

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

NOVEMBER 2025



MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

It gives me great pleasure to present the latest issue of AIMA News. With your continued support, AIMA has strengthened its efforts through a range of initiatives and programmes, both in India and internationally.

In an environment where technology and markets continue to evolve rapidly, learning from global practices has become essential. Reflecting this need, AIMA conducted two of its flagship international programmes last month, providing participants with exposure to innovation ecosystems and contemporary management thinking.

The 24th Global Advanced Management Programme (GAMP) was held in Silicon Valley, with Professor Solomon Darwin as Programme Director. As an output-driven programme, it encouraged participants to explore how emerging technologies are reshaping growth pathways and to apply these insights to real organisational contexts. A keynote address by Mr PK Agarwal, Dean of UC Santa Cruz and former CTO of California State, offered perspectives on public-sector innovation and technology trends. Participants visited organisations such as Planet Labs, SETI Institute, Kaneka Aerospace, Synopsys, Google, IBM Almaden and Ericsson, gaining exposure to new approaches in technology and enterprise development. The programme concluded with participants presenting their business plans to a panel of Silicon Valley executives, who shared their perspectives on the proposals.

Building on this global engagement, the fourth edition of the Global Innovation and Management Programme (GIMP) took place in Dubai, with Mr Pranjal Sharma as Programme Director. The programme focused on strategies for transformation by rethinking markets, technology and talent, supported by perspectives from senior industry leaders. Delegates also visited key institutions and centres of innovation, including the Museum of the Future, Future OS, Presight AI, Abu Dhabi Ports, Kezad Group and the Siemens Energy Innovation Center, providing insight into how organisations in the region are adapting to technological change.

Even as AIMA widens its international footprint, developing managerial capability within India remains a core priority. The 26th edition of the National Management Quiz (NMQ) drew enthusiastic participation from organisations across sectors, reinforcing its relevance as a platform that blends learning with strategic thinking. Likewise, AIMA's Gamification (10X) Programme for NTPC enabled participants to strengthen leadership agility and decision-making in a dynamic business context, supporting learning through application and practice.

Nurturing emerging leadership remains equally important. Alongside these capability-building efforts, the AIMA Young Leaders Council (YLC) continued to create opportunities for engagement and exposure. The Mumbai Chapter organised a visit to the KPMG Kaleidoscope Innovation Centre, giving members a closer look at emerging technologies and innovation practices and encouraging members to explore how work and workplaces are evolving. More details on these initiatives are featured inside the issue.

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This edition of AIMA News brings together reports on these programmes, updates from the Local Management Associations, and articles on current management themes.

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

Warm Regards,



Rekha Sethi
Director General

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LEARN HOW TO LEAD LIKE A WOMAN

3rd LEADHERSHIP RETREAT

Paving the Way: Women, Power, and Possibility

15th - 17th January 2026, Hotel Radisson Blu, Udaipur

RETREAT BACKGROUND

The AIMA LeadHERship Retreat is a three-day offsite programme offering a unique opportunity for learning, growth, and development. With just 20 to 25 delegates, the format allows for in-depth discussions with speakers and the chance to build meaningful connections throughout the Retreat. Designed to empower women professionals with the knowledge, skills, and insights needed to thrive in today's evolving business landscape, the programme includes interactive sessions, workshops, and talks by inspirational leaders.

SPEAKERS



Sundari Nanda
Former Special Secretary
Ministry of Home Affairs



TV Narendran
President, AIMA
CEO & MD, Tata Steel Ltd



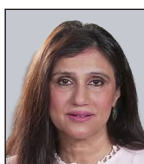
Vikas Swarup
Retired Indian Diplomat
and writer



Rama Kirloskar
Joint MD, Kirloskar Brothers Ltd &
MD, Kirloskar Ebara Pumps Ltd



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Global Advanced Management Programme



Delegates of GAMP, USA with Solomon Darwin, Former Executive Director, Garwood School of Innovation, Haas School of Innovation, University of California, Berkeley and Rekha Sethi, Director General, AIMA

AIMA successfully concluded the 24th edition of its flagship Global Advanced Management Programme (GAMP) from 16th to 22nd November 2025 in Silicon Valley, USA, on the theme 'Expanding Markets by Leveraging Emerging Technologies'. Curated and led by Professor Solomon Darwin, Former Executive Director, Garwood Center for Corporate Innovation, Haas School of Business, UC Berkeley, the programme brought together senior executives from leading Indian organisations

for a week of high-impact learning and industry immersion.

The programme commenced at the UCSC Silicon Valley Extension with welcome remarks from Ms



Delegates at The Lawrence Hall of Science



Sitting centre (L-R) : Solomon Darwin, Former Executive Director, Garwood School of Innovation, Haas School of Innovation, University of California, Berkeley; Rekha Sethi, Director General, AIMA and PK Agarwal, Dean, UC Santa Cruz, Former CTO, California State

Rekha Sethi, Director General, AIMA, followed by an ice-breaking session and problem-framing workshop led by Prof Darwin. Delegates articulated key innovation challenges within their organisations, setting the stage for the week's exploration of AI, open innovation models, and digital transformation. The inaugural address by Mr PK Agarwal, Dean, UC Santa Cruz, offered important perspectives on public-sector innovation and the evolving technology policy

landscape.

Prof Darwin led a series of sessions on open innovation, AI adoption, ecosystem-led growth, and scaling new business models. A campus tour, working lunch, and hands-on business model workshop provided participants with an immersive experience of the Berkeley innovation environment.

Throughout the week, delegates engaged with leading organisations across Silicon Valley. Key visits included Planet Labs (space-led sustainability), SETI Institute (geospatial intelligence), Kaneka Aerospace (advanced materials), Synopsys (semiconductor innovation), and Google (AI acceleration beyond cloud). Interactions with Siemens Energy and Intel added perspectives on cybersecurity, energy transition, and digital readiness.

Further engagements at IBM



At Planet Labs



At Haas School of Business

Almaden, ServiceNow & TCS and Ericsson offered exposure to frontier AI research, enterprise workflow transformation, and the future of network infrastructure. The programme concluded with participants presenting disruptive business model

ideas to Silicon Valley executives, who offered feedback and strategic direction.

With its strong emphasis on meaningful interaction, the edition was praised for offering academic depth, industry exposure, and forward-looking insights.



Delegates at SETI Institute



At Google



Dr. Srinivas Mukkamala, CEO, Securin at UC Santa Cruz with the delegates



At Synopsys



At Ericsson



Delegates at Wipro



At Intel

Global Innovation and Management Programme



Sitting (R-L) Rekha Sethi, Director General, AIMA; Programme Director Pranjal Sharma, Economic Analyst, Advisor and Author and Sriram Iyer, Managing Director and Business Head, TeamLease Digital Global with GIMP delegates

AIMA successfully organised the 4th Global Innovation and Management Programme (GIMP) from 2nd–5th December 2025 at the programme brought together around 15 delegates for an immersive exposure and learning experience centred on managing transformation and rethinking markets, technology, and talent.

The four-day engagement featured a blend of thematic sessions, interactions with industry innovators, and curated institutional visits across Dubai and Abu Dhabi. Mr Pranjal Sharma, Economic Analyst, Advisor and Author was the Programme Director, who guided discussions around the central theme of innovation-led growth.

Delegates attended expert sessions by Mr Sriram Iyer, Managing Director & Business Head, TeamLease Digital Global; Mr Harsha Sathyanarayana Naga, Vice President & Head of Product Management & Platform Services, CEMEA, VISA and Ms Cynthia Habib, Transformation Consultant, Network International. The discussions spanned AI-driven transformation, the future of HR and technology, digital ecosystems, and operational excellence.

As part of the immersion, the cohort visited leading

organisations including the Museum of the Future, Future OS, Presight AI, Abu Dhabi Ports, Kezad Group, and the Siemens Energy Innovation Center, gaining firsthand insights into advancements in artificial intelligence, smart infrastructure, big data and sustainable energy.



Programme Director Pranjal Sharma



At Museum of the Future



Sriram Iyer addressing



At Presight AI



At Kezad Group



At Future OS



Cynthia Habib, Transformation Consultant, Delegates at Siemens Innovation Centre, Abu Dhabi Network International receiving a memento



At Museum of the Future



Harsha Sathyanarayana Naga, VP, Head of Product Management and Platform Services, CEMEA, VISA

2nd Women Leadership Survey 2025

presented by AIMA in association with KPMG in India

The survey aims to understand emerging trends, organisational practices, and the factors that enable or hinder women's leadership growth. We encourage professionals across sectors to participate and contribute to this important study.

Share your insights and be part of the change- it only takes a few minutes!

Participate Today

Survey Closes

22nd December 2025



Take the survey now by clicking here- <https://lnkd.in/g29SiZxX>
or
Scan to access the Survey

National Management Quiz



Winners of National Management Quiz

AIMA successfully concluded the 26th National Management Quiz (NMQ) on 14th November, 2025 delivering yet another power-packed edition of one of our most awaited annual events.

This year's NMQ reaffirmed its status as a premier platform for professionals to demonstrate their business acumen, analytical clarity, and quick decision-making. The edition drew 50 teams from leading organisations including SAIL (multiple units), NHPC, IOCL, GAIL India, HPCL, Larsen & Toubro, BPCL, RBI, NHDC, Balmer Lawrie, NTPC and others, creating a dynamic, high-energy competition from start to finish.

The quiz journey included three Regional Rounds held in online and offline formats, leading up to the Semifinal and Grand Finale at the venue partner, Pillai Institute of Management Studies & Research, Navi Mumbai, where the top teams competed in a high-energy battle of speed, accuracy, and strategy.

Reserve Bank of India (RBI) was declared as the winner, with SAIL Rourkela Steel Plant as the first runner-up and Indian Oil Corporation Limited (IOCL) securing the second runner-up position. This year's strong participation reflected the enduring interest in NMQ, reaffirming the programme's role as a valuable forum for learning and strategic thinking.

Young Leaders Council



YLC members visit to the KPMG Kaleidoscope Innovation Centre, Mumbai

AIMA Young Leaders Council's Mumbai Chapter organised an insightful visit to the KPMG Kaleidoscope Innovation Centre, Mumbai, on 12th November 2025. The group was taken on a guided 30-minute tour of the KPMG Tech and Direct-to-Consumer Innovation Centre, showcasing innovations across multiple industry sectors.

This was followed by an interactive session that offered valuable exposure to emerging technologies, structured innovation frameworks, and insights into how businesses are leveraging digital transformation to stay ahead. Key topics included the impact of geo-politics on trade and global economies, cyber security challenges, and the growing role of AI in strategic decision-making.

Congratulations!



Rekha Sethi, Director General, AIMA being inducted into the Order of Illustrious Stephanians by Principal Prof John Varghese

Ms. Rekha Sethi, Director General, AIMA, was inducted into the Order of Illustrious Stephanians by St. Stephen's College on 5th December 2025, at a special ceremony hosted by Principal Prof. John Varghese. The honour is reserved for selected alumni who have upheld the College's values and serve as role models for the Stephenian community.

The recognition highlights Ms. Sethi's outstanding contribution to the management profession, her leadership in shaping AIMA as a national institution, and her commitment to building future leaders and advancing management capability.

Gamification Programme



NTPC executives at the Gamification programme

AIMA recently concluded four editions of the Gamification (10X) Programme for NTPC at the PMI Campus in Noida on 29th October, 19th November, 26th November and 3rd December respectively. Across these workshops, a total of 162 NTPC executives participated in simulation-driven training focused on strengthening key leadership and managerial competencies.

The programmes covered four critical themes including, Crisis Management, Negotiation Skills, Financial Negotiation and Cyber Security & Social Media Misinformation. Each workshop offered an immersive, scenario-based learning environment where participants made real-time decisions, analysed outcomes and refined their leadership approach in a risk-free setting.

To support continued learning, participants were provided extended access to the simulation platform for one week after the workshop, enabling them to revisit scenarios and deepen their familiarity with the tools and concepts. All the executives who completed the programme were awarded the All the participants who completed the programme successfully, were awarded certificates by AIMA.

The successful delivery of these four workshops further strengthens AIMA's ongoing partnership with NTPC and reflects the shared commitment to developing future-ready, agile leaders through high-impact gamified learning.



GLOBAL PROCUREMENT SUMMIT 2026

From Vision to Value: Operationalising Strategic Procurement for Impact

04th-05th February 2026 | Le Meridien, New Delhi

Procurement has evolved from a transactional role to a strategic driver of efficiency, accountability, and sustainable value. Recognising its impact on governance, development, and equity, the global focus now lies on professionalising procurement to enhance transparency and achieve SDGs. In this spirit, AIMA and the World Bank announce the Global Procurement Summit (GPS) 2026, bringing together global leaders to advance this transformation.

Who Should Attend

- Government officials, policymakers, and public sector leaders
- Procurement professionals from PSUs and private sector
 - International development agencies and donor organisations
 - Academicians and researchers in procurement and supply chain management
 - Consultants, contractors, and suppliers in infrastructure, manufacturing, IT, pharma, energy, telecom, and allied industries

Fees

INR 5000 + taxes (Indian Delegates)

USD 200 (Foreign Delegates)

Programme Director
Dr. Gurbandini Kaur

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Dr. Anuja Pandey

The New Tools That Can Improve Workforce Training

by Paola Cecchi-Dimeglio
(December 10, 2025)



Sean Justice/Getty Images

Summary. Companies are pouring money into AI but failing to translate that investment into workforce capability, largely because traditional training methods don't help employees retain or apply complex skills. Extended reality—virtual reality, augmented reality, and mixed reality—bridges this gap by letting people learn through immersive, emotionally engaging, hands-on experiences that the brain encodes like real events. Organizations from Bank of America to Boeing to Walmart are already seeing faster learning, higher confidence, reduced errors, and lower costs by using XR to train employees in everything from customer-service scenarios to technical assembly. The technology works because it aligns with how people actually learn, benefits from major improvements in affordability and accessibility, and meets the expectations of a workforce already accustomed to immersive digital environments. The companies that start with focused pilot projects, match the right XR tool to the right skill gaps, and scale deliberately will build training systems that actually change behavior and materially improve performance.

This year companies plan to invest \$1.5 trillion in AI initiatives, with forecasts showing that investments will rise to \$2 trillion by 2026. Gartner research predicts that most of this spending will not meet expected returns. The issue isn't the technology; it's our failure to help people utilize it.

Here's what I observe across organizations when I consult on AI, big data, talent analytics, and leadership strategy: A company implements AI-powered analytics with big hopes for revolutionizing workflows, but six months later employees are still exporting data to Excel because they don't understand the new system.

This pattern reflects a harsh reality about workplace learning: According to research on the forgetting curve,

employees forget about 50% of new information within an hour of training, and by the end of the day they've forgotten roughly 70%. After a week, they may only remember around 10%. These aren't unmotivated people. Their brains just aren't wired to absorb complex ideas through passive listening.

The real issue here is that we're using outdated training methods for modern technology. Using slide decks to master AI is like using textbooks to master surgery; they might help you grasp the theory, but they won't teach you how to actually do the work. This creates what I call a "capability mirage": Organizations believe they've upskilled their workforce because they've conducted training and issued certificates, but when

employees encounter real-world situations, that mirage vanishes.

A new approach is emerging, however, in the form of extended reality (XR). That's a broad term that includes virtual reality (VR), augmented reality (AR), and mixed reality (MR), all of which are technologies that deliver experiences in which employees physically interact with systems, move data with their hands, and see the immediate results of their decisions.

Understanding the differences among these technologies is crucial for their implementation. VR creates fully immersive virtual worlds using head-mounted displays, making it perfect for high-stakes scenario training where complete focus is essential. AR overlays digital information onto the real environment—as is the case, for example, when technicians see repair instructions directly on the equipment they're working on. MR combines both approaches, enabling workers to manipulate virtual objects anchored in real-world locations.

The choice of technology depends on your upskilling needs. For customer-service training, where emotional responses are crucial, VR's full immersion is most effective. For technical skills that require workers to see actual equipment, AR provides the ideal overlay. For collaborative problem-solving where teams need to work with both digital models and physical prototypes, MR provides a way of bridging the two worlds.

In my work at Harvard and in my role co-chairing the UN's Global Initiative on AI and Virtual Worlds, I've seen firsthand how VR, AR, and MR are reshaping workforce capability. Through advising Fortune 500 companies and in writing *Building a Thriving Future: Navigating the Metaverse and Multiverse* (MIT Press, 2025), I've worked closely with teams implementing these tools in real organizational settings. The company cases discussed throughout this article reflect that work, supplemented by publicly available disclosures from the organizations themselves. In this article, I'll highlight where XR creates the greatest impact and drives real performance gains, and how leaders can put these tools into practice.

Emotional Activation

When Bank of America's branches closed in 2020 at the outset of the pandemic, they faced an impossible choice: Delay hiring or compromise training quality. Instead, they sent VR headsets to new hires that gave them access from home to virtual replicas of actual branches. The new hires were then able to take part in trainings that exceeded expectations. They practiced everything from routine transactions to responding to robberies in environments their brains perceived as real. Within weeks, 2,000 of them had achieved 97% confidence scores, surpassing the highest scores ever achieved through traditional training. Building on that success, the bank scaled up the program enterprise-wide, making headsets-based trainings available to all 200,000 employees.

Why did this work when everything else failed? Our brains encode virtual experiences as real memories. When someone handles a demanding customer in a virtual world, their stress response mirrors reality. That emotional activation turns abstract concepts into embodied knowledge; what you remember is not being trained but rather doing the job. PwC's research confirms this: VR learners complete training four times faster than classroom participants and demonstrate 275% higher confidence in applying skills. Most compelling for CFOs is the fact that at scale, virtual training costs less per employee than traditional methods instruction.

A Transformation Across Industries

Bank of America has made headlines with its VR headsets, but in recent years a deeper story involving different XR approaches has been unfolding: Organizations around the world and across sectors are discovering that immersive training can succeed where traditional approaches routinely fall short.

Consider Walmart's experience. After they deployed VR to 1.6 million associates across 4,900 stores as part of an upskilling initiative, something unexpected happened: The associates began requesting additional training. These same workers who once hurried through mandatory e-learning were now competing for headset time, seeking opportunities to practice Black Friday scenarios and crisis responses.

The company saw both faster training and a boost in employee confidence (employee turnover dropped by 15%), along with higher customer satisfaction scores during the holiday season.

Boeing had a similar experience when it turned to AR for technical upskilling. Their technicians now wear AR headsets that overlay assembly instructions directly onto aircraft components, eliminating the need to look away at manuals and translating 2D diagrams into 3D reality. The results have been impressive: a 90% improvement in first-time quality and a 30% reduction in task time. Here the technology isn't replacing human expertise; it's augmenting it in real time.

All sorts of companies are starting to choose XR tools for their upskilling needs. Delta and Air France-KLM now use VR for pilot training, creating virtual cockpits where crews practice scenarios involving catastrophic failures. Ford gives VR to assembly workers so that they can learn in virtual factories. Bechtel chose AR for construction sites, allowing workers to see complex blueprints overlaid onto physical environments. Shell has combined approaches, using VR for emergency response training and AR for equipment maintenance.

Despite these breakthroughs, leaders should understand that XR is not a one-size-fits-all solution. The technology still faces issues related to accessibility, motion sensitivity, and content-creation costs. Not every skill or worker group benefits equally from immersion. Sometimes, too, the novelty can overshadow learning goals or, if experiences are poorly designed, cause fatigue. In the end, the value of XR lies not in replacing traditional training methods but in integrating them using immersive tools where they add value, and in supporting them with peer learning and feedback loops that reinforce real-world application.

It's worth noting, though, that XR can teach more than just skills. When data analysts use VR to manipulate 3D data visualizations in virtual space, they gain an understanding of relationships that no spreadsheet can teach. When managers use MR to see AI decision-making overlaid on real business scenarios, adjusting parameters and watching outcomes unfold

in real time, abstract concepts become intuitive. The technology that makes work complex can also simplify learning if we choose the right XR approach. For AI upskilling specifically, MR often works best: Employees can see their actual work environment while virtual overlays demonstrate how AI tools can improve their workflow. Even in isolation, these employees are learning in context.

Three Forces Reshaping Everything

Why does XR training succeed where everything else fails? Three key shifts have come together.

The neuroscience is clear. Our brains don't tell the difference between virtual and physical experiences at the emotional level. Whether in VR's full immersion or AR's enhanced reality, when someone handles a crisis, their amygdala reacts just as it would in real life. That emotional response helps create memories that are more likely to stick.

The economics have shifted. Three years ago, XR required significant capital investment. Now, providing an employee with VR gear costs less than providing them with an office chair. AR runs on smartphones that employees already own. Cloud platforms have eliminated most IT obstacles. The financial barriers that maintained the old system have disappeared.

The workforce has already evolved, too. Younger employees grew up with AR filters and VR gaming; these are their natural environments. Senior experts need quick ways to share decades of knowledge before they retire. XR bridges this gap, engaging digital natives and capturing expert knowledge through recorded AR procedures or VR simulations.

Getting Started

If you decide to adopt XR for your training needs, the key is not to try to solve everything at once. Focus on one difficult problem where traditional training has consistently fallen short, and then select the appropriate tool. Start with 50 to 100 volunteers and match the XR technology to the skill gap.

For emotional intelligence and soft skills, that's probably VR, because of the immersive experience it

offers. Marriott has adopted it for customer-service training, for example, and now exposes trainees to a range of scenarios from medical emergencies to irate guests. For technical skills involving physical equipment, however, AR is likely to be your best option. Bechtel uses it for its construction workers, who see blueprints overlaid on actual sites. Similarly, GE Healthcare technicians receive AR-guided maintenance instructions that appear directly on MRI machines. MR, for its part, is most useful for complex problem-solving. Accenture consultants, for example, use it to simulate virtual business models while discussing real-world client challenges—the tool allows them to see both the person they’re talking to and the digital framework they’re building together.

As you begin to work with the technology, keep these key principles in mind:

Focus on context. Some employees need extensive reskilling with intensive VR programs. Others only require light AR-based training for specific tasks. Complex decision-making may require full VR immersion. Strategic thinking could benefit the most from MR’s combination. One size does not fit all. **Scale carefully.** Once you’ve successfully identified the right tool and piloted it, think about expanding tenfold—but be prepared for different challenges with various technologies. VR requires private spaces and sufficient

bandwidth. AR needs device standardization. MR calls for more advanced content creation. Address these issues at 500 participants, not 50,000.

Make it stick. Tie XR achievements to performance reviews but differentiate by type. VR scenario completions could indicate readiness for customer-facing roles. AR-guided task times might be used to determine technical certifications. Make achievements visible in ways that are meaningful for each skill set.

Let the system learn. Modern XR platforms generate all sorts of insights. VR tracks emotional responses and decision-making patterns. AR measures task efficiency and error reduction. MR reveals collaboration dynamics. Use each dataset to enhance your specific upskilling strategies.

XR technologies reshape not only how we work but also how we develop human potential. VR eliminates traditional barriers between learning and doing, AR turns every workspace into a learning environment, and MR creates unprecedented opportunities for collaborative skill development. Companies that understand this will build learning ecosystems that adapt at the speed of change and will transform capability development from a cost center into a competitive advantage.

About Author:

Paola Cecchi-Dimeglio: is a behavioral, AI, and Big Data expert with affiliations at Harvard Law School and Harvard’s Kennedy School of Government. She advises global organizations on AI, Big Data, and workforce strategy, co-leads international initiatives on AI and virtual worlds at the United Nations, and is the author of *Building a Thriving Future: Navigating the Metaverse and Multiverse* (MIT Press, 2025).

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<https://hbr.org/2025/12/the-new-tools-that-can-improve-workforce-training>

SENIOR LEADERSHIP RETREAT

**DECODING BLACK BOXES: STRATEGIC AND LEADERSHIP
AGILITY IN AN UNSTABLE WORLD**

29th - 31st January, 2026 | Hotel La Estoria Taj Group, Goa

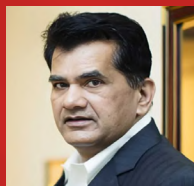
RETREAT BACKGROUND

Business leaders today face extraordinary challenges that resemble 'black boxes'- complex, unpredictable, and hard to decode. Geopolitical disruptions and inflationary shocks continue to unsettle markets, while rapid technological change adds new layers of uncertainty. Yet within this turbulence lies the opportunity to build strategic foresight and leadership agility. The Senior Leadership Retreat brings together senior leaders from multiple industries with visionary thinkers and strategists who will share their perspectives and thought processes on navigating uncertainty and steering organisations toward resilience and readiness.

SPEAKERS



**General Bikram Singh,
PVSM (Retrd.)**
Former Chief of Army Staff
Indian Army



Amitabh Kant
Former G20 Sherpa
Government of India
Independent Director
HCLTech



Ajai Bisaria
Former High Commissioner of
India to Canada and Pakistan
Corporate Strategic Advisor and
Author



Deep Kalra*
CEO
MakeMyTrip



Dattatri Salagame
President and Managing Director
Bosch Global Software
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Rekha Sethi
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How Uber Steers Its Drivers Toward Better Performance

New research finds that the app's ratings and incentive system made its drivers in Chicago as safe and reliable as taxi drivers.

Katia Savchuk
August 06, 2025



Uber drivers' behind-the-wheel behavior improved after they received detailed feedback. | iStock/RgStudio

Under normal circumstances, most of us wouldn't hop into a stranger's car, sleep in their guest room, or invite them into our home. But thanks to platforms like Uber, Airbnb, and TaskRabbit, these once-unusual acts are now routine. Unlike traditional service industries, companies that hire gig workers often bypass extensive vetting or formal licensing requirements to speed up onboarding. So how can they ensure quality when almost anyone can sign up to work?

Uber, for one, tries to keep drivers accountable by sending notifications when riders give them low ratings, threatening to remove them from the platform if they don't improve, and providing reports that compare their performance with their peers'. A recent study of Uber drivers in Chicago finds that these quality control mechanisms are working —

motivating poor drivers to get better, weeding out those who don't, and leading to a level of service that's comparable to local taxis.

"Services marketplaces are an important part of the economy, but they won't fulfill their potential unless they can ensure quality while allowing the service workers to enter and exit flexibly," says Susan Athey, PhD '95, a professor of economics at Stanford Graduate School of Business. "Workers are very responsive to information and feedback about their performance."

When hiring for UberX, its main ride-hailing service, the company does a basic criminal history and driving record check and ensures drivers have a license, registration, and insurance. Unlike Chicago's taxi drivers, Uber drivers don't need to take a two-week course or pass a licensing exam.

Once new hires are on the road, Uber customers can rate each trip on a scale of one to five stars. Drivers with low ratings are notified that they need to improve and receive links to resources that can help. If they fail to raise their scores sufficiently, they risk being deactivated.

Quote

We might be moving to a world where occupational licensing and other barriers... can be removed while maintaining service quality.

Author Name

— Susan Athey

Athey and her colleagues Juan Camilo Castilloopen in new window, PhD '20, and Bharat Chandar, PhD '25, examined around 6.9 million UberX rides near downtown Chicago over several months in early 2017. Controlling for factors like destination and time of the week, they found that riders tended to give higher ratings to safer trips — those in which the driver maintained a steady, moderate speed, didn't often brake or accelerate suddenly, and didn't handle a cell phone. Customers also preferred shorter trips and being picked up and dropped off close to their desired locations.

When drivers got notifications about low ratings, they improved substantially on these measures of quality, Athey and her team found. By analyzing telemetry data on drivers' mobile phones, they discovered that those who received warnings used their phones less, maintained a steadier speed, sped up less, took more efficient routes, and picked up and dropped off riders closer to their requested locations. Drivers improved after just one notification, the researchers found, and they continued to be better drivers even after Uber alerted them that they were no longer at risk of being booted off the platform.

"Workers may not know or be paying attention to these dimensions of quality. A driver may not realize that they have more hard brakes than others," Athey says. "Learning that they are below average has a powerful effect."

How Am I Driving?

Another sign that the system of ratings and notifications was working: Telemetry data revealed that the drivers Uber removed due to consistently low ratings were significantly worse than average, based on the measures of quality the researchers observed.

Athey and her team also identified another way to get drivers to improve: providing detailed, objective information about their behavior on the road. Uber was already sending drivers weekly reports summarizing their performance based on telemetry data and comparing them with other drivers. The researchers conducted a randomized experiment in which they provided some drivers with a more detailed dashboard tracking their behavior on individual trips. Drivers with access to this granular data improved more than a control group, and those who were in the bottom 10th percentile based on objective measures of their driving quality improved the most.

"A reminder of your past behavior seems to be a good thing in terms of future behavior," says Castillo, an assistant professor of economics at the University of Pennsylvania.

Yet can feedback alone ensure quality when drivers don't undergo extensive screening? To find out, Athey and her colleagues compared the performance of UberX drivers in Chicago to that of traditional cab drivers hailed through the Uber Taxi app. Taxi drivers go through a rigorous licensing process, and their customer ratings don't lead to notifications about performance or the risk of deactivation.

Based on telemetry data, the researchers found that UberX drivers did better with speeding, sudden braking and acceleration, and convenient pickups and drop-offs. Taxi drivers, on the other hand, used their phones less and took quicker routes. Overall, the quality of driving was roughly the same based on the measures riders prioritize, the researchers found.

"The conventional wisdom was that there might be a tradeoff between quality, which might come from experience and training in the case of taxis, and cost, which is generally lower with Uber," Athey says. "We don't find evidence that taxi quality is higher."

In this case, other factors — such as demographics and financial incentives — could account for some of the variation in drivers' behavior. Still, Athey says the findings suggest that regulators could consider replacing burdensome screening and licensing requirements with after-the-fact quality controls in some industries, especially when artificial intelligence tools can track compliance.

“We might be moving to a world where occupational licensing and other barriers, which may prevent workers from entering professions and keep prices artificially high, can be removed while maintaining service quality,” she says. “This may have fewer safety downsides than ever before.”

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ATLAS

Calling for HR Heads, L&D Leaders

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Ahmedabad Management Association

On 1st November, a special introductory talk titled 'The Nobel Journey: Insights into the 2025 Nobel Prize Winners' was organised. The session featured expert speakers including Dr. Durgesh Modi, MD Physician and PhD Scholar in Epidemiology; Mr. Mohit Rohida, PhD Scholar specialising in Quantum Computing and Mechanics; Ms. Mansi Gandhi, Lecturer and PhD Scholar in Chemistry and Dr. Atman Shah, Assistant Professor of Economics. Each speaker provided valuable perspectives on the achievements and contributions of the 2025 Nobel laureates, enriching attendees' understanding of these groundbreaking advancements.



Speakers with the moderator



Mr. Pranav Trivedi and Mr. B N Dastoor

On 2nd November, the B. N. Dastoor Learners' Forum organised a session titled 'Journey from Dream to Reality'. Mr. B N Dastoor, a respected trainer, consultant, and author, shared his insights and experiences during the fireside chat conducted by Mr. Pranav Trivedi. The talk inspired participants by highlighting the steps and mindset required to turn aspirations into tangible outcomes.



Dr. Neel Talati addressing

On 6th November, Dr. Neel Talati, Programme Officer at CERC-EIACP under the Ministry of Environment, Forest and Climate Change, delivered a talk on 'Lifestyle for Environment'. The session, organised in association with CERC, focused on practical steps individuals and communities can take for environmental sustainability. Dr. Talati, holding a PhD in Environmental Science, emphasised conscious lifestyle changes to support ecological balance.



Tribute meeting in progress

On 7th November, AMA held a tribute meeting in loving memory of its distinguished faculty and beloved mentor, Late Dr. Suresh Mashruwala (1929–2025). The event, scheduled at AMA premises, served as an evening of remembrance and gratitude for his enduring legacy as a trainer and motivational speaker.



Delegates at the event

On 9th November, Mr. Vaidya Rajesh Kotecha, Padma Shri Awardee and Secretary of the Ministry of Ayush, Government of India, New Delhi, delivered an address on 'Ayush: Shaping the Future of Global Health and Economy'. The event highlighted the role of traditional Indian medicine systems in advancing global wellness and economic growth. Mr. Piruz Khambatta, Member of the AIMA Council of Management, along with AIMA Executive Committee Members, felicitated the distinguished guest.

On 13th November, AMA hosted a panel discussion titled 'Cooking Up Success: From Kitchen Table to Chef's Table'. Panelists included Mr. Dilip Thakkar, Entrepreneur, Mentor and Advisor known for Gopi Dining Hall and Balaram Palace Resort, and Ms. Hina Gautam, Celebrity Chef and Philanthropist. The session explored entrepreneurial journeys in the culinary world, sharing insights on scaling from humble beginnings to industry prominence.



Mr. Dilip Thakkar and Ms. Hina Gautam



Participants with the facilitators at the event

On 14th November, AMA celebrated Children's Day with IPR-BAL DIN, a unique awareness programme titled 'Your Ideas: Protect with Intellectual Property Rights'. The interactive session taught children IPR basics through engaging games, activities, and an expert talk led by Ms. Darshi Mankad, Managing Associate at Y.J. Trivedi and Co. and Ms. Aditi Singh, Senior Associate at Y.J. Trivedi and Co. The event promoted early understanding of innovation protection in a fun, age-appropriate format.

On 15th November 2025, Mr. Nitin Seth, bestselling author and Co-Founder and CEO, Incendo Inc., addressed the topic 'Human Edge in the AI Age', drawing insights from his book. The session explored strategies for individuals and organisations to leverage uniquely human strengths amid rapid AI advancements. Attendees gained practical perspectives on thriving in a technology-driven future through creativity, empathy, and adaptability.



Mr. Nitin Seth addressing



Dr. Anand Ranganathan addressing

On 20th November, Dr. Sunny Wadhvaniya, Assistant Professor, GLS University, delivered an insightful talk on 'Strategic Leadership for Women in Business.' On 21st November, a panel discussion on 'The Importance of Innovation and R&D for MSMEs: Growth and Sustainability' was held, featuring experts from MSME, industry, and academia, and was moderated by Dr. Jainil Shah.



Panellists at the event



Dr. Nilesh Arora addressing

On 22nd November, Dr. Nilesh Arora, an industry leader in Lean Manufacturing and Corporate Strategy, founder of ADDVALUE Consulting Inc., and IIM Ahmedabad alumnus, delivered Session 2 of the Productivity Lecture Series titled 'Operational Excellence for Business Excellence - From Strategy to Profits'.

On 27th November, a session on 'New Opportunities for Stock Broking and Trading in Gift City IFSC' was conducted. The panel included Mr. Meet S. Pandya, Head of Business and Product Development at NSE IX; Mr. Jignesh Yagnik, Director at Junomoneta International (IFSC) Pvt Ltd; Mr. Ritesh Kumar, Head of Business Development and Marketing at India International Exchange IFSC Ltd and Director and Manager of India INX Global Access IFSC Ltd and Mr. Ronit Kar, CEO View Trade International IFSC Pvt. Ltd. The session was moderated by Mr. Sandip Shah, Head, IFSC Department, GIFT City.



Panellists at the event



Round table discussion in progress

On 1st November, AMA held the Certificate Distribution Ceremony for its Advanced Certificate Programmes in Business Management and Sports Management. The event's Guest of Honour was Mr. Tejas Bakre, Gujarat's first Chess Grandmaster, who graced the occasion and inspired the participants with his achievements. The ceremony marked the successful completion of these professional development programmes by the candidates.



Participants at the certificate distribution ceremony



Guests at the Convocation

On 13th November, the PG Diploma Programme Convocation Ceremony for the January-June 2025 batch was held. The ceremony was addressed by the Chief Guest, Prof. Pradyumna Vyas, President of the World Design Organisation, Senior Advisor to the Confederation of Indian Industry, former Director of the National Institute of Design, and former Member Secretary of the India Design Council. The Guest of Honour was Mr. Jigish Doshi, Founder and Chairman of Vishakha Group.

Bangalore Management Association

Leadership Talk Series 4.0.

BMA organised a session on 18th November titled 'Leadership in the Age of AI: Shaping the Leaders of Tomorrow.' The speaker, Ms. Candida Andrade Halgekar, Technology Architecture Associate Manager in the Global Inclusion and Diversity Division at Accenture Services Pvt. Ltd., Bengaluru, shared her insights on how leaders can responsibly harness AI while promoting inclusive and future-ready workplaces. Drawing from her experience in technology, architecture, and diversity initiatives,



Participants with the speaker

she emphasised the role of assistive and adaptive technologies in building leadership frameworks that support individuals, including those with cognitive disabilities. She encouraged students to stay curious, explore emerging digital tools, and develop a mindset of continuous learning. The session concluded with a strong message: the leaders of tomorrow must adopt a collaborative approach—leveraging AI as a strategic partner while strengthening essential human skills such as networking, confidence, and personal branding.

Bharuch District Management Association

MDP

Bharuch District Management Association, in collaboration with Ahmedabad Management Association, organised a MDP 12th November on 'Cost Reduction in Exports through Logistics and Shipping'. The session was conducted by renowned logistics expert Mr. S. R. Binju, who highlighted key strategies to reduce export costs through efficient freight management, optimised documentation, and improved supply chain practices. Participants gained practical insights on global trade requirements, shipping regulations, and cost-saving opportunities in export operations. The programme witnessed active participation from 37 industry professionals.



Mr. S. R. Binju conducting the training session



Participants at Toyolnk India Pvt. Ltd

In-house MDP

BDMA conducted an in-house MDP at Toyolnk India Pvt. Ltd., on 15th November on the topic 'Root Cause Analysis.' The session, facilitated by Mr. Harish Thadani, an expert in operational excellence and problem-solving methodologies, aimed to equip participants with practical tools and structured techniques to identify, analyse, and eliminate the underlying causes of recurring operational challenges.

BDMA organised an in-house MDP on 16th November at Jabsons Foods Pvt. Ltd., on the theme 'Team Building.' The programme was facilitated by Mr. Hiren Vakil, who engaged participants through interactive activities, group exercises, and practical discussions aimed at enhancing collaboration, communication, and problem-solving within teams. The training was attended by 20 participants.



Mr. Hiren Vakil receiving a memento

BDMA conducted a two-day in-house MDP on 17th and 18th November at JBCPL, focusing on the topic 'AI Supported Advanced Excel.' The session was led by Mr. Nilay Shah, Excel Expert and Trainer, who provided hands-on learning,



Participants of the MDP programme

BDMA organised a two-day MDP on 'Winning at Work: Building Confidence, Discipline and Team Spirit' on 18th and 19th November for the employees of RSPL at Panoli Industries Association Hall. The programme was facilitated by Mr. Apurva Pandya, Corporate Trainer and Motivational Speaker, who engaged participants through interactive sessions and practical insights into enhancing self-confidence, workplace discipline, and teamwork.

smart data management practices, and real-time problem-solving techniques. The training equipped employees with modern data analytics skills, enabling improved accuracy, efficiency, and decision-making in day-to-day operations.



Mr. Apurva Pandya with the participants



Launch of BDMA's Procurement Forum by the dignitaries

Launch of Procurement Forum

BDMA hosted the launch of its Procurement Forum on 21st November, marking the beginning of a dedicated platform for procurement professionals across the region. The forum was graced by Chief Guest Mr. Ashish Desai, Whole Time Director – Nirma Ltd., Dean – Nirma University and Guest of Honour Mr. Amit Agrawal, Chief Procurement Officer, Superform Chemistries Ltd., who shared valuable insights on the evolving role of procurement in modern organisations. Led by Chairman Mr. Bhavik Ganatra and Co-Chairman Mr. Ajay Nayak, the initiative aims to facilitate learning, networking, and industry-driven knowledge sharing.

Book Lovers Meet

A Book Lovers Meet was organised on 22nd November at BDMA, featuring an insightful review of the book 'Bhupen Khakkar.' The session was conducted by renowned speaker and literary contributor Mr. Biren Kothari. The programme successfully explored the artistic journey, creative brilliance and cultural influence of Bhupen Khakkar, one of India's most celebrated contemporary artists.



Mr. Devang Thakore presenting a memento to Mr. Biren Kothari



Participants of the MDP

MDP

BDMA conducted an MDP on 25th November on the topic 'RRR – Recruitment, Retention and Retirement' at the BDMA premises, 7-X Business Hub, Bholav, Bharuch. The session was facilitated by Mr. Paresh Bhatt, who shared practical strategies and insights to strengthen HR systems and workforce sustainability. The training covered modern recruitment approaches, employee engagement techniques, and structured retirement planning frameworks to help organisations streamline their employee life-cycle management.

Bhopal Management Association

Blood Donation Camp

Bhopal Management Association participated in a Blood Donation Camp organised with TV27 News and the Indian Red Cross Society on 4th November. The camp saw active participation from BMA members, including Mr. G.C. Choukse, Director – Environment, Pollution and Training Wing, who also donated blood. Other key participants included Mr. Shankar Krishnan, Hon. Secretary; Mr. Shailendra Ojha, EC Member; Adv. G.K. Chhibbar, Director – Publicity and PR; Mr. Umesh Gupta, Vice President, TV27 News; and Mr. Rajan Mehta, Marketing and Sales Head, TV27 News. The initiative reflects BMA's strong commitment to social responsibility and community welfare.



BMA members at the Blood Donation Camp



Participants of the training programme

Training Programme

BMA conducted a Two-Day Short-Term Certificate Training Programme for the workers of M/s DI Kay Insulation Industries Pvt. Ltd., Bhopal on 7th–8th November. The programme included sessions on 'Positive Attitude' by Dr. Roopali Bajaj and 'Team Building' by Mr. Prashant Gangrade. The training was inaugurated by Mr. Shankar Krishnan, Hon. Secretary, BMA, and concluded by Mr. Suneel Bhargava, Immediate Past President. A total of 40 workers participated and successfully completed the programme.

Webinar

BMA organised an online webinar titled 'Your Attitude, Your Altitude – The Secret to Growth' on 15th November via Zoom platform. Mr. G.C. Choukse, Former CGM and BUH, NTPC Ltd., Industrial Safety Consultant, Corporate Trainer, and Executive Committee Member, BMA was the Guest Speaker. The speaker enriched the session with real-life case studies, practical insights, and engaging examples, making the discussion impactful and relatable.

The session commenced with a welcome and introduction by Mr. Shankar, Hon. Secretary, BMA. Mr. Rajesh Tiwari, President, BMA, appreciated the initiative of conducting online sessions and Mr. Zakaria, President, Vidarbha Management Association, thanked BMA for the invitation and expressed interest in future collaborative programmes.



The webinar in progress



Dignitaries presenting a memento to Mr. Prameel Mishra

Monthly Speaker Meeting

BMA organised its monthly speaker meeting on 22nd November at Bharatiya Vidya Bhavan, Bhopal, featuring a session on 'The Expertise Trap – The Meaning, The Implication, The Solution' by Mr. Prameel Mishra, Founder – GrowSkill Synergy. The session explored why individuals often hesitate to move beyond established beliefs and practices. The programme began with a welcome address by Mr. Rajesh Tiwari, President, BMA, followed by the felicitation of the

speaker by Mr. Tiwari and Mr. Shankar Krishnan, Hon. Secretary. Mr. Aamir Khan, Manager, introduced the speaker, and the session was moderated by Mr. Shailendra Ojha, EC Member. In the vote of thanks, Mr. Krishnan highlighted the need to embrace new technologies to stay relevant. Around 40 members attended, and newly inducted members received their membership certificates during the event.

Calcutta Management Association

Management Academic Excellence Awards 2025

On 20th November, Calcutta Management Association presented the CMA Management Academic Excellence Awards 2025 at a special ceremony held at Topaz Hall, Hotel Hindustan International (HHI), Kolkata, as part of NSHM Business School's 4th International Management Conference – NCLAVE 2025. The awards were instituted to honour exemplary contributions by academicians in various fields. During the ceremony, Dr. Subir Sen, Principal, NSHM Business



Dignitaries at the CMA Management Academic Excellence Awards

School, felicitated Mr. Indranil Banerjee, President, CMA, acknowledging CMA's continuous efforts in strengthening academic–industry partnerships and recognising excellence in management education.



Dignitaries presenting a memento to Mr. Prameel Mishra

CMA Conversation 360

CMA hosted an insightful session on 'How AI Can Shape Your B2B Sales Process' on 29th November. Delivered by Mr. Kaushik Bhattacharya, CEO and Co-Founder of Ranjhiya Digital, the session highlighted the evolving B2B sales landscape and the growing impact of artificial intelligence in driving scale, accuracy, and performance. As a token of gratitude, CMA President Mr. Indranil Banerjee, along with Executive Committee Members Ms. Ina Bose, Mr. Gautam Mukhopadhyay, and Mr. Debasish Mukherjee, felicitated the speaker.

Coimbatore Management Association

Monday Musings Talk

During the Monday Musings session, the speaker Dr J. Indra highlighted how the rapid growth of Artificial Intelligence is reshaping management practices globally and why human intelligence remains central to effective leadership. She emphasised that while AI brings unmatched efficiency, precision, and analytical power, the defining qualities of leadership—critical thinking, empathy, ethics, creativity, and adaptability—continue to reside with humans. Drawing from global insights, including the World Economic Forum's Future of Jobs Report 2025, she explained how technological shifts, demographic changes, and digital transformation are altering workforce expectations. She concluded by affirming that AI is not a rival but a powerful collaborator.



Speaker- Dr J. Indra



Speaker- Dr Bamini Rajasekharan

Dr. Bamini Rajasekharan emphasised that organisations must embrace change and uncertainty as constants, not exceptions. She highlighted the importance of experimentation, continuous learning, and cross-functional collaboration to drive innovation. Leveraging data, technology, and AI-driven analytics can strengthen decision-making and personalise leadership development. She concluded by stressing the shift toward facilitative leadership and the use of digital tools, mobile learning, and virtual collaboration platforms to enable agile, connected, and high-performing teams.



Mr. T V Narendran, President, AIMA with dignitaries

Seminar

CMA, and GRG School of Management Studies at PSGR Krishnammal College for Women jointly organised a seminar titled 'Leadership in the Times of Geopolitical and Technological Disruption' on 7th November at PSGR Krishnammal College for Women. Mr. T V Narendran, President, AIMA, graced the event as the chief guest and addressed the gathering on the topic.

Expert Talk session

CMA, in collaboration with Jansons School of Business, Southern India Engineering Manufacturers Association (SIEMA), the Institute of Indian Foundrymen (IIF) – Coimbatore Chapter, and the CIO Association – Coimbatore Chapter, jointly organised an expert talk session on 27th November at Hotel Grand Regent. The keynote address was delivered by Ms. Anya Geraldine D'Souza, Fractional Chief Marketing Officer and Marketing Strategist from Bengaluru, on the theme 'The Growth Blueprint for Manufacturing MSMEs – Leveraging Sales and Marketing Systems.' The session was attended by Mr. Puneet Krishnan, Secretary, CMA; Mr. Krishnakumar, Vice President, CMA; Mr. Veluswami, Chairman, IIF; Mr. Duraiswamy, President, CIO Association; along with members of the organising associations.



Ms. Anya Geraldine D'Souza with other dignitaries



Prof. Prateek Sharma receiving a memento

Delhi Management Association

70th DMA Foundation Day

Delhi Management Association celebrated its 70th Foundation Day on 1st November at the Stein Auditorium, IHC, New Delhi. The programme began with lamp lighting, Saraswati Vandana, and the National Anthem, followed by a welcome address from Dr. Navneet Kumar Sharma, President, DMA,

who reflected on DMA's seven decades of contribution to professional management. The Chief Guest, Prof. Prateek Sharma, Vice Chancellor, DTU, delivered a keynote on leadership and innovation in an AI-driven era, while the Guest of Honour, Prof. A. Venkat Raman, Dean, FMS–University of Delhi, spoke on academia, technology and responsible leadership for Viksit Bharat @2047. The event also featured the release of the DMA Souvenir and the presentation of the DMA Excellence in Leadership Awards 2025, including a Student Startup Award. Eminent industry leaders such as Mr. Pranjal Sharma, Mr. Shalabh Goel, Mr. Sanjay Gupta, Mr. Sanjeev Govil, Prof. M. P. Gupta, Prof. Subhomoy Bhattacharjee, Mr. Suman Bose, Mr. Vivek Yadav, Mr. Dinkar Singh and Mr. Abhay Jain shared their insights during the celebration.

Round Table

DMA hosted a high-impact Round Table on ‘Building India’s AI-Ready Workforce’ on 15th November at Silver Oak, India Habitat Centre, New Delhi. The event began with bouquet presentation and lamp lighting by Dr. N. K. Sharma, President, DMA, and Prof. Yogesh Kumar, Chairperson, Skill Development Committee. Distinguished speakers included Dr. Dilip Chenoy, Chairman, Bharat Web3 Association; Mr. Mukul Gupta, CIO, Om Logistics Supply Chain Pvt. Ltd.; Ms. Swati De, Joint Managing Director, Interra IT; and Dr. Neelam Gupta, Vice President, DMA. The Round Table brought together leaders from industry, academia, policy, and the skilling ecosystem to discuss strategies for preparing India’s workforce for the AI era.



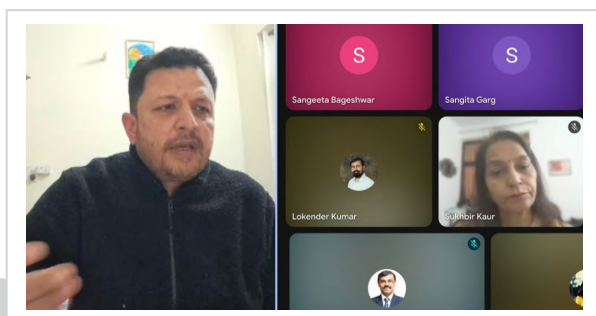
Dr. Neelam Gupta, Prof. Yogesh Kumar, Dr. N. K. Sharma, Mr. Mukul Gupta and Ms. Swati De

Faridabad Management Association

On 14th November, Faridabad Management Association and DGIM Law College signed an MoU, with Dr. Narendra Singh, Director, DGIM Law College, and Ms. Saloni Kaul, President, FMA, representing their respective institutions. This academia–industry collaboration aims to provide DGIM Law College with a blend of practical exposure and academic rigor. The initiative for the MoU was led by Dr. Sukhbir Kaur Dhillon, Core Committee Member of FMA and Faculty at DGIM Law College. The signing ceremony was attended by faculty members Dr. Ripdaman Kaur, Dr. Suman Taneja, Dr. Snehalata, and Mr. Anuj Singh, General Secretary of DGIM Law College.



(L to R) - Ms. Ripdhaman Kaur, Faculty-DGIM; Dr. Sukhbir Dhillon, Faculty - DGIM Law College; Mr. Anuj Singh, General Secretary, DGIM Law College; Ms. Saloni Kaul, President, FMA; Dr. Narendra Singh, Director, DGIM Law College; Dr. Suman Taneja and Dr. Snehalata Faculty of DGIM Law College



Speaker- Mr. Ajay Chaturvedi addressing the participants

FMA organised its exclusive virtual monthly series, ‘In Conversation: 60 Minutes Author Insights,’ on 28th November. The session began with host Dr. Sukhbir Kaur Dhillon, Core Committee Member of FMA and Faculty at DGIM Law College, welcoming the distinguished speaker Mr. Ajay Chaturvedi—Author, Architect of the Kulhad Economy, and Founder of Kautalya Fellowships Network and Harva Expo, who spoke about his book ‘Time – Kaala Darshana: Building Blocks of Time.’ The session concluded with a vote of thanks by Mr. V. Thyagarajan, ED, FMA. The event saw participation from members across industry and academic institutions.

FMA, in partnership with Tap-Dc Learning Centre, Faridabad, and DGIM Law College, launched its signature Virtual Tech Talk Series on 28th November. The initiative was led by Ms. Charu Smita Malhotra, Sr. Vice President, FMA and Business Transformation & Enablement Leader at IBM. The event began with a welcome address by Dr. Sukhbir Kaur Dhillon, Core Team Member of FMA, followed by the first Tech Talk delivered by Ms. Charu Smita Malhotra on the theme 'Human + AI Teaming – Managing Change Together.' Participants from both industry and academia attended the session. The talk concluded with Ms. Malhotra thanking all attendees.



Speaker- Ms. Charu Smita Malhotra

Ghaziabad Management Association

Finance for Non-Finance

Ghaziabad Management Association organised a session on 'Finance for Non-Finance' on 6th November at the GMA Conference Room, Ghaziabad. Conducted by CA D.K. Arora, the session was attended by nine participants from various industries. The programme aimed to equip managers from non-finance backgrounds with the ability to understand essential financial concepts, interpret financial information, and make informed decisions that enhance profitability, cash flow, and business value. The first session covered the importance of finance for every manager, basic financial terms such as revenue, cost, profit, and cash flow, as well as an overview of key financial statements including the Profit and Loss Account, Balance Sheet, and Cash Flow Statement.



CA DK Arora, ED GMA with the participants



Session in progress

Ghaziabad Entrepreneurship Mission

GMA has launched the Ghaziabad Entrepreneurship Mission (GEM) to identify, train, mentor, and support 50 aspiring young entrepreneurs in its first phase. To select interested participants, GEM awareness sessions were conducted across seven member institutions—RKGIT, BBDIT, AKGEC, AKGIM, IPEC, IPEM, and RCCVC—from 9th October to 18th November. Students were invited to complete the Founder Fit Test, and a total of 266 submissions were received. From these, the top 100 students will be shortlisted for the cohort and the six-week boot camp.

Disha – GSTAT

GMA organised a programme in collaboration with the Ghaziabad Bar Association on 13th November at INMANTEC, Ghaziabad. The session focused on addressing complex GST-related issues and their resolution through the newly constituted GST Appellate Tribunal (GSTAT). Hon'ble Mr. Vivek Kumar, Mr. A.K. Rai, and Mr. Arvind Kumar—Members of the GSTAT, the highest judicial forum under the GST law—graced the event as Chief Guests. The programme witnessed participation from over 200 attendees representing the Ghaziabad Bar Association, GMA, and various industries and institutions.



GMA GC member Mr. IC Agrawal addressing



IC-BRIT Inaugural session

International Conference IC-BRIGHT 2025

An International Conference on Business Resilience, Innovation, Growth and High-Tech Transformation (IC-BRIGHT 2025) was organised on 13th November at Ajay Kumar Garg Institute of Management in association with GMA. The conference addressed the rapid transformation of the global business landscape driven by AI, Blockchain, FinTech, Industry 5.0, Cybersecurity, Green Tech, and Human-AI collaboration. IC-BRIGHT 2025 provided a platform for leading academicians, policy-

makers, corporate leaders, and research scholars to share insights and present their research on these emerging themes. The event featured Dr. Hrivansh Chaturvedi as Chief Guest, Mr. Mahesh Munjal as Guest of Honour, and keynote addresses by Dr. Shankar Goenka and Dr. Wolf Berger.

SPECTRA 2K25: An Inter Institutional Management Fest

An Inter Institutional Management Fest was organised by the Management Department of IPEM under the aegis of the Institution's Innovation Council (IIC), in collaboration with GMA on 14th November at IPEM, Ghaziabad. SPECTRA 2K25 features engaging events such as Planpreneur (Business Plan Competition), Office Drama (Role Play), Brand Manthan (Brand Quiz), Reel to Real (Message Behind the Movie), and Scam-Sham (Case Study Presentation). 26 teams from across NCR participated in the fest.



ED GMA with IPEM team at the SPECTRA Inauguration



Tournament Winners with the GMA team

Badminton Tournament 2025

GMA organised a Badminton Tournament on 15th November at the Indoor Stadium of RKGIT, Ghaziabad. The event featured only doubles matches, with 16 teams from industries, institutions, and GMA members along with their families participating. In the men's category, the champion team was from Shriram Pistons, represented by Mr. Pankaj Jain and Mr. Jagat Singh Bhandari, while the runners-up were also from Shriram Pistons—Mr. Dharendra and Mr. Kamal Singh Rawal.

In the women's category, Ms. Ruchika and Ms. Priyanshi Mauraya from RCCVC emerged as winners, with Ms. Khushi Tyagi and Ms. Anica Ahuja finishing as runners-up.

Hindon Riverbank Clean Drive

GMA organised a Hindon Riverbank Cleanliness Drive in collaboration with the HOPE Foundation on 16th November at the Hindon River Ghat, Ghaziabad. A total of 45 volunteers from GMA and the HOPE Foundation participated in the two-hour activity, during which 150 kg of waste was collected. All participants were provided with gloves, masks, tools, and garbage bags to ensure a safe and effective clean-up.



Members of GMA and Hope Foundation at the Cleanliness Drive

Industry Visit

GMA organised an industry visit at Wika Instruments Pvt Ltd, Ghaziabad for MBA students of AKGIM on 20th and 21st November in two batches of 30 students each. A presentation on the company's global presence and product portfolio including an overview of major projects undertaken at the Ghaziabad plant, Explanation of the project initiation process, feasibility analysis, and stakeholder engagement, Insights into the timeline planning (Gantt charts), resource allocation, budgeting, and monitoring systems used at WIKA. The visit helped students gain several practical insights, including: Project Planning and Execution, Quality Management, Risk Assessment, Technology Integration, Cross-functional Coordination.



Participants during their industry visit to WIKA Instruments Pvt. Ltd.



Inaugural session of ACET 2025

ACET 2025

The second International Conference on 'Advanced Computing and Emerging Technologies' were organised by Ajay Kumar Garg Engineering College in association with GMA on 20th–21st November at AKGEC, Ghaziabad. Distinguished speakers, including Prof. Arnita Dev, Prof. (Dr.) Raghvendra Kumar Chaudhary (IIT Kanpur), and Chief Guest Prof. (Dr.) S.N. Singh (Director, ABV-IIITM Gwalior), discussed the global impact of rapid technological advancements. The conference

also featured international perspectives from experts across Finland, the USA, Canada, Singapore, and the Indian Army, covering breakthroughs in AI, sustainability, digital transformation, and automation. With a record 1,172 paper submissions from around the world, ACET-2025 stood out as one of India's most competitive conferences.

MANTHAN 2025

GMA, in collaboration with RKGIT, organised MANTHAN-2025, a Business Quiz Competition, on 26th November. A total of 52 students from various colleges participated in the event. The competition was conducted in three phases: the first phase was a written round, from which 15 teams qualified for the second phase. Seven teams then advanced to the grand finale. The full-day event was evaluated by distinguished faculty members and industry leaders. The winning teams were felicitated with trophies, and all participants received certificates of participation.



ED, Sr VP of GMA with the quiz winners

Industry Visit

On 28th November, GMA organised an industry visit for second-year MBA students of Raj Kumar Garg Institute of Technology, Ghaziabad, to Dabur India Ltd. Plant Head Mr. Gurmeet Singh addressed the students and explained the scale and complexity of operations at the FMCG leader, which manufactures around 1,100 products with approximately 2,500 SKUs. He also shared the company's revenue for FY 2024–25, reported at Rs 12,563 crore. Students were taken through the manufacturing and packaging units during the visit. A total of 40 students and two faculty members participated.



Participants during their industry visit to Dabur

Goa Management Association

Book Talks

Goa Management Association organised a session of GMA Book Talks with author and business leader Mr Harish Bhat on 22nd November at the International Centre Goa. Speaking on his latest book, *Doing the Right Thing: Learnings from Ratan Tata*, he shared insights on ethics, leadership and purpose-driven decision-making, highlighting Ratan Tata's humane and values-led approach. His engaging anecdotes strongly resonated with the audience. GMA Chairman Mr Deepak A. Bandekar appreciated the session, and Mr Vasu Ramanujam proposed the vote of thanks.



Mr. Harish Bhat with other dignitaries

Masterclass on Entrepreneurship in the Age of AI

GMA and the Goa Chamber of Commerce and Industry (GCCCI), in collaboration with the Goa AI Centre of Excellence, organised a one-day Masterclass on Entrepreneurship in the Age of AI on 25th November, led by Harvard Summer School Faculty Mr Niraj Kumar. The session distilled key learnings from his Harvard programme and offered practical insights into AI-driven entrepreneurship, communication, and decision-making. In her welcome address, GCCCI President Ms Pratima Dhond emphasised the need for Goa to harness AI for innovation and sustainable growth, while GMA Vice-Chairman Mr Rajesh Mehrotra reiterated GMA's Golden Jubilee commitment to supporting such initiatives.



Dignitaries at the masterclass on 'Entrepreneurship in the Age of AI'

GMA Annual Day 2025

GMA celebrated its 50th Annual Day on 27th November at Hotel Novotel, Panjim. Welcoming the gathering, the Chairman dedicated the occasion to the Founders, Past Office Bearers, Executive Committee Members, Corporate Partners, Academic collaborators and the hundreds of members who have strengthened GMA over the years. The Chief Guest, Mr. K V Kamath, addressed the audience virtually, sharing insights on India's journey toward Viksit Bharat. His lecture was followed by the presentation of the GMA Annual Awards 2025. The GMA Lifetime Achievement Award 2025 was presented to Mr Ashok V Chowgule, one of the Founder of GMA. The evening ended with vote of thanks by Mr. Rajesh Mehrotra, Vice Chairman of GMA.



GMA Team with Mr. Ashok V Chowgule – recipient of Lifetime Achievement Award 2025

Jamshedpur Management Association

Technika 5.0- Technical Debate Competition

On 8th November, JMA, in collaboration with Arka Jain University, conducted the Technical Debate Competition under Technika 5.0. Participants debated the topical theme 'Should India Continue to Depend on Global Technology Platforms like Google, Microsoft, Amazon Web Services and WhatsApp, or Focus on Building Self-Reliant Digital Ecosystems?' The jury for the event was Mr. Atul Kumar Singh, IT Operation Lead, Tata Cummins, who shared valuable insights while evaluating the participants' performances.



Participants with the Jury

Industrial Visit

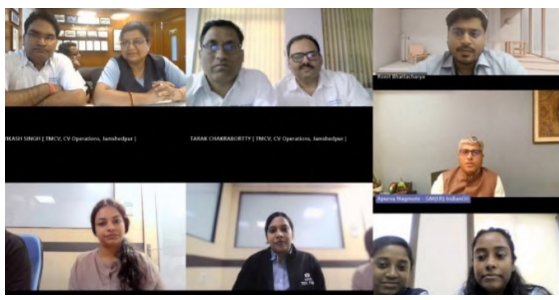
On 8th November, JMA facilitated an industrial visit to Sudha Dairy for a group of 40 participants, including students and faculty members from Srinath University. The visit provided valuable exposure to dairy operations, production processes, and quality management practices, enhancing participants' understanding of real-world industrial functioning.



Industrial visit to Sudha Dairy

HR XQuest- The Ultimate HR Best Practices Challenge

On 11th November, JMA organised HR XQuest – The Ultimate HR Best Practices Challenge, where teams showcased innovative approaches across various HR domains. The session was evaluated by Mr. Apurva Nagmote, GM (Employee Relations) – Northern Region, Indian Oil Corporation, who also shared valuable insights. The Winner was Team – Learning, Training and Skill Development (Tata Motors) comprising Mr. Gopal Misra, Mr. Warshil Sahay, and Mr. Taarak Chakraborty, and the Runner-up was Team – Contract Workforce Management (Tata Steel) with Mr. Ronit Bhattacharya and Mr. Pinak Mishra.



Participants during the HR XQuest



Glimpses of the round table discussion

Round Table Discussion

JMA, in collaboration with the Association of Supply Chain Professionals (ASCP), organised a Supply Chain Roundtable on 14th November at the Russi Modi Centre of Excellence, Jamshedpur. Mr Amitava Bakshi, JMA Board Member and Honorary President, ASCP, graced the event as Chief Guest, with Mr Ranjan Sinha, Chief Procurement Officer, Tata Steel, as Guest of Honour. The panel featured senior leaders from Tata Motors, XLRI, Logistics Growth and Infrastructure, Tata Cummins, Tata Steel UISL, and Tata Pigments, offering forward-looking insights on capability building and strengthening the supply chain ecosystem. The discussion was expertly moderated by Ms Mahuya Gupta, Chief Planning and Delivery, Tata Steel Ltd.

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MSME Conclave 2025

On 15th November, JMA, in collaboration with IIM Ranchi, organised the MSME Conclave 2025 on the theme 'Empowering MSMEs for Atmanirbhar Bharat.' The conclave brought together MSME leaders, entrepreneurs, policymakers, and academicians to discuss the state's MSME ecosystem, emerging challenges, and pathways for growth. A panel discussion moderated by Prof. Kushagra Sharan on 'MSMEs as the Backbone of Atmanirbhar Bharat' featured Mr. Devang Gandhi, Mr. Manish Piyush, Mr. Rajeev Shukla, Mr. Aditya Malhotra and Mr. Gourav Marwah, who shared insights on policy support, digital adoption, market access, and innovation-led growth.



Panel discussion in progress



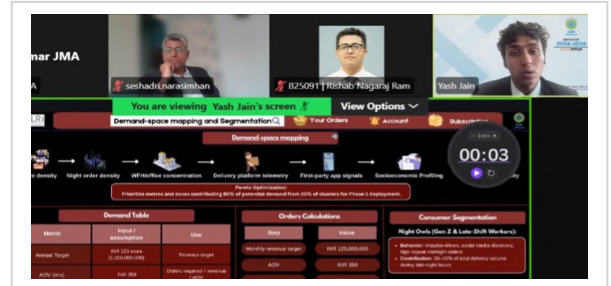
Participants presenting at MSME Ideathon

MSME Ideathon Competition

On 15th November, JMA, in collaboration with IIM Ranchi, conducted the MSME Ideathon, a case study competition designed for students across Finance, Operations, Marketing, and HR streams. The event encouraged participants to propose innovative, practical solutions for real-world MSME challenges, promoting analytical thinking, cross-functional collaboration, and problem-solving aligned with the sector's evolving needs.

XLRI Ensemble Valhalla – The Next Gen Leader competition

On 15th November, JMA, in collaboration with XLRI, organised Ensemble Valhalla – The Next Gen Leader competition, where participants showcased innovative solutions to contemporary management challenges. Entries were evaluated for feasibility and practicality by jury member Mr Seshadri Narasimhan, Chief Business Officer, Tata Neu. Mr Yash Jain emerged as the Winner, and Ms Shrabasti Mondal was declared Runner-up, both demonstrating outstanding innovation and strategic thinking.



Participants during the event



Societas: The Ultimate Sustainability Challenge 2025 in progress

Societas: The Ultimate Sustainability Challenge 2025

On 17th November, JMA, in collaboration with XLRI, organised 'Societas: The Ultimate Sustainability Challenge 2025' highlighting innovative and sustainable solutions to contemporary business issues. The entries were evaluated by Mr Saurabh Bhatnagar, Partner – Industry 4.0 and Innovation, KPMG India. The IMI team—Ms Dhriti and Ms Khushi Sharma—emerged as Winners, while IIM Bodhgaya's team The Dragons were declared Runners-up for their practical and forward-thinking solutions.

Training

On 21st November, JMA conducted a one-day training on 'Finance for Non-Finance,' designed to enhance financial literacy and decision-making skills for professionals from diverse functions. The session was attended by company professionals from TSDPL, Tata Power, and Tata Motors, providing practical insights into financial concepts and their application in day-to-day business operations.



Participants during the training



ISI professionals at Timken India

Workshop

On 25th November, JMA organised a workshop on 'Business Analytics and Machine Learning' for professionals at Timken. The session was conducted by experts from ISI Kolkata, including Mr. Diptendu Dutta, Technology Head, IDEAS-TIH, ISI; Mr. Amitava Bandyopadhyay, Consultant, IDEAS-TIH, ISI and Mr. Agnimitra Biswas, CEO, IDEAS-TIH, ISI.

On 25th November, JMA organised a session on 'Data-Driven Decision Making and the Integration of the Latest Generative AI and Agentic AI Tools' for the HODs of Cummins India. The session was conducted by experts from ISI Kolkata, including Mr. Diptendu Dutta, Technology Head, IDEAS-TIH, ISI; Mr. Amitava Bandyopadhyay, Consultant, IDEAS-TIH, ISI and Mr. Agnimitra Biswas, CEO, IDEAS-TIH, ISI.

Tour to Centre for Excellence

On 26th November, JMA organised an enriching tour to Centre for Excellence (CFE) for ISI Kolkata professionals. The visit aimed to familiarise them with Tata Steel's rich legacy, heritage, and contribution to India's industrial growth. During the tour, the participants explored Tata Steel's historical archives, gaining insights into the company's pioneering role in shaping modern India.



CFE visit by ISI delegates

Kerala Management Association



Mr. Bibu Ponnore addressing

Inauguration of KMA Student Chapter

Kerala Management Association inaugurated the KMA Student Chapter at the Kerala University of Fisheries and Ocean Studies (KUFOS) on 5th November. The inauguration ceremony was led by Mr. Bibu Ponnore, Past President and Chair of the KMA Student Chapter, and was held in the presence of the Hon'ble Vice Chancellor, Prof. Dr. A. Bijukumar, and Registrar, Prof. Dr. Dinesh Kaippilly. The initiative aims to create a vibrant platform for management learning, leadership development, and industry-academia collaboration, empowering students with practical exposure and professional growth opportunities. The event saw enthusiastic participation from students and marked the beginning of a strong and meaningful partnership between KMA and KUFOS.

create a vibrant platform for management learning, leadership development, and industry-academia collaboration, empowering students with practical exposure and professional growth opportunities. The event saw enthusiastic participation from students and marked the beginning of a strong and meaningful partnership between KMA and KUFOS.

Inauguration of KMA Finishing School 2025

KMA Finishing School 2025 was officially inaugurated on 8th November by Ernakulam District Collector Ms. G. Priyanka IAS, who addressed students on the expectations of the corporate world and the need for lifelong learning. She emphasised that continuity and excellence are essential for professional growth and encouraged participants to embrace smart work, artificial intelligence-assisted productivity and disciplined effort. KMA President, Mr. K. Harikumar presided over the function, while Finishing School Chair Mr. Abraham Olikal delivered the welcome address and Treasurer Dr. Anil Joseph proposed the vote of thanks.



Ms. G. Priyanka IAS inaugurating the KMA Finishing School 2025



Ms. Archana Anand addressing as Mr. Dileep Narayanan, Mr. K. Harikumar and Mr. Anil Varma look on

KMA Insight X Series

KMA conducted the 10th edition of the InsightX Series on 14th November, featuring Ms. Archana Anand, former Chief Business Officer of ZEE5 Global, on the topic 'Creating a Digital Video Platform for Audiences in India and Beyond.' She highlighted that compelling storytelling and high-quality production transcend language and cultural boundaries, citing the global success of Korean and Turkish digital content. KMA President, Mr. K. Harikumar presided, Vice President and Programme Chair Mr. Dileep Narayanan welcomed the gathering, and Honorary Secretary Mr. K. Anil Varma proposed the vote of thanks.

Young Minds: From Vision to Reality – Making of Kappa Cultr

The KMA Young Minds session held on 20th November featured Ms. Mayura MS and Ms. Devika MS, Directors – Digital Business and Operations at Mathrubhumi Printing and Publishing Co. Ltd., who spoke on the topic 'From Vision to Reality: Inside the Making of Kerala's Leading Music Festival – Kappa Cultr.' The speakers shared behind-the-scenes insights into conceptualising and scaling a digital-first music festival and highlighted the importance of innovation, branding, collaboration and audience engagement in building a cultural property. Mr. Nivedith George, Chair – Young Minds, delivered the welcome address, and Secretary Mr. Anoop Abraham proposed the vote of thanks.



Ms Mayura M S captures a brief group moment with the participants



Dignitaries at the memorial event

Piyush Not Out: A Celebration of a Life Well Told

On 21st November, KMA organised a special memorial event titled 'Piyush Not Out: A Celebration of a Life Well Told' at SCMS College, Kalamassery, honouring the legacy of legendary advertising icon Piyush Pandey. The programme featured an emotional tribute by filmmaker Prakash Varma followed by a panel discussion, 'How Piyush Pandey Redefined Indian Advertising,' with Rajiv Rao, Prakash Nair, Kiran Antony and Suresh Eriyat, moderated by Francis Thomas.

Lucknow Management Association

Session

Lucknow Management Association in collaboration with Shri Ramswaroop Memorial College of Engineering Management organised an interesting and insightful session on 'Emotional Well-being' on 03rd November for the students of Shri Ramswaroop Memorial College of Engineering and Management. The session was led by Mr. Chandra Shekhar Verma, Storytelling, Corporate Trainer, and Author.



Mr Chandra Shekhar Verma interacting with the students



CS Shruti Sharma, faculty and students at the session

LMA in collaboration with Shri Ramswaroop Memorial College of Engineering Management organised a session on 'Introduction to Securities Market' on 04th November for the students of Shri Ramswaroop Memorial College of Engineering and Management. The session was led by CS Shruti Sharma, Incharge-Regulatory Department NSE UP Region.

LMA in collaboration with AWOKE India Foundation and Union Mutual Fund organised engaging session on 'Wealth Management and Impact of GST 2.0 on 06th November by Mr. Uttam Kumar Expert SEBI Financial Trainer.



Ms. Renu Chaudhary addressing as Mr. Pravin Kumar Dwivedi and Mr. Uttam Kumar look on



Dr. Dheeraj Mehrotra addressing

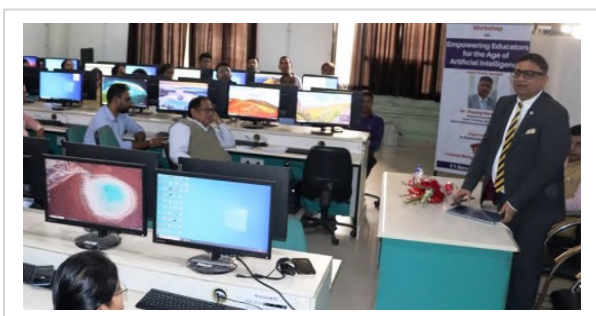
LMA, in collaboration with Shri Ramswaroop Memorial College of Engineering Management organised a session on 'AI Tools' by Dr. Dheeraj Mehrotra, Regional Head, Adani Gems Education on 10th November for the SRMCCEM faculty and students.

Workshop

LMA, in collaboration with Banaras Management Association, Community Empowerment Lab (CEL), and HIMS Nursing College, Varanasi, organised a workshop on 'Kangaroo Mother Care and Beautiful Birth' on 10th November. The interactive sessions were led by international trainers Ms. Karen Drayton and Ms. Kumkum Singh from CEL. The Principal of HIMS Nursing College, along with faculty members and students, also attended the programme.



Ms. Karen Drayton interacting with nursing staff and students of HIMS



Dr. Dheeraj Mehrotra addressing

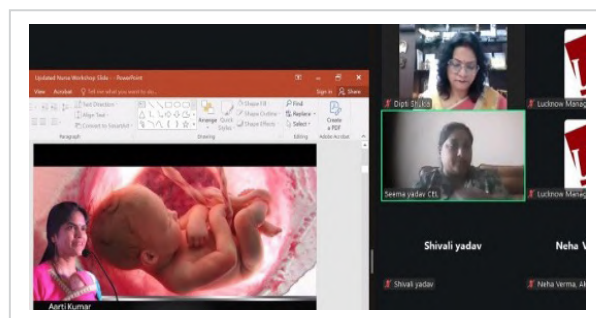
LMA, in collaboration with the School of Management Sciences organised a workshop on 'Empowering Educators for the Age of Artificial Intelligence' by Dr. Dheeraj Mehrotra, Regional Head, Adani Gems Education, on 11th November for the SMS Management students.



Dr. Dheeraj Mehrotra interacting with DIET students

Online MDP

LMA, in collaboration with Samarpan Institute of Nursing and Paramedical, organised an online MDP on 'Kangaroo Mother Care' for the students of the Institute on 10th and 11th November. The session was conducted by Ms. Seema Yadav, Instructor, CEL, and was attended by 60 students, faculty members of SIMPS, and Ms. Deepti Shukla, Principal, SIMPS.



Ms Seema Yadav sharing her presentation



Students during their visit to Amul Banas Dairy

Industrial Visit

An enriching industrial visit was organised on 12th November by LMA, Navyug Kanya Mahavidyalaya and HelpU Educational and Charitable Trust. The visit offered students a practical understanding of the operations of Amul Banas Dairy, one of India's leading dairy cooperatives. This initiative was conducted under the leadership of Dr. Prof. Manjula Upadhyay, Principal, and Prof. (Dr.) Anurima Banerjee, HOD Commerce. Special thanks to Dr. Chanpreet Kaur, Dr. Rupal Agarwal, and the Amul

Banas Dairy team — Mr. Shishir Jindal, Mr. JK Upadhyay, Mr. Ventakesh, and Mr. Pravin — for their coordination and support.

Conversation and Book Release

LMA, in collaboration with HelpU Educational and Charitable Trust, Mind Spa, and the Aligarh Muslim University Old Boys' Association, organised Coffee with Conversations: Decoding the Science of Self-Talk along with the release of the book Psychology of Self-Talk by Prof. Manju Agarwal—Founder



(L-R) Ms. Renu Chaudhary, Mr. Rahul Dutt, Mr. C.S. Varma, Dr. Anita Bhatnagar Jain, Prof. Manju Agarwal, Wg Comd (Dr.) Anil Kumar, Mr. Rajneesh Sethi and Dr. Archana Shukla

President, Mind Spa; Professor Emeritus; and Author—on 15th November. The event featured an eminent panel comprising Dr. Anita Bhatnagar Jain, IAS (Retd.), Author, Story Narrator, and Environmentalist; Wg. Cdr. (Dr.) Anil Kumar, Deputy Pro Vice Chancellor, Amity University Lucknow; Mr. Chandra Shekhar Verma, Storytelling Trainer, Coach, and Quiz Master; and Mr. Rajneesh Sethi, Managing Director, Rako Agrochem Pvt. Ltd. The session was moderated by Dr. Archana Shukla, Head, Department of Psychology, University of Lucknow.



Col. (Dr.) Sameer Misra conducting the session

Expert Talk

LMA in collaboration with IMRT Business College, Lucknow organised an expert talk on 'AI in Retail Management' for MBA students of IMRT College on 19th November. The session was conducted by Col (Dr) Sameer Misra. Faculties and students of IMRT College were present.

Samman Ceremony

LMA in collaboration with Guide Social Welfare Institute and Kabir Peace Mission the Golden Age Yugpurush Samman Investiture Ceremony was organised on 19th November, to honour the highly distinguished men who have made in valuable contributions to the reconstruction of the society. The Chief Guest of the function was Justice Kamleshwar Nath, Former Deputy-Lokayukta (Karnataka). Special Guests was Swami Muktinathanand, President, Ram Krishna Math, Lucknow and Program President was Padmashri Hriday Narayan Dixit, Litterateur and Former Speaker, UP Assembly.



(L-R) Mr. Anand Shekhar, Dr. Indu Subhash, Dr. Anil Rastogi, Padmashri Hriday Narayan Dixit, Dr. Hari Om and Mr. Satya Prakash Rai



Ms. Renu Chaudhary and LMA members during their visit to CDRI

Visit

LMA members visited CSIR–Central Drug Research Institute (CDRI) on 20th November. Dr. Naseem Ahmad Siddiqui and Dr. Sanjeev Yadav delivered an insightful presentation on CDRI's functioning, research initiatives, and key achievements. Dr. Saman Habib also shared valuable perspectives on antimalarial drug development, making the visit highly enriching for the participants.

Movie Screening

LMA, in collaboration with FolkTales Incorporation organised a short movie screening of 'Travel to Naimisharnya' written, directed and produced by Ms. Raj Smriti and Mr. Manuj Sharma on 28th November at Shri RamSwaroop University. The event was graced by the presence of esteemed dignitaries, including (Dr.) Razaur Rahman, Director of IMS, SRMU, and Prof. (Dr.) Aswani Kumar, Director of IMCE, SRMU.



Ms. Raj Smriti, Mr. Manuj Sharma, SRMU faculty and students at the movie screening

Meerut Management Association

Workshop

MMA, in collaboration with AIMA, IIA and the Wadhwani Foundation, organised a full-day workshop on 'Artificial Intelligence for Boosting Productivity and Business Growth' on 9th October at IIA Bhawan, Meerut. The programme introduced practical AI tools and applications for improving efficiency, reducing costs and enabling smarter business decisions. With 70 participants from industry, MSMEs, academia and professional circles, the sessions covered AI fundamentals, automation, data analytics and hands-on demonstrations.

MUKAAM – Real Success, Real Stories | Chapter 3

MMA and IYC Meerut Chapter organised an inspiring interaction at Alexander Athletic Club on 30th October. The session featured Mr. Girish Kumar, CMD, Sai Computers Ltd., and MD, Sai Electricals Pvt. Ltd., in conversation with Mr. Ishu Bansal, Captain, IYC–IIA. Mr. Kumar shared valuable insights on brand building, diversification, and leadership through innovation. He emphasised delegation, transparency, and team empowerment as key success principles.



Mr. Girish Kumar in conversation with Mr. Ishu Bansal

AGM

MMA successfully conducted its Annual General Meeting (AGM) for the year 2025 on 8th November, with enthusiastic participation from over 90 members. The key objective of the AGM was the election of the Office Bearers and twelve Members of the Council of Management for the 2025–26 term. Former President Mr. Yogesh Garg was unanimously appointed as the Election Officer and efficiently conducted the election process. The follow-



Newly elected office bearers of MMA

ing office bearers were unanimously elected: Mr. S. P. Singh as President, Maj. Gen. Pankaj Kaushik as Senior Vice President, Mr. Anurag Agarwal as Vice President, Mr. S. P. S. Jaggi as Honorary Secretary, and Mr. S. Ravichandran as Treasurer. The meeting concluded on a positive note, reinforcing the association's commitment to strong governance and member engagement.

Patna Management Association

Celebration of World Food Day 2025

Patna Management Association, in collaboration with Bihar State Productivity Council and Bihar Industries Association, organised a Round Table on the theme 'Hand in Hand for Better Foods and a Better Future' at Industry House on 16th October. The programme focused on school awareness initiatives, highlighting the importance of kitchen gardening, traditional crop cultivation, and the promotion of local foods. Dr. Ashutosh Upadhyaya, Principal Scientist, ICAR, delivered the keynote address. Mr. D. K. Srivastava, President, BSPC, welcomed the guests and spoke on the importance of nutritious food. Advocate Basant Kumar Sinha, Secretary General, BSPC, emphasised the need to maximise crop cultivation and production. The session was attended by Er. M. K. Das, Secretary, Patna Management Association, along with Prof. A. K. Verma and Prof. Anil K. Prasad. The programme concluded with a vote of thanks by Advocate Shantanu Kumar.



Dignitaries at the event



Mr. B. K. Sinha at the exhibition

On 29th November, a team from Patna Management Association, led by President Mr. B. K. Sinha and Secretary Mr. M. K. Das, visited an exhibition of GI-tagged products at City Centre Mall, Patna, organised by Bihar Industries Association. The members reviewed the range and heritage of GI products and discussed ways to enhance production, market promotion, and export potential, with special focus on Bihar's GI products such as Sikki Art, Madhubani paintings, Tikuli folk art, and Mithila Makhana. The visit also highlighted the importance of promoting GI products from other states to strengthen the national economy.

Quilon Management Association

Environmental Sustainability and Pollution Control

Quilon Management Association organised a thought-provoking talk on 'Environmental Sustainability and Pollution Control in Kerala' on 28th November at Quilon Beach Hotel. The session featured Ms. S. Sreekala, Chairperson, Kerala State Pollution Control Board, who shared valuable insights on Kerala's environmental challenges and the need for collective action.

The programme began with a silent prayer and was chaired by QMA President Mr. K. Madhusoodhanan Pillai. QMA Secretary General Mr. P. N. Appukuttan welcomed the gathering, and Mr. Jayakumar Tharamel introduced the chief guest. A memento was presented to Ms. Sreekala, and the event concluded with a vote of thanks by QMA Secretary (Administration) Mr. Prathap Chandran. The session successfully raised awareness and encouraged participants to work towards a greener and more sustainable Kerala.



Ms. S. Sreekala, Chairperson addressing

Rajkot Management Association

AGM and New Council Announcement

Rajkot Management Association held its AGM for the year 2024–25 on 16th November under the chairmanship of Dr. Kalpit Sanghvi. The meeting commenced with a warm welcome address by Mr. Jayen Kotecha, President, who presented a comprehensive overview of the association's activities and achievements over the past year. The Hon. Secretary, Mr. Dinesh Kakkad, presented the annual activity report, while the Hon. Treasurer, Mr. Harshad Asher, submitted the annual financial statements to the members. A notable highlight of the AGM was the inspiring presence of Mr. Jayantbhai Desai, one of the founding members of RMA (established in 1989) and its second President. During the meeting, the Executive Team for 2025–27 was unanimously approved, appointing Mr. Jayen Kotecha as Chairman, Mr. Rajubhai Hariyani as President, along with the newly constituted Executive Committee Members. In his address, the newly elected President, Mr. Rajubhai Hariyani, shared his vision for the association and encouraged all members, management professionals, experienced leaders from the community, and the public at large to actively support RMA's efforts and participate wholeheartedly in its forthcoming programmes.



Newly elected members of the RMA Executive Committee

Thrissur Management Association

Inauguration of AIMA-TMA SYMP

SYMP 2026 brochure release and registration drive was successfully launched on 4th November at Government Engineering College, Thrissur, where TMA President Mr. Padmakumar C handed over the brochure to the principal in charge Dr Jayan A R and initiated the first registrations. The event was attended by CA Shaji P. J., Hon. Secretary; Er. M. R. Gopala Krishnan, SYMP Chairman; Dr. Nowshaja P. T., Students Chapter Director, and Mr. Kushal Singh, COO, marking a promising and enthusiastic start to the preparations for SYMP 2026.



SYMP 2026 brochure release by President C Padmakumar



Participants during the TMA Wellness Wisdom Talk Series

Wellness Wisdom Talk Series

TMA hosted its Wellness Wisdom Talk Series, a workshop on 'The Art of the Human Voice' on 5th November at TMA Management House. Fr. Dr. Paul Poovathingal CMI (Padum Pathiri) led the session, offering insightful perspectives on vocal expression and its impact on wellbeing. The interactive workshop was well received and provided participants with a refreshing and engaging learning experience.

MDP Session

TMA conducted an MDP session on 3rd November at Christ College of Engineering (Autonomous), bringing together 150 participants. The session was led by Chief Guest Mr. Damodar Menon, Independent Consultant – HR and Former Vice President (BPO Operations), Siemens India. He shared valuable insights on strategic thinking, effective decision-making, and the importance of balancing long-term vision with daily operational actions.



Mr. Damodar Menon addressing

Lecture

A special lecture by Mr. V. P. Nandakumar, CMD of Manappuram Finance Ltd., and Past President of TMA, was held on 10th November. Speaking on the theme 'Experiencing BRICS – A Journey Beyond Borders', he shared his



Mr V P Nandakumar being honoured and with TMA officials

experiences and offered valuable insights into global economic trends, cross-border engagement, and the growing significance of BRICS nations. The event was graced by Adv. K. Rajan, Hon. Minister for Revenue and Housing, Government of Kerala, who attended as the Chief Guest.

Managing Committee Meeting

The Managing Committee Meeting was held on 11th November at the Management House and saw the participation of 40 members. The meeting reviewed ongoing initiatives, upcoming programmes, and key organisational matters, ensuring smooth coordination and collective decision-making. It was a focused and productive session, contributing to the effective functioning of TMA's activities.



TMA MC meeting in progress



Fireside chat with Dr. A. V. Anoop

Fireside Chat

A Fire Side Chat was held on 12th November, featuring Dr. A. V. Anoop, Managing Director of AVA Group and Chairman of the India–Eurasian Trade Council, appointed by the Ambassador of Kyrgyzstan to India. Speaking on the theme 'You Turn: The Art of Reinventing Tradition – Driving the Legacy of Medi-mix', he shared powerful insights on transforming traditional strengths into contemporary opportunities, brand reinvention, and sustaining legacy through innovation.

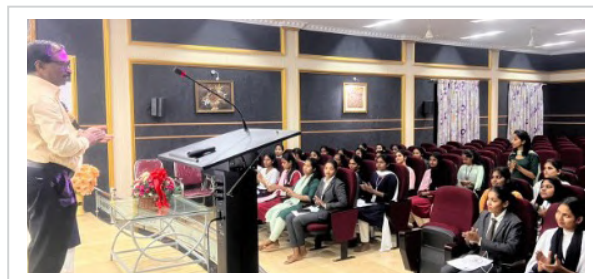
MDP Session

TMA organised an MDP on 11th November at Government Engineering College, Thrissur, and brought together 150 participants for an insightful session on the topic 'Fuel Your Future: Why Financial Literacy Is Your Career Catalyst.' The session was led by CMA Gopinath Menon, MC Member, TMA, who highlighted the importance of financial awareness in shaping career growth, informed decision-making, and long-term professional stability.



Mr. Gopinath Menon addressing

The MDP Session was held on 25th November at Little Flower College, Guruvayur, engaged 100 participants in an insightful session on the topic 'FACE – FACE 2 FACE.' The session was led by Mr. K. A. Babu, Executive Vice President, Federal Bank (Retd. and Internal Ombudsman, Dhanlaxmi Bank, who shared valuable perspectives on professional communication, interpersonal effectiveness, and confidence-building.



Mr. K. A. Babu addressing the students

Case Study

TMA conducted a Study Tour on 15th November 2025 with 30 participants to Kochi Water Metro for an insightful experience on 'Sustainable Waterways: The Water Metro Story.' The session featured presentations by Mr. Sanjay Kumar, Director (Systems), Water Metro, and Mr. Sajan John, COO, Water Metro, who explained the project's vision, technology, operational model, and its role in redefining sustainable urban mobility.



Study Tour participants

Interactive Learning Lab

The Interactive Learning Lab was held on 25th November at Little Flower College, Guruvayur, bringing together 100 participants for an engaging workshop on 'Structured Thinking and Interactive Communication.' The session was led by Dr. Nowshaja P T, Director, TMA Student Chapters, who guided students through practical techniques to organise ideas, communicate clearly, and present with confidence.



Dr. Nowshaja PT addressing

11th Internal Speaker Series Programme

TMA conducted its 11th TMA Internal Speaker Series Programme on 26th November, attended by 30 participants. Mr. Joseph George P, Founder of The Catalyst, led the session on 'Unveiling the Power of Emotional Quotient', offering meaningful insights into emotional intelligence, self-awareness, and interpersonal effectiveness. The session was engaging and thought-provoking, and participants appreciated the practical perspectives shared.



Mr. Joseph George P receiving a memento

On 6th and 7th November, the panelists Mr. Padmakumar C, President, TMA; CA Harikrishnan V, Partner, R Rajan Associates and Mr. Seejo Ponnore, Sr Vice President, TMA and MD, Aquastar Industries spoke on 'Startup 360'.



Mr. Padmakumar C joined by Mr. Abhayan and Ms. Gayathri Suresh

Trivandrum Management Association

Meeting

Trivandrum Management Association, in association with TCCI and GTech Trivandrum, organised an interactive meeting on 12 November with Mr. Jonas Michael Türk, Consul, Consulate General of Germany, Bengaluru, and Dr. Syed Ibrahim, Honorary Consul for Kerala. The discussion focused on the proposal to establish a Visa Facilitation Services Centre in Trivandrum to enhance visa accessibility. The session highlighted opportunities to strengthen Kerala–Germany cooperation across business, IT, tourism, healthcare, education, renewable energy, and skill development, with active participation from key industry leaders. Mr. S. N. Raghuchandran Nair, President, TMA, and Mr. Unnikrishnan Gopinath, Secretary, TMA, led deliberations on strengthening cooperation across business, IT, tourism, healthcare, education, renewable energy, and skill development.



Mr. Jonas Michael Türk with Mr. S. N. Raghuchandran Nair (L) and Mr. Unnikrishnan Gopinath (R)

Community Outreach Visit

As part of its community outreach initiative, TMA visited SG Special School, Kuttichal, Trivandrum on Children's Day, 14th November. Mr. Unnikrishnan Gopinath, Secretary, TMA, and Ms. C. S. Jayashree C O, Vice President, TMA interacted with the Divyang students and the school team to understand their needs and identify areas for continued support. TMA also extended small assistance to the school. The children presented cultural performances, making the visit meaningful and heartwarming.



Mr. Unnikrishnan Gopinath inaugurating the Children's Day celebrations at SG Special School

Strategic Conversations on City Development

TMA, in association with Life Art and the Trivandrum Chamber of Commerce and Industry (TCCI), hosted 'The Kitchen', a pre-election discussion programme held on 29th November. The event focused on key developmental priorities for the Trivandrum city ahead of the upcoming Corporation and Local Self-Government elections. A major

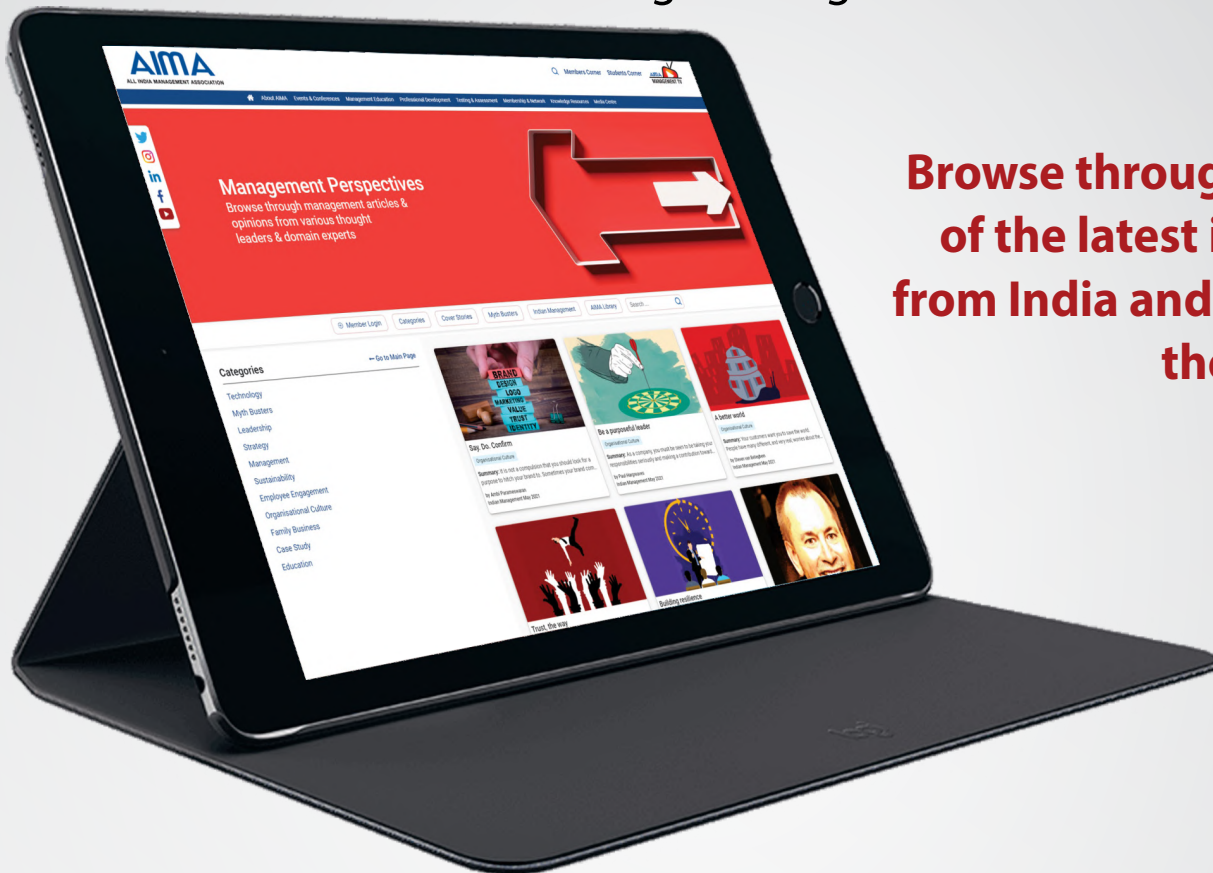
highlight was the interactive discussion featuring leading political representatives: Adv. K. S. Sabarinathan, KPCC General Secretary and UDF Mayoral Candidate; Adv. S. P. Deepak, CPM District Committee Member and LDF Candidate; and Adv. V. V. Rajesh, BJP State Secretary and NDA Candidate. Mr. S. N. Raghuchandran Nair, President, TMA, moderated the discussion on the city's developmental agenda. The programme also featured a panel discussion on 'Brand of Kerala' by experts, followed by a fireside chat with prominent influencers and entrepreneurs, offering diverse perspectives on culture, growth, and the evolving identity of Kerala.



Dignitaries addressing the event

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AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
Capacity Building Workshop on Case teaching & Writing		Online	8 January 2026
3rd LeadHERship Retreat		Udaipur	15-17 January 2026
Shaping Young Minds Programme		Thrissur	22 January 2026
AIMA CSR & Innovation Contest & Summit		Online New Delhi	27 January 2026 30 January 2026
Senior Leadership Retreat		Goa	29 – 31 January 2026
Global Procurement Summit 2026		New Delhi	04-05 February 2026
AIMA - Dr K S Basu Memorial Lecture		Online	06 February 2026
AI Big Data Retreat		Goa	08-10 February 2026
AIMA's Platinum Jubilee (70th) Foundation Day & 20th National Management Day		New Delhi	21 February 2026
16th Managing India Awards		New Delhi	21 February 2026
Pragati – Programme and National Quiz for Women Executives		New Delhi	April 2026

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