General, RBMI addressed the participants by sharing the importance and benefits of such presentations having relevant contents. The Secretary, RMA, Qadir Ahmad based on his experience shared the essentials of employability. The vote of thanks was given by Dr. Anupam Saxena, Dean, RBMI.



Er. Navin Prasad Mathur, M.D and Dr. Neeraj Saxena, Director, RBMI giving memento to Mr. Qadir Ahmad, Secretary, RMA

RMA Excellence Award Ceremony

RMA organised Excellence Award ceremony on 27th February with the objective of giving message that outstanding accomplishments are publicly recognised and it makes people aware that good work will be rewarded. The event started by showing AIMA film to make aware of the activities of AIMA to the audience. The Chief Guest, Mr Santosh Kumar Gangwar, Honourable Minister of State for Labour and Employment appreciated the programme and the efforts of RMA. The event was well received and thoroughly enjoyed by the participants. The appreciation letters were also given to C.E.Os of Management and Technology Institutes for their precious contribution in organising management week.



Mr. Sharat Mishra receiving award from Mr Santosh Kumar Gangwarji in presence of Dr. Manish Sharma and Dr. Ghanshyam Khandelwal

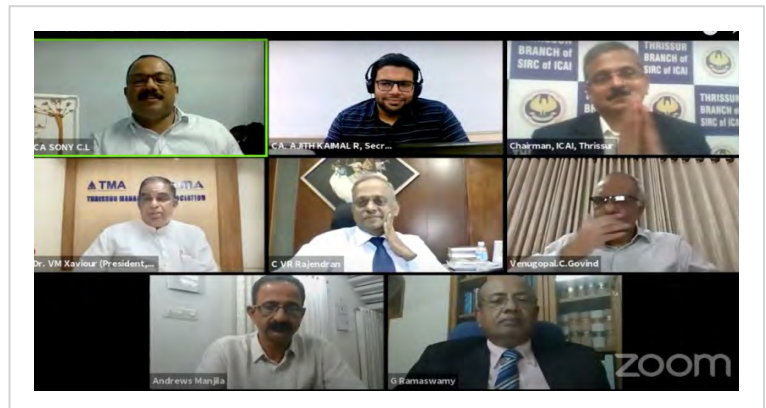


Mr Dinesh Goel receiving Award from Mr Santosh Kumar Gangwarji in presence of RMA team.

Thrissur Management Association

Union Budget 2021

Analysis of the Union Budget of 2021 was conducted by Thrissur Management Association on 2nd February jointly with The Chamber of Commerce, Thrissur and Thrissur Branch of SIRC of ICAI. The speakers were Mr. C.VR. Rajendran, MD and CEO, CSB Bank Ltd; CA. G Ramaswamy, Past President, Institute of Chartered Accountants of India, New Delhi and CA. Venugopal C Govind, Sr. Chartered Accountant, Kochi. More than 150 members attended the event.



Analysis of Union Budget 2021

International Webinar

TMA conducted a Zoom session on 19th February on the topic 'The Future is Bright; The Future is Orange' as a part of 15th Management Day Celebrations. Mr. Sachin Kulkarni, Senior Vice President, FiServ was the Chief Guest of the day. Around 100 members attended the event.



Mr. Sachin Kulkarni, Senior Vice President, FiServ addressing TMA Members



Virtual round table with Padma Bhushan Kris Gopalakrishnan; Mr. K Paul Thomas, MD & CEO, ESAF SFB, Mr. Shivan J.K, MD & CEO, Dhanlaxmi Bank; Mr. Murali Ramakrishnan, MD & CEO, South Indian Bank and Mr. C.VR. Rajendran, MD & CEO, CSB Bank

TMA conducted a webinar on 22nd February on 'Digital Transformation of India' by Padma Bhushan Kris Gopalakrishnan, Chairman and Axilor & Co-founder, Infosys followed by a virtual round table on the topic 'Reimagining Financial Sector through Fintech and Innovations' as a part of the 15th Management Day Celebrations. The speakers were Padma Bhushan Kris Gopalakrishnan, Chairman, Axilor and Co-founder, Infosys; Mr. Murali Ramakrishnan, MD and CEO, South Indian Bank; Mr. K Paul Thomas, MD and CEO, ESAF Small Finance Bank; Mr. C.VR. Rajendran, MD and CEO, CSB Bank and Mr. Shivan J.K, MD and CEO, Dhanlaxmi Bank. The session was attended by around 200 members.

MDP

TMA organised a Management Development Programme on 26th February on the topic 'Strategic Innovation: New Game Strategies for Competitive Advantage' with the speaker Mr. Naresh S Warriar, a renowned coach. About 30 delegates participated in the event from various organisations in and around Thrissur.



Dr. V M Xaviour, President of TMA addressing the delegates

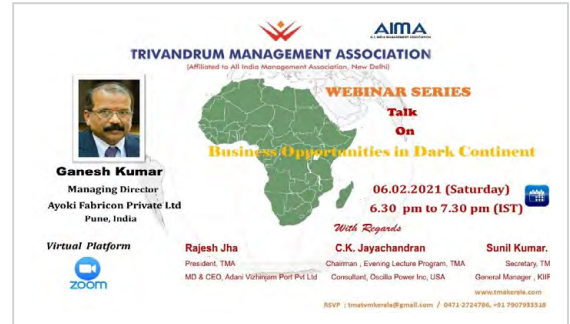


Certificate distribution to delegates

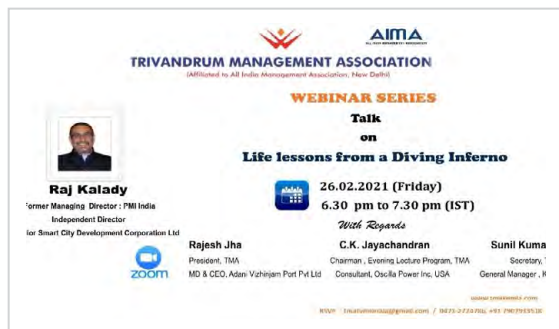
Trivandrum Management Association

Webinar

Trivandrum Management Association organised a webinar on 6th February on 'Business Opportunities in Dark Continent' by Mr. Ganesh Kumar, Managing Director, Ayoki Fabricon Private Ltd, Pune through Zoom. The programme was well received and attended by the participants.



Webinar on 'Business Opportunities in Dark Continent'



Session by Mr. Raj Kalady, Former Managing Director, PMI India & Independent Director, Gwalior Smart City Development Corporation Ltd

TMA organised a webinar on 26th February on the topic 'Life lessons from a Diving Inferno' by Mr. Raj Kalady, Former Managing Director, PMI India and Independent Director, Gwalior Smart City Development Corporation Ltd. The programme was informative and well attended by the participants.

Enlite Series for B-School Students

Trivandrum Management Association organised a student chapter enlite series for B-school students on 13th February on 'Creating Career Best' by Mr. Sreekanth Arimanithaya, Global Talent and Enablement Services Leader, EY GDS through Zoom. The programme was well received and attended by the HoD, faculty and students of TMA Student Chapters.

National Management Day

Trivandrum Management Association on 20th February celebrated the National Management Day and Foundation Day of AIMA. Adapting to Covid'19 restrictions, TMA organised a Mannequin Challenge contest for student chapters of TMA. The student chapter committee of TMA will assess the Mannequin Challenge videos submitted by the TMA student chapters and announce the winners.



Talk on 'Creating Career Best' by Mr. Sreekanth Arimanithaya

Vaikom Management Association

A Google meet was organised on 8th February on 'On-line Banking : Dos and Dents' by Er V K Adarsh, Chief Manager, Technical, Union Bank of India. The talk by Er V K Adarsh was very useful as the dependence of online banking is increasing day by day. The queries of the participants were well answered by the speaker.

A special meeting of the Vaikom Management association was convened on Google meet on 21st February to observe the 65th Foundation Day and 15th National Management Day of AIMA. The President, Er Rajendraprasad made the keynote address and Er A Saifuddin, Former Principal, Power Engineers Training and Research Centre conducted a session on 'Public Speaking'. Er S Aneesh and Adv. P Venue also spoke in the interactive session.



Speaker, Er V K Adarsh

Visakhapatnam Management Association

VMA in association with DCMS, Andhra University celebrated the National Management Day of AIMA on 22nd February. In the inaugural session, the Chief Guest, Prof Krishna Mohan, Registrar of Andhra University mentioned that change is the part of our life and we have to be proactive for change. Prof. N. Sambasiva Rao, President, VMA presided the function. The speakers were Dr. Mohan S Maharaj, Mr. K Ravichandra and Mr B. Srikanth who spoke on the theme 'Transformation for Continuity'. The session was interactive and well attended by the participants.



Prof. Krishna Mohan, Registrar of Andhra University addressing AIMA 65th Foundation Day & 15th National Management Day

Yamuna Nagar Jagadhri Management Association

Yamuna Nagar Jagadhri Management Association organised a Musical night and family get together on 13th February in which well known industrialists and entrepreneurs of the city participated. More than 100 people attended the programme and a musical team thrilled the audience followed by a gala dinner. Dr. M. K. Sehgal recited a ghazal and Mr Raman Khanna, President welcomed the guests and Mr Naman Sehgal, Secretary thanked everyone and informed that a motivational seminar will be organised in the next month.



Dr MK Sehgal along with the participants during the event



INTERNET MARKETING

AIMA

ALL INDIA MANAGEMENT ASSOCIATION

PGCM IN DIGITAL MARKETING & STRATEGY

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The digital technology and internet has emerged as a platform to facilitate global businesses and communication. Virtually, every organisation today is using some or the other digital/online marketing tools.

Leveraging the digital marketing tools, and technology to achieve the competitive advantage and building market lead, CRM and innovations is the main objective of the digital marketing strategy programme.

The programme is intended for Sales & Marketing and IT professionals, who want to take, advantage of digital marketing tools and techniques to upscale their career and achieve better revenues for the organisation and create business values.

*in ODL mode

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AIMA Events Calendar

Event	Programme Chairman /Director	Venue	Date
Corporate Management Olympiad		Online	09-11 March 2021
40th LeaderSpeak Session	Claude Smadja President, Smadja & Smadja Strategic Advisory, Switzerland and Former Managing Director of World Economic Forum- WEF	Online	12 March 2021
HRM Conclave		Online	12-13 March 2021
Shaping Young Minds Programme in collaboration with Calcutta Management Association		Online	13 March 2021
24th Student Management Games		South & West East & North Grand Finale	18-19 March 2021 22-23 March 2021 25 March 2021
Session on Shapers of Business Institutions	R Gopalakrishnan Corporate Advisor, The Mindworks, Former Director of Tata Sons, Past President, AIMA	Online	25 March 2021
eMDP-Simulation Based Business Acumen Workshop		Online	26 March 2021
AIMA – ICRC Case Writing Workshop		Online	30-31 March 2021
National Leadership Conclave	Sanjiv Goenka Chairman, RP Sanjiv Goenka Group & Sunil Kant Munjal Chairman, Hero Enterprise	Online	19-20 April 2021

Event	Programme Chairman /Director	Venue	Date
30th National Management Games		West Round	02–05 June 2021
		East Round	14–17 June 2021
		South Round	21–24 June 2021
		North Round	29 June–08 July 2021
		Grand Finale	10 July 2021

To view full calendar please visit www.aima.in

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Published and released by AIMA Corporate Communications.

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