

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

JUNE 2026



MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

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

The past month has seen AIMA's engagement across international learning, leadership development, management education and knowledge sharing.

A key highlight during this period was AIMA's 25th Global Advanced Management Programme (GAMP), held in Munich, Germany, and Geneva, Switzerland, from 14th- 20th June 2026. Directed by Mr Claude Smadja, Chairman, Smadja & Smadja Strategic Advisory, the seven-day programme brought together senior executives from across India Inc for industry visits and sessions, leadership dialogues and global exposure. A keynote address by Mr Shatrughna Sinha, Consul General of India in Munich, highlighted the potential for deeper Indo-German economic partnerships. Participants also visited leading companies and organisations including Celonis, Agile Robots SE, SAP Labs, CONXAI Technologies, SMP Automotive and IBM Client Innovation Center, amongst others, to gain perspectives on emerging technologies, innovation and evolving business models. More details are carried in this issue.

AIMA's LeaderSpeak Series celebrated its seventy-fifth edition with a discussion on how Chinese and Indian businesses can co-create a better future. Dr Edward Tse, Founder & CEO, Gao Feng Advisory Company was the keynote speaker, and the session was moderated by the AIMA President Mr T V Narendran, the session explored India-China economic relations and the opportunities that can emerge by leveraging the complementary strengths of both economies. It attracted a record participation from close to 2,500 delegates across Zoom and AIMA's social media platforms.

Closer to home, engagement with AIMA's Local Management Associations (LMAs) also remained active during the month. AIMA President Mr T V Narendran delivered the 4th J N Tata Memorial Lecture Series organised by the Navsari Management Association, attended by over 1,000 entrepreneurs, professionals, students and community members.

Regional Coordination Meetings with LMAs also provided an opportunity to exchange updates, strengthen collaboration and align priorities for the months ahead.

The AIMA Young Leaders Council (YLC) organised its first experiential leadership development programme- the Young Leaders' Boot Camp at Junga Camp, Himachal Pradesh. Bringing together emerging managers, entrepreneurs and business leaders, the three-day programme combined experiential learning, outdoor challenges and guided reflection to strengthen self-awareness, collaboration and leadership capability.

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The Young Leaders Council also organised a session on using OKRs as a strategic tool for driving organisational outcomes. The session featured insights from Dr Rakshita Shharma, Advisor cum Board Member, Bobble AI & Chief OKR Coach, and Dr Arpita Dutta, Founder Director, CherrySkillz Learning–Skillzy and Chapter Co-Chair, Bengaluru, AIMA YLC.

Along with these leadership initiatives, management education and case-based learning featured prominently during the month. AIMA's India Case Research Centre (ICRC) entered into new Memoranda of Understanding with Graphic Era Hill University and MIT ADT University, expanding opportunities for collaboration in case research and management education. AIMA- ICRC also conducted a Business Case Writing Workshop and a Faculty Workshop on Case Teaching and Curriculum Integration, further strengthening capabilities in case development and experiential learning.

Experiential learning was also supported through AIMA's Chanakya platform with the Maruti Suzuki India Ltd In-house Competition 2026. With over 120 teams participating, the business simulation competition enabled participants to apply strategic thinking, strengthen decision-making and enhance managerial capabilities.

This issue brings together detailed reports on these initiatives, along with updates from AIMA's Local Management Associations and articles exploring current management thought and practice.

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

Warm Regards,


Rekha Sethi
Director General

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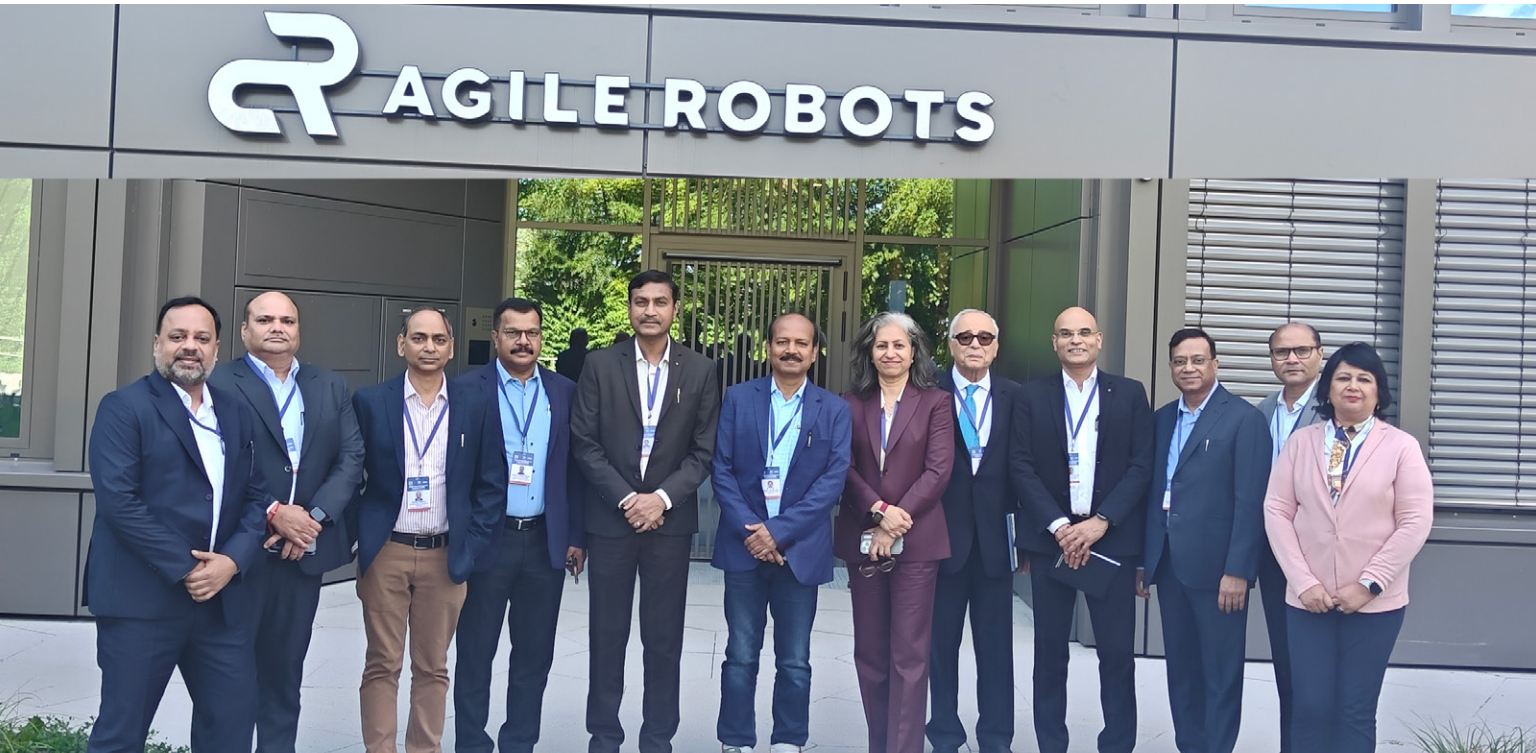
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Global Advanced Management Programme Munich and Geneva



Delegates at Agile Robots

AIMA successfully conducted the Global Advanced Management Programme (GAMP) Europe 2026 in Munich, Germany, and Geneva, Switzerland, from 14th–20th June 2026. The programme provided senior executives with first-hand exposure to Europe's innovation ecosystem and the transformative impact of emerging technologies on business and competitiveness.

The programme commenced in Munich with opening remarks by Programme Director, Mr Claude Smadja, Chairman, Smadja & Smadja Strategic Advisory, followed by a keynote address by Mr. Shatrughna Sinha, Consul General of India in Munich. The Consul General shared insights on Germany's innovation ecosystem, India–Germany economic relations, and opportunities for deeper business collaboration between the two countries.



Shatrughna Sinha, Consul General of India in Munich receiving a memento from Rekha Sethi, Director General, AIMA as Claude Smadja, Chairman, Smadja & Smadja Strategic Advisory looks on



Delegates at SMP Automotive Exterior GmbH

Over seven intensive days, delegates interacted with senior leaders and innovators from organisations including Celonis, Fraunhofer-Gesellschaft, Agile Robots SE, SAP Labs, CONXAI Technologies, SMP Automotive, IBM Client Innovation Center, Transmutex, EPFL Innovation Park, Innovaud, ID Quantique, Office for the Promotion of Industries and Technologies (OPI), TVP Solar, WISEKey, and TreaTech.

The sessions and company visits explored enterprise AI, Industry 4.0, advanced robotics, quantum technologies, cybersecurity, smart manufacturing, sustainable energy, and innovation-led business transformation, highlighting how European organisations are leveraging emerging technologies to build resilient and future-ready enterprises.

The programme concluded with participants gaining valuable global perspectives and practical insights to drive innovation and digital transformation in their

organisations. The cohort comprised nine senior executives from NTPC Ltd. Telecommunications Consultants India Ltd (TCIL) and Container Corporation of India Ltd (CONCOR), representing the power, telecommunications, and logistics sectors.

The programme concluded with delegates presenting disruptive business model ideas. It was commended for combining research-backed academics with experiential learning and was appreciated for its relevance, depth and visionary insights.



At Celonis



Delegates at ID Quantique



At IBM Client Innovation Center



At Agile Robots



At CONXAI Technologies GmbH



At SAP Labs



Claude Smadja presenting a memento to Nicolas Fresco Fisher from Fraunhofer Foundation



At Transmutex



At Office of Promotion of Industries and Technologies

Delegates at Innovaud





Delegates at Broken Chair, United Nations, Geneva



At EPFL Innovation Park



Claude Smadja and Rekha Sethi presenting a certificate of completion to a delegate

75th LeaderSpeak Session



Top (L-R) T V Narendran, President, AIMA and CEO & Managing Director, Tata Steel Ltd; Dr Edward Tse, Founder & CEO, Gao Feng Advisory Company and Rekha Sethi, Director General, AIMA

AIMA organised its 75th LeaderSpeak session on 26th June 2026 on the theme 'China in the New World: How Chinese and Indian Businesses Can Co-create a Better Future', featuring Dr Edward Tse, Founder & CEO, Gao Feng Advisory Company. Mr T V Narendran, President, AIMA and CEO & Managing Director, Tata Steel Ltd, moderated the session. Ms Rekha Sethi, Director General, AIMA, welcomed the speakers and introduced the session.

Dr Tse shared insights on the shifting global economic order and the need for businesses to adopt a long-term, pragmatic approach amid rising multipolarity. He highlighted China's transformation from a manufacturing-led economy to a global innovation hub driven by technology, entrepreneurship and strong industrial capabilities.

On India–China collaboration, he noted that both countries bring complementary strengths- China in manufacturing excellence and integrated supply chains, and India in digital capability, entrepreneurial talent and a growing market. He said leveraging these strengths could create long-term value for businesses in both economies.

He further emphasised that success in the evolving global order will depend on adaptability, resilience and a deeper understanding of emerging markets, with collaboration and innovation being key to long-term value creation.

The session was attended by over 2,400 participants via Zoom and AIMA's social media platforms.

President Address at Navsari Management Association



T V Narendran, President, AIMA, and CEO & Managing Director, Tata Steel Ltd at the 4th J N Tata Memorial Lecture Series, Navsari

The Navsari Management Association (NMA), an affiliate of AIMA, organised the 4th J N Tata Memorial Lecture Series on 18th June 2026 at Navsari. At the event, Mr T V Narendran, President, AIMA, and CEO & Managing Director, Tata Steel Limited, delivered the keynote address, highlighting Jamsetji Tata's vision of nation-building and responsible enterprise, and the importance of long-term thinking, trust and values-driven leadership.

Mr Narendran emphasised that successful organisations are built on three pillars; purpose, people and process, highlighting the need for continuous innovation and adaptability. He noted that while technology and AI present significant opportunities, agility remains essential for staying relevant. He also stressed the importance of sustainability, climate action and inclusive growth, underscoring that long-term business success must align with broader societal progress.

During the interactive session, he addressed questions on entrepreneurship, talent and organisational culture, highlighting adaptability,

continuous learning and passion as key drivers of success.

The event attracted over 1,000 entrepreneurs, professionals, students and community members, providing a valuable platform for dialogue on leadership, innovation and the evolving role of business in society.



T V Narendran delivering the keynote address

Young Leaders' Boot Camp 2026



Participants at the Young Leaders' Boot Camp

AIMA Young Leaders Council (YLC) organised the Young Leaders' Boot Camp 2026, an experiential leadership development programme, at Junga Camp, Himachal Pradesh, from 19th-21st June 2026. The three-day residential programme brought together young professionals, entrepreneurs and emerging business leaders for an immersive learning experience focused on strengthening leadership effectiveness through experiential learning, self-reflection and collaborative engagement.

Led by experiential facilitator Ms Renu Sharma, Partner and Senior Faculty, Innergise, the programme combined outdoor experiential activities with guided reflection to help participants develop key leadership competencies and gain deeper insights into their individual and collective leadership styles.

Over the three days, participants engaged in a range of experiential activities, including Trust Fall, Blind Build, Blind Maze, Web of Life, Sheep



Renu Sharma, Partner and Senior Faculty, Innergise conducting the programme



Participants during an activity at the boot camp

and Shepherd, Friendship Ladder, group cooking challenges, an overnight trek and team-based problem-solving exercises. These activities were designed to simulate real-life leadership situations and enabled participants to build trust, communicate effectively, collaborate under pressure, adapt to changing circumstances and work towards shared goals.

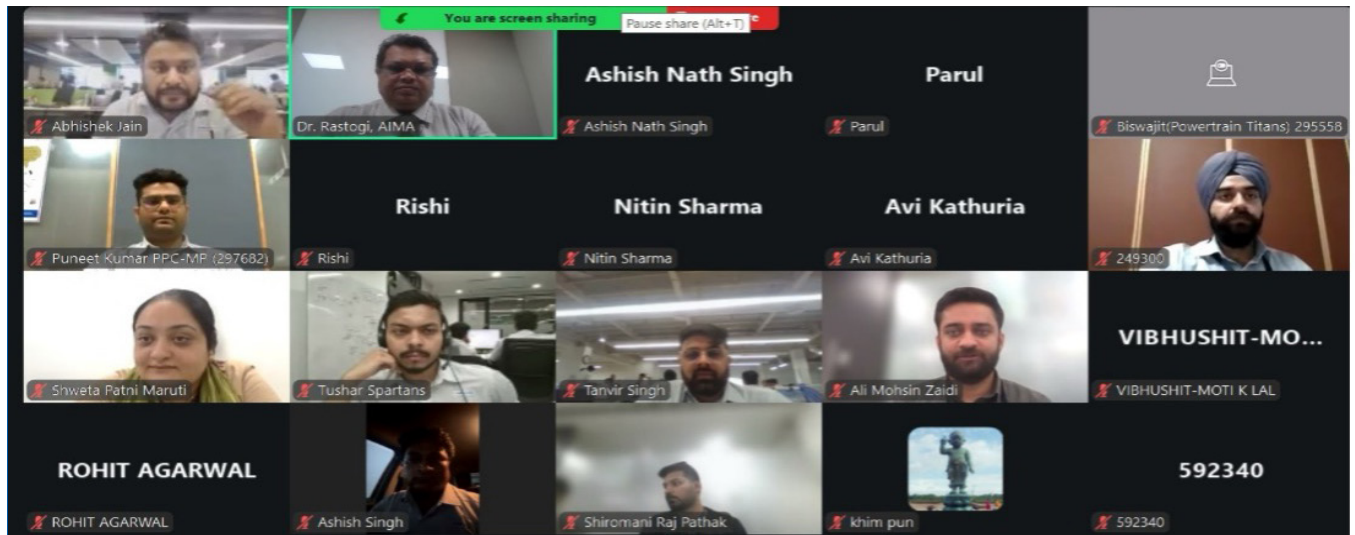
A key feature of the programme was its strong emphasis on reflection and application. Through reflection circles, group discussions and campfire conversations, participants connected their experiences to workplace realities, gaining insights into team dynamics, decision-making, interpersonal relationships, and the importance of empathy and psychological safety in high-performing teams.

As YLC's first experiential leadership boot camp, the programme provided a platform for emerging leaders to strengthen self-awareness, leadership confidence and collaboration skills, while also building meaningful professional connections through hands-on challenges and reflective learning.



Glimpses of the boot camp

Business Simulation Competition



Competition in progress

AIMA successfully concluded the Maruti Suzuki India Limited (MSIL) In-house Competition 2026, held from 1st to 10th June 2026.

Conducted online on AIMA's flagship business simulation platform, Chanakya, the programme saw the participation of 120 teams comprising more than 360 mid and senior-level executives from MSIL. The competition began with a Master Class on 1st June, followed by simulation rounds on 3rd, 9th and 10th June 2026.

Organised across multiple groups, the competition featured two groups of 40 teams each on every competition day. With three members per team, participants navigated a series of business simulation exercises that tested their strategic thinking, business understanding and decision-making abilities in a competitive environment.

The simulation rounds focused on key management competencies, including innovation, risk assessment, strategic planning, ownership and leadership. Participants were required to make business decisions in dynamic scenarios, replicating real-world management challenges and sharpening their strategic and operational skills. The top-performing teams emerged through a rigorous evaluation process and have been nominated to represent MSIL at AIMA's National Management Game (NMG) 2026.

The programme formed part of AIMA's ongoing efforts to support organisations in developing managerial talent through experiential learning and business simulation-based training.

MOU Signing



AIMA-India Case Research Centre (ICRC) and Graphic Era Hill University (GEHU) signing a Memorandum of Understanding (MOU)

AIMA-India Case Research Centre (ICRC) signed Memorandums of Understanding (MOU) with Graphic Era Hill University (GEHU) and MIT ADT University to strengthen collaboration in case research, case writing, faculty development and experiential learning.

The MOU with GEHU, signed on 30th June 2026, focuses on case development and publication, collaborative research, faculty development, capacity-building initiatives and access to AIMA's Case Repository. As part of the collaboration, AIMA- ICRC also conducted a two-day Faculty Development Programme on 'Case Teaching, Case

Development & AI-Enabled Case Pedagogy' at GEHU's Bhimtal Campus.

The partnership with MIT ADT University, signed on 24th June 2026, aims to promote India-focused teaching cases, collaborative research, faculty development programmes and case-based learning in higher education.

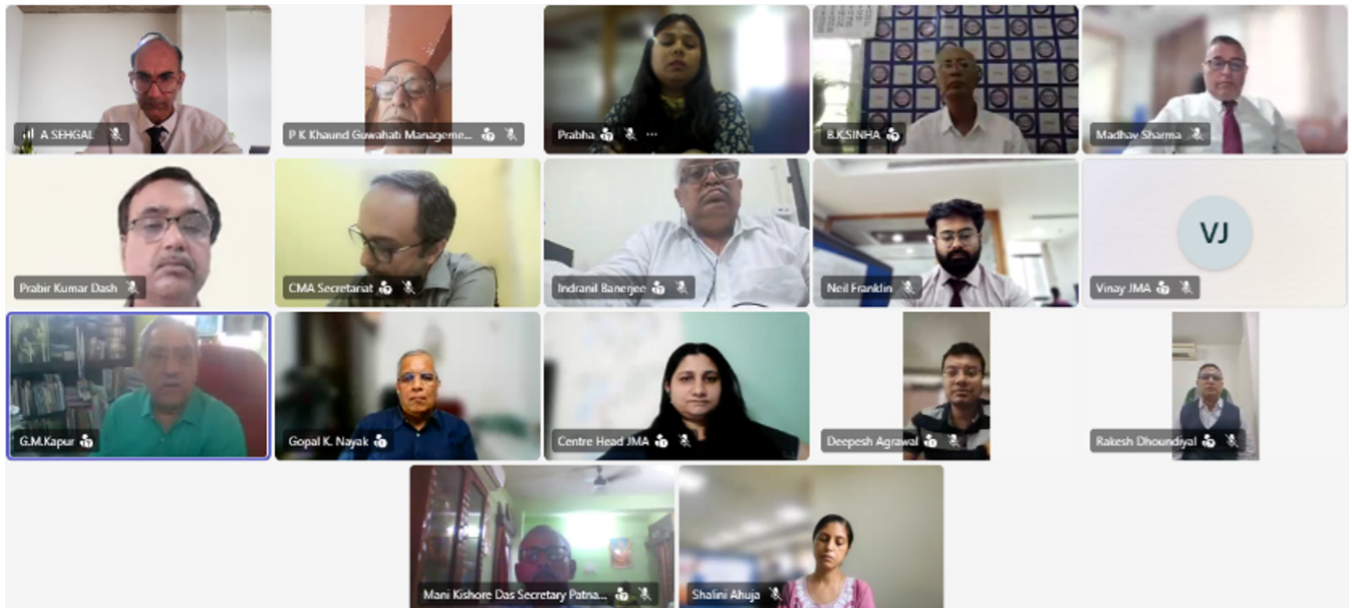
These collaborations further expand AIMA-ICRC's academic network and support the growth of case-based pedagogy and India-centric management cases.

Workshop

AIMA- India Case Research Centre (ICRC) conducted a two-day virtual Faculty Alignment Workshop on Case Teaching and Case-Based Curriculum Integration for faculty members of Dayananda Sagar University on 18th- 19th June 2026.

The workshop focused on case teaching methodologies, classroom facilitation, curriculum integration and assessment strategies. Faculty members participated in discussions and exercises to enhance the use of case-based learning and experiential pedagogy in academic programmes.

LMA Coordination Meetings



An LMA regional meeting in progress

AIMA successfully conducted the LMA Regional Coordination Group Meetings in the month of June 2026, bringing together Local Management Associations (LMAs) from across the country in a structured and collaborative virtual forum. LMAs are organised into four regional clusters-North, South, East and West, with the objective of strengthening inter-LMA collaboration, promoting knowledge sharing and disseminating best practices. These Regional Coordination Group Meetings play a vital role in supporting the growth of small and medium-sized LMAs, ensuring stronger alignment and coordination within each region, and facilitating knowledge sharing among LMAs.

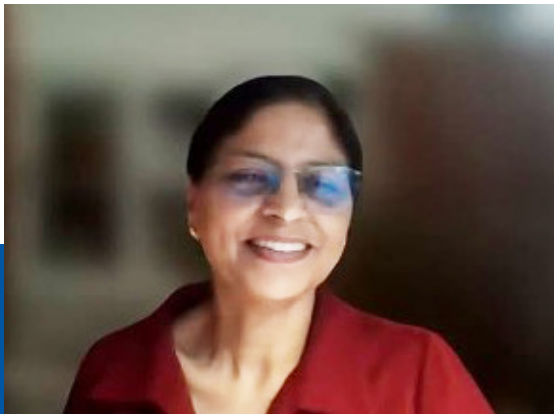
The meetings were held for the Northern Region on 3rd June 2026, the Southern Region on 4th June 2026, the Eastern Region on 5th June 2026 and the Western Region on 10th June 2026. The meetings were chaired by the respective Regional Coordination Group Chairpersons, Ms Saloni Kaul for the Northern Region, Gp Capt R. Vijayakumar (Retd) for the Southern Region, Mr G M Kapur for

the Eastern Region and Ms Chhaya Sehgal for the Western Region.

Mr Rahul Agrawal, Executive Director, Ghaziabad Management Association, addressed the Northern Region meeting on the Entrepreneurship Mission. In the Southern Region meeting, Gp Capt R. Vijayakumar (Retd), Chairperson of the Southern Region LMA Coordination Group, shared best practices for LMAs. Mr Indranil Banerjee, President, Calcutta Management Association, shared best practices for LMAs in the Eastern Region, while Dr Manoj Patwardhan, Executive Director, Gwalior Management Association, and Mr Mohit Verma, Joint Secretary, Gwalior Management Association, shared a Vision Document on Waste Management in the Western Region meeting.

The sessions provided an interactive platform for LMA office-bearers to exchange experiences, review key initiatives and discuss strategies for strengthening collaboration and future engagement. Participation from LMAs across regions reflected strong engagement and commitment to AIMA's LMA network.

YLC Session



Dr Rakshita Shharma

Advisor cum Board Member,
Bobble AI & Chief OKR Coach



Dr Arpita Dutta

Founder Director, CherrySkillz Learning
Skillzy and Chapter Co-Chair Bengaluru,
AIMA YLC

AIMA Young Leaders Council (YLC) organised a virtual learning session on 'OKRs: Objectives and Key Results' on 12th June 2026. The session featured Dr Rakshita Shharma, Advisor cum Board Member, Bobble AI & Chief OKR Coach, as the keynote speaker, with Dr Arpita Dutta, Founder Director, CherrySkillz Learning–Skillzy and Chapter Co-Chair Bengaluru, AIMA YLC, as moderator.

Dr Sharma explained OKRs as a strategic management tool rather than a performance management system. She highlighted the importance of quarterly reviews, weekly check-ins and organisational transparency, and outlined

common implementation challenges, including overcomplication of objectives, confusion between tasks and key results, and lack of leadership buy-in. She emphasised that effective OKRs focus on outcomes rather than outputs.

The session also covered the distinction between lead and lag indicators, the need to avoid 'whistle words' in objectives and the critical role of leadership in driving OKR adoption through coaching and facilitation. The session was well received and provided practical insights into effective OKR implementation.

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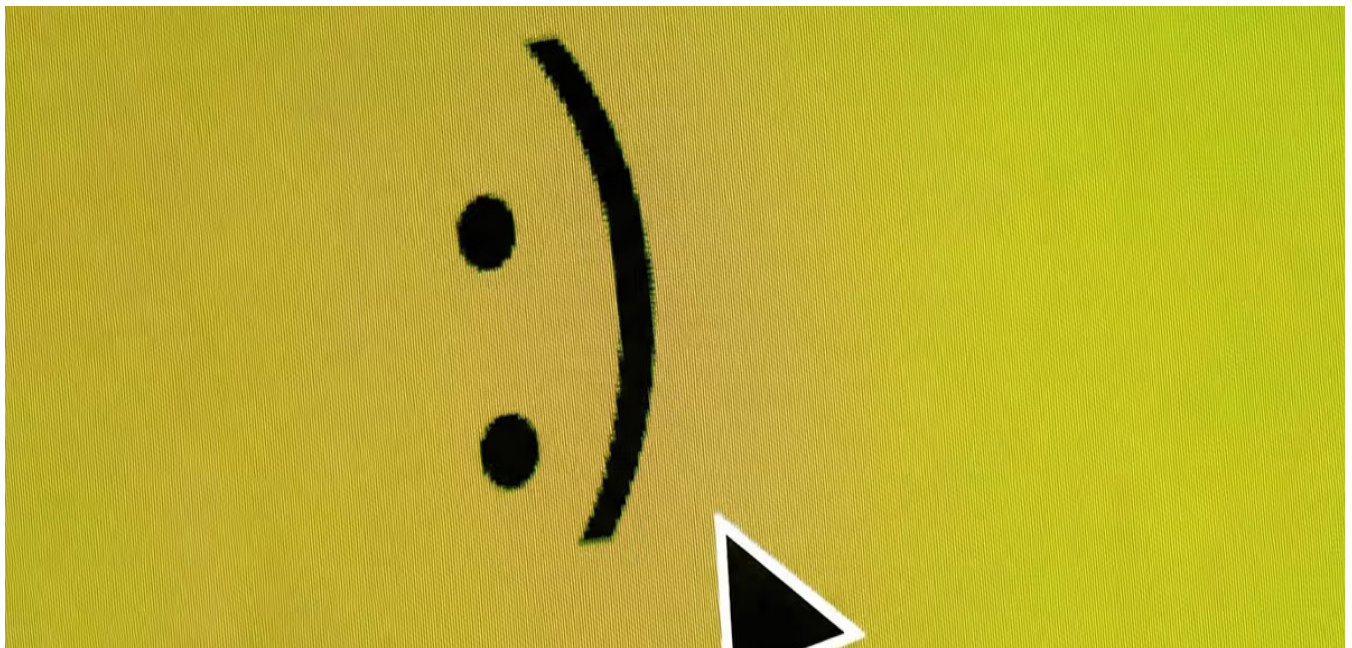
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Great Leaders Know Which Emotions Their Feedback Will Trigger

by Bin Zhao, Fernando Olivera and Amy C. Edmondson
July 13, 2026



Steven Puetzer/Getty Images

Summary. People don't learn from feedback simply because they receive it—they learn when the emotions feedback triggers keep their attention focused on improving the work rather than protecting themselves. Drawing on more than a decade of research, the authors explain which emotions promote learning, which inhibit it, and why even well-intentioned feedback often backfires. They conclude with six practical techniques leaders can use to create feedback that motivates improvement instead of defensiveness.

At a weekly product review meeting, a newly promoted vice president addresses a missed deadline. Her conclusion: The analysis was rushed, key assumptions weren't tested, and the final recommendation didn't hold up under scrutiny. After the meeting, the VP meets separately with two members of her team who worked on the project. To both, she delivers the same message: the work fell short, and the approach needs to change.

One employee leans in. She asks where her reasoning broke down, revisits the data, and returns a few days later with a clearer, more robust analysis. The other pulls back. In the following weeks, he becomes quieter in meetings,

avoids taking the lead on similar work, and grows noticeably defensive when his ideas are questioned.

Same feedback. Same manager. Different outcomes.

Most executives would explain this difference in terms of personality: some people are more resilient, learning-oriented, or coachable than others. But our research suggests that this explanation overlooks something more immediate and, crucially, more actionable: the emotional reaction the feedback creates.

Feedback Doesn't Drive Learning. Emotions Do.

Senior leaders and the managers they develop are

trained to deliver feedback that is clear, specific, and constructive. Yet even well-delivered input often fails to produce learning.

Across more than a decade of research on learning from errors, we have found a consistent pattern: people do not learn from errors simply because they receive feedback. Whether mistakes become learning opportunities depends largely on the emotional response they trigger, which determines whether people learn or shut down.

In the moment they receive feedback, people are not just processing information; they are interpreting what it means. Often implicitly, they are asking:

Did I do something wrong?

Could I have done better?

How does this reflect on me, and who else is affected?

Was it serious enough to worry about?

The answers shape their emotional reaction and where their attention goes next. If attention stays on the task, people analyze, adjust, and improve. If it shifts to themselves, they defend, withdraw, or disengage.

In that sense, feedback works indirectly: it influences how people feel; those feelings shape their motivation, and that motivation determines whether learning happens at all.

Not All Emotions Are Equal

Leaders often try to minimize negative emotions in feedback conversations. But this misses a critical point: not all negative emotions are harmful. Some sharpen attention and motivate improvement. Others redirect attention away from the task entirely. What matters is not whether feedback feels good or bad, but where the emotion directs attention.

Self-Focused Emotions: When Attention Turns Inward

Some emotions turn attention inward, toward what feedback seems to say about the individual.

Shame—“I’m not good enough”—is the most damaging. For example, when a leader says, “You’re just not strategic enough,” the message can feel like a judgment about the person rather than the work. Instead of thinking about how to improve the analysis, the employee is more likely to question their ability—or disengage altogether. Without coaching or a path to improve, that doubt can harden into “I’m just not cut out for this type of work,” leading people to withdraw, hide mistakes, or become defensive.

Fear can have a similar effect when feedback feels threatening or signals more risk than opportunity to learn. If people anticipate negative consequences (e.g., “Is my promotion at risk?” or “Could I lose my job over this?”), they focus less on improving and more on avoiding exposure.

In both cases, attention shifts from the work to protecting oneself. Learning stalls. This is why even accurate feedback can backfire: when it is framed in ways that feel personally threatening, it redirects attention away from improvement and toward self-protection.

Task-Focused Emotions: When Attention Stays on the Work

Other emotions keep attention anchored in the task.

Guilt arises when people believe they made a specific mistake: “I did something wrong” that had a negative effect on someone else. Because it is tied to a concrete action or decision, guilt can motivate accountability, repair, and correction. People who feel guilty are motivated to make amends and often to do better next time.

Regret, by contrast, emerges when people recognize that a better choice was available: “I could have done better.” This realization naturally prompts comparison, reflection, and adjustment.

Frustration signals that something is blocking progress. When channeled effectively, it can fuel focused action and sustained effort.

These emotions differ, but they share a critical feature: they keep attention on what can be changed. The senior leader’s role—and the role of every manager they develop—is to reinforce this focus by anchoring feedback in specific actions, decisions, and alternatives, rather than broad judgments.

Other-Directed Emotions: When Attention Shifts to Others

Feedback does not only trigger self-focused reactions. It can also generate emotions directed toward others.

Anger arises when people attribute the problem externally: “This isn’t my fault.” They may think, “You didn’t communicate the deadline or clarify expectations,” or “I was put on a team that couldn’t deliver.” When feedback is perceived as unfair or misinformed, attention shifts to defending one’s position or assigning blame. Learning becomes secondary.

Gratitude, by contrast, can emerge when feedback is experienced as supportive and developmental. When people believe the feedback is intended to help them improve, they are more likely to engage with it constructively.

These other-directed emotions shape whether feedback becomes a collaborative learning process or a contested evaluation. Leaders influence this directly. When feedback feels one-sided or inaccurate, it invites defensiveness and blame. When it invites dialogue—by asking for the employee’s perspective and acknowledging uncertainty—it is far more likely to generate

engagement rather than resistance.

Forward-Looking Emotions: What Sustains Learning

Learning from feedback doesn’t end with understanding what went wrong. It depends on whether people stay motivated to improve.

This is where forward-looking emotions matter.

Hope emerges when people believe improvement is possible. After receiving critical feedback, employees are more likely to act on it when they can see a clear path forward: what to change, how to improve, and what success would look like.

Leaders play a key role in shaping this perception. Vague encouragement (“You’ll get there.”) does little to build hope. What works is clarity: identifying specific next steps, breaking down complex changes, and showing how improvement is achievable.

Pride, when tied to effort and progress, reinforces that learning is worthwhile. If feedback only highlights what is wrong, employees may understand the message but lack motivation to continue. When leaders also recognize progress—what has improved, what was done well, what is moving in the right direction—they signal that effort leads to results.

Together, hope and pride sustain learning beyond the initial feedback moment. They keep attention not just on what needs to change, but on the possibility and value of improving it.

Why Good Feedback Still Fails

This emotional lens helps explain why even thoughtful, well-intentioned feedback often falls short. Our research identifies three common reasons:

Leaders focus on clarity, not emotional impact.

Clear feedback is important, but it does not

determine how the message is received. Two people can hear the same words and experience entirely different emotions. One may feel regret or motivation to improve; the other may feel shame, fear, or defensiveness. Senior leaders often assume that if a message is logical and well-structured, it will land as intended. Yet what people hear is shaped as much by emotion as by the message itself.

Feedback unintentionally triggers the wrong emotion.

A statement intended to guide improvement can easily be interpreted as a personal judgment or an unfair evaluation. When that happens, attention shifts away from learning, either inward (defensiveness) or outward (blame).

Systems shape emotional responses.

Even the best feedback cannot overcome a context that signals risk. When mistakes carry high costs—to careers, compensation, or reputations—fear dominates and learning gives way to self-protection. As pointed in our work, senior leaders set that context. The norms, incentives, and consequences that govern how errors are treated are largely a product of decisions made at the top.

6 Things Effective Leaders Do Differently

Leaders who consistently help others learn from feedback do something different: they pay attention to the emotional response, and they train the managers below them to do the same. Here are six specific techniques they learn to do well:

Activate guilt and regret without triggering shame.

Effective feedback helps people recognize both what they did wrong and what they could have done better. This activates guilt (“I made a mistake in my planning.”) and regret (“I could have chosen differently.”) while avoiding signals that

something is wrong with them, rather than with what they did. The goal is to focus attention on specific actions and decisions and their impact, not on what it says about them as a person. Coach the managers in your organization to do the same: make “stay on the behavior, not the person” a shared standard.

Reduce defensiveness by addressing fairness.

If feedback risks being perceived as inaccurate or unfair, address that directly. Invite the employee’s perspective and be open to discussion. This reduces defensiveness and anger, keeping the conversation focused on understanding and improvement rather than blame. Model this behavior in your own feedback conversations. When senior leaders are seen inviting pushback and remaining open-minded, it normalizes that behavior for every manager in the organization.

Channel frustration into progress.

Make sure all leaders with feedback-giving responsibility help people identify what is blocking progress and what to do next to improve their ability. Frustration becomes productive when it is paired with a clear path forward. Breaking problems into manageable steps keeps attention on solving the issue rather than feeling stuck.

Build hope and pride and reinforce progress.

Leaders and managers at all levels should learn to make improvement visible and acknowledge it. Instead of stopping at what went wrong, clarify what better looks like and how to get there. Break changes into manageable steps so employees leave with a clear path forward. Just as importantly, recognize progress. When effort leads to visible improvement, it builds confidence and reinforces that learning is both possible and worthwhile.

Pay attention to the emotional reactions that managers trigger.

The emotional quality of feedback across an organization is largely shaped by frontline and middle managers. Make emotionally intelligent feedback a core management skill, and evaluate managers not only by results but also by the climate they create. Ask: Do people speak up after receiving feedback, or do they go quiet? Do team members surface mistakes early, or do problems emerge only after they have grown? These behaviors are often a better indicator of management effectiveness than what happens in the feedback conversation itself.

Use this simple check.

After giving feedback, most leaders ask, “Was I clear?” A more useful question is: “Where did their attention go, and what emotion got them there?” Are they focused on improving the work or on protecting themselves or questioning others? The answer reveals whether the feedback is likely to lead to learning.

Ask the same of the managers you develop: not just “Did you deliver the feedback?” but “Where

did their attention go afterward?” That question, asked consistently, begins to shift the feedback culture of an entire organization.

Feedback is not just information. It is an emotional event, and those emotions determine whether people focus on improving their work, protecting themselves, or questioning others.

Leaders who understand what employees are feeling can use that awareness as a compass. They can recognize when emotions such as guilt or frustration keep attention productively on the work—and when shame or fear shut down learning and require a different approach. That awareness separates feedback that motivates from feedback that merely stings.

The best leaders don’t just give better feedback themselves. They build organizations where emotionally intelligent feedback becomes the norm, fostering emotions that support learning and improvement while minimizing those that undermine both. That is not just a personal skill. It is an organizational one—and it starts with you.

About Author:

Bin Zhao, a professor of Management and Organization Studies at the Beedie School of Business, Simon Fraser University (Canada), is a leading researcher on learning from errors and negative performance feedback. She has over a decade of experience teaching and consulting on performance management.

Fernando Olivera is an associate professor in organizational behavior at the Ivey Business School in London, Ontario, Canada. His research explores how individuals and teams learn from experience and failure, with a particular focus on leadership development and decision-making in complex environments.

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<https://hbr.org/2026/07/great-leaders-know-which-emotions-their-feedback-will-trigger>

Employees Want Their Bosses to Respond to Feedback — But Not Too Quickly

Sudden shifts in behavior may be seen as inauthentic, even if they're made in good faith.

August 27, 2025 | by Alexander Gelfand



Alvaro Dominguez

What do we want? Change! When do we want it? Well, that depends...

That might not seem like much of a slogan. But new research opens a new window indicating that it accurately reflects the way most employees feel about how quickly their superiors should respond to feedback about their leadership behavior. When leaders change their behavior lickety-split, they may be seen as responsive. But they may also be seen as insincere.

“People want these changes to happen, but when the changes happen too quickly, people find fault in the leader making them,” says Francis Flynn, a professor of organizational behavior at Stanford Graduate School of Business, who conducted the research with lead author Danbee Chon, an assistant professor at University of South Florida Muma College of Business and a former postdoctoral fellow at Stanford GSB,

and Ovul Sezer, an assistant professor at Cornell SC Johnson College of Business.

“The fact that proactively improving in response to feedback — but doing so too quickly — could result in perceptions of inauthenticity puts leaders in a difficult, double-bind situation,” Chon adds.

Flynn first became aware of this paradox while coaching executives who were trying to change their behavior in response to workplace evaluations. Some, he recalls, worried that if they returned to their jobs and suddenly began doing things differently, they might come across as being “a little bit phony.”

Flynn and his colleagues have proved that intuition right. While past research — and conventional wisdom — suggests that leaders

should respond promptly to employee feedback to avoid seeming dismissive, the researchers demonstrated through a series of studies that people don't necessarily trust rapid changes in their leaders' behavior, especially when they consider those changes to be difficult. Instead, they may regard sudden shifts as inauthentic, betraying a lack of fidelity between a person's actions and their genuine thoughts and feelings.

Penalized for Rapid Change

This "authenticity penalty" diminishes employees' trust and respect for their superiors. And once that relationship has been damaged, employees may be less inclined to offer additional feedback in the future.

"If people feel like their feedback has been taken seriously before, they're more motivated to offer it again," Flynn says. "But if they think that the reaction they got the last time around was insincere, why would they feel motivated to contribute more feedback later?"

Quote

The fact that proactively improving in response to feedback — but doing so too quickly — could result in perceptions of inauthenticity puts leaders in a difficult, double-bind situation.

Author Name

— Danbee Chon

The first study centered on doctoral students at research universities, a population that presumably would be delighted to see any requested changes in behavior from their advisors, who wield enormous power over their careers. "It's hard for students to offer feedback, so if they do and their advisor actually changes, you'd think they'd be happy," Flynn says.

They were not. The researchers first asked the students to consider how their advisors might improve as leaders, and then asked them to describe how they would react if

those improvements were made either rapidly or gradually. The students used words like "disingenuous" and "duplicitous" to describe rapid changes, and "thoughtful" and "genuine" to describe gradual ones.

Flynn and his colleagues encountered a similar distrust of rapid change when they asked a cohort of people to rate the authenticity of a fictitious manager named Taylor who was responding to feedback from a leadership assessment. Taylor's goals, drawn from real action plans developed by executives in a leadership development program, involved challenging tasks such as coaching others and giving constructive feedback. Once again, participants regarded gradual changes as more authentic than rapid ones.

The researchers claimed that these negative reactions to rapid changes in behavior are tied to a fundamental belief that authentic change requires substantial time and effort, a belief they confirmed in a survey of executives from across the United States. Building on this, they proposed that people might judge leaders more harshly for quickly making difficult changes as opposed to easy ones.

To test this idea, the team conducted a third study, in which participants were asked to imagine that a manager named Mark was attempting either a difficult or an easy behavioral change in response to employee feedback, and that he was doing so either rapidly or gradually. They were then asked to assess Mark's authenticity and their willingness to offer him ongoing feedback.

When Mark quickly made an easy change, participants didn't dock him points for being inauthentic. Instead, they saw him as responsive, and their willingness to offer future feedback remained unaffected. But when he quickly made a difficult change, participants regarded him as both less authentic and less responsive, and they were less willing to offer further feedback.

Context and Communication

For Flynn, this all adds up to a highly nuanced picture of how people judge the way their superiors respond to feedback, and what that means for leaders who are contemplating change. For one thing, he says, context matters. Is the change one that employees will view as difficult or easy? And is maintaining authenticity the main concern, or does responsiveness matter as well? Figuring out which factors are at play could help leaders determine exactly how to proceed.

Just as importantly, leaders who are attempting to change their behavior might benefit from clearly communicating just how difficult the process is for them. “People don’t know what you’re going through to effect change,” Flynn says. “They’re just using time as a proxy for effort or some investment of other personal resources.”

Or as Chon puts it, people tend to have a better understanding of their own feelings, motives, and thoughts than others do. “Leaders thinking about how to enact change may want to consider that how they judge their own sense of authenticity may not be how their employees evaluate these behavior changes,” she says.

As a result, explaining that you’ve already put a fair amount of thought and effort into altering a particular behavior might help persuade people that the change is sincere, no matter how quickly it seems to happen.

In any event, leaders would be better off giving careful thought to the process of behavior change rather than simply trusting that those around them will view it in the best possible light. “If there’s one thing this research shows,” Flynn says, “it’s that you’re not going to get the benefit of the doubt.”

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Ahmedabad Management Association

Unlocking Design Potential of MSMEs

On 3rd June, a special session and discussion was held on 'Unlocking Design Potential of MSMEs.' The event featured an esteemed panel including Mr. Pawan Sankhla and Ms. Apurva Pandey (Vivaarta Design LLP), Mr. Amit Paul (Design Edge Consultancy), along with Dr. Amit Sinha and Mr. Shashank Mehta (NID). The dialogue explored the role of design thinking, innovation, and strategic interventions, offering the audience a meaningful opportunity to reflect on ways to enhance the growth and competitiveness of MSMEs.



Panelists at the event



Mr. Sanjay Chakrobarty conducting the quiz

Brand Fest 2026 – Season 5: Business & Brand Quiz

On 7th June, an enriching business and brand quiz was held for 'Brand Fest 2026 – Season 5.' The event featured esteemed Quizmaster Mr. Sanjay Chakrobarty as the host. The interactive quiz explored core concepts across branding, marketing, and business knowledge, offering participants a meaningful opportunity to test their acumen and learn in an engaging format.



Dr. Ashish Rami addressing

Research Forum Masterclass 1

On 10th June, a special session was held for 'Research Forum Masterclass 1,' focusing on the preparation of a research mindset for a PhD journey. The event featured Dr. Ashish Rami, Dean, Faculty of Commerce and Management and Director–Research at Swaminarayan University. The masterclass explored the foundational approach needed for a successful doctoral journey, offering aspiring researchers a meaningful opportunity to build the right mindset for their academic pursuits.



Participants with the speaker

Unmute Yourself

On 11th June, a special session was held on the theme, 'Unmute Yourself.' The event featured Mr. Mohit Jagwani, entrepreneur and one of India's youngest life coaches. The dialogue explored the core principles of effective communication and personal leadership, offering the audience a meaningful opportunity to build self-confidence and discover their own voice.

Navigating Through Design & Narratives

On 10th- 11th June, a special exhibition and talk was held on 'Future Via Culture: Gujarat Navigating Through Design & Narratives.' The event featured curations by

Mr. Jay Prajapati, Multi-disciplinary Creative Director, and Ms. Pooja Shah, Multi-disciplinary Spatial Designer. The showcase explored how culture, design, and storytelling can shape the future.



Ms. Pooja Shah and Mr. Jay Prajapati



Inauguration of the EXIM Exhibition 2026

The EXIM Exhibition 2026

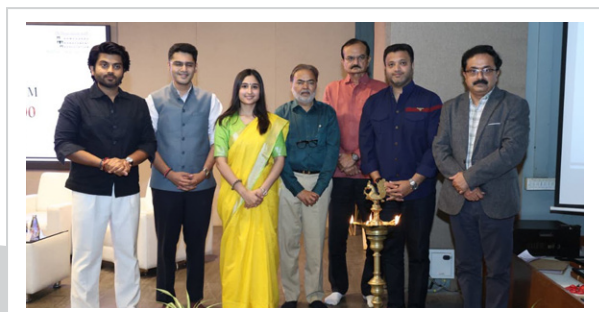
On 18th-20th June, an inauguration and special exhibition was held for 'The EXIM Exhibition 2026.' The event featured Ms. Prashasti Pareek, IAS (Gujarat Livelihood Promotion Company Ltd.) as the Chief Guest, alongside introductory and concluding addresses by Ms. Ashani Thaker and Mr. Unmesh Dixit. Centred on the 'One District One Product' (ODOP) theme, the showcase explored unique local crafts and indigenous industries.

Kachra Mukht Gujarat – Pathway for Swachh Bharat Mission

On 25th June, a keynote address and panel discussion were held on 'Kachra Mukht Gujarat – Pathway for Swachh Bharat Mission.' The event featured special addresses by Mr. Hanmantrao Gaikwad (BVG India) and Ms. Pushp Lata, IAS, alongside an esteemed panel including Ms. Manvita Baradi (Urban Management Centre), Mr. S B Dangayach (Innovative Thought Forum), and Mr. Shrigopal Jagtap (Shrishti Waste Management Services), with Mr. Dhiraj Santdasani (C40 Cities) serving as moderator. The dialogue explored sustainable waste management strategies.



Speakers at the event



Panelists at the event

India at 100: What Will Make India Truly Developed by 2047

On 26th June, a special session and discussion was held on 'India at 100: What Will Make India Truly Developed by 2047.' The event featured an esteemed panel including Mr. Chiranjiv Patel (P C Snehal Group of Companies), Mr. Ajay Umat (NavGujarat Samay & Ahmedabad Mirror), Mr. Varun Jhaveri (BJP Youth), and Mr. Jay Thadeshwar. The dialogue explored perspectives on governance, entrepreneurship, innovation, policy, and citizen participation.

Fifth Anniversary of Zen-Kaizen AMA

On 27th June, a panel discussion was held for the Fifth Anniversary of Zen-Kaizen AMA on 'From Zen to Gen Z: Lessons from the Timeless Wisdom of Zen.' The event featured an esteemed panel including Ms. Hitomi Sato, Consul General of Japan in Mumbai, Mr. Mukesh Patel, Dr. Paresh Kariya, and Mr. Girjesh Sharma. The dialogue explored the relevance of Zen philosophy in leadership, well-being, and contemporary life.



AIMA office bearers and other guests with the Japanese delegation



Delegates at the event

Beyond Glamour: Careers in Film & Media

On 1st June, a special session and discussion was held on 'Beyond Glamour: Careers in Film & Media.' The event featured Ms. Delnaaz Irani (Film & Television Actor, Theatre Artist and Content Creator) in conversation with Dr. Sonal Pandya (Gujarat University). The dialogue explored the realities and opportunities within the entertainment industry, offering the audience a meaningful opportunity to gain insights into building successful careers in film and media.



Ms. Delnaaz Irani addressing



Panelists at the event

Thar Dry Port, Sanand

On 27th June, a special visit was held at the Thar Dry Port, Sanand. The programme explored the operational aspects of the facility, offering participants a meaningful opportunity to gain practical insights into regional logistics and supply chain infrastructure.

The Future of Financial Management in the Era of AI

On 4th June, a special session and panel discussion was held on 'The Future of Financial Management in the Era of AI.' The event featured an esteemed panel including Mr. Vishal Mehta (AvenuesAI Limited), CA Hardik Shah (Deloitte) and Mr. Jigar Patel (Revomac Industries). The dialogue explored the intersection of AI and finance, offering the audience a meaningful opportunity to reflect on how AI is transforming financial management and business strategies.

The Future of Human Resources Management in the Era of AI

On 11th June, a special session and panel discussion was held on 'The Future of Human Resources Management in the Era of AI.' The event featured an esteemed panel including Mr. Anil Nair (Zydus Group), Mr. Gautam Nautiyal (Hiringcraft Consulting LLP), and Mr. Jignesh Panchal (Uniloy Plastics Machinery Pvt. Ltd.). The dialogue explored the impact of artificial intelligence on talent management and organisational development.



Panelists at the event



(L-R) Mr. Pinakin Shah, Dr. Jasmin B. Gupta and Dr. Mitali Baruah

The Future of Banking in the Era of AI

On 18th June, a special session and discussion was held on 'The Future of Banking in the Era of AI.' The event featured an esteemed panel including Mr. Pinakin Shah, Dr. Jasmin B. Gupta and Dr. Mitali Baruah. The dialogue explored how artificial intelligence is transforming banking operations, customer experience, and financial decision-making, offering the audience a meaningful opportunity to reflect on the future of the financial sector.

The Future of Film Production Management in the Era of AI

On 25th June, a special session and discussion was held on 'The Future of Film Production Management in the Era of AI.' The event featured an esteemed panel including Mr. Makrand Shukla, Mr. Chetan Chauhan, and Ms. Rashmi Munshi. The dialogue explored the intersection of AI and the entertainment industry, offering the audience a meaningful opportunity to understand how modern technologies are transforming film production management.



(L-R) Mr. Chetan Chauhan, Ms. Rashmi Munshi and Mr. Makrand Shukla



(L-R) Prof. Alan D'Souza, Mr. Parth Devariya, and Mr. Sanjay Chakraborty

The Future of Advertising, Branding and Communication in the Era of AI

On 30th June, a special session and panel discussion was held on 'The Future of Advertising, Branding and Communication in the Era of AI.' The event featured an esteemed panel including Prof. Alan D'Souza, Mr. Parth Devariya, and Mr. Sanjay Chakraborty. The dialogue explored the integration of artificial intelligence in

marketing strategies, offering the audience a meaningful opportunity to reflect on the evolving landscape of advertising, branding, and communication.

The 24th HR Conference 2026

On 13th June, The 24th HR Conference 2026 addressing the theme, 'Human and AI - Intelligence in Transition: Structuring the Future of Work'. The event featured addresses and sessions by distinguished experts, including Mr. Mohal Sarabhai, Dr. Ajay Ranka, Dr. Valery Yakubovich, Mr. Kumar Manish, Prof. Rajesh Chandwani, Mr. Nishad Joshi, and Ms. Bhavna Phulwani. The dialogue explored critical modern workplace dynamics ranging from organisational design and algorithm-driven hiring biases to the impact of AI on Gen Z's learning habits, offering the audience a meaningful opportunity to reflect on balancing emerging technologies with human intuition.



Speakers and other delegates at the 24th HR Conference 2026



Dignitaries at the conclave

EXIM Conclave 2026

On 20th June, a special conclave and discussion was held on the theme, 'From Ahmedabad to the World - Scaling Diverse Export Industries.' The event featured a special address by Mr. R. D. Barhat, alongside an esteemed panel including Dr. Rahul Singh, Ms. Hirva Mamtara, Dr. Rajendra Prasad Sharma, Mr. Rishi Desai, Dr. Bhumi Rajyaguru, Ms. Pooja Sant, and Mr. Parth Devariya, with Mr. Ankit Majmudar serving as moderator. The dialogue

explored the evolving landscape of global trade and strategies for expanding Gujarat's export ecosystem, offering the audience a meaningful opportunity to reflect on enhancing international competitiveness and scaling diverse export industries.

Allahabad Management Association

International Yoga Day Celebration

Allahabad Management Association celebrated International Yoga Day on 21st June at Dhyan Kendra, Chandrashekhar Azad Park, Prayagraj, with enthusiastic participation from members and their families. The session was led by renowned Yoga and Meditation Trainer Swami Anand Dhruv, who highlighted that yoga should be embraced as a way of life rather than observed as an annual event. He elaborated on the principles of Ashtanga Yoga and underscored the significance of



Participants at the programme

healthy living through balanced nutrition, mindfulness, and regular practice. Swami Anand Dhruv was felicitated by Mr. O. P. Goel, President, AMA, in recognition of his inspiring session. The programme was conducted by Dr. Navaneet Singh, Honorary Secretary, while Mr. Ravi Prakash, Immediate Past President, proposed the vote of thanks and acknowledged Dr. A. K. Mishra for sponsoring the event banner.



AMA office bearers at the meeting

Executive Committee Meeting

The Executive Committee Meeting of AMA was convened on 19th June to elect the office bearers for the 2026–2027 session. The proceedings were conducted under the esteemed supervision of Mr. G. K. Khare and Mr. K. K. Bhutani, ensuring a transparent, fair, and seamless nomination process. By unanimous consensus, the Executive Committee elected Mr. O. P. Goel as President, Dr. Navaneet Singh as Honorary Secretary, Mr. P. K. Bansal as Treasurer, Mr. Virendra Singh as Joint Secretary, and

Dr. Shanti Chaudhary and Mr. Sanjay Pathak as Vice Presidents. Expressing their sincere gratitude for the trust reposed in them, the newly elected leadership reaffirmed its commitment to further elevating AMA's legacy by advancing management excellence, leadership development, entrepreneurship, innovation, and professional growth through impactful initiatives during the forthcoming session.

Baroda Management Association

World Environment Day

BMA observed World Environment Day on 5th June, featuring Ms. Margi Patel, Environmental Engineer and Regional Officer, Gujarat Pollution Control Board. The session commenced with welcome remarks by Dr. Mangla Chouhan, President, followed by an introduction by Dr. Manoj Shukla, FET Chair. Ms. Patel shared valuable insights into India's environmental policy framework and the key environmental challenges facing Vadodara, highlighting the need for sustainable practices. The programme concluded with the presentation of a memento to the speaker by Dr. Mangla Chouhan, followed by a formal vote of thanks.



Dr. Mangla Chouhan, President, BMA presenting a memento to Ms. Margi Patel



Felicitations of Dr. Jigar C. Inamdar by the FET Chair and BMA President

Friday Evening Talk

BMA organised its Friday Evening Talk on 12th June on 'Redefining Social Responsibility', delivered by Dr. Jigar C. Inamdar, Chairman of the Governing Body, Ramlal Anand College, University of Delhi. The session highlighted that lasting social change begins with individual responsibility, encouraging participants to become conscious, responsible, and law-abiding citizens. The programme concluded with a vote of thanks by the

FET Chair, followed by the presentation of a memento to the speaker by the President as a token of appreciation.

Session

BMA organised a session on 19th June under the visionary leadership of Dr. Mangla Chouhan, President BMA. The session was presided over by Mr. Nikhil Suthar, Lead Partnerships at India Accelerator who emphasised that entrepreneurship is driven not merely by ideas but by innovation that creates value and utility at scale. He also introduced initiatives such as SSIP, i-Hub Gujarat, Startup Gujarat Policy, Startup India, SAMRIDH, TIDE 2.0, and GENESIS, noting that a lack of awareness often prevents aspiring entrepreneurs from leveraging these opportunities.



Mr. Nikhil Suthar addressing



Ms. Nimisha Parekh with the participants

MDP

BMA organised a MDP on 20th June on 'High Impact Business Communication' by Ms. Nimisha Parekh, who delivered an insightful and engaging session on the significance of communication in achieving personal and professional success. The programme focused on the various dimensions of communication, including personal branding, confidence, body language, professional etiquette, and presentation skills. Through interactive discussions and practical activities,

participants were encouraged to understand how effective communication influences perceptions, strengthens relationships, and contributes to career growth.

Session

BMA organised a session on 26th June by Mr. Devesh Pathak, B. com, LLB FCS, a distinguished Practising Company Secretary with decades of experience in corporate governance, insolvency, regulatory compliance, and company law. The programme was compered with warmth and energy by FET chair Dr Manoj Shukla who formally welcomed and introduced the speaker. The event was coordinated, managed and anchored by Ms. Shivani Mathur, Programme Manager, BMA.



Mr. Devesh Pathak being felicitated



Panelists at the event

Bharuch District Management Association

IT Conclave 2026

BDMA IT Forum successfully organised 'INFRA-FUTURE 2026' on 12th June at Lords Rang Inn, Bharuch, bringing together industry professionals to deliberate on emerging IT infrastructure trends. The conclave featured insightful sessions by Mr. Prasanna R. Kodollikar on passive infrastructure design, Mr. Sumith Satheesan on centralised networking and visibility, Mr. Pravin Bhole on bandwidth optimisation and cloud strategies, and Mr. Sujay Sen on IT and OT cybersecurity. Sessions on IT consulting, compliance, and strategic IT budget planning further enriched participants with practical approaches for building secure, scalable, and future-ready digital ecosystems.

In-house MDP

BDMA organised an In-house MDP on 27th June at Toyo Ink India Pvt Ltd., on 'Work-Life Balance and Well-Being at Workplace.' The session was conducted by Mr. Paresh Bhatt, Director – The Advice and Assist, who shared practical insights on maintaining a healthy work-life balance, managing stress, enhancing personal well-being, and fostering a positive workplace culture. The programme encouraged participants to adopt sustainable practices for improved productivity, employee engagement, and overall organisational excellence.



Faculty Mr. Paresh Bhatt and participants at Toyo Ink India

267th Book Lovers Meet

BDMA successfully organised its 267th Book Lovers' Meet on 27th June featuring a review of the book Masala Lab by Mr. Krish Ashok. The session was led by Ms. Jaya Ayyer, who eloquently explored the science behind every day cooking, blending culinary knowledge with practical insights. The interactive discussion inspired participants to appreciate food through a scientific lens while promoting curiosity, critical thinking, and a deeper reading culture among book enthusiasts.



Ms. Jaya Ayyer receiving a memento at the programme

Bhopal Management Association

21st BMA Foundation Day 2026

Bhopal Management Association celebrated its 21st Foundation Day on 22nd June at Manav Vikas Kendra, Anant Spinning Mills, Mandideep, bringing together management professionals, industry leaders, academicians, and members for an inspiring programme. Welcoming the gathering, Mr. Rajesh Tiwari, President, BMA, reflected on the Association's achievements and acknowledged the collective efforts of the BMA team in advancing its mission.

Mr. Shankar Krishnan, Honorary Secretary, introduced the Chief Guest, Mr. Deepak Mittal, Unit Head, Vardhman Fabrics, who commended BMA's sustained contribution to professional excellence, leadership development, and management education. Mr. Rajiv Angra, Senior Vice President (Commercial), Vardhman Fabrics, also addressed the gathering. Mr. Bharat Patel, Founder President, highlighted BMA's remarkable growth and advocated the creation of industry chapters to strengthen knowledge sharing and industry collaboration. The event concluded with a vote of thanks by Mr. Manoj Jha, expressing appreciation to the speakers, participants, and the management of Anant Spinning Mills for their support in making the celebration a memorable success.



Participants with the dignitaries



Mr. Vishakh O.T. presenting signed copies of his book to Mr. Indranil Banerjee, President, CMA, and other CMA members

Calcutta Management Association

Session

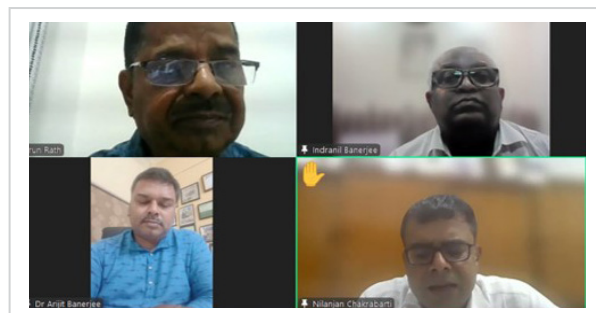
Calcutta Management Association organised a hybrid session on 'The 50% Magic: Decoding the New Definition of Wages under the Labour Codes' on 2nd June at its Secretariat Office, Kolkata. The programme featured Mr. Vishakh O.T., Assistant Labour Commissioner, Andaman and Nicobar Administration, who shared valuable insights into India's evolving labour reforms and the implications of the Code on Wages, 2019, with particular emphasis on

the "50% rule" defining wages. The session was inaugurated by Mr. Indranil Banerjee, President, CMA, who welcomed the participants and introduced the speaker. A key highlight of the programme was the launch of Mr. Vishakh O.T.'s book, *Labour Reforms: A Catalyst for Viksit Bharat 2047*. The interactive discussion generated enthusiastic participation from members, making the session highly engaging and informative. The programme concluded with a vote of thanks delivered by Mr. Suvendu Narayan Roy, Member, Academia Connect Sub-Committee, CMA.

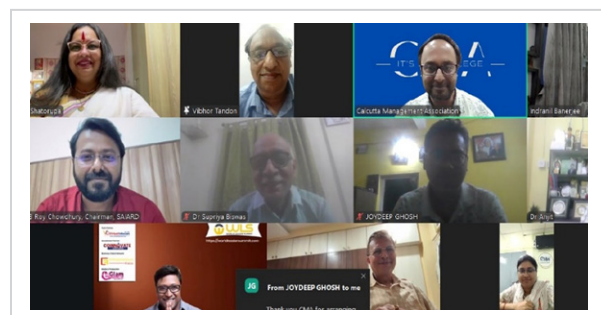
Celebration of World Environment Day

As part of its observance of World Environment Day 2026, CMA organised a special webinar on 5th June on the theme 'Nurturing the Living Planet: ESG, Sustainable Development Goals, and the Future of Responsible Growth' by Dr. Arun Kumar Rath, IAS (Retd.), Former Union Secretary, Education, Government of India, and Adjunct Professor at IIM Nagpur. The programme was introduced and moderated by Mr.

Indranil Banerjee, President, CMA, who welcomed the speaker and participants and highlighted the importance of sustainability, ESG frameworks, and the Sustainable Development Goals in the contemporary business and societal context. The programme concluded with a vote of thanks delivered by Mr. Indranil Banerjee, President, CMA, who expressed his gratitude to Dr. Rath for his enlightening presentation.



Webinar in progress



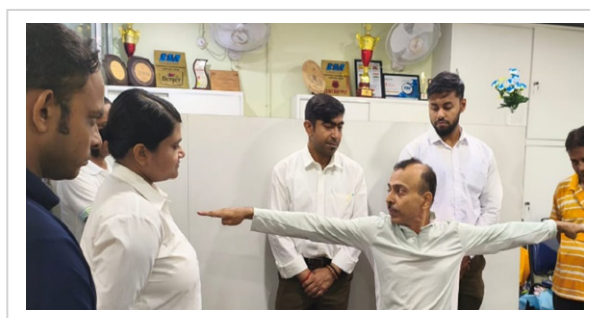
Webinar in progress

As part of the continued observance of World Environment Day 2026, CMA in association with SAIARD (South Asian Institute for Advanced Research & Development) and presented by the Sustainability Task Force of CMA, organised a webinar on 6th June on the theme 'Environment, Culture and Corporate Social Responsibility.' The webinar featured Dr. Shatorupa, Hon'ble Trustee, Indian Museum, Ministry of Culture,

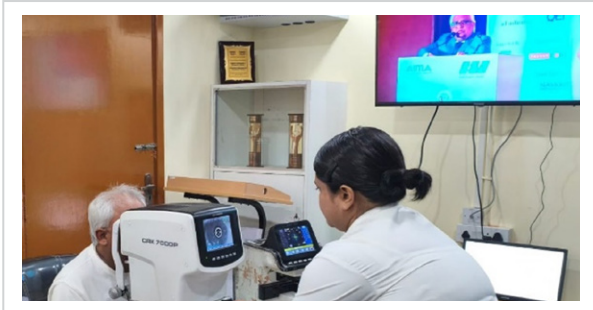
as the distinguished speaker. In her address, Dr. Shatorupa explored the intrinsic relationship between environmental sustainability, cultural heritage, and corporate social responsibility, emphasising the need for an integrated approach towards sustainable development. Mr Supriya Biswas and Mr. Himadri Das, both members of Sustainability Task Force and Dr. Arijit Banerjee, EC Member and Member of Sunrise Sub Committee, also participated in the session.

Celebration of International Yoga Day 2026

In a significant first, CMA celebrated International Yoga Day 2026 on 21st June at the CMA Secretariat premises on the theme 'Yoga for Healthy Aging', marking the beginning of what is envisioned as an annual tradition promoting health, wellness, and work-life balance among its members. The programme witnessed the participation of Mr. Indranil Banerjee, President, CMA, who encouraged the initiative and emphasised the importance of incorporating wellness practices into daily life. The yoga session was conducted by Mr. Debraj Bhattacharya and Mr. Supratim Bhattacharya who demonstrated simple yet effective yoga postures and stretches specifically designed for individuals engaged in desk-based and office work.



Mr. Supratim Bhattacharya demonstrating yoga postures



Eye and Hearing Camp organised by CMA

Titan Eye Plus Eye and Hearing Camp

CMA organised an Eye and Hearing Camp in collaboration with Titan Eye+ at its Secretariat on 21st June, reaffirming its commitment to promoting the health and well-being of its members. The initiative received the support of Mr. Indranil Banerjee, President, CMA, along with members of the Executive Committee and various sub-committees, who actively participated and encouraged the programme. The camp offered eye and hearing screening services, enabling members to benefit from

preventive healthcare. Representatives from Titan Eye+ also showcased a range of eyewear and vision-care solutions, providing participants with valuable information on products and services to support better eye health. The programme was well received by members and witnessed enthusiastic participation.

Bengal Chamber of Commerce & Industries Business (BCC&I) Conclave – Viksit Bengal

On 26th June, representatives of executive committee of CMA attended the BCC&I's signature Business Conclave – Viksit Bengal themed as Rejuvenating West Bengal – Towards Reducing Growth Gap between Purba and Paschim Bharat at Taj Bengal Kolkata. Representing CMA were Mr. Indranil Banerjee, President, Mr. Vibhor Tandon, Vice President, Ms. Ina Bose, Member, Technology (Office IT & Programme) Sub-Committee, and Dr. Arijit Banerjee, EC Member and Member, Sunrise Sector Sub-Committee. The conclave featured insightful addresses by Mr. Sanjeev Sanyal, Member, Economic Advisory Council to the Prime Minister, Dr. Swapan Dasgupta, and senior ministers of the Government of West Bengal, who outlined key initiatives to strengthen the state's economic growth and investment ecosystem. Many new initiatives by the Government of West Bengal were announced which is to serve an inspiration and pathway for future endeavors of CMA including a proposed session by ace tennis star of yesteryears Mr Leander Paes.



CMA representatives at the event

International MSME Day



Mr Indranil Banerjee, President CMA with panelists and participants at the event

On 27th June, International MSME Day was organised by the 'MSME and Startup Accelerator' where Mr. Indranil Banerjee, President, CMA, was invited as a distinguished speaker. Speaking alongside eminent business leaders and domain experts, Mr. Banerjee highlighted the critical role of management excellence, innovation, and collaborative leadership in strengthening the MSME ecosystem. He emphasised the need for continuous capacity building, knowledge-sharing, and industry-academia partnerships to enable MSMEs to thrive

in an increasingly competitive business environment. The programme served as a valuable platform for networking, expert insights, and strategic discussions, reaffirming the collective commitment of stakeholders towards empowering MSMEs as key drivers of economic growth.

Thought Leadership Roundtable 2026

On invitation, Mr. Indranil Banerjee, President, CMA, and Mr. Vibhor Tandon, Vice President, CMA, participated in the Thought Leadership Deliberation 2026 – ‘Rebuilding Sonar Bangla’, jointly organised by the Bengal Business Council (BBC) and the University of Calcutta at the historic Senate Hall, Darbhanga Building on 30th June 2026. The welcome address was delivered by Prof. Ashutosh Ghosh, Hon’ble Vice Chancellor, University of Calcutta. On behalf Bengal Business Council Mr. Chandra Sekhar Ghosh, President; Subrata Dutta VP; Mr. Avishek Auddy Chairman; and Prof Manashi Roychowdhury, Chief Mentor delivered their viewpoints. During the deliberations, Mr. Banerjee presented CMA's vision for contributing to the state's growth through stronger industry-academia collaboration, management excellence, leadership development, and sustainable economic progress. A concept paper outlining CMA's recommendations was presented to the Hon'ble Minister of Industries, Commerce and Enterprises, Government of West Bengal, reaffirming the Association's commitment to partnering with key stakeholders and supporting initiatives aimed at building a progressive, innovative, and prosperous Bengal.



Mr. Indranil Banerjee, President, CMA, Mr. Vibhor Tandon, Vice President, CMA and other delegates at the event



CMA Past Presidents at the meet

Chandigarh Management Association

CMA Past Presidents' Meet 2025-26

As part of the Diamond Jubilee celebrations marking 60 Years of CMA (1966–2026), Chandigarh Management Association organised an exclusive Past Presidents' Meet on 5th June. The meeting brought together former Presidents of CMA to acknowledge their invaluable contributions and seek their guidance for strengthening the Association's future initiatives. Discussions focused

on preserving CMA's legacy, enhancing member engagement, expanding professional development programmes and planning activities during the Diamond Jubilee year. The gathering provided an excellent platform for interaction between past leadership and the present Executive Committee, reinforcing continuity in organisational vision and governance.

Study Visit

CMA organised an Exclusive Study Visit on 13th June for its members to the Police Command and Control Centre (PCCC), Chandigarh. The delegation was led by President Mr. Abhishek Gupta and included Executive Committee Members and senior members of CMA. The visit was facilitated by Mr. Sumer



Mr. Sumer Pratap Singh, IPS, SSP Traffic, Chandigarh being felicitated by CMA Executive Committee Members

Pratap Singh, IPS, SSP Traffic, Chandigarh, who extended valuable support in arranging the programme. Members were briefed by Chandigarh Police officials on: Advanced surveillance systems, Intelligent traffic management, Incident management, Emergency response coordination and Technology-enabled policing and public safety. The major outcomes of this visit included: Enhanced understanding of smart city governance, Exposure to technology-driven public administration, Strengthened institutional relationship between CMA and Chandigarh Police, Valuable learning opportunity for management professionals.

Signing of MOU

Strengthening industry-academia collaboration, Chandigarh Management Association (CMA) signed an MOU with Lamrin Tech Skills University (LTSU), Punjab, on 23rd June. The agreement was signed by Mr. Abhishek Gupta, President, CMA, and Prof. (Dr.) B. S. Satyal, Pro Vice-Chancellor, LTSU, in the presence of CMA office bearers. The partnership aims to bridge the gap between education and industry through guest lectures, internships, faculty development programmes, leadership talks, management development initiatives, skill-building activities, knowledge exchange, and career readiness programmes, creating enhanced learning and employability opportunities for students and professionals.



Signing of MOU between CMA and Lamrin Tech Skills University



CMA team with Mr. Gulab Chand Kataria

Meeting

A CMA delegation, comprising President Mr. Abhishek Gupta, General Secretary Dr. Navjot Kaur, and senior office bearers, met Mr. Gulab Chand Kataria, Hon'ble Governor of Punjab and Administrator, UT, Chandigarh on 30th June. During the meeting, CMA presented its vision for strengthening management education, entrepreneurship, skill development and industry-government collaboration across Punjab and the region. The delegation discussed opportunities for

collaboration in organising management development programmes, entrepreneurship initiatives, leadership development and capacity-building programmes for students, professionals and government institutions. The Hon'ble Governor appreciated CMA's six-decade contribution towards management education and professional excellence and assured support for collaborative initiatives in the future.



Speaker - Dr. Elgin Alexander

Coimbatore Management Association

Coimbatore Management Association hosted the 616th edition of its Monday Musings series on 1st June, featuring Dr. Elgin Alexander, who delivered an engaging session on 'Bad News Quotient: Navigating Negativity in the Information Age.' The session explored how the constant stream of negative information shapes perceptions, emotions, and decision-making in today's digital world. Dr. Alexander highlighted the shift from information

scarcity to information overload and explained the concept of negativity bias, where individuals naturally focus more on adverse events. Emphasising the importance of mindful information consumption, he encouraged participants to consciously filter information, maintain emotional balance, and respond with wisdom rather than impulse. He concluded by underscoring that the quality of life depends not on the volume of information consumed, but on the wisdom with which it is interpreted and acted upon—an essential capability for personal well-being, effective leadership, and professional success.

CMA organised the 617th edition of its Monday Musings series on 8th June, featuring Dr. Sibi S, who delivered an informative session on 'Inferential Statistics: Non-Parametric Tests.' The session highlighted the growing importance of non-parametric methods as reliable alternatives when real-world data fail to meet the assumptions required for traditional parametric analysis. Dr. Sibi explained how challenges such as small sample sizes, ordinal data, skewed distributions, missing values, and outliers often limit the applicability of parametric tests. The session covered the fundamentals of testing normality and the practical applications of key non-parametric methods, including the Chi-Square Test, Sign Test, and Kruskal-Wallis H Test, equipping participants with valuable insights for conducting rigorous and reliable statistical research.



Speaker- Dr. Sibi S

Mr. Sandeep P was the speaker for the 618th edition of Monday Musings session held on 15th June on 'OpEx for Next Gen Leaders'. The session focused on integrating Lean management principles with

Artificial Intelligence to drive operational excellence, particularly in small and mid-sized enterprises. Mr. Sandeep emphasised that sustainable customer value is created through SQDCP (Safety, Quality, Delivery, Cost, and People) and highlighted the role of AI-powered OpEx using IoT monitoring, predictive analytics, automated dashboards, and Lean frameworks such as Kaizen, 5S, and DMAIC. Presenting a manufacturing case study, he demonstrated how process improvements reduced production lead time by 60%, lowered defects from 8%



Speaker- Mr. Sandeep P

to 1.2%, and significantly increased employee-driven improvement initiatives.

CMA organised the 619th edition of Monday Musings on 22nd June, featuring Dr. Shani Janardhanan, who delivered an engaging session on 'Balancing AI and EI.' The session explored how future leaders can effectively integrate Artificial Intelligence (AI) with Emotional Intelligence (EI) to navigate an increasingly technology-driven workplace. Drawing on the work of Daniel Goleman, Dr. Janardhanan highlighted that while AI is transforming organisations by automating routine tasks and enhancing data-driven decision-making, leadership continues to depend on uniquely human qualities such as empathy, ethical judgement, relationship building, and strategic thinking. Concluding the session, she encouraged organisations and educational institutions to develop leaders who combine technological capability with emotional wisdom, adaptability, and resilience to create lasting organisational and societal impact.



Speaker- Dr. Shani Janardhanan

CMA organised the 620th edition of Monday Musings on 29th June, featuring Dr. R. Initha Rina, Associate Professor, GRG School of Management Studies, who spoke on 'The New Consumer and the Future of Marketing: Understanding Behaviour in a Digital, AI, and Sustainable World.' The session explored how digital transformation, artificial intelligence, and sustainability are reshaping consumer behaviour and marketing strategies. Drawing examples from leading brands, Dr. Initha illustrated how AI is enabling personalised customer experiences, predictive analytics, and enhanced engagement.



Speaker- Dr. R. Initha Rina

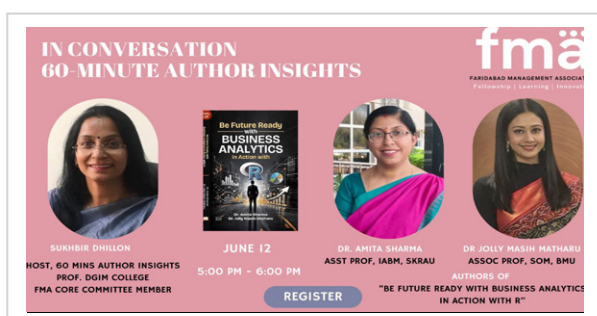
Interactive Session

An engaging interactive session with Mr. Dhruv Suyamprakasam, Co-Founder & CEO of iCliniq and Member, Advisory Board, Nasdaq, was held on 12th June. Drawing from his entrepreneurial journey, Mr. Dhruv offered a candid account of building a successful technology venture, sharing valuable insights into the challenges, setbacks, breakthroughs, and defining moments that shaped his path. His authentic and engaging storytelling made the session both inspiring and thought-provoking. Adding to the richness of the evening, Mr. Dhruv was accompanied by a few of his accomplished entrepreneur friends, who shared their



Dignitaries at the interactive session

own experiences from the technology and creative industries. Among them was a leading Visual Effects (VFX) specialist who has worked on films directed by Lokesh Kanagaraj, including projects featuring popular actors Rajinikanth and Vijay. Their presence provided participants with a rare opportunity to interact with successful techpreneurs and creative professionals, making the session a truly memorable and enriching experience.



Virtual session by FMA

Faridabad Management Association

Faridabad Management Association organised a virtual edition of its 'In Conversation – 60-Minute Author Insights' series on 12th June, featuring Dr. Amita Sharma, author of *Be Future Ready with Business Analytics*. The session was hosted by Dr. Sukhbir Dhillon, Chair–Events, FMA, and Professor, DGIM Law College, Faridabad, who introduced the distinguished speaker. Sharing insights from her book, Dr. Sharma highlighted the growing importance of integrating traditional data analytics with Artificial Intelligence to prepare organisations and professionals for the future.

The interactive session attracted participation from industry and academia, fostering engaging discussions on emerging business trends. Mr. V. Thyagarajan, Executive Director, FMA, delivered the vote of thanks, concluding the programme.

FMA organised a Management Development Programme (MDP) on 13th June at Jiva Ayurved Corporate Office, Faridabad, on 'Ownership to Excellence – Building Ownership, Commitment and Accountability.' The session was conducted by Dr. Debasis Satpathy, Executive Director, NBCC India Ltd. Ms. Meenakshi Singh, President, FMA, welcomed the participants, while Mr. V. Thyagarajan, Executive Director, introduced the distinguished facilitator. The programme focused on developing a culture of ownership, accountability, execution excellence, proactive problem-solving, and high-performing teams, while encouraging participants to create personal action plans for sustained excellence. The MDP witnessed participation from executives of Imperial Auto Industries, Jiva Ayurved India Ltd., Sai Packaging, and Victura Technologies. Mr. V. Thyagarajan proposed the vote of thanks.



Participants and speakers at the programme



Participants and speakers at the event

FMA celebrated International Yoga Day on 20th June at JIVA School, Faridabad, with enthusiastic participation from members representing industry and academia. Ms. Meenakshi Singh, President, FMA and Executive Director, Jiva Ayurved, welcomed the participants. Dr. Keshav Chauhan, Senior Ayurvedic Physician, Jiva Ayurveda, delivered a special address on 'The Path to Inner Peace and Mental Well-being', highlighting the role of holistic well-

ness in everyday life. The yoga session was led by Yogacharya Antarang Anand Yogi, who emphasised that yoga is a way of life rather than merely a form of exercise. Participants actively engaged in yoga asanas and breathing exercises, making the programme both enriching and rejuvenating.



Participants, jury members and the GMA team at the event

Ghaziabad Management Association

GEM Demo Day Celebration

Ghaziabad Management Association successfully hosted the Ghaziabad Entrepreneurship Mission (GEM) Demo Day and Graduation Ceremony 2026 on 10th June at Ajay Kumar Garg Institute of Management (AKGIM), Ghaziabad, marking the successful conclusion of the inaugural GEM cohort. Following months of learning and refinement, over 40 promising entrepreneurs presented their startup ideas before a distinguished jury comprising leading entrepreneurs and industry experts. The event was graced by Mr. I.C. Agarwal, Chief Guest and Founding Member of GMA, along with Mr. N.K. Dhand, Founding Member of GMA, Mr. T.R. Pandey, President, GMA, Mr. Rahul Agarwal, Executive Director, GMA, and Ms. Madhuri Mukherjee, Council Member, GMA. The jury included Mr. Swapnil Raaj, Co-Founder and CEO, Auctor Media; Mr. Priyaranjan Tiwari, Founder and CEO, Medantrik; Ms. Sarita Rawat Singh, Founder and CEO, Deebaco, Bugand Bees and Amanush; and Mr. Sandeep Kumar Vyas, Founder and CEO, Mild Cares. A standout feature of the inaugural cohort was the remarkable participation of women entrepreneurs, with over 70% of the graduating founders being women. The top honours were awarded to Mr. Amritansh Pandey of Raj Kumar Goel Institute of Technology (First Prize), Ms. Anshika Singh of RCCV (Second Prize), and Ms. Ashvi and Ms. Vrinda Garg of RCCV (Third Prize). The successful completion of the inaugural GEM cohort marks a significant milestone in GMA's mission to nurture entrepreneurial talent and advance innovation.

Goa Management Association

Goa Management Association, in collaboration with The Indus Entrepreneurs (TiE), Panjim Chapter, organised a GMA MasterClass on 'Scaling Up for Growth' by Mr Ajay Hiraskar, Founder, Success Alchemists Business Coaching Pvt. Ltd. and India's first Certified Scaling Up Coach, on 26th June at the International Centre Goa. Mr Deepak A Bandekar, Chairman, GMA, welcomed the gathering. Mr Hiraskar shared practical insights on business growth, strategy, execution, talent, and cash management, highlighting the Scaling Up framework. The session concluded with a Q/A session, followed by a vote of thanks from the TiE President, Mr Rajesh Mehrotra. The session received an overwhelming response from business leaders and entrepreneurs.

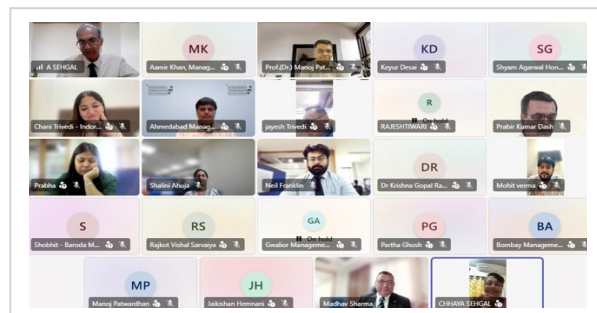


Mr Ajay Hiraskar addressing

Gwalior Management Association

Western Region LMA Group Meeting

AIMA Western Regional LMA Group Meeting virtually was held on 10th June, where Prof. (Dr) Manoj Patwardhan, Executive Director; Mr. Shyam Agrawal, Honorary Secretary and Er. Mohit Verma, Joint Secretary of GMA represented Gwalior Management Association. During the meeting, a presentation, sharing Vision Document on Waste Management was well appreciated by all attending. Prof. (Dr) Manoj Patwardhan presented an overview of GMA's key last three-month activities and initiatives, highlighting the Association's programmes engagement efforts and strategic direction, while contributing to discussions on collaboration and knowledge sharing among LMAs in the Region.



Western Regional LMA Group meeting in progress

Gwalior Vision 2035

AIMA Young Leaders Council (YLC), Gwalior Chapter, in association with GMA, successfully organised an engaging and thought-provoking dialogue on 'Gwalior Vision 2035' on 14th June. The programme brought together distinguished leaders from industry, academia, politics, banking, and social organisations to deliberate on a shared vision for Gwalior's sustainable growth and development over the next decade. The event was graced by Mr. Rajesh Khanna, Senior Vice President and Unit



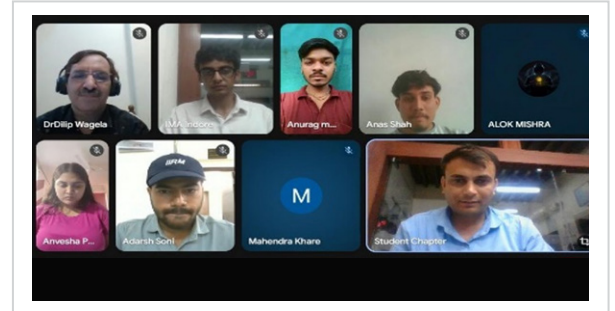
Mr. Rajesh Khanna addressing

Head, SRF Ltd., Malanpur, as the Chief Guest. In his address, he emphasised that Gwalior's future will be shaped by empowered youth, quality education, industrial development, innovation, and visionary leadership. Welcoming the gathering, Er. Mohit Verma, Chairman, AIMA YLC Gwalior Chapter and Joint Secretary, GMA, remarked that Vision Gwalior 2035 represents a collective commitment to building a progressive and future-ready city. The dialogue featured insightful deliberations by Mr. Vivek Pratap Singh Chauhan, Former State Vice President, BJYM Madhya Pradesh, on youth leadership and political participation; Prof. (Dr.) Manoj Patwardhan, ABV-IIITM Gwalior, on the role of education, research, and innovation in nurturing future leaders; Mr. Patel Bhupendra Singh Rawat, State President, IMC Madhya Pradesh, on Gwalior's industrial and entrepreneurial potential; and Mr. Asim Garg, Branch Manager, IDFC FIRST Bank, on financial inclusion, digital banking, and sustainable economic growth. The session was skilfully moderated by Adv. Ashok Sharma, Executive Member, GMA. Mr. Shyam Agrawal, Honorary Secretary, GMA, provided valuable guidance in ensuring the programme's success. The programme concluded with a vote of thanks by Mr. Akash Sharma, Co-Chairman, AIMA YLC Gwalior Chapter and Corporate Member, GMA, who expressed gratitude to the speakers, partners, media representatives, and participants for contributing to the event's success.

Indore Management Association

Student Chapter

Indore Management Association Student Chapter organised an Inter College Online Competition on 5th June on the occasion of World Environment Day. Based on the theme 'Jal Sanrakshan Abhiyan', the event promoted the message of 'Save Water, Save Future'. Participants competed by delivering 5-minute presentations, followed by a 2-minute Q/A session. The competition was evaluated by esteemed judges Mr. Mahendra Khare, Honorary Secretary, IWWA, Indore Centre and Dr. Dilip Wagela, Former Senior Scientist, MP Pollution Control Board.



Online competition in progress



Mr. Pawan Tripathi receiving a memento

MDP

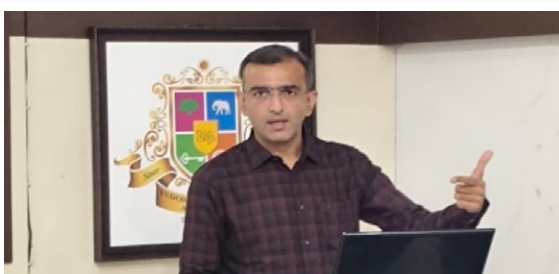
IMA organised a 3-day Digital Marketing Workshop under its MDP from 8th to 10th June. The insightful session was conducted by Mr. Pawan Tripathi, Digital Marketing Trainer and Consultant. The workshop focused on practical skills, covering key topics like Digital Marketing Fundamentals, AI Tools, Social Media Marketing, SEO, Google Ads, and Personal Branding. Participants gained hands-on practical knowledge to enhance online business growth and explore freelancing opportunities.

Student Chapter – Workshop

IMA Student Chapter successfully organised a 2-day Workshop titled 'Mastering the Mic' specially designed for 11th and 12th students. The workshop aimed to help students speak with confidence and communicate with impact. Through interactive sessions, fun activities, and live practice, participants learned how to overcome stage fear, speak English confidently, and express their thoughts clearly to build confidence for future presentations and interviews.



Ms. Shruti Ladda addressing



Mr. Vivek Yadav addressing

Centre of Excellence

IMA organised a Centre of Excellence session on 13th June on the topic 'Building Brands That Drive Revenue'. The insightful session was conducted by Mr. Vivek Yadav, Revenue Architect and Founder, Strategic Strokes Consultancy, Indore. The session highlighted key takeaways

including the brand to revenue connection, revenue-focused marketing, customer-centric growth, and lead generation and conversion.

HR Forum Members' Meet

IMA organised an HR Forum Members' Meet on 12th June focused on 'Workplace Synergy Through Bowling'. The engaging event featured a bowling session to promote teamwork and synergy among professionals, followed by high tea. Member organisations were invited to share two HR nominations to participate in this unique networking and team-building meet.



Participants at the HR Forum Members' Meet

HR Conclave 2026

IMA organised the 2nd HR Conclave 2026 on 20th June focusing on the core theme 'Humaning The Future of Work.' The insightful sessions were conducted by esteemed speakers including Mr. Charles Godwin, Ms. Nitu Walia Kanwar, Mr. Shrikant Vadapalli, Mr. Alok Agrawal, and Dr. Tanaya Mishra, highlighting people, purpose, and performance in the age of AI.



Participants at the HR Conclave 2026

FORUM SHE BREAKING NEWS

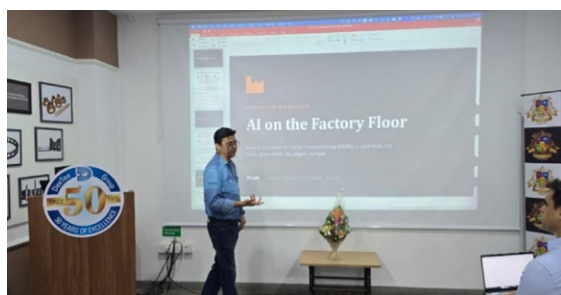
IMA organised a bold new leadership event titled 'SHE BREAKING NEWS – The Women's Newsroom Experience' on 20th June. Following last year's Mock Parliament, this year's session focused on empowering women to make headlines through an engaging newsroom setup. The inspiring event featured Ms. Mamta Bakliwal and took place at The Park. The programme was supported by Annual Partner BRICX (Real Estate for Everyone) and Valued Partner NM (Niket Mangal Group).



Participants at the event

AI & Innovation Forum

IMA organised an 'AI & Innovation Forum' session on 10th June under the 'AI Smart Tech Series' on the topic 'Use of AI To Optimise Your Daily Productivity.' The insightful session was addressed by Mr. Shoaib Khan, Digital Marketing Strategist & AI Automation Consultant, Founder, Hyperling Technology.



Mr. Shoaib Khan addressing

Exclusive Session

IMA organised an Exclusive Session focusing on the critical topic 'Digital Personal Data Protection Act (DPDPA)' on 20th June. The insightful session was conducted by Mr. Gaurav Khera, Partner - Cyber Security and Data Protection. The session highlighted the growing importance of cyber security and provided attendees with a deeper understanding of the key aspects and professional requirements of the new data protection regulations.



Mr. Gaurav Khera receiving a memento



Mr. Amit Chawla addressing

IT Forum

IMA organised an event on 20th June focusing on the critical topic of 'How to Use AI in Business' by Mr. Amit Chawla. The session highlighted the growing importance of artificial intelligence in the corporate world and provided attendees with a deeper understanding of the key aspects and practical requirements of using AI tools to enhance modern business operations.

Management Film Show

IMA organised a Management Film Show Programme on 22nd June under 'IMA Student Chapter' for the students of Shri Aurubindo Institute of Management and Science. The event featured a screening and discussion of the film 'Mission Raniganj: The Great Bharat Rescue.' The insightful session was conducted by Mr. Rakesh Jain, Corporate Trainer, Leadership Facilitator and Mountaineer, connecting the film's narrative with practical leadership and management takeaways.



Mr. Rakesh Jain with the participants



Mr. Shoaib Khan addressing

AI & Innovation Forum

IMA organised an 'AI & Innovation Forum' session on 24th June under the AI Smart Tech Series on the topic 'Use of AI To Optimise Your Daily Productivity.' The insightful session was conducted by Mr. Shoaib Khan, Founder, Hyperlinq Technology, Digital Marketing Strategist and AI Automation Consultant. The session highlighted actionable strategies to work smarter, save time, and achieve more by integrating artificial intelligence into daily operations.

Sahajta Ka Bioscope

IMA organised an 'Evening Session' on 30th June focusing on the unique and nostalgic topic 'Sahajta Ka Bioscope: Life-Lessons Through the Images from Childhood in 1980s/90s' by Dr. Sandeep Atre, Counseling Psychologist and Emotional Intelligence Expert. The session highlighted the simplicity and emotional depth of past eras and provided attendees with a deeper understanding of emotional intelligence and valuable life lessons derived from 1980s and 90s childhood memories.



Dr. Sandeep Atre addressing



Dr. Sanjeev Patni receiving a memento

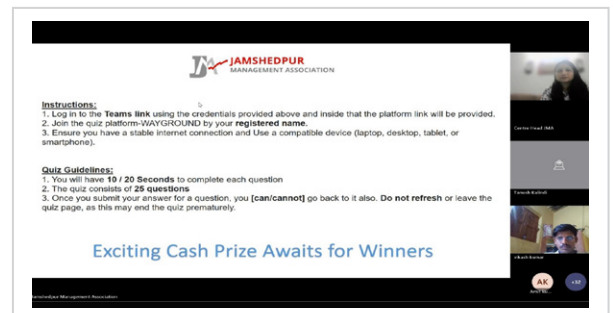
Collaboration with AIC Prestige

IMA, in collaboration with Atal Incubation Centre Prestige and MP Startup Centre, successfully organised an event on 30th June focusing on the critical topic of 'Startup Benefits by Government of Madhya Pradesh.' The insightful session was conducted by Dr. Sanjeev Patni, Mr. Swapnil Garg, Dr. Abha Rishi, and Mr. Arunabh Dubey. The session highlighted the growing importance of government support in the entrepreneurial ecosystem and provided attendees with a deeper understanding of the key aspects and step-by-step guidance for availing various government benefits and schemes for startups.

Jamshedpur Management Association

Brain Bytes Quiz

On 16th May, Jamshedpur Management Association organised BRAINBYTES, an engaging online technology quiz competition themed 'Celebrating Innovation and Technology.' The event brought together enthusiastic participants to test their knowledge of emerging technologies, innovation, and digital advancements in a competitive and interactive environment. Mr. Jayakanthan R emerged as the winner, while Mr. Naman Agarwal from NTT secured the runner-up position. The event successfully reinforced JMA's commitment to promoting knowledge sharing and fostering a culture of innovation among learners and professionals.



Online quiz competition in progress



Participants at the International HR Day Celebration

International HR Day Celebration

On 20th May, JMA, in association with the Department of Management, Arka Jain University, celebrated International HR Day through an engaging knowledge-sharing session for students. The event brought together corporate leaders, distinguished alumni, and professors, who shared their experiences and insights on human resource management, workplace dynamics, leadership, career development, and emerging industry trends.

Training on Finance for Non-Finance

On 22nd May, JMA conducted a one-day training programme on 'Finance for Non-Finance Professionals' for the employees of Tata Pigments. The programme was designed to help participants develop a practical understanding of key financial concepts, financial statements, budgeting, cost analysis, and financial decision-making. The training contributed to enhancing financial awareness and strengthening cross-functional effectiveness within the organisation.



Participants at the training session



Panel discussion in progress

Commerce Conclave 2026

On 22nd May, JMA proudly associated with the Department of Commerce, ARKA JAIN University, for the Commerce Conclave 2026 on the theme 'Building Resilient Supply Chains for Viksit Bharat.' The discussions focused on key areas such as supply chain agility, technological integration, sustainability, risk mitigation, visibility, and leadership in navigating today's dynamic business environment. The event featured an esteemed panel comprising Mr. Santanu Bhattacharya, Tata Cummins Ltd.; Mr. Sushil Kumar Verma, Tata Steel; Mr. Ayodhya Prasad, Tata Steel; Ms. Priti Kumari, TRL Krosaki Refractories Ltd and Prof. Santanu Gupta, XLRI Jamshedpur, whose insights enriched the learning experience for participants and fostered meaningful industry-academia engagement.

6th Annual Meet

On 27th May, JMA hosted its Annual Meet, bringing together members, professionals, and well-wishers for an evening of networking, interaction, and camaraderie. The gathering provided an opportunity for members to



JMA Team during the 6th Annual Meet

connect beyond formal events, exchange ideas, strengthen professional relationships, and celebrate the vibrant JMA community. Along with brief reflections on the Association's recent activities and future initiatives, the event featured engaging conversations and informal interactions, fostering a sense of belonging and collaboration among participants.



JMA member planting a sapling at the event

Environment Day Celebration

On 5th June, JMA celebrated World Environment Day by organising a plantation drive. As part of the initiative, members and staff planted saplings to promote environmental conservation and reinforce the importance of sustainable living. The activity reflected JMA's commitment to creating a greener future and encouraging collective responsibility towards protecting the environment.

Yoga and Mindfulness Session

On 18th June, JMA conducted the first session of Tranquil Transition for the ground workforce at Industrial Energy Limited (IEL) as part of the International Yoga Day celebrations for Tata Power professionals. The session included yoga asanas, pranayama, and relaxation techniques to promote physical fitness, reduce stress, and encourage holistic well-being.



Participants at the yoga event



Participants at the yoga event

Participants at the Yoga session

On 18th June, JMA organised a Tranquil Transition wellness session for executive professionals at Industrial Energy Limited (IEL). The session focused on mindfulness, breathing exercises, and yoga practices to help participants enhance focus, manage workplace stress, and improve overall health and well-being.

International Yoga Day

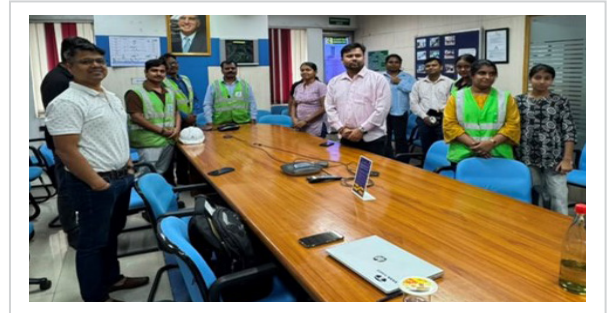
As part of the International Yoga Day celebrations, JMA conducted a yoga session on 19th June for the ground workforce at Tata Steel Works. Organised for Tata Power professionals, the session promoted yoga as a daily practice to enhance flexibility, reduce fatigue, and support overall physical and mental well-being.



Yoga session in progress

Yoga and Wellness Session

On 19th June, JMA organised a dedicated Yoga and Wellness session for executive professionals inside Tata Steel Works for TPL Professionals. Participants were guided through yoga postures, breathing techniques, and meditation practices aimed at enhancing concentration, resilience, and overall workplace wellness.



Executives at the wellness event



Yoga session in progress

On 20th June, JMA conducted a Tranquil Transition yoga session for the ground workforce at Jojobera Power Plant, TPL as part of the International Yoga Day celebrations. The session promoted healthy living through guided yoga practices, stretching exercises, and relaxation techniques, encouraging participants to incorporate wellness into their daily routine.

International Yoga Day

On 20th June, JMA concluded the International Yoga Day celebrations for Tata Power professionals with an Executive Wellness session at Jojobera Power Plant. The programme featured yoga, pranayama, and mindfulness practices designed to support mental clarity, stress management, and overall well-being among professionals.



Yoga session in progress

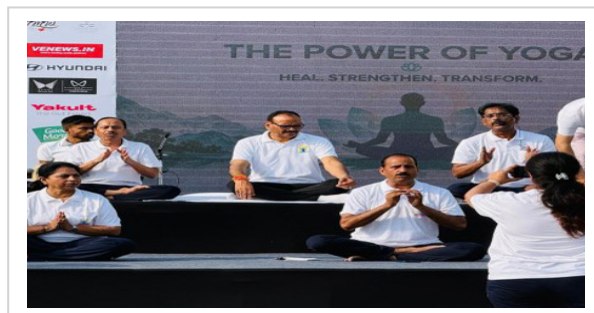


Dignitaries at the book launch

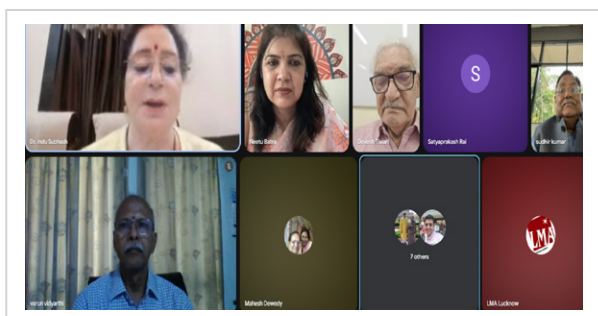
Lucknow Management Association

Lucknow Management Association successfully hosted the book launch and interactive discussion on 'Hitched or Ditched: 7 Secrets of Modern Relationships' by Mr. Rahul Singh, expertly moderated by Dr. Kavita Pathak on 17th June in LMA Hall. The engaging session brought together LMA members, professionals, and first-time attendees to explore evolving relationship dynamics, marriage, live-in relationships, and changing social values through meaningful audience interaction and insightful discussions.

The International Yoga Day was celebrated on 21st June at Max Super Speciality Hospital, in association with LMA. The event was graced by the Deputy Chief Minister, Mr. Brajesh Pathak, as the Chief Guest, whose presence added significance to the occasion. A large number of participants, including LMA members, healthcare professionals, and yoga enthusiasts, actively took part in the yoga session. The programme emphasised the vital role of yoga in enhancing physical fitness, mental well-being, stress management, and overall holistic health, while encouraging participants to adopt yoga as a regular part of their daily lives.



Yoga session in progress



Webinar in progress

On the occasion of World Elder Abuse Awareness Day, observed on 12th June, the LMA organised an insightful discussion featuring eminent personalities, including Dr. Indu Prakash, Ms. Neetu Batra (Sociologist and Social Gerontologist), Padmashri Mr. Anil Rastogi, Mr. Satya Prakash Rai (Former Additional Director of Prosecution and UP State Institute of Forensic Sciences), along with LMA members. The session focused on the growing challenges of elder abuse in modern society, exploring ways to protect senior citizens from abuse and neglect, while discussing legal, social, and community-based measures to safeguard their dignity, rights, and well-being.

Meerut Management Association

Meerut Management Association organised an insightful interactive session on 12th June at Management House, Meerut, on the theme 'Power of Ayurveda for Prophylactic Uses for Prevention of Modern Lifestyle Diseases.' The programme witnessed the participation of over 70 members. Delivering the keynote address, Dr. Alok Sharma highlighted the importance of self-awareness, balanced nutrition, disciplined daily routines, and preventive healthcare in addressing lifestyle disorders such as diabetes, hypertension, obesity, and stress. He underscored Ayurveda's holistic approach to promoting long-term health and well-being through preventive practices. Mr. Ankur Jaggi presented a memento to the guest speaker, while Mr. Gaurav Jain proposed the vote of thanks, bringing the programme to a successful close.



Dr. Alok Sharma addressing

Navsari Management Association

J N Tata Memorial Lecture Series

The Fourth J. N. Tata Lecture was organised by the Navsari Management Association (NMA) on 18th June at Town Hall, Navsari. The keynote address was delivered by Mr. T. V. Narendran, President, AIMA, and CEO and Managing Director, Tata Steel Ltd., who also graced the occasion as the Chief Guest. The event witnessed an overwhelming participation of nearly 1,200 attendees, including NMA members, industrialists, chamber representatives, entrepreneurs from Sachin SEZ, and management students. Mr. Narendran was felicitated by Mr. Ashokbhai Dhorajia, Mayor of Navsari, and Mr. Rakesh Desai, MLA, Navsari. In his address, he highlighted the Tata legacy of ethics and values, shared insights on future-ready technologies, and discussed strategies for sustainable business success. An engaging Q/A session, moderated by Mr. Haardik Nayak, Co-founder, NMA, added to the programme's success. Mr. Narendran also appreciated NMA's initiatives, making the event a memorable milestone for the Association.



Mr. T V Narendran addressing



Participants at the event

Noida Management Association

Financial Management and Wealth Creation

Noida Management Association in collaboration with the Cost Accountants of India, Noida Chapter, organised an insightful programme on 'Financial Management and Wealth Creation' on 13th June at NMA House. The programme featured eminent speakers Mr. R. C. Gupta, Ms. Aishwarya Mishra, and Ms. Ishima Bansal, who shared their valuable insights on financial planning, wealth creation strategies, investment management, and the importance of sound financial decision-making in today's dynamic economic environment. The programme was well received and attended by around 80 members, reflecting the keen interest of professionals and management practitioners in the subject.

Yoga Programme

NMA celebrated International Yoga Day with great enthusiasm on 21st June at NMA House, Noida. The event witnessed active participation from members, professionals, and yoga enthusiasts who gathered to embrace the spirit of health, wellness, and mindfulness through the practice of yoga. The yoga session was conducted by Mr. Arun Kumar Prasad, Ex-DGM (Finance), Coal India Ltd, and a distinguished member of NMA.



Participants at the yoga session



Participants at the event

Patna Management Association

International Yoga Day

Patna Management Association and Bihar State Productivity Council celebrated International Yoga Day on 21st June at Yogis of East Yoga Studio at Patna. The President PMA, Adv. B.K. Sinha addressed the gathering and express his views that Yoga is not merely a form of exercise, it is an effective lifestyle practice that helps create

balance between the body, mind and soul. The President BSPC Mr. D. K. Srivastava also addressed the participants and emphasised about the need of Yoga in everyday life and share experience to others for its larger benefit. Yogacharya Mr. Vishal Bhadani taught and demonstrated the different forms of Yoga for day-to-day practice. PMA esteemed member Mr. Bodhkrishna Mishra also shared his views before the participants. Er. M. K. Das gave the vote of thanks with the message to continue yoga practice every day for its utmost benefit.

Celebration of World Environment week

Marking World Environment Day 2026, Patna Management Association (PMA), in collaboration with the Bihar State Productivity Council, organised a thought-provoking seminar on 6th June at Oxford Business College, Patna, on the theme 'Nature-Inspired for Climate; For Our Future.' Dr. Nilesh Narayan, Principal, welcomed the gathering, followed by the keynote address by PMA President Mr. Basant Kumar Sinha. PMA Patron Mr. D. K. Srivastava, Dr. Ashutosh Upadhyay (ICAR), Management Consultant Mr. R. K. Chandra, and Mr. Maheshwar Prasad of Sudha Dairy shared valuable perspectives on climate resilience, India's energy strategies, and sustainable development. Dr. A. K. Verma moderated an interactive session with students, while PMA Secretary Engineer M. K. Das delivered the vote of thanks. The seminar concluded with a collective call to embrace environmentally responsible practices and advance the vision of holistic, sustainable development for future generations.



Dignitaries at the event



Adv. Unnikrishna Pillai addressing

Quilon Management Association

Quilon Management Association organised its monthly programme on 20th June at Quilon Beach Hotel, Kollam, featuring an insightful session on 'India's New Labour Codes: Balancing Ease of Doing Business with Workforce Justice.' The programme was chaired by Mr. Madhusoodanan Pillai, who highlighted the significance of understanding the evolving labour law framework and its implications for organisations and professionals. Mr.

Jayakumar Tharamel introduced the keynote speaker, Adv. P. V. Unnikrishna Pillai, a distinguished legal practitioner before the High Court of Kerala. In his address, Adv. Pillai presented a comprehensive overview of the new labour codes, explaining how they aim to foster a business-friendly environment while strengthening employee welfare, social security, and workplace justice. The session offered participants valuable legal and managerial perspectives on the reforms and their practical impact. Mr. R. S. Chippy proposed the vote of thanks. The programme was followed by the Annual General Meeting (AGM) of QMA.



Mr. Deepesh Agrawal addressing

Ranchi Management Association

Ranchi Management Association organised a leadership development session on 23rd June on the theme 'Leadership Training and Sales Pitch.' The programme attracted 38 participants, including members of the RMA leadership team and professionals from the building materials industry. The session was led by Mr. Deepesh Agrawal, Joint Secretary and Treasurer, in the presence of Mr. Sushil Kumar, Secretary & CEO. The discussions

focused on leadership principles and strategic management approaches to enhance sales effectiveness and drive business growth. An engaging question-and-answer session encouraged active participation, making the programme highly interactive and well appreciated by the attendees.

Thrissur Management Association

Joint session with Thrissur Startup Incubation Council

TMA, in collaboration with the Thrissur Startup Incubation Council, organised an open discussion on 15th June on 'Building a Startup Ecosystem in Thrissur' at TMA Management House, Thrissur. Dr K Paul Thomas, Managing Director and CEO, ESAF Bank, led the discussion and shared valuable insights on promoting entrepreneurship, strengthening innovation networks, and building a collaborative ecosystem for startups in Thrissur. The programme brought together 55 participants, including entrepreneurs, professionals, and aspiring startup founders, for an engaging exchange of ideas and perspectives.



Dr K Paul Thomas, MD and CEO, Esaf Bank addressing

Guest Lecture

TMA organised a Guest Lecture session on 19th June on 'Reimagining Business in the Intelligent Era' at Hotel Joys Palace, Thrissur. Dr. Pramod Varma, Co-Founder, Networks for Humanity (NFH), and Former Chief Architect of Aadhaar, DigiLocker and UPI, delivered the keynote address, offering thought-provok-



Dr. Pramod Varma addressing

Faculty Development Programme

With the theme 'Empowering Educators, Enabling Innovation,' TMA, in collaboration with IIITMK and Kerala Startup Mission, organised the IMPACT Faculty Development Programme on 22nd–23rd June at Christ College of Engineering, Irinjalakkuda. The programme equipped educators with innovation-driven teaching practices, emerging technology insights, and strategies to strengthen academia-industry collaboration, fostering a culture of innovation and entrepreneurial learning.



Participants at the FDP



Participants at the Agentic AI programme

for Enterprise Transformation' on 20th June. The programme featured expert sessions by Prof. Dr. Saji Gopinath, Dr. Ajithkumar R., Dr. Aswin V.S., and Mr. Sunil Prabhakaran, who shared practical insights into leveraging Agentic AI to enhance organisational productivity, improve decision-making, and drive enterprise transformation in an evolving digital landscape.

Book Release

TMA, in association with the Trivandrum Chamber of Commerce and Industry (TCCI) and CREDAI Trivandrum, co-organised the release of The Kerala Club: Keepers of the Flame on 24th June. Edited by Mr. K. M. Chandrasekhar, Former Cabinet Secretary of India, and Amb. T. P. Sreenivasan (Retd.), the book is a collection of essays

Trivandrum Management Association

Executive Development Programme

Trivandrum Management Association, through its Management Development Programme Committee, in association with Digital University Kerala, organised a One-Day Executive Development Programme on 'Agentic AI



Mr. V. D. Satheesan releasing the book

by 29 retired IAS, IFS, IPS and IFoS officers reflecting on governance, public service, and Kerala's developmental journey. The book was released by the Hon'ble Chief Minister of Kerala, Mr. V. D. Satheesan, who presented the first copy to Dr. Ashok Lahiri, Vice Chairman, NITI Aayog. In his address, the Chief Minister highlighted Kerala's development priorities and called upon the contributors to continue supporting the State's growth through their experience and expertise.



Dr. Raakesh Kriplani addressing

Vidarbha Management Association

Vidarbha Management Association organised an insightful session on 'Work-Life REBOOT: From Burnout to Balance' on 7th June at Chitnavis Centre, Nagpur. Internationally recognised cyber psychologist Dr. Raakesh Kriplani shared practical strategies on digital detox, workplace well-being, productivity, and healthy work-life boundaries. The highly interactive session received enthusiastic participation from professionals and promoted awareness of sustainable digital habits.

VMA conducted a panel discussion on 'Kharidi Mein Khari Kamai – Dilemmas of Purchase' on 14th June at Chitnavis Centre, Nagpur. Industry experts Mr. Atul Agarwal, Mr. Sanjay Dharmale, and Mr. Rajesh Duragkar discussed strategic procurement, vendor management, inventory planning, ERP systems, and cost optimisation. The programme offered valuable practical insights into improving purchasing efficiency and organisational profitability.



Panel discussion in progress



Delegates at the event

FILMY MANTRA 2026

On 21st June, VMA organised FILMY MANTRA 2026 at Chitnavis Centre, Nagpur. The innovative programme featured Mr. Harsh Sharma, Dr. Rohit Dujari, Mr. Nilesh Verma, and Mr. Aryan Agrawal, who connected iconic Bollywood films with modern business and leadership lessons. The engaging session demonstrated how cinema can inspire strategy, leadership, teamwork, and organisational excellence, attracting active audience participation.

Workshop

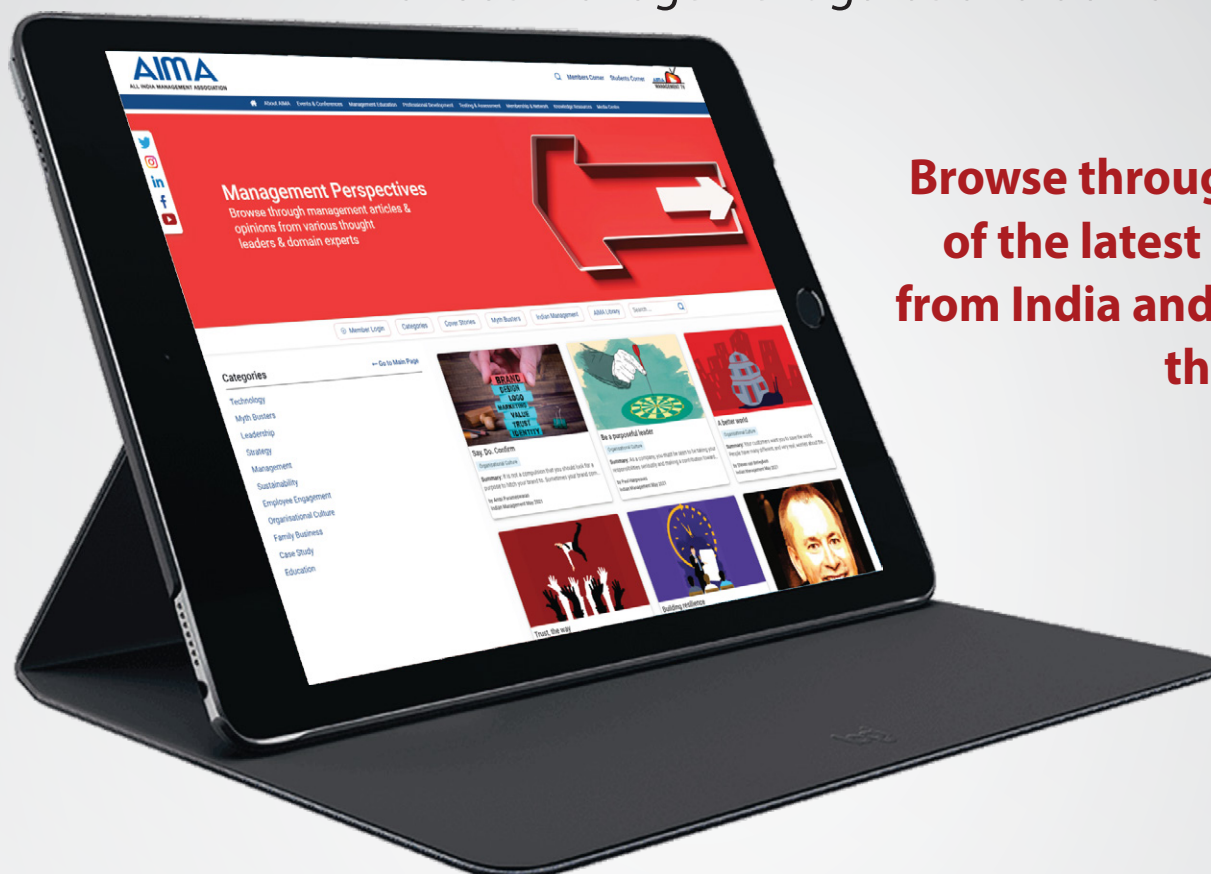
VMA organised an E-Commerce Workshop for Beginners and Advance on 28th June at Chitnavis Centre, Nagpur. E-commerce strategist Murtaza Husain guided entrepreneurs and business owners on marketplace strategies, product listing optimisation, customer engagement, pricing, logistics, and sustainable online business growth. The workshop received an excellent response and equipped participants with practical digital business knowledge.



Murtaza Husain addressing

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AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
AIMA YLC Leadership Meet	Jorge Loyola Director ProChile Trade Office in India	New Delhi	17 July 2026
AIMA YLC Session on 'Learning Faster Than the Market: A Practical Playbook to Scale Team Performance'	Dr. Preeti Vats PhD, Enterprise Corporate Wellbeing Leader	Online	24 July 2026
Leadership Development Programme		Coorg	06-08 August 2026
AIMA YLC Session on 'Geopolitics & Global Leadership'	Ambassador Gurjit Singh Former Ambassador to Germany, Indonesia, Ethiopia ASEAN and the African Union and Author	Online	07 August 2026
AIMA's 31st Convocation		New Delhi	07 August 2026
Shaping Young Minds Programme		Kolkata	21 August 2026
Global Advanced Management Programme (GAMP)		China-Shanghai & Shenzhen	23 - 29 August 2026
National Competition for Young Managers		Online	August/September 2026
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
Shaping Young Minds Programme		Kochi	16 October 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
Senior Leadership Retreat		Goa	15-17 December 2026
LeadHERship Retreat		Varanasi	28-30 January 2027
Shaping Young Minds Programme		Guwahati	29 January 2027



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