

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

JULY 2026



MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

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

The past few weeks have seen AIMA's engagement across global learning, management education, business simulation and young leadership initiatives.

A key highlight during this period was AIMA's 26th Global Advanced Management Programme (GAMP), held in Silicon Valley, USA. Led by Prof Solomon Darwin, Programme Director and Executive Director of Open Innovation, UC Santa Cruz, Silicon Valley Campus, the seven-day programme brought together senior executives from across India Inc for industry engagement, leadership dialogues and learning. Participants interacted with leading organisations including Salesforce, Kaneka Aerospace LLC, Palo Alto Networks, Intel, Synopsys, IBM, Wipro, Google, Nvidia, 1Cell.Ai, Siemens amongst others, gaining perspectives on emerging technologies, innovation and the evolving global business landscape. More details are carried in this issue.

Closer home, experiential learning remained an important part of AIMA's activities with the 35th National Management Games, which brought together top teams from leading organisations following regional rounds across the country. The Games provided participants an opportunity to test their strategic thinking, decision-making and teamwork through competitive business simulation.

Management education also saw the addition of two new collaborations during the period. Partnerships with the International College of Financial Planning and CoLLearn will offer the Advanced Certification in Wealth Management and the Post Graduate Certificate in Management – Sports Management, respectively, further expanding AIMA's specialised management education offerings.

Engagement with young professionals took several forms during the month. The AIMA Young Leaders Council (YLC) organised two roundtables on technological sovereignty and cross-country leadership, featuring Mr Pranjal Sharma, Economic Analyst, Advisor and Author, and Mr Jorge Loyola Castro, Trade Commissioner to India, Embassy of Chile. The conversations brought perspectives on innovation, geopolitics and global collaboration.

The Council also hosted a virtual Town Hall led by Mr Arun Pandit, National Chairman, AIMA YLC, bringing together members from across the country to interact and engage with the Council's roadmap. Another online session featured Dr Preeti Vats, Workforce Strategy and Organisational Effectiveness Leader – Behavioural Science, APAC, EMEA & NAM, in conversation with Ms Rashmi Mandloi,

AIMA News

AIMA'S MONTHLY E-MAGAZINE

JULY 2026

Co-Founder, Leadup Universe and Regional Chair (West), AIMA YLC, on adaptive leadership and high-performing teams.

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

In the coming weeks, AIMA will host its 53rd National Management Convention, bringing together leaders from industry, government and academia for two days of conversations on management, business and the economy. I do hope you will join us for this important annual forum.

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



GLOBAL ADVANCED MANAGEMENT PROGRAMME

AIMA SNAPSHOTS

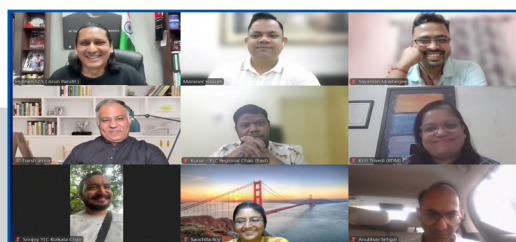
07 35TH NATIONAL MANAGEMENT GAMES 2026



08 AIMA YLC ROUNDTABLE



10 AIMA YLC TOWNHALL



11 MOU SIGNING

12 YLC SESSION

FEATURES

15 HOW TO RECOGNIZE WHEN YOUR CUSTOMERS WANT YOU TO ACT



20 THE MYSTERIOUS PROCESS OF HUMAN LEARNING THAT MACHINES CAN'T COPY

25 NEWS FROM LMAs



56 AIMA EVENTS CALENDAR

Global Advanced Management Programme



Rekha Sethi, Director General, AIMA with Prof Solomon Darwin, Executive Director, Open Innovation, UC Santa Cruz Silicon Valley Campus; jury and delegates at UCSC Silicon Valley Campus

AIMA successfully conducted the 26th Global Advanced Management Programme (GAMP) 2026 in Silicon Valley from 12th–18th July 2026, bringing together senior delegates from Tata Steel Ltd; Container Corporation of India Ltd (CONCOR), and Transport Corporation of India Ltd (TCIL).

Led by Prof Solomon Darwin, Executive Director, Open Innovation, UC Santa Cruz Silicon Valley Campus, the week-long programme focused on how artificial intelligence, open innovation and emerging technologies are reshaping industries and opening new avenues for business growth.

The programme featured interactions with thought leaders and senior executives from academia and industry, including Prof Solomon Darwin, Mr P K Agarwal, Mr Ashok Rao, Ms Molly Lavik, Mr Param Singh of Salesforce, Dr Alexandre Bayen of UC Berkeley, Dr Ekaterina Ryjkin of Kaneka Aerospace, Mr Mike Safyan of Planet, Mr Anshul Sonak of Intel, Ms Veronica Pettit of Siemens Energy, Dr Prith Banerjee of Synopsys, Mr Raj Ramadas of Wipro, Mr Victor Morles of Google, Mr Shrikant Nandiraju of 1Cell.AI, Dr Jim

Spohrer and Dr Arding Hsu, along with senior executives from Palo Alto Networks and NVIDIA, among others.

The sessions covered AI-led innovation, enterprise transformation, semiconductor design,



Rekha Sethi presenting a memento to Ashok Rao, Board Member, Goose Capital; Serial Entrepreneur and Former, Chairman, TIE, Silicon Valley

cybersecurity, healthcare, energy, transportation, industrial metaverse, cloud technologies and leadership in the age of AI.

As part of the immersive learning experience, delegates also visited leading global technology companies, including Salesforce, Kaneka Aerospace LLC, Palo Alto Networks, Intel, Synopsys, IBM, Wipro, Google, NVIDIA, 1Cell.

AI and Siemens, gaining first-hand insights into innovation, enterprise transformation and emerging technologies in action.

The programme concluded with participants presenting AI-enabled disruptive business models to a panel of Silicon Valley executives, followed by a reflection on key learnings and opportunities for future growth.



Mike Safyan, Vice President, Launch & Strategic Initiative, explaining satellite technology at Planet



Delegates with 'Out of the Box' car at Google



Solomon Darwin, Programme Director and Executive Director, Open Innovation UC Santa Cruz, Silicon Valley Campus with the delegates



Rekha Sethi presenting a memento to a jury member



Discussion on the role of AI in advancing cancer research at 1Cell.AI



Quantum Cryostat at IBM



At Intel



Live robotics demonstration at Wipro



At Kaneka Aerospace LLC



Delegates at Palo Alto Networks

35th National Management Games 2026



Winners with the Chief Guest Chaman Jaggi, Vice President- Human Resources, HURL

AIMA successfully concluded the 35th National Management Games (NMG) 2026, India's premier corporate business simulation championship.

Conducted using AIMA's Chanakya Business Simulation, the championship challenged participants to apply strategic thinking, business decision-making, leadership, teamwork, financial acumen and risk management skills in a dynamic, risk-free environment. The competition was held over five rounds in a hybrid format, culminating in the National Grand Finale on 25th July 2026 at AIMA's Lajpat Nagar Office, New Delhi, where 19 finalist teams competed for the national title.

Steel Authority of India Limited (SAIL) emerged as the National Champion, while National Thermal Power Corporation (NTPC) secured both the First

and Second Runner-Up positions.

Mr Chaman Jaggi, Vice President- Human Resources, HURL, attended the valedictory session as the Chief Guest. Addressing the participants, he highlighted the importance of simulation-based learning in preparing future-ready leaders and commended the teams for their professionalism, enthusiasm and competitive spirit.

The event brought together 128 teams from leading public and private sector organisations, witnessing participation from leading organisations, including NTPC, Maruti Suzuki India Limited, SAIL, Larsen & Toubro (L&T), Indian Oil Corporation Limited (IOCL), HPCL, BPCL, SECI, NCDEX, OPAL, NLC India Limited, Engineers India Limited (EIL) and several others.

AIMA YLC Roundtable



AIMA YLC members with Pranjal Sharma, Economic Analyst, Advisor and Author

AIMA Young Leaders Council (YLC) organised a roundtable on 'Technological Sovereignty in a Weaponised World: Implications for Indian Industry' on 10th July 2026 at AIMA's Lodhi Road Office, New Delhi.

The session featured Mr Pranjal Sharma, Economic Analyst, Advisor and Author, as the

keynote speaker, and was moderated by Mr Arun Pandit, National Chairman, AIMA YLC and Co-Founder, Hyphen SCS.

The discussion explored the growing intersection of technology, geopolitics and economic resilience, and its implications for Indian industry. Mr Sharma highlighted the need for India to strengthen its technological capabilities, build resilient industries, secure critical infrastructure and foster innovation to remain competitive in an increasingly complex global environment.

Another roundtable on 'Leadership Beyond Borders: Strengthening Cross-Country Relations in a Changing Global Landscape' was organised on 17th July 2026. The session featured Mr Jorge Loyola Castro, Trade Commissioner to India, ProChile India, Embassy of Chile, and was moderated by Ms Anupriya Agarwal, Founder, Maxworth Impact and Regional Chair (North), AIMA YLC.



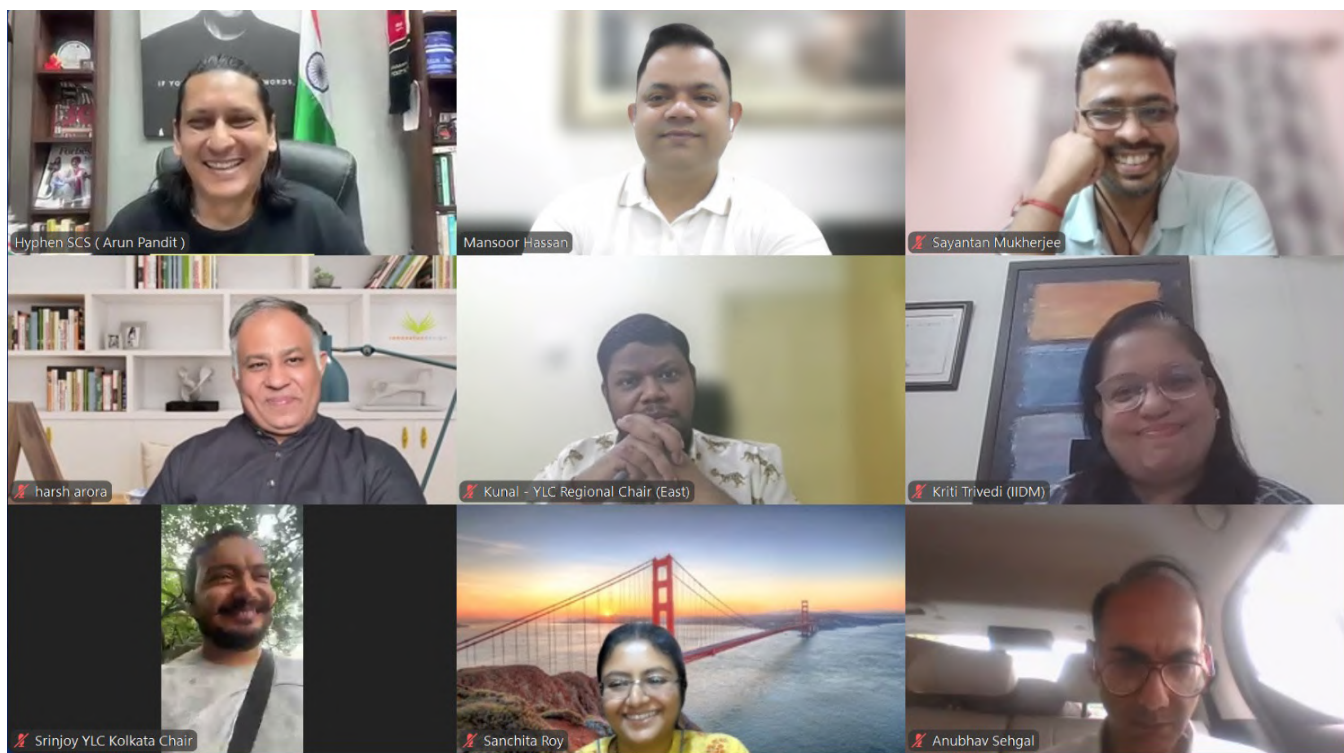
Jorge Loyola Castro, Trade Commissioner to India, ProChile India, Embassy of Chile

Mr Castro shared insights into the evolving global trade landscape, highlighting emerging opportunities for economic cooperation and cross-border partnerships. Emphasising the growing importance of innovation, adaptability and cross-cultural understanding, he encouraged young leaders to develop a global outlook and build meaningful international collaborations in an increasingly interconnected world.

Participants actively exchanged views on leadership, global opportunities and the importance of building partnerships that contribute to sustainable economic growth and mutual progress.

Both sessions concluded with engaging Q&A and networking interactions, enabling YLC members to exchange perspectives on emerging opportunities and challenges, while strengthening professional connections and cross-border engagement.

AIMA YLC Town hall



Participants at the AIMA YLC Town hall

AIMA Young Leaders Council (YLC) organised its Town hall on 25th July 2026, bringing together YLC members from across the country for an engaging virtual members' meet. The session provided an opportunity for members to reconnect, exchange ideas and stay updated on the Council's latest initiatives.

Welcoming the participants, Mr Arun Pandit, National Chairman, AIMA YLC and Co-Founder, Hyphen SCS, interacted with members and shared updates on the Council's recent achievements and future plans. The discussion

offered members a clear view of the YLC roadmap while encouraging them to actively contribute to its growing community.

The interactive format encouraged members from diverse industries and regions to share perspectives, exchange ideas and offer suggestions for future initiatives. The Town hall also served as a platform for young leaders to connect with peers, expand their professional network and build meaningful relationships across the YLC community.

MOU Signing



AIMA and International College of Financial Planning (ICFP) signing a Memorandum of Understanding (MOU)

AIMA signed a Memorandum of Understanding (MOU) with the International College of Financial Planning (ICFP) on 27th July 2026 to jointly offer the Advanced Certification in Wealth Management (ACWM) programme. The programme is designed to equip professionals with knowledge and practical skills relevant to the BFSI sector.

The MOU was signed by Mr Anil Chopra, Group CEO, Wealth & Retirement and Group Director, Corporate Affairs & Financial Well-being, Bajaj Capital Ltd, and Prof (Dr) Rohit Singh, Director, Centre for Management Education, AIMA.

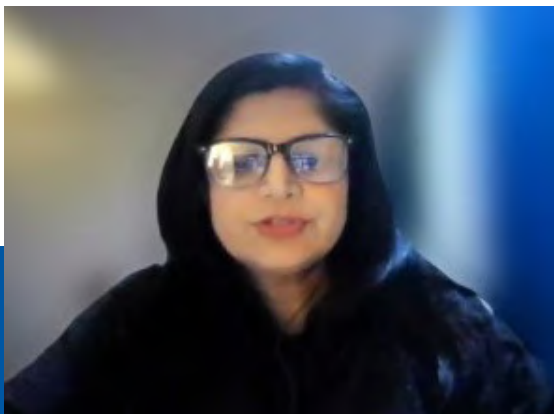
The collaboration marks a step towards strengthening industry-academia engagement

through a jointly developed programme.

AIMA also signed an MOU with CoLLearn to offer the Post Graduate Certificate in Management (PGCM) – Sports Management. Covering sports business, marketing, event management, sponsorship, operations, leadership, finance and strategic management, it already has around 50 students enrolled in the current cohort.

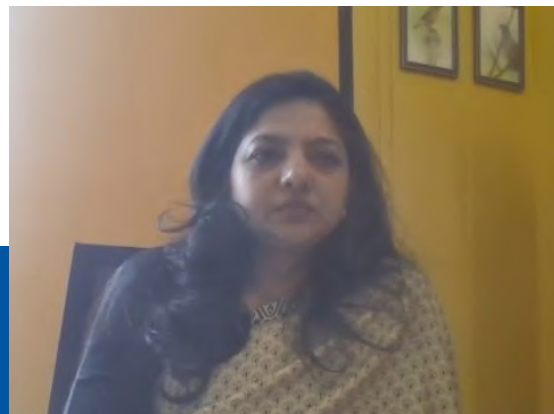
The course equips learners with an understanding of the business and management aspects of sports and prepares them for roles across sports organisations, leagues, clubs, academies, sporting events, and marketing and sponsorship agencies.

YLC Session



Preeti Vats (PhD Psych)

Workforce Strategy Organisational
Effectiveness Leader- Behavioural Science
APAC, EMEA & NAM



Rashmi Mandloi

Co-Founder, Leadup
Universe and Regional Chair (West)
AIMA YLC

AIMA Young Leaders Council (YLC) organised an online session on 'Learning Faster Than the Market: A Practical Playbook to Scale Team Performance' on 24th July 2026. The session featured Dr Preeti Vats (PhD Psych), Workforce Strategy, Organisational Effectiveness Leader-Behavioural Science, APAC, EMEA & NAM, in conversation with Ms Rashmi Mandloi, Co-Founder, Leadup Universe and Regional Chair (West), AIMA YLC.

Dr Vats introduced the Situational Leadership Framework, explaining how leaders can accelerate team performance by adapting their leadership style to an individual's stage of development. She highlighted the importance of diagnosing

the task rather than the person, recognising the confidence dip as a natural part of the learning journey, and balancing continuous learning, talent and commitment to build competence.

The discussion further explored the four stages of development and the corresponding leadership styles - directing, coaching, supporting and delegating, which enable leaders to respond effectively to varying levels of capability across different tasks.

Through the interactive Q/A, participants gained practical insights into applying the framework to build agile, high-performing teams, accelerate learning and strengthen leadership effectiveness in a rapidly evolving business environment.

POST GRADUATE DIPLOMA IN MANAGEMENT (EXECUTIVE)

Designed for Leaders, Driven by Excellence

- ✓ **AICTE Approved**
- ✓ **Industry-Aligned**
- ✓ **Work-Compatible**
- ✓ **15/18 Months Dual Format**



Version	Fee	Payment Schedule
15-Month Programme	INR 3 Lakhs	Payable module-wise in two instalments
18-Month Programme	INR 4 Lakhs	Payable module-wise in three instalments
Optional International Immersion	Additional Fee (as applicable)	

For Further details, please contact:

Ms. Kiran Rawat

Mob - +91 9599895600 | Email: kiran@aima.in

Website: <https://pgcourses.aima.in/lp/pgdm-executive>

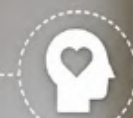
17th Training Programme on Behavioural Skills For Executive Assistants/ Secretaries

17th – 18th September, 2026
(Thursday & Friday)
New Delhi

EXECUTIVE ASSISTANTS SKILLS



ORGANIZATION



EMOTIONAL
INTELLIGENCE



COMMUNICATION



TIME
MANAGEMENT



PROBLEM-SOLVING



PROACTIVITY

Executive Assistants / Secretaries, Office Secretaries, Administrative Professionals and Executive PAs need to work in the highly demanding and challenging work environment. More than basic office management, their role includes a greater insight into how an organisation runs at a senior level. They are frequently required to supervise others and take charge of challenging tasks. They communicate across levels within the organisation including top management, external clients, vendors and senior professionals. Frequently, they act as a vital link between the top executive and various departments.

PROGRAMME OBJECTIVES

To be more effective and efficient, apart from business skills, there are certain behavioural skills required by Executive Assistants, Office Secretaries, Administrative Professionals and Executive PAs. These skills make them more proactive and enhance their contribution to the organisation. The training will provide an opportunity to review and develop the interpersonal and behavioural skills of the participants and maximise their effectiveness. This training has evolved over the years, incorporating inputs from our participants of earlier trainings.

REGISTRATION DETAILS

Participation Fee (Non-Residential): Rs. 32500/- + 18% GST per participant

SPECIAL DISCOUNTS

10% discount for AIMA Members & AIMA Vice Chancellors Council Members.

Special discounted fee of Rs.25500/- for 3 or more participants from the same organisation

Contact to register:

Saumya Singh-Deputy Director

All India Management Association Management, House, 14 Institutional Area, Lodhi Road, New Delhi 110003 | Website: www.aima.in

Email: training@aima.in | www.aima.in | WhatsApp/ Phone No.: 9810475327

How to Recognize When Your Customers Want You to Act

by Pengxiang Zhang, Eric Yanfei Zhao and Sali Li

August 5, 2026



Studio Firma/Stocksy

Summary. Customer-listening systems have become adept at identifying what customers want and how they feel, but they often miss a third critical signal: when customers expect action. By combining AI with human judgment to detect subtle cues about timing, organizations can make better innovation decisions, prioritize product changes more effectively, and avoid overreacting to every complaint. To do so, they should incorporate urgency into customer-feedback systems, interpret signals in their linguistic and cultural context, and link them to clear decision rules that match the timing of their response to customers' expectations.

During the past decade, companies have invested heavily in becoming customer centric. Digital platforms now generate continuous streams of reviews, feature requests, support conversations, and community discussions that firms use to identify new ideas, prioritize product changes, and guide the timing of innovation. AI-powered analytics and translation tools allow companies to process feedback from customers around the world at unprecedented scale. Most customer-listening systems today focus on two familiar signals—what customers want, and how they feel—but they often miss a third signal: when customers expect the company to act. That signal, which we call temporal urgency, is most commonly embedded in subtle cues that have to

be picked up during customer communications.

Misreading that signal can have serious consequences. A firm may place an urgent problem on a distant product roadmap, rush a change that customers want tested more carefully, or fail to restore a valued experience before trust and retention begin to erode. As innovation cycles accelerate and organizations rely increasingly on AI-generated summaries of global customer conversations, the ability to distinguish between now, later, and not yet is becoming a critical part of customer responsiveness.

We are strategy and international business scholars who have decades of research experience working at the intersection of digital

innovation and global user involvement. In two recent studies (here and here), we examined how digital-gaming firms interpret temporal cues in customer feedback and found that their responses can both positively and negatively affect innovation and product usage.

The managerial implications of this research extend far beyond digital entertainment. Software companies release updates weekly. AI developers continuously refine models based on user feedback. Consumer-electronics firms monitor online communities to prioritize new features, while financial institutions increasingly rely on digital interactions to improve customer experience. Across these settings, companies can no longer just use annual surveys or periodic market research to guide their innovation efforts. Increasingly, they need compete by interpreting and acting appropriately in response to the temporal urgency embedded in continuous streams of customer feedback.

In this article, drawing on our research, we'll explain why firms need to listen not only to what customers want and how they feel, but also to when they expect action. We'll show how executives can recognize signs of temporal urgency and offer four practical ways to incorporate it into customer-listening systems and innovation decisions.

Listening for Urgency

Temporal urgency, as we define it, captures the action horizon embedded in customer communication: whether customers view a change as something that can wait, something that should be addressed in the next release, or something requiring immediate attention. Two customers may ask for the same feature and express equally strong dissatisfaction yet differ on whether they view the issue as an eventual preference or an immediate condition for continued use.

Urgency is sometimes explicit. Customers may demand that a firm “fix this now,” threaten to leave, or state that a product has become unusable. But they often communicate it less directly through references to timing, disrupted routines, repeated workarounds, hesitation about an upcoming release, or language suggesting that an existing problem can no longer be tolerated. Recognizing these cues allows managers to distinguish intensity of feeling from the expected timing of action. A highly negative comment may concern a problem that customers are willing to tolerate temporarily, while a small number of less emotional comments may reveal an issue requiring immediate intervention.

OpenAI's 2025 rollout of GPT-5 illustrates what an urgent signal can look like. Many users did not merely compare model capabilities. They objected to how the new model spoke to them, describing it as more reserved, professional, and less familiar than the model it replaced. Within days, OpenAI returned GPT-4o to the model picker for paid users and adjusted GPT-5's default personality. The content of the feedback concerned tone and model choice, but its action horizon was immediate. Users were signaling that conversational style was not a cosmetic preference for the future. It was part of the current product experience and required prompt repair.

A similar pattern appeared when Epic Games changed Fortnite's turbo-building mechanic. Players' reactions suggested that a core skill and established routine had been disrupted immediately, and Epic restored the previous building speed the next day. The lesson from these cases is not that every intense complaint deserves a reversal. It is that some customer communication indicates that the product users rely on today has already changed in a way they cannot comfortably absorb.

Listening for urgency, however, does not always mean moving faster. Sometimes customers urgently want a company to wait. When Microsoft prepared to introduce Recall, an AI feature that periodically captures screen activity, early feedback raised significant privacy and security concerns. Microsoft shifted the planned broad rollout to a limited Windows Insider preview, added safeguards, and took more time to refine the feature. Here, the temporal signal was not Release sooner but Do not release broadly until trust is established.

Tuning in to signals of temporal urgency helps managers distinguish among different forms of response. Some signals call for acceleration. Others call for restoring a previous experience. Still others call for delaying a rollout, testing further, or building trust before proceeding. The managerial challenge is not simply to respond faster but to match the timing of the response to the timing customers expect.

This capability has become increasingly important as innovation cycles compress. In markets shaped by software, AI, and digital services, firms can introduce and replicate features within weeks or months. A company that treats every negative comment as urgent will exhaust its development teams. A company that treats every request as a future roadmap item will miss moments when delay threatens trust, retention, or continued use. Competitive advantage increasingly depends on distinguishing signals that require immediate attention from those that call for testing, reassurance, or restraint.

Advances in generative AI make this issue more relevant rather than less. AI translation tools have dramatically reduced the cost of processing multilingual customer feedback. However, translation alone does not capture the cognitive patterns through which different customer communities express urgency. This is

a particular problem when different languages are involved, because although AI can accurately translate words, its translations don't always make clear whether a request is framed as an eventual preference, a near-term expectation, or an immediate condition for continued use. Executives need to recognize that AI-generated summaries of global customer conversations risk creating an illusion of understanding while overlooking precisely those subtle signals that shape innovation timing.

Translate Urgency into Action

We recommend that executives take four actions to better understand the temporal urgency expressed by their customers.

1. Stop treating global customer feedback as interchangeable.

Voice of the Customer systems should retain original-language comments alongside their translation, customer communities, channels, and timestamps. Product teams should inspect patterns at the level of markets and communities rather than assuming that one global sentiment score means the same thing everywhere. This does not mean stereotyping countries or treating different kinds of linguistic expression as destiny. Linguistic patterns are probabilistic signals that should be checked against actual behavior, such as churn, repeated complaints, workarounds, and the speed at which an issue spreads.

2. Expand Voice of the Customer systems to include indicators of temporal urgency.

Each important feedback theme should be assigned an action horizon: act now, address in the next release, place on the longer-term roadmap, or continue testing before acting. Useful indicators include explicit time references, statements that a product has become unusable, demands to restore a previous experience,

threats to switch, repeated workarounds, and sudden increases in complaint velocity. Managers should also separate urgency from negativity and volume. A heavily criticized issue may not be time-sensitive while a small number of comments from strategically important users may reveal an immediate operational risk.

3. Develop linguistic intelligence as an organizational capability rather than buying it as a translation feature.

A practical model combines centralized analytics with local interpretation. Data scientists can use AI to flag temporal cues and unusual changes in conversation patterns; local customer-support staff, community managers, and product teams can determine what those cues mean in context. Unilever's social-first approach offers a useful foundation. The company describes using always-on social listening to identify emerging conversations and cultural shifts, and its Vaseline team combined community-generated "hacks" with R&D verification before recognizing and amplifying them. The lesson is not that Unilever already measures linguistic urgency exactly as described here, but that global listening becomes actionable when broad analytics are connected to local communities, technical experts, and operating decisions. Companies can build on this model through regular calibration sessions in which global analysts and local experts compare urgency classifications, review false alarms,

and update market-specific examples of how customers express now, later, and not yet.

4. Connect linguistic intelligence to explicit decision rules.

High-urgency, high-consequence signals, such as a broken core workflow, a security concern, or rapidly spreading distrust, should trigger a cross-functional review within 24 or 48 hours. High-urgency but reversible issues may call for a rapid experiment, parallel option, or limited rollback, as the OpenAI and Epic cases suggest. Low-urgency but high-consequence issues may justify Microsoft's approach to Recall: slow the rollout, test with a smaller group, and build confidence before scaling. AI can summarize and route these signals, but managers should regularly compare summaries with original comments to determine whether time pressure, hesitation, or uncertainty has been lost. They should also track whether urgency classifications predicted subsequent churn, escalation, acceptance, or demand, allowing the system to learn over time.

...

The central message here is both simple and timely: In today's digital economy, companies hoping to innovate can no longer compete merely on how well they listen to customers. They also need to compete on how well they interpret the temporal urgency embedded in what their customers are telling them.

About Author:

Pengxiang Zhang is an assistant professor at the Guanghua School of Management, Peking University. His research examines digital innovation, platform ecosystems, and global strategy.

Eric Yanfei Zhao is an associate dean for research and a professor of strategy at Saïd Business School, University of Oxford. He studies AI and firm strategy and advises executives on how to navigate the great shift with the rise of AI agents.

Sali Li is the Moore Professor of International Business at the Darla Moore School of Business, University of South Carolina. A Thinkers50 Radar 2026 honoree, his research examines how firms compete and create value in the digital economy, with a particular focus on the globalization of digital firms through the global

Disclaimer:

This article is republished with permission from Insights by Harvard Business Review.
<https://hbr.org/2026/08/how-to-recognize-when-your-customers-want-you-to-act>

ADVANCED CERTIFICATE PROGRAMME IN **BUSINESS CONSULTING**



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

Eligibility

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

Duration

The duration of the programme is 6 months

Programme Fees

The programme fees for the course is R 64,900 (including GST 18%) which include cost of Course Learning Material & Examination fees

For further details, please contact:

Kiran Rawat

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

Mob: +91-9717870424 | Tel : 011-47673000/011, 49868399 Extn. 741

Email : kiran@aima.in / businessconsulting@aima.in

The Mysterious Process of Human Learning That Machines Can't Copy

Games reveal a simple yet powerful principle about how people coordinate without much

June 25, 2026 | by Aimee Levitt



Humans can't just expand their brains the way AI companies expand their data centers. | iStock/DrAfter123

The premise of AI large language models is that any problem can be solved by vacuuming up as much information as possible, running it through probability models, and performing complex calculations to make predictions and come up with the optimal solution.

Another premise behind LLMs is that they emulate the way human brains operate. This is why computers can simulate human intelligence in the first place — and one of the reasons AI is so fascinating and terrifying. If AI can solve problems better and faster than a person can, what do we need humans for?

But Douglas Guilbeault, an associate professor of organizational behavior at Stanford Graduate School of Business who has done a lot of thinking about the way people think, does not believe our brains work this way at all.

“It’s certainly true that aspects of thinking involve making predictions,” he says. “And sometimes we have to solve rational problems. When we define it that way, like when we write a test and make certain puzzles, it may very well be the case that AI is going to be as good or in some cases better at solving some of those kinds of problems. But there are so many other fascinating and complex aspects of human life that involve a really, really subtle and profound interaction of our minds and our behavior and our social context.”

The world is far more complex than an LLM’s understanding of it, and there are lots of things that it’s impossible for us to know. What is the person sitting opposite us really thinking? And what are they thinking about us? Life is full of uncertainty. Human beings also have a limited number of neurons. We can’t just expand our brains the way AI companies expand their data

centers. We have to work with what we have.

“When you actually look at human behavior in the wild,” Guilbeault says, “the vast majority of the time, people are making decisions under circumstances where they have very little data and are unable to get the data they would need in order to really develop a high confidence in the outcome. Or they’re lazy or distracted or just simply limited in how much information they can process and make sense of.”

Herbert Simon, a Nobel Prize-winning economist and one of the founders of the discipline of organizational behavior, called this method of decision-making “satisficing”: People gather information only up to the point where they can make the intuitive leap to a satisfactory conclusion. Historically, this hasn’t served humanity that badly. People built cities, established trade routes, and constructed international financial markets before anyone created a complete map of the world. Einstein used a thought experiment about a train and a flash of light to extrapolate the special theory of relativity.

When you actually look at human behavior in the wild, the vast majority of the time, people are making decisions under circumstances where they have very little data.

Author Name

— Douglas Guilbeault

This doesn’t just apply to geniuses: The average toddler can’t read a dictionary or a textbook, but by listening to conversations around them, they absorb the rules of grammar and make the cognitive leap from babble to sentences. Linguists have devised an equation called the Tolerance Principle to precisely calculate how much information is necessary for children to make some sort of order out of what seems like linguistic chaos.

When Guilbeault was a PhD student at the University of Pennsylvania, he and his friend Spencer Caplan open in new window took a seminar with Charles Yang open in new window,

a professor of linguistics and cognitive science. Yang was interested in how people learn rules and language. As they worked together, he, Caplan, and Guilbeault began to wonder if there was some sort of connection between how children learn grammar and how people learn social rules.

Previous researchers assumed that humans learn social conventions the way LLMs learn to generate content: Either through imitation or optimization, they absorb and process enough information to be able to predict what to do in any situation. But Guilbeault, Caplan, and Yang wondered if adults learn social norms the way they once learned language, through satisficing. And if so, was there a measurable threshold like the Tolerance Principle?

Recently, Guilbeault and Caplan (now at CUNY Graduate Center) reunited with Yang to conduct a series of experiments, which they described in a paper in PNAS.

Games Reveal the Rules

The researchers considered a variety of settings, including social media, to test their threshold theory. Yet they decided to use games instead, reasoning that the environment would be more closely controlled. Also, Guilbeault says, “If we study people in really simple environments like games and we can’t understand how they’re functioning, what chance do we have of understanding how they behave in environments that are way more complicated?”

The first game, the Name Game, involved showing a group of 24, 48, or 96 people a picture of a face and asking them to give it a name. If more than one participant suggested the same name, they were rewarded. The participants were unable to talk to one another or strategize ways to promote a particular name. The game would continue for multiple rounds until the group reached consensus. This took between 20 and 30 rounds, regardless of the size of the group.

Then the researchers used four different models based on theories of human learning to analyze the groups’ choices. The Tolerance Principle provided

the best explanation: There was chaos until more members of the group noticed that there seemed to be a social rule in play and began repeating the dominant name. A follow-up experiment, in which a small minority of dissenters was planted within a group, showed that consensus could be overturned once opposition reached 25%.

In the second game, the Mind Reading Game, participants had to predict whether someone else would choose red or blue, despite contradictions and other “noise.” It had similar results: The Tolerance Principle was the best at predicting the participants’ behavior.

“The fact that we show the Tolerance Principle is by far the most successful at capturing what’s actually happening suggests that it might be something really fundamental about how we understand each other and relate to each other socially when we try to make inferences about what people actually think and what they actually intend, despite the fact that we only get really

limited data when we observe them,” Guilbeault says. “I think there might be something powerful about some of these simple rules that end up working really well at allowing us to find common ground and coordinate despite that information gap.” And, amazingly, it can be captured in a simple equation.

Guilbeault plans to continue to explore the Tolerance Principle in other aspects of social behavior, specifically social contagion, one of his main scholarly interests.

He also wants to emphasize that these intuitive and imaginative leaps, from confusion to understanding, are what distinguish human intelligence from machines.

“We take for granted how we go from not really understanding to suddenly getting the gist of something,” he says. “And that core process is still very mysterious. And I’m on a bit of a mission to champion that because I think it’s largely missing from the conversations in the world of AI.”

Disclaimer:

This article is republished with permission from Insights by Stanford Graduate School of Business.
<https://www.gsb.stanford.edu/insights/mysterious-process-human-learning-machines-cant-copy>

2nd

YOUNG LEADERS BOOT CAMP

An Experiential Leadership Development Programme



23–25 October 2026



Shitlakhet, Uttarakhand

Leadership is not Learned in a Classroom, it is Built through Experience. Join an immersive three-day residential leadership programme in the Himalayas, designed for young managers, entrepreneurs, founders and business leaders who aspire to strengthen their leadership capability through experiential learning, reflection and real-world challenges.

Why Attend?

- Build self-awareness and leadership confidence
- Enhance emotional intelligence and influence
- Strengthen teamwork and collaboration
- Lead effectively through change
- Create a practical leadership action plan

What Makes This Programme Different?

- Residential learning in the Himalayas
- Outdoor experiential leadership challenges
- Reflection, peer learning and expert facilitation
- Real-world leadership practice
- Immediate workplace application

Who Should Attend?

Young managers, entrepreneurs, founders, family business leaders and corporate professionals below 45 years who aspire to become more effective and impactful leaders.

Programme Fee

YLC/AIMA Members: INR 50,000 + GST

Non-Members: INR 60,000 + GST

Early Bird Discount: INR 10,000 per participant on registration received before 20 August

Group Discount: INR 5,000 per participant on nomination of 3 or more delegates

For further details, please contact :

Mansoor Hassan

M. +91 9540060166, E. mhassan@aima.in

All India Management Association

Management House, 14, Institutional Area, Lodhi Road, New Delhi 110003

Tel: 011- 2460 8524 / 24608511 / 43128100, Website: www.aima.in

Champions of change

Inspiring, Creating and Innovating

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



Thought
Leadership



Peer to Peer
Networking



Professional
development



Best Practice
Sharing



**Be a Young Leaders Council
Member today!**

To become a YLC member, please contact
Anubhav Sehgal | Tamanna Samal
Email: asehgal@aima.in | mtylc@aima.in

Join India's Next Generation
Leadership Network



Ahmedabad Management Association

Conclave

On 4th July, a Conclave on 'Accelerating Research for Ayurveda' featured addresses by Dr. Vishwa Mohan Katoch, Former DG, ICMR and Secretary, DHR; Dr. A Raghu, Adviser (Ayurveda), Ministry of AYUSH, GOI; Dr. Suresh Patankar, Executive President, Arogya Bharati and CMD, Ace Hospital and Dr. Narendra Bhatt, Consultant Ayurveda, Research & Industry Author. The occasion also marked the release of Dr. Bhatt's book, 'Researching Research for Ayurveda – A Journey', highlighting key methodologies to advance evidence-based Ayurvedic research and industry integration.



Dignitaries releasing Dr. Narendra Bhatt's new book



Mr. Yaniv Revach addressing

India–Israel Bilateral Engagement

On 9th July, an exclusive dialogue with Mr. Yaniv Revach, Consul General of Israel to Midwest India, was featured during the Roundtable Discussion on 'India–Israel: Shared Heritage & Shared Future.' The session explored the deep historical, cultural, and strategic ties between both nations while forging new avenues for future collaboration.



Ms. Nandita Das addressing

17th Dr. Lalita Iyer Memorial Lecture

The 17th Dr. Lalita Iyer Memorial Lecture, held on 10th July, featured acclaimed actress, filmmaker, and social advocate Ms. Nandita Das, who delivered an inspiring talk on 'My Journey – Social Work to Cinema'. Drawing from her experiences in social work and independent cinema, she shared how empathy and social commitment have shaped her storytelling. Ms. Das emphasised that cinema is a powerful medium for promoting meaningful social dialogue and should inspire reflection beyond entertainment. Her address underscored the importance of purpose-driven leadership, advocacy, and compassion in creating positive social impact.



Dr. Anil Prakash Joshi being felicitated

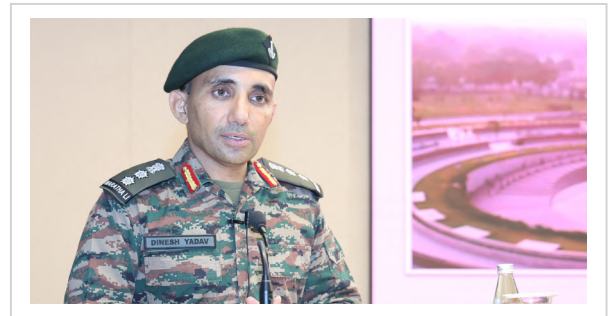
3rd Henry Rowan Memorial Lecture

The 3rd Henry Rowan Memorial Lecture, held on 11th July, featured Padma Bhushan and Padma Shri awardee Dr. Anil Prakash Joshi, Founder of the Himalayan Environmental Studies and Conservation Organisation (HESCO). Speaking on 'Why Sustainability is the Next

Industrial Revolution', he emphasised balancing economic growth with environmental responsibility. Dr. Joshi advocated integrating Gross Environmental Product (GEP) alongside conventional economic indicators to promote sustainable development and ensure long-term ecological and economic well-being.

Special Military Heritage and Leadership Lecture

On 14th July, a Special Lecture on 'SINDOORI GATHA' was delivered by Colonel Dinesh Yadav, Commanding Officer of the 11 Maratha Light Infantry, highlighting the extraordinary valour, tactical brilliance, and rich martial heritage of the Indian Armed Forces. Drawing from real-world operations and military history, Colonel Yadav shared inspiring insights into leadership, patriotism, and the unwavering dedication required to safeguard the nation.



Colonel Dinesh Yadav addressing



Ms. Kanu Sarda with members of AMA Public Relations Committee and Public Relations Society of India (PRSI)

Media Ethics and Journalism Dialogue

On 21st July, Ms. Kanu Sarda, Senior Editor at The Week and former journalist with India Today and Aaj Tak, led an engaging dialogue on the changing landscape of Indian journalism. She highlighted the shift from traditional reporting to digital media and emphasised the importance of ethics, credibility, and responsible journalism.

Academic Research & Generative AI

On 22nd July, the Research Forum on 'The Future of Research in the Age of Generative AI' featured Dr. Gurudutta P. Japee, Professor and HOD of Advanced Business Studies, Director of Global Rankings, and Coordinator of Pragna Peetham (UPSC Centre) at Gujarat University. Dr. Japee highlighted key strategies for leveraging AI tools effectively while emphasising the importance of maintaining research integrity, academic originality, and ethical standards in the evolving digital landscape.



Dr. Gurudutta P. Japee addressing

Allahabad Management Association

Industrial Visit

Allahabad Management Association organised an industrial visit to the Parle-G Manufacturing Unit on 18th July. The visit provided participants with first-hand exposure to modern manufacturing processes, quality assurance systems, automation, supply chain practices, and production management. Senior officials of the company interacted with the participants and explained best practices adopted in the FMCG industry. The delegation included Mr. O. P. Goel (President); Mr. Ravi Prakash (Immediate Past President); Mr. Sanjay Pathak (Vice President); Dr. Navaneet Singh (Secretary), and other AMA members.



AMA members at the Parle-G Manufacturing Unit



Release of the special cover commemorating the centenary of Prayag Sangit Samiti

Special Cover and Stamp Release Ceremony

Under the existing MOU between India Post, Prayagraj and AMA, a Special Cover and Special Cancellation were released on 20th July at Kamla Nehru Road Post Office to commemorate the Centenary Celebrations of Prayag Sangit Samiti. The commemorative cover was released by Mr. Pramod Kumar Bansal, Treasurer, AMA and President, Prayag Philatelic Society. In his welcome address, Mr. Bansal welcomed the gathering and presented the first release album to the Senior Postmaster. AMA members, teachers, and students of Prayag Sangit Samiti attended the event.

Faculty Development Programme

AMA organised a Faculty Development Programme on 22nd July to strengthen teaching competencies and promote excellence in management education. The programme brought together faculty members, academicians, and education professionals for deliberations on contemporary pedagogical practices, academic innovation, and professional development. The sessions encouraged knowledge sharing and meaningful interaction among participants, reinforcing AMA's commitment to capacity building in higher education.



Mr Ravi Prakash, Immediate Past President being felicitated by Dr D. N. Tiwari, Principal, United Institute of Management

Baroda Management Association

MOU

Baroda Management Association, Vadodara Gujarat has signed a MOU on 14th July with the Riga, Latvian Chamber of Commerce and Industry (LCCI) to promote stronger trade, investment, business collaboration, and knowledge exchange between India and Latvia. The MOU was signed by Dr. Mangla Chouhan, President, BMA, and Ms. Natālija Juškova, Director of Foreign Affairs, LCCI. The collaboration aims to create new avenues for business connections among entrepreneurs, professionals, institutions, and members of both organisations, thereby contributing to stronger economic and institutional relations between India and Latvia.



BMA signs an MOU with the Riga Latvian Chamber of Commerce and Industry (LCCI)



Speaker - Dr Mangla Chouhan

Dr. Mangla Chouhan, President, BMA, delivered an insightful session on 'GIFT City: International Financial Gateway of India' at the Vibrant Gujarat Regional Conferences Summit 2026. She highlighted GIFT City's pivotal role in positioning India as a global financial and investment hub. Emphasising that 'Leadership is about inspiring continuous learning, strengthening collaboration, and creating opportunities that shape a better future,' Dr. Chouhan inspired professionals, academicians, industry leaders, and aspiring managers with her vision of leadership and innovation.

MDP

BMA organised a Management Development Programme on 18th July on 'Storytelling and Branding', led by Mr. Rohit Chandwaskar at Guru Narayana Seminar Hall. Held under the leadership of Dr. Mangla Chouhan, President, BMA, the session highlighted how authentic storytelling can become a powerful personal and professional branding tool. The programme concluded with a vote of thanks by Ms. Shivani Mathur, Programme Manager, BMA, followed by the presentation of a memento by the President.



Mr. Rohit Chandwaskar being felicitated by Dr. Mangla Chouhan



Mr. Rohit Chandwaskar being felicitated

Friday Evening Talk

BMA organised its Friday Evening Talk on 3rd July on 'Storytelling and Branding', beginning with a welcome address by Ms. Shivani Mathur, Programme Manager, followed by opening remarks from Dr. Manoj Shukla, FET Chair. The session was led by Mr. Rohit Chandwaskar, a seasoned professional with over 30 years of experience in advertising, graphic design, filmmaking, writing, and education. Participants explored the art of crafting compelling brand narratives, using creativity and visual communication to build memorable brands, build emotional connections, strengthen audience engagement, enhance brand recall, and develop impactful personal branding and communication skills.

On 10th July, BMA organised an insightful session led by Mr. Mehernosh Daruwalla, a Certified Image Consultant and Corporate Trainer with over 20 years of experience across hospitality, aviation, and corporate learning. Drawing on his expertise in leadership, communication, customer service, image management, and workplace etiquette, he highlighted the importance of building authentic relationships, communicating with confidence and creating a positive personal impact.



Mr. Mehernosh Daruwalla being felicitated



Dr. Rakeshgiri Goswami with the participants

The Friday Evening Talk (FET) on 'Holistic Well-Being' was held on 17th July and delivered by Dr. Rakesh Giri Goswami, a Life Science Alchemist, Yoga and Meditation Grandmaster, Holistic Well-being Educator, and member of the International Board of Directors (YAI, MAI, WYF). The session highlighted the importance of achieving harmony between the mind, body, emotions, and inner self. Participants gained practical insights into yoga, meditation, mindfulness, and holistic practices to enhance mental clarity, emotional resilience, physical vitality, and overall well-being, while fostering greater self-awareness, inner peace, and sustainable personal growth.

Bharuch District Management Association

In-house MDP

BDMA successfully conducted an In-house MDP on 2nd July on 'POSH Awareness Training' at NTPC, Jhanor into 2 batches. The session, led by Ms. Margi Joshi, an experienced POSH Trainer, provided participants with valuable insights into the provisions of the POSH Act, workplace ethics, and the importance of fostering a safe, respectful, and inclusive work environment. The interactive programme was well received by the participants and reinforced the organisation's commitment to creating awareness and ensuring compliance with statutory requirements.



Ms. Margi Joshi addressing the participants



Mr. Nirav Majmudar addressing

BDMA organised an In-house MDP on 11th July on PDCA (Plan, Do, Check, Act) for the employees of Toyo Ink India Pvt. Ltd., at the at ToyoInk India Pvt Ltd. Company. The session was conducted by renowned Corporate Trainer Mr. Nirav Majmudar, who explained the PDCA methodology through practical examples and industry-oriented case studies.

Collaborative Programme

BDMA, in collaboration with INTACH Bharuch Chapter, organised an enlightening Heritage Talk on 4th July on 'Bharuch Ni Virasat – Shree Nagar to Bharuch' at Sheth Rasiklal Ratilal BDMA Hall. Dr. Minal Dave traced the fascinating journey of Bharuch through its various historical names, highlighting the city's rich cultural, historical, and civilisational legacy. The session offered participants valuable insights into the evolution of Bharuch's identity and reinforced the importance of preserving its glorious heritage.



Dr. Minal Dave addressing



Interaction of industry leaders with District IAS and IPS officers

CEO Think Tank Forum Meet

BDMA organised the CEO Think Tank Forum 2026 on 10th July at the Sheth Ratilal Rasiklal BDMA Conference Hall, providing a unique platform for interaction between industry leaders and senior district IAS & IPS officers. The forum featured enlightening addresses by Dr. Navnath Kondiba, IAS – District Collector, Mr.

Yogesh Kapase, IAS – District Development Officer, and Mr. Akshayraj Makwana, IPS – Superintendent of Police, on strengthening industry–administration collaboration. Meaningful discussions were held on key developmental issues including Public-Private Partnership (PPP), Narmada Ghat Development, Women's Safety, Road Safety, Drug-Free Society, CCTV Integration, Labour Verification, and Rural Development. A special heritage talks by Dr. Minal Dave showcased Bharuch's rich historical legacy, making the event both informative and inspiring.

BDMA successfully organised insightful sessions 29th July on 'Decoding the New Labour Codes – An Overview for Industry Leaders' and a CSR Case Study on the Dahej School Project. The sessions were led by Dr. P. K. Padhi of XLRI Jamshedpur and Mr. Parag Sheth, Director, Shree Ambica Salt Works, who shared valuable perspectives on regulatory reforms and impactful CSR initiatives. The programme enabled industry leaders to gain practical insights into the changing labour landscape while showcasing a successful model of community development through corporate social responsibility.



(L-R) Dr. P. K. Padhi and Mr. Parag Sheth addressing

MDP

BDMA organised a MDP on 15th July on Workplace Communication & Interpersonal Skills by renowned Corporate Trainer Dr. Rashvin Tailor, who shared practical techniques to enhance workplace communication, teamwork, and professional relationships. Through interactive discussions and real-life examples, participants gained valuable insights into improving interpersonal effectiveness and building a positive work culture.



Dr. Rashvin Tailor with the participants



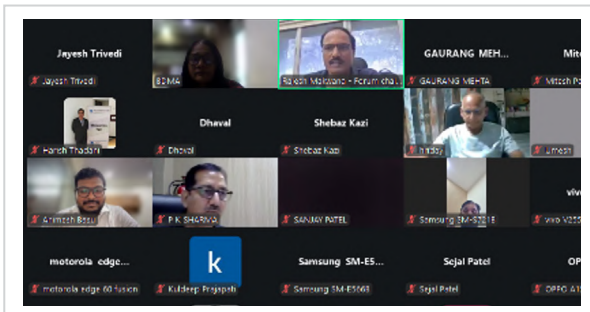
Mr. Nilay Shah addressing

BDMA conducted a two-day MDP on 23rd and 24th July on 'AI Supported Advance Excel' by Mr. Nilay Shah, Corporate Excel Trainer, who demonstrated how Artificial Intelligence can be effectively integrated with advanced Excel tools to enhance productivity, data analysis, reporting, and decision-making. Through practical exercises and hands-on learning, participants gained valuable skills to streamline workplace operations and improve efficiency.

BDMA, in association with XLRI Jamshedpur, successfully organised a two-day Certification Course on 28th and 29th July on 'Decoding the New Labour Codes'. The programme was conducted by eminent labour law expert Dr. P. K. Padhi, who provided comprehensive insights into the new labour codes and their practical implications for industries. The interactive sessions enabled participants to gain a clear understanding of statutory compliance, legal reforms, and emerging workplace regulations through practical case studies and discussions.



Dr. P K Padhi receiving a memento



Webinar in progress

Collaborative Webinar

BDMA's Finance and IT Forums organised a special webinar on 25th July on 'AI: Understand, Explore and Apply', providing participants with a practical introduction to Artificial Intelligence and its growing impact across industries. The session was conducted by Mr. Animesh Basu, Vice President – Information Technology, Horizon Hive Technology LLC, UAE, who shared valuable insights into AI concepts, popular tools, real-life business applications, and the ethical use of AI.

268th Book Lovers Meet

BDMA organised its 268th Book Lovers' Meet on 25th July featuring an engaging review of the Gujarati book 'Sinhpurush' authored by Dr. Sharad Thakar. The review was presented by Mr. Pradyuman Khachar, who eloquently highlighted the book's inspiring themes, literary richness, and thought-provoking message. The session encouraged meaningful discussions among literature enthusiasts and promoted the habit of reading and intellectual exchange.



Mr. Pradyuman Khachar receiving a memento



Participants at the event

Calcutta Management Association

MSME Day Celebration

To mark World MSME Day, Calcutta Management Association organised an interactive knowledge-sharing programme, 'Stories into Solutions: The Road to Viksit Bengal Runs Through Its MSMEs,' on 2nd July at the BCC&I Building, Kolkata. The session opened with a welcome

address by Mr. Vibhor Tandon, Vice President, CMA, followed by inaugural remarks by Mr. Manik Verma, Senior Vice President and Cluster Head, HDFC Bank Ltd. Entrepreneurs shared inspiring experiences of overcoming business challenges, highlighting the importance of leadership, innovation, employee engagement, organisational culture and resilience in building sustainable enterprises. Concluding the programme, Mr. Indranil Banerjee, President, CMA, underscored the critical role of MSMEs in driving economic growth. The event was attended by CMA office bearers, members of various committees and the Sustainability Task Force, along with entrepreneurs, professionals and industry representatives from diverse sectors.

Education for Viksit Bharat Conclave – East India Edition

CMA was invited to The Education for Viksit Bharat Conclave – East India Edition, organised by the Indian Chamber of Commerce (ICC) on 3rd July in Kolkata. The conclave was addressed by two stalwarts of Centre and State Government and Dr. Swapan Dasgupta, Hon'ble Finance Minister, Government of West Bengal and Dr. Sukanta Majumdar, Hon'ble Union Minister of State for Education and the Ministry of Development of North Eastern Region (MDoNER), who emphasised the importance of collaborative efforts in building a Viksit Bharat through quality education and skill development. The small delegation was led by Ms Ina Bose, EC Member and Member of CMA Technology (Office IT and Programme) Sub-Committee.



Speakers at the event



CMA representatives at the conclave

5th ICC East and North East India Energy Conclave

CMA participated in the 5th ICC East and North-East Energy Summit, organised by the Indian Chamber of Commerce (ICC) on 3rd July in Kolkata. The summit brought together eminent leaders from industry, academia, government and the energy sector to discuss strategies for building a balanced and sustainable energy future for Eastern and North-Eastern India. Representing CMA at the summit were Mr. Indranil Banerjee, President; Mr. Vibhor Tandon, Vice President;

Ms. Ina Bose, EC Member; Mr. Suvendu Narayan Roy, Member, Academia Connect Sub-Committee; and Mr. Rahul Chattopadhyay, Member, HR Sub-Committee. Their participation reflected CMA's continued commitment to engaging in discussions on emerging issues of national and regional significance.

Regional Workshop in Competition Law by ICSI

On 4th July, the President of CMA, Mr Indranil Banerjee, accompanied by Finance Sub Committee Member, Mr. Subho Dasgupta, participated in the Regional Workshop on Competition Law jointly organised by the Competition Commission of India (CCI), ICSI Centre for Corporate Governance, Research & Training (ICSI-CCGRT), and the Eastern India Regional Council (EIRC) of



Mr Indranil Banerjee and Mr Subho Dasgupta at the event

ICSI at the ICSI-CCGRT Kolkata Campus, New Town. The workshop was graced by the Chairperson of the Competition Commission of India, who delivered the keynote address. Building on this engagement, CMA looks forward to collaborating with ICSI to jointly organise similar knowledge-sharing programmes and capacity-building initiatives in the near future, further strengthening its commitment to promoting excellence in management and corporate governance.



CMA EC members at the Van Mahotsav

Celebrates Van Mahotsav

On 6th July, CMA celebrated Van Mahotsav Day in the CMA Secretariat premises. The initiative reflected CMA's continued commitment to sustainable development and community engagement. Mr Indranil Banerjee, President, CMA along with Mr Vibhor Tandon, Vice President, CMA, Dr Arijit Banerjee, EC Member, Member of CMA Sunrise Sector Sub-Committee and CMA Sustainability Task Force, Mr Gautam Mukhopadhyay, EC Member and Member of CMA Academia Connect Sub Committee and Mr Pradip Bandyopadhyay, EC Member, CMA celebrated the initiative.

Caring Minds Conversation 360

CMA, in association with CARRING Minds International and supported by IDFC FIRST Bank, inaugurated its flagship leadership dialogue series for 2026–27, CMA CARRING Minds Conversation 360, with a session on 'The Talent Equation 2030: Hiring, Retaining and Leading in the Age of AI.' The keynote address was delivered by Mr. R. P. Yadav, Chairman, Genius HRTech Ltd., who shared insights from his entrepreneurial journey and discussed the evolving future of work. Highlighting the impact of Artificial Intelligence, he emphasised that AI would create new opportunities rather than replace jobs, underscoring the need for continuous learning and upskilling. The session was moderated by Mr. Indranil Banerjee, President, CMA. Mr. Vibhor Tandon, Vice President, delivered the welcome address, while Ms. Sohini Gooptu, Treasurer, proposed the vote of thanks. The programme was attended by CMA office bearers, Executive Committee members and professionals from diverse sectors.



Participants at the session



CMA Core Committee members with the Chairperson of the CMA Technology Sub-Committee at the event

Representation at MCC&I

On 24th July, the Merchant Chamber of Commerce & Industry (MCC&I) organised a distinguished programme at Crystal Hall, Taj Bengal, Kolkata with the presence of Core Committee of CMA comprising of Mr Indranil Banerjee, President, CMA, Mr Vibhor Tandon, Vice

President, CMA and Ms. Sohini Gooptu, Treasurer CMA along with Mr Kaushik Chowdhury, Chairperson, CMA Gen-Z Sub-Committee. The event featured a felicitation ceremony honoring Dr. Swapan Dasgupta, Hon'ble Finance Minister of West Bengal, in recognition of his leadership and contributions.

ICSI Capacity Building Workshop

CMA, in collaboration with the Institute of Company Secretaries of India (ICSI) – Centre for Corporate Governance Research & Training (CCGRT), Kolkata, organised a One-Day Capacity Building Workshop on 'Labour Codes – Understanding, Complying, Empowering Workplaces' on 25th July at the ICSI CCGRT Campus, New Town, Kolkata. The programme provided participants with practical insights into India's evolving labour law framework, focusing on the Code on Wages, Code on Social Security, Industrial Relations Code, and the Occupational Safety, Health and Working Conditions Code. Expert-led sessions by Mr. Indranil Banerjee, Prof. (Dr.) Subrata Mohan Paul, Dr. Kallol Dutt and CS Kalyani

Bhowmick featured presentations, case studies and interactive discussions on compliance and workplace best practices. During the inaugural session, Mr. Anil Kumar Garg addressed the participants on behalf of CMA. The Association acknowledged the support of Dr. S. K. Jena, Director, and Dr. Tapas Kumar Roy, Deputy Director, ICSI CCGRT, in making the programme a success.



Speakers and participants at the event



Interns with CMA members

Internship Induction Programme 2026

CMA conducted its Induction Programme 2026 on 30th July at the CMA Secretariat, welcoming five interns from leading educational institutions for an eight-week internship. The programme was attended by Mr. Indranil Banerjee, President, CMA, along with members of the Executive Committee and various Sub-Committees. The selected interns represented Jadavpur University, Bhawanipore Global Campus, DAITM, The Heritage Academy and MSIT. Addressing the students, the dignitaries congratulated them on their selection and encouraged them to maximise the opportunity through continuous learning, innovation, teamwork and professional excellence.



Mr. Manish Tewari being felicitated at the event

Chandigarh Management Association

Management Talk

Chandigarh Management Association organised an insightful Management Talk on 3rd July titled 'Beyond Artificial Intelligence: Why Human Intelligence Still Matters' by Mr. Manish Tewari, Hon'ble Member of Parliament, who shared his perspectives on the evolving role of Artificial Intelligence and the indispensable importance of human intelligence in shaping the future.

He highlighted the need for policymakers, industry leaders and educational institutions to collectively address the ethical, regulatory and societal challenges emerging from AI adoption. The session witnessed enthusiastic participation from business leaders, academicians, management professionals, startup mentors and students, resulting in an engaging exchange of ideas on the future of work, leadership and responsible innovation.

MOU

On 8th July, CMA signed an MOU with Desh Bhagat University (DBU), Mandi Gobindgarh, to promote collaboration in research, innovation, entrepreneurship and future-ready learning. The partnership will promote joint research, faculty development, industry engagement, leadership talks, mentoring, internships and knowledge-sharing initiatives, creating stronger academia-industry linkages for the benefit of students, academicians and management professionals.



Desh Bhagat University and CMA signing the MOU



Newly elected members of the executive committee

AGM & Installation of the New Executive Committee

On 12th July, CMA conducted its Annual General Meeting, marking another milestone in the Association's distinguished journey. Members from academia, industry, government organisations and the corporate sector participated. The AGM witnessed the formal installation of the newly elected Executive Committee for 2026–27. Dr. Jatinderpal Singh Sehdev assumed office as President, while Dr. Navjot Kaur took over as Vice President along with the newly elected office bearers.

The outgoing President, Mr. Abhishek Gupta, thanked members for their support and highlighted the year's achievements. The incoming leadership reaffirmed its commitment to strengthening management education, industry-academia collaboration, leadership development and engagement with AIMA.

Release of the Annual Report 2025–26

On 12th July, to commemorate sixty years of CMA, the Association released its Annual Report 2025–26 documenting the major milestones achieved during the year. The report presents a comprehensive overview of management development programmes, panel discussions, leadership sessions, industry interactions, academic collaborations, entrepreneurship initiatives and governance reforms. The report was shared digitally among members, preserving the institutional history of CMA while highlighting its continued commitment to knowledge dissemination, professional excellence and management education.



Release and digital circulation of the Annual Report 2025–26



Members of the newly elected executive committee

Meeting

The newly elected Executive Committee held its first strategic planning meeting on 12th July to chart the roadmap for 2026–27. The meeting focused on strengthening CMA's role through innovative programmes and meaningful stakeholder engagement. Key priorities included organising Management Development Programmes, seminars, conferences, leadership talks, entrepreneurship initiatives, increasing member participation, enhancing digital communication, strengthening institutional membership and promoting active engagement with AIMA initiatives. The meeting concluded with a shared vision of making CMA more dynamic, inclusive and professionally relevant.

Coimbatore Management Association

Coimbatore Management Association hosted its Monday Musings series on 'Make Maximum Out of Yourself,' featuring Mr. Prasanth Vedgarb, who shared practical insights on self-development, leadership, productivity, and the habits that enable individuals to unlock their full potential in both their professional and personal lives. He spoke about business development across the corporate and retail segments through agent recruitment, training and coaching of tied-channel agents, and corporate



COIMBATORE MANAGEMENT ASSOCIATION

Affiliated To






Monday Musings No. 621
1st Week - July 2026

Invites you to a talk on
Make Maximum out of Yourself



Mr. Prasanth Vedgarb,
Founder, Finserve & HR Startup | Navy Veteran |
Speaker on HR, OD & Finance | Creator of Finvest
Talks - YouTube & Podcast on Finance & Personal
Development Founder Director of Unidhan

Speaker - Mr. Prasanth Vedgarb

and institutional sales. Drawing from his professional and entrepreneurial experience, Mr. Prasanth emphasised that sustainable growth was driven by sales excellence, operational discipline, continuous learning, ethical practices, and effective execution.

CMA Monday Musings session featuring Dr Karuppusamy Ramanathan explored Finance 5.0, the next frontier where Artificial Intelligence converges with finance to create smarter, agile and value-driven enterprises. He highlighted how AI, machine learning, NLP, RPA, blockchain and cloud computing are moving finance beyond automation towards intelligent decision-making. AI-powered predictive analytics is enabling organisations to anticipate market trends, assess risks and optimise capital allocation with greater precision.

The session also examined applications across banking, fintech, manufacturing, retail and healthcare, including fraud detection, customer personalisation, supply chain finance and regulatory compliance.



Speaker - Dr Karuppusamy Ramanathan



Speaker - Mr. Ashok Gupta

Mr. Ashok Gupta delivered an engaging session on 'The Hidden Behaviour Behind Resumes and Interviews: Changing Trends in Behavioural Assessment – Will the Near Future Belong to GPS7?' Tracing the evolution of behavioural assessment from the observations of Chanakya, Aristotle and Confucius to modern psychometrics, he highlighted the limitations of resumes, interviews and standalone assessment scores in capturing the complexity of human behaviour.

Drawing on the Gestalt principle that the whole is greater than its individual parts, he introduced GPS7 (Gestalt Psycho-Graphology System), a whole-pattern approach to behavioural assessment.

Ms. Sherly Jayanandaraj, speaking on the inspiring theme 'Build Yourself. Build Anything,' invited participants to reflect on a powerful question: Who is building the builder? She highlighted that while we constantly build careers, businesses, relationships, dreams and meaningful lives, we often overlook the most important foundation—ourselves. She emphasised that every achievement begins as a thought, shaped by our experiences, choices, habits, conversations and surroundings. In an increasingly connected world, these influences continuously shape how we think, decide and act.



Speaker- Ms. Sherly Jayanandaraj

Interactive session

CMA and the Institute of Indian Foundrymen (IIF) jointly organised an interactive session on 17th July, at the IIF Hall. The session featured Mr. Vikram Mohan, Chairman, Pricol Group, who spoke on SPEELT and the profound impact of entrepreneurship on individuals and society. Mr. Vikram Mohan highlighted how entrepreneurship can shape an individual's mindset, confidence and approach to life. He emphasised the importance of creating an environment where young people are encouraged to learn from their mistakes early rather than fear failure until later in life.



Mr. Vikram Mohan addressing

Panel Discussion

CMA and FLO (FICCI Ladies Organisation) in association with GRG School of Management Studies (GRGSMS), PSGR Krishnammal College for Women organised a panel discussion titled 'Breaking New Ground: Women in Entrepreneurship' on 22nd July at the GRGSMS Campus. The session was moderated by CA Meena Swaminathan and featured Ms. Dhivya Karthik, Director, Flowtech Poly Products Pvt Ltd; Ms. Sangeeta Chetan, CEO, Director and Co-founder, Zaveri Bros Diamonds & Gold Pvt. Ltd.; Ms. Parnika Gupta, Director, Sahuwala Grains Pvt. Ltd.; and President, FLO and Dr. Asha Venkatesh, Managing Director, VG Hospital as speakers. The programme was attended by the President and Secretary of CMA, faculty members, and students from MBA and BBA depts of PSGRKCW and Avinashilingam University.



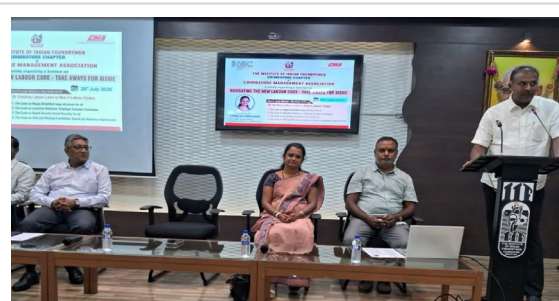
Dignitaries at the event

CMA Sports Meet was organised on 23rd July at PSGR Krishnammal College for Women.



Participants receiving certificates of participation

The Indian Institute of Foundrymen (IIF), in association with CMA, jointly organised a programme on 'Navigating the New Labour Code – Takeaways for MSMEs' on 29th July. The programme featured Mr Ponmalar Vidhyasagar, M.Sc., MBA, M.Phil. (HRM), Diploma in Labour Law, PGDPM & IR, as the Guest Speaker. The session provided insights into the key provisions and implications of the new labour codes, with particular emphasis on their relevance and practical takeaways for Micro, Small and Medium Enterprises (MSMEs).



Speakers during the event



Participants at the MDP

Ghaziabad Management Association

MDP

Ghaziabad Management Association organised a Management Development Programme (MDP) on 'BOOST... Leadership Development Workshop' on 21st July at Ghaziabad Precision Products Pvt. Ltd., Ghaziabad. The programme was led by Mr Satish Kumar, who commenced the session with interactive team-building activities. The workshop covered three key

themes: Becoming an Amazing Leader, focusing on leadership styles, competencies, and the leadership pipeline; Leading Change, highlighting change management, the U Model of Change, and the leader's role in driving transformation; and Navigating Team Conflicts, which explored the value of healthy conflict, identifying its causes, and applying effective conflict resolution strategies. The highly interactive programme equipped participants with practical leadership skills. A total of 18 participants attended the workshop.

43rd AGM

GMA held its 43rd Annual General Body Meeting on 25th July at Hotel Fortune Grazia, Ghaziabad, with 59 members, including the Council and Executive Committee, in attendance. The meeting reviewed the actions taken on the previous AGM, presented the Annual Report highlighting 65 programmes organised during July 2025–June 2026, and unanimously approved the audited accounts for the financial year ending 31st March 2026. The existing Office Bearers were also re-elected for another term in accordance with the Association's by-laws. In his address, Dr T.R. Pandey, President, GMA, highlighted several landmark initiatives, including the launch of a Table Tennis Tournament, a research study on gender diversity in workplaces, expansion through a new Modinagar chapter, enhanced digital outreach, strengthened industry-institute collaboration, and the successful Ghaziabad Entrepreneurship Mission (GEM), which mentored aspiring entrepreneurs and supported 42 graduating founders.



Office bearers of GMA



Mr Prajyot Mainkar addressing

Goa Management Association

Book Talks

Goa Management Association organised a Book Talks session titled 'Building in Bharat' on 29th July at the International Centre Goa, based on the book *Bootstrapped in Bharat* by Mr Prajyot Mainkar, Founder of SoFueled. The session began with a welcome address by GMA Chairman, Mr Deepak A. Bandekar. Mr Mainkar, widely known as the "Android Man" for his contributions

to India's digital ecosystem, shared valuable insights into the evolving landscape of digital commerce, rural markets, consumer behaviour, and community-driven trust. Drawing examples from Meesho, Swiggy, Zomato, and WhatsApp, he highlighted the importance of understanding the aspirations of New Bharat and building customer-centric businesses for sustainable growth. The programme concluded with a vote of thanks by GMA Vice Chairman, Mr Rajesh Mehrotra.

Gwalior Management Association

Session

Gwalior Management Association, in association with the AIMA Young Leaders Council (YLC), Gwalior Chapter, hosted Dr. Anil Bhardwaj, Director of the Physical Research Laboratory (PRL), Ahmedabad, and a distinguished space scientist under the Department of Space, Government of India, on 25th June. Dr. Bhardwaj delivered an insightful session on 'Space Management', highlighting India's achievements in space science, innovation, and the strategic management of complex space missions. He emphasised how visionary leadership, scientific excellence, and effective management have strengthened India's position in global space exploration. The session was attended by Mr. Shyam Agrawal, Honorary Secretary, GMA; Er. Mohit Verma, Joint Secretary, GMA and Chairman, AIMA YLC Gwalior Chapter; Mr. Akash Sharma, Co-Chairman, AIMA YLC Gwalior Chapter; along with members of GMA and the AIMA YLC Gwalior Chapter.



Participants with Dr. Anil Bhardwaj at the event



Industrial visit to Britannia Industries Ltd, Gwalior

Industrial Visit

GMA, in association with the AIMA Young Leaders Council (YLC), Gwalior Chapter, organised an industry visit to J.B. Mangaram Foods Pvt. Ltd., a wholly owned subsidiary of Britannia Industries Ltd., Gwalior, on 7th July. GMA members and students from various colleges gained first-hand exposure to the company's manufacturing processes, quality systems, operational practices, and technological advancements. Participants

also interacted with Mr. Rajesh Indolia, Plant HR Head, and the HR-Admin team, who shared insights into industrial operations, leadership, and people management. The visit aimed to bridge academic learning with practical industry experience. The programme was attended by Mr. Shyam Agrawal, Honorary Secretary, GMA; Er. Mohit Verma, Joint Secretary, GMA and Chairman, AIMA YLC Gwalior Chapter; Mr. Akash Sharma, Co-Chairman, AIMA YLC Gwalior Chapter; along with GMA and AIMA YLC members.

GMA and the AIMA Young Leaders Council (YLC), Gwalior Chapter organised an industrial visit to SRF Ltd., Malanpur on 14th July. GMA members and students from various colleges gained practical exposure to the company's manufacturing processes, operational practices, quality management systems, and technological advancements. Participants interacted with Mr. Rajesh Khanna, Senior Vice President and Unit Head, and Mr. Santosh Pathak, Associate Vice President – HR & Admin, along with the HR-Admin team, who shared valuable insights into industrial operations, leadership, and people management. The visit was attended by members of GMA and the AIMA YLC Gwalior Chapter.



Industrial visit to SRF Ltd, Malanpur



CA. Navin Khandelwal addressing

Indore Management Association

Student Chapter

Indore Management Association Student Chapter successfully organised an Inspirational Talk on 7th July as part of the Induction Programme. The insightful session was conducted by CA. Navin Khandelwal, President, IMA. The session focused on the theme 'Leadership Starts with You,' covering key aspects of personal growth, motivation, and developing core leadership skills.

AI & Innovation Forum - Workshop

IMA organised a workshop on 7th July under its AI & Innovation Forum – Centre of Excellence by Mr. Amit Chawla, CEO & Founder, Alphagrowthvillage. The workshop focused on the theme 'Claude AI for Everyday Productivity,' covering key practical skills such as connecting Claude with email, summarising and drafting emails using AI, integrating Claude with Google Drive and Google Sheets, and exploring practical prompts and workflows. Participants gained hands-on knowledge to enhance their daily work efficiency using advanced AI tools.



Mr. Amit Chawla with the participants



Participants at the session

IMA & FICCI FLO

FICCI FLO Indore, under its Legal Advocacy Initiative, organised a legal awareness session on 10th July with IMA as the Outreach Partner. The insightful session was conducted by Ms. Adv Ila Vyas, Corporate Law Expert. The event focused on the topic 'Contract Confidence: 'KNOW BEFORE YOU SIGN'', emphasising the importance of legal awareness with the message 'Understand. Protect. Empower.'

MP Youth Conclave 2026

IMA proudly supported the mega MP Youth Conclave 2026 on 11th July. Organised with the inspiring theme 'Yuva Soch, Naya Sankalp,' the event aimed to encourage youth to Connect, Collaborate, and Create Change. The conclave witnessed a massive participation of around 5,000 youth and focused on 10 diverse sectors including Education, Sports, MSME & Entrepreneurship, Agriculture, Health, IT & Startups, Skill Development, Culture, and Environment & Water Conservation.



Speakers at the MP Youth Conclave 2026



Visit to Jimmy McGilligan Centre

Organisation Visit

IMA Student Chapter organised an organisation visit on 13th July for management students of Symbiosis University of Applied Sciences (SUAS), Indore. The visit took place at the Jimmy McGilligan Centre for Sustainable Development. The objective of this visit was to provide students with practical exposure to sustainable practices, environmental awareness, and rural development efforts.

MDP

IMA organised a 2-day Management Development Programme on 15th and 16th July with Mr. Ayush Yadav, Founder & Director, VMA Advertisement. The workshop focused on the topic 'Introduction to Claude for Introducing Productivity,' aimed at helping participants boost productivity and automate tasks using Claude AI.



Mr. Ayush Yadav with the participants



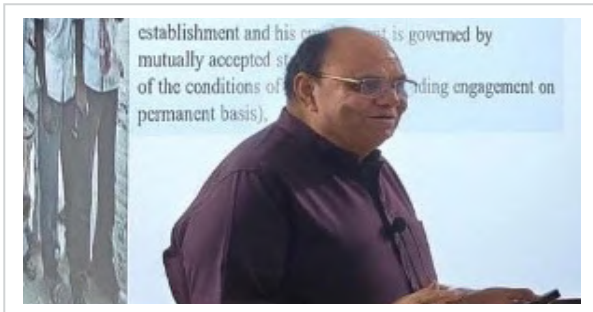
Training programme in progress

Diksha Programme

IMA organised a Corporate Training Session on 23rd July by Mr. Amber Arondekar, Corporate Trainer & Business Consultant, Indore. The event was hosted at the Madhya Pradesh Paschim Kshetra Vidyut Vitaran Company Ltd, Polo Ground. The session focused on corporate development and business strategies, providing participants with valuable knowledge and practical insights to enhance their professional skills and business acumen.



Mr. Amber Arondekar addressing



Mr. Anil Malik addressing

IMA organised an insightful session on 28th July by Mr. Anil Malik, Leading Consultant & Advisor - Strategic HR & IR, focused on the topic 'Decoding the Four Labour Codes,' the event aimed to help professionals navigate the new labor laws with the core message to 'Understand. Comply. Transform.'

AI & Innovation Forum –AI Productivity

IMA's AI & Innovation Forum organised a session on 24th July on AI and productivity by Mr. Vaibhav Jain, Founder, NeuratantraAI Pvt. Ltd., and AI Consultant for Corporate and Academic Institutions. The event focused on the theme 'Effective Use of Copilot to Increase Productivity,' providing attendees with practical ways to integrate Microsoft Copilot into their daily workflows.



Mr. Vaibhav Jain addressing

Investor Awareness Programme

IMA, in association with Lucknow Management Association, organised an Investor Awareness Programme on 24th July. The insightful session was conducted by Mr. Pravin Kumar Dwivedi, who spoke on the theme 'Smart Investors, Secure Future: Make Informed Choices, Create Lasting Wealth,' the event aimed to empower investors with the right knowledge, tools, and awareness to make confident financial decisions.



Mr. Pravin Kumar Dwivedi with the participants



(L-R) Ms. Ankita Dawar, Ms. Shubhangi Chouhan, Dr. Nisha Joshi, Ms. Apurva Raje and Dr. Sandeep Atre

Exclusive Session – Wellness & Holistic Healing

IMA organised an Exclusive Session on 29th July focusing on wellness and holistic healing. The insightful session was conducted by a panel of esteemed experts including Dr. Sandeep Atre, Ms. Shubhangi Chouhan, Ms. Ankita Dawar, Dr. Nisha Joshi, and Ms. Apurva Raje. Based on the inspiring theme 'INNERGY: Energy That Comes from Within,' the event aimed to guide participants on a journey from stress to stillness.

IT Forum –Data Privacy & Compliance

IMA's IT Forum organised a vital session on 29th July on data privacy and compliance by Mr. Krishna Srivastava, Founder and CEO, Dutient.AI, Delhi. Focused on the highly relevant topic 'DPDPA DECODED. The Compliance Readiness Every Business Needs,' the event aimed to educate businesses and professionals on the nuances of the Digital Personal Data Protection Act (DPDPA).



Mr. Krishna Srivastava addressing

Jamshedpur Management Association

Workshop

On 2nd July, Jamshedpur Management Association in association with the Indian Society for Quality, Jamshedpur Chapter organised a workshop on Total Quality Management (TQM) and Total Productive Maintenance (TPM) for JCAPCPL professionals. The workshop focused on quality improvement, operational efficiency, productivity enhancement, continuous

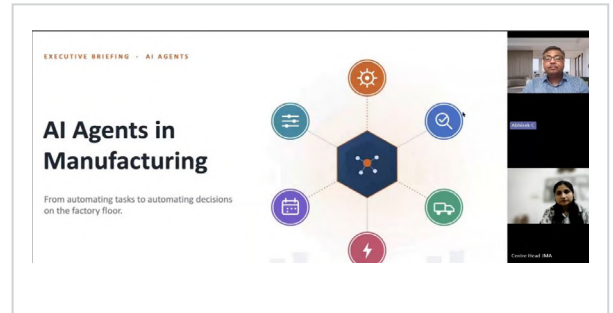


Participants at the workshop

improvement, and effective maintenance practices.

BAKE Session

JMA organised a Business Acumen and Knowledge by Expert Talk on 'AI Agents Driving Manufacturing Transformation' on 17th July. The session was delivered by Mr. Abhisek Chakrabarti, Digital and Information Transformation Leader, Chartered Engineer, and AI & Smart Manufacturing Strategist. He highlighted how AI agents are transforming manufacturing by improving operational efficiency, enabling data-driven decision-making, and accelerating digital transformation across industrial enterprises.



Session in progress



JMA members and office bearers at the 27th AGM

27th AGM

On 26th July, JMA organised its 27th Annual General Meeting, bringing together its members and office bearers to review the Association's activities and financial performance for the year. The audited financial statements for the year ended 31st March 2026 were presented and approved by the members. The meeting also covered key organisational matters, including the reappointment of the statutory auditor for 2026–27 and discussions on strengthening JMA's future initiatives and engagements.

Tote Bag Painting Workshop

On 12th July, JMA organised a Tote Bag Painting Workshop in collaboration with Hue & You. The creative session provided participants with an opportunity to explore their artistic skills through hands-on tote bag painting, encouraging creativity, self-expression, and engagement in a relaxed and interactive setting.



Participants at the workshop



Internship programme in progress

Meerut Management Association

Internship programme

Meerut Management Association, in collaboration with 510 Army Base Workshop, Meerut, commenced Batch-3 of its four-week Summer Internship Programme with an orientation session on 1st July. 56 engineering students from various institutions enrolled in the programme. Col Phaniraj, Head of the Technical Training Department,

welcomed the students and emphasised practical learning, innovation, and teamwork. Mr. S. P. Singh, President, MMA, motivated the participants to make optimum use of the opportunity. Students will undertake practical engineering projects, either individually or in teams.

Meeting

MMA convened a meeting of Student Coordinators from its affiliated institutions on 4th July to finalise the Student Chapter action plan for the upcoming academic session. Chaired by Dr. Poonam Devdutt, Chairperson, Student Chapter, the meeting focused on enhancing student engagement and employability. Coordinators proposed expert lectures, industry orientation sessions, internships, industrial visits, curriculum gap analysis, employability skill assessments, and regular sharing of internship and job opportunities through the MMA platform to strengthen industry-academia collaboration.



Dr. Poonam Devdutt, Chairperson, Student Chapter, MMA; Mr. S. P. Singh, President, MMA and Mr. Sukhvinder Singh, Executive Director, MMA, with the Student Coordinators



Dr. Poonam Devdutt inaugurating the workshop

Interactive Workshop

MMA organised an Anger Management Workshop on 15th July at its auditorium. Conducted by renowned psychologist Dr. Poonam Devdutt, the workshop was attended by more than 50 participants, including corporate executives, entrepreneurs, academicians, students, and MMA members. Mr. S. P. Singh, President, MMA, appreciated the overwhelming response and reaffirmed MMA's commitment to organising such programmes. Mr. S. P. S. Jaggi welcomed the speaker with a bouquet, Ms. Madhu Dang presented a memento, and Ms. Sonal Goel, Director, Vandana Packaging, proposed the vote of thanks.

Expert Health Talks

MMA successfully organised the Health Awareness Series – Expert Health Talks on 24th July. The programme witnessed an overwhelming response, with over 70 participants attending the event. Eminent specialists from Max Super Speciality Hospital, Vaishali—Dr. Upwan Kumar Chauhan and Dr. Sajal Gupta—delivered highly informative sessions on kidney and heart health, emphasising prevention, early diagnosis, and healthy lifestyle practices. The event concluded with networking over dinner and received excellent coverage in leading newspapers, further strengthening MMA's commitment to promoting preventive healthcare and community awareness.



Speakers at the event



MMA Executive Director with MMA members at the camp

Health Check-up Camp

MMA, in association with Max Super Speciality Hospital, Vaishali, organised a Free Health Check-up Camp on 29th July at Max Medicare Centre, Meerut. Over 100 patients benefited from consultations by specialists in Gastroenterology, Neurology, and General Medicine. The camp was attended by MMA office bearers, council members, and members, and was widely appreciated for promoting preventive healthcare and reaffirming MMA's commitment to community welfare.

Navsari Management Association

Business Leadership Award

On 19th July, Navsari Management Association organised its flag ship event – 6th NMA Business Leadership Award at Conference Hall, Matiya Patidar Bhavan Navsari. The jury for the award has unanimously selected M/s Mahendra Brothers, a firm engaged in diamond cutting and polishing work, factory in Navsari for more than 60 years, with more than 15000 employees thus giving direct employment to local community. Mr. Parimal Nathwani, Member of Rajya Sabha and Director, Corporate Affairs, Reliance Group, the chief guest, presented the Business leadership Award to Mr. Milan Parikh in the presence of 400 plus gathering of various business communities of Navsari and nearby areas. Mr. Milan Parikh, in his acceptance speech, expressed his gratitude for recognising his group's contribution. Mr. Parimal Nathwani, while congratulating the winner, also appreciated the activities done by NMA.



Mr. Milan Parikh of M/s Mahendra Brothers receiving the award from Mr. Parimal Nathwani



Newly elected members of the executive committee

as Vice-President, Mr. Aditya Mukesh as Honorary Secretary, Mr. Vighnesh Dubey as Treasurer, and Mr. Chitrnanjan Kumar as Honorary Joint Secretary. The new team will lead the Association's initiatives for the forthcoming term.

Noida Management Association

Election of Office Bearers and New Executive Committee

Noida Management Association held its Annual General Meeting on 17th July, during which a 16-member Executive Committee was unanimously elected. In the first meeting of the newly constituted Committee, Mr. Durgesh Kumar Garg, Vice President – Operations, Impact Research & Measurement, was unanimously elected as President. The other office bearers include Dr. V. K. Tomar as Senior Vice-President, Mr. V. K. Sharma



Delegates at the event

Patna Management Association

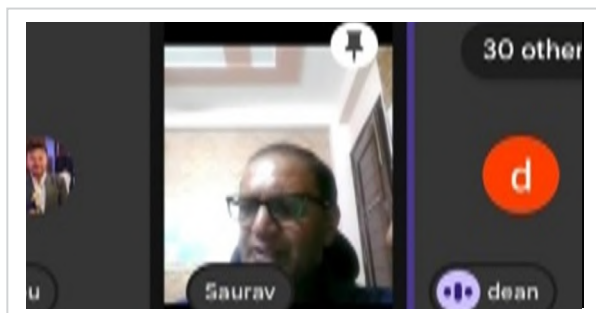
Patna Management Association, in association with the ISTD Patna Chapter, organised an Awareness Session on 'Life, Health and General Insurance – Recognising Risk, Preventing Fraud' on 31st July. The programme aimed to enhance awareness among members and invitees on insurance, investment, and risk mitigation, attracting over 25 participants. The session was led by Mr. Anand Kr. Giri, FIII, a Certified Insurance Anti-Fraud Professional and Chairman, ISTD Patna Chapter. Drawing on his extensive expertise, he explained the fundamentals of

life, health, and general insurance while highlighting common instances of mis-selling and insurance fraud. Participants were also introduced to a practical checklist to help identify and prevent fraudulent practices, reinforcing the message that informed policyholders are better protected. Organised with the support of ISTD Life Member Mr. R.K. Chandra, the programme reflected ISTD Patna Chapter's commitment to promoting financial literacy, consumer awareness, and responsible decision-making within the community.

Ranchi Management Association

Online Session

Ranchi Management Association, in collaboration with the Institute of Science and Management (ISM), Ranchi, and Pragya Research Association (PRAN), organised an online session on 'Leadership Lessons from the Ramayana' on 11th July. The session was delivered by Mr. Saurav Sharma, TEDx speaker, New Delhi, and Special Advisor to the Board of the Commonwealth Global Alumni Association, London (UK). Drawing insights from the Ramayana, he highlighted timeless leadership values such as ethical decision-making, teamwork, strategic resource allocation, resilience and integrity, illustrating how Lord Ram's leadership led to the triumph of righteousness. Dr. Sushil Kumar, Hon. General Secretary, RMA, welcomed the participants, while Mr. Deepesh Agrawal, Joint Secretary, RMA, coordinated the session and proposed the vote of thanks.



Mr. Saurav Sharma addressing

Celebration Of World Skill Day

RMA, in collaboration with Jan Shikshan Sansthan (JSS), Ranchi, celebrated World Youth Skills Day on 15th July with an interactive session promoting entrepreneurship and skill development. Dr. Sushil Kumar, Hon. General Secretary, RMA, emphasised the importance of skilling, upskilling and reskilling to meet evolving industry



Session in progress

demands and highlighted the entrepreneurial ecosystem for successful self-employment. Mr. Kunal Jha, Director, JSS, encouraged participants to pursue innovative business ideas to create employment and contribute to economic growth. Entrepreneur Mr. Amit Sinha shared practical insights into managing small enterprises. Six participants were recognised for their innovative business ideas. The programme concluded with a vote of thanks by Ms. Kajal Thakur, Training Coordinator, JSS, Ranchi.

Training Programme

Mr. Niranjan Sahu, Professor at XISS, Ranchi, participated in the prestigious BING NIP leadership training programme held from 12th to 18th July at Loyola Marymount University, Los Angeles, USA. Organised by the International Association of Inspirational Paradigm Task Force, the week-long programme brought together 22 participants selected from North America, Europe and Asia. Representing India, Mr. Sahu engaged in sessions focused on strengthening leadership capabilities and enhancing the quality of education through global best practices.



Newly elected members of the managing committee

Thrissur Management Association

AGM

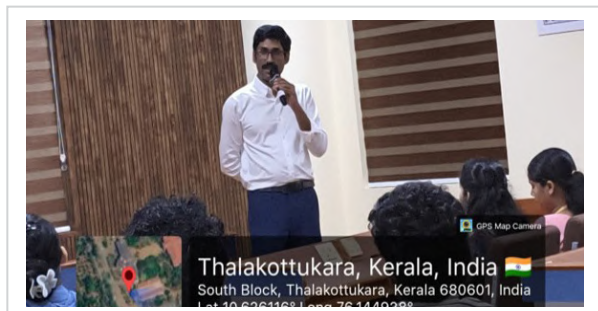
The 36th Annual General Meeting of Thrissur Management Association was held on 9th July with 120 members in attendance. The meeting elected the new Managing Committee and Office Bearers for the 2026–27 term, with Mr Seejo Ponnore elected as President and Mr Jackson David C elected as Honorary Secretary.

Workshop

TMA organised a Placement Training Workshop on 15th July at Government Engineering College, Thrissur, on the theme 'Engineer Your Success – A Preparatory Workshop.' Er George Paul, Former Executive Director, Bharat Petroleum Corporation Ltd (BPCL), delivered the session, equipping students with practical insights on career readiness, employability skills, interview preparation, and professional development to help them confidently transition into the corporate world.



Er George Paul with the participants



Er. Amith Raman addressing

Skill Development Workshop

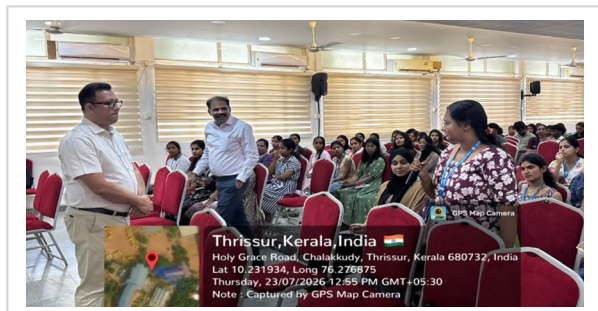
TMA Student Chapter organised a Skill Development Workshop on 17th July at Vidya Academy of Science and Technology on the theme 'AI Horizons: Rethinking Education and Professions.' Er. Amith Raman, Co-Founder and CEO, Inker Robotics, shared insights on AI's transformative impact on education, careers, and the future of work. The workshop inspired 75 students to embrace emerging technologies and prepare for an AI-driven future.

Inauguration of TMA Activities 2026–27

TMA inaugurated its activities for 2026–27 on 25th July at Hotel Dass Continental, marking the beginning of a new year of initiatives and programmes. Hon'ble Justice Mr. Devan Ramachandran, Judge, High Court of Kerala, graced the occasion as the Chief Guest and delivered the inaugural address, inspiring members to uphold excellence, ethical leadership, and meaningful contributions to society through management and professional development.



Inauguration of TMA activities 2026–27



Event in progress

MDP Session

TMA Student Chapter Activities 2026–27 was inaugurated on 23rd July at the Holy Grace Academy of Management Studies. Mr Jackson David C, Honorary Secretary, TMA, inaugurated the programme, while CMA Siddharth Ankarath, Director – Student Chapter, TMA, introduced the chapter's initiatives. Mr Joseph George P, Assistant Director – Student Chapter, TMA and Founder, The Catalyst, conducted an engaging session on 'Campus to Corporate: Professional Etiquette, Grooming and Emotional Intelligence,' encouraging students to prepare for a successful professional journey.

Joint Session with Thrissur Startup Incubation Council

TMA, in association with the Thrissur Startup Incubation Council (TSIC), organised 'The Builders', a startup-focused session on 27th July on 'Zero to One & One to Scale' at TMA Management House, Chiyaram. Mr. Avlesh Singh, Co-founder and CEO, WebEngage, shared his entrepreneurial journey and practical insights on building, scaling, and sustaining successful startups, inspiring the 40 participants to pursue innovation-driven entrepreneurship.



Mr. Avlesh Singh addressing



Participants at the session

Interactive Learning Lab

On 28th July, as part of the TMA Student Chapter initiative, an Interactive Learning Lab was organised at Government Engineering College, Thrissur, on the theme 'Think, Listen and Contribute: The Art of Effective Group Discussion.' Dr Nowshaja P. T., Managing Committee Member, TMA, conducted the session, providing students with practical techniques to improve communication, critical thinking, teamwork, and group discussion skills essential for academic and professional success.



Vice Admiral (Retd.) Sreekumar Nair addressing

Trivandrum Management Association

Lecture

Trivandrum Management Association organised a Distinguished Lecture on 'Defence Systems – Opportunities in the Context of Atmanirbhar Bharat' on 16th July. The session was delivered by Vice Admiral (Retd.) Sreekumar Nair, Managing Director, KELTRON, who shared valuable insights into India's evolving defence ecosystem, indigenous manufacturing capabilities, emerging technologies, and opportunities under the Atmanirbhar Bharat initiative. He emphasised the role of innovation, strategic partnerships, and effective leadership in advancing self-reliance in the defence sector. The programme featured a welcome address by Mr. Premnath Ravindranath, Chair, TMA MDP and Lecture Committee, the presidential address by Mr. S. N. Raghuchandran Nair, President, TMA, and concluded with a vote of thanks by Mr. Bijumohan R. The lecture attracted management professionals, industry representatives, students, and TMA members.

Inauguration of the TMA–KIMSHEALTH Knowledge and Innovation Centre

TMA inaugurated its renovated office and the TMA–KIMSHEALTH Knowledge and Innovation Centre on 16th July. The facility was inaugurated by Dr. M. I. Sahadulla, Chairman and Managing Director, KIMSHEALTH and Past President of TMA, in the presence of Mr. S. N. Raghuchandran Nair, President, TMA, Mr. Unnikrishnan Gopinath, Secretary, TMA, sponsors, members, and other dignitaries. The newly established, fully air-conditioned 20–25-seater Knowledge and Innovation Centre has been designed to host board meetings, management development programmes, workshops, seminars, interviews, strategy sessions, and other professional activities, providing a modern platform for learning, collaboration, and knowledge sharing.



Dr. M. I. Sahadulla inaugurating the renovated TMA Office



TMA signing an MOU with Kerala International Centre

MOU

TMA signed a Memorandum of Understanding with the Kerala International Centre (KIC) on 30th July to collaborate on management development, international relations, policy dialogue, and knowledge sharing. The MOU was signed by Mr. S. N. Raghuchandran Nair, President, TMA, and Amb. T. P. Sreenivasan (Retd.), Director General, Kerala International Centre. The partnership aims to promote leadership development, facilitate knowledge exchange, and undertake programmes and initiatives of mutual interest, strengthening collaboration between the two organisations.

Vaikom Management Association

VMA organised its 14th Musing Series on 30th July through Google Meet, featuring Er. Mohan Menon, Consultant in Hydrocarbon Processing Projects, former General Manager, BPCL, and former Technical Head, RBPCL. Speaking on 'Fuel Pricing in the Present Scenario', he explained the key factors influencing fuel prices, dispelled common misconceptions, and provided valuable insights into the dynamics of the petroleum sector. The interactive session enabled participants to engage with the expert, seek clarifications, and gain a better understanding of the current fuel pricing scenario.

Vidarbha Management Association

Members Speak

Vidarbha Management Association organised 'Members Speak – Rise & Shine of VMA Members' on 5th July at Chitnavis Centre, Nagpur. VMA members Mr. Naresh Vasu, Mr. Harish Kakumani, Mr. Shreeprasad Dubey, and Mr. Vijay Barmaia shared how VMA's Business Management Sessions helped improve leadership, organisational processes, teamwork, and business growth. The interactive session encouraged peer learning and knowledge sharing among members.



Event in progress



Speakers being presented with a memento

Bibliophile – From Pages to Profit

On 12th July, VMA organised 'Bibliophile – From Pages to Profit' at Chitnavis Centre, Nagpur. Speakers Ms. Asha Rai Badana, Mr. Abhijeet Anand, Dr. Aliakbbar Maimun, and Mr. Sachin Jahagirdar presented practical business lessons from renowned management books. The session inspired entrepreneurs to adopt strategic thinking, financial discipline, continuous learning, and customer-centric innovation for sustainable business growth.

Session

VMA organised an insightful session on 'Managing Family Resources – Yeh Tera Kaam, Yeh Mera Kaam' on 19th July at Chitnavis Centre, Nagpur. Mr. Ravi Agarwal, Owner of Purushottam Super Bazar, shared practical strategies on succession planning, role clarity, family governance, digital transformation, and sustainable business growth. The session offered valuable guidance for family-owned businesses and entrepreneurs.



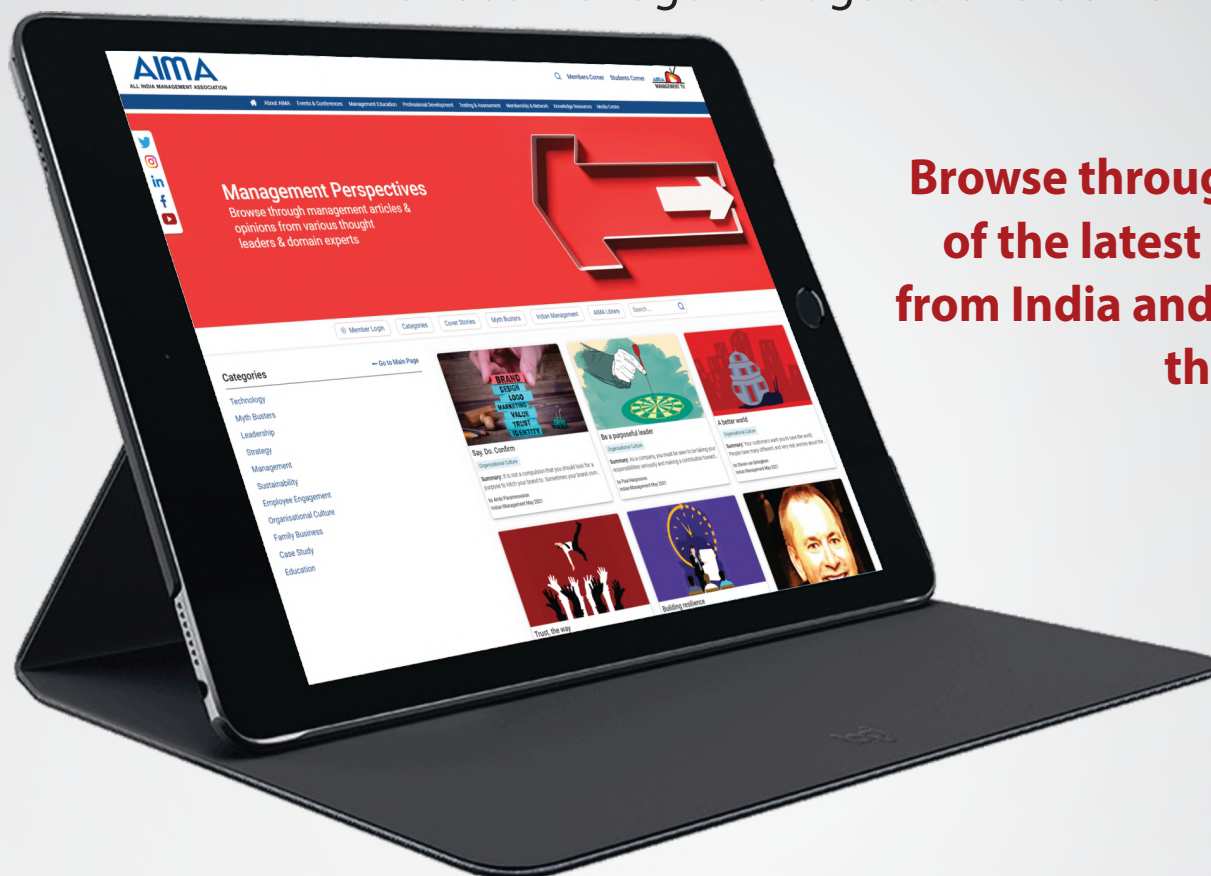
Mr. Ravi Agarwal addressing

General Body Meeting

The General Body Meeting of VMA was held on 26th July, with the participation of 30 members. During the meeting, the Activity Report and Treasurer's Report were presented and discussed. Members also deliberated on the planning of forthcoming events, reviewed ongoing initiatives, and exchanged suggestions to strengthen VMA's future programmes and member engagement.

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](https://www.aima.in/management-perspectives)

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

AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
Shaping Young Minds Programme		Kolkata	21 August 2026
AIMA Young Leaders Immersion Programme		Pune	25–26 August 2026
National Competition for Young Managers		Online	August/September 2026
Student Management Quiz		Offline / Regional Rounds	September/March 2027
CSR Project Excellence Contest		Online	03-04 September 2026
13th Business Responsibility Summit		New Delhi	10-11 September 2026
National Management Convention		New Delhi	21 - 22 September 2026
Capacity Building Programme on Strategic Contract Management and Dispute Resolution for High-Value Projects		Udaipur	29 September 2026
Student Management Games		Offline/ Regional Rounds	October/March 2027
Shaping Young Minds Programme		Kochi	16 October 2026
AIMA Young Leaders Boot Camp - (2nd Edition)		Sitlakhhet, Uttarakhand	23–25 October 2026
National Management Quiz		Online/ Offline	November 2026

Event	Programme Chairman/Key Speaker	Venue	Date
Global Advanced Management Programme (GAMP)		Silicon Valley, US	15-21 November 2026
Building Future Ready PSU's	Rory McDonald John Tyler Associate Professor of Business Administration at Darden	New Delhi	02 -03 December 2026
AIMA Regional Management Conclave		Indore	04 December 2026
Senior Leadership Retreat		Goa	15-17 December 2026
LeadHERship Retreat		Varanasi	28-30 January 2027
Shaping Young Minds Programme		Guwahati	29 January 2027
AIMA YLC Summit		New Delhi	02 February 2027
AIMA Foundation Day & Managing India Awards		New Delhi	22 February 2027



All India Management Association
Management House, 14 Institutional Area, Lodhi Road,
New Delhi - 110003
Tel: 011-24645100, 43128100
www.aima.in