

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

JANUARY 2026



## MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

It is my pleasure to present the January edition of AIMA News.

Leadership in a period of volatility demands judgement, agility and clarity of purpose. Across its engagements this month, AIMA's work reflected these imperatives at different stages of the leadership journey.

In Udaipur, the third edition of the LeadHERship Retreat, themed 'Paving the Way: Women, Power and Possibility,' brought together close to thirty senior women leaders from diverse sectors for candid conversations on the evolving nature of influence and responsibility. The retreat opened with a session on 'Excellence and Leadership' by AIMA President Mr T V Narendran, who, in his online address, underscored sustained excellence, agility and continuity as essential attributes in an uncertain environment. Speakers included Ms Sundari Nanda, Ms Rama Kirloskar, Mr Pranjal Sharma, Mr Vikas Swarup, Mr Rajiv Makhni, Ms Anisha Motwani, Ms Rina Dhaka and Ms Shernaz Patel. The exchange was marked by openness and cross-sectoral dialogue. You will find more details inside this issue.

A similar emphasis on strategic clarity shaped discussions at the 13th Senior Leadership Retreat in Goa under the theme 'Decoding Black Boxes: Strategic and Leadership Agility in an Unstable World.' Senior leaders from the private sector, public sector undertakings and academia examined how organisations can navigate disruption without losing long-term direction. Distinguished speakers included Gen Bikram Singh (Retd), Mr Shiv Shivakumar, Mr Ajai Bisaria, Mr Ajey Mehta, Ms Vinita Bajoria, Mr Sriram Natarajan, Mr Nalin Mehta, Ms Ritu Beri and Ms Pallavi Dempo. The retreat concluded with participants gaining sharper perspectives on leadership agility through informed dialogue and exchange.

While senior leaders reflected on strategic direction, attention also turned to those at the start of their professional journeys. The 91st edition of the Shaping Young Minds Programme (SYMP), organised in collaboration with the Thrissur Management Association in Thrissur, drew over 1,000 students and young management professionals. Speakers highlighted values-based leadership, industry readiness and continuous self-development, encouraging participants to approach their careers with confidence and adaptability.

Leadership responsibility extends beyond organisational performance to societal impact. The CSR & Innovation Summit in Delhi examined how corporate social responsibility and innovation can be integrated into long-term strategy in the journey towards a Viksit Bharat. Discussions positioned CSR as a strategic enabler for national development, and the summit recognised winners of the Innovation & CSR Contest and presented CSR Awards in the Public and Private Sector categories. Brief reports are carried in this issue.

Within organisations, capability development continued through focused interventions. A three-day Business Leadership Programme was conducted at SAIL Bokaro Steel Plant for Deputy General Managers, emphasising applied learning and business simulations. A Capacity Building Programme on STEP – Systematic Tracking of Exchanges in Procurement – was conducted for participants from Bangladesh. The Chanakya Business

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

JANUARY 2026

Simulation Programme was organised for the Ghaziabad Management Association in collaboration with KIET School of Management, Ghaziabad.

This edition also carries updates from Local Management Associations and articles on contemporary management themes.

In the coming days, AIMA will host its 70th Foundation Day and 20th National Management Day, marking the commencement of its Platinum Jubilee year. I invite you to join us as we mark this milestone in AIMA's journey.

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

Warm Regards,



Rekha Sethi  
Director General

## AIMA OFFICE BEARERS

PRESIDENT

**Mr TV Narendran**  
CEO & Managing Director  
TATA Steel Ltd

SENIOR VICE PRESIDENT

**Mr Vishal Kampani**  
Vice Chairman &  
Managing Director  
JM Financial Ltd

VICE PRESIDENT

**Mr Vineet Agarwal**  
Managing Director  
Transport Corporation of India Ltd

IMMEDIATE PAST PRESIDENT

**Ms Suneeta Reddy**  
Managing Director, Apollo Hospitals  
Enterprise Ltd

DIRECTOR GENERAL

**Ms Rekha Sethi**

### Published by

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

### Managing Editor

Smita Das  
Director - Corporate Communications AIMA



# CONTENTS



## 3RD LEADERSHIP RETREAT

### AIMA SNAPSHOTS

07 13TH SENIOR LEADERSHIP RETREAT



13 CAPACITY BUILDING PROGRAMME

14 BUSINESS SIMULATION PROGRAMME

### FEATURES

17 STOP PROMOTING THE WRONG PEOPLE INTO MANAGER ROLES

10 SHAPING YOUNG MINDS PROGRAMME



21 HOW TECHNOLOGY CAN EVOLVE WITHOUT OVERWHELMING OUR BRAINPOWER

12 CSR & INNOVATION SUMMIT & CONTEST



25 NEWS FROM LMAs



13 BUSINESS LEADERSHIP PROGRAMME

55 AIMA EVENTS CALENDAR

## 3rd LeadHERship Retreat



*Speakers and delegates at the 3rd LeadHERship Retreat*

AIMA successfully concluded the 3rd edition of the LeadHERship Retreat from 15th–17th January 2026 in Udaipur, on the theme ‘Paving the Way: Women, Power and Possibility.’ The three-day retreat brought together senior women leaders from across sectors to engage in meaningful dialogue on leadership, transformation, and the evolving nature of power.

The retreat opened with a session on ‘Excellence and Leadership’ by Mr T V Narendran, President, AIMA and CEO & MD, Tata Steel Ltd, who, in his online session, emphasised sustained excellence, agility, and continuity as cornerstones of effective leadership in an uncertain future.

A compelling session on empowering women leaders in a high-tech world was delivered by Ms Sundari Nanda, Former Special Secretary, Ministry of Home Affairs, who examined how women can rethink power and agency in technology-driven, high-visibility leadership environments.

Leadership insights from legacy industries were highlighted in a fireside chat featuring Ms Rama

Kirloskar, Joint MD, Kirloskar Brothers Ltd and MD, Kirloskar Ebara Pumps Ltd, moderated by Mr Pranjal Sharma, exploring how fresh leadership perspectives can drive innovation while respecting organisational legacy.



*T V Narendran, President, AIMA and CEO & Managing Director, Tata Steel Ltd addressing the delegates online*



*Sundari Nanda, Former Special Secretary, Ministry of Home Affairs*



*Rama Kirloskar, Joint MD, Kirloskar Brothers Ltd and MD, Kirloskar Ebara Pumps Ltd*

Earlier, Ms Rekha Sethi, Director General, AIMA, welcomed participants and outlined the retreat’s objectives. A session on managing transforming markets through technology and talent was led by Mr Pranjal Sharma, Economic Analyst, Advisor and Author, who discussed how geopolitical shifts, technological change, and evolving talent requirements are shaping leadership in the Fifth Industrial Revolution.

A reflective fireside chat featured Mr Vikas Swarup, Retired Indian Diplomat and Writer, in conversation with Mr Pranjal Sharma, as he shared insights from his journey across diplomacy and storytelling, highlighting curiosity, chance, and navigating multiple professional identities.



*Vikas Swarup, Retired Indian Diplomat and Writer and Pranjal Sharma, Economic Analyst, Advisor and Author*



*Rekha Sethi, Director General, AIMA presenting a memento to Rajiv Makhni, Managing Editor, NDTV* *Rina Dhaka, Fashion Designer*

A thought-provoking session on ‘The Age-Gate Illusion: Power, Protection and the Battle to Ban Social Media for Children’ by Mr Rajiv Makhni, Managing Editor, NDTV, examined leadership and governance challenges in the digital age.

Ms Anisha Motwani, Board Member, Author and Brand Strategist, led the session ‘She Storms the Norm: Step into Your Power & Be a Stormer,’ encouraging leaders to redefine priorities across life’s dimensions and move beyond traditional work–life balance.

Complementing the leadership discussions, the

programme also featured an interactive workshop on ‘Your Voice, Your Power’ by Indian Film and Theatre Actress Ms Shernaz Patel, focusing on voice, presence, and communication as leadership tools, alongside a session by Fashion Designer, Ms Rina Dhaka on leadership presence through personal style, professional image, and visual confidence.

Bringing together close to 30 delegates from across organisations, the retreat concluded with meaningful peer exchange and reflection, offering actionable insights on leadership, influence, and personal agency.



*Anisha Motwani, Board Member, Author and Brand Strategist* *Shernaz Patel, Indian Film and Theatre Actress conducting a workshop*

# 13th Senior Leadership Retreat



*Speakers and delegates at the Senior Leadership Retreat*

AIMA organised its 13th Senior Leadership Retreat from 29th to 31st January 2026 in Goa on the theme ‘Decoding Black Boxes: Strategic and Leadership

Agility in an Unstable World’. The Retreat brought together senior leaders and practitioners to reflect on navigating uncertainty and strengthening leadership effectiveness in a complex global environment.



*Gen Bikram Singh (Retd), Former Chief of Army Staff, Indian Army*

The programme featured diverse perspectives from Gen Bikram Singh (Retd), Former Chief of Army Staff, Indian Army, who highlighted lessons from military leadership on building durable organisations grounded in trust, discipline, and accountability. Mr Ajai Bisaria, Former Diplomat and Corporate Strategic Advisor, examined geopolitical risks and the need to integrate global uncertainty into strategic decision-making. Strategic thinking under uncertainty and innovation-led growth were discussed by Mr Shiv Shivakumar, Operating Partner, Advent International Group, and Mr Dattatri Salagame, President and CEO, Bosch Global Software Technologies.



*Shiv Shivakumar, Operating Partner, Advent International Group*



*Ajai Bisaria, Former Diplomat and Corporate Strategic Advisor*



*Ajey Mehta, CEO (Educational Outreach), IIT Bombay*



*Vinita Bajoria, Chairperson, NICCO Cables*

An institutional perspective on leadership adaptability was presented by Mr Ajey Mehta, CEO (Educational Outreach), IIT Bombay, while Mr Nalin Mehta, Managing Editor, Moneycontrol, analysed the impact of global trade disruptions on India's economic

trajectory. Practical challenges in scaling innovation were addressed by Mr Sriram Natarajan, CEO, Molbio Diagnostics Pvt Ltd. Ms Vinita Bajoria, Chairperson, NICCO Cables highlighted Vedantic insights for resilient leadership, ethical consistency, and clear



*Sriram Natarajan, CEO, Molbio Diagnostics Pvt Ltd*



*Nalin Mehta, Managing Editor, Moneycontrol*



*(L-R) Ritu Beri, Indian Fashion Designer; Rekha Sethi, Director General, AIMA and Pallavi Dempo, Executive Director, Dempo Industries*

decision-making under uncertainty. The Retreat also featured a session on Designing Experiences, Not Businesses, with Ms Ritu Beri, Indian Fashion Designer in conversation with Ms Pallavi Dempo, Executive Director, Dempo Industries, exploring design as soft power in contemporary enterprise.

The Retreat concluded with participants gaining deeper clarity on strategic and leadership agility through informed dialogue and meaningful cross-sectoral exchange among senior leaders from the private sector, public sector undertakings, and academia.

# Shaping Young Minds Programme



*SYMP speakers with Thrissur Management Association office bearers at the inaugural session*

AIMA successfully concluded the 91st edition of the Shaping Young Minds Programme (SYMP) at Thrissur in collaboration with the Thrissur Management Association (TMA), on 22nd January 2026. The Inaugural Session set the tone for the event with addresses by Mr Padmakumar C, President, TMA and Mr T S Kalyanaraman, Managing Director, Kalyan Jewellers. The speakers highlighted the importance of values-based leadership, industry readiness, and continuous self-development for emerging professionals. Mr Madhav Sharma, Director, LMA Relations, Membership and Young Leaders Council, AIMA, also addressed the session.

The programme featured a distinguished line up of speakers including Dr Mangu Singh, Former Managing Director, Delhi Metro Rail Corporation Ltd.; Dr Raju Narayana Swamy, IAS, Principal Secretary, Government of Kerala and Former District Collector, Thrissur; Mr Vicky Chandhok, Indian Racing Driver and Former President, FMSCI and Air Marshal I P Vipin, AVSM, VM (Retd.), Former Commandant, National Defence Academy and Air Force Academy. Their sessions offered real world perspectives on perseverance,

accountability, excellence and national service.

The sessions were chaired by senior professionals and industry leaders including Mr George Paul, Former



*Dr Mangu Singh, Former Managing Director, Delhi Metro Rail Corporation Ltd*



*Dr Raju Narayana Swamy, IAS, Principal Secretary, Government of Kerala and Former District Collector, Thrissur*

Executive Director, Bharat Petroleum Corporation Limited; Mr P K Vijayakumar, IRS (Retd), Former Director General, Income Tax (Investigation), Kochi; Dr Merine Paul, Senior Consultant Ophthalmologist and Medical Director, Trinity Eye Hospital, Thrissur and Mr Anantharaman T R, Senior Partner, Sengottaiyan & Co, Chartered Accountants and Immediate Past President, Thrissur Management Association. The chairpersons guided engaging discussions and facilitated meaningful interaction between speakers and participants.

Across sessions, speakers emphasised that leadership is built on integrity, consistency, and courage, and



*Vicky Chandhok, Indian Racing Driver and Former President, FMSCI*

that success demands resilience, discipline, and long-term commitment. The importance of adaptability, technology awareness, and responsible leadership was repeatedly underscored.

The programme concluded with a vote of thanks by Mr M R Gopalakrishnan, Past President, Thrissur Management Association and Chairman, SYMP Thrissur. SYMP Thrissur 2026 successfully reinforced AIMA's mission of shaping young minds to think bigger, act wiser, and lead better. The programme brought together eminent leaders and over 1,000 students and young professionals.



*Air Marshal I P Vipin, AVSM, VM (Retd), Former Commandant, National Defence Academy and Air Force Academy and Anantharaman T R, Senior Partner, Sengottaiyan & Co, Chartered Accountants and Immediate Past President, TMA with student panelists*

## CSR & Innovation Summit & Contest



*Bhaskar Chatterjee, Former Secretary, Government of India, and Father of Indian CSR & Sustainability; P Dwarakanath, Former Chairman, GSK Consumer Healthcare Ltd and Ravi Arora, Innovation Lead & Head – Group Innovation, Tata Sons with the programme organisers*

AIMA organised its CSR & Innovation Summit on 30th January 2026 in New Delhi, bringing together leaders from government, industry, and sustainability to explore how CSR and innovation can be used as strategic tools for building a Viksit Bharat. The Summit focused on embedding responsibility and innovation into core business strategy to create long-term and measurable impact.

The Summit began with addresses by Mr Bhaskar Chatterjee, Former Secretary, Government of India, and Father of Indian CSR & Sustainability; Mr P Dwarakanath, Former Chairman, GSK Consumer Healthcare Ltd and Mr Ravi Arora, Innovation Lead & Head – Group Innovation, Tata Sons. They highlighted the evolution of CSR, leadership responsibility, and the importance of innovation ecosystems.

Discussions focused on positioning CSR as a strategic enabler for national development, with insights from Mr Bhaskar Chatterjee, Mr Ravindra Kumar, Executive Director – HR & CSR, Rail Vikas Nigam Ltd; Mr Praveen Karn, AVP & Head – Group Sustainability & CSR, Spark Minda Group; and Mr Romesh Kumar Sharma, Head – Energy & Infrastructure Business, Nuberg Engineering Ltd. The session on innovation ecosystems featured Mr Ravi Arora, Mr Ravikant J, Senior Vice President & Head – Corporate TQM, SRF Ltd, and Mr Sumedh Agarwal, Director – Smart & Resilient Power & E-Mobility, AEEE.

The Summit concluded with recognition of winners from the Innovation & CSR Contest, which had been held online earlier, and CSR awards in the Public and Private Sector categories, highlighting structured and strategic initiatives in both CSR and innovation.

## Business Leadership Programme



*Winners of the Business Leadership Programme*

AIMA conducted a three-day Business Leadership Programme for Deputy General Managers of SAIL-Bokaro Steel Plant from 19th to 21st January 2026 at the Bokaro Learning & Development Centre. The programme was designed to strengthen leadership capabilities through high-engagement formats, experiential learning methods, and business

simulations aimed at ensuring deeper understanding and stronger retention.

The programme adopted a cross-functional approach spanning finance, operations, marketing, human resources and strategy. Through simulation-based learning and competitive business scenarios, participants engaged in complex decision-making exercises under conditions of uncertainty. The sessions highlighted profit-centre accountability and exposed participants to external business variables such as global demand fluctuations, supply chain dynamics, and geopolitical disruptions, thereby reinforcing strategic leadership readiness in a rapidly evolving steel industry environment.

Overall, the programme contributed to enhancing participants’ leadership effectiveness, strategic decision-making ability, and cross-functional alignment, equipping them to take on higher responsibilities in a dynamic and competitive industry landscape.

## Capacity Building Programme

AIMA successfully conducted a two-day Capacity Building Programme on STEP – Systematic Tracking of Exchanges in Procurement on 16th and 17th January 2026 for participants from Bangladesh. The programme aimed to build practical, system-oriented understanding of the World Bank’s mandatory digital procurement platform used for Investment Project Financing (IPF) operations.

The sessions covered the complete STEP procurement lifecycle, including Project Procurement Strategy for Development (PPSD) and procurement planning, publication of procurement notices such as General Procurement Notices (GPNs) and Specific Procurement Notices (SPNs), creation and management of procurement activities, application of rated criteria, bid

evaluation processes, and the redesigned Notification of Award (NOA) workflows.

Delivered in an interactive virtual format, the programme featured live demonstrations, STEP screen-based walkthroughs, and discussions on common implementation and compliance challenges. Participants included procurement officials, contract managers, engineers, and consultants associated with World Bank–financed projects from public sector and government organisations.

The programme concluded with interactive discussions and Q&A sessions, enhancing participants’ confidence in effectively using STEP in line with World Bank procurement regulations.

# Business Simulation Programme



*Participants at the Business Simulation Programme*

AIMA’s Chanakya Business Simulation Programme was conducted for Ghaziabad Management Association (GMA) in collaboration with KIET School of Management (KSOM), KIET (Deemed to be University), Ghaziabad, on 15th–16th January 2026 at the KIET campus.

The programme provided an experiential learning platform aimed at strengthening entrepreneurial thinking, strategic vision, and cross-functional decision-making. Through a software-driven business simulation, participants were exposed to realistic scenarios across operations, procurement, marketing, finance, and research and development, helping them understand the impact of strategic choices in

a competitive and uncertain business environment. The programme also sensitised participants to the importance of breaking functional silos and adopting a holistic business perspective.

In the simulation outcomes, Mr Ajay Kumar Garg, Institute of Management emerged as the Winner, followed by WIKA Instruments India Pvt Ltd as the First Runner-up and Shriram Pistons & Rings Ltd as the Second Runner-up.

The programme was facilitated by Dr Chandrashekhar Rastogi and presided over by Mr Rahul Agarwal, Executive Director, GMA. The valedictory session was graced by Dr T R Pandey, President, GMA and Director, AKGIM. The initiative reinforced AIMA’s commitment to developing versatile and future-ready leaders.

70  
PLATINUM JUBILEE  
1957 - 2027

AIMA  
ALL INDIA MANAGEMENT ASSOCIATION

# Post Graduate Certificate in Management

Admission  
Open  
January  
2026 Batch

## About Programme

**Advance Your Career with Industry-Relevant Management Education**

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

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

## Specialisation

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

## Programme Snapshot

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

### Admissions Team

AIMA – Centre for Management Education  
Email: [pgcm@aima.in](mailto:pgcm@aima.in) | Phone: +91-8178340214

# Global Advanced Management Programmes (GAMP)

## USA Edition

July 12 to 18, 2026  
November 15 to 21, 2026  
Silicon Valley, USA

## Europe Edition

June 14 to 20, 2026  
Geneva - Switzerland &  
Munich - Germany

## China Edition

August 23 to 29, 2026

### Programme Background

The rapid pace of change in the global economy continues to redefine business leadership. Organisations are facing growing demands to align with digital transformation, sustainability goals, dynamic customer behaviours, and ever-evolving regulatory frameworks. Leaders are expected to drive innovation while balancing resilience, agility, and growth in increasingly competitive and interconnected markets.

AIMA's Global Advanced Management Programme (GAMP) is tailored to equip business leaders with insights into emerging trends and strategies to address these challenges effectively.

### Programme Objectives

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

### Programme Framework

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

For further details, please contact :

**Vishal Sinha**

M. ++91 98115 38282, E. vsinha@aima.in

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

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

## Stop Promoting the Wrong People into Manager Roles

by *J Colleen Adler*  
(February 10, 2026)



Illustration by PepeLaguarda/Getty Images

**Summary.** *One in four managers would prefer not to be people managers at all. Why the reluctance? Many of these managers found themselves in the role without knowing much about it beforehand, with less than a third reporting exposure to simulations, mentorship, or opportunities to gauge whether they were suited to becoming a manager. Highly engaged managers are nearly four times more likely to be high enterprise contributors, more than twice as likely to have high intent to stay, and three times more likely to exhibit high discretionary effort compared to their less-engaged counterparts. HR leaders need to both prevent the installation of reluctant managers and mitigate the impact of those already in the role.*

For the past couple of years, Gartner research has suggested that organizations have a management problem. For example, in an April 2024 Gartner survey of 162 HR leaders, only 35% and 27% reported being satisfied with the effectiveness of mid-level and frontline managers, respectively. Employees aren't impressed either: A July 2024 Gartner survey of 3,529 employees found that only 38% reported satisfaction with the quality of their manager, and just over half reported that they trust their manager.

When managers don't deliver, the costs can add up, often manifesting as a drag on productivity, performance, and morale. Not only that, it puts the retention of valuable team members at risk—especially perilous in today's environment of critical skills shortages and hiring freezes.

HR leaders have been taking notice. In a July 2025 Gartner survey of 900 HR leaders, nearly 80% acknowledged that managers are overwhelmed by the expanding scope of their responsibilities—a trend that's likely to continue alongside rapid technological transformation.

However, we're seeing that the problem increasingly lies with managers who find themselves reluctantly filling the role. A May 2025 Gartner survey of 3,000 employees found that one in four managers would prefer not to be people managers, up from one in five just two years ago.

Why the reluctance? Many of these managers found themselves in the role without knowing much about it beforehand, with less than a third reporting exposure

to simulations, mentorship, or opportunities to gauge whether they were suited to becoming a manager. Additionally, most management-selection processes look backward rather than forward: In a March 2023 Gartner survey of 98 HR leaders, 79% reported that consistently high individual performance is a top factor for management selection, while only 22% prioritize high scores on pre-management selection assessments.

When a manager doesn't actually want to be a manager, they lack authentic commitment to and engagement in the role. This can spell the difference between success and failure: Analysis from a May 2024 Gartner survey of 985 senior leaders and mid-level managers found that highly engaged managers are nearly four times more likely to be high enterprise contributors, more than twice as likely to have high intent to stay, and three times more likely to exhibit high discretionary effort compared to their less-engaged counterparts.

HR leaders know that their current approach isn't working. In a July 2025 Gartner survey of 114 HR leaders, just 16% said their organization's manager-selection process ensures the right people work in people manager roles. To increase that number, HR leaders need to both prevent the installation of reluctant managers and mitigate the impact of those already in the role.

### Preventing the Installation of Reluctant Managers

Recall the statistic that one in four managers would prefer not to be people managers. HR needs to identify that population before they're selected for management roles so that management is an active choice, not a passive experience.

One way to prevent reluctant managers is to show candidates the most challenging aspects of the management job before they enter it. This serves two purposes. First, it prepares new-to-role managers for the realities of the job, demystifying it and exposing the increased weight, complexity, and intensity of work. Second, it helps potential managers make an informed decision on whether to continue with the management-selection process.

HR can create this exposure through simulations and experience with the more opaque and challenging activities of management, including workload prioritization decisions, difficult performance and engagement conversations, and performance calibration sessions. They can take this a step farther by matching interested candidates with relatively new managers for candid conversations and mentorship throughout the manager-selection process—something that only 26% of managers reported experiencing before taking the role, according to a June 2025 Gartner survey of 3,002 employees.

It's also important that managerial candidates be provided with non-punitive, non-permanent off-ramp opportunities during the selection process. This makes it possible for self-aware candidates to opt out of managerial roles and instead consider roles that are the right fit for their current aspirations, skills, and preferences with less pressure (real or perceived). This decreases the odds that those who end up in management roles will become reluctant managers.

### Mitigating the Effects of In-Role Reluctant Managers

Not all forms of reluctance are equal. Once reluctant managers have been identified, HR leaders need to determine the nature of that reluctance. Is it entrenched or addressable? Can the manager's mind be changed, or is a change of manager needed? Some forms of reluctance are more unyielding, while others can be dislodged through targeted behavioral exercises or interventions.

Observing where and how suspected reluctant managers are struggling helps establish whether their reluctance is caused by deep-rooted factors, such as a true dislike of the role or disinterest in the necessary work, or more surmountable sources, such as a lack of confidence or a feeling of overwhelm in the role.

HR and management-selection teams should probe into the root cause of reluctance to assess whether it's entrenched or addressable. The table below is a quick reference for assessing the root of a manager candidate's reluctance.

### Assessing Manager Reluctance

Is the manager’s reluctance driven by deep-rooted factors or more-surmountable ones?

#### Signs of addressable reluctance

Overwhelmed by the **amount** of work

Frustrated with **temporary** challenges

**Confident** in their ability to perform certain critical tasks

Averse to certain activities because they find them **dull**

Source: Colleen Adler

#### Entrenched reluctance

When reluctance is deeply rooted, interventions are less likely to have the intended impact, and the focus should turn to the best ways to off-ramp reluctant managers. When possible, HR should connect managers who demonstrate entrenched reluctance to talent acquisition professionals with the goal of identifying internal roles that might be a better fit. If unsuccessful, it may be necessary to consider separating the employee.

#### Addressable reluctance

Two key, addressable sources of reluctance are a lack of confidence and feeling overwhelmed by the role. When a lack of confidence in the role is driving manager reluctance, leaders should identify management-adjacent skills that the reluctant manager uses in their personal lives that can be transferred to how they manage at work to build their confidence for the job. For example, lessons can be applied from volunteer activities that require collaborating with challenging personalities, or difficult conversations with an aging parent about caregiving assistance.

#### About Author:

**Colleen Adler** is a director of research in the Gartner HR Practice. She focuses on leader and manager effectiveness with an emphasis on leadership development, the impacts of evolving technologies on management, high-potential employees, and succession management.

#### Signs of entrenched reluctance

Overwhelmed by the **type** of work

Frustrated with challenges **inherent to the role**

**Strongly dislikes** performing certain critical tasks

Averse to certain activities because they find them **prohibitively uncomfortable**

To address the mental load of management, HR can teach habit-building practices that drive behavior change and decrease the cognitive load of management and perceived difficulty of tasks. Habit-building programs that rely on habit loops develop one habit at a time while requiring a limited time commitment, making them appealing to and achievable for overwhelmed managers. Habits that teach managers to use techniques like scheduled email blocks, the two-minute rule for completing quick tasks, or even turning off email notifications can decrease interruptions and make the job feel more manageable. As the habit becomes established, managers can develop natural cues that prompt them to perform the habit. As a task becomes a habit, it reduces the mental load of the task and can reduce feelings of overwhelm.

...

We know that good managers make good teams. By proactively identifying and addressing the presence of reluctant managers, HR leaders have a pivotal opportunity to significantly improve leaders’ confidence in the management corps, as well as employee satisfaction and performance.

#### Disclaimer:

This article is republished with permission from Insights by Harvard Business Review. <https://hbr.org/2026/02/stop-promoting-the-wrong-people-into-manager-roles>



# SUSTAINABILITY MANAGEMENT PROGRAMMES

Sustainability is Strategic. Climate change, ESG mandates, and stakeholder expectations demand leaders who can integrate sustainability into strategy and operations.

## Programmes:

- Certificate (3 Months): ₹25,000 + 18% GST
- Advanced Certificate (6 Months): ₹50,000 + 18% GST
- Professional Diploma (11 Months): ₹1,00,000 + 18% GST

## Pedagogy:

- Live online sessions
- Case studies
- Projects
- Expert interactions

## What You Gain:

- Sustainability & SDGs mastery
- ESG & circular economy expertise
- Climate change & carbon markets knowledge
- Strategic sustainability leadership

## Admissions Open

**New Batch Commencing Every Three Months**

**Join India's green transition. Lead the future with green skills.**

For further details, please contact:

Kiran Rawat

AIMA - Centre for Management Education, 15, Link Road, Lajpat Nagar - 3, New Delhi-110024

Mob: +91-9599895600 | Tel : 011-47673000/011, 49868399 Extn. 741

Email : kiran@aima.in | Web Page : <https://shorturl.at/YyLyx>

## How Technology Can Evolve Without Overwhelming Our Brainpower

As innovations get ever more complicated, people keep figuring out ways to ease the cognitive burden.

by *Sara Harrison*

October 17, 2025



Without proper coordination, mind-blowing tech can be too complex to operate. | iStock/PeopleImages

In October 1935, the U.S. Army held a flying competition. On paper, Boeing's entry, nicknamed the Flying Fortress, appeared to be the clear favorite. It was bigger, faster, and could fly farther than other bombers. Captained by an experienced test pilot, the Flying Fortress took off, rose 300 meters, stalled, and then came crashing down to earth, killing the pilot and another crew member.

The problem was not mechanical. Nor was it poor training. Instead, as one newspaper put it, the bomber was "too much airplane for one man to fly." With four engines and an array of complicated controls, the Flying Fortress required many intricate operations to be performed at once — more than even the most competent pilot could remember.

The Flying Fortress is a prime example of how a technology can fail when it requires more brainpower than a single person can muster. "Tech can get too cumbersome to be used," explains Helena Miton, an assistant professor of organizational behavior at

Stanford Graduate School of Business. In a new paper in *Trends in Cognitive Sciences*, Miton examines how technological advancements have forced us to find ways to manage and distribute the cognitive load required to use these innovations. Coauthored with Joshua Jacksonopen in new window, an assistant professor of behavioral science at the University of Chicago's Booth School of Management, the paper highlights the importance of these workarounds for the development of future technologies.

"This is a huge constraint on whether tech systems can evolve or not," Miton says. It doesn't matter how great the tech is. If it's too complicated to operate, it won't work.

We don't always need high-tech solutions to help us carry the cognitive load. After the Flying Fortress crash, the Army realized that future mishaps could be prevented with a simple fix: a checklist. Armed with an index card listing the steps for takeoff, flight, and landing, pilots were able to fly the Flying Fortress

(also known as the B-17) 1.8 million miles without an accident. Now, checklists are a routine part of aviation as well as safety-conscious fields such as surgery and construction.

### Tools That Help Us Think

People continually find new ways to ease the cognitive load of tasks — a phenomenon known as cognitive load distribution. “The idea is that there are cognitive processes that are not just within individual minds,” says Miton, who specializes in how technology and culture coevolve. When we count on our fingers, add appointments to our calendars, or make to-do lists, we are taking these processes out of our heads and putting them into our environment, where we can keep track of them more easily.

These “tools that help people think” aren’t new. An early example cited by Miton and Jackson is the Jacquard loom, an early 19th-century invention that used punch cards to help weavers create and repeat intricate patterns without memorization. “The looms reduced the mental load on the operators, and distributed cognitive labor across designers, cutters, operators, and the loom itself,” the researchers write.

### Quote

Tech can get too cumbersome to be used. This is a huge constraint on whether tech systems can evolve or not.

### Author Name

— Helena Miton

By distributing the cognitive load among lots of people, we can avoid overburdening a single person. Yet that makes coordination between people even more crucial. Companies may use project management software such as Trello or Jira to track employees’ responsibilities. In air traffic control centers, shifts overlap so that controllers can communicate what’s going on before they leave. Electronic medical charts have reduced errors by replacing handwritten doctors’ notes with easily readable and shareable records.

Although all of this coordination can become a chore, Miton says it’s a “necessary evil.” She points to failures of coordination behind famous disasters such as the 1984 Union Carbide gas leak in Bhopal, India, the Chernobyl nuclear accident of 1986, and the explosion of the space shuttle Challenger.

Miton and Jackson also note that in response to the growing complexity of coordinating all these different specialists and discrete systems, managers have become an increasingly important part of organizations. They point to a 2002 experiment in which Google attempted to eliminate middle managers entirely. Coders began to bother CEO Larry Page, asking about their responsibilities and complaining about interpersonal problems. The company brought the managers back in short order.

### (Less) Information Is Power

Cognitive distribution may involve limiting the amount of information one person receives. This may be done with standardized language or simplified information displays. (Think signs that show extreme fire risk warnings in red or credit score ratings that show good credit in green.) Creating “information bottlenecks” can also help people focus on critical work. No-conversation rules eliminate extraneous chatter and distractions during critical tasks such as landing an airplane or performing heart surgery.

Another strategy for cognitive distribution requires limiting or filtering how much information users have access to. For example, cars’ simplified controls enable almost anyone to operate a vehicle, and user-friendly interfaces like Claude and ChatGPT make large language models accessible to people who do not understand the coding and algorithms working behind the scenes. Yet these interfaces also widen the gap between being able to use a technology and understanding how it works. “It’s a trade-off,” Miton says, but a worthwhile one.

Miton and Jackson argue that without these cognitive distribution techniques, many technologies would never have evolved. “Innovations for distributing

cognition not only emerge following rises in technological complexity: They can also contribute to these rises,” they write. Checklists, “sterile cockpit” rules, and simplified interfaces made flying much safer. In turn, that safety encouraged further investment in more advanced airplanes and technologies such as air traffic control.

Looking ahead, Miton would like to develop a system to describe and quantify cognitive distribution as it happens. “It’s easy to describe at length in an ethnographic way but harder to create metrics that you can compare across situations,” she says. She hopes that by demonstrating the importance of cognitive distribution to technological development, she can spur new studies into how these two phenomena interact and affect one another.

**Disclaimer:**

This article is republished with permission from *Insights by Stanford Business Review*.  
<https://www.gsb.stanford.edu/insights/how-technology-can-evolve-without-overwhelming-brainpower>

AIMA Training, Learning & Advanced Solutions

# ATLAS

Calling for HR Heads, L&D Leaders

EMPOWERING  
PEOPLE,  
ENRICHING  
ORGANISATIONS



## Organisational Growth

Gain strategies that drive measurable organisational success



## Real-World Learning

Learn through practical, hands-on business simulations



## Enhanced Engagement

Boost motivation with customised quizzes and competitions



## Professional Advancement

Gain leadership, strategic and digital capabilities for advancement



## Advanced Skills

Develop essential managerial and behavioural competencies



## Continuous Learning

Build continuous learning pathways across career stages



## Incompany & Customised Trainings

Strengthen role-specific skills through tailored programmes

**Invest in your talent and watch your organisation grow!**

Contact us for Corporate Batches & Customisation

Email – [training@aima.in](mailto:training@aima.in) | Contact – 9810475327

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

### Ahmedabad Management Association

On 3rd January 2026, Quizmaster Mr. Sanjay Chakraborty enthralled participants with ‘The Year That Was 2025’, a dynamic quiz celebrating the year's major happenings. The diverse format, combined with motivating prizes, sparked active audience engagement and lively participation. Attendees praised the event for its insightful recap of 2025's milestones, creating a sense of shared reflection.



Quizmaster Mr. Sanjay Chakraborty



Mr. Hitesh Sachdev addressing

On 9th January 2026, Mr. Hitesh Sachdev, Head - Startup Engagement and Investments at ICICI Bank, delivered an insightful address on ‘Opportunities and Challenges in the Startup–Finance Ecosystem’. His talk highlighted key trends, funding strategies and hurdles shaping India's vibrant startup landscape.

On 11th January 2026, Dr. Charles Elder, MD, MPH, FACP—a global pioneer in Integrative Medicine from the USA and Chair of the Department of Integrative Medicine at Kaiser Permanente Northwest, as well as Executive Director of the Fellowship in Integrative Medicine and Ayurveda at Oregon Health and Science University—delivered a compelling address on ‘Allopathy – Ayurveda: Integrating Precision with Wisdom’. His expertise bridged western allopathic precision and Ayurvedic holistic principles, offering valuable insights for modern healthcare. The session inspired attendees to explore synergistic approaches in patient care.



Dr. Charles Elder addressing



Ms. Vaishali Parekh addressing

On 17th January 2026, as part of the Productivity Lecture Series, Ms. Vaishali Parekh—HR System Enabler, renowned 5S Expert and Founder of Krish Consultancy—delivered an engaging session titled ‘Shift from Cleanliness to Competitiveness: 5S for Sustainable Growth’. Her presentation unpacked the 5S methodology (Sort, Set in Order, a Shine, Standardize, Sustain) as a transformative tool for operational efficiency and long-term business competitiveness.

On 21st January 2026, Mr. Suhayl Abidi—Author, Research Advisor at GoG-AMA Centre for International Trade, and Editor of Foreign Trade Update—delivered an insightful address on ‘India’s FTAs with New Zealand and UK – Opportunities for Gujarat Exporters’. His talk outlined tariff reductions, market access gains and strategic pathways for Gujarat's key sectors like textiles, pharmaceuticals and engineering goods. Attendees received practical guidance to leverage these agreements for export growth.



Mr. Suhayl Abidi addressing



Swami Mitrananda addressing

On 25th January 2026, Swami Mitrananda of Chinmaya Mission - Chennai and Northeast delivered an inspiring address on ‘Youth Development in India – A Pathway to Progress’. Renowned for his dynamic youth programmes like the Youth Empowerment Programme and Awakening Indians to India initiatives, he shared practical Vedantic insights to empower young minds for nation-building. The session motivated attendees to cultivate focus, values and leadership for sustainable societal progress.

On 28th January 2026, the inauguration and talk for Khadi Utsav: Handloom Exhibition 2026 featured Ms. Archana Shah, Founder-Designer of Bandhej, and Dr. Mayur Joshi—National Executive Member of Swadeshi Jagran Manch, Managing Trustee of Udgam Trust, and Member of AMA Extension Services Committee. The event celebrated Gujarat's handloom heritage through authentic Khadi and textile showcases, timed with Republic Day spirit. Attendees explored artisan craftsmanship and sustainable swadeshi promotion.



Inauguration of Khadi Utsav



Ms. Shailini Sheth Amin and Ms. Rajvi Parikh

On 29th January 2026, Ms. Shailini Sheth Amin, Founder and Senior Partner of Moral Fibre, and Ms. Rajvi Parikh, Founder and Principal Designer of Rang’ addressed ‘Khadi Design: Local Craft to Global Business.’ Their talk showcased innovative transformations of traditional Khadi into contemporary, sustainable fashion appealing to international markets. Attendees gained insights on blending Gujarat's artisanal heritage with modern design for scalable business growth.

On 31st January 2026, Swami Shekaranand—a former international banker from Canada transformed into a Vedic monk and author—delivered an enlightening address on ‘Ending Conflicts at Home and Outside’, drawing insights from his recently published book. His unique journey informed practical Vedic wisdom for resolving personal, familial, and global discord through self-awareness and spiritual discipline. Attendees left inspired to apply these timeless principles for harmonious living and peacebuilding.



Swami Shekaranand addressing

### IMPACT Series 2026 Overview

From 1st January to 12th January 2026, AMA hosted IMPACT Series 2026—an open forum for young professionals—across AMA Complex, with select sessions at Odhav and Gandhinagar. These one-hour expert-led sessions spanned management, finance, marketing, technology, healthcare, media, and career development. Attendees benefited from practical discussions on industry practices and gained actionable insights from top speakers.



Speakers at the IMPACT Series 2026

### Certificate Distribution Ceremony

On 3rd January 2026, the Advanced Certificate Programmes in Business Management, AI for Business Managers, and Japanese Business and Management Practices concluded with a distinguished ceremony at AMA. Seventy-nine participants received their certificates from Chief Guest Dr. Amit Sheth (renowned AI expert), Guest of Honour Mr. Mohal Sarabhai (AMA Vice President), and Mr. Unmesh Dixit (AMA Executive Director). The event featured inspiring addresses, and celebrations of their commitment to professional growth.



Dr. Amit Sheth being felicitated by Mr. Mohal Sarabhai VP-AMA.

## Brand Summit 2026

On 31st January 2026, Brand Summit 2026—under the theme ‘Managing Brands – Yesterday, Today and Tomorrow’—featured a keynote by creative legend Mr. Sonal Dabral on the timeless power of storytelling, followed by dynamic panels on generational transitions, brand legacy, and evolving ad filmmaking landscapes. Cutting-edge sessions included IIM Ahmedabad’s Dr. Akshaya Vijayalakshmi on ‘AI for Marketing’ and a ‘Brands to Sharks’ panel with successful startup founders, offering roadmaps for modern consumer engagement and business scaling.



Mr. Sonal Dabral addressing



Participants during their visit to Zymo Cosmetics

## Industrial Visit

On 31st January 2026, the AMA Extension Services Committee organised an insightful industrial visit to Zymo Cosmetics in Santej, Kalol. As India's leading cosmetic products manufacturer with over 15 years of expertise, Zymo offers internationally accredited solutions across skincare, hair care, baby care, oral care, men's grooming, and herbal products. Participants explored their comprehensive spec-to-product processes, gaining valuable insights into quality

## Bangalore Management Association

### Symposium

Bangalore Management Association, through its Management Development Centre, organised a half-day symposium on ‘AI and the Future of Management Education and Practice – Aligning the Three Es: Education, Employment and Employability’ on 17th January at Belaku Bhavana, BESCOM Corporate Office, Bengaluru. Around 135 participants, including institutional heads, deans, academicians, industry leaders, HR professionals, EdTech founders, and policymakers, engaged in meaningful discussions to align management education with rapidly evolving AI-driven industry realities.



Participants during the symposium

The programme featured a keynote address by Prof. Vidyashankar S, Vice Chancellor, VTU, and a special address by Mr. Ashwin Hegde Karkala, Senior Vice President, Cyware, followed by the presidential address by Dr. Shivashankara N, IAS, Managing Director, BESCO and Sr. Vice President, BMA. An interactive panel session, chaired by Dr. Shivashankara N and moderated by Dr. N. Mohan Das, Director (Retd.), Ministry of HRD, Government of India, brought together distinguished panelists from industry and professional bodies. The discussions emphasised key points such as developing AI-ready managers capable of framing business problems, interpreting outputs responsibly, and applying ethical judgment; adopting agile curricula; ensuring continuous AI-focused faculty exposure; and strengthening academia–industry collaboration to enhance employability. BMA office bearers also encouraged institutional and individual membership to advance stronger collaboration. A key expected outcome is the proposed ‘Bangalore Compact,’ a white paper outlining actionable recommendations. The symposium’s essence was captured in the 4 Cs—Connect, Create, Collaborate, and Co-create—highlighting collective responsibility in shaping future-ready management education.

## Bharuch District Management Association

### MDP

Bharuch District Management Association, in collaboration with UPL University, organised a two-day Management Development Programme (MDP) on ‘Revolutionising Chemical Manufacturing through Artificial Intelligence and Machine Learning – Unlocking Scalable Innovation and Efficiency’ on 2nd and 3rd January. The MDP aimed to provide industry professionals with practical insights into AI and ML applications in chemical manufacturing, focusing on efficiency, safety and innovation. Renowned academicians and industry experts including Prof. (Dr.) Sarosh K. Dastoor; Dr. Tushar D. Deshpande; Dr. Kavita Sonwane and Mr. Narendra Kumar lead the sessions.



*Inauguration and introduction during Collaborative training with UPL University*



*Rejuvenating boating at Lake Dudhani*

### Outbound Residential Training

BDMA organised a two-day outbound residential training programme titled ‘Leadership with Purpose: Ethics, Collaboration and Future-Ready Influence’ on 9th and 10th January at White Feather Glamping Tents Resort, Silvassa. Designed for senior managers and high-potential professionals, the programme focused on ethical leadership, collaboration, mentoring, and leadership legacy. The sessions were led by renowned corporate trainer Mr. Dharmendra Joshi, bringing in over 35 years of industry experience. The training was attended by 26 participants and had a very good response.

### EHS Forum

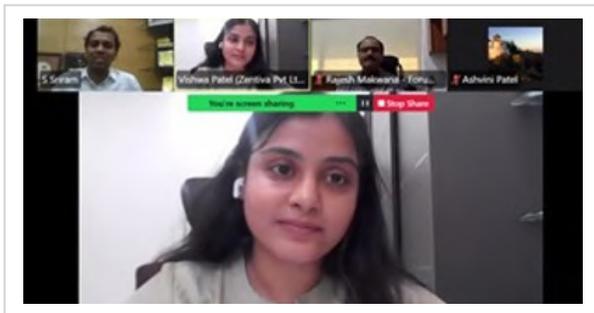
The EHS Forum of BDMA organised an insightful session on ‘Challenges for Disaster Management (On-Site and Off-Site)’ at the BDMA premises. The session was addressed by Mr. Vijay Asar, Chief Co-ordinator, District Project Management Cell (DPMC), Ankleshwar, who shared valuable practical insights and regulatory perspectives. The programme witnessed active participation from industry EHS professionals and concluded with an engaging interaction session.



Mr. Vijay Asar along with the participants

### Finance and Taxation Forum

The Finance and Taxation Forum of BDMA launched an intensive Online Master Class Series on the Income Tax Act, 2025, designed to provide structured insights into key changes and transition challenges under the new law. Week 1 covered the Act’s overview, charging provisions, key definitions, residential status, source rules, cross-border accrual, exempt vs excluded income, and transitory provisions impacting legacy tax positions. Week 2 focused on practical aspects including corporate tax regimes (Normal, 115BAA, 115BAB), aggregation of income, clubbing provisions, and advance tax failures with interest implications. The programme offered valuable clarity on compliance risks and tax computation. A total of 20 participants enrolled in the series.



Webinar on Master Class Series in progress

### In-house MDP

An in-house MDP on ‘5S, Kaizen and Poka-Yoke’ was conducted at Toyo Ink India Pvt Ltd., to enhance workplace organisation, continuous improvement, and error prevention. Led by Mr. Harish Thadani, the session featured practical insights, real-life manufacturing examples, and actionable strategies to improve operational efficiency and quality standards and performance.



Participants at Toyo Ink India Pvt. Ltd

### 262 Book Lover’s Forum Meet

The Book Lovers’ Forum of BDMA conducted its 262nd Book Lovers’ Meet at the Sheth Rasiklal Ratilal BDMA Conference Hall, Bharuch. The session featured an engaging and insightful review of the acclaimed Hindi literary work ‘Diwaar Mein Ek Khidki Rahti Thi’ by renowned author Mr. Vinod Kumar



Lamp lighting at 262 Book Lovers’ Forum Meet

Shukla. The review was eloquently presented by Ms. Utsavi Oza, who brought out the book's subtle narrative style, poetic depth, and philosophical reflections on human emotions and everyday experiences. The programme saw enthusiastic participation from literature enthusiasts and members, creating a vibrant and interactive atmosphere.

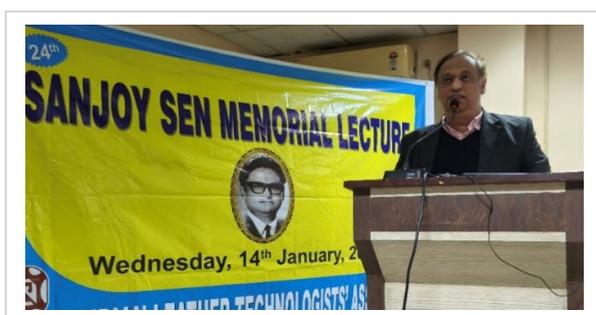
## Calcutta Management Association

### CMA-IEM New Year Colloquium

Calcutta Management Association participated in the New Year Colloquium 2026 hosted by the Institute of Engineering and Management (IEM–UEM Kolkata), Newtown, on 9th January. The academic–corporate summit aimed to strengthen institutional collaboration with global organisations and industry leaders, complemented by an exhibition showcasing innovative student research and projects. CMA was represented by Mr. Indranil Banerjee, Hon'ble President, and Mr. Kaushik Ghosh Chowdhury, Hon'ble Chairperson, Gen Z Sub-Committee. The event was attended by Prof. Banani Chakraborty, Chancellor, Prof. Dr. Sajal Dasgupta, Vice Chancellor, and Prof. Dr. Satyajit Chakrabarty, Pro Vice Chancellor. Mr. Banerjee also discussed CMA's continued commitment to student development and support for ongoing start-up competitions. The programme was coordinated by Mr. Sanjoy Gupta, Dy. Director – Corporate Relations, IEM-UEM.



*CMA President Mr. Indranil Banerjee along with IEM representatives*



*Mr. Vibhor Tandon, Vice-President, CMA addressing*

### CMA-ILTA Collaboration

On 14th January, Mr. Vibhor Tandon, Vice President, CMA, and Mr. Aditya Sen, Finance Sub-Committee Member, attended the 24th Sanjoy Sen Memorial Lecture, organised as part of the Platinum Jubilee celebrations of the Indian Leather Technologists Association. Mr. Aditya Sen delivered the Memorial Lecture titled 'Driving Sustainable Economic Development by Guiding Disruption – A Perspective on the Leather Industry,' sharing valuable insights on industry transformation and sustainability. Addressing the gathering, Mr. Vibhor Tandon highlighted the importance of such collaborative engagements, noting that partnerships between professional bodies contribute significantly to mutual growth and overall organisational development.

### CMA MSME Conclave and Awards 2026

Calcutta Management Association successfully organised the 3rd CMA MSME Conclave and Awards 2026 on 16th January 2026 at Hotel Hindusthan International (HHI), Kolkata. The event brought together policymakers, industry leaders, management professionals, and MSME entrepreneurs for a day of knowledge sharing, discussions, and recognition of excellence. The programme commenced with ceremonial lamp lighting, followed by the inaugural address by Mr. Indranil Banerjee, President, CMA, and welcome remarks by Mr. G. M. Kapur, Immediate Past President. The inaugural technical session featured a theme address on ‘Ease of Doing Business: Realities and Roadmap for MSMEs in India’ by Mr. Abhishek Ghosh Dastidar, Department of MSME and Textiles, Government of West Bengal. Insightful sessions included ‘Labour Codes: Emerging HR Agendas for MSMEs’ by Mr. Indranil Banerjee and ‘Value Creation: The Success Code’ by Mr. Vibhor Tandon, Vice President, CMA. An engaging fireside chat on MSME financing featured Mr. Rajneesh Kumar, SBI, in conversation with Mr. Debasish Mukherjee. Additional highlights included expert talks by Mr. Supriyo Sinha and Swami Vedatitananda, along with an interactive business quiz conducted by Mr. Abhishek Kar. The conclave culminated in the 3rd CMA MSME Awards Ceremony, recognising outstanding MSMEs across key categories. Jury members and sponsors were felicitated for their valuable contributions. The programme concluded with a vote of thanks by Dr. Arijit Banerjee, marking the successful completion of one of CMA’s flagship annual events.



*CMA dignitaries along with the winners of the awards ceremony*

The conclave culminated in the 3rd CMA MSME Awards Ceremony, recognising outstanding MSMEs across key categories. Jury members and sponsors were felicitated for their valuable contributions. The programme concluded with a vote of thanks by Dr. Arijit Banerjee, marking the successful completion of one of CMA’s flagship annual events.



*Mr. Indranil Banerjee, President, CMA along with Mr. Babul Supriyo, Hon'ble Minister of Information Technology and Electronics of West Bengal*

### National Symposium

CMA served as the knowledge partner for the National Symposium on FinTech (NSF2026) held on 31st January 2026. The high-level forum brought together senior policymakers and administrators from India and neighbouring countries, including Mr. Shubhanjan Das, IAS; Mr. Dushyant Nariala, IAS; Mr. Shiraz Daneshyar, IAS; Mr. H. K. Kusumakar, IPS, ADG, West Bengal Police; and Mr. Maotoshi Longkumer, MLA and Advisor to the Government of Nagaland. A key highlight was the session by Mr. Indranil Banerjee, Additional General Manager, WBSEDCL and President, CMA, who discussed the role of AI in strengthening utility operations, enhancing citizen service delivery, and addressing emerging vulnerabilities. The valedictory address was delivered by Mr. Babul Supriyo, Hon'ble Minister-in-Charge, IT & Electronics and Public Enterprises & Industrial Reconstruction, Government of West Bengal, highlighting the State’s commitment to technology-driven governance. The event also witnessed the announcement of a collaborative MoU between CMA and SAIARD Group, reinforcing a shared vision for knowledge-driven institutional cooperation.

the session by Mr. Indranil Banerjee, Additional General Manager, WBSEDCL and President, CMA, who discussed the role of AI in strengthening utility operations, enhancing citizen service delivery, and addressing emerging vulnerabilities. The valedictory address was delivered by Mr. Babul Supriyo, Hon'ble Minister-in-Charge, IT & Electronics and Public Enterprises & Industrial Reconstruction, Government of West Bengal, highlighting the State’s commitment to technology-driven governance. The event also witnessed the announcement of a collaborative MoU between CMA and SAIARD Group, reinforcing a shared vision for knowledge-driven institutional cooperation.

## Coimbatore Management Association

### Monday Musings Talk

During the Monday Musings session, the speaker Ms. Prathiba Sivathmika spoke about the importance of learning global languages in today’s competitive world and how language can become a powerful tool for both personal and professional growth. She shared her own journey—studying in India, pursuing higher education in Scotland, and working in the aviation and business sectors—and explained how language played a crucial role in building confidence, creating connections, and opening international opportunities.



Speaker - Ms. Prathiba Sivathmika

As part of CMA’s Monday Musings, Ms. Raksheni Shamyuktha S., a final-year MBA student at Avinashilingam Institute for Home Science and Higher Education and Marketing Intern at Walkaroo International Pvt. Ltd.,

delivered an engaging session on ‘Brain to Brand Building: Neuro-Driven Advertising.’ She highlighted the challenge for marketers to create meaningful impact within seconds of consumer attention. The session explored how the brain rapidly processes sensory cues—sight, sound, touch, smell, and taste—shaping perception before logical thinking begins.



Speaker- Ms. Raksheni Shamyuktha S

Dr. Vijay Alagar highlighted that chronic back pain arising from spinal issues can restrict daily activities, reduce job satisfaction, disturb sleep, and affect personal, professional, and recreational life, often leading to stress and emotional strain. With fast-paced lifestyles, many people ignore spinal health until problems become severe, though everyone remains at risk. Common causes include prolonged desk work, long two-wheeler travel, heavy lifting, sedentary habits, processed food consumption, and poor sleep. He recommended preventive measures such as maintaining erect posture, practising deep breathing, standing and moving regularly, improving flexibility and strength, following balanced nutrition with adequate hydration, and ensuring adequate sleep, meditation, and a positive mindset.



Speaker- Dr. Vijay Alagar

### CMA Student Management Day

CMA Student Management Day 2026 was hosted at Happy Valley Business School on 30th January, bringing together around 90 students from 11 institutes. The host institute extended warm hospitality and organised engaging tasks that tested participants’ adaptability, resource identification, and team coordination. Dr. Annamalai, Vice President,

ICCI, attended the valedictory function as Chief Guest. Coimbatore Institute of Management and Technology won the Champions Trophy, while Firebird Institute of Research in Management secured the Challengers Trophy. A student was honoured with the Champion of Champions award. CMA expressed sincere appreciation to HVBS leadership, faculty, and volunteers, along with CMA representatives who supported the successful conduct of the event.



*Student being felicitated with the Champion of Champions Award*

### Industrial Visit

The 16th Industrial Visit for Management Committee members and faculty from CMA Student Chapter institutions was organised to Britannia Industries Ltd., Erode, on 3rd January. The visit aimed to provide practical exposure and managerial insights into the operations of a leading manufacturing organisation. A 19-member delegation toured the production facility and gained first-hand understanding of plant operations and management practices. The Britannia plant, led by Plant Head Ms. Saranya



*Industrial visit at Britannia Industries Ltd*

Mohan, showcased how complex operational and workforce challenges are effectively managed through strategic planning and experienced leadership. With nearly 60% migrant workers and 40% local employees, the organisation has implemented structured induction and orientation programmes to help workers from states such as Odisha and West Bengal adapt to local culture and work practices. Mr. Vignesh, Head – HR, shared insights into building employee loyalty and commitment since the plant's inception in 2015.

## Delhi Management Association

### Round Table Conference

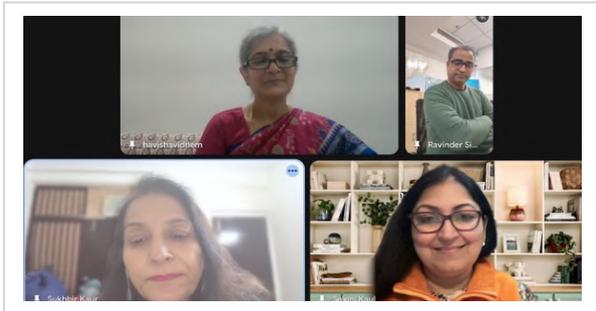
Delhi Management Association organised a Round Table Conference on Infrastructure Management, in collaboration with Infrastructure Products and Services, on 9th January 2026. The conference commenced with an auspicious lamp lighting ceremony led by Dr. Navneet Kumar Sharma, President, DMA, along with Dr. Neelam Gupta and Mr. Partha Dhiraj Singha Bose, Vice Presidents, DMA, in the presence of



*DMA President, Dr. Navneet Kumar Sharma, with Office Bearers and Managing Committee Members*

Managing Committee members and senior DMA leaders. In his welcome address, Dr. Navneet Kumar Sharma emphasised the importance of effective infrastructure management in achieving the vision of 'Viksit Bharat by 2047' and highlighted key challenges impacting infrastructure development in India. The session was moderated

by Mr. Partha Dhiraj Singha Bose, Chairperson – Infrastructure Management Committee. Eminent speakers and distinguished participants shared valuable insights and experiences, making the discussions highly interactive and impactful. The conference concluded with a vote of thanks by Dr. Neelam Gupta, Vice President, DMA.



*Virtual monthly series, 'In Conversation: 60 Minutes Author Insights,' in progress*

## Faridabad Management Association

Faridabad Management Association hosted its exclusive virtual monthly series, 'In Conversation: 60 Minutes Author Insights,' on 31st January, bringing together participants from industry and academia. The session was hosted by Dr. Sukhbir Dhillon, Core Committee Member, FMA, and Faculty at DGIM Law College, who introduced the programme and welcomed FMA President Ms. Saloni Kaul. Ms. Kaul greeted the distinguished speaker and shared a brief overview of

FMA's initiatives. The highlight of the session was an engaging conversation with Ms. Nidhi Thakkar—Speaker, Facilitator, Writer, and Yoga and Meditation Practitioner—on her book 'I WALK ALONE...BEYOND SELF,' reflecting on a spiritual pilgrimage and the quest for divinity in everyday life. Key takeaways included finding strength in solitude, letting go of societal expectations, and trusting one's inner self. The session concluded with a formal vote of thanks by Dr. Sukhbir Dhillon.

## Ghaziabad Management Association

### Inauguration of Ghaziabad Entrepreneurship Mission

Ghaziabad Management Association organised the grand inaugural ceremony of the Ghaziabad Entrepreneurship Mission on 10th January 2026 at Ram Chameli Chadha Vishwas Girls College. Marking a significant milestone in the district's youth and entrepreneurship journey, 100 selected students formally embarked on their path to becoming future job creators. Uttar Pradesh Cabinet Minister for IT & Electronics, Mr. Sunil Kumar Sharma, highlighted the initiative as the state's first organised district-level programme of its kind, aimed at encouraging a self-reliant and developed India through enterprise-driven youth leadership. Special Guest Mr. Abhinav Gopal, Chief Development Officer, Ghaziabad, emphasised that the initiative marks the beginning of Ghaziabad's transformation into a vibrant startup hub. The ceremony celebrated the enthusiasm and commitment of young participants, with the top 100 students being felicitated and presented with GMA-logo sweatshirts, symbolising their entry into a dynamic entrepreneurial journey.



*Top 100 students with IC Agrawal; Mr. NK Dhand and Mr. Rahul Agrawal*



*Participants with Dr Binkey Srivastava and Mr. Rahul Agrawal*

### CHANAKYA

GMA organised ‘CHANAKYA’, AIMA's business simulation programme, at KIET School of Business, Ghaziabad on 15th and 16th January 2026, facilitated by Dr. Chandrashekar Rastogi and conducted by AIMA. Participants engaged in a dynamic hypothetical industry case with real-world challenges such as labour strikes and cost fluctuations. Competing in a virtual market, teams made strategic decisions on pricing, advertising, procurement, loans, and investments to maximise after-tax profits. Seven teams participated in the simulation.

The AKGIM team emerged as Winners, followed by Wika Instruments Pvt Ltd., as First Runners-up and Shriram Pistons and Rings Ltd., Ghaziabad as Second Runners-up. The programme offered valuable experiential learning in strategy and decision-making.

### Help in Saving River Hindon

GMA organised a Mass Hindon Clean-Up Drive on 22nd January 2026 to mark the 2nd Pran Pratishtha Anniversary at Chhat Ghat (riverbank opposite the Hindon Cremation Ground), in collaboration with HOPE Foundation. The initiative aimed to address severe river pollution and promote environmental responsibility. The drive witnessed enthusiastic participation from over 100 volunteers, who collectively gathered 300 bags of waste from the riverbank. The activity reflected a strong commitment towards community engagement, environmental awareness, and sustainable action for a cleaner and healthier ecosystem.



*Volunteers at Hindon River for cleaning drive*

### MDP

GMA organised a three-day MDP on ‘Hands-on Training in Industrial Robot Programming and Operation’ from 28th 30th January 2026 at AKGEC, Ghaziabad. The programme focused on industrial robotics applications for automation, covering robot types, controllers, safety protocols, manual jogging, mastering techniques, tool and base calibration, and motion-based programming. Participants gained practical exposure to robot operation, program creation using RPL, and simulation of robotic applications. The training also highlighted real-world uses such as material handling, welding, and laser cutting, along with troubleshooting, maintenance, and error recovery, enhancing participants’ technical skills and industry readiness in robotics and automation.



*Participants with AKGEC faculty and GMA ED*

## Goa Management Association

As part of its GMA Campus Connect initiative, GMA Executive Committee Member, Mr Vasu Ramanujam, Creative Director, Erango Media, conducted a guest session on 'Technology in Logistics' at the Department of Business Administration, MES's Vasant Joshi College of Arts and Commerce, Zuarinagar, Goa, on 13th January. The session was attended by students from the BBA (Supply and Logistics) programme of the college, as additional learning for their Logistics Management and EXIM course. Mr Vasu Ramanujam highlighted the importance of digital tools, automation, and data-driven systems in logistics.



*Session in progress*



*GMA Academia Coordinators Meet in progress*

GMA Academic Coordinators' Meet was held on 29th January 2026 at the International Centre Goa, bringing together 13 faculty members and coordinators from management institutes across the state. Key discussions focused on introducing structured mentoring programmes, assessing leadership potential among management students, and expanding experiential learning opportunities through Young Manager Talks and student-led GMA activities.

Prior to the formal meeting, a knowledge session on Group Process Facilitation was conducted by Dr Pradeep Salgaonkar, Certified Facilitator and Former Chairman of GMA, offering valuable insights into effective collaboration and facilitation techniques. Mr Deepak Bandekar, Chairman, GMA, set the tone with his opening remarks, emphasising the need to elevate the quality and depth of dialogue during coordinators' interactions. Ms Rina Barreto, EC Member and Head of the Academics Sub-Committee, presented GMA's vision for stronger academic partnerships, highlighting initiatives such as digital student memberships, enhanced industry connect, and collaborative events across institutions. The meet concluded with closing remarks by Mr Rajesh Mehrotra, Vice Chairman, GMA.

## Gwalior Management Association

### GMA - 32nd Foundation Day

Gwalior Management Association celebrated its 32nd Foundation Day on 9th January 2026, reflecting on the importance of the foundation and its relevance to management and leadership. The event commenced with the lighting of the ceremonial lamp by the Chief Guest, Prof. (Dr.) R K Kotnala, Globally Renowned Scientist Chairman New Science Creators Institute, Delhi and Guest of Honour Mr. Rakesh Singh Rathore, Hon'ble Chancellor, Vikrant University, accompanied by the Executive Director Prof. (Dr.) Manoj Patwardhan, President Dr. Praveen Agrawal

and Executive Vice President Adv. Syed Ather Ali of the GMA. Dr. Praveen Agarwal in his opening remarks shared the 32-year journey of GMA and thanked all the sponsors for their support towards the event. Prof. (Dr.) R K Kotnala, in his speech emphasised that the collaboration of Science and Management can make India, a World Leader. The guest of honour Mr. Rakesh Singh Rathore, Hon'ble Chancellor Vikrant University, announced to open Student Chapter in his University in association with GMA. Adv. Syed Ather Ali spoke on the important of management for an entrepreneur and thanked GMA for its support.



*Executive Director, President, Chief Guest, and Guest of Honour along with the Executive Vice President during the event*

GMA conferred few awards in various fields to institution and individuals for their notable contributions towards society. The anchoring of the event was done by Er. Mohit Verma (Joint Secretary). The Foundation Day celebration was attended by the President GMA Dr. Praveen Agarwal, Executive Director GMA Prof. (Dr.) Manoj Patwardhan, Honorary Secretary Mr. Shyam Agarwal, and many other Industry stalwarts along with other office bearers of GMA

### **Meeting of the Executive Body and Office Bearers**

GMA convened a meeting of its Executive Body and Office Bearers on 21st December 2025 to review preparations for the 32nd Foundation Day scheduled on 9th January 2026. President Dr. Praveen Agarwal provided guidance, while Executive Director Prof. (Dr.) Manoj Patwardhan suggested sponsorship mobilisation. Key office bearers and executive members attended.

## **Indore Management Association**

IMA Centre of Excellence successfully hosted a session on 'Decision Making with Impact for a Dynamic 2026' on 6th January 2026. Led by Mr. Abhishek Tiwari, International Corporate Trainer, the programme provided participants with practical insights into strategic thinking, leadership judgment, and effective decision-making in a rapidly evolving business environment. The interactive session was highly engaging, equipping attendees with valuable perspectives on managing uncertainty and making decisions that align with organisational objectives.



*Mr. Abhishek Tiwari addressing*



CA Navin Khandelwal – President, IMA with Mr. Arpit Jain; Mr. Ankit Agarwal; Mr. Manoj Dhanotia; Mr. Vishnu Jajoo and Mr. Dharmendra Jain

### IMA on ET Now | Budget Yatra – Indore

IMA, Indore was prominently featured on ET Now’s Budget Yatra – Indore, where esteemed IMA dignitaries and members participated as panelists and shared insightful perspectives on the Union Budget 2026. The discussion focused on key economic and industry-related themes, including AI-driven innovation, taxation reforms, real estate growth, employment generation, and the overall economic outlook.

### IMA Unveiling the Theme Programme

IMA successfully hosted the ‘Unveiling the Theme – Innovating India’ programme on 9th January 2026 at Hotel Radisson, Indore, as a prelude to the 33rd IMA International Management Conclave. The session featured Mr Pundrik Goswamiji Maharaj from Vaijanti Ashram, Vrindavan, whose address highlighted self-reliance, indigenous innovation, and natural growth, perfectly resonating with the theme Swadeshi | Svaabhaavik | Svanirmit.



Shri Pundrik Goswamiji Maharaj at event



Session on ‘A Coffee Experience’ in progress

### IMA Contemporary Learning Session

IMA organised a Contemporary Learning Session – ‘A Coffee Experience’ on 11th January 2026, at Café Siolim, Indore blending insightful conversations with the warmth of great coffee. An engaging morning where ideas flowed, perspectives brewed, and management lessons were savoured in an informal yet impactful setting. Another session was held on 12th January 2026 on ‘Innovation in Waste Management Technologies,’ providing participants with valuable insights into modern, sustainable waste management practices by Dr. Rampur Viswanath.

### IMA Exclusive Session

IMA, in association with Sewa Surbhi Indore, organised an exclusive session on 15th January 2026 titled ‘Generation Bharat – Building New India.’ The session featured an inspiring address by renowned author and speaker Mr. Chetan Bhagat, who shared valuable insights on the role of youth in nation-building. His talk highlighted key themes such as innovation, leadership, entrepreneurship, and responsible citizenship.



Mr. Chetan Bhagat addressing

## Industry Visit

IMA Student Chapter organised an industrial visit for the students of the Institute of Management Studies (IMS–DAVV) on 15th January 2026 at Pratap Snacks Ltd. (Yellow Diamond), Indore. The visit offered students valuable practical exposure to FMCG manufacturing operations, including production processes, quality control, supply chain management, and corporate practices.



*Industrial visit at Pratap Snacks Ltd*



*Ms. Vijeta Yadav addressing*

## IMA Diksha Programme

IMA organised the IMA Diksha Programme on 'Coaching and Ownership' on 15th January 2026 at NRK Business Park, Indore. The session, led by Ms. Vijeta Yadav, Corporate Trainer, highlighted the role of a coaching mindset and ownership in professional growth. Through interactive discussions and practical examples, participants gained insights into self-leadership, accountability, and performance excellence, reinforcing IMA's commitment to developing future-ready professionals.

IMA organised the IMA Diksha Programme – Batch 2 on 'Recognition and Motivation' on 30th January 2026 at NRK Business Park, Indore. The session, led by corporate trainer Ms. Vijeta Yadav, highlighted effective recognition and motivation strategies to enhance employee performance and engagement. The interactive programme was well-received and provided valuable practical insights to all participants.



*Ms. Vijeta Yadav, Corporate Trainer addressing*

## IMA Exclusive Session

IMA successfully hosted an exclusive session on 17th January on 'AI in Real Estate' by Mr. Dayesh Jaiswal, Co-Founder – CUBE and Tecture, and Mr. Tejasvi Kapoor, Founder – Huntproperty.com. The speakers highlighted how AI and digital platforms are transforming the real estate and construction sectors, sharing practical Indian case



*Speakers- Mr. Dayesh Jaiswal and Mr. Tejasvi Kapoor*

studies that demonstrated enhanced efficiency, smarter decision-making, and accelerated growth—especially in Tier-2 cities.

**IMA - Workshop**

IMA conducted a Sales Mastery Workshop for the automobile industry on 22nd January 2026 at The Park, Indore. The session was led by Mr. Pushendra Singh Jadon, Business Growth Coach and Leadership Strategist, who shared practical, result-oriented sales strategies, system-driven growth approaches, and scalable frameworks specifically designed for the automobile sector.



*Mr. Pushendra Singh Jadon addressing*



*29th AIMA SMG at Acropolis Group of Institutions, Indore*

**IMA - SMG**

IMA organised AIMA's 29th Student Management Games (SMG 2025–26) at Acropolis Group of Institutions, Indore, under the aegis of the AIMA. The three-day event featured management simulation games on 20th and 21st January 2026, with participation from 54 teams representing reputed institutions from Indore and other cities. Pacific University, Udaipur emerged as the winner, Acropolis College secured the first runner-up position, and Pacific University was the second runner-up. The Regional-Level Final Round was held on 22nd January, in the presence of Chief Guest Mr. Gaurang Daga, CEO, Amrit Paper Pvt. Ltd., Indore. The event was smoothly conducted by AIMA officials and marked the first time this prestigious competition was hosted in Indore.

**IMA – Women Forum**

IMA Women Forum organised an insightful session titled ‘CHAI, Headlines and the Economy’ on 24th January 2026, at the IMA Meeting Room. The session featured an engaging address by CA Himanshu Kansal, Head – Fundamental Research, Vijit Global Securities Pvt. Ltd., Indore, who shared practical insights on interpreting business news, understanding market trends, and decoding economic headlines.



*CA Himanshu Kansal during the session*



*Participants being felicitated during the Business Idea Pitching Competition*

**IMA Business Idea Competition**

IMA in association with Arihant College organised the Business Idea Pitching event on 28th January 2026 at Arihant College, Indore. The event provided an exciting platform for young innovators to present their business ideas and demonstrate entrepreneurial thinking. Participants showcased creativity, strategic insight, and confidence while pitching their concepts before an expert panel.

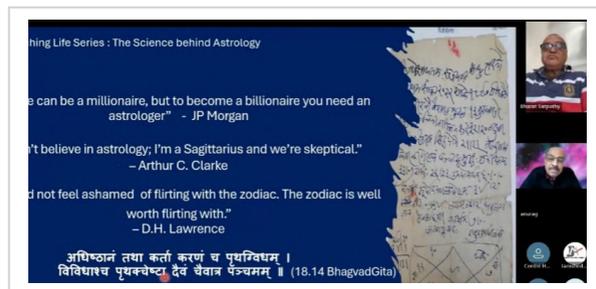
## Jamshedpur Management Association

### Business Simulation Games

On 9th January, JMA, in association with AIMA, successfully conducted the 8th edition of its flagship Business Simulation Games, providing a high-impact experiential learning platform for professionals across industries. The event witnessed participation from 11 teams across India. JMA was honoured by the presence of Mr. Ajitesh Monga, Plant Manager-Director, Tata Cummins Ltd., and Board Member, JMA, who joined the programme virtually and announced the results. SAIL MTI Ranchi emerged as the Winner, represented by Mr. Vishwajeet Anand and Mr. Chandra Nath Kumar; SAIL Bokaro secured the 1st Runner-up position, represented by Mr. Amit Anand, Mr. Sudhir, and Mr. Ranvijay; while Tata Steel Bileipada was declared the 2nd Runner-up, represented by Ms. Orishma Rima Pyari, Mr. Vivek Agarwal, Ms. Nandini Talwar, and Mr. Bibhudutta Mohanty.



Mr. Ajitesh Monga announcing the winners



Speaker addressing the participants

### Talk

On 10th January, JMA organised a webinar under its Enriching Life Series (E.L.S.) on 'The Science Behind Astrology.' The session was delivered by Mr. Anurag Agnihotri, Founder of Astro Agnimitra, alumnus of IIT Roorkee, and former Chief of OneIT, Engineering and Projects at Tata Steel Ltd. The talk offered a thought-provoking perspective by examining astrology through a scientific and analytical lens, blending traditional insights with modern reasoning.

### Industrial Visit

On 22nd January, JMA facilitated an industrial visit for NSU (BBA and B. Com) students to Sudha Dairy. The visit provided students with first-hand exposure to dairy operations, production processes, quality control systems, and supply chain practices. The interaction helped bridge academic learning with practical industry insights, enhancing students' understanding of operations management, hygiene standards, and organisational practices within a large-scale dairy enterprise.



NSU students visit to Sudha Dairy



NSU students at CTC India

On 22nd January, JMA facilitated an industrial visit for NSU (Engineering Department) students to CTC India. The visit offered students practical exposure to industrial operations, manufacturing processes, and engineering applications in a real-world organisational setting.

### BAKE Talk

On 23rd January, JMA organised a BAKE Talk webinar on 'Biomimicry in Engineering Design and Management: Termite Mounds to Smart Factories.' The session was delivered by Mr. Hishmi Jamil Hussain, former Head of Biodiversity and Corporate Sustainability, Tata Steel. Mr. Hussain, a Commission Member of the International Union for Conservation of Nature (IUCN), Elected Fellow of the Linnean Society of London, Member of the International Advisory Council of the Grassroots Institute, and Member of the ESG Committee of the Dela Leaders Club, shared deep insights on how nature-inspired principles can drive sustainable engineering and smart factory design.



Dr. Hishmi Jamil Hussain addressing the attendees



NTTF students at Timken India

### Industrial Visit

On 27th January, JMA facilitated an industrial visit for NTF students to Timken India. The visit provided participants with practical exposure to manufacturing operations, precision engineering practices, and quality management systems followed in a global engineering organisation. The interaction helped students gain insights into industrial standards, advanced manufacturing processes, and the application of technical knowledge in a professional production environment.

On 29th January, JMA facilitated an industrial visit for JWC (Home Science Department) students to Sudha Dairy. The visit offered students practical exposure to food processing operations, quality and hygiene standards, and nutrition-related practices followed in a large-scale dairy facility. The interaction helped students link academic learning with real-world applications in food science, nutrition management, and industrial best practices.



JWC students at Sudha Dairy



Participants during the training programme

### Training

On 28th January, JMA conducted a one-day training on 'Intricacies and Impact of Communication Skills at the Workplace' for JCACPL professionals. The programme focused on enhancing workplace communication effectiveness, covering key aspects such as clarity, professional interactions, and impact-driven communication, thereby supporting participants in improving collaboration, productivity, and overall workplace effectiveness.

## Meerut Management Association

### Financial Literacy Workshop

Meerut Management Association organised a Financial Literacy Workshop on 8th January 2026, with active participation of over 100 students and faculty members. The session was conducted by Mr. S. P. Singh, President MMA and DGM-PNB (Retd.), who shared valuable insights on financial discipline, digital banking, safe investments, and fraud prevention. The MMA delegation included Mr. S. Ravichandran, Chairman – Student Chapter, MMA; Mr. Sanjeev Gupta, Former President, MMA and Mr. Sukhvinder Singh, Executive Director, MMA. The workshop was highly interactive and well-received, reinforcing MMA’s commitment to promoting financial literacy and managerial awareness among students and academia.



Mr. S. P. Singh addressing while Mr. Ram Ji Registrar, SVPUAT; Mr. Sunjeev Gupta former President MMA and Mr. Sukhvinder Singh Executive Director MMA look on

### Vridhi: The Wealth and Growth Conclave

MMA organised Vridhi: The Wealth and Growth Conclave at Quivira Hotel, Meerut, on 21st January 2026, focusing on investment, wealth creation, and financial planning. The programme began with a welcome address by Mr. S. P. Singh, President, MMA, followed by an introduction of the keynote speaker Mr. Rahul Kumar by Mr. Gaurav Bansal. In his address, Mr. Rahul Kumar highlighted the importance of disciplined investing, patience, and balanced portfolios, drawing on his 14 years of professional experience. The event was attended by 90 participants, including members of MMA and IIA, with active interaction during the Q/A session. Maj Gen Pankaj Kaushik proposed the vote of thanks, and Mr. Sunjeev Gupta, Former President, MMA, presented a memento to the speaker.



Mr. Sunjeev Gupta, presenting a memento to Mr. Rahul Kumar, in the presence of Mr. S. P. Singh; Maj. Gen. Pankaj Kaushik; and Mr. Sukhvinder Singh, Executive Director, MMA.

### Free Health Check-up Camp

MMA, in collaboration with Yashoda City Hospital, organised a Free Health Check-up Camp on 25th January 2026 as part of its social outreach initiatives. Around 80 beneficiaries availed medical consultations and diagnostic services during the camp. Facilities included general physician and gynaecology consultations, ECG, blood pressure and blood sugar testing, and bone density assessment. The camp was attended by MMA President Mr. S. P. Singh; Senior Vice President Maj Gen Kaushik; Former President Mr. Sunjeev Gupta; Secretary Mr. S. P. S. Jaggi; Council Member Ms. Madhu Dang; Executive Director Mr. Sukhvinder Singh, and several MMA members.



Mr. S. P. Singh, Maj Gen Kaushik, Mr. Sunjeev Gupta, Mr. S. P. S. Jaggi, Ms. Madhu Dang, Mr. Sukhvinder Singh along with specialist from Yashoda city Hospital

### Republic Day Celebrations

MMA celebrated the 77th Republic Day of India on 26th January 2026 at Management House, Pallavpuram, Meerut. Around 35 members and their family members participated in the event, dressed in patriotic colors. The National Flag was unfurled by senior MMA members, symbolizing unity and national pride. The programme was presided over by Maj Gen Kaushik, whose presence added dignity to the occasion.



*MMA members and their families captured together after the flag hoisting ceremony marking the 77th Republic Day celebrations*



*Charitable programme by NMA*

### Noida Management Association

#### Charitable Programme

NMA organised a charitable programme by distributing blankets on 4th January at NMA Sector-62, Noida.

### Women Development Conference

NMA Women Development Conference was successfully organised on 20th January at Hotel Radisson, Sector-55, Noida. Centered on the theme ‘From Pipeline to Leadership Position—Accelerate Action,’ the conference brought together professionals, industry leaders, and aspiring women managers to discuss strategies for advancing women into leadership roles. The programme featured insightful sessions, expert perspectives, and engaging discussions focused on empowerment, skill development, and breaking barriers in career progression.



*Lighting of the lamp by President Dr. Yogendra Singh; Conference Chair Ms. Veena Swarup, Former Director HR, EIL; Ms. Michiko Miyamoto, Director, ILO and distinguished guests and speakers.*



*Flag hoisting ceremony at NMA House*

#### Flag hoisting ceremony

NMA organised the flag hoisting ceremony on 26th January in front of its office at NMA House.

## Panchkula Management Association

### PMA Golf Tournament

On 9th January 2026, PMA organised an engaging talk on Health, Happiness and Stress Management at DSOI, Sector 26, Panchkula, featuring Col. Gursewak Singh, Author and Life Coach. He shared valuable insights on harnessing the power of the subconscious mind to manage stress and lead a balanced, healthy life, along with practical tips for everyday well-being. The session witnessed active participation and concluded with an interactive Q/A. Mr. S. S. Sidhu expressed



*Col. Gursewak Singh addressing*

gratitude to Col. Gursewak Singh for presenting 55 copies of his book 'Stress Management – Steps to Health, Happiness and Success.' The programme ended with networking over cocktails and dinner.



*Dignitaries and guests during the programme*

## Patna Management Association

Patna Management Association organised a special programme on 16th January 2026 to mark National Startup Day, focusing on the evolution, achievements, and future scope of startups in India over the past decade. Secretary Er. M. K. Das welcomed the guests, while President Advocate Basant Kumar Sinha introduced the theme. Mr. Rishiranjana Kumar of 'Lady Fair' shared how his startup has connected beauticians across Bihar, creating livelihood opportunities. Mr. Harsh Kumar highlighted his successful journey in hospital management services, and Mr. Akshay Shrivastava, Director of I-Gyan AI, presented innovations in AI-driven school teaching. Eminent PMA members and guests, including Mr. Rajiv Bhargava, Dr. A. K. Verma, Dr. Nilesh Narayan, Mr. Shantanu Prasad, dairy expert Mr. Maheshwar Prasad, and Dr. Anil Kumar Prasad, addressed the gathering, reflecting on India's 10-year startup journey and discussing the opportunities and challenges that lie ahead.

mar highlighted his successful journey in hospital management services, and Mr. Akshay Shrivastava, Director of I-Gyan AI, presented innovations in AI-driven school teaching. Eminent PMA members and guests, including Mr. Rajiv Bhargava, Dr. A. K. Verma, Dr. Nilesh Narayan, Mr. Shantanu Prasad, dairy expert Mr. Maheshwar Prasad, and Dr. Anil Kumar Prasad, addressed the gathering, reflecting on India's 10-year startup journey and discussing the opportunities and challenges that lie ahead.

## Quilon Management Association

Quilon Management Association hosted a vibrant New Year Celebration and Family Meet on 17th January at Quilon Beach Hotel, bringing together members and their families for an evening of learning, cultural expression, and musical entertainment. The programme commenced with a silent prayer and was chaired by QMA President Mr. K. Madhusoodanan Pillai. Secretary General Mr. P. N. Appukuttan welcomed the gathering, and Mr. Jayachandran introduced the chief guest. The highlight of the evening was an engaging session by Dr. Devi Raj, renowned Life Coach, Developmental Psychologist, TEDx speaker, Mentor, and Career Expert, who spoke on the importance of collaborative choices in promoting



*Speaker- Dr. Devi Raj addressing the participants*

respect and belonging within families. A memento was presented to Dr. Devi Raj by the President in appreciation of her valuable insights. The event concluded with a vote of thanks by Secretary (Administration) Mr. Prathap Chandran, expressing gratitude to the speaker and participants for making the programme a memorable success.

## Rohilkhand Management Association

A distinguished panel comprising Ph.D. scholars, corporate leaders, business professionals, and professors of RMA shared insightful perspectives on the theme 'Developed India @2047.' The speakers traced India's remarkable economic journey from a poverty-stricken colony to an emerging global economic power, while sustaining a robust democracy and strong defence capabilities. Panelists examined global developments and trends in China, the USA, the EU, and Russia, along with the impact of rising metal prices and the growing influence of Artificial Intelligence on employment. The session concluded on an optimistic note, affirming that with effective reforms and collaborative efforts, India can achieve developed nation status by 2047. The programme ended with a vote of thanks delivered by the Secretary, RMA.



Panelists during the event



Mr. Gopi Kallayil addressing

## Thrissur Management Association

### Guest Lecture

The Guest Lecture held on 6th December 2026 featured Mr. Gopi Kallayil, Chief Business Strategist, AI at Google. A Wharton MBA and Seasoned Strategist, Gopi is also a published author, renowned public speaker, Yoga Teacher and Kirtan Musician, He spoke on 'The Future Powered by AI', recent developments in Artificial Intelligence. Conducted

at Hotel Joys Palace, Thrissur, the session drew around 100 participants and offered crisp insights into how AI is shaping the future of business, leadership, and innovation. TMA President Mr. C Padma Kumar briefed about the recent and upcoming activities of TMA.

### MDP

The Management Development Programme held on 7th January 2026, featured Dr Nowshaja P T, Director, TMA Student Chapter, retired Head of Civil Engineering Department, who led an engaging session on 'Speak, Listen, Lead: The Art of GD'. Hosted at the Government Engineering College Thrissur, the programme saw the participation of around 100 students and focused on building effective communication, listening skills, and leadership through practical group discussion techniques. It was a hands-on presentation and the students benefited from the same and was helpful in their interview preparation.



Dr Nowshaja P T addressing



*Cake cutting ceremony at the family meet*

### Family Meet

A family get-together held on 8th January 2026 brought together TMA members and their families for an evening of warmth, bonding, and fellowship. The informal gathering provided a relaxed platform for members to reconnect beyond professional engagements, strengthening relationships and celebrating the spirit of togetherness that defines the TMA community. The Meet was inaugurated by Mr. Nandakishore who is an accomplished Actor, Writer and Satirical Speaker. TMA President Mr. C Padma Kumar delivered the New Year Message to TMA Family Members.

### Placement Training Workshop

The Placement Training Workshop was held on 9th January 2026 by TMA and featured George Paul, Former Executive Director of Bharat Petroleum Corporation Limited, who conducted an insightful session on 'Campus to Corporate: A Preparatory Workshop'. Hosted at Government Engineering College Thrissur, the programme engaged around 100 students, equipping them with practical guidance on industry readiness, professional expectations, and a smooth transition from academics to the corporate world.



*Er George Paul interacting with a participant*



*Participants of the Quizatma TMA*

### Quizatma TMA -ESAF Bank Business Quiz

The Quizatma TMA – ESAF Bank Business Quiz Grand Finale was held on 10th January 2026 at Hotel Elite International brought together 120 enthusiastic participants for an exciting and competitive evening. Masterfully conducted by quiz master Mr A R Ranjith, the event saw spirited participation from leading institutions, with teams from Cochin University of Science and Technology securing the first and second prizes, while Government Medical College Thrissur clinched the third prize. Mr. George Thomas, CEO of ESAF Multi- State Agro Co-operative and TMA President Mr. C Padma Kumar handed over the prizes.

### TMA MC Meeting

The TMA MC Meeting held on 13th January 2026 brought together 30 Managing Committee members for focused discussions on ongoing initiatives, upcoming programmes, and strategic planning.



*TMA MC Meeting in progress*



Mr VKC Razak and Mr Seejo Ponnore

### Talk Series

The Behind the Brand Talk Series was held on 15th January 2026, featuring Mr VKC Razak, Managing Director, VKC Group, in an engaging fireside chat. Moderated by Mr Seejo Ponnore, Senior Vice President, TMA, the session drew around 110 participants and offered candid insights into brand building, entrepreneurship, and the journey behind creating one of India’s leading footwear brands.

### AIMA Shaping Young Minds Programme

The 91st AIMA Shaping Young Minds Programme was held on 22nd January 2026 in association with TMA, bringing together students for an inspiring leadership interaction. The programme was inaugurated by Chief Guest TS Kalyanaraman, Managing Director of Kalyan Jewellers, and featured eminent speakers including Dr. Mangu Singh, Dr. Raju Narayana Swamy, Mr. Vicky Chandhok, and Air Marshal I P Vipin. The session motivated young minds with powerful insights on leadership, governance, resilience, and nation-building. Mr Padmakumar C President of TMA Welcomed the gathering and Mr Madhav Sharma Director of AIMA also addressed the delegates.



Dignitaries at the Shaping Young Minds Programme

### MoU

The MoU signing ceremony held on 28th January 2026 marked a significant milestone as TMA entered a formal partnership with Vidya Academy of Science and Technology, Thrissur, to strengthen Student Chapter activities.



MoU signing ceremony

With around 100 participants in attendance, the collaboration aims to enhance industry–academia interaction, leadership development, and management exposure for students through structured programmes and initiatives. The MoU was Signed by Principal of Vidya Science and Technology Dr. Sunitha and President of TMA Mr. C Padma Kumar in the presence of Executive Committee Members of Vidya International Charitable Trust including its Patrons and Chairman and TMA office bearers.

### Felicitations to Thrissur Mayor and Corporation Councilors

The felicitations to Thrissur Mayor and Corporation Councilors, held on 29th January 2026 in association with ESAF



*Thrissur Mayor and Corporation Councilors being felicitated*

Foundation, brought together civic leaders and members at Hotel Joys Palace, Thrissur. The programme focused on ‘Thrissur as a Model City: Vision, Challenges and the Road Ahead’, with Dr. K Paul Thomas, MD and CEO of ESAF Small Finance Bank, as Chief Guest and a keynote address by Mr Niji Justin, Mayor of Thrissur Municipal Corporation. Attended by around 100 participants, the session recognised the efforts of the civic administration and encouraged constructive dialogue on sustainable urban development and governance.

### 16th TMA Hykon Innovation Challenge Grand Finale

The 16th TMA Hykon Innovation Challenge Grand Finale was held on 31st January 2026 at Kerala Institute for Entrepreneurship Development (KITEZ), Thrissur, celebrated innovation and entrepreneurial thinking among



*Glimpses of 16th TMA Hykon Innovation Challenge Grand Finale*

students and young innovators. The event was graced by Chief Guest Mr Christo George, CMD, Hykon India Private Limited, and witnessed around 80 participants presenting creative solutions and business ideas. The finale provided a vibrant platform for showcasing talent, encouraging problem-solving, and fostering a strong culture of innovation within the TMA ecosystem.

## Trivandrum Management Association

### TMA Member Engagement Programme

Trivandrum Management Association organised a Member Engagement Programme titled ‘Bharatheeyam’ on 2nd January 2026 at TMA House, Kowdiar, with the objective of strengthening camaraderie among members and their families. The programme offered an inclusive platform for interaction and participation beyond routine professional engagements. The evening featured participative cultural segments, group activities, and short performances, with Bharatheeyam highlighting India’s unity in diversity.



*Culture presentation ‘Bharatheeyam’ during the TMA Member Engagement Programme*

### Heritage Walk Series

TMA organised a Heritage Walk on 10th January 2026, at the Balaramapuram Handloom Sector as part of a planned Heritage Walk Series aimed at promoting awareness of Thiruvananthapuram's cultural and traditional heritage. The programme witnessed active participation from stakeholders, community members, and heritage enthusiasts. The walk highlighted the historical and cultural significance of Balaramapuram handlooms and provided an opportunity to engage with the weaving community and understand their challenges. The initiative reinforced TMA's commitment to cultural preservation, heritage preservation, community engagement, and Regional economic development.



*Participants during the Heritage Walk*



*Mr. Unnikrishnan Gopinath flagging off the cycle rally during the National Youth Day programme*

### National Youth Day Observance

TMA observed National Youth Day on 12th January, at the SAI LNCPE, Karyavattom Campus, commemorating the birth anniversary of Swami Vivekananda. The programme was organised in association with SAI LNCPE and led by TMA Student Chapter Chair Ms. Meena Nair, inspired by the theme 'Strong Body, Fearless Mind.' The event was inaugurated by Dr. Pradip Dutta, Principal SAI LNCPE with the cycle rally flagged off by Mr. Unnikrishnan Gopinath, Secretary, TMA.

### TMA Student Chapter

TMA launched its Student Chapter at Loyola College of Social Sciences (Autonomous), Thiruvananthapuram, on 19th January 2026 under the theme 'Bridging Academia and Industry.' The programme featured addresses by Fr. Dr. Sabu P. Thomas SJ, Principal, and Ms. Meena Nair, Chairperson – TMA Student Chapter, followed by the signing of an MoU to strengthen academic–industry collaboration and student engagement. A key highlight was the interactive session 'Coffee with a Corporate Leader,' featuring Mr. Vijay Kumar M, MD and CEO, Webyfy IoT Pvt. Ltd., who shared industry insights and career perspectives. The event concluded with a felicitation delivered by Prof. Saji P. Jacob, marking a significant step toward promoting industry-ready learning experiences.



*Signing of the MoU during the launch of the TMA Student Chapter*

TMA inaugurated its Student Chapter at Noorul Islam College of Higher Studies (NICHE), a Deemed University, at Thuckalay. The chapter was formally inaugurated by Dr. K. A. Janardhanan, Pro Vice-Chancellor, NICHE. The



*Signing of the MoU between TMA and Noorul Islam College of Higher Studies*

keynote address was delivered by Ambassador T. P. Seetharam on the theme ‘Networking, Diplomacy and Stakeholder Management,’ offering insights into international relations, stakeholder engagement, expatriate issues, and preparation for civil services. An MoU was signed between TMA, represented by its Secretary Mr. Unnikrishnan Gopinath, and NICHE, represented by Dr. P. Thirumalvalavan, Registrar, to strengthen industry–academia collaboration. Ms. Meena Nair highlighted the benefits of TMA membership for students, while Dr. Sabu K. Nair represented TMA at the programme.

### Industry Roundtable 360°

TMA, through its YesLEAP Committee, organised an Industry Roundtable 360° Discussion on 22nd January 2026 on ‘Prospects and Possibilities of Vizhinjam Port for MSMEs and Startups,’ marking the launch of YesLEAP 2026. Mr. Pradeep Jayaraman, CEO, Adani Vizhinjam Port, delivered the keynote, highlighting ports as engines of economic growth and opportunities emerging from Phase II of the port. Dr. Rajasree M. S., CEO, TrEST Research Park, also shared valuable insights on innovation and collaboration.



*Participants during the discussion on ‘Industry Roundtable 360°’*



*Speakers during the programme at Rajadhani Business School*

### Workshop

TMA conducted a Student Chapter programme at Rajadhani Business School (RBS) on 22nd January 2026, aimed at enhancing student engagement and professional development. The programme was presided over by Dr. Rejit Karunakaran, Director – IDSMP, RBS. As part of the programme, Ms. Meena Nair, Chairperson – TMA Student Chapter, conducted a workshop on Self-Awareness and Personal Development. An introduction to TMA and its initiatives was presented by Mr. V. K. Anil Kumar, Member – TMA Student Chapter, the programme was coordinated with the support of Dr. Madhu Kumar S, Principal, and Dr. Shinu R, Assistant Professor.

### Student Chapter Programme

TMA organised a Student Chapter programme at the CET School of Management on 22nd January 2026, as part of its student development initiatives. Mr. C. V. Sundararajan, ESG Consultant, delivered an address on Disaster Management, highlighting its relevance in contemporary management practices. Mr. Unnikrishnan Gopinath, Secretary, TMA,



*Dignitaries at the CET School of Management*

presented an overview of the Association, its objectives, and ongoing activities, outlining opportunities for student participation and industry interaction.

**Session**

TMA, through its MDP and Lecture Committee, organised a session on ‘Kerala’s Industrial Growth Trajectory in the National and Interstate Landscape’ on 27th January 2026. The session featured a distinguished address by Mr. A. P. M. Mohammed Hanish IAS, Additional Chief Secretary, Government of Kerala, who shared insights on Kerala’s industrial positioning, interstate competitiveness, and emerging growth opportunities. The programme included an interactive Q/A session, enabling meaningful engagement with participants.



*Mr. A. P. M. Mohammed Hanish IAS addressing the participants*

**Vaikom Management Association**

Vaikom Management Association organised its monthly programme on 25th January at Kalathil Lake Resort. The session featured Prof. A. S. Girish, Senior Management Expert and Professor of Practice at XIME, Kochi, who shared valuable insights from his professional journey. He emphasised the importance of building strong personal relationships as a foundation for successful management and leadership. The programme was presided over by President Mr. A. Saifuddin. An engaging interactive discussion followed, with active

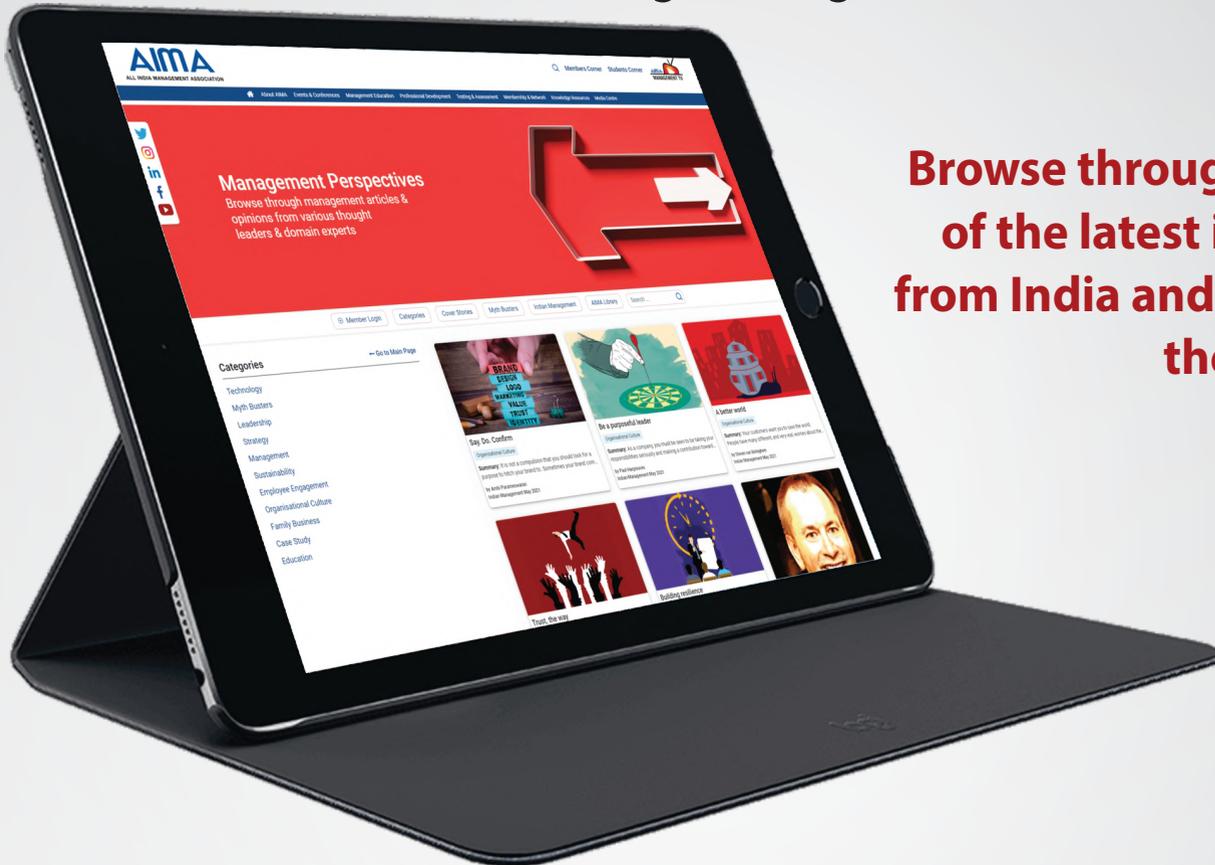


*Monthly meeting of VMA in progress*

participation from Adv. P. Venu, Dr. N. K. Sashidharan, and several members, making the session informative and enriching for all attendees.

# MANAGEMENT PERSPECTIVES

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



**Browse through some  
of the latest insights  
from India and around  
the world.**

## Highlights

- ➔ Quick access to latest trends, ideas and insights
- ➔ Innovative thinking from national and international gurus
- ➔ Sorted and categorised for ease of navigation
- ➔ In-depth case studies
- ➔ Full and free access to AIMA members
- ➔ 2 free articles per month for non-members  
and much more

**Become an AIMA member to get full access to the latest management thought.**

**Explore today** [CLICK HERE](#)

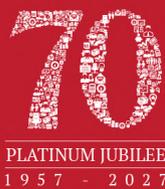
**or visit - <https://www.aima.in/management-perspectives>**

## AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
AIMA's Platinum Jubilee (70th) Foundation Day & 20th National Management Day		New Delhi	21 February 2026
16th Managing India Awards		New Delhi	21 February 2026
Special Session on 'From Efficiency to Flourishing: How Leaders Can Leverage AI to Help People Thrive'	<b>Prof. Roshni Raveendhran</b> Assistant Professor Business Administration University of Virginia's Daren School of Business	Online	24 February 2026
Pragati – Programme and National Quiz for Women Executives		New Delhi	March 2026
8th Leadership Development Programme		Darjeeling	7- 9 March 2026
Book Launch : CHANAKYA AND SUN TZU: A Business Lens on Trade, Thought, and Travel	<b>Mr R Gopalakrishnan</b> Author, Corporate Advisor, The Mindworks and Past President, AIMA	New Delhi	11 March 2026
AIMA YLC Session on 'Public Policy & Nation-Building: Why Young Leaders Must Engage'	<b>Dr Shubhashis Gangopadhyay</b> Research Director of India Development Foundation	Online	13 March 2026
National Leadership Conclave		New Delhi	09 April 2026
Global Advanced Management Programme (GAMP)		Europe - Geneva & Munich	14 - 20 June 2026
Global Advanced Management Programme (GAMP)		Silicon Valley, US	12- 18 July 2026



<b>Event</b>	<b>Programme Chairman/Key Speaker</b>	<b>Venue</b>	<b>Date</b>
Global Advanced Management Programme (GAMP)		China	23 - 29 August 2026



**All India Management Association**  
Management House, 14 Institutional Area, Lodhi Road,  
New Delhi - 110003  
Tel: 011-24645100,43128100  
[www.aima.in](http://www.aima.in)