

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

OCTOBER 2025



MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

It's my pleasure to present the October edition of AIMA News.

With your support and encouragement, AIMA continued in its mission to enhance management capabilities through a range of initiatives and programmes.

As part of AIMA's ongoing efforts to collaborate and engage with its Local Management Associations, AIMA President, Mr T V Narendran, visited Coimbatore and addressed a session attended by students, professionals and members of the local management fraternity. His interaction encouraged reflection on how management institutions and local chapters can draw from shared experience to strengthen their regional impact and leadership reach, building stronger linkages across the management network.

AIMA also continued to bring together industry and academia to examine the evolving landscape of management education. The 2nd edition of the Vice Chancellors Conclave in Bengaluru, featuring distinguished speakers including Prof T G Sitharam, Chairman, AICTE, and Prof M K Sridhar, Padma Shri Awardee and President, CESS, explored ways of aligning traditional Indian Knowledge Systems with modern higher education in the spirit of NEP 2020. The discussions explored how newer approaches to higher education can draw inspiration from older traditions of learning and thought.

Please join me in extending warm congratulations to Past President, Mr Sunil Kant Munjal, on being conferred the Chevalier de l'Ordre national du Mérite (Knight of the National Order of Merit) by the French Government, recognising his outstanding contribution to education, innovation and cultural collaboration—an honour that also reflects the leadership depth within the AIMA community.

This commitment to leadership excellence extends equally to preparing the next generation of managers and professionals.

AIMA's unique initiative for students and young management professionals, the Shaping Young Minds Programme (SYMP), continued to inspire fresh thinking and aspiration across the country, with the 87th and 88th editions in Goa and Nagpur drawing over 1,300 participants. Eminent speakers shared personal insights on adaptability, confidence and purpose—instilling in young audiences the belief that leadership grows through curiosity and continuous learning.

In tandem, AIMA's Young Leaders Council (YLC) continued its efforts towards building future leaders. The YLC Members Meet in Delhi and the Innovation Summit in Punjab provided engaging opportunities for interaction and idea sharing among members, encouraging continued learning and connection within the network.

AIMA also continued to enhance managerial capabilities within organisations through experiential learning. The Ran-Niti 2025 – SAIL Director (Personnel)'s Cup for Business Simulation encouraged teams to sharpen their strategic thinking in a real-world context, while a Public Procurement training programme for Punjab & Sind Bank helped participants strengthen their understanding of governance and compliance in operational settings.

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You will find more details on these initiatives, along with updates from the Local Management Associations and features on current management trends, in this issue.

Warm Regards,



Rekha Sethi
Director General

AIMA OFFICE BEARERS

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Mr TV Narendran
CEO & Managing Director
TATA Steel Ltd

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Vice Chairman &
Managing Director
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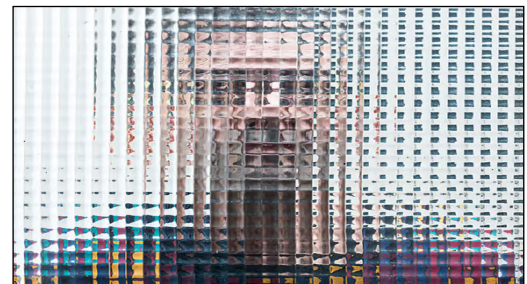
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LEARN HOW TO LEAD LIKE A WOMAN

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
Senior Vice 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



Rekha Sethi
Director General
AIMA



Rina Dhaka
Fashion Designer



Anusha Shetty
Chairperson & CEO
Grey & AutumnGrey



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President Interaction



(L-R) P Sadhasivam, Director, GRGSMS; Nithyanandan Devaraaj, President, CMA; TV Narendran, President, AIMA and CEO & Managing Director, Tata Steel and Puneet Krishnan, Secretary, CMA

AIMA President, Mr T V Narendran, visited Coimbatore on 7th November 2025 and addressed a thought-provoking session on the theme 'Leadership in the Times of Geopolitical and Technological Disruption', engaging students, professionals, and members of the local management fraternity.

In his address, Mr Narendran observed that while geopolitical disruptions have always been a part of world history, their global impact is now more immediate and widely felt. He highlighted various geopolitical factors that are causing supply chain disruptions in manufacturing and noted that even the services sector, which once thrived with minimal dependence on physical infrastructure, is now being impacted by new tariffs and import duties.

Speaking about technological disruption, Mr Narendran said that technology has democratised knowledge and created immense opportunities for continuous learning and upskilling. He emphasised that for leaders, staying open-minded and connected to emerging



T V Narendran, President, AIMA and CEO & Managing Director, Tata Steel



Nithyanandan Devaraaj, President, CMA presenting a memento TV Narendran, President, AIMA and CEO & Managing Director, Tata Steel

developments is essential. Every technological shift, he added, brings both risks and opportunities, and achieving sustainability requires balancing top-down direction with bottom-up innovation.

Addressing around 300 students from GRG Institute, Mr Narendran spoke about the importance of adapting to technological changes and leveraging them for growth. Sharing examples from Tata Steel, he

explained how the company has embraced technology to enhance productivity and innovation.

He noted that while innovation within factory gates is thriving, there is a growing need to extend this spirit beyond factory boundaries. He concluded by urging students to embrace lifelong learning and adaptability to stay relevant in a rapidly evolving world.

Vice Chancellors Conclave



(L-R) Dr Rohit Singh, Director, AIMA; Dr Muddu Vinay, Pro VC, IFHE, Bengaluru; Prof T G Sitharam, Chairman, AICTE; Prof M K Sridhar Padmashree Awardee, President, CESS; Dr Koti Reddy T, VC, ICFAI Foundation for Higher Education and Prof Rakesh Mohan Joshi, VC, IIFT, New Delhi

AIMA's Vice Chancellors Council, organised the 2nd edition of Vice Chancellors Conclave on 7th–8th November 2025 in Bengaluru. Supported by the All India Council for Technical Education (AICTE) and hosted by the ICFAI Foundation for Higher Education, Bengaluru, the two-day national Conclave served as a platform for Vice Chancellors, policy makers, and academic leaders to explore ways of integrating Indian Knowledge Systems (IKS) into contemporary higher education in alignment with the National Education Policy (NEP) 2020.

The Inaugural Session followed, with Prof (Dr) Muddu Vinay, Pro Vice Chancellor, ICFAI Foundation for Higher Education, Bengaluru, delivering the Welcome Address. Prof T G Sitharam, Chairman, AICTE, delivered the Keynote Address, while Prof M K Sridhar, Padmashree Awardee, Member, Board of Governors, Chanakya University, and President, Centre for Educational and Social Studies (CESS), was the Guest of Honour. The session also featured Prof Rakesh Mohan Joshi, Vice Chancellor, Indian Institute of Foreign Trade (IIFT), New Delhi, and Co-Chairman, AIMA Vice Chancellors

Council; Dr Koti Reddy T, Vice Chancellor, ICFAI Foundation for Higher Education and Dr Vinay Joshi, Dean–Academics and Conclave Host Convenor, ICFAI Foundation for Higher Education, Bengaluru.

A series of plenary sessions and discussions followed on themes including 'The Bharatiya Way: Relevance of Indian Knowledge Systems (IKS) for Today', 'IKS to Address Current and Emerging Challenges of India and the World', 'Technology as an Enabler for Preservation, Integration, and Facilitation of IKS', and 'IKS to Meet the Goal of Internationalisation at Home'. These sessions collectively examined how IKS can address modern challenges, enhance employability, encourage innovation, and seamlessly integrate traditional wisdom within modern higher education for holistic national progress.

Eminent speakers who addressed the Conclave included Prof N Sivakumar, Professor & Dean, Sri Sathya Sai Institute of Higher Learning; Dr G P Sudhakar, Honorary Professor, Centre for Educational and Social Studies; Dr R Prasad, Senior Director and Professor,



Prof T G Sitharam, Chairman, AICTE , IKS experts, Vice Chancellors and delegates at AIMA Vice Chancellors Conclave in Bengaluru

Academic Wing, ICFAI Group; Dr B Anbuthambi, Head – Strategy & Partnerships, L&T EduTech; Dr Sai Rama Krishna Susarla, Executive Director, Siddhanta Knowledge Foundation; Dr B Chandrasekar, Executive Director, EdCIL (India) Limited; Dr Gowrishha Joshi, Professor & Director, Centre for Educational and Social Studies; Dr Nilanjan Chattopadhyay, Vice Chancellor, Jagran Lakecity University; Mr Pramodh B N, Co-founder, Academia; Dr Bhimaraya Metri, Director, Indian Institute of Management Nagpur, and Chairman, AIMA Board of Studies; Ms Priya Mathilakath Pillai, Head – People Function, Titan Company Limited; Mr Prabhudev Aradhya S, Senior Chartered Accountant and Past President, Bangalore Management Association; Mr Sanath Kumar, Head – Operations, River Rejuvenation Projects, The Art of Living; Dr S Vijyalakshmi, Registrar, ICFAI Foundation for Higher Education, Hyderabad; Dr Vinayachandra Banavathy, Director, Centre for Indian

Knowledge Systems, Chanakya University; Dr Biplab Halder, Vice Chancellor, ICFAI University, Tripura and Dr Bhavani M R, Registrar and Professor – Management Sciences, Chanakya University.

The Conclave saw participation from over 50 higher education institutions across India, serving as a platform for both new and established IKS Centres. AIMA's initiative was widely appreciated for promoting collaboration and advancing the integration of Indian Knowledge Systems in higher education.



Dr Vinayachandra Banavathy, Director, Centre for IKS, Chanakya University, Dr. Suresh H. Jangamshetti, VC, Haveri University; Dr Biplab Halder, Vice Chancellor, ICFAI University, Tripura; Prof Ashok S Alur, VC, Kodagu University Sanath Kumar, Head Operations, River Rejuvenation Projects, the Art of Living and Dr Bhavani M R, Registrar & Professor Management Sciences, Chanakya University

Congratulations!



Sunil Kant Munjal, Past President, AIMA, Chairman, Hero Enterprise and Founder, Serendipity Arts Foundation receiving the insignia of Chevalier de l'Ordre national du Mérite (Knight of the National Order of Merit) from H E Mr Thierry Mathou, Ambassador of France to India

Mr Sunil Kant Munjal, Past President, AIMA, Chairman, Hero Enterprise and Founder, Serendipity Arts Foundation, was conferred the insignia of *Chevalier de l'Ordre national du Mérite* (Knight of the National Order of Merit) by H E Mr Thierry Mathou, Ambassador of France to India on 29th October, 2025.

The honour recognises Mr Munjal's remarkable contribution to India's civil society through his commitment to education, innovation, cultural democratisation, and his efforts to strengthen enduring ties between France and India.

Training on Public Procurement

AIMA conducted a two-day training programme on Public Procurement for the employees of Punjab & Sind Bank on 22nd and 23rd September 2025 at the Staff Training College, Rohini, New Delhi, as part of the bank's Vigilance Awareness Week.

The programme comprehensively covered key topics including the Introduction to Public Procurement, Public Procurement Framework, Methods of Procurement, Bid Document Preparation, Bid Evaluation, Contract

Management, and the Government e-Marketplace (GeM). The sessions provided participants with practical insights and a deeper understanding of procurement procedures and compliance requirements.

The participants found the programme highly valuable and relevant to their professional roles. It received excellent feedback for its comprehensive content, practical orientation, and clarity of delivery.

Shaping Young Minds Programme



Ambi Parameswaran, Brand Strategist and Founder, Brand-Building.com and Sriram Natarajan, Director and CEO, Molbio Diagnostics Ltd & President, Goa Management Association with the SYMP participants in Goa

AIMA organised the 87th and 88th editions of its flagship Shaping Young Minds Programme (SYMP) in Goa in collaboration with the Goa Management Association, and in Nagpur in collaboration with the Vidarbha Management Association. The programmes inspired management students and young professionals through engaging sessions with eminent leaders who shared their experiences and insights.

The 87th SYMP was held in Goa on 10th October 2025, in partnership with the Goa Management Association (GMA). The Inaugural Session featured addresses by Mr Deepak A Bandekar, Chairman, Goa Management Association and Mr Madhav Sharma, Director, AIMA. The sessions saw distinguished speakers including Ms Sundari Nanda, IPS (Retd.), Former Special Secretary (Internal Security), Ministry of Home Affairs, Government of India; Dr Shikha Nehru Sharma, Scientific Mentor, RANFORT



Dr Radhika S Nayak, Consultant, Goa State Higher Education Council & Former Principal, S S Dempo College of Commerce & Economics presenting a memento to Sundari Nanda, IPS (Retd.), Former Special Secretary (Internal Security), Ministry of Home Affairs, Government of India



Shikha Nehru Sharma, Scientific Mentor, RANFORT Wellness and Clarissa Costa, Pharmacist & Athlete

Wellness; Dr Ambi Parameswaran, Brand Strategist and Founder, Brand-Building.com; and Ambassador Dr Deepak Vohra, Special Advisor in Africa and Ladakh. The sessions were chaired by Dr Radhika S Nayak, Consultant for the Goa State Higher Education Council & Former Principal, S S Dempo College of Commerce & Economics; Ms Clarissa Costa, Pharmacist & Athlete; Mr Sriram Natarajan, Director and CEO, Molbio Diagnostics Ltd & President, Goa Management Association and Dr



Deepak Vohra, Special Advisor in Africa and Ladakh and Anthony de Sa, IAS (Retd.), Former Chief Secretary, Government of Madhya Pradesh at SYMP Goa



Prashant Godbole, Managing Director, Godbole Gates Private Limited presenting a memento to TCA Ranganathan, Former Chairman and Managing Director, EXIM Bank of India

Anthony de Sa, IAS (Retd.), Former Chief Secretary, Government of Madhya Pradesh. With over 700 participants attending in person, the programme offered young minds a valuable platform to engage with thought leaders and explore paths for growth.

The 88th edition of the programme was held on 7th November 2025 at Nagpur, in collaboration with the Vidarbha Management Association (VMA). This marked the first time that SYMP was organised in Nagpur. The

Inaugural Session featured addresses by Dr Shabbir Zakerya, President, Vidarbha Management Association; Mr Neeraj Kapoor, Director, AIMA and Mr Sunil Rasoni, Chairman, Rasoni Group of Institutions, while Dr Ravinder Kumar Singal, Commissioner of Police, Nagpur, shared a recorded message. The distinguished speaker lineup included Ms Sundari Nanda, IPS (Retd.), Former Special Secretary (Internal Security), Ministry of Home Affairs, Government

of India Mr TCA Ranganathan, Former Chairman and Managing Director, EXIM Bank of India; Mr Sudhanshu Mani, Former General Manager, Integral Coach Factory, Indian Railways; and Ambassador Dr Deepak Vohra, Special Advisor in Africa and Ladakh. The sessions were chaired by Dr Ashutosh Paturkar, Dean, G H Raisoni Skill Tech University, Nagpur; Mr Prashant Godbole, Managing Director, Godbole Gates Private Limited; Mr Mahendra Giridhar, Chief Executive Officer, Nexmed



Sudhanshu Mani, Former General Manager, Integral Coach Factory, Indian Railways receiving a memento from Mahendra Giridhar, Chief Executive Officer, Nexmed Healthcare Ltd

Healthcare Limited and Ms Mili Juneja, Founder, MJ Services & Secretary, Vidarbha Management Association.

With over 600 students and young professionals participating, the Nagpur edition offered an engaging learning environment, where attendees interacted with industry stalwarts and gained meaningful insights for their future growth.

Both SYMP editions showcased AIMA's commitment



Ambassador Deepak Vohra, Special Advisor in Africa and Mili Juneja, Founder, MJ Services & Secretary, Vidarbha Management Association at SYMP Nagpur



Sundari Nanda, IPS (Retd.), Former Special Secretary (Internal Security), Ministry of Home Affairs, Government of India and Ashutosh Paturkar, Dean, G H Raisoni Skill Tech University, Nagpur with the SYMP participants in Nagpur

Business Simulation



Participants of the Ran-Niti 2025 - SAIL Director (Personnel)'s Cup

AIMA successfully concluded Ran-Niti 2025 – SAIL Director (Personnel)'s Cup for Business Simulation on 4th November 2025 at SAIL Management Training Institute (MTI), Ranchi.

Held across multiple SAIL locations, including Bokaro, Burnpur, Durgapur, Rourkela, Bhilai, and the Corporate Office, the competition saw enthusiastic participation from teams across units.

The Valedictory Session was graced by Mr KK Singh -Director (Personnel); Mr Sanjay Dhar, Executive Director (HR – L&D) and Mr Atanu Mukherjee, GM (HR – L&D) & Head- Academics (T), who appreciated the initiative and congratulated participants.

About 150 teams participated, nearly 30% of them first-time entrants. Structured briefings and preparatory sessions helped new teams perform on par with experienced ones, reflecting SAIL's strong learning culture.

The programme received excellent feedback, with Mr KK Singh commending AIMA for delivering an engaging simulation that enhanced learning and decision-making within SAIL. Through such initiatives, AIMA continues to strengthen managerial and strategic capabilities across organisations.

Young Leaders Council



YLC members at the Innovation Summit 2025

AIMA Young Leaders Council (YLC) organised the YLC Members Meet on 17th October 2025 at AIMA's Lodhi Road office, bringing members together for informal interactions, idea-sharing, and networking.

The interactive session enabled members to connect, exchange ideas, and explore collaboration opportunities, strengthening engagement and building a stronger YLC community geared toward future joint initiatives.

Earlier, the AIMA YLC Punjab Chapter successfully conducted the Innovation Summit 2025 on 6th October at Lovely Professional University (LPU). The summit brought

together entrepreneurs, students, and innovators to share insights and celebrate stories of innovation and leadership, reaffirming YLC's commitment to fostering creativity and collaboration.



YLC members gather for the YLC Members Meet at AIMA Lodhi Road Office

Training Programme



Participants of the training programme on communication

AIMA organised a specialised training programme on Communication for National Thermal Power Corporation (NTPC), as the organisation advances its nuclear energy expansion plans.

Held at the NTPC WR-I Headquarters in Mumbai, the session blended core communication concepts with case-based discussions to help participants apply learning to real workplace situations.

The programme saw strong engagement from

participants and was well received, supporting NTPC's efforts to build internal capabilities for its emerging nuclear energy initiatives.



Training programme in progress



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
- Academics 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)

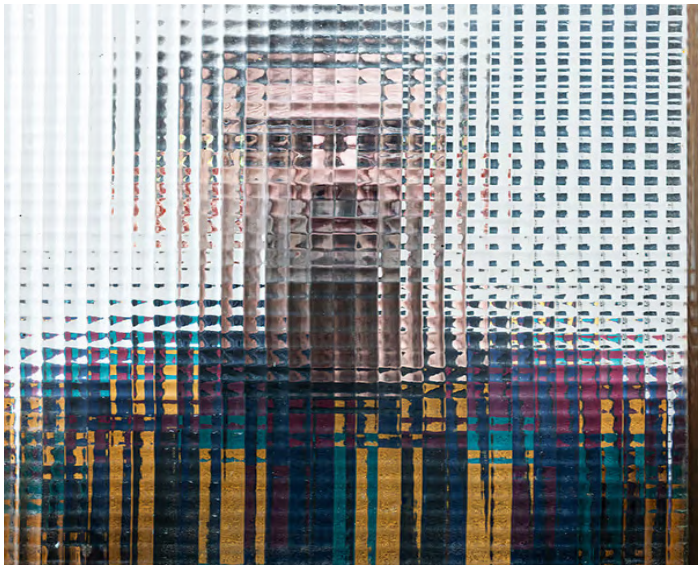
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Workers Don't Trust AI. Here's How Companies Can Change That.

by Ashley Reichheld, Christina Brodzik, Anne-Claire Roesch, Greg Vert and Ryan Youra
(November 7, 2025)



Francesco Carta fotografo/Getty Images

AI has a trust problem among frontline workers—and it's getting worse. Deloitte's TrustID Index, a daily pulse of customer and employee sentiment, shows that trust in company-provided generative AI—tools that are supposed to lighten workloads and boost creativity—fell 31% between May and July of 2025, the latest results available, reflecting growing skepticism about its reliability and value. Trust in agentic AI systems that can act independently, not just make recommendations, dropped 89% during the same period, as employees grew uneasy with technology taking over decisions that were once theirs to make.

Our research also found that usage of employer-provided AI tools declined 15% between February and July. But here's the rub: Nearly half of frontline employees with access to AI are turning to unapproved tools instead, a sign they place more trust in shadow solutions than in the official ones. This suggests the problem isn't mistrust of AI in general; it's mistrust of the AI their employers are asking them to use. To these employees, company-sanctioned tools feel imposed, not introduced; mandated, not co-created.

Summary. Frontline workers' trust in employer-provided AI is declining, with many turning to unapproved tools. Companies can address this by: 1) measuring trust using real-time, behavioral metrics; 2) investing in frontline workers' skills to foster collaboration with AI; 3) designing AI with worker input to ensure co-creation; 4) encouraging experimentation through digital playgrounds and supportive incentives; and 5) empowering team leaders to build trust and momentum, making adoption a movement driven by frontline leadership. These remedies help organizations close the trust gap and unlock AI's full potential.

And behind that skepticism lies a deeper fear: that employees are being asked to help advance the very technology that could replace them.

With so much at stake in capitalizing on the AI revolution, understanding the magnitude of the trust challenge is critical. In this article, we share five approaches that some companies—both Deloitte clients and others included in our research—are taking to address this problem. They offer remedies that other organizations can adopt.

1. Measure Trust

The first step is to understand the size and nature of the trust problem.

At Deloitte, our TrustID Index tracks trust the way markets track stocks: in real time, across industries and roles. Roughly 60,000 U.S. employees of organizations of all sizes and in all sectors of the economy respond to our surveys each year, sharing their sense of their organization's or technology's reliability, capability, transparency, and humanity—what we call the “four factors of trust.” Each factor is scored based on the respondent's agreement with statements on a 1-to-7 scale, such as whether the organization demonstrates empathy and fairness (humanity), communicates openly and clearly (transparency), delivers quality products and experiences (capability), and keeps its promises consistently (reliability). Deloitte's TrustID combines these dimensions into a composite score

grounded in behavioral and statistical research.

Trust benefits everyone, and our framework makes the intangible actionable. We recommend that every company assess the core elements of trust within their organization—and because trust is so fundamental to business success, we’ve made our TrustID methodology open source, via a downloadable chapter in our book that describes the science behind the measure. At a minimum, we suggest including the four factors of trust in your existing measurement approach—whether through an annual talent survey or as you’re testing AI.

By breaking trust into measurable components, leaders can see where confidence is rising or eroding and take action accordingly. For example, if employees report low trust in AI transparency, leaders might respond by increasing communication about how tools make decisions or by involving employees in shaping their use.

And because our model highly predictive of behavior, it reveals not just how much people trust but also how that trust translates into advocacy, engagement, and performance. For example, employees in the overall workforce with high trust are 1.9 times more likely to recommend their organization to others, 2.1 times more motivated to work for their employer, and 1.7 times more likely to build new skills. In other words, it helps quantify something that’s often treated as intangible: the human behind every AI outcome.

2. Grow the Skills of Frontline Workers

Workers understandably fear that AI will replace them, but the reality is more nuanced. While automation will undoubtedly change or eliminate some roles, scaling and sustaining AI will also create new kinds of work—and new demand for skilled talent. For many organizations, the challenge is to thoughtfully match people’s strengths with the opportunities that intelligent systems unlock rather than simply replace workers or retrain everyone. So, instead of using AI primarily as a cost-cutting lever, organizations should instead use it to reimagine how work gets done.

The reasons for doing so are compelling. Many frontline-heavy industries such as healthcare and

logistics face shrinking labor pools just as demand for their services is increasing. And because the demand for new skills is shifting faster than most educational systems can adapt, there aren’t enough graduates ready to work alongside intelligent systems. With the labor supply tight, AI-savvy workers can command a premium; finance and tech firms are often outbidding other employers for them. Together, these forces leave most leaders facing a hard truth: They can’t afford to “hire their way out” of the problem.

The solution isn’t just to build technical proficiency. The greatest returns on upskilling come when investments enhance employees’ AI proficiency while also strengthening their problem-solving abilities and emotional intelligence—for example, their capacity to empathize, adapt, and exercise judgment. Organizations that cultivate both dimensions—the human and the machine—see the strongest results. Research shows that when people learn to collaborate effectively with AI, adapting to how it thinks and responds, performance improves measurably beyond what either humans or machines achieve on their own: Decisions sharpen, efficiency climbs, customer experiences improve, and skilled employees stay longer.

The message to employees is simple: The organization isn’t replacing you with AI; it’s investing in you to thrive alongside it.

Faced with competition for AI-savvy employees, many organizations are discovering that the more sustainable path is building AI skills in their workforces and across their businesses’ ecosystems. Building such skills can start well before hiring, through stronger partnerships between employers and institutions preparing future workers. Companies can collaborate with schools and training providers to shape curricula, offer mentorship or guest instruction, and create work-study opportunities that build the AI skills most in demand.

This commitment to building trust and investing in employees can carry into preboarding—the time between a job offer and a new hire’s first day—when gestures like a welcome note, an early check-in, or a short primer on what to expect (especially how AI

and digital tools fit into the role) can ease uncertainty and set the foundation for growth from the very start. And it continues into onboarding and beyond, with learning embedded in daily work and career paths reimagined for an AI-enabled future. Each moment is an opportunity to build skills and trust, demonstrating to employees that they're not being slotted into rigid systems but are being prepared to thrive in their current role and potentially even beyond it.

Trust, then, becomes a strategic advantage. When workers believe their organization will help them adapt and grow, they're far more willing to embrace the tools that change their work. Our latest data makes this clear: Employees who received hands-on AI training and workshops reported 144% higher trust in their employer's AI than those who did not. That trust, in turn, strengthens engagement: Employees who strongly trust their employer are nearly five times as likely to say they're motivated to learn new skills and adapt to change.

The result is a virtuous cycle: Investment builds trust, trust sparks curiosity, and curiosity drives continuous learning. Each reinforces the other, showing that the organization's commitment to its people is not transactional but enduring—turning technological change from a source of anxiety into a catalyst for growth.

That same principle shows up in practice. While many companies use new technology to reduce headcount, IKEA chose a different path: reinvesting in its people. In 2021, the company introduced Billie, an AI chatbot that now handles nearly half of all customer inquiries. Rather than replacing people with it, IKEA reskilled more than 8,500 call-center workers into new roles as remote interior design advisors and sales specialists. These employees moved from answering routine questions to leading virtual consultations, helping customers plan room layouts and supporting more complex purchases. The shift gave workers more meaningful roles and bolstered digital retail sales for the business, contributing to more than \$1.4 billion in remote design and sales.

In its warehouses, IKEA has used AI to ease physical strain for workers while improving efficiency. Stock

counts, once repetitive and physically demanding, required employees to climb ladders and scan heavy pallets, are now performed by AI-powered drones. The technology improves accuracy while freeing workers to focus on coordinating logistics and solving problems. What was a routine chore has become a safer, more efficient part of operations.

Beyond operations, IKEA is investing in AI fluency across its workforce. The company has launched a company-wide AI literacy initiative with the goal of training 70,000 workers by 2026. Consistent with its human-centered approach, the program is not one size fits all. Store staff learn how AI can support customer interactions and inventory tasks. Design advisors experiment with generative tools like Hej Copilot to spark ideas and accelerate creative work. Data scientists and engineers deepen their expertise through an Accelerator Program, while leaders participate in "AI Exploration Days" that connect emerging technology to business priorities. The focus is on building confidence and curiosity, showing employees how AI can make their work easier and more rewarding.

The incentives are tangible: new career paths, cutting-edge training, productivity tools that save time, and technology that lightens workloads. The results show up in employee sentiment. Globally, IKEA's voluntary turnover has dropped by about 20% in the past two years, and nearly seven in 10 employees say they are excited to go to work each day—well above typical benchmarks for frontline-heavy industries.

3. Design AI with Workers, Not Just for Them

Teaching workers to use AI without giving them a say in how it's built is like training someone to sail but fixing the rudder in place: They can catch the wind but not steer their course. Trust begins with agency, which comes from co-creation. When workers are invited to participate in the process of designing how work with AI will be done, they see themselves not as subjects of technology but as partners in shaping it. An examination of our clients' expenditures on AI initiatives, however, found that they are devoting 93% of their spending to data, technology, and infrastructure and only 7% on people-related

issues such as redesigning work, training, change management, and reimagining roles and career paths to reflect the impact of AI.

As the nature of work itself evolves, the human-machine partnership becomes essential: AI's arrival isn't just a technology shift; it's a redesign of how work gets done. Companies should approach it the way they approach any good innovation: start with a deep understanding of the human experience, then prototype, test, and refine around what people truly need. The same discipline should apply to work design: build systems around what employees need to succeed, not just what technology can do.

At Walmart, new AI tools are being developed through a process that brings employees into the design, rather than delivering finished systems from above. To enable this, the company created an internal AI foundry, Element, a platform that allows teams to rapidly build, test, and scale AI-powered apps. Associates, Walmart's name for its employees, are included in pilots, where they provide feedback on what works and what doesn't, and developers adjust the tools accordingly. The process is intentionally iterative so that new features reflect the realities of daily work.

One prominent example is an AI-powered scheduling app, a critical tool in retail where unpredictable hours and last-minute changes are a constant source of stress. In pilot sessions, associates asked for features like shift-swapping, setting availability preferences, and viewing schedules further in advance. Their input turned what could have been a rigid system into one that gave employees more control and transparency. In the initial places it was used, store and team managers reported that the app had reduced the time the latter had to spend scheduling shifts from 90 minutes to 30. For associates, time isn't abstract—it's family dinners, childcare pickups, or extra shifts. The new scheduling system gives them more say over how and when they work, turning a corporate process into something personal. Research across the retail sector suggests that more predictable schedules reduce lateness, absenteeism, and attrition.

The Element platform was also used to tackle language

barriers that associates identified as a persistent obstacle in serving customers and coordinating with colleagues. That challenge inspired developers to build a real-time translation tool that supports 44 languages and is delivered through the Walmart associate app, making it available on the devices employees already use. Notably, the tool also incorporates Walmart-specific knowledge, recognizing house brands like Great Value so that translations preserve meaning in real-world interactions. The tool is refined through pilots and continuous feedback to improve accuracy and usability, making collaboration smoother and customer service more inclusive.

Walmart's experience shows that when employees help build the tools, the result is more than efficiency. It is technology they trust because they see their own fingerprints on it and experience its value directly. And the evidence extends beyond Walmart. Our research shows that the most motivating experiences for AI adoption are integration into existing tools and processes, user-friendly interfaces, and clear examples of how the tool applies to everyday work. Workers are 72% more likely to report high trust in AI when they've been given interactive opportunities to practice with it, compared to those not provided with such experiences. In other words, motivation rises when workers aren't passive recipients but active participants.

4. Encourage Experimentation

Upskilling and co-creation help build trust, but not if the AI system focuses on and punishes mistakes. Too many frontline metrics have been designed to catch errors: time-clock violations, late scans, missed check-ins. That mindset rewards repeated, consistent performance but discourages experimentation, the very behavior AI adoption requires. Organizations are countering that tendency by creating digital playgrounds: low-risk spaces where employees can safely test new tools, learn by doing, and share what works. In these environments, experimentation becomes part of the process, not a deviation from it. They're also rethinking incentives—rewarding curiosity and early adoption rather than penalizing missteps.

At Colgate-Palmolive, that shift is already underway. In 2023, the company launched its AI Hub, a secure, no-code platform that allows employees without programming skills to build software applications and automate workflows using visual interfaces, drag-and-drop components, and pre-built templates. Within this digital playground, employees began creating and sharing custom AI assistants to handle everyday tasks such as troubleshooting equipment, drafting content, and analyzing data.

One such place was the shop floor of a factory in Greece. Much of the machinery there was manufactured in Germany, so equipment downtime often meant poring over dense German manuals and documentation or waiting for translations and outside specialists. To address that issue, a plant manager created AI assistants, which he trained on the manuals and documentation. They allowed operators to type in error codes and receive step-by-step troubleshooting instructions in Greek.

In another corner of the business, an HR employee created a goals coach. He trained an assistant on Colgate's values and goal-setting practices to help colleagues write stronger, clearer objectives. At first, he tested it with a small pilot group of about 20 people. On the strength of that trial, the tool was adopted more widely and is now used across the company.

What started as local experiments has grown into thousands of assistants—and Colgate has a system to measure what those tools deliver. By mid-2025, employees had created between 3,000 and 5,000 assistants—from copywriters to multilingual maintenance aides. Each successful assistant also comes with a feedback loop: After repeated use, employees are prompted to complete a short survey assessing benefits such as time savings, quality of work, and creativity. Those surveys help leaders spot which grassroots experiments make a real difference, and enterprise resources are then invested in scaling the strongest ideas.

5. Empower Team Leaders to Build Trust and Momentum

Even the best-designed AI tools won't scale without

frontline leaders. Team leads, shift supervisors, and charge nurses are the “make-or-break” layer of trust. They translate strategy into daily practice and set the tone for whether experimentation feels safe or risky.

Our research underscores just how pivotal they are. Employees consistently rate their direct managers as more trustworthy than their employer overall. At both junior and senior levels, trust in managers runs about 20% higher than trust in the organization. And when managers check in with their teams at least weekly, trust scores rise by nearly 60%.

When any new tools arrive in the workplace, employees don't look to the CEO or a corporate memo to decide whether to use them; they look to their teams and team leaders. If that leader can explain why the tool matters, show how it helps, and model its use in daily work, adoption feels natural; if the leader is skeptical or silent, adoption stalls.

Given how radically different AI tools are, it's especially important that organizations provide managers with training not just in how the systems function but also in how to communicate their purpose clearly and credibly to their teams. Just as important, they must be able to show how new tools make life better for their staff, whether by eliminating rote tasks, easing daily nuisances, or freeing time for more meaningful work. Managers also need space to test tools themselves before asking their teams to rely on them, and they need visible backing from senior leadership that their role is not to enforce compliance but to persuade their team members that experimentation is valued, that learning is expected, and that progress matters more than perfection.

This combination of empowerment, trust, and visible sponsorship is more than theory; it's a playbook that forward-looking organizations are already testing in the field. Intuit, for example, saw an opportunity to expand AI adoption, freeing its frontline employees to focus on delivering more personalized financial guidance to customers. Despite investing in executive briefings, training programs, and change campaigns, adoption progress wasn't meeting internal standards. So, leaders took a different approach. They invited 150 experts who had been dabbling with AI—i.e.,

conducting modest experiments that showed their curiosity and willingness to learn—and brought them to headquarters for hands-on Expert AI Training Day. For this population of seasonal tax specialists and customer support agents, the invitation itself was a powerful signal that their role in shaping Intuit's AI journey mattered.

The day began with senior executives setting the stage, but it was mid-level managers who carried the session forward—leaders close enough to the front line that participants could immediately relate to them. The workshop was deliberately hands-on, designed around the realities of daily work. Participants experienced how AI could ease frustrations, cut through repetitive tasks, and free time for what mattered most: delighting the customer. The energy built as the frontline experts moved from hands-on practice to co-creation, teaming up to surface new problems AI could solve, such as automating data entry or summarizing customer conversations. The day culminated in a lively competition: Each table of participants pitched their best idea to the broader group, and the room voted on the winning concept, which was fast-tracked for implementation.

The participants flew home eager to share what they had learned with the broader network of 15,000 frontline tax experts. The adoption of AI became a

movement, carried forward not by top-down mandates but by frontline leaders modeling new behaviors and spreading their enthusiasm. The company is now considering how to scale the approach for the entire population of frontline workers.

This story, along with others we've explored, points to a simple truth: Trust is a decisive factor in whether AI is scaled successfully.

Engendering trust is crucial to scaling the creation and adoption of AI across any organization. When trust is high, the results are striking: Our research found that employees are nearly 10 times more likely to see agentic AI as critical to their team's success, almost three times more likely to use generative AI daily, and save an average of two hours each week compared with peers using the same tools without trust. Workers who believe these systems were built for them and will deliver real value to their work use them more and use them better. Because ultimately, AI's biggest hurdle isn't technical; it's human.

Until leaders close the trust gap with their frontline workers, AI's promise will remain just that: a promise. Leaders who act decisively to nurture trust can turn hesitation into belief and reap the huge rewards that this technology offers.

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Do First-Gen College Grads Face Bias in the Job Market?

Employers may see them as less prepared, but a simple intervention can flip the script.

Lee Simmons

July 20, 2023



Emphasizing the skills and abilities of first-generation students can overcome stereotypical attitudes. | iStock/ZeynepKaya

Peter Belmi, PhD '15, fields lots of queries from his graduating students at the University of Virginia's Darden School of Business, where he is a professor. Many of them want career advice. But students who are the first in their family to earn a college degree have a particular question, Belmi says. "They want to know if they should include their first-generation status on their job applications."

He talked it over with several colleagues — including his former doctoral adviser at Stanford, Margaret Neale — and the group agreed that it could go either way. Hiring managers might see it as a plus, but some research suggested that the first-gen label might carry a stigma.

"On one hand," says Neale, a professor emerita of organizational behavior at Stanford GSB, "being first-generation fits the old Horatio Alger narrative that

Americans love: the gritty underdog who overcomes hardships and bootstraps themselves up to success. It takes an exceptional person to do that."

But, according to Neale, others might believe that one's class background leaves a mark. These young people may have grown up without the socializing influence of any college-educated role models. Perhaps their schools were under-resourced, or they didn't have a good study situation at home.

"Basically, it's a deficit mindset," Neale says of this perspective. "It's like, here are all things they lack, compared to other applicants — rather than focusing on the unique strengths that enabled them to beat the odds."

To find out which view prevailed, Belmi opened a new window and Neale, along with Melissa Thomas-

Huntopen in new window, professor at the Darden School, and behavioral scientist Kelly Razopen in new window, created a fictitious résumé and a cover letter that either mentioned the applicant’s first-gen status or did not. They then sent out this candidate’s materials in response to 1,783 entry-level job postings.

The first-gen applications were significantly less successful, receiving 26% fewer callbacks for an interview than the group that didn’t disclose the candidate’s background. “These initial results suggested that revealing your first-gen status probably isn’t a good idea,” Neale says. “But then the question was, why is that?”

The Psychology of Gatekeepers

As anyone who’s applied for a job knows, employers never tell you why that cover letter you sweated over didn’t make the cut. In this studyopen in new window, the researchers had their suspicions —perhaps hiring managers felt that mentioning first-gen status was inappropriate or seemed like special pleading. But they couldn’t rule out other explanations.

Quote

By nudging their mindset, participants were much more receptive to hiring first-gen graduates.

Author Name

— Margaret Neale

To peer into the minds of these gatekeepers, the team next surveyed 285 hiring managers on their beliefs about the influence of class background. On a scale of 1 to 7, they were asked how strongly they agreed with statements like “The capabilities of people can, to a large degree, be traced back to their social origin.”

They found that a majority of the managers believed/ felt that class shapes people’s traits and abilities. Sixty-two percent agreed that “even when individuals have left their original social environment, their behavior is still strongly determined by their social origin.” On average, those surveyed agreed that “generally, students from lower socioeconomic-status

backgrounds are not as well equipped to succeed in business.” These findings, says Neale, call into question the assumption that education is a great equalizer and engine of mobility.

Shifting Mindsets

The researchers wondered if there was an intervention that might mitigate the negative first-gen effect. They had traced the bias, at least in part, to a deficit mindset in people who were screening applicants. “What we thought was, maybe you could devise an intervention to shift that mindset,” Neale says. “Something that employers could use to facilitate inclusion.”

They tested that idea in two more studies, using a large sample of 1,250 people. These were not hiring managers but college-educated, employed individuals from the general population. (Neale says prior research showed that employment gatekeepers share the same evaluation biases as the average person, so the results ought to be transferrable.)

Each was given an application from the fictitious first-gen graduate and asked to imagine they were hiring a team for a critical business opportunity. This time the researchers manipulated the decision-makers’ frame of reference, prompting them to focus either on shortcomings or strengths that might result from a first-generation student’s experience.

In one study, they suggested particular traits that first-gens would have needed to navigate four years of college — like courage, determination, resourcefulness, adaptability, resilience, and problem-solving skills. In the other, they asked the study participants to identify for themselves what those strengths might be.

Remarkably, both these simple interventions worked. Among those with a focus on shortcomings, only 26% said they would consider the first-gen candidate and the group expressed strong doubt that the applicant would have the necessary competence. Among those primed with a focus on strengths, 47% — nearly twice as many — said they would explore a job offer with

the candidate.

Neale says this would be easy to implement in a business environment/setting. “It didn’t involve diversity training sessions or lectures on implicit bias; just a few suggestions on how to come at their assessment from a different direction. By nudging their mindset, participants were much more receptive to hiring first-gen graduates,” she says, “so they were more able to appreciate the strengths that first-gen candidates could bring to an employer.”

Telling Their Own Story

In today’s turbulent world, companies need access to a wide variety of perspectives. “You want folks who, because of their backgrounds, can look at a situation and see different things,” Neale says. “Race and gender are crucial, but we should also think about diversity more broadly to include differing college majors, ages, career paths, and so on. First-gen is one of those things.”

That said, it’s crucial to approach diversity in the right way. “In our work and that of others, we’re learning that trying to combat inequality by focusing on the disadvantages that people have faced can be counterproductive,” she says. “It encourages that deficit mindset, a lens of less-than that can facilitate biases.”

She points to how schools, including Stanford, have tried to help first-gen students with special programs. “While these programs have proved beneficial, focusing only on the remedial side reinforces this deficit mindset. Emphasizing the skills and abilities that these folks clearly have demonstrated can change how we think about their current and future potential.”

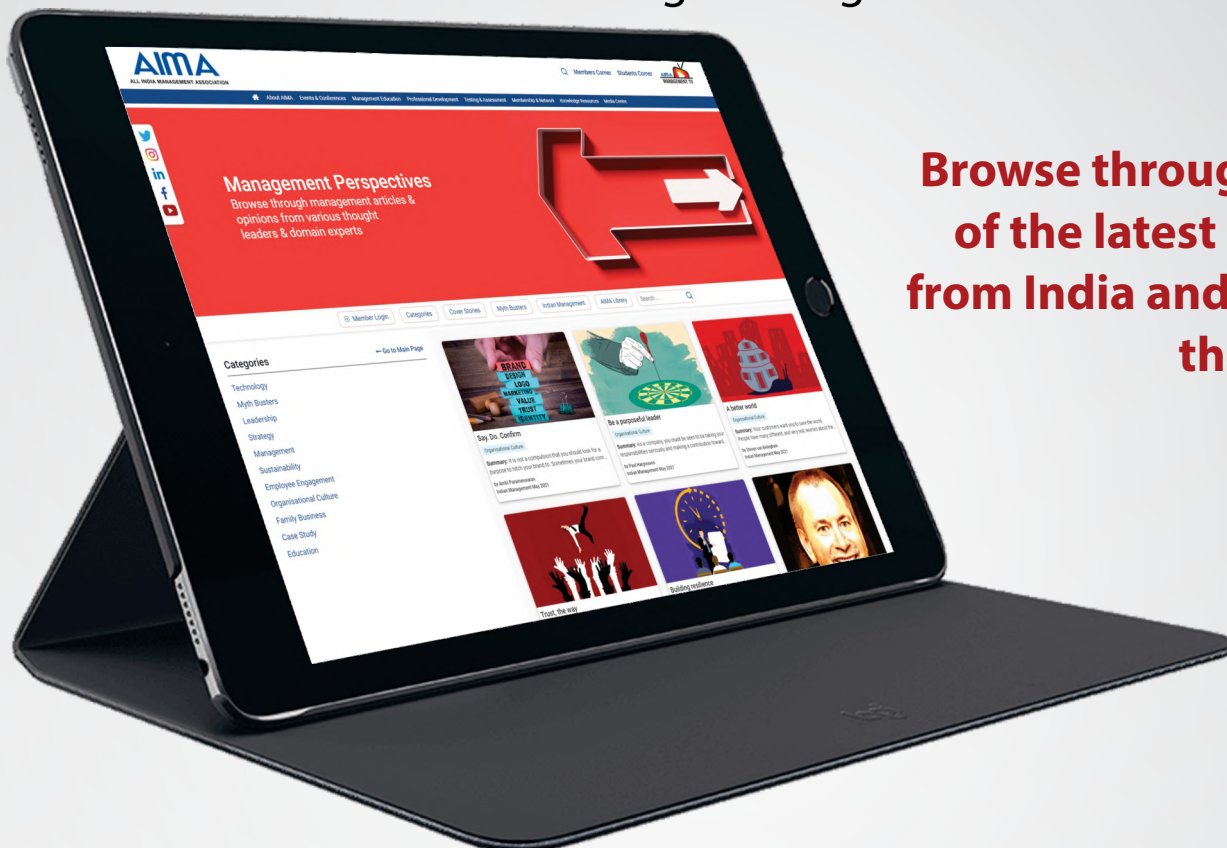
The bigger lesson from this research, Neale says, is that we all need to be “more intentional in how we consider the strengths and weaknesses of those around us.” We might start, she says, by listening to how Belmi’s first-gen students saw themselves. When Belmi polled them before starting this research, a majority wanted to share their first-gen status with prospective employers. They had fought through real challenges and succeeded, becoming the first in their families to receive a college diploma. “They wanted to tell their story in their job applications because they were proud of what they’d done,” Neale says. “They felt their accomplishments showed special qualities they could bring to the table.”

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Ahmedabad Management Association

On 4th October, a Book Talk on 'The Health and Wealth Paradox: How to Use First Principles Thinking to Achieve Both' was addressed by Mr. Ankush Datar, Author and Fund Management Professional, and Mr. Mihir Patki, Author and Structured Finance Professional. The speakers discussed applying first principles thinking to achieve both financial success and personal well-being, sharing practical insights and examples from their book.



Speakers with the moderator



Ms. Anusha Iyer addressing

On 9th October, Ms. Anusha Iyer, Deputy General Manager, CERC, addressed a session on 'Say No to False Ads: Easy Ways to Protect Yourself'. She highlighted common forms of misleading advertisements and guided participants on how to identify and safeguard themselves against deceptive marketing practices.

On 9th October, 'From Classroom to Boardroom – Session 2: Digital Marketing with AI Magic' was held at Gandhinagar. The session featured insightful talks by Ms. Aditi Raval and Ms. Disha Shah, who highlighted the transformative role of artificial intelligence in modern marketing and its impact on developing future-ready marketing professionals.



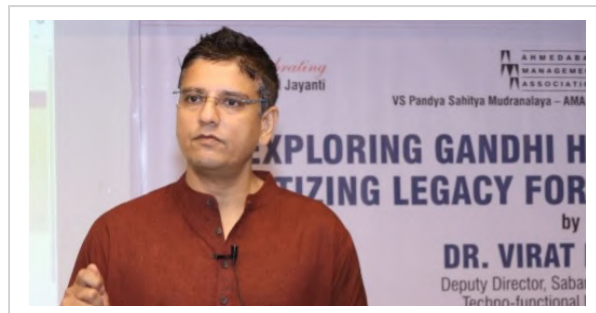
Ms. Aditi Raval and Ms. Disha Shah



Speaker with the participants

On 10th October, a session on 'Cyber Security for MSME, Industries and Businesses' was conducted at Odhav Industries Association, Odhav, Ahmedabad. The speaker, Mr. Rutvij Vora, Cyber Security Expert, Entrepreneur, and Co-founder of My Class Campus (acquired by Teachmint), shared practical insights on safeguarding business data, addressing cyber threats, and adopting secure digital practices.

On 10th October, Dr. Virat Kothari, Deputy Director, Sabarmati Ashram, and Techno-functional IT Professional, addressed a session on 'Exploring Gandhi Heritage Portal: Digitising Legacy for New Generations'. He shared how the portal serves as a digital repository preserving Mahatma Gandhi's life, works, and philosophy, making them accessible to researchers, students, and future generations.



Dr. Virat Kothari addressing

On 14th October, Ms Siok Siok Tan, AI for Humanity Co-author, Filmmaker and Entrepreneur, Founder and CEO of Open Story Pvt Ltd, and Special Guest at the School of Applied Creativity, MICA, addressed a session on 'From K-Drama to AI-Drama: How Korea's Storytelling Revolution Foreshadows the Future of Human Creativity in the Age of AI'. She discussed how Korean storytelling innovations mirror the evolving relationship between technology and creativity in the AI era.



Ms. Siok Siok Tan addressing

On 15th October, Mr. Mandar Hukeri, Senior Vice President and Head Compliance, Vayana TradeXchange, and Former Vice President – Product, Policy and Business (MSME), State Bank of India, addressed a session on 'Export Factoring and Cross Border Finance in the Current Uncertain World'.



Mr. Mandar Hukeri addressing

On 16th October, Ms. Archana Shah, Founder-Designer of Bandhej, Ahmedabad, Textile Revivalist and Writer, addressed a session on 'Engaging with Artisans: The Bandhej Story'. She shared her journey of working closely with artisans across India, emphasising the importance of preserving traditional crafts while creating contemporary designs for sustainable livelihoods.



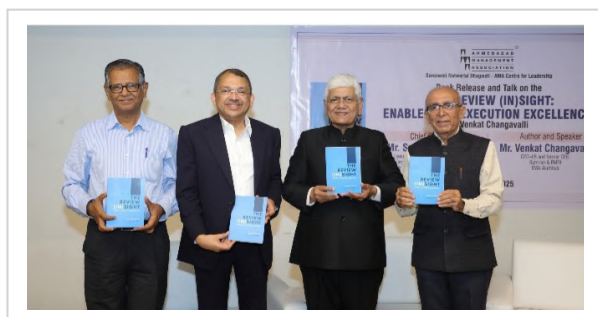
Ms. Archana Shah addressing

On 28th October, the second session of the Atal Memorial Lecture Series titled 'Guided by Vision, Governed by Values' was organised by the General Administration

Department through SPIPA (Sardar Patel Institute of Public Administration) in collaboration with AMA. The lecture focussing on 'Vajpayeeji's Vision: Defence, Security and Foreign Policy', was delivered by Hon. Amb. Sujan R. Chinoy, Director General, Manohar Parrikar Institute for Defence Studies and Analyses, New Delhi.



President of AMA facilitating Hon. Amb. Sujan R. Chinoy



Book release

On 29th October, a book release and talk on 'The Review (In)Sight: Enabler for Execution Excellence' by Mr. Venkat Changavalli was held. The event featured Chief Guest Mr. Sunny Verghese, Executive Director, Co-founder and Group CEO, Olam Group Limited (Singapore), and IIMA Alumnus, along with the author Mr. Venkat Changavalli, CEO-IIB and former CEO, Symrise & EMRI, also an IIMA Alumnus. The discussion highlighted leadership insights and frameworks for achieving excellence in organisational execution.

On 30th October, a session on 'Opportunities for Bond Listing and Equity Listing in GIFT IFSC' featured Mr. Abhishek Kaushik, Founder and CEO, Global Horizons Capital Advisors (IFSC) Pvt Ltd; Ms. Ketaki Gor Mehta, Partner, Cyril Amarchand Mangaldas, Corporate, Mergers and Acquisitions, GIFT IFSC, Financial Institution; CA Hetal Kotak, Head – Listings, NSE International Exchange (NSE IX) and CS Riddhi Vohra, Head – Listings, India INX. The session was moderated by Mr. Sandip Shah, Head, IFSC Department, GIFT City.

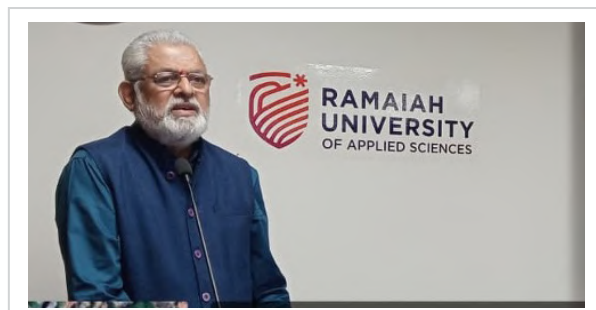


Panellists at the event

Bangalore Management Association

Guest Lecture

BMA organised a guest lecture on 24th October titled 'The Ayurvedic Path to Physical and Mental Wellbeing.' Prof. Dr. G. G. Gangadharan, Ayurvedacharya, FAIP (USA), shared insights on integrating Ayurvedic principles with modern lifestyles to promote balance, vitality, and mental harmony. The session offered participants a deeper understanding of traditional healing practices and their relevance in today's wellness landscape.



Prof. Dr. G. G. Gangadharan addressing

CEO Conclave

BMA organised a CEO Conclave on 29th October titled 'Beyond Leadership: The Inner Evolution of a Leader,' powered by Karnataka Power Transmission Corporation Ltd. The event explored emerging trends, innovations, and challenges in next-generation leadership.

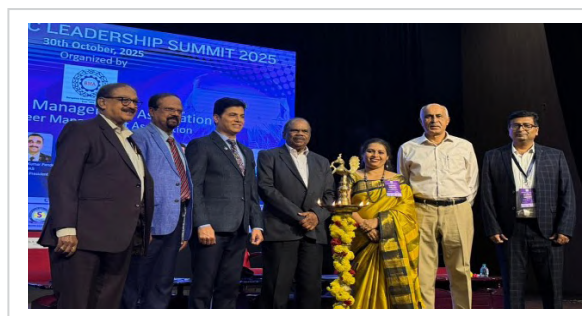
Key speakers included Dr. V. B. Arathi, Renowned Life Coach; Mr. Abhishek Ranjan, CSR Champion and Joint Secretary, UN GCI and Ms. Shobha Mangoli, Wellness Coach. The conclave brought together CEOs and senior professionals, fostering thought-provoking discussions on evolving leadership paradigms and personal transformation.



(L-R) Dr. V. B. Arathi; Mr. Abhishek Ranjan and Ms. Shobha Mangoli

The Futuristic Leadership Summit - 2025

BMA organised the Futuristic Leadership Summit 2025 on 30th October, focusing on emerging trends, innovations, and challenges in next-generation leadership. The event featured keynote sessions, interactive discussions, and networking opportunities, engaging thought leaders, industry experts, and academicians in exploring future-ready leadership strategies.



Dignitaries at the Futuristic Leadership Summit 2025

Bharuch District Management Association

CEO Think Tank Forum Meet

Bharuch District Management Association organised a CEO Think Tank Forum Meet on 7th October at the Sheth Rasiklal Ratilal BDMA Conference Hall. The session centred around the theme 'Leveraging Smart Manufacturing for Global Competitiveness – From Hype to Reality.' Mr. Shridhar Ravikumar, Director, DX Catalyst, Singapore, delivered the keynote address, sharing valuable insights on digital



Lamp lighting at CEO Think Tank Forum Meet

transformation and the practical implementation of smart manufacturing practices. The evening concluded with engaging games and a networking dinner, providing an excellent platform for exchange of ideas and collaboration. The forum witnessed participation from 60 over delegates.

Collaborative MDP

BDMA, in collaboration with the Chemical Engineering Department of UPL University of Sustainable Technology, organised a one-day programme on 'Driving Sustainable Growth: ESG with IMS and Energy Audit Insights' on 10th October. Held under the Centre of Excellence (CoE) in Process Safety, a DISH-approved training centre, the session focused on integrating sustainability, compliance, and operational efficiency. Experts from Bureau Veritas India Ltd., Jubilant Ingrevia Ltd., and GNFC shared insights on ESG practices, IMS implementation, and energy audit trends. Sixty-three delegates participated enthusiastically.



Representatives of BDMA and UPL University during the programme



Mr. Nilay Shah conducting the training

In-house MDP

BDMA conducted an in-house MDP on 'PowerPoint Presentation' at Toyo Ink India Pvt. Ltd., on 11th October. The session, facilitated by Mr. Nilay Shah, Corporate Trainer, focused on enhancing participants' skills in presentation design, structure, and delivery through interactive exercises. The training was well-received by all 20 participants, who appreciated the engaging and practical learning experience.



Participants of the MDP programme

On 16th October, another MDP was held on 'E-Mail Writing and Etiquette' on 16th October at Toyo Ink India Pvt. Ltd. The session was conducted by Mr. Apurva Pandya, Corporate Trainer and Motivational Speaker, who guided participants on developing professional communication skills, crafting effective emails, and maintaining workplace etiquette. The programme received a positive response with participation from 22 employees.

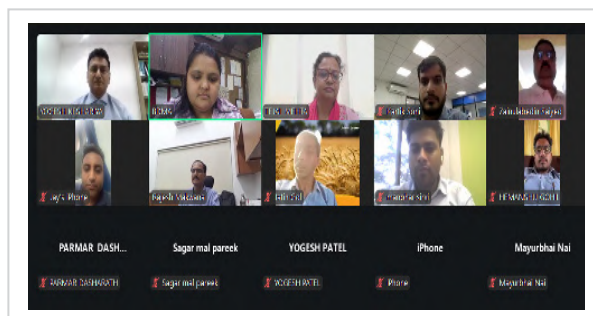


Faculty and participants of the MDP at RSPL

BDMA organised a two-day in-house MDP for RSPL on 'Winning at Work: Building Confidence, Discipline and Team Spirit' on 29th and 30th October at the Panoli Industries Association Hall. The session was facilitated by Mr. Apurva Pandya, Corporate Trainer and Motivational Speaker, who conducted engaging and interactive sessions focused on boosting self-confidence, workplace discipline, and teamwork. The programme was well-received by 22 participants.

Finance and Taxation Forum Webinar

BDMA's Finance and Taxation Forum organised an insightful webinar on 14th October on 'Nuances of the Recent Changes in GST' to help professionals and industry members better understand the evolving GST framework. Eminent speaker, CA Yogesh Keshariya and CA Tejal Mehta from CNK and Associates LLP, Vadodara, shared valuable insights on key amendments, compliance requirements, and the practical implications of recent updates in indirect taxation. The session provided participants with greater clarity on policy changes and their impact on business operations. The webinar witnessed active participation from 35 attendees.



Participants of the webinar

Bhopal Management Association

Expert Lecture

Bhopal Management Association organised an expert lecture for its Student Chapter on the topic 'The Power of Dreams and Resilience' at JNCT, Bhopal on 15th October. The session was delivered by Mr. Ashish Kolarkar, CEO, Datatrack and Member, BMA. Mr. R. G. Dwivedi, Vice President, BMA and Dr. Rajeev Agrawal, President-Elect, BMA graced the occasion as the Chief Guest and Guest of Honour, respectively. Mr. Kolarkar inspired the students by explaining the value and importance of dreams through stories of Dr. A.P.J. Abdul Kalam, Ms. Mary Kom, and the AMUL success story. In his address, Dr. Rajeev Agrawal highlighted the importance of setting clear goals and working hard to achieve them. During his concluding remarks, Mr. R.G. Dwivedi appreciated the efforts of Mr. Kolarkar and Dr. Agrawal, encouraging students to dream big and stay undeterred by failures. Mr. Shankar Krishnan, Hon. Secretary, BMA, and Mr. N.K. Chhibbar also attended the programme as special guests. The event was efficiently coordinated by Mr Aamir Khan, Manager, BMA, with the support of Dr Neha Sharma, Head – MBA Department, JNCT, whose contribution and hospitality were greatly appreciated.

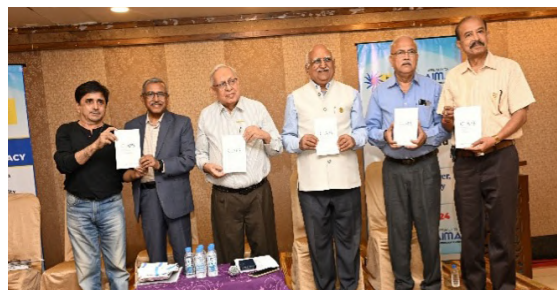


Dignitaries and participants at the event

Monthly Speaker Meeting

BMA organised its monthly speaker meeting on 16th October. The session commenced with a warm welcome address by Mr. Rajesh Tiwari, President, BMA, who greeted all members and extended a special welcome to the guests from the Rotary Club, Mr. Vishwas Ghushe, President and Mr. Rituraj Singh Parmar, Secretary, for gracing the occasion. A highlight of the evening was the release of the book 'CLAP – Redefining Human Relevance in the Era of Artificial Intelligence,' authored by Mr.

Girish Miglani, a senior and esteemed member of BMA. Dr P K Biswas, noted educator and former Vice Chancellor, Jagran Lakecity University, Bhopal, delivered the keynote address. Mr R G Dwivedi, Vice President, BMA, presented a concise summary of the session. Newly inducted members were welcomed by the office bearers. Mr Shomit Tiwari anchored the programme, which concluded with a vote of thanks by Mr Shankar K, Hon Secretary, BMA.



Book release during the event



Glimpses of the Diwali Milan Samaroh

Diwali Milan Samaroh

BMA celebrated its Diwali Milan Samaroh on 31st October with great joy and camaraderie. The evening featured lively karaoke sessions, engaging games, and a festive dinner, bringing together around 100 members. The event was presided over by Mr. Rajesh Tiwari, President, BMA, and moderated by Mr. Shailendra Ojha, EC Member, BMA. The celebration provided a platform for members to showcase their talents and strengthen bonds within the BMA community. Membership certificates were also presented to new members during the occasion.

Faridabad Management Association

Faridabad Management Association organised a talk show 'In Conversation – 60 Minutes Author Insights', along with the FMA Members Meet and a Book Launch, on 23rd October at the Training and Personality Development Centre, Faridabad. The event began with an inaugural address by Ms. Charu Smita Malhotra, Senior Vice President, FMA, who warmly welcomed the guests and participants. Ms. Saloni Kaul, President, FMA, along with the team, felicitated Dr. Sarbjit Singh, Founder Director, War Gaming Development Centre, Former Executive Director, Apeejay College of Engineering, and Co-



(L to R) Ms. Charu Smita Malhotra, Sr. Vice President, FMA; Author Dr. Sarbjit Singh, Founder, Director, War Gaming Development Centre; Ms. Saloni Kaul, President, FMA and Dr. Sukhbir Dhillon, Professor at DGIM Law College, Faridabad

sulting Advisor, Apeejay Stya University. The talk show was hosted by Dr. Sukhbir Dhillon, Professor at DGIM Law College, Faridabad, who engaged Dr. Sarbjit Singh in an insightful discussion about his book 'Career Challenges in Global Uncertainty.' This was followed by the launch of Prof. M.P. Gupta's book 'Be Different: Success Mantra and the Power of Change.' In her concluding remarks, Ms. Saloni Kaul highlighted FMA's initiatives and welcomed everyone to the Members Meet and networking session. The event saw active participation from professionals representing both industry and academia.

Goa Management Association

Goa Management Association, in association with the Department of Business Administration and the Finance Club of MES Vasant Joshi College of Arts and Commerce, organised a session on 'Practical Insights into Financial Management' for S.Y.B.B.A and T.Y.B.B.A students on 4th October at their college hall, Zuarinagar. The session was conducted by Mr. Aditya Bajoria, General Manager – Finance and Company Secretary, Berger Becker Coatings Pvt. Ltd., who provided an overview of GMA and shared his professional experiences in the field of financial management. He concluded by encouraging students to strengthen their financial knowledge, stay updated with market trends, use analytical tools, and participate in GMA initiatives for continued learning. The session was attended by 70 students.



Mr. Aditya Bajoria addressing



Dr. Krishna Gopal Rajanala with other dignitaries at the event

Campus Connect

On 4th October, Dr. Krishna Gopal Rajanala, Former Chairman of GMA, was invited as the Chief Guest at the inaugural ceremony of Cosmocrat 2025, the annual management event organised by the BBA Department of Don Bosco College, Panaji. The 11th edition of the event saw participation from eight colleges, including two from outside Goa. In his address, Dr. Rajanala highlighted that management festivals are not just about fun and competition but serve as vital platforms for developing leadership, teamwork, creativity, and decision-making skills. He encouraged students to embrace such events as opportunities for learning and personal growth beyond awards and recognition.

SYMP

GMA, in collaboration with AIMA, successfully organised the Shaping Young Minds Programme (SYMP) on 10th October at the National Institute of Oceanography, Dona Paula, Goa. The event began with the traditional lighting of the lamp and a rendition of Saraswati Vandana, followed by a welcome address by Mr. Deepak Bandekar, Chair-

man – GMA and Executive Director, and opening remarks by Mr. Madhav Sharma, Director – AIMA. SYMP 2025 featured an eminent panel of speakers including Ms. Sundari Nanda, Former IPS Officer and Special Secretary (Internal Security), Ministry of Home Affairs; Dr. Shikha Nehru Sharma, Scientific Mentor, RANFORT Wellness; Dr. Ambi M.G. Parameswaran, Brand Strategist and Author and Ambassador Dr. Deepak Vohra, Special Advisor in Africa and Ladakh. The sessions were moderated by Dr. Radhika Nayak, Ms. Clarissa Costa, Mr. N. Sriram, and Dr. Anthony de Sa, IAS (Retd), who led engaging and inspiring discussions. The event witnessed enthusiastic participation from over 700 students representing leading management institutes across Goa and concluded with a vote of thanks by Mr. Rajesh Mehrotra, Vice Chairman – GMA.



Inauguration of SYMP, Goa with the lighting of the lamp

Guwahati Management Association

Quiz Competition

Guwahati Management Association organised the Bhabesh Hazarika Memorial Inter-Institutional Management Quiz Competition on 26th October at Guwahati Commerce College, in memory of its former Working President, Late Bhabesh Hazarika. The event saw enthusiastic participation from 60 students representing 26 institutions. The team of Hemprakash Bora and Aniruddha Rudra from Cotton University



Winners of the quiz competition

won the first prize, while Pratim Talukdar and Gaurav Das from Assam Engineering College secured the second prize. The third prize was bagged by Mohixit Goswami and Rajpratim Choudhury, also from Cotton University. The quiz was conducted by well-known quizmaster Mr. Robin Kalita. The event began with a lamp-lighting ceremony in front of Late Hazarika's portrait by his wife, Ms. Snigdha Hazarika. The programme was chaired by GMA President Mr. Dipak Chakravarty, and the Chief Guest, former GMA President Mr. Chiranjit Chaliha, presented awards to the winners. The Best Audience Quizard prize was awarded to Md. Adnan of SE Deorah College, Guwahati.

Industrial Visit

On 31st October, GMA organised an industrial exposure visit to Numaligarh Refinery Limited (NRL) for a group of 32 engineering students from Assam down town University (AdtU), Guwahati. The visit, held under the theme 'Bridging Class rooms to Industries,' aimed to provide students with practical exposure to real-world industrial operations. The interaction offered the students valuable insights into the functioning of a modern refinery, helping them connect classroom learning with practical industrial applications. The students and faculty members of AdtU



Industrial Visit to Numaligarh Refinery Ltd.

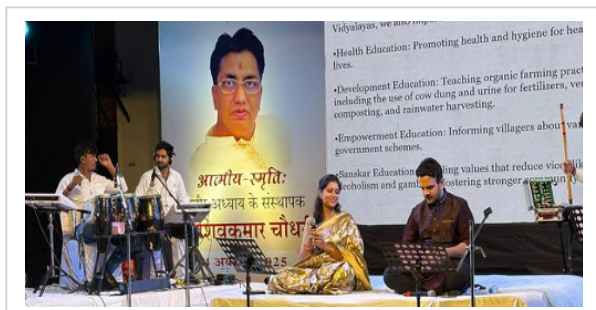
expressed heartfelt gratitude to Numaligarh Refinery Ltd for hosting the visit and to GMA for facilitating the programme. The delegation was led by Mr. Dipak Chakravarty, President , GMA and former MD, NRL; Mr. A K Hazarika, Working President and Mr. Prabhat Konwar, Vice President, GMA. The visit was successfully coordinated by Mr. Sangam Panchanan, Manager (T&D) and his team under the guidance of Mr Kajal Saikia, Sr. Chief General Manager (HR), NRL.

Gwalior Management Association

Gwalior Management Association, in collaboration with the Indian Post Office, organised an awareness programme on 'Postal Department – A New Identity for Life Change and Security' on 26th October. Mr. V.P. Rathore, Assistant Superintendent of Post Offices (ASPOS), addressed the participants on the modernisation of postal services, highlighting how digital advancements have made transactions more accessible to citizens. Mr. Brajesh Sharma, Postmaster, Morar, Gwalior, shared insights on various postal schemes offering secure and high-interest investment options. The session was presided over by GMA President Dr. Praveen Agarwal, with the programme conducted by Senior Vice President Mr. Khalid Rehman Qureshi. The event concluded with a vote of thanks by Honorary Secretary Mr. Shyam Agarwal. The programme saw active participation from GMA office bearers and members.



Participants with Mr. V.P. Rathore, Assistant Superintendent of Post Offices (ASPOS), and Mr. Brajesh Sharma, Postmaster, Morar, Gwalior



Ms. Shivangi Mishra and Mr. Dhaval Chandwadkar performing at the cultural programme

Indore Management Association

IMA Cultural Programme

Indore Management Association supported Vanbandhu Parishad (FTS) in organising a vibrant cultural programme on 4th October at Ravindra Nritya Grah, Indore. The event paid a heartfelt tribute to Punyashlok Devi Ahilyabai Holkar through soulful performances that celebrated her enduring legacy of compassion and leadership. The evening was graced by Chief Guest Mr. Kishan Kejriwal along with several distinguished dignitaries.

AI and Innovation Summit 2025

IMA, in collaboration with the Indore Software Association, organised the AI and Innovation Summit on 9th October on the theme 'Redefining the Future Together.' Eminent speakers shared insights on AI's real-world impact and ethics. With over 1200 participants, the summit encouraged meaningful discussions and collaboration, reaffirming IMA's commitment to promoting technology and innovation.



Panelists during a session at the summit

IMA- Tally Startup Collective

IMA participated as the Ecosystem Partner in the Tally Startup Collective – Indore Chapter, held on 29th October at the SGS-ITS Incubation Forum. The session on 'The Road to VC Funding: A Founder's Readiness Checklist' by Mr. Anoop Mohan, Investment Manager, Bluehill VC, offered valuable insights into fundraising and investor expectations. The event concluded with an engaging panel discussion, Q/A session, and networking.



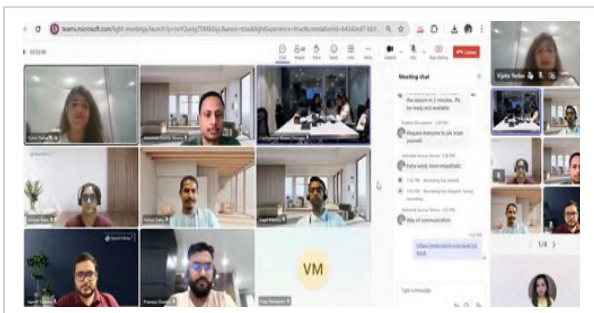
Panelists addressing the session

Diksha Training

IMA organised a session on 30th October on 'Communication Styles and Assertiveness' by Ms. Vijeta Yadav. The session enhanced participants understanding of communication styles and assertiveness through practical strategies and examples, helping them communicate with confidence and effectiveness.



Ms. Vijeta Yadav addressing



Participants of the virtual training session

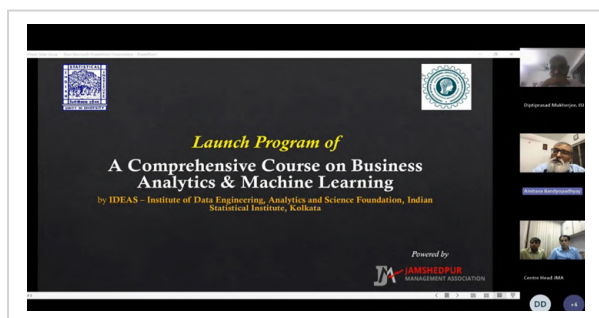
IMA organised a virtual training session on 'Communication Styles and Assertiveness' by Ms. Vijeta Yadav on 31st October. The session helped participants understand different communication styles and the importance of assertiveness, providing practical strategies to enhance confidence, clarity, and interpersonal effectiveness.

IMA Student Chapter successfully organised the Emerging Leaders Symposium at Medicaps University on 14th October. The event aimed to inspire young minds through engaging discussions on innovation, entrepreneurship, and leadership excellence.

In the first session, Mr. Saksham Agrawal, Director, Path India Ltd., spoke on the importance of strategic vision and adaptability as key traits for emerging leaders in today's dynamic business environment. CA Navin Khandelwal, President, IMA, shared insights on ethical leadership and continuous learning, emphasising integrity and knowledge as the foundations of lasting success. In the third session, Mr. Aashutosh Agrawal highlighted the role of innovation-driven leadership, encouraging students to nurture creativity and resilience for future business growth.



(L-R) Mr. Saksham Agrawal; CA Navin Khandelwal (President IMA) and Mr. Aashutosh Agrawal



Dignitaries attend the launch of the programme virtually

Jamshedpur Management Association

Launch Programme

On 4th October, Jamshedpur Management Association (JMA) virtually launched a Comprehensive Course on Business Analytics and Machine Learning in collaboration with the Indian Statistical Institute (ISI), Kolkata. The programme aims to build a strong foundation in Business Analytics and Machine Learning, emphasising practical implementation

through case studies, capstone projects, and the integration of cutting-edge Generative and Agentic AI tools. The launch was graced by Mr. Agnimitra Biswas; Mr. Diptendu Dutta; Mr. Diptiprasad Mukherjee and Prof. Amitava Bandhopadhyay from ISI, Kolkata, along with Dr. Amitabh Bhattacharjee (Hony. Secretary, JMA) and Mr. Satish Agarwal from JMA.

Board Meeting

JMA held its Board Meeting on 21st October at the Centre for Excellence. The Board appreciated JMA's achievement in winning the LMA Award at AIMA NMC and discussed strategies to enhance member engagement. Members agreed to develop an attractive value statement for new managing team members and to promote the ISI Analytics Programme through LinkedIn, social media, and corporate networks. The meeting was attended by all executive and managing team members.



Mr. K. S. Sharma, addressing

Kerala Management Association

KMA Insight X Series

Kerala Management Association organised the eighth edition of its Insight X Series on 10th October, featuring Mr. K. S. Sharma, Executive Educator, Collaboration Coach, and Mediator, who spoke on the topic 'A Challenge that Top-Level Managers Face Today.' Mr. Sharma emphasised that the best way to bring transformation into people is by highlighting

their positive qualities, noting that individuals grow when appreciated for who they can become. The session was well received for its practical insights on leadership and motivation. KMA Vice President and Programme Chair Mr. Dileep Narayanan welcomed the gathering, and Honorary Secretary Mr. K. Anil Varma proposed the vote of thanks.

KMA Corporate Cricket League 2025

KMA successfully hosted the KMA Corporate Cricket League on 18th October in Kochi, bringing together 24 corporate teams for a spirited display of sportsmanship. Sutherland, FACT, South Indian Bank (SIB), and EY reached the semi-finals, with South Indian Bank clinching the championship for the fourth consecutive year. KMA President Mr. K. Harikumar presented the winner's trophy, and Sports League Chairman Mr. Balagopal presided over the event.



The winning team, South Indian Bank



Mr. Gaurang H. Shah addressing the Kerala Management Association's Insight X series as KMA Vice President Mr. Dileep Narayanan and Programme Committee Chair Dr. Anil Joseph look on

KMA organised another Insight X session on 24th October featuring Mr. Gaurang H. Shah, Senior Vice President, Geojit Investment Ltd, who spoke on 'From Wall Street to Dalal Street: Emerging Market Opportunities in a Volatile US Policy Cycle.' Mr. Shah highlighted that while Wall Street represents history, Dalal Street symbolises the future, emphasising India's growing strength amid shifting US economic policies. KMA Vice President and Programme Committee Chair Mr. Dileep Narayanan delivered the welcome address, and Treasurer Dr. Anil Joseph proposed the vote of thanks.

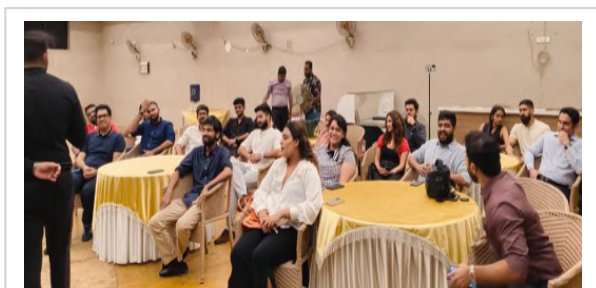
KMA Digital Summit 2025

KMA organised its 8th Digital Summit 2025 on 30th October at Lulu Twin Towers, SmartCity Kochi, themed 'Rethinking Work: Automation to Augmentation.' The summit was inaugurated virtually by Mr. S. Sambasiva Rao,

Secretary, Electronics and IT, Government of Kerala, and featured a keynote address by Mr. Satyendra Khare, Growth Leader, Google Cloud India and SAARC. Industry leaders from Infopark, Tata Elxsi, and Cylis Technologies shared insights on the evolving digital landscape. Mr. K. Harikumar, President, KMA, presided over the session.



Mr. Shyam Srinivasan inaugurating the Digital Summit as Mr. Algiers Khalid; Mr. Sushant Kurunthil; Mr. A. Balakrishnan; Mr. Dilip Narayanan; Mr. Bibu Punnooran; Dr. Anil Joseph and Mr. K. Harikumar look on



Participants of the Young Minds session

KMA Young Minds Session

KMA organised a Young Minds session on 31st October featuring Mr. Nipun, Fitness Influencer, Community Builder, and Founder of Dawnage, who spoke on 'How to Build a Personal Brand and Community.' The session highlighted the importance of authenticity, consistency, and engagement in personal branding and offered practical strategies for building and nurturing meaningful communities. It received enthusiastic participation and excellent feedback from young professionals and aspiring entrepreneurs.

Lucknow Management Association

Panel Discussion

Lucknow Management Association organised a book reading session on 4th October featuring the book 'You Can Make It Happen' authored by Mr. Anil Swarup, Former Secretary, Government of India. The session included a talk by the author, followed by a panel discussion with Ms. Sunita Aron, Resident Editor, Hindustan Times, and Dr. Kavita Pathak, Director, Jaipuria Institute of Management. The discussion was



(L-R) Mr. Anil Swarup; Mr. A.K. Mathur; Mr. Atul Gupta; Dr. Kavita Pathak and Ms. Sunita Aron

moderated by Mr. Atul Gupta, Former Chief Secretary, Uttar Pradesh.

LMA organised a panel discussion on 8th October on 'Impact of US Tariff Uncertainties on Industries'. Eminent panelists were Mr. Kiron Chopra, Chairman and Managing Director, Chopra Retec; Mr. Rajesh Niagam, President (Technical), Karam Group of Industries; Mr. Ajay Jain, Managing Director, Microlit; Mr. Kunal Verma, Managing Director, DK Exports and Mr. Vibhu Dixit, Export Consultant and International Trade Ex-



(L-R) Mr. A.K. Mathur; Mr. Kiron Chopra; Mr. Ajay Jain; Dr. Arvind Mohan; Mr. Rajesh Niagam; Mr. Kunal Verma and Mr. Vibhu Dixit

pert. Dr. Arvind Mohan, Professor of Economics and International Trade and Dean Faculty of Arts, University of Lucknow moderated the session. Mr. A.K. Mathur, Sr. Vice President LMA welcomed and introduced the panelists.

Awareness Session

LMA, in collaboration with AWOKE India Foundation and BSE, organised an awareness session on 7th October at Kendriya Vidyalaya, Aliganj. The session was conducted by Mr. Uttam Kumar SEBI Trainer, focusing on investor education and financial literacy. The event witnessed active participation from the principal, faculty and students of KV Aliganj.



Mr. Uttam Kumar addressing

LMA, in collaboration with AWOKE India Foundation and BSE, organised an awareness session on 8th October at Kendriya

Vidyalaya, Gomti Nagar and 9th October at Kendriya Vidyalaya, Toopkhana. The session was conducted by Mr. Pravin Kumar Dwivedi, Founder President Awoke India and SEBI Trainer, focusing on investor education and financial literacy. The event witnessed active participation from the principal, faculty members, and students of KV Gomti Nagar and Cantonment.



Mr. Pravin Kumar Dwivedi addressing

AI and Innovation Summit

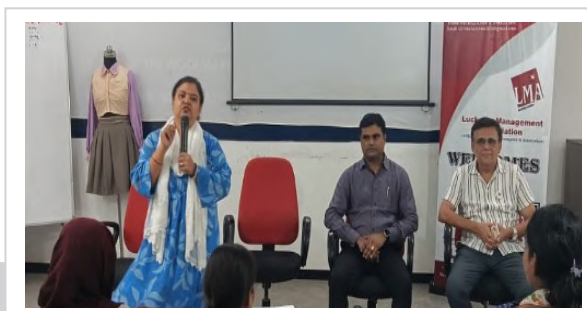
LMA, in collaboration with the Indore Management Association, organised the AI and Innovation Summit on the topic 'The Future of Drone Technology and Robotics: Innovations Transforming Industries' on 9th October with keynote speaker Mr. Milind Raj, Co-Founder of Roboz Dotin Tech Innovations.



Dignitaries at the Summit

Interactive Session

LMA organised a session for the staff of Raymond on 11th October at the Raymond Tailoring Centre, ITI, Aliganj. Ms. Akansha Gupta, SEBI Trainer, provided insights into various aspects of investing. Mr. Ashish Tiwari, Director, Raymond Tailoring Centre, and Mr. Rahul Dutt, Secretary, LMA, were present during the session.

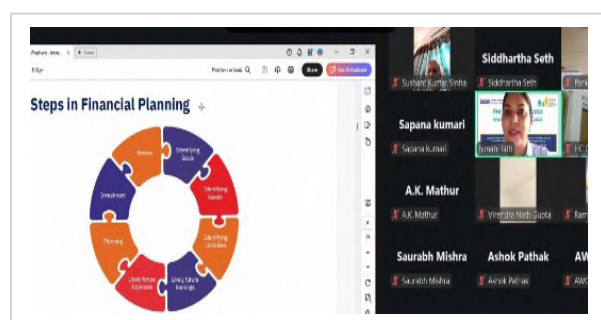


Ms. Akansha Gupta addressing

LMA organised a session on 'Financial Inclusion 360: Future Landscape – The New Era of Inclusive Finance' for the faculty and students of T.S. Mishra University on 13th October. The speaker for the session was Mr. Pravin Kumar Dwivedi, Founder and President of AWOKE India Group.



Mr. Pravin Kumar Dwivedi addressing



Ms. Himani Lath conducting the online programme

Online Awareness Session

LMA, in collaboration with AWOKE India Foundation, Aligarh Muslim University Old Boys Association, and the NSE, organised an online Investor Awareness Programme on 11th October. The session featured Ms. Himani Lath, SEBI Smart Trainer, as the speaker, with Mr. A.K. Mathur, Senior Vice President, LMA, serving as the Chief Guest.

Talk

LMA, in collaboration with T.S. Mishra University, organised an expert talk on 13th October on 'AI-Powered Retail: Shaping the Future of Marketing' for MBA and BBA students of the Department of Management. The session was conducted by Col (Dr.) Sameer Misra and was attended by the university's faculty and students.



Col. (Dr.) Sameer Misra addressing



(L-R) Ms. Hema Gupta; Mr. Rahul Dutt and Dr. Gaurav Agarwal

LMA, in collaboration with the School of Management and Sciences, organised an engaging talk on 'Stress Management and Cognitive Resilience: Building Stronger Mental Frameworks' on 30th October. The session was conducted by Dr.

LMA, in collaboration with the Inner Wheel Club of Lucknow Baradari organised a talk on 'Breast Cancer Awareness: Early Diagnosis Can Save Lives and Breasts' by Dr. Gaurav Agarwal Professor and Head, Department of Endocrine and Breast Surgery SGPGIMS, Lucknow on 13th October.



Dr. Archana Satish interacting with faculty and students

Archana Satish, Ex-News Reader, Doordarshan; Senior Faculty, Art of Living; Life Coach and Motivational Speaker. The talk focused on practical techniques to manage stress and develop cognitive resilience for a balanced and effective professional life.



Mr. Vishal Saxena and Ms. Renu Chaudhary interacting with the participants

Outreach Workshop

An Outreach Workshop on the Export of Cow Dung was held on 16th October at Nizampur Malhaur village, with participation from Farmer Producer Organisations (FPOs) across various districts. Mr. Vishal Saxena, representing Shipping and Logistics, delivered an insightful briefing on export policies, procedures, and guidelines. Key stakeholders, including Mr. Anurag (Buyer), Mr. A.K. Mathur, and Ms. Renu Chaudhary from LMA, also shared their perspectives and expertise during the session.

Management Association of Rourkela

Inter-School and Inter-College Quiz

Management Association of Rourkela successfully hosted the second edition of its inter-school and inter-college quiz competition, 'Mindspark', on 26th October at the Civic Centre, Rourkela. The event brought together enthusiastic participants from across Rourkela and Bhubaneswar, with 44 school teams and 14 college teams competing. The quiz, conducted



Winners of the inter-school quiz competition

by renowned quizmaster Mr. Ajay Poonia, saw St. Paul's School and NIT Rourkela emerge as champions in their respective categories. The event was inaugurated by Mr. P. K., CGM (L&D), RSP. The winners were felicitated by Mr. S. S. Panda, CGM (Refractories and LDBP), RSP, and Secretary, MAR, who presented cash prizes, trophies, and certificates to the top performers. The event was efficiently coordinated by Mr. Rakesh Dhoundiyal and Mr. Sampad Mishra, EC members of MAR.

Thrissur Management Association

Management Development Session

Thrissur Management Association organised a Management Development Session on 'Impact of Teaching through AI' on 4th October at Nirmala College of Management Studies, Chalakudy. The session featured Mr. Amith Raman, Co-Founder and CEO, Inker Robotics, as the Chief Guest. Attended by around 100 participants, the session provided valuable insights into the transformative role of Artificial Intelligence in modern teaching methods and the future of education.



Mr. Amith Raman with the participants



Mr. Joseph George addressing

TMA Student Chapter of Sahridaya Institute of Management Studies organised a Management Development Session on 4th October on 'Professional Presence – Integrating EQ and Grooming.' Mr. Joseph George, Founder of The Catalyst and Assistant Director of the TMA Student Chapter, addressed 100 participants, sharing insights on how emotional intelligence and grooming together enhance professional excellence.

Joint session

TMA and ICAI Thrissur Branch (SIRC) jointly organised a session on 4th October at ICAI Bhawan, Thrissur. Dr. Shashi Tharoor, Member of Parliament and Chairman of the Parliamentary Standing Committee on External Affairs, delivered an insightful talk on 'Kerala's Development – Opportunities for the Youth.' The session offered a thought-provoking perspective on Kerala's growth potential and inspired the audience to actively contribute to the state's progress.



Dr. Shashi Tharoor addressing



Mr. Joy Alukkas with the participants

Behind the Brand

TMA launched a new talk series titled 'Behind the Brand', designed to present inspiring conversations with visionary leaders who have created iconic brands. The inaugural session, held on 7th October, featured Mr. Joy Alukkas, Chairman and Managing Director, Joyalukkas Group, who shared his remarkable entrepreneurial journey, insights on brand building, and strategies that shaped Joyalukkas into a global jewellery empire.

Management Development Session

TMA conducted a Management Development Session on 8th October at Sahridaya College of Advanced Studies, attended by 150 participants. CS Jackson David C, Partner at Navion Wealth, spoke on 'Importance of Financial Planning in Personal Life,' offering practical insights on managing finances and planning for long-term financial well-being.



CS Jackson David C addressing

Placement Workshop

A Placement Workshop on 'Engineering Your Success: Resume, GD and Interview Workshop' was held on 15th October at Government Engineering College, Thrissur, for final-year Chemical Engineering students. Conducted by Er. George Paul, the session focused on business fundamentals, resume writing, and mock group discussions and interviews, helping students gain practical skills and confidence for placements.



The workshop in progress



TMA MC meeting in progress

Managing Committee Meeting

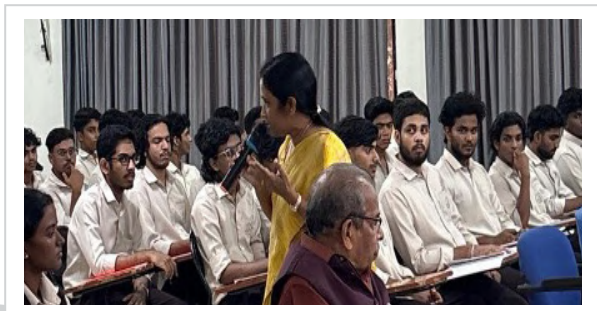
The 5th Managing Committee Meeting of TMA was held on 14th October at the Management House, Chiyyaram, with 35 members in attendance. The meeting focused on reviewing ongoing initiatives, planning upcoming programmes, and discussing strategies to enhance member engagement and organisational growth.

Wellness Wisdom Talk Series

TMA inaugurated its new Wellness Wisdom Talk Series on 15th October at the Management House, Chiyyaram, with 40 participants. The session featured Dr. Mohandas Vattekad, eminent nephrologist and educator, who spoke on 'Managing Your Chief Asset—A Doctor's Guide to Sustained Leadership,' sharing expert insights on health, well-being, and sustaining effective leadership.



Dr. Nowshaja P T addressing



Dr. Nowshaja P T, Director, TMA Student Chapters addressing

Management Development Session

TMA organised a Management Development Programme on 17th October at IES College of Engineering, Chittilappilly, attended by around 100 participants. Dr. Nowshaja P T, Director – TMA Student Chapters, led the session on 'Your Four-Year Blueprint: Crafting Skills and Vision,' guiding students on developing essential skills and a clear roadmap for their future careers.



Case study participants

Case Study

TMA conducted a Case Study on 18th October at the School of Drama, Thrissur, with 35 participants. Prof. Abhilash Pillai, Director of the School of Drama, led the session on 'Scripting Success: The Theater Model for Organisation Excellence,' providing participants with practical insights on applying theatrical techniques and creative approaches to enhance organisational performance and leadership effectiveness.

Management Development Session

On 19th October, TMA held a Management Development Session at ICAI Thrissur Chapter, engaging 100 participants. The session, led by Mr. Amith Raman, Co-Founder and CEO of Inker Robotics, explored 'AI Horizons: Rethinking Education and Professions, offering a forward-looking perspective on how artificial intelligence is reshaping education, career paths, and professional landscapes.



Mr. Amith Raman addressing

Guest Lecture

TMA organised a guest lecture on 22nd October by Hon'ble Justice, Mr. Ashok Menon, Upa Lok Ayukta, on the topic 'Integrity in Public Office – The Cornerstone of Good Governance.' The session offered valuable insights into ethical leadership and underscored the vital role of integrity in public administration.



Mr. Ashok Menon addressing

Beyond Thrissur Talk Series

TMA Young Leaders of Thrissur hosted the Beyond Thrissur Talk Series on 23rd October by Dr. Ranjeet Nambudiri, Professor at IIM Indore, who delivered a session on 'Leadership Adaptability in a VUCA World,' providing insights on navigating complexity, uncertainty, and change in today's dynamic organisational landscape.



Dr. Ranjeet Nambudiri with the participants

TMA-Hykon Innovation Challenge Press Meet

TMA organised the TMA–Hykon Innovation Challenge Press Meet on 24th October at the Press Club, Thrissur, attended by five participants. The meet announced the rebranding of the Hykon Business Plan Contest as the Hykon Innovation Challenge, scheduled to be held on 31st January 2026.



TMA-Hykon Innovation Challenge Press Meet in progress



Mr. Saurav Sharma addressing the webinar

Online Webinar

TMA hosted an Online Webinar on 25th October on ‘Management Lessons from Ramayana’ by Mr. Saurav Sharma, TEDx Speaker, who shared valuable insights on applying the timeless wisdom of the Ramayana to modern management and leadership practices.

10th Internal Speaker Series Programme

TMA conducted its 10th Internal Speaker Series Programme on 30th October, attended by 35 participants. Mr. Damodar Menon, Trainer and Mentor, led the session on ‘Building Blocks of Human Behaviour’, providing participants with insights into understanding human actions, motivations, and interpersonal dynamics to enhance personal and professional effectiveness.



Mr. Damodar Menon addressing



TMA Internship Mentoring meeting in progress

Internship Programme

TMA offered internships to members of its affiliated student chapters, with 10 students from various affiliated schools joining TMA as interns, gaining practical exposure and hands-on experience in management activities.

POST GRADUATE DIPLOMA IN MANAGEMENT (EXECUTIVE)

Designed for Leaders, Driven by Excellence

- ✓ **Duration - 18 Months**
- ✓ **AICTE Approved**
- ✓ **ODL Mode with Optional International Immersion**
- ✓ **Industry Aligned Curriculum with Emerging New Age Specialisations**

Programme Highlights

- 400+ Hours of interactive learning with industry experts and academia
- Capstone Projects & Business Simulation for practical, hands-on experience
- Global Exposure through optional international immersion
- Flexible Schedule for work-life balance
- Networking Opportunities during physical immersion and workshops
- Career Guidance & Mentorship with AIMA's extensive network

Programme Fees

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



AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
HR Power Workshop (West)		Mumbai	02- 03 December 2025
4th Global Innovation & Management Programme (GIMP)		Dubai	02-05 December 2025
Effective Contract Management and Dispute Resolution		Udaipur	10 – 12 December 2025
Leadership Excellence & Advancement Programme (LEAP)		AIMA	11-12 December 2025
AIMA Young Leaders Summit 2025		New Delhi	10 December 2025
Leadership Development Programme (North)		Lucknow	14-16 December 2025
3rd LeadHERship Retreat		Udaipur	15-17 January 2026
Shaping Young Minds Programme		Thrissur	22 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
70th Foundation Day and 20th National Management Day		New Delhi	21 February 2026
16th Managing India Awards		New Delhi	21 February 2026

Event	Programme Chairman/Key Speaker	Venue	Date
Pragati – Programme and National Quiz for Women Executives		New Delhi	April 2026

To view full calendar please visit www.aima.in

For any feedback, suggestions or advertising queries please write to - aimanews@aima.in

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