

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

MAY 2025



## MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

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

Over the past weeks, AIMA has continued to build on its commitment to strengthening leadership and management capabilities across sectors. From immersive learning platforms to new partnerships, each initiative reflects our continued emphasis on forward-looking thinking, global exposure and collaborative knowledge-building.

The LeaderSpeak series continues to evolve as a powerful platform for dialogue with global thought leaders. The recent session on 'Innovation Strategy', featuring Prof Rahul Kapoor, David W. Hauck Professor, Chair, Management Department, The Wharton School, University of Pennsylvania, in conversation with Mr Nikhil Sawhney, Immediate Past President, AIMA and Vice Chairman & Managing Director, Triveni Turbine Ltd, highlighted the importance of aligning vision, resources and partnerships to drive sustainable innovation. With over 74 sessions completed, the series continues to offer valuable perspectives to the professional community.

AIMA's 12th HR Leadership Retreat in Goa brought together some of the most respected voices in human resources. Chaired by Mr Ayush Gupta, Director-HR, GAIL, and with participation from leaders such as Mr SY Siddiqui, Chairman, AIMA HR Core Committee and Former Executive Advisor, Maruti Suzuki, and Mr Dwarakanath, Former Chairman, GSK Consumer Healthcare Ltd, the retreat focused on navigating uncertainty, driving innovation, and ensuring inclusive, sustainable growth. The strong participation from across organisations underscored the relevance of the discussions.

In the academic space, the 5th AIMA-AIU Case Competition & Conference, organised by the India Case Research Centre in collaboration with the Association of Indian Universities, brought academic leaders and researchers together to focus on case development rooted in India's evolving business realities. The sessions were enriched by the presence of academic stalwarts such as Dr Rishikesh T Krishnan, Director, IIMB and Chairman, AIMA-ICRC and Dr Pankaj Mittal, Secretary General, AIU.

AIMA also conducted a specialised training programme on Enhancing Procurement Processes for Sustainability, supported technically by The World Bank. The programme provided practical insights into sustainable procurement practices and attracted participation from some of India's leading organisations.

A key milestone during the month was the signing of a Memorandum of Understanding with the Indo Japan Chamber of Commerce (IJCC), aimed at promoting business, education and cultural exchange. The collaboration includes an SME Entrepreneur Exchange Programme and workshops on quality, exports and technology transfer—broadening the scope of AIMA's international outreach.

In another strategic partnership with the Association of Indian Universities (AIU), AIMA launched three new programmes during a national webinar: a Certificate Course in Emerging Technologies, a Capacity Building Programme for Doctoral Educators and a Leadership Development Programme for Vice Chancellors. These initiatives represent a joint effort to build future-ready leadership in academia.

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The AIMA Young Leaders Council (YLC) continues to offer meaningful platforms for engagement and dialogue. A recent session featured Mr Amit Sharma, CEO, Dishah Consultants and Ms Anupriya Agarwal, Founder, Maxworth Impact, who shared practical perspectives on aligning sales and marketing strategies in a rapidly shifting business environment.

I invite you to explore the reports and updates from these initiatives, along with the latest from our Local Management Associations and insightful articles on management.

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

Warm Regards,



**Rekha Sethi**  
Director General

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Triveni Turbine Limited and Director,  
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**DUBAI**  
**2 - 5 DECEMBER, 2025**

**JAPAN**  
**20 - 24 AUGUST, 2025**

# Global Innovation & Management Programme (GIMP) 2025

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**Early Bird Discount: INR 30,000** discount on registrations received till **10 July 2025**

*Inclusions: Participation Fee will include the course fee, study material, cost of accommodation from 20 – 24 August 2025 (04 nights) breakfast, lunches, dinners as per itinerary.*

#### GIMP Dubai

1 Delegate: **INR 3,50,000** per Participant  
2-3 Delegates: **INR 3,25,000** per Participant  
4 or more delegates: **INR 3,00,000** per Participant

**Early Bird Discount: INR 20,000** discount on registrations received till **31 July 2025**

*Inclusions: Participation Fee will include the course fee, study material, cost of accommodation from 2 – 5 December 2025 (03 nights) breakfast, lunches, dinners as per itinerary.*

- GST: 18% or as applicable on the date of fee payment will be charged on the participation fee.
- AIMA GSTIN No. 07AAATA1644A1ZH AIMA PAN No.: AAATA 1644 A

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## LeaderSpeak



*From Top (L-R) Prof Rahul Kapoor, David W. Hauck Professor, Chair, Management Department, The Wharton School, University of Pennsylvania; Mr Nikhil Sawhney, Immediate Past President of AIMA and Vice Chairman & Managing Director, Triveni Turbine Limited and Ms Rekha Sethi, Director General, AIMA*

AIMA organised its 74th LeaderSpeak session virtually on 10th June on the theme 'Innovation Strategy'. Prof Rahul Kapoor, David W. Hauck Professor, Chair, Management Department, The Wharton School, University of Pennsylvania, addressed the session, moderated by Mr Nikhil Sawhney, Immediate Past President of AIMA and Vice Chairman & Managing Director, Triveni Turbine Limited. Ms Rekha Sethi, Director General, AIMA, delivered the Introductory Remarks.

Prof Kapoor explained that invention produces something entirely new, while innovation enhances and applies existing ideas, illustrated by Nokia's early smartphones and Nvidia's advances in AI and gaming. He outlined the 'Innovation Strategy Network' comprising Organisation, Business Model,

and Ecosystem to drive adaptability, sustainability and competitive advantage.

He concluded by stressing that a successful innovation strategy aligns vision, resources, execution, and external partnerships to generate value, sustain competitiveness and ensure long-term success.

The session garnered an overwhelming response, with over 1,500 attendees joining via Zoom and AIMA's social media platforms.

# 12th HR Leadership Retreat



*Participants and speakers of the 12th HR Leadership Retreat*

AIMA organised its 12th HR Leadership Retreat on the theme 'Leading with Purpose: Human-Centric Strategies for Business Transformation' from 29th – 31st May in Panjim, Goa.

Chaired by Mr Ayush Gupta, Director-HR, GAIL, the retreat focused on the experiences of successful leaders and organisations in addressing HR challenges in the evolving business landscape and exploring ways to modernise HR for a strategic role in business growth.

Some of the other eminent speakers who addressed the retreat included Mr SY Siddiqui, Chairman, AIMA HR Core Committee & Former Executive Advisor, Maruti Suzuki; Mr P Dwarakanath, Former Chairman, GSK Consumer Healthcare Ltd; Ms Rashmi Govil, Director- HR, Indian Oil Corporation Ltd.; Mr Sanjay Behl, Joint President- Adani Cement; Mr Keshav Rao, Director- HR, Mahanadi Coalfields Limited; Ms Prajakta Kanaglekar, Vice President – Technology HR

Leader at Flipkart; Mr R Anand, Principal Consultant & Advisor- HR HCL Tech; Dr Shikha Nehra Sharma, Founder of Nutriwel Health India Ltd. among others.



*Mr Ayush Gupta, Director-HR, GAIL addressing*





*Mr Sanjay Behl, Joint President- Adani Cement and Mr P Dwarakanath, Former Chairman, GSK Consumer Healthcare Ltd*



*Mr Keshav Rao, Director- HR, Mahanadi Coalfields Limited*

The retreat featured a special session on coaching and mentoring that focused on accelerating leadership growth and career progression, followed by an insightful discussion on how AI is reshaping talent management and workplace dynamics. It also emphasised employee well-being with a session on

nutrition and holistic wellness, underscoring the significance of a healthy workforce.

The retreat brought together more than 35 senior HR professionals and decision makers from 15 organisations for a dialogue with the CEOs, CHROs and HR leaders.



*Ms Prajakta Kanaglekar, Vice President – Technology HR Leader, Flipkart and Mr SY Siddiqui, Chairman, AIMA HR Core Committee & Former Executive Advisor, Maruti Suzuki*



*Mr R Anand, Principal Consultant & Advisor- HR HCL Tech*



*Ms. Rashmi Govil, Director- HR, Indian Oil Corporation Ltd.*



# ICRC Case Writing Competition & Conference



*(L-R) Dr Rohit Singh, Director, AIMA; Dr Pankaj Mittal, Secretary General, AIU; Dr Rishikesh T Krishnan, Director, IIMB, Chairman, AIMA-ICRC and Dr Anuja Pandey, Programme Director -PGCM and Head, AIMA ICRC*

AIMA organised its 5th Case Writing Competition & Conference in collaboration with Association of Indian Universities (AIU) from 29th- 31st May.

The competition was aimed to promote high-quality teaching case materials rooted in the Indian business ethos, reflecting the evolving business landscape.

Dr Rishikesh T Krishnan, Director, IIMB, Chairman, AIMA-ICRC delivered the inaugural address. The special address was given by Dr Pankaj Mittal, Secretary General, AIU. Dr Upinder Dhar, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Vice Chairman, AIMA-ICRC also addressed the inaugural session virtually.

Some of the eminent speakers who addressed the Conference included, Dr Jyotsna Bhatnagar, Professor, Dean-Graduate Programmes, MDI



*Dr Rishikesh T Krishnan, Director, IIMB, Chairman, AIMA-ICRC addressing*



*Mr Richard Rekhy, Vice-Chair, Grant Thornton Bharat & Former CEO, KPMG India addressing*

Richard Rekhy, Vice-Chair, Grant Thornton Bharat & Former CEO, KPMG India; Dr Raj Singh, VC, Bennett University; Mr Sanjib Dutta, VP, IBS, Case Research Centre; Dr Prabina Rajib, Director, BIMTECH; Ms Vicky Lester, CEO, The Case Centre; Mr Nishit Jain, Sr. Spl. Advisor, Asia EFMD; Mr Dviwesh Mehta, Director-South Asia & Middle East, Higher Education, Harvard Business Publishing; Dr J K Mitra, Ex Dean, FMS, Delhi among others, who emphasised the need for quality cases reflecting India's business culture and digital-driven market shift.

The case-writing competition invited faculty, case authors and journal editors to submit India focused teaching cases and supporting notes, encouraging multimedia and innovative pedagogy. Over 25 reviewers from a range of B schools and universities assessed the submissions. A jury then selected the top cases, which received awards. The awarded cases will receive mentoring from the ICRC team and will be published on the India Case Research Centre portal for distribution across business schools and corporate organisations.

The programme saw record participation and earned widespread praise, highlighting its significant impact and outstanding success.

Gurgaon; Mr Saurabh Agrawal, Head-Strategy & Growth, Public Sector Bu, Tata Consultancy Services; Dr Payal Kumar, Principal Academic Advisor, ISH, Visiting faculty, XLRI, Global L&D Advisor, Award-winning Author; Ms Meeta Sengupta, Advisor AIMA-ICRC, Policy Maker, HEI Education; Prof Rakesh Mohan Joshi, VC, IIFT, University; Dr Madhu Vij, Ex Professor, FMS, Delhi; Dr (Prof) Rajan Saxena, Ex Chairman AIMA-ICRC, Ex VC NMIMS & Director, IIM, Indore; Mr

*(L-R) Dr Payal Kumar, Principal Academic Advisor, ISH, Visiting faculty, XLRI, Global L&D Advisor, Award winning Author; Ms Meeta Sengupta, Advisor AIMA-ICRC, Policy Maker, HEI Education; Dr Ganesh Singh, Professor & Programme Director, New Age Courses, AIMA; Dr Rishikesh T Krishnan, Director, IIMB, Chairman, AIMA-ICRC; Mr Saurabh Agrawal, Head-Strategy & Growth, Public Sector Bu, Tata Consultancy Services and Dr Jyotsna Bhatnagar, Professor, Dean-Graduate Programmes, MDI*





# A STRATEGIC CALL FOR TALENT HEADS & L&D LEADERS!

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# Training Programme on Enhancing Procurement Process for Sustainability



*Participants of the Programme on Enhancing Procurement Processes for Sustainability*

AIMA, with technical support from The World Bank, successfully conducted a three-day training programme on Enhancing Procurement Processes for Sustainability from 28th to 30th May in Ooty. This exclusive programme attracted participants from prestigious organisations across India, including procurement professionals and government officials.

Led by renowned trainers, the sessions provided cutting-edge insights into sustainable procurement and its vital role in driving efficiency, strategic sourcing, and environmental responsibility. The programme covered key areas such as public procurement frameworks, bid evaluation methods, and embedding sustainability across procurement

cycles, ensuring participants gained practical strategies to integrate sustainable practices into their operations.

With interactive case studies, group exercises and real-life applications, participants engaged in role-play exercises. This immersive approach strengthened their ability to implement sustainable procurement strategies aligned with global best practices, reinforcing AIMA and The World Bank's commitment to promoting efficient, ethical, and forward-thinking procurement systems.

The programme received positive feedback, highlighting its effectiveness in enhancing participants' understanding and skills in procurement processes.

## AIMA and Indo Japan Chamber of Commerce Sign MoU



*AIMA and Indo Japan Chamber of Commerce (IJCC) members after signing the MoU*

AIMA has signed a landmark Memorandum of Understanding (MoU) with the Indo Japan Chamber of Commerce (IJCC) on 11th June, to strengthen cross-border collaboration between India and Japan in business, management education and cultural exchange.

Under this MoU, AIMA and IJCC will jointly launch an SME Entrepreneur Exchange Programme, enabling sector-focused business delegations between the two countries. The programme will offer Indian SMEs exposure to Japanese manufacturing excellence, while facilitating B2B linkages and market access.

The partnership will also facilitate student exchange programmes with leading Japanese universities,

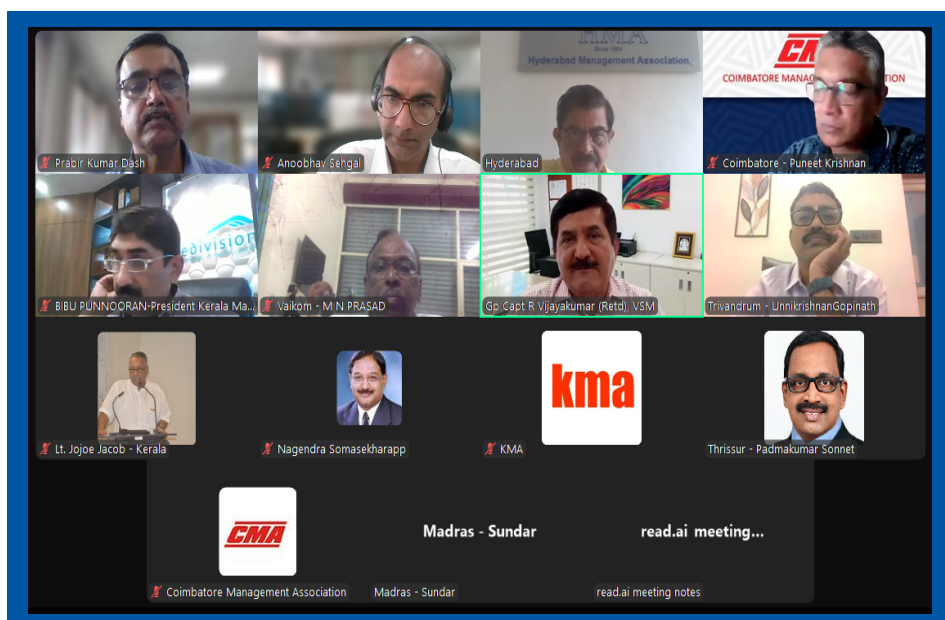
introduce immersion modules and co-develop short-term certification courses aligned with Japan-specific business and innovation practices.

Additionally, AIMA and IJCC will co-host thematic workshops on Japanese business culture, quality systems, export strategies, and technology transfer, aiming to bridge knowledge gaps and open new doors for Indian professionals and businesses.

This MoU marks a significant step in AIMA's global outreach and reaffirms its commitment to building international pathways for Indian management talent and enterprises.



# LMA Regional Coordination Group Meetings



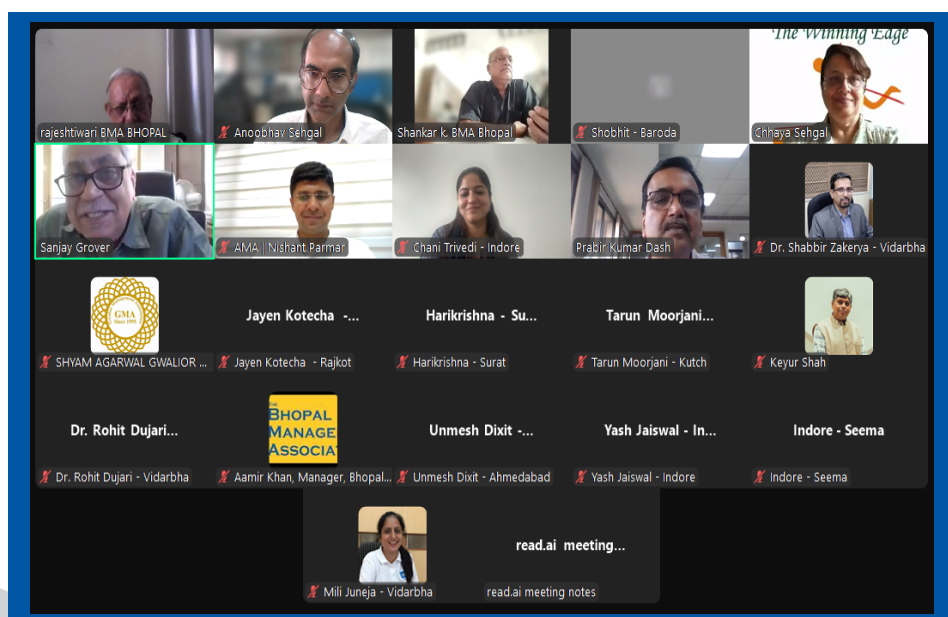
*LMA Southern Region meeting in progress*

Regional meetings of Local Management Associations (LMAs) were organised to strengthen collaboration and coordination across the country's four regional clusters-North, South, East, and West. These virtual sessions serve as platforms to share best practices, support the development of small and medium-sized LMAs, and promote cohesive regional engagement.

The Southern Region meeting was held on 28th May, and was chaired by Gp Capt R Vijayakumar (Retd), VSM, Chairman, Southern Region LMA Coordination Group. The Western Region meeting followed on 13th June, was chaired by Ms Chhaya Sehgal,

Chairperson, Western Region LMA Coordination Group. Mr Sanjay Grover, Director – LMA Relations & Membership & Young Leaders Council, AIMA engaged in constructive discussions with LMAs on strategies to strengthen regional collaboration and future planning.

Both meetings saw enthusiastic participation from LMAs within their respective regions. Representatives shared updates on recent and upcoming activities and engaged in meaningful discussions on strategies for regional collaboration and future planning.



*LMA Western Region meeting in progress*



# Launch of AIU - AIMA Collaborative Programmes

AIMA in collaboration with Association of Indian Universities (AIU) launched three flagship academic and capacity-building programmes during a national-level webinar on 6th June.

The virtual event was inaugurated with a welcome address by Dr Amarendra Pani, Joint Director & Head Research, AIU, followed by introductory remarks by Dr (Mrs.) Pankaj Mittal, Secretary General, AIU, who emphasised the growing need for future-ready skill development in Indian higher education. The Guest of Honour, Ms Rekha Sethi, Director General, AIMA, addressed the participants and highlighted the importance of building industry-academia linkages through targeted programmes for students, educators and academic leaders.

The three newly launched programmes include-

- (1) Certificate Course in Emerging Technologies for final-year UG/PG students and early-career professionals with a focus on AI, Blockchain, Cybersecurity and Quantum Computing.
- (2) Capacity Building Programme for Doctoral Educators, a 3-day residential training course designed to enhance research supervision and academic mentoring skills.

(3) Leadership Development Programme for Vice Chancellors, tailored to support academic governance, strategic thinking and implementation of NEP 2020.

The programme details were provided by Prof Rohit Singh, Director, AIMA and Dr Ganesh Singh, Professor & Programme Director-New Age Courses, CME, AIMA, who outlined the structure, objectives and delivery formats of each initiative.

Prof Vinay Pathak, Vice Chancellor of CSJMU, Kanpur and President, AIU, delivered the Presidential Address and commended the partnership between AIMA and AIU as a forward-looking step in transforming Indian higher education.

The event concluded with open discussions and a vote of thanks delivered by Dr Amarendra Pani. These programmes, launched under the MoU signed between AIU and AIMA on 2nd April 2025, represent a strategic effort to facilitate innovation, leadership and skill-based education through joint certification and delivery models.

## Young Leaders Council Session



*Mr Amit Sharma  
CEO, Dishah Consultants*



*Ms Anupriya Agarwal  
Founder, Maxworth Impact*

AIMA YLC hosted a virtual session titled 'From Pitch to Purchase: Bridging Sales and Marketing for Growth' on 16th May, featuring Mr Amit Sharma, CEO, Dishah Consultants. The session was moderated by Ms Anupriya Agarwal, Founder, Maxworth Impact.

The session explored how to align sales and marketing strategies to improve customer engagement and accelerate business growth. Participants learned the distinctions between sales

and marketing and discovered practical methods to close the gap between these functions.

The session emphasised building a seamless customer journey, from attracting prospects to closing deals and nurturing long-term relationships, with actionable strategies for attendees to implement in their own organisations.

# Capacity Building Procurement Programme

- ✓ Initiated and technically supported by The World Bank
- ✓ Sessions by Industry Expert
- ✓ Hybrid mode weekend batches



## **PROFESSIONAL DIPLOMA IN PUBLIC PROCUREMENT (PDPP) | 6 MONTHS PROGRAMME** (INITIATED BY THE WORLD BANK)

- Equip participants with the knowledge and skills needed for effective procurement
- Address both global and Indian perspectives
- Promote good governance in procurement through modern methods and best practices



## **CERTIFICATE PROGRAMME IN CONTRACTUAL DISPUTE RESOLUTION (CPCDR)** **6 MONTHS PROGRAMME**

- Gain insight into contract designing and interpretation
- Foster managerial approval process to effectively handle contractual disputes
- Acquire proactive tools to mitigate potential disputes



## **CERTIFICATE COURSE IN PUBLIC PRIVATE PARTNERSHIP (PPP) | 3 MONTHS PROGRAMME**

- Develop expertise in the concepts of Public Private Partnership (PPP), including design, bidding and contract management
- Gain a deep understanding of sector strategies by integrating top PPP practices from global and Indian contexts



## Research: Gen AI Makes People More Productive—and Less Motivated

by Yukun Liu, Suqing Wu, Mengqi Ruan, Siyu Chen and Xiao-Yun Xie

May 13, 2025



Jorg Greuel/Getty Images

**Summary.** *The integration of generative AI into the workplace represents a tremendous opportunity to enhance productivity, creativity, and innovation. But new research shows that it can have a downside: a study of over 3,500 people found that using AI tools led to performance gains, but also made employees less motivated and more bored when they had to work on other tasks, without the use of AI. The researchers examine their findings to offer ways that leaders can redesign workflows and preserve the elements of work that drive intrinsic motivation. By doing so, companies can unlock the full potential of both AI and their workforce.*

Generative AI (gen AI) has revolutionized workplaces, allowing professionals to produce high-quality work in less time. Whether it's drafting a performance review, brainstorming ideas, or crafting a marketing email, humans collaborating with gen AI achieve results that are both more efficient and often superior in quality. However, our research reveals a hidden trade-off: While gen AI collaboration boosts immediate task performance, it can undermine workers' intrinsic motivation and increase feelings of boredom when they turn to tasks in which they don't have this technological assistance. Our findings have big implications for companies looking to leverage gen AI's potential gains without hurting their employees' drive when it comes to their other responsibilities.

### The Research

In four studies involving more than 3,500 participants, we explored what happens when humans and gen AI collaborate on common work tasks. Participants completed real-world professional tasks, such as writing Facebook posts, brainstorming ideas, and drafting emails, with or without gen AI. We then assessed both task performance and participants' psychological experiences, including their sense of control, intrinsic motivation, and levels of boredom.

Our findings point to two contrasting outcomes of human-Gen AI collaboration:

**Immediate Performance Boost:** Gen AI enhanced the quality and efficiency of tasks. For

instance, performance reviews written with gen AI were significantly longer, more analytical, and demonstrated a more helpful tone compared to reviews written without assistance. Similarly, emails drafted with gen AI tended to use warmer, more personable language, containing more expressions of encouragement, empathy, and social connection, compared to those written without AI assistance. This highlights how gen AI can help workers deliver outputs that are polished, engaging, and well-structured.

**Psychological Costs:** Despite the performance benefits, participants who collaborated with gen AI on one task and then transitioned to a different, unaided task consistently reported a decline in intrinsic motivation and an increase in boredom. Across our studies, intrinsic motivation dropped by an average of 11% and boredom increased by an average of 20%. In contrast, those who worked without AI maintained a relatively steady psychological state. This finding reveals a critical nuance to collaborations' benefits: While using gen AI tools can feel productive and empowering at first, it may leave workers feeling less engaged when they shift to tasks that don't involve AI support—a common reality in workflows where not every task can or should be AI-assisted.

### Why Motivation Dips and Boredom Grows

Collaboration with gen AI can remove the most cognitively demanding parts of a task, often the aspects that make work stimulating and personally fulfilling. For example, crafting a performance review requires critical thinking and tailored feedback. When gen AI generates much of this content, the process becomes less engaging, and humans may feel disconnected from the task. This sharp contrast becomes evident when individuals return to solo work, leading to boredom and diminished motivation.

In our study, we found that gen AI collaboration initially reduces workers' sense of control—the feeling of being the primary agent of their work. Sense of control is a key component of intrinsic

motivation: When people feel that they are not fully in charge of the output, it can undermine their connection to the task. However, we found that transitioning back to solo work restores this sense of control, albeit at the cost of enjoyment. Essentially, workers regain their autonomy but feel less inspired and challenged.

These findings carry important implications for the future of work. While gen AI can help organizations achieve short-term performance gains, its overuse may have long-term consequences for workers' psychological well-being. If employees consistently rely on AI for creative or cognitively challenging tasks, they risk losing the very aspects of work that drive engagement, growth, and satisfaction.

Consider a marketing professional who regularly uses gen AI to generate campaign ideas. The AI may produce outputs that are faster and even more polished than those developed independently. However, if this professional begins to rely on gen AI entirely, they may miss opportunities to refine their creative thinking, problem-solving skills, and sense of accomplishment—key drivers of personal and professional development.

Over time, the lack of intrinsic motivation can lead to disengagement, lower job satisfaction, and even burnout. Increased boredom, which our research showed following AI use, can also be a warning sign that these negative consequences might be on their way.

### What Companies Can Do

The solution isn't to abandon gen AI. Rather, it's to redesign tasks and workflows to preserve humans' intrinsic motivation while leveraging AI's strengths. Here are five actionable strategies:

**Blend AI and Human Contributions:** Instead of letting gen AI complete entire tasks, integrate AI outputs as a starting point while encouraging human creativity. For example, gen AI can draft a performance review outline, but the manager should refine the content with personalized insights. Similarly, AI could generate initial ideas for a project,

while team members are expected to expand, refine, and build on them.

**Design Engaging Solo Tasks:** To counterbalance the psychological costs of AI collaboration, follow up AI-assisted tasks with work that provides autonomy and a sense of creative challenge. For instance, after drafting AI-supported emails, assign a task that allows workers to be in control of designing a new project. These tasks allow employees to exercise their skills, creativity, and decision-making without relying on AI.

**Make AI Collaboration Transparent:** Our study found that workers can feel disengaged when they perceive that AI has taken control. Clear communication about how AI is assisting—not replacing—their contributions can help workers maintain a sense of ownership and fulfillment in their tasks.

**Rotate Between Tasks:** Organizations can sustain both productivity and engagement by structuring workflows that alternate between AI-assisted and independent tasks. Rather than clustering similar task types, managers can sequence the day to begin with cognitively demanding, solo work and shift to AI-supported tasks later for efficiency. For example,

starting with strategy development and ending with AI-assisted editing balances mental stimulation with output quality.

**Train Employees to Use AI Mindfully:** To avoid an over-dependence on AI, organizations can offer training to build employees' ability to use gen AI thoughtfully and effectively. This might include running workshops on prompt writing, engaging in critical evaluations of AI-generated content, or introducing scenario-based exercises that highlight when human judgment should take the lead. Workers can learn how AI might complement their work and what part their own skills have to play in their tasks—a perspective that fosters autonomy, creativity, and long-term skill development.

...

Human-gen AI collaboration has immense potential to boost productivity and performance, but organizations must be mindful of its psychological consequences. By thoughtfully designing workflows that integrate gen AI, businesses can unlock its benefits without compromising workers' motivation and engagement. After all, the future of work isn't just about what AI can do—it's about what humans and AI can achieve together.

## About Author:

**Yukun Liu** is an assistant professor at the School of Management, Zhejiang University. His research focuses on transformative work design, employee well-being, and how organizations can support human sustainability in the digital age.

**Suqing Wu** is an assistant professor at the School of Management, Zhejiang University. Her research focuses on creativity and innovation, work motivation, team dynamics, and how individuals thrive in contemporary organizational settings.

**Mengqi Ruan** is a doctoral candidate at the School of Management, Zhejiang University. Her research focuses on how digital technologies reshape employee behavior and workplace dynamics.

**Siyu Chen** is a doctoral candidate at the School of Management, Zhejiang University. She studies the implications of emerging technologies for human resource management and organizational behavior.

**Xiao-Yun Xie** is a professor and the Dean of the School of Management, Zhejiang University, where he also leads the Digital Innovation and Management Lab. His research focuses on organizational change, team dynamics in extreme environments, leadership, and digital-era HR management.

## Disclaimer:

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<https://hbr.org/2025/05/research-gen-ai-makes-people-more-productive-and-less-motivated?ab=HP-hero-for-you-1>





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# How Leaders Can Move From “Chaos to Clarity”

by Alexander Gelfand

June 3, 2025



*“Leaders today feel like no matter what they do... they’re going to get everything wrong,” says Robert Siegel. | iStock/Alexyz3d*

W Robert Siegel, MBA '94, has been a lecturer at Stanford Graduate School of Business for more than two decades. “I’ve taught almost 20% of the people who graduated from the GSB,” he says. He has also served as an executive at Intel and General Electric, founded and led startups, and worked as a consultant and venture capitalist. And he is convinced that running a business today is more difficult than ever.

His latest book, *The Systems Leader: Mastering the Cross-Pressures That Make or Break Today’s Companies*, is designed to take the sting out of making the changes necessary to move from “chaos to clarity.”

For the past eight years, Siegel and Jeff Immelt, the former CEO of GE, have co-taught Systems Leadership, a course that focuses on the new skills leaders need to navigate our fast-paced,

interconnected world. In addition to offering their own perspectives, the two have invited a wide array of business leaders to discuss the challenges they’ve faced and how they’ve managed them. In *The Systems Leader*, Siegel draws on those insights to present a new approach to leadership — one grounded in the shared experiences of leaders who have succeeded in industries ranging from banking and tech to healthcare and waste management.

“As we talked to leaders, it seemed like everybody was struggling with the same issues,” Siegel says. The good news for leaders at all levels is — slight spoiler alert — contained in the title of his final chapter: “You Can Do This.”

Siegel spoke with Stanford Business about handling pressure, “unserious” leaders, and what he’s learned

from his experience as a corporate leader.

### **What is systems leadership, and why is it important?**

We live in a world of constant crisis and increasingly rapid technological change. If we look back over the last 25 years, what have we seen? The dot-com meltdown, 9/11, the global financial crisis, the rise of populism all over the world, the pandemic, and the geopolitical instability we're seeing right now.

This is the new normal. And leaders today feel like no matter what they do, they're not prepared and they're going to get everything wrong.

Leadership's always been hard. That's why we have a million books on it, and why so many of my colleagues on the faculty have studied it for so long. What's different now is the speed and the strength of the dislocation we're experiencing. Data is constantly flowing. We as humans are constantly connected. And that creates a world of increased speed and increased complexity.

Systems leadership is a way to address the things that keep coming at us from new directions at all times. It is the ability to do two things: to internally master certain dualities, and to understand action and reaction between functions inside an organization and between an organization and its ecosystem.

**All this is encapsulated by what you call "cross-pressure," the pressure to achieve seemingly contradictory goals at the same time. Five cross-pressures came up repeatedly in your conversations with business leaders, and you present them all as "both/and" propositions. What are they?**

Quote

**"Leaders have to lead on nuanced issues in a world that has very little time for nuance. And the media rewards people for being bombastic and replacing decorum with outrageousness."**

The first cross-pressure has to do with priorities: pressure to succeed at both execution and innovation. I can't only be good at making the trains run on time. I also have to know how to manage

innovation.

The second one centers around people: pressure to project both strength and empathy. We need to be strong leaders and we need to deliver and hold our teams accountable, but we can also show our humanity and see the humanity in others.

The third one is the sphere of influence: pressure to focus both internally and externally. We used to talk about the externally focused CEO and the internally focused COO. We can't do that anymore. We need to understand internal and external factors, no matter what function we're in, because they've become so intertwined.

Then there's geography: pressure to think and act both locally and globally.

And lastly, purpose: pressure to pursue both ambition and statesmanship. How can I be ambitious yet think of myself as a steward of my organization?

**Statesmanship seems like a quaint, if not antiquated, idea in this day and age. You devote an entire chapter to the rise in "unserious" behaviors among leaders, like being self-righteous or downright outrageous.**

Leaders have to lead on nuanced issues in a world that has very little time for nuance. And the media rewards people for being bombastic and replacing decorum with outrageousness.

We intuitively know this is not what we want from our leaders. And my point is, be who you want to be. I believe in free will: I believe we can make choices about who we want to be as leaders, how we want to run our companies, how we want to lead our teams. The cross-pressures represent the exogenous stuff that makes it hard to lead; how we react to them is a choice we make. The leaders we see in the book are all successful by any figure of merit — what they have achieved, how many people they lead, et cetera. But none of them show the crazy behaviors that seem to be celebrated and reinforced in the media.

And let's be clear: We're all broken, we're all works in progress, and we never get it right all the time. The people featured in the book are strong, ambitious



leaders, but they have the humanity to say, “Yeah, I’ve made mistakes, and here’s what I learned from them.” They don’t try to be perfect, and they never pretend to be.

**Is systems leadership for big companies? Small companies? Startups?**

The answer is yes. If you’re running a 6,000-person company, that’s different than running a six-person company. But the cross-pressures are the same, and they are all going to hit you. That’s true for large and small companies; it’s true for old-school companies and new companies. Systems leadership really applies to leadership in the 21st century. It’s a way of thinking and a way of looking at things.

**So why do you also say that adopting this mindset can be scary?**

The scary part is not systems leadership or being a systems leader. The scary part is letting go of what you did in the past.

Humans hate change. It’s hard. It’s terrifying. Accepting it is scary for ourselves and for our teams. Can I adapt? Can I compete?

On the other hand, we can hold these two truths simultaneously: Today is hard, and tomorrow is going

to be better. We can get through it. And we don’t have to do it alone; we can do it with our teammates.

**You recount that when you were running a division at GE early in your career, you struggled to balance conflicting goals such as meeting quarterly targets and innovating for the future. Did you understand what was happening at the time?**

At the time that I was going through it, I didn’t understand it. I was in my mid-30s. I was a junior executive. And I was in a culture that had historically been operationally excellent but not focused on the long-term and struggled to invest in innovation. I didn’t know that this was a cross-pressure, and I couldn’t articulate it that way.

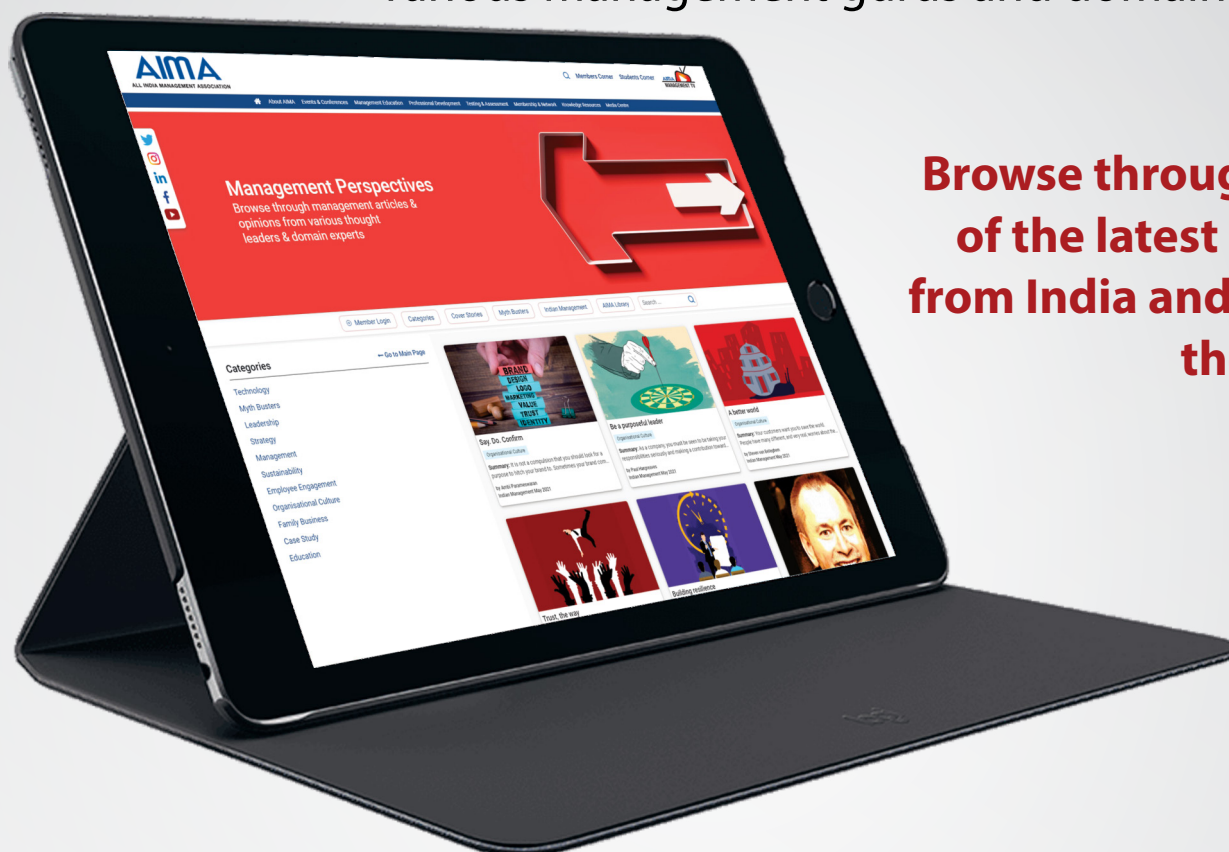
That’s the joy of coming back to Stanford and doing research and looking at all the mistakes I’ve made in my career, looking at the mistakes that other people have made, and then trying to synthesize them and turn them into frameworks that people can understand.

**Disclaimer:**

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<https://www.gsb.stanford.edu/insights/how-leaders-can-move-chaos-clarity>

# MANAGEMENT PERSPECTIVES

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## Ahmedabad Management Association

### Talk

On 1st May, Mr. Ravi Thakkar, Senior Manager- Trainings, Lifeline Foundation conducted a session titled ‘Safety Training – Beyond the Mandate.’ The session focused on advancing safety awareness and practices beyond regulatory requirements, encouraging participants to adopt a proactive approach to workplace safety. A special talk was delivered on 2nd May by Mr. Sanjay Chakraborty, Founder and Chief Marketing Communication Advisor, ESSKSEE Consultancy and Chairman of the AMA PR Committee, on ‘When Commerce Met Compassion’ on Gujarat Day.



(L-R) Mr. Ravi Thakkar and Mr. Sanjay Chakraborty addressing

On 8th May, Mr. Dhaval Joshi, Founder, SIMULABS, and Prof. (Dr.) Anupam Rana, IUxD at Dhirubhai Ambani University (formerly DA-IICT), led an engaging session titled ‘Design in the Age of Intelligence.’ The event explored the transformative impact of artificial intelligence on the design profession, highlighting how next-generation technologies are reshaping creative processes and problem-solving approaches. The following day, on 13th May, Mr. Rutvij Vora, entrepreneur and co-founder, My Class Campus (acquired by Teachmint) and NFSU alumnus, conducted the first session of the ‘Cyber Safety Series’ titled ‘Over and Above Do's and Don'ts – How to be Safe from Cyber Frauds?’.



Panelists with the moderator



The speakers with the moderator

On 14th May, Dr. Hiten Bhuta, Founder of CGS Infotech and Cyberweb Hotel, and an alumnus of IIM Ahmedabad and IIT Bombay, conducted an expert session on Prompt Engineering. Another session on ‘Know More About GIFT City’, held on 15th May, explored opportunities for students to pursue education at foreign universities within GIFT IFSC. The panel included Prof. Margaret Topping (Queen’s University Belfast); Mr. Carl Saldanha (Deakin University); Mr. Nimai Kalyani (University of



Wollongong India) and Mr. Akshat Ganeriwala (IFSCA), with Mr. Sandip Shah, Head, IFSC Department, GIFT City moderating the discussion.

On 16th May, Dr. Jasmin Padiya, Associate Professor, GLS University and Dr. Jignyasa Gandhi, Director, Codelintech Softweb LLP conducted the first 'Research Forum Masterclass' titled 'AI in Action: Transforming Systematic Literature Reviews from Search to Synthesis.' A panel discussion was held on 17th May to mark World Telecommunication and Information Society Day, centered on Gender Equality in Digital Transformation. The panel featured Ms. Dimple Vaghela, CFO, Electromech Cloudtech Pvt Ltd; Shri Kanishka Patel, CEO, WeHear and Ms. Priti Agrawal, Chairperson, IETE AC. The session was moderated by Dr. Niraj Shah, Chairman, CSI AC and Honourary Secretary, IEI GSC.



*Panelists with the moderator*

On 21st May, the Film For 'CHITRAPAT MANDAL', presented by Marrkat Bros, hosted a special screening and discussion of the classic Gujarati film 'Bhav Ni Bhavai' (1980). The event featured Mr. Paresh Mehta, the film's producer and actor, who shared his insights and experiences related to the making of this iconic movie. The discussion was moderated by Mr. Aaditya Lakhia, a noted actor and producer.



*(L-R) Mr. Paresh Mehta and Mr. Aaditya Lakhia*

On 22nd May, Dr. Himanshu Buch, renowned as Shoshin, Senior Business Coach, The Zen Corporate Monk, and The Laughter Therapist, conducted Masterclass 2 on the 'Life and Management Lessons from Movies' series, focusing on the film '12th Fail'. On 29th May, the SMS Forum launched its first session, 'The Power of Storytelling in Sales: Crafting Compelling Narratives to Win Customers,' featuring a special interaction with Mr. Sameer Charanjeet Aasht, Founder Director, Alma Mater Biz Solutions, Business Transformation Consultant, Brand Strategist and Marketing Mentor.

### Summer 2025 Programmes

During the summer vacation, AMA launched its summer workshops as part of a special initiative aimed at shaping young minds through hands-on learning and innovative activities. These workshops focus on various aspects such as character building, developing entrepreneurial insights, nurturing creativity and enhancing life skills.

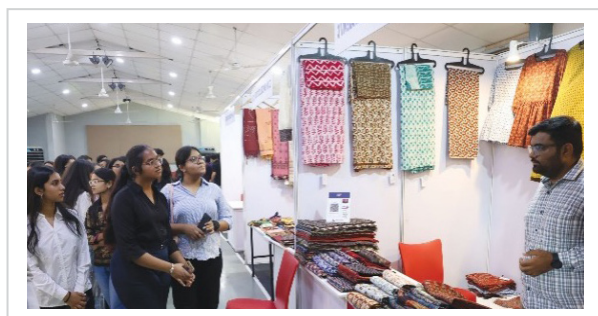


*Participants at the summer workshop*

On 2nd May, AMA organised EXIM Conference on the occasion of Gujarat's 65th Foundation Day, which brought together industry leaders, policymakers and entrepreneurs to discuss the future of international trade. The event featured a keynote address by Mr. R. D. Barhat, Joint Commissioner of Industries, Government of Gujarat, and included the launch of 'Gujarat Unveiled: A Journey Through the Powerhouse of India's Economy' by Mr. Yu Yoshida, Director General, JETRO Ahmedabad, along with the release of the 'Foreign Trade Update for April-May 2025'. The conference was expertly coordinated by Mr. Gaurang Vasavada and concluded with a vote of thanks from Mr. Unmesh Dixit, Executive Director, AMA.



*Speakers at the conference*



*Visitors at the exhibition*

From 2nd to 4th May, the 65th Foundation Day of Gujarat was celebrated with the EXIM Exhibition, organised by AMA-GoG International Trade. The event highlighted export-import opportunities through vibrant displays, panel discussions on global markets and export financing, and focused sessions on agro-business, tourism, and quality accreditation. Visitors also explored Gujarat's rich traditional crafts, including bandhani, ajrak, batik and applique.

The Advanced Certificate Programme on 'Digital Transformation for Manufacturing Industries' was launched at Odhav Industries Association on 24th May, with 23 participants. The 'Art Meets Action – Joy of Making' S.T.E.A.M workshops were held from 26th to 31st May, with 20 participants. AMA is setting up the Technology Experience Centre on the premises, which will enable designers, innovators, and industries to utilise the equipment for creating and testing prototypes, as well as gain exposure to new and emerging technologies.





*Participants with their models at the workshop*



*Launch of Karigar Sakhi Programme*

AMA, in collaboration with Project Adopt A Queen (PAQ), launched a beehive on World Bee Day to promote biodiversity. Over the next three months, AMA will invite college and university students to participate in activities aimed at promoting agricultural reform, biodiversity restoration and sustainability, encouraging youth involvement in environmental stewardship.

### 23rd HR Conference

On 31st May, the 23rd HR Conference titled 'The Future of HR – Trends Shaping 2025 and Beyond' was held, featuring a keynote address by Mr. Venkatesh Sarvasiddhi and a virtual keynote by Prof. Stephan Meier. The conference included four panel discussions covering critical topics such as developing resilient leaders to navigate change, building truly inclusive workplaces through diversity, equity and inclusion, leveraging human-centric AI and automation for sustainable growth in Industry 5.0, and prioritising mental health in the workplace.

### Round Table Discussion

AMA is taking forward the discussion points with the Karigar Sakhi team and will officially launch the project in the coming months. The initiative focuses on trade facilitation between urban women and rural artisans, as well as promoting art, culture and heritage.



*Participants at the Project Adopt A Queen*



*Speakers at the Conference*



## Convocation Ceremony

The PG Diploma Programme Convocation Ceremony for the July–December 2024 batch was held on 31st May at AMA. The event featured Dr. J. M. Vyas, Padma Shri Awardee and Vice Chancellor, National Forensic Sciences University, as Chief Guest, and Ms. Priyanshi Patel, Managing Director, Tirupati Agrotech Pvt Ltd, Founder, Olixir Gourmet and Cold Pressed Oils, Co-Founder, Karma Foundation and EO Portfolio Member, as Guest of Honour.



(L-R) President AMA; Dr. J. M. Vyas and Priyanshi Patel

## Allahabad Management Association

### Talk

Allahabad Management Association successfully organised a health workshop on 'Managing Body Composition for Long-Term Wellness' on 11th May with wellness expert Dr. Navaneet Singh as the keynote speaker. The event began with a warm welcome by Mr. O.P. Goel, President of AMA, and the introduction of newly inducted member Prof. D.K. Dwivedi by Secretary Mr. Ratnesh Kr. Dixit. Mr. Vibhav Bajpai introduced the speaker, setting the stage for an informative and interactive session. Dr. Singh delivered a highly engaging presentation emphasising the importance of balanced nutrition, muscle maintenance, metabolic health, and sustainable lifestyle changes. The session concluded with an interactive Q/A, where participants sought personalised guidance on health and wellness strategies. Mr. Ravi Prakash delivered the vote of thanks, marking the close of the event.

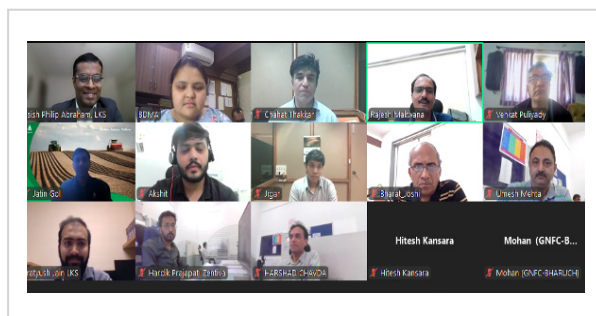


Dr. Navaneet Singh receiving a memento

## Bharuch District Management Association

### Finance and Taxation Webinar

Allahabad Management Association successfully organised a health workshop on 'Managing Body Composition for Long-Term Wellness' on 11th May with wellness expert Dr. Navaneet Singh as the keynote speaker. The event began with a warm welcome by Mr. O.P. Goel, President of AMA, and the introduction of newly inducted member Prof. D.K. Dwivedi by Secretary Mr. Ratnesh Kr. Dixit. Mr. Vibhav Bajpai introduced the speaker, setting the stage for an informative and interactive session. Dr. Singh delivered a highly engaging presentation emphasising the importance of balanced



Attendees of Webinar on 'Draft FEMA Export and Import regulations 2025'

nutrition, muscle maintenance, metabolic health, and sustainable lifestyle changes. The session concluded with an interactive Q/A, where participants sought personalised guidance on health and wellness strategies. Mr. Ravi Prakash delivered the vote of thanks, marking the close of the event.

### In house Training

BDMA conducted an in-house Training Programme on '7 QC Tools' on 24th May at Toyo Ink India Pvt Ltd. The session was facilitated by Mr. Harish Thadani, a Quality Management Specialist and Process Excellence Leader, certified as a Six Sigma Green Belt. The training focused on practical application of quality control tools to drive continuous improvement and enhance operational efficiency. Employees actively participated and gained valuable insights into quality problem-solving techniques.



Mr. Harish Thadani conducting the session

### 256th Book Lovers Meet

BDMA hosted its 256th Book Lovers' Meet on 24th May, featuring a review of the Gujarati book "Ānum nāma tē śiskaka" by Dr. Mohanbhai Patel. The review was thoughtfully presented by Ms. Shilpa Shah, who emphasised the book's powerful values and inspirational narratives. The session inspired meaningful discussions among attendees, celebrating the role of teachers and the transformative impact of education on society. The event was well-received and attended by around 25 literature enthusiasts.



Ms Shilpa Shah receiving a memento

## Coimbatore Management Association

### Monday Musings Talk

During the Monday Musings session on 5th May, Dr. Sarath, Assistant Professor at KCT Business School, spoke on the topic 'Revitalising Rural Livelihoods through Agritourism'. He highlighted agritourism as a growing segment of tourism that supports rural economies. Dr. Sarath also introduced the Agritourism Development Corporation (ATDC), a central platform founded by Pandurang Taware, which facilitates tourist bookings and connects them to various farm-based experiences. Before the pandemic, this initiative enabled farmers to collectively earn ₹58 crores, demonstrating its strong economic impact.



COIMBATORE MANAGEMENT ASSOCIATION

Monday Musings No. 562  
1<sup>st</sup> Week - May 2025

Invites you to a talk on  
**Revitalizing  
Rural Livelihoods  
through Agritourism**



**Dr. Sarath Sennimalai,**  
Assistant Professor, KCT Business School,  
Kumaraguru College of Technology, Coimbatore.

Dr. Sarath S is an academican and researcher specializing in Agri-Business Management. He holds a PhD from Tamil Nadu

Speaker- Dr. Sarath Sennimalai



Speaker- Mr. Justin Babu

CMA conducted a session on 12th May with Mr. Justin Babu, who spoke on the topic 'Five Qualities of Confident Empowered Leaders' and explained how to practice self-care, which is crucial for mental and emotional stability, helping individuals maintain balance in their lives. He also explained the importance of long-term goals which act as a roadmap, guiding individuals and organisations towards their larger vision and objectives. He also elaborated on how to overcome obstacles and challenges, demonstrating dedication, and aligning actions with purpose.

Mr. B. Gopinath, CEO of The Residency Group of Hotels, delivered an insightful address highlighting the key differences between the hotel and manufacturing industries. He explained how the two sectors differ across various parameters such as tangible versus intangible offerings, non-perishable versus perishable inventory, fixed versus dynamic pricing, objective versus subjective quality, machine automation versus human interaction, and the separation or integration of production and sales locations. He noted a growing focus on Tier-2 and Tier-3 cities, the rise of mid-segment hotels and branded residences, and the increasing aspiration among individuals to own branded hotel properties.



Speaker- Mr. B. Gopinath



Speaker- Ms. Vanisree Gopalakrishnan

On 26th May, Ms. Vanisree Gopalakrishnan delivered an insightful talk on the power of thoughts. She emphasised how our thoughts shape our lives, categorising them into recurring patterns—same thoughts lead to the same choices, which result in the same actions, experiences, and ultimately, the same feelings. She highlighted that our daily mindset—whether joyful and loving or hostile and negative—significantly influences our overall well-being and longevity. Ms. Gopalakrishnan also noted that our personality shapes our personal image.

### Industrial Visit

On 7th May, CMA organised its 14th industrial visit for MC members and faculty from Student Chapter Institutions to Messer Cutting Systems India Pvt. Ltd., Malumichampatti, Coimbatore. The 18-member delegation explored



the operations of this global metalworking solutions provider, which originated in Frankfurt, Germany, in 1898. Now present in over 100 countries, Messer has achieved remarkable growth and plays a vital role in product and technology development in India. The visit included a guided factory tour by Senior Manager Mr. Selva Priyan, showcasing innovations such as paperless manufacturing and advanced management practices. Messer's core values—transparency, relationships, and trust—were highlighted as key to their success. The company also contributes to local communities through education and healthcare under its CSR initiatives. Participants expressed gratitude to the CMA President and Secretary and encouraged more such insightful visits in the future.



*Delegates during their industrial visit*

## Faridabad Management Association

Faridabad Management Association organised an industry visit to Yakult Danone India Pvt Ltd., on 30th April exclusively for the students of IMT, Faridabad an Institutional Member of FMA. The visit was organised by Ms. Monica Anand, General Secretary, FMA, which provided students with insights into the manufacturing process, Quality Control Measures, Hygiene, Safety and research and development. Students observed the production line where Yakult's signature probiotic drink is manufactured. The industry visit for students was informative and enriching to students.



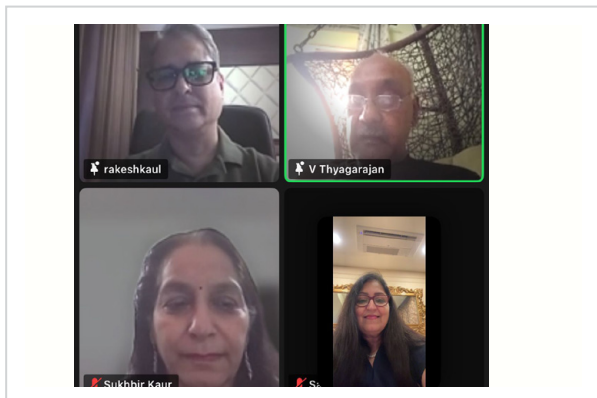
*Visit to Yakult Danone Pvt Ltd*



*(L to R) Dr. Sujata Arya - Owner, Kaya Kalp and Ms. Monica Anand, General Secretary, FMA*

FMA held its flagship event, 'Unnati – The Talk Show', on Women Empowerment on 3rd May at Victora Auto Pvt. Ltd. The event opened with a welcome address by FMA President Ms. Saloni Kaul and Mr. Ajay Somvanshi, Board Advisor and CSR Head at Victora Auto. Ms. Monica Anand, General Secretary of FMA and Director at Anand Engineering Pvt. Ltd., ensured an engaging and inspiring atmosphere for attendees. The guest speaker, Dr. Sujata Arya, founder of Kaya Kalp, shared her life story, highlighting her achievements, challenges, and insights into naturopathy and yoga. The event concluded with a vote of thanks by Ms. Monica Anand.

On 10th May, FMA organised a virtual edition of its talk show 'In Conversation: 60 Minutes Author Insights.' The session began with a welcome address by Ms. Saloni Kaul, President of FMA and Founder and CEO of Its People. Hosted by Dr. Sukbir Kaul, Professor at DGIM College, the conversation featured Mr. Rakesh Kaul, MD



*Speakers at the virtual Talk Show*

FMA, who detailed the association's financial and operational progress over the past year. During this segment, key team updates were also shared, including the announcement of Ms. Saloni Kaul also operating as Director at FMA Secretariat, FMA, inclusion of Ms. Sukhbir Kaur into the Core FMA Team, and the nomination of Mr. Heeresh Girdhar as Joint Secretary, reflecting FMA's continued focus on structured growth and strengthened communication. Following this, Senior Vice President Ms. Charu Smita Malhotra presented an inspiring roadmap for the future, emphasising new strategic partnerships, enhanced membership engagement, and innovative programming designed to empower members and elevate management practices.

FMA, in collaboration with EMKAY Wealth Management, organised an engaging session on 29th May, on 'How to Build a Successful Family Business.' Speakers Mr. Ashish Todi, Head – Strategy at EMKAY, and Mr. Harsh Chopra, Founder of Partner 4 Growth, shared valuable insights on structured growth, governance, and legacy planning. The session was well-received by business leaders and next-gen entrepreneurs, who appreciated the focus on blending professional practices with family values for sustainable success.

and CEO of Livpure and Livpure Smart Homes (SAAR Group). He discussed his book 'Heart Leadership', sharing insights on servant leadership, innovation, and his success mantra rooted in heart-led leadership.

FMA convened its AGM at TAP-DC Learning Centre, DLF Industrial Area. The meeting commenced with a warm welcome note by General Secretary Ms. Monica Anand, whose gracious opening set an inviting tone for the session. The event proceeded with the formal opening of the AGM and adoption of accounts by Mr. Thyagarajan, Executive Director,



*(L to R) - Mr. KP Dhiman; Mr. Heeresh Girdhar; Mr. Ravinder Singh; Ms. Saloni Kaul; Rtn. JP Malhotra, Mentor, FMA; Maj. Gen Sudhir Datt, FMA Member; Ms. Charu Smita Malhotra; Ms Monica Anand; Mr. V. Thyagarajan and Mr. Ajay Somvanshi - Victora Auto Pvt Ltd.*



*(L to R) - Ms. Monica Anand, General Secretary; Ms. Saloni Kaul, President, FMA; Guest Speaker- Mr. Ashish Todi, Head of Strategy, Emkay Wealth Management and Mr. V. Thyagarajan, Executive Director.*



*(L to R) Ms. Monica Anand, General Secretary; Ms. Saloni Kaul, President, FMA, and Guest Speaker - Mr. Harsh Chopra, Founder- Partners4Growth.*

## Ghaziabad Management Association

### Industrial Visit

Ghaziabad Management Association organised an industrial visit to WIKA Instruments Pvt. Ltd., on 6th May. Mr. Umang Gupta, Head of Operations, led the members on a guided tour of the manufacturing facility. The facility stood out for its cleanliness, efficiency, and inclusive work environment, with 25% of the machine operators being women. A total of 26 GMA members participated in the visit, gaining valuable insights into the company's operations and best practices.



*GMA members with Mr Umang Gupta*

### Cervical Cancer Camp

GMA conducted a Cervical Cancer Vaccination Camp on 19th May at Arya Kanya Inter College, Modinagar. Prior to the camp, awareness sessions on cervical cancer were held on 15th and 16th May to educate students about the disease and the importance of vaccination. A total of 117 girls received the vaccination. The vaccines were administered by Dr. Madhu Gupta from Beautiful Tomorrow Trust. The camp was organised with the support of Dr. Sonika Jain from Uthan Foundation, Modinagar.



*Dr Madhu Gupta and Mr Rahul Agrawal at the Vaccination camp*

### 35th National Annual Convention

The 35th National Annual Convention of the Ghaziabad Management Association (GMA), the association's flagship event, was held on 24th May around the theme 'Embracing the Future – India Together.' Mr. Ravi Venkatesan, Chairman of the Global Energy Alliance for People and Planet (GEAPP) and former Chairman of Microsoft India, Bank of Baroda, and Cummins India, as well as Co-Chairman of Infosys, graced the occasion as the Chief Guest. Mr. Richard Rekhy, Vice Chair at Grant Thornton, was the Guest of Honour and keynote speaker. Mr. S.K. Tiwari, President of GMA and GM at Godfrey Phillips India Ltd., delivered the welcome address, warmly greeting the guests and delegates and briefly introducing the convention theme. In his keynote, Mr. Richard Rekhy set the tone with an inspiring narrative on India's ambition, innovation, and vast potential. Chief Guest, Mr. Ravi Venkatesan encouraged the audience to work towards making Ghaziabad the most entrepreneurial city in Uttar Pradesh and across India. The annual souvenir of the association was formally released by the dignitaries during the event.

The valedictory session was graced by Mr. Vikramaditya Singh Malik, Municipal Commissioner, Ghaziabad Nagar



Nigam, as Chief Guest, and chaired by CA Dr. Rakesh Chharia. The programme concluded with an award distribution ceremony and presentation of mementos to event sponsors. Mr. Rahul Agrawal, Executive Director, GMA, delivered the vote of thanks, bringing the event to a successful close.



*The Chief Guest, Keynote speaker and other senior members of GMA releasing the souvenir*

## Goa Management Association

Goa Management Association successfully organised a panel discussion centered on Work-Life Balance on 7th May. The panel comprised prominent leaders representing diverse industries within Goa. Mr. N Sriram Natarajan from Molbio Diagnostics Ltd; Mr. Blaise Costabir of GMI Zarhak Moulders Pvt Ltd; Mr. Saurabh Khanna, General Manager of The Park Hotels in Goa and Ms. Kritika Kaushal of Diavola Art Café and Bar, collectively concurred that the interpretation of work-life balance is subjective and evolves according to an individual's career phase and personal values. The discussion was expertly moderated by Ms. Rina Barreto Shankar of Cheree Tree Concepts, who transitioned from a corporate career a decade ago. The event commenced with insightful opening remarks delivered by Mr. Deepak A Bandekar, Chairman of GMA, and concluded with a formal vote of thanks presented by Mr. Virendra Acharya, the Hon. Treasurer of GMA.



*Speakers at the panel discussion*

## Gwalior Management Association

Gwalior Management Association organised an insightful seminar on 18th May on the theme 'Interlinkages with Corporate Governance and Tax Compliance.' The event featured an in-depth discussion on key issues such as tax evasion, trade-based money laundering, inflated balance sheets, and the growing challenge of non-performing assets (NPAs) in the banking sector. The programme was conducted by Er. Mohit Verma, Joint Secretary of GMA and Chairman of AIMA YLC, Gwalior Chapter. The Chief Guest, Ms. Vaishali Malhotra, IRS, Commissioner of CGST Appeals (Gurugram), was warmly welcomed by Dr. Praveen Agarwal, President, GMA. She was introduced by Dr. Manoj Patwardhan, Executive



*Executive Director and President GMA presenting a memento to the Chief Guest*

Director, GMA. Dr. Garima Mathur, Vice President, delivered the vote of thanks. In her keynote address, Ms. Vaishali Malhotra highlighted the substantial progress made in simplifying the Goods and Services Tax (GST) framework. The seminar served as an engaging platform for participants to voice concerns and exchange perspectives on corporate governance and tax reforms.

## Indore Management Association

### A Rendezvous - An Exclusive CEOs Meet

Indore Management Association hosted a CEO's Meet on 3rd May, featuring thought-provoking insights from Mr. Rahul Veera, Fund Manager (Equity) at Nippon Life India AIF Management Ltd., Mumbai, and Dr. Shubhada M. Rao, Founder of QuantEco and former Chief Economist at YES Bank. The session focused on India's shifting economic dynamics, highlighting emerging opportunities and strategic approaches for business leaders to adapt and grow in a transforming environment.



*Speakers- Mr. Rahul Veera, Fund Manager (Equity), Nippon Life India AIF Management Ltd, and Dr. Shubhada M Rao, Founder, QuantEco, Mumbai*



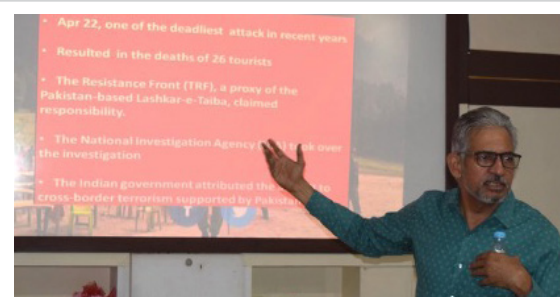
*Participants at the event*

### Elevated Conversations

IMA conducted an engaging conversation on 10th May designed to inspire both reflection and action among participants. Structured as small-group, roundtable speed conversations, the format encouraged dynamic exchanges of ideas while allowing attendees to rotate between tables—ensuring exposure to multiple timely themes throughout the session.

### IMA Contemporary Learning Session

On 14th May, IMA's leadership programme drew powerful lessons from military strategy for business success. Key takeaways emphasised meticulous contingency planning while acknowledging that no strategy survives first contact unchanged. The session particularly stressed that victory depends on logistics as much as strategy, with Napoleon's adage 'The army marches on its stomach' underscoring operational fundamentals.



*Prof Colonel (Dr.) Dinesh Kumar, PhD (IT & Cyber Security), MSc (Defence Studies) Member, Board of Studies, Business Information Systems*



*Ms. Navita Arora with the participants*

IMA organised 'Diksha' a programme on 'Stress Management' on 23rd May equipped professionals with practical tools to navigate workplace pressures effectively. Key insights included identifying stress triggers, adopting mindfulness techniques, and building resilience through structured routines. The session highlighted the importance of work-life balance, emotional intelligence, and proactive coping strategies.

### Diksha In-House Training

IMA conducted a programme on 'Time Management', on 22nd May at Baerlocher Additives India Pvt Ltd., Dewas equipping participants with strategies to enhance productivity and efficiency. The session emphasised balancing professional and personal commitments while optimising daily schedules.



*Ms. Navita Arora, Corporate Trainer*



*Mr. Ayush Yadav with the participants*

IMA organised Digital Marketing Workshop on 16th May on the theme 'AI-Powered Digital Marketing with ChatGPT,' led by Mr. Pawan Tripathi, Ex. VP of Digital Marketing and Partner at Digital Gurukul Indore. The workshop offered insights into advanced marketing techniques, AI-assisted content planning, and smart automation to enhance digital engagement in a rapidly evolving market.

IMA conducted 'Diksha', a three-day intensive training programme on Digital Marketing, led by Mr. Ayush Yadav, Founder of VMA. The workshop aimed at equipping participants with essential digital skills and covered key topics such as digital marketing fundamentals and strategy, social media and viral marketing, Google Ads, graphic design, and branding.



*Mr. Pawan Tripathi with the participants*





*Participants during the session*

IMA organised Batch-02 of the Digital Marketing Workshop facilitated by Mr. Ayush Yadav, Founder of VMA. This intensive 3-day session focused on digital marketing fundamentals and strategy, social media and viral marketing, Google Ads, graphic designing and branding.

### **Free Narayan Limb, Calipers Measurement Camp**

On 25th May, IMA student volunteers actively participated in the Narayan Limb and Calipers Measurement Camp and the Bhamashah Honour Ceremony. Their contributions included assisting with medical assessments, coordinating logistics, and guiding attendees throughout the event.



*IMA student volunteers*



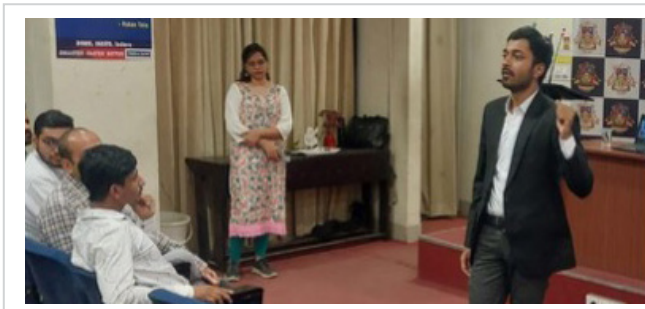
*Dr. Veena Dadwani, Corporate Trainer*

### **IMA Training@Doorstep**

IMA organised a Training@ Doorstep on 23rd May at Kusum Healthcare Pvt. Ltd, Pithampur on the topic 'Communicate to Influence programme' empowered professionals to amplify their personal and professional impact through strategic communication. Participants learned to craft compelling messages, master persuasive techniques, and adapt their style for diverse audiences.

### **IMA Centre of Excellence**

As part of its Centre of Excellence initiative, IMA presented a compelling session on 1st May titled 'Raising Capital and Managing Finance for Startups,' by renowned Startup Consultant CA Harshaditya Kabra and CA Navin Khandelwal, President, IMA.



CA Harshaditya Kabra and CA Navin Khandelwal during the session



### IMA Student Chapter

IMA Student Chapter organised an educational visit on 9th May to JSW Steel, providing management students with valuable exposure to industrial operations and corporate practices.



Students during the industrial visit

## Jamshedpur Management Association

### JMA's 5th Annual Meet

On 2nd May, Jamshedpur Management Association organised its 5th Annual Meet, themed 'An Evening of Reflection, Recognition and Reverence.' A special moment during the evening was the emotional farewell to the outgoing President, Mr. Chanakya Chaudhary marking the close of a remarkable chapter of leadership. His vision, dedication, and unwavering support have left an indelible mark on JMA's journey and will continue to inspire the path ahead. The meet also acknowledged the invaluable guidance and collective vision of the board members and dignitaries, which has been instrumental in shaping JMA's initiatives and impact.



President, JMA receiving a farewell memento from the Team



JMA Executive Team members at JMA's 5th Annual Meet



*JMA team with Principal, Karim City College*

### MoU

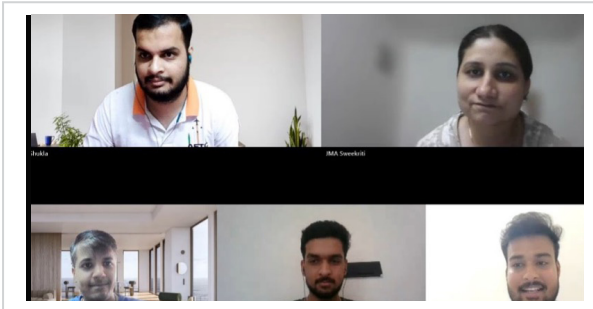
On 7th May, JMA signed a Memorandum of Understanding (MoU) with Karim City College to promote academic-industry collaboration and capacity building. The MoU was formally signed by Dr. Mohammad Reyaz, Principal, Karim City College, and Ms. Sweekriti Jadaun, Centre Head, JMA. This partnership reflects JMA's continued commitment to nurturing future-ready talent and fostering meaningful collaborations with leading educational institutions.

### Educational Tour

On 8th May, JMA organised an educational tour for the students of Electrical Engineering Department of Srinath University, Jamshedpur, to the Centre for Excellence (CFE) and the P.N. Bose Geological Centre. This visit provided students with a unique opportunity to delve into Tata's rich legacy, its historical journey, and its influential ecosystem. Beyond exploring Tata's archives, students toured the Art Gallery and the P.N. Bose Geological Centre, broadening their understanding of history, art, and industrial advancements.



*ESrinath University students during their visit to CFE*



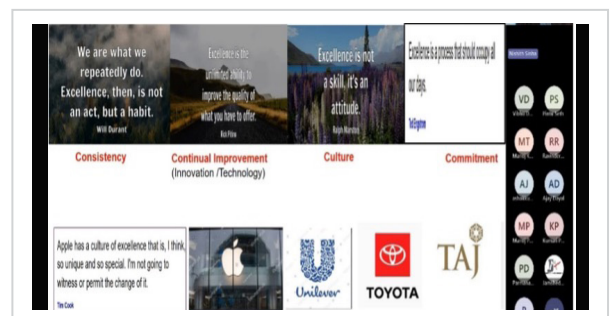
*JMA Team and GDG Team during the meeting*

### Collaboration meeting

On 25th May, JMA held a collaboration meeting with Google Developer Group (GDG), led by Mr. Tushar Raj from GDG and Mr. Satish Agarwal from JMA. The meeting focused on exploring opportunities for joint initiatives, knowledge sharing, and fostering technology-driven community engagement. This collaboration marks a step forward in strengthening partnerships between JMA and technology communities to create impactful learning and growth opportunities.

### Talk

On 30th May, JMA hosted a BAKE talk titled 'TQM in Action: A Roadmap to Operational Excellence,' delivered by Mr. Nishith Sinha, Honorary Secretary of the Indian Society for Quality (Jamshedpur Chapter) and Head of Statutory Compliance Management and Societies at Tata Steel, with over 19 years of experience. The session emphasised continuous improvement, customer focus, and employee involvement as



*The BAKE talk in progress*



key drivers of organisational success.

### Meeting

On 31st May, JMA Centre Head Ms. Sweekriti Jadaun, visited Ahmedabad Management Association (AMA) and met with Mr. Unmesh Dixit, Executive Director of AMA. The discussion focused on AMA's operational framework, including the design and delivery of management programmes, operational processes, and the cost-revenue model. The visit included a comprehensive tour of the AMA campus, highlighting its modern and well-planned infrastructure comprising seminar halls, an auditorium, training facilities, and collaborative open spaces that promote learning and innovation.

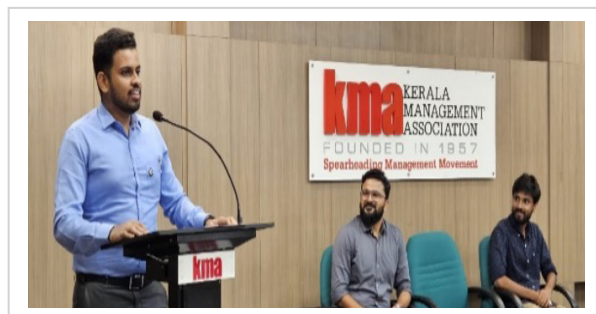


*Mr. Unmesh Dixit and Ms. Sweekriti Jadaun*

## Kerala Management Association

### Leader Insight Session

KMA conducted Young Minds programme on the topic 'AI, Startups, and Indian Deep Tech Sector' by Mr. Athul Ram, CEO, Verdatum AI on 2nd May. The welcome address was delivered by Mr. Jose Thomas, Member KMA YM, and the vote of thanks was delivered by Mr. Anoop Abraham, Member KMA YM.



*Mr. Athul Ram addressing*



*Ms. Sandhya Varghese during the session*

Brand Consultant and Content Creator, Ms. Sandhya Varghese addressed the KMA Young Minds Leader Insight session on the topic 'Personal Branding in the Digital Age- Why You are Still Matters Online.' KMA President, Mr. Bibu Punnooran presided over the session. KMA Young Minds Co- Chair, Mr. Nivedith George welcomed the gathering, and member Mr. Jose Thomas Padinjarekkara delivered the vote of thanks. The organisers also encouraged young entrepreneurs to apply for KMA membership.

### KMA Annual Award Night

KMA presented its Annual Awards 2025. A.P.M. Mohammed Hanish, Principal Secretary of the Industries Department, was the Chief Guest. The KMA IT Leadership Award was presented to Mr. Richard Antony, Director at EY Global Delivery Services India, and the Manager of the Year Award was given to Mr. Ramandeep Singh Gill,

CFO of Muthoot Capital Services. KMA President, Mr. Bibu Punnooran presided over the function and Joint Secretary, Mr. Anil Varma delivered the introductory address. Past President, E. Balakrishnan presented the citations. Treasurer, Mr. Dileep Narayanan introduced the award winners. Senior Vice President Mr. K. Harikumar delivered the welcome address, and Honorary Secretary Dr. Anil Joseph proposed the vote of thanks.



*A.P.M. Mohammed Hanish inaugurating the KMA Awards Night*



*Mr. Jyothis Mohan interacting with the KMA YM Members*

### Young Minds Inspire Series

KMA organised Young Minds Inspire Series on the topic 'Rising from the Ashes from Adversity to Eminence' with speaker Mr. Jyothis Mohan, Additional Commissioner of Income Tax. The event was presided over by KMA President, Mr. Bibu Punnooran. Vice President and Programme Committee Chair, Mr. Algiers Khalid also addressed the gathering. KMA Young Minds Co-Chair, Mr. Nivedith George, delivered the welcome address, and Mr. Binu George offered the vote of thanks.

## Patna Management Association

Patna Management Association celebrated Technology Day on 27th May at the BIT Mesra, Patna Campus. The event saw active participation from the faculty and students of BIT Mesra, along with members of PMA and the Productivity Council. The theme of the day was 'Additive Technologies' (commonly known as 3D Printing) and their role in manufacturing, design, and marketing. Dr. A.K. Sinha, Director of BIT Mesra, chaired the programme, while Advocate Basant Kumar Sinha, President of PMA, delivered the keynote address. In his speech, he introduced the concept of additive technologies, their types, applications, and benefits. He also addressed challenges such as material limitations, quality control, evolving regulatory frameworks, and scalability issues in meeting high-volume production demands. Other speakers, including Mr. Bakshi Amit Kishore, Mr. R. Chandra, Er. B.K. Sahaya, Er. M.K. Das (Secretary, PMA), Er. Pranav Chaudhary, and Prof. A.K. Verma, shared their insights on the topic. The second session focused on strategies for the economic development of Bihar. The event was conducted by Prof. S.K. Sinha of BIT Mesra.



*Dignitaries and participants at the event*

## Rohilkhand Management Association

On 15th May, Rohilkhand Management Association organised a round table discussion on the theme 'New Economic World Order vs. India.' The event brought together academic, corporate, and professional members of RMA, along with specially invited economic experts. Participants shared insightful perspectives on the evolving global economic landscape, India's current standing, and its potential role in shaping the new world order. The discussion explored how India could progress from its current position as the world's fifth-largest economy to third—joining the ranks of the USA, China, and Germany—through strategic growth in trade, employment, and GDP.



*Roundtable discussion in progress*

## Thrissur Management Association

### Skill Development Programme

TMA conducted its Skill Development Programme titled 'Find Your Voice: Communication Skill Development Programme' on 10th and 11th of May, with the participation of 15 members. The session was led by CA Vidya Sanjay, a MC Member of TMA, who brought in her expertise and engaging style to help participants discover and refine their communication skills.



*Participants at the Communication Skill Development Programme*



*TMA MC Meeting in progress*

### MC Meeting

TMA Management Committee Meeting was held on 13th May with the active participation of 35 members. The meeting served as a platform to review ongoing initiatives, discuss upcoming programs, and take key decisions for the smooth functioning of TMA.

### Management Excellence Centre

TMA Secretariat commenced functioning at its new premises with effect from 16th May. While the space is currently undergoing renovation, partial operations have begun and are expected to become fully functional over the next few months.



*TMA Secretariat commenced functioning at its new premises*

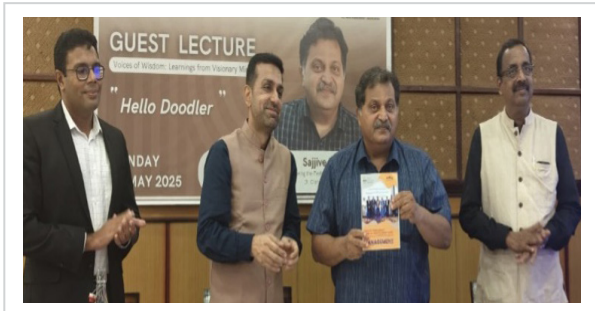




*Mr. Sajjive Balakrishnan (Jt. Commissioner of Income Tax (Retd)) addressing*

### Guest Lecture

TMA guest lecture was held on 19th May, witnessed the participation of 80 members and featured an engaging session titled 'Hello Doodler,' led by Mr. Sajjive Balakrishnan, Joint Commissioner of Income Tax (Retd). The speaker captivated the audience with his unique insights and experiences, seamlessly blending creativity and thought-provoking perspectives, making it an inspiring and memorable evening for all attendees.



*Release of TMA Management Voice Volume 5*

### Management Voice Book Release

The TMA Management Voice Book Release took place on 19th May, marking the release of TMA's bi-monthly Magazine.

### Business Conclave

TMA organised a Business Conclave Panel Discussion on 29th May, drawing 150 participants for an engaging session on 'The Areas that Thrissur Leads in Kerala Business.' The panel, featuring CA T. R. Anantharaman (President, TMA) and Mr. Sajjive Manjila (President, Chamber of Commerce, Thrissur), was moderated by entrepreneur Mr. S. R. Nair. The discussion highlighted Thrissur's strengths in jewellery, textiles, finance, and Ayurveda, along with its dynamic entrepreneurial growth.



*Speakers at the panel discussion*

## Trivandrum Management Association

### Business Summit and Tusker Awards Ceremony

The Business Summit and Tusker Awards Ceremony 2025 was held on 18th May, organised by the Indo Continental Trade and Entrepreneurship Promotion Council and supported by Trivandrum Management Association. Key dignitaries included Mr. G.R. Anil, Hon'ble Minister for Food and Civil Supplies, Government of Kerala and Dr. Shashi Tharoor, Hon'ble MP of

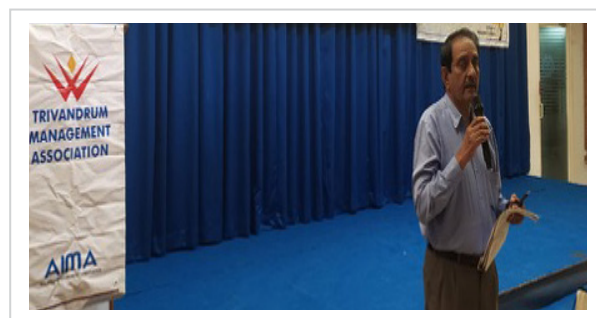


*Dr. Shashi Tharoor, Hon'ble MP of Thiruvananthapuram with other guests at the event*

Thiruvananthapuram, who addressed the gathering. Mr. G. Unnikrishnan, President of TMA, represented the association at the event and reaffirmed TMA's commitment to fostering industry-leadership engagement. The summit was attended by over 150 entrepreneurs and professionals from across India. Distinguished entrepreneurs were honoured with the prestigious Tusker Awards for excellence across diverse sectors.

### **TMA Evening Lecture and Family Get-Together**

TMA organised an engaging evening lecture on 31st May and family get-together. The highlight was a talk on 'Early Diagnosis of Cancer – A Lifesaving Awareness' by Dr. Suresh Chandra Dutt, who emphasised the importance of regular screenings for individuals above 40. The evening also featured cultural performances, a quiz and games session, and music, fostering camaraderie among TMA members and their families.



*Dr. Suresh Chandra Dutt addressing*

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- Networking Opportunities during physical immersion and workshops
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## Programme Fees

**INR 4 Lakhs (payable module-wise in three equal installments).**  
**Additional Fee: Applicable for the optional International Immersion.**





# AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
AIMA YLC Session on 'India's Economic Growth: Powered by Innovation and Fair Play'	<b>Aditya Trivedi</b> Partner, Analogue Legal	Online	20 June 2025
Global Advanced Management Programme (GAMP)		USA	23-29 June 2025
4th HR Power Workshop		New Delhi	07-08 July 2025
Book Launch Event	<b>Shiv Shivakumar</b> Operating Partner Advent International	New Delhi	25 July 2025
6th Leadership Development Programme- West		Lonavala	01- 03 August 2025
3rd Global Innovation & Management Programme (GIMP)		Japan	20 - 24 August 2025
National Management Convention		New Delhi	09-10 September 2025
Global Advanced Management Programme (GAMP)		Frankfurt & Zurich	14-20 September 2025
Shaping Young Minds Programme		Trivandrum	26 September 2025
Shaping Young Minds Programme		Goa	10 October 2025
Global Advanced Management Programme (GAMP)		USA	17-23 November 2025
HR Power Workshop (West)		Mumbai	28-29 November 2025

Event	Programme Chairman/Key Speaker	Venue	Date
4th Global Innovation & Management Programme (GIMP)		Dubai	02-05 December 2025
3rd LeadHERship Retreat		Udaipur	15-17 January 2026
AI Big Data Retreat		Goa	8-10 February 2026

To view full calendar please visit [www.aima.in](http://www.aima.in)

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# Aima

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