

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

AUGUST 2023



Dear Readers,

I am pleased to welcome you to the latest edition of AIMA News.

Your unwavering support drives AIMA's commitment to enhancing the management capabilities and knowledge through our diverse initiatives.

During the month AIMA continued with another edition of its popular Retreats in Goa. Considering the growing influence of emerging technologies in this digital age, AIMA organised a 'Digital Immersion Retreat' that brought together CEOs, CMOs, and senior marketing professionals. This programme facilitated knowledge sharing and networking among digital and non-digital business leaders. Chaired by Mr. Shiv Shivakumar, the Retreat included an exclusive workshop on ChatGPT and the Metaverse for a deeper dive into emerging technologies. A brief report is carried inside.

AIMA's strong collaboration with affiliate Local Management Associations gained further strength. The 78th edition of Shaping Young Minds Programme (SYMP) was organised in collaboration with Calcutta Management Association for the evolving management fraternity of Calcutta and the region. AIMA's SYMPs serve as a launchpad for young professionals and management students to learn from iconic leaders. Mr. Shrinivas Dempo, Mr. Shiv Shivakumar, Mr. Aditya Ghosh, Ms. Vinita Bali and Dr Randeep Guleria inspired the young audience with rich insights from their diverse experience and professional journeys.

Further strengthening this relationship, AIMA President, Mr. Shrinivas V. Dempo, in his ongoing effort to connect with Local Management Associations (LMAs), visited Jamshedpur and Calcutta. He engaged in discussions with the members of the Jamshedpur Management Association and met with the Executive Committee Members of the Calcutta Management Association.

Another of AIMA's hugely popular online programme – the AIMA LeaderSpeak Series – gained further ground with the 64th edition featuring Israel's Ambassador to India H. E. Naor Gilon address on the topic 'India-Israel Cooperation'. The 65th episode in the series was conducted with Mr. Saurabh Mukherjee who shed light on the topic of 'Long-term Sustainable Wealth'. Mr. Nikhil Sawhney served as the moderator for both discussions, further details on which are carried in this issue.

In addition to all the above, the 10th edition of the Business Responsibility Summit and Project Excellence Contest was also conducted recently. Mr. Shrinivas Dempo, President of AIMA, delivered the inaugural address, with Dr. Bhaskar Chatterjee and Mr. Anshu Gupta providing theme and special addresses, respectively. The event highlighted the role of PSUs and corporates in CSR and Sustainability, while also recognising the best CSR projects during the Summit.

More details are carried inside along with brief reports on AIMA Young Leaders Council sessions, workshops and trainings as well as the latest updates from the LMAs.

This edition of AIMA News also brings you a special series of management articles – excerpts from AIMA Past President, Prof. SL Rao's book titled 'My Varied Life in Management: A Short Memoir'. This short series will offer insightful reflections and anecdotes, providing a unique perspective on the world of management and leadership. We do hope you enjoy this special feature.

The forthcoming month will see AIMA's customary change of guard at the 50th National Management Convention to be held at New Delhi on 26-27 September 2023 which will be addressed by industry thought leaders and policy makers. As the Golden Jubilee NMC, this special edition of the NMC promises to be quite memorable with a spectacular line up of speakers and a Gala Evening celebration planned on the 26th evening. We hope you would be able to join us there and further details can be obtained from the website at [www.aima.in](http://www.aima.in)

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

Warm Regards

**Rekha Sethi**  
Director General

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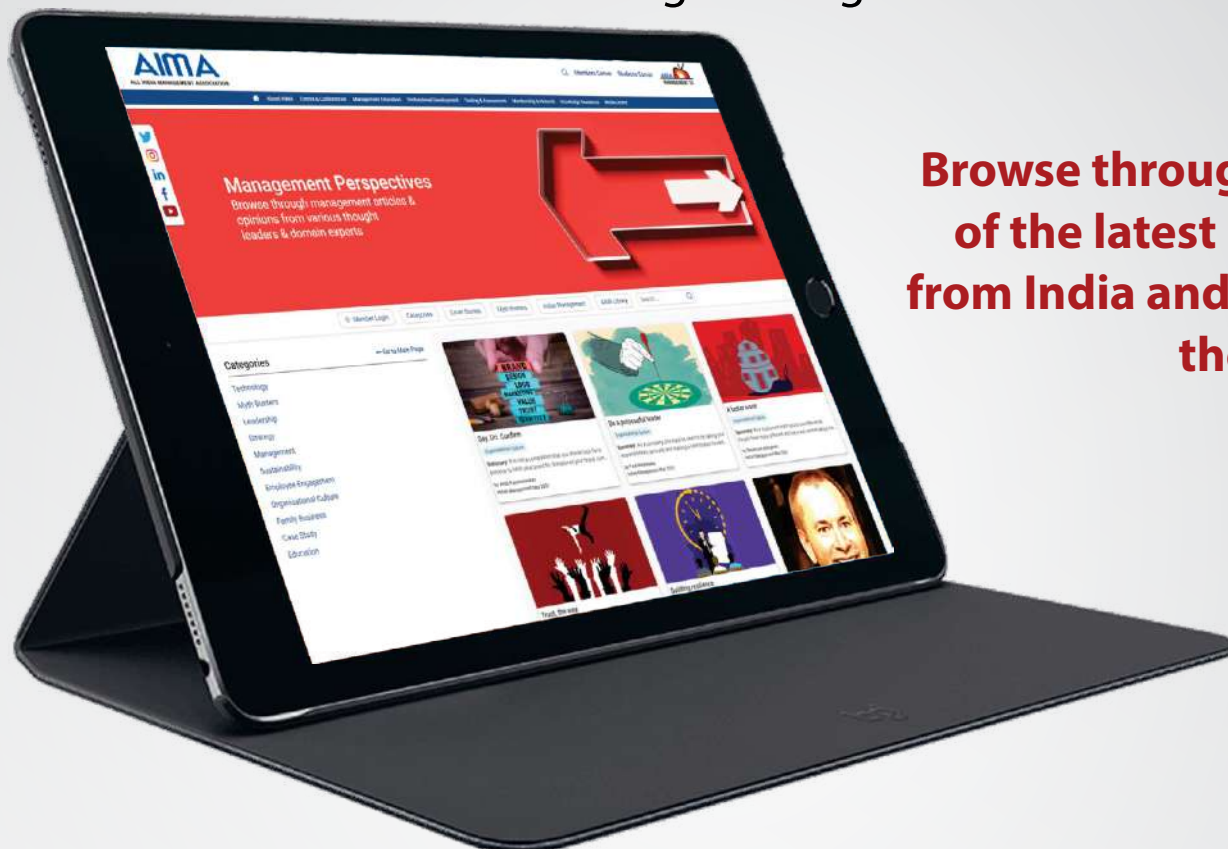
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## Digital Immersion Retreat



*Participants of Digital Immersion Retreat*

AIMA organised the Digital Immersion Retreat on the theme 'Digital Odyssey 2023: Navigating the Uncharted' from 10th to 12th August 2023 in Goa. The Retreat was chaired by Mr Shiv Shivakumar, Operating Partner at Advent International Private Equity and Former Chairman of Pepsi India.

The Retreat offered an informal setting with sessions for knowledge and experience sharing. It brought together CEOs, CMOs, senior marketing professionals, and decision makers from both digital and non-digital businesses. The goal was to foster a dialogue with CEOs and innovators leading the growth of digital markets.

Eminent speakers who addressed the participants included Mr Shireesh Joshi, Chief Business Officer,



*Shiv Shivakumar, Operating Partner, Advent International Private Equity and Former Chairman, PepsiCo India addressing*



*Sandeep Alur, Director, Microsoft addressing the Retreat*

Open Network for Digital Commerce (ONDC); Mr Pranjal Sharma, Economic Analyst, Advisor, and Author; Mr Sanjay Mehta, Joint CEO, Mirum India; Mr Bhaskar Ramesh, Director for Omnichannel, Google India; Ms Binda Dey, Chief Marketing Officer, Knight Riders Group and Ms Pavitra Singh, CHRO, PepsiCo India. A special workshop on ChatGPT and Metaverse was organised by Mr Sandeep Alur from Microsoft. The Retreat witnessed excellent participation and was very well received.



*(L-R): Bhaskar Ramesh, Director for Omnichannel, Google India; Pavitra Singh, CHRO, PepsiCo India; Shiv Shivakumar, Operating Partner, Advent International Private Equity and Former Chairman, PepsiCo India and Pranjal Sharma, Economic Analyst, Advisor, and Author*

# Shaping Young Minds Programme



*Shrinivas Dempo, President, AIMA & Chairman, Dempo Group of Companies and TVS Shenoy, President, Calcutta Management Association & Chief Commercial Officer, Tata Steel*

AIMA organised the 78th Shaping Young Minds Programme (SYMP) at Kolkata, in collaboration with Calcutta Management Association on 25th August 2023. SYMP is a programme for young professionals and management students to interact with iconic leaders from various fields, know about success stories and learn life lessons from them. The eminent speakers who addressed the programme included Mr Shrinivas Dempo, President, AIMA & Chairman,

Dempo Group of Companies; Mr Shiv Shivakumar, Operating Partner, Advent International & Past President, AIMA; Mr Aditya Ghosh, Business Leader & Co-founder, Akasa Air; Ms Vinita Bali, Independent Director on Global Boards & Former Managing Director, Britannia Industries Limited; Dr Randeep Guleria, Chairman, Institute of Internal Medicine & Respiratory and Sleep Medicine, Director, Medical Education, Medanta, President, All India Institute

*Vinita Bali, Independent Director on Global Boards & Former Managing Director, Britannia Industries Limited and Sumit Ray, Former President, Calcutta Management Association & Chief Operating Officer, All India Technologies Limited*



of Medical Sciences, Bilaspur & Former Director, All India Institute of Medical Sciences New Delhi; Mr TVS Shenoy, President, Calcutta Management Association & Chief Commercial Officer, Tata Steel; Ms Madhumita Basu, Former President, Calcutta Management Association & Board Member, Nu Vista Ltd, CXO, Nuvoco Vistas Corp. Ltd; Mr Dhruba Mukherjee, Former President, Calcutta Management Association &



*Shiv Shivakumar, Operating Partner, Advent International & Past President, AIMA and Madhumita Basu, Former President, CMA & Board Member, Nu Vista Ltd, CXO, Nuvoco Vistas Corp. Ltd*



*Aditya Ghosh, Business Leader & Co-founder, Akasa Air and Dhruba Mukherjee, Former President, CMA & Chief Executive Officer, ABP Pvt Ltd*

Chief Executive Officer, ABP Pvt Ltd and Mr Sumit Ray, Former President, Calcutta Management Association & Chief Operating Officer, All India Technologies Limited. The programme was well received with over 800 participants attending physically and over 5000 people watched on AIMA's social media platforms.

*Randeep Guleria, Chairman, Institute of Internal Medicine & Respiratory and Sleep Medicine, Director, Medical Education, Medanta, President, All India Institute of Medical Sciences, Bilaspur & Former Director, All India Institute of Medical Sciences New Delhi and Amitabha Datta, Former President, CMA*



# AIMA President Interaction



*Shrinivas Dempo, President, AIMA with Jamshedpur Management Association members*

Mr Shrinivas V Dempo, President of AIMA, embarked on an outreach initiative to engage with Local Management Associations (LMAs). On August 23, 2023, he visited Jamshedpur, where he interacted with the office bearers of the Eastern Region LMAs. The meeting was graciously hosted by the Jamshedpur Management Association. On August 24, 2023, Mr Dempo continued his engagement by visiting Calcutta. During this visit, he had a productive interaction with the Executive Committee Members of the Calcutta Management Association, this meeting was organised by Calcutta Management Association. Mr. Sanjay Grover, Director of LMA

Relations & Membership at AIMA and a member of the Young Leaders Council (AIMA YLC), also actively participated in both of these meetings.



*Shrinivas Dempo, President, AIMA with CMA Executive Committee Members*



# Champions of change

## Inspiring, Creating and Innovating

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



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# LeaderSpeak Session



*H E Naor Gilon, Ambassador of Israel and Nikhil Sawhney, Senior Vice President AIMA, Vice Chairman and Managing Director, Triveni Turbine Limited*

strategic. He spoke about how the grouping of I2U2 (India, Israel, the UAE, and the US) aims to cooperate on joint investments and new initiatives in water, energy, transportation, space, health, and food security, and how the bilateral relation is only an extension of the I2U2 itself. The session was well attended by a total of over 1500 participants via zoom and on AIMA social media channels.

The 64th LeaderSpeak session was held on 18th August 2023 on the theme ‘Bilateral Bonding And Beyond: India- Israel Cooperation For a New Order’ with H E Naor Gilon, Ambassador of Israel in India as the speaker. The session was chaired by Mr Nikhil Sawhney, Senior Vice President AIMA, Vice Chairman and Managing Director, Triveni Turbine Limited. Today India and Israel have maintained a very extensive and comprehensive economic, military, and political relationship. However, there’s always scope for more. Having been Israel’s Ambassador to many countries for more than three decades, besides holding important diplomatic positions in the UN, H E Mr Naor Gilon, Ambassador of Israel deliberated on how the bilateral relations between India and Israel can be further expanded and deep-rooted. H E Mr Gilon felt that the bilateral relationship has now evolved from being trusted to

Another LeaderSpeak session on the theme ‘Long-term Sustainable Wealth’ with Mr Saurabh Mukherjea, Founder and Chief Investment Officer of Marcellus Investment Managers Pvt Ltd, was held on 29th August 2023. Mr Saurabh Mukherjea is an investment wizard who is also part of multiple SEBI working groups that review and reform the rules governing portfolio management in India, a leading equity strategist, and a bestselling author. The session was chaired by Mr Nikhil Sawhney, Senior Vice President



*Saurabh Mukherjea, Founder and Chief Investment Officer of Marcellus Investment Managers Pvt Ltd and Rekha Sethi, Director General, AIMA*

AIMA, Vice Chairman and Managing Director, Triveni Turbine Limited. Ms Rekha Sethi, Director General, AIMA introduced the speaker, the session chair and the subject. Mr Mukherjea addressed the important aspects of how to invest rightly, spoke about how efficient capital allocation by channelling household

savings with long track records of efficient capital allocation, delivers superior returns to savers. The session was well attended by a total of about 7000 participants via zoom and on AIMA social media channels.

## AIMA Young Leaders Council Session



*(L-R) Kartik Sharma, National Chairman, AIMA Young Leaders Council and Artificial Intelligence Thought Leader; Jason Oxman, CEO and President, ITI; Mitesh Kumar Sinha, Joint Secretary, Ministry of Electronics and Information Technology (MEITY) and Tabrez Ahmad, Group Director Government Affairs Asia Pacific and Japan, Dell Technologies*

AIMA YLC organised a panel discussion on “Powering India’s \$1Trillion Digital Economy” on 25th August 2023 with Mr Amitesh Kumar Sinha, Joint Secretary, Ministry of Electronics and Information Technology (MEITY), Government of India, Mr. Jason Oxman, CEO and President, ITI and Mr. Tabrez Ahmad, Group Director Government Affairs Asia Pacific and Japan, Dell Technologies. The session was moderated by

Mr. Kartik Sharma, National Chairman, AIMA Young Leaders Council and Artificial Intelligence Thought Leader. The discussion emphasised bridging the gap of the digital economy in the current times, skilling & upskilling at school levels and introducing relevant modules & curriculum in schools to start at an early stage. The programme was very well received by the participants.

# Business Responsibility Summit



*From Top (L-R): Shrinivas Dempo, President, AIMA & Chairman, Dempo Group of Companies; Bhaskar Chatterjee, Advisor AIMA BRS & CEO, Anil Agarwal Foundation, Rekha Sethi, Director General, AIMA; Shailesh Tyagi, Partner and Leader, Deloitte Consulting Climate Change & Sustainability; Anshu Gupta, Founder, Goonj and Gram Swabhimaan and Neeraj Kapoor, Director, AIMA*

AIMA organised the 10th Business Responsibility Summit and Project Excellence Contest & Recognition on 24th August 2023 in digital mode. Dr Bhaskar Chatterjee, Advisor AIMA BRS & CEO, Anil Agarwal Foundation delivered the theme address, and the inaugural address was delivered by Mr Shrinivas Dempo, President, AIMA & Chairman, Dempo Group of Companies. A special address was given by Mr Anshu Gupta, Founder, Goonj and Gram Swabhimaan. The inaugural session was also addressed by Ms Rekha Sethi, Director General, AIMA and Mr Shailesh Tyagi, Partner and Leader, Deloitte Consulting Climate Change & Sustainability.

The Summit focused on the stellar role that PSUs and corporates have played in executing CSR projects.

Some of the other eminent leaders who addressed the Summit included Mr Ashwini Saxena, CEO, JSW Foundation; Ms Gayatri Subramaniam, Director, Association for Women in Business & International Centre for Socially Responsible Businesses; Ms Mamta Saikia, CEO, Bharti Foundation; Mr Surya Valluri, Chief Sustainability Officer, Grasim Industries Ltd; Ms Nidhi Pundhir, Vice President- Global CSR, HCL Foundation; Brig Rajiv Williams, YSM (Retd), Advisor CSR & Sustainability Subcinctus Consulting, Australia & Former Corporate Head CSR, Jindal Stainless Group and Ms Meenakshi Batra, Former MD & Country Director, Americares India Foundation.

The Summit also recognised PSU and Private Sector companies who have done outstanding work and showcased exceptional CSR projects in 2 categories

based on project value. In the PSU segment, Indian Oil emerged as the winner in category 2, while NTPC secured the runner-up position. Among private sector companies, Nayara Energy stood out as the

winner, with Mahindra & Mahindra being recognised as the runner-up in category 2. Additionally, Odisha Mining and ITC Ltd received special commendation for their exceptional endeavours in their respective sectors.

## Workshop



*(L-R): Mr. Rajesh Kumar Tripathi, Zonal General Manager, NSIC; Mr. Kartik Sharma, Immediate Past Chairman, AIMA's Young Leader's Council, AI Thought Leader & Technology Entrepreneur; Mr. Nitin Karkara, Digital Business Consultant and Evangelist. Dr Kailash Petkar, Scientist, DSIR, Ministry of Science and Technology*

AIMA in collaboration with the National Small Industries Corporation (NSIC) and DSIR, conducted a half-day workshop on 'Use of Artificial Intelligence & Machine Learning for MSMEs' on 4th October, 2023.

Dr Kailash Petkar, Scientist, DSIR, Ministry of Science

and Technology; Mr Rajesh Kumar Tripathi, Zonal General Manager, NSIC; Mr Kartik Sharma, Immediate Past Chairman, AIMA's Young Leader's Council, AI Thought Leader & Technology Entrepreneur and Mr Nitin Karkara, Digital Business Consultant and Evangelist were the speaker of the workshop.

The workshop aimed to educate participants about the increasing importance of AI and ML in Micro, Small, and Medium Enterprises (MSMEs) and their pivotal role in promoting economic growth. The workshop also helps participants

by explaining fundamental AI and ML concepts and providing hands-on training on AI tools to improve productivity, decision-making, and innovation within their businesses. The session was very well received by the participants.



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# Early years at Hindustan Lever

An introduction to Hindustan Lever

*This article is a part of series of 8 excerpts from Prof SL Rao's book 'My Varied Life in Management: A Short Memoir'. The series will offer insightful reflections and anecdotes, providing a unique perspective on the world of management and leadership.*

Lever in India was part of the worldwide Lever group and Hindustan Lever Ltd was formed in 1956 from a merger of Lever's existing interests in India. Out of force of habit, I tend to refer to it as Hindustan Lever or 'Levers'! The first board of directors at Hindustan Lever had a mix of British and Indian directors. All of them were appointed not just in name as they each had specific functions within the company. On the board were people like Maurice Zinkin, a senior former administrator in British India who had spent his career in the Indian Civil Services and joined Hindustan Lever after independence. In 1957 he was heading the foods division. There was also David Orr, who was the director of the soaps division. He was a marvellous man – I got to know him well because I joined Hindustan Lever as a management trainee in his division. David Orr was a graduate of Dublin University and renowned student boxer who had joined Lever Brothers UK as a trainee and worked his way up. Orr (later, Sir David,) went onto hold many posts, including the Chairman of the entire Lever group worldwide.

The Indian directors included KT Chandy, a lawyer from Cambridge University. During his Cambridge days, he had been a part of the VK Krishna Menon group, which included people like Indira Gandhi. KT Chandy was at Hindustan Lever as a director in charge of legal matters and later became the first director of IIM Calcutta. There was also KS Basu,

who curiously was a medical practitioner who had experience in personnel management. Basu was brought on to head Personnel. There was also Prakash Tandon, a British trained accountant, who was the Administrative Director (including Market Research) and later became the first Indian Chairman of Hindustan Lever in 1961.

The Board had its headquarters in England but was very thorough in looking at the performance of its subsidiaries like the one in India. It kept full records not merely of the financial performance but also kept track of the various managers, and their records. This ensured that the top management in England were monitoring and were aware of the potential markets and their own people in their subsidiaries. One of the things that I'm impressed by even today after 60 years is the system that Hindustan Lever introduced into India.

## The Lever Distribution Model

When I joined Hindustan Lever in 1957, I had never travelled into the interiors of India. The experience of working in a consumer product company would be a unique and defining experience for me. Upon joining I was given sales training and packed off as a salesman to work in remote parts of Maharashtra for three months. I joined at an interesting time. As a company in a newly independent country, Hindustan Lever was laying the foundations for their vast distribution network.

Even at that time, India was a large economy, with huge agricultural production and a growing consumer market. Many of the products Lever produced, from milk to vegetables, ghee and oils, were distributed all over the country from the biggest cities to the smallest villages. If you think of it, any organization that manufactures products meant to be sold to customers across this vast country, must master the geography, the linguistic variety, and the economic and social classes, that make up this extremely complex nation. Goods also had to be distributed in packaging that could last the long journeys and could manage the handling as the product was moved from one part of the country to the other. The transportation network at that time was not well integrated. There was a railway system and there was a lorry system that was bound by the limited road network in the country, and at that time Hindustan Lever had four factories in Calcutta, Ghaziabad, Bombay and Trichy.

When I started working, many parts of India were connected by the railways, but the deeper interior of the country had to be reached by road. In many places there were not even lorry services for some of the remote parts and supplies had to be either collected by the buyer from the nearest rail head town or sent from that town by the supplier using passenger buses.

For this to be done, one had to develop a system where the buyer in a remote place could be informed well in time about the arrival of his order and a particular place had to be identified in the nearest rail head town where the buyer could meet the delivery and could collect the goods. Then, both the delivery person and the recipient of goods had to be reimbursed for their expenses. All these charges would have to be built into the cost of the product. A second limitation was the absence of a

comprehensive banking system. The buyer needed access to a local bank where he could clear the payments before picking up the goods. There were banks in most towns, but smaller towns and villages were underserved by banks. Therefore, the dispatch of goods had to take this into account when deciding where and how goods were sent.

A third limitation was pricing. In earlier years, the practice in a country as large as India had been for the manufacturer to sell in large quantities to big distributors who then would sell to whole-sellers and from there the product would go to the retailers. At that time there was no maximum suggested retail price (MSRP) for products. Prices were determined by the retailers who bought products from the company manufacturers. What this meant was that the manufacturer was at the mercy of the whole-sellers who would decide which retailers to sell to and at what prices. This meant that the price they sold and the margins they kept were entirely up to them, not to mention that prices would vary a great deal in different parts of the country, and even between towns! Hence, the manufacturer did not have much control over the distribution and prices at which the product was sold to consumers.

Hindustan Lever decided they did not like this country-wide variable pricing and felt that a single price (excluding local taxes) would be better for consumers. It was clear that as far as the consumer was concerned, if there was a standard price, the market would itself begin to expand. That is the experience of people. When you have differential pricing, then the consumer must search for the best price from shop to shop, and in this process, the sales do not grow.

The fourth challenge was distribution. When planning a distribution management system and



network, it is important to note the different sales taxes and octroi levied in the various states and towns in which goods have to be delivered, since these charges have to be reflected in the invoices and in many places, also filed for local tax returns. It is in this very complex context that managers needed to plan for the distribution of goods and services so that they can reach the ultimate user at minimum time and cost. Managers in sales and distribution also had to understand clearly and correctly about the location of their buyers. When I started working there, goods were moved in wooden packing cases. The company innovated sturdy cardboard boxes which were much lighter and easier to handle. As a result, the freight cost came down very sharply.

The maximum retail price (or MRP) was introduced in India in 1990 and followed the Standards of Weights and Measures Act of 1976, which laid out the requirements for the sale and distribution of packaged goods, including printing of the unit sale price on the packaging.

Hindustan Lever wanted a system where they would decide which part of the country their product would be sold, which retailer would be given the product and at what price they would be sold to the consumers. The price had to be uniform before local taxes in different outlets. This was ambitious.

The way Hindustan Lever went about this was to have large depots in strategic locations across the country; these depots would then sell to large whole sellers identified by the company. The whole-sellers would then sell the products to retailers in a geographical area defined by the company and the retailers then would sell to the consumers. To ensure that this happened everywhere, and all the time, Hindustan Lever had a field force of sales personnel who called regularly on retailers in each market. By

doing so, they were able to ensure that the retailers followed the plan of the company on the stock that they held and the prices at which each product was sold.

As far as the price was concerned, Hindustan Lever fixed the wholesale price low enough so that the whole-seller was able to earn an acceptable return (for his capital), and so that there was enough of a margin for the retailer who would sell to the consumer at an end price that decided by the company.

Hindustan Lever had to have sales personnel across the country who would select these whole sellers. Hindustan Lever also innovated by combining distribution with product visibility. They got their own salespeople to go from shop to shop to explain and display their products and to put up advertising materials at the point of sale. This was an additional on-the-ground advertising over and above other advertising in the formal media.

It took some years to establish this distributor system which became a model for many other organizations over the years. Within Hindustan Lever, it transformed the control that the company was able to impose on the distributor of their products from manufacturing until it reached the consumer.

This whole experience taught me a lot about management. Firstly, sales personnel have to be trained not merely about the product but also have to be taught how to communicate and take account of the different external conditions. Each salesperson had to also understand how to choose whole sellers for each market.

Secondly, in planning for the customer distribution, we must always remember that whatever system is created, it must integrate with other aspects of the organization such as packaging, storage etc. It

must also be in cognisance with whatever are the perspectives of the organization and its products or services that are created for the organization. This means that other functions in the organization like advertising and promotion, along with all the services provided such as accounts, etc. must work together.

I had the good fortune not merely to implement and even sometimes improve the distribution system, and in later years to apply it to other product categories like pharmaceuticals and food products.

### **The 'Delhi Experiment'**

After my training in Maharashtra, I was given an interesting project to work on, this time in Delhi. The Delhi market was dominated by very financially powerful whole-sellers in Naya Bans in the old city. These whole sellers sold all kinds of products and had retailers all over Delhi to whom the goods were sold. The prices of products varied a great deal as well as they depended on the negotiations between these whole-sellers and the retailers.

Hindustan Lever asked me to try and see if we could replace these whole-sellers with our own stockists - people that we had selected. It was a big job - which I took on in late 1957. I'm still quite amazed that they gave me that kind of responsibility at such a young age.

It was a challenge, and an enjoyable one that I took on with pleasure. Here I was, trying to displace the whole-sellers from Naya Bans. I jokingly wonder why the whole-sellers didn't send people after me! Of course, things didn't happen like that in those days. I think one reason could be that I dressed well, always in a shirt and tie, and the whole-sellers knew that I worked for Hindustan Lever - of course they did not know what I was trying to do! They were all exceedingly nice - most of them were from the

Marwari community or from the hills. I was served lots of cups of tea. Of course, being young really helped.

My days were spent making friends and learning from all the whole-sellers across the city. I went from shop to shop and learnt as much as I could about their retail coverage. I looked at how localities were mapped out, and I broke Delhi up into a number of "stockist zones" and identified local traders who could be appointed as stockists. And then having done that, none of the whole-sellers could complain to me because stockists had already been appointed and they became Hindustan Lever's direct customers!

There were a few invaluable lessons I learned through the course of this assignment. One was that you needed to understand what the capacity of the market was for the products. You could not simply 'dump' a lot of stock on your stockist. Only a certain proportion of the stock given to the stockist was paid for and held locally, and there was an art to finding the right balance. Therefore, for example if you estimated that that a particular market today could take a hundred units, and if you were only going to return to the market after two months, you might have given 150 or 200 units of stock to the stockist - but not more. You did not try to show much larger sales than what the market could take. That was a very important principle that one learned.

During this time, I would send monthly reports to my division in Bombay. What I did not realize was that my reports were being read right at the top, by the Personnel director and the Chairman. I remember being invited to a branch manager's meeting alongside the monthly quarterly meeting in Bombay where I found I was to be seated next to the Chairman. To my surprise, he knew everything that I'd been doing in detail (he had been reading

my notes). His interest stemmed from two reasons. One, this Delhi experiment was a big experiment Hindustan Lever was undertaking and the company was interested in its progress.

The second reason was something that I learned only later as I grew in the company. At the highest levels in Hindustan Lever there was an interest in nurturing talent and in developing human resources. Clearly, I

was one of those who was being nurtured, and the Chairman was watching me. This was something I practiced in my career wherever I had a post in management. It is important to take an interest in and invest in your employees. At the time though, I had no inkling of this – all I knew was that I had been given a task, one that I was enjoying immensely.

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**Disclaimer:**

*The views expressed in this excerpt are solely those of the author.*

# MANAGE THE FUTURE

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# 10 Common Job Interview Questions and How to Answer Them

by Vicky Oliver

November 11, 2021



HBR Staff/Getty Images/svetolk

## Summary.

Interviews can be high stress, anxiety-driving situations, especially if it's your first interview. A little practice and preparation always pays off. While we can't know exactly what an employer will ask, here are 10 common interview questions along with advice on how to answer them. The questions include:

- *Could you tell me something about yourself and describe your background in brief?: Interviewers like to hear stories about candidates. Make sure your story has a great beginning, a riveting middle, and an end that makes the interviewer root for you to win the job.*
- *How do you deal with pressure or stressful situations?: Share an instance when you remained calm despite the turmoil. If it's a skill you're developing, acknowledge it and include the steps you're taking to respond better to pressure in the future.*
- *What are your salary expectations?: Before you walk in for your first interview, you should already know what the salary is for the position you're applying to. Check out websites such as Glassdoor, Fishbowl, or Vault.com for salary information. You could also ask people in the field by reaching out to your community on LinkedIn. close*

Resignation numbers have remained abnormally high in the U.S. between July 2021 and October 2021, with millions of Americans quitting their jobs — which also means there are millions of new openings up for grabs. If you're entering the market

for the first time, or just looking to make a change, use this guide to prepare for your next interview.

Below is a list of 10 common job interview questions, along with answering techniques that will help you dazzle your prospects, and hopefully, secure the role you want.

## 01. Could you tell me about yourself and describe your background in brief?

Interviewers like to hear stories about candidates. Make sure your story has a great beginning, a riveting middle, and an end that makes the interviewer root for you to win the job.

Talk about a relevant incident that made you keen on the profession you are pursuing and follow up by discussing your education. In the story, weave together how your academic training and your passion for the subject or industry the company specializes in, combined with your work experience, make you a great fit for the job. If you've managed a complex project or worked on an exciting, offbeat design, mention it.

### Example:

"I come from a small town, where opportunities were limited. Since good schools were a rarity, I started using online learning to stay up to date with the best. That's where I learned to code and then I went on to get my certification as a computer programmer. After I got my first job as a front-end coder, I continued to invest time in mastering both front- and back-end languages, tools, and frameworks."

## 02. How did you hear about this position?

Employers want to know whether you are actively seeking out their company, heard of the role from a recruiter, or were recommended to the position by a current employee. In short, they want to know how you got to them.

If someone recommended you for the position, be sure to say their name. Don't assume that the interviewer already knows about the referral. You'll probably want to also follow up with how you know the person who referred you. For example, if you and Steve (who recommended you) worked together previously, or if you met him over coffee at a networking event, mention it to give yourself a

little more credibility. If Steve works at the company and suggested that you apply for the job, explain why he thought you'd be the perfect fit.

If you sought out the role yourself, be clear about what caught your eye — extra bonus points if you can align your values with the company and their mission. You want to convince the hiring manager that you chose their company, over all other companies, for a few specific reasons.

Lastly, if you were recruited, explain why you took the bait. Did this role sound like a good fit? Does it align with the direction you want to take your career? Even if you weren't familiar with the organization prior to being recruited, be enthusiastic about what you've learned and honest about why you're interested in moving forward with the process.

### Example:

"I learned about the position through LinkedIn as I've been following your company's page for a while now. I'm really passionate about the work you're doing in X, Y, and Z areas, so I was excited to apply. The required skills match well with the skills I have, and it seems like a great opportunity for me to contribute to your mission, as well as a great next move for my career."

## 03. What type of work environment do you prefer?

Be sure to do your homework on the organization and its culture before the interview. Your research will save you here. Your preferred environment should closely align to the company's workplace culture (and if it doesn't, it may not be the right fit for you). For example, you may find on the company's website that they have a flat organizational structure or that they prioritize collaboration and autonomy. Those are key words you can mention in your answer to this question.

If the interviewer tells you something about the

company that you didn't uncover in your research, like, "Our culture appears buttoned-up from the outside, but in reality, it's a really laid-back community with little competition among employees," try to describe an experience you've had that dovetails with that. Your goal is to share how your work ethic matches that of the organization's.

**Example:** "That sounds great to me. I like fast-paced work environments because they make me feel like I'm always learning and growing, but I really thrive when I'm collaborating with team members and helping people reach a collective goal as opposed to competing. My last internship was at an organization with a similar culture, and I really enjoyed that balance."

#### **04. How do you deal with pressure or stressful situations?**

The employer wants to know: Do you hold down the fort or crumble under pressure? They want to make sure that you won't have a meltdown when the pressure becomes intense and deadlines are looming. The ability to stay calm under pressure is a highly prized talent.

Share an instance when you remained calm despite the turmoil. If it's a skill you're developing, acknowledge that and include the steps you're taking to respond better to pressure in the future. For example, you could indicate that you've started a mindfulness practice to help you better deal with stress.

**Example:**

"I realize stressful situations are always going to come up, and I definitely have had to learn how to navigate them throughout my career. I think I get better at it with every new experience. While working on a new product launch at my last company, for example, things were not going according to plan with my team. Instead of pointing fingers, my first reaction

was to take a step back and figure out some strategies around how we could solve the problem at hand. Previously, I may have defaulted to panicking in that situation, so being calm and collected was definitely a step forward and helped me approach the situation with more clarity."

#### **05. Do you prefer working independently or on a team?**

Your answer should be informed by the research you've done on the company culture and the job in question. Nevertheless, you should expect that most work environments will have some team aspect.

Many positions require you to work collaboratively with other people on a daily basis, while some roles require you to work on your own. When you answer this question, highlight the best traits of your personality and how they fit the job requirements. It could also be in your interest to answer this question by highlighting the advantages and disadvantages of both situations.

**Example:** "I enjoy a blend of the two. I like having a team to strategize with, get diverse opinions from, and reach out to for feedback. But I am also comfortable taking on assignments that require me to work independently. I find I do some of my best work when I can focus alone in a quiet space, but I really value collaborating with my teammates to come up with the best ideas."

#### **06. When you're balancing multiple projects, how do you keep yourself organized?**

Employers want to understand how you use your time and energy to stay productive and efficient. They're also looking to understand if you have your own system for staying on track with the work beyond the company's schedules and workflow plans. Be sure to emphasize that you adhere to deadlines and take them seriously.

Discuss a specific instance when you stayed on

track. Talk about the importance and urgency of the projects you were working on and how you allocated your time accordingly. Explain how you remain organized and focused on the job in front of you.

**Example:**

"I'm used to juggling projects at my current job where I'm often moving between coding one software program to another. I use the timeboxing technique to make sure they're all on track, allocating time on my calendar for certain tasks. I've found it really helps me prioritize what needs to get done first, and it holds me accountable for the more repetitive day-to-day tasks I'm responsible for."

**07. What did you do in the last year to improve your knowledge?**

This question may come up as a result of the pandemic. Employers want to know how people used their time differently. Know that you don't have to feel scared about answering this question if you didn't spend your time brushing up on skills or taking courses. We learn from any experience we have.

If you spent time honing your professional skills, you might say the following.

**Example:**

"The extra time on my plate really allowed me to get introspective around where I want to take my career. I read a lot of journals to keep abreast of the latest ideas in my field, and sharpened my skills by taking some online courses, such as..." (and then be specific).

If you chose to work on your personal development, you could say something like the following.

**Example:**

"Like everyone else, I, too, gained some time last year from not having to travel two hours a day to and from work. I decided to spend my time on things I

love. So I got back to learning how to play the guitar and journaling. I feel it brought me closer to myself and has been really great for my mental health and productivity."

**08. What are your salary expectations?**

Before you walk in for your first interview, you should already know what the salary is for the position you're applying to. Check out websites such as Glassdoor, Fishbowl, or Vault.com for salary information. You could also ask people in the field by reaching out to your community on LinkedIn.

Employers will always ask this question because every position is budgeted, and they want to ensure your expectations are consistent with that budget before moving forward.

Remember that it's often better to discuss a salary range rather than a specific number during the interview and leaving room for negotiation. It's also better to err on the side of caution and quote a slightly higher number as it's easier to negotiate downward than upward. As a general rule of thumb, I advise not bringing up the questions about salary until your interviewer does or bringing it up too early in the process.

**Example:** "Based on my skills and experience and on the current industry rates, I'm looking at a salary around \$\_\_\_\_" (then fill in with your desired salary range and rationale).

**09. Are you applying for other jobs?**

Interviewers want to know if you're genuinely interested in this position or if it's just one of your many options. Simply, they want to know if you're their top choice. Honesty is the best policy. If you're applying for other jobs, say so. You don't have to necessarily say where you're applying unless you have another offer. But they might want to know where in the hiring process you are with other companies. You can also mention that you're actively looking for offers if your interviewer asks.



**Example:** “I’ve applied to a couple of other firms, but this role is really the one I’m most excited about right now because...”

**10. From your resume it seems you took a gap year. Would you like to tell us why that was?**

Gap years are more popular in some cultures than others. In some professions, gap years may have a negative connotation (the industry moves too fast and you’re not up to date).

Let your interviewer know that your gap year wasn’t about procrastinating over your transition from childhood to adulthood, but that it added value to the confident professional you have become. Based on what part of the world you’re in and how common these are, employers are likely looking to hear stories of what you did and how your experiences have benefitted and prepared you for this role.

Provide a short explanation of why you decided to pursue a gap year, then focus on what came out of it that made a positive difference for your future.

**Example:** “During my last year of high school, I didn’t feel ready to choose my educational path, so I took a wilderness course for a few months to sort out my life goals. It may seem a little random, but the time I spent actually helped my develop so many new skills — in the areas of leadership, communication, (etc...). During that time, I realized that I wanted to earn a degree in (state your degree) to align with my passion (say what that is).”

To make a winning impression, you’ll need to answer each question with poise and passion. But practicing first really helps. Meticulous preparation will allow you to appear confident and in control, helping position you as the ideal candidate when the competition is tough.

**About Author:**

**Vicky Oliver** is a leading career development expert and the multi-best-selling author of five books, including *301 Smart Answers to Tough Interview Questions*, named in the top 10 list of “Best Books for HR Interview Prep.” She’s a sought-after speaker and seminar presenter and a popular media source, having made over 900 appearances in broadcast, print, and online outlets.

**Disclaimer:**

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# INTERNET MARKETING

# AIMA

ALL INDIA MANAGEMENT ASSOCIATION

# PGCM IN DIGITAL MARKETING & STRATEGY

Approved by AICTE\*

The digital technology and internet has emerged as a platform to facilitate global businesses and communication. Virtually, every organisation today is using some or the other digital/online marketing tools.

Leveraging the digital marketing tools, and technology to achieve the competitive advantage and building market lead, CRM and innovations is the main objective of the digital marketing strategy programme.

The programme is intended for Sales & Marketing and IT professionals, who want to take, advantage of digital marketing tools and techniques to upscale their career and achieve better revenues for the organisation and create business values.

\*in ODL mode

For more details, please contact: Ekta Nayar

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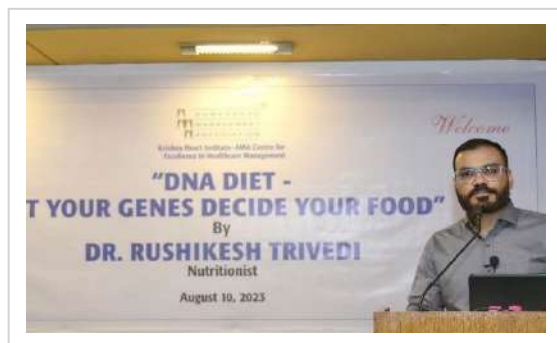
## Ahmedabad Management Association

### Talk

On 5th August, AMA hosted an event titled 'Family Business: Legacy and Leadership.' The panelists included Mr. Ashish Soparkar, Managing Director, Meghmani Organics Ltd.; Mr. Kaushal Soparkar, Managing Director, Meghmani Finechem Ltd.; Mr. Saurin Parikh, Founder, Pasupati Group and MD of Uniza Group; and Mr. Milind Parikh, Business Manager, Pashupati Cotspin Ltd., and Uniz Pharma Ltd. The session, moderated by Mr. Sunil Parekh, member of AMA's Governing Council, aimed to provide insights into leadership, legacy, and family-owned corporate growth. The event successfully concluded with a participation of 200 attendees.



Speakers during the session



Dr. Rushikesh Trivedi addressing

On 10th August, Dr. Rushikesh Trivedi, a prominent Nutritionist, led a programme on 'DNA Diet - Let Your Genes Decide Your Food,' which was attended by 55 participants. He highlighted the use of genetic information to customise dietary choices for better health outcomes.

On 11th August, an event titled 'Generations to Generations: Conversation with Next-Gen Family Business Entrepreneurs' showcased Mr. Dishit Nathwani, Director of Gulab Oils, and Ms. Aakanksha Gandhi, Director of Vadilal Group. It was moderated by Mr. Sanjay Chakraborty from AMA's PR Committee and drew 65 attendees.



Mr. Sanjay Chakraborty along with the speakers



Speakers during the event

On 12th August, AMA celebrated the 25th Anniversary of the AMA Campus and honoured the 104th Birth Anniversary of Dr. Vikram Sarabhai, with an event titled 'Dr. Vikram Sarabhai's Legacy.' The event was graced by distinguished figures, including Dr. Padmanabh K. Joshi, Head of Vikram Sarabhai Archives at Nehru Foundation for Development, Ahmedabad, and Author of 'Vikram Sarabhai India's Space Pioneer'; Dr. Nilesh M. Desai, a distinguished Scientist and Director of Space Applications Centre (SAC/ISRO) in Ahmedabad; Mr. Deevyesh Radia, President of Ahmedabad Management Association; Prof.

Pankaj N. Gajjar, President of Gujarat Science Academy and Head of the Department of Physics and Electronics at Gujarat University. The programme witnessed an impressive turnout of 175 attendees, paying tribute to Dr. Vikram Sarabhai’s legacy and celebrating 25 years of excellence at the AMA Campus.

On 19th August, the Speakers’ Forum took place at the AMA Campus, moderated by Mr. Manish Khanolkar, HRD Consultant, Trainer, Public Speaker, and Toastmaster, who delved into the thought- provoking topic of ‘The End Justifies the Means.’ The discussion attracted an audience of 36 individuals who were eager to explore the moral and ethical implications of this age-old philosophical concept.



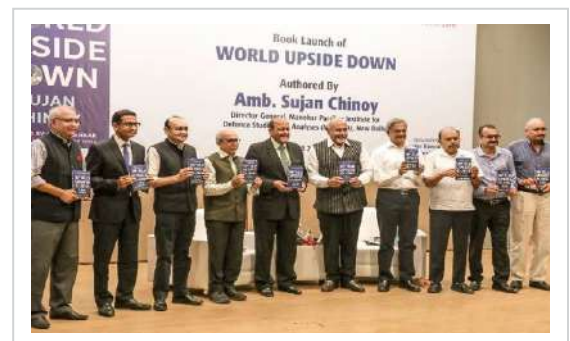
A participant addressing at the event



Ms. Veera Katpitia addressing

On 27th August, B.N. Dastoor - AMA Learners’ Forum hosted ‘Understanding Human Psyche through NLP’, featuring Ms. Veera Katpitia, an NLP Practitioner and Healer. The session was moderated by Mr. B.N. Dastoor, a seasoned Trainer, Consultant and Author. With 60 attendees, the event explored how NLP can reveal emotions in language, offering valuable insights into human psychology.

On 28th August, AMA organised a Book Launch event where Ambassador Sujan Chinoy unveiled his latest book, ‘World Upside Down’. The event garnered considerable attention, drawing an audience of 220 individuals. The event served as a platform for engaging discussions and marked a significant milestone in the literary and diplomatic spheres.



Book Launch by Author, along with President, Vice President, Past Presidents, and Guests



Speaker - Mr. Manoj Onkar

On 31st August, the CXO 2023 online preview masterclass was held, centered around ‘Leading from the Future’ based on the ‘Theory U.’ It was attended by 42 participants, and featured Mr. Manoj Onkar, Chief Consultant at Management Innovations and Sr. Consultant at Emerging Futurz, as a key speaker.

### 26th Innovation Conference

The 26th Innovation Conference, held on 24th August with the theme ‘Innovate for Impact - Transforming Lives, Empowering Communities,’ drew 457 attendees. The conference featured distinguished speakers and guests from diverse fields, including education, healthcare, entrepreneurship, and social development, along with government officials, UNICEF representatives, and leaders from the public and private sectors. These experts shared their insights and experiences, fostering collaboration and innovative thinking. A noteworthy highlight of the event was the innovative feature of a robot delivering the welcome address, adding a unique and futuristic dimension to the conference’s proceedings.



*Guest and Speakers at the Conference*



*Innovative Feature: ROBOT*

## Allahabad Management Association

### 35th AGM and Annual Day Function

Allahabad Management Association organised its 35th Annual General Meeting and Annual Day celebrations on 19th August. Mr Ravi Prakash, Chairman, Big Skills was elected President for the third consecutive time. The chief guest was Dr. Anand Mohan Agrawal, Vice Chancellor, United University. He apprised the members about the new courses offered by United University and emphasised the significance of effective management in everyday life. He praised the roles of AMA and AIMA in this context, and the President, Mr. Ravi Prakash presented a memento to him. The event commenced with presentations from Dr. Navaneet Singh, Secretary and Mr. Pramod Bansal. Mr. Ravi Prakash shed light on the forthcoming reorganisation and reforms within the association and the increasing role of AMA in the management sector. He also announced the new executive committee and the new office bearers. The event concluded with a vote of thanks by Dr. Shanti Chaudhri and was skillfully conducted by Ms. Tanvi Bajpai.



*Mr. Ravi Prakash presenting a memento to the chief guest*

## Bangalore Management Association

### Conclave

'The Architects of Tomorrow' was jointly presented by BMA and Nitte Meenakshi Institute of Technology on 22nd August. Dr. Sameer Hariani served as the moderator for the panel discussion, while Dr. Sandeep Sastri was the keynote speaker. Mr. MN Krishnamurthy, Past President of BMA, graced the event as the Chief Guest, and Mr. K S Narayanaswamy, President of BMA, joined as a special guest. The panelists featured Mr. Bharath Jatangi, Director of Pace Wisdom Solutions, Mr. Guruprasad Bangle, Co-Founder and CTO of Solution Buggy, and Ms. Yamuna Sastry, Founding Patron of Leading Change and Co-founder of Cabdost and Dwara Money. They shared their success stories, which concluded with a Q/A session.



Speaker- Dr. Sandeep Shastri receiving a memento from Mr. K S Narayanaswamy



President BMA, Mr. K S Narayanaswamy presenting certificate to the students

On 26th August, the President BMA, Mr. K S Narayanaswamy served as the chief guest for the Al Ameen Institute of Management Studies - BBA Graduation Day 2023. The other dignitaries included Mr. Raghu C Rajappa, Honorary Consul, the Republic of Poland, Mr. Zubair Anwar, Secretary of Al Ameen Education, and the Guest of Honour, Chairman of Al Ameen Institute.

## Baroda Management Association

### MDP

BMA conducted a Management Development Programme on 8th August, addressing 'Root cause analysis for problem solving.' It is a vital technique in problem-solving and quality improvement, aiming to address the fundamental issues rather than just the symptoms. The distinguished speaker, Mr. Hitesh Karandikar, possessing over 30 years of expertise, led the programme. A substantial turnout from diverse corporations marked the event.



Mr. Hitesh Karandikar during the MDP

**Friday Evening Talk**

On 4th August, BMA organised its evening talk on the topic ‘Social Media Etiquettes for Business Professionals’ by Dr. Rushit Dubal, Assistant Professor, Navarachna University, who spoke about how to use social media for business purposes more effectively. It was a very insightful session with a good number of participants.



*Dr. Rushit Dubal addressing the evening talk*

BMA organised a session on 11th August on the topic ‘Social Media and AI: A blessing or a challenge’ by Mr. Kshitij, a banker, RJ, TEDx speaker, singer, voice over artist. He spoke how to use social media and AI for quality content.



*Mr. Kshitij addressing*

On 18th August, BMA organised another evening talk on the topic ‘Brands and Social Media Influencers’ by Ms. Ipsa Shah, a physiotherapist by education and fashion lifestyle, luxury and travel influencer by passion. She spoke the challenges of influencers on social media, influencer as a profession.



*Ms. Ipsa Shah addressing*

BMA hosted an evening talk on 25th August, addressing the topic ‘Cyber Crimes through Social Media.’ The talk was delivered by Mr. Mahendra Motwani, a Police Inspector specialising in Cyber Crime at the Vadodara Police Station. Mr. Motwani shared his insights and experiences regarding the daily cases they encounter related to social media crimes. He also raised awareness among the audience about the various methods employed to commit such crimes and emphasised the importance of vigilance and awareness.

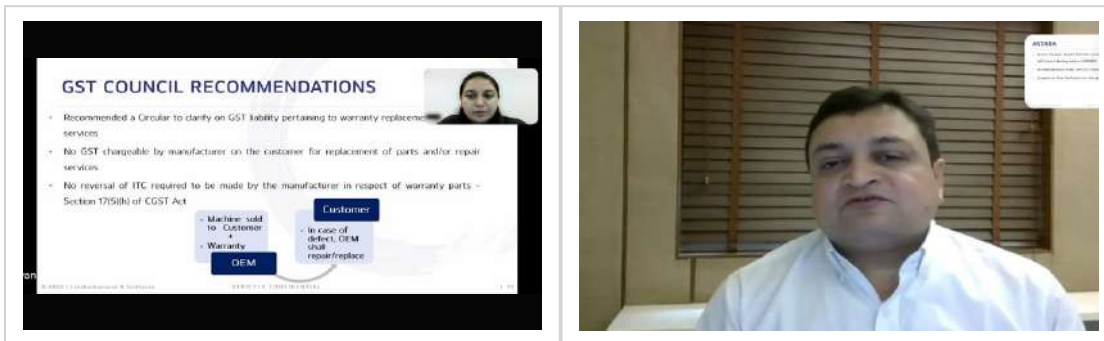


*Mr. Mahendra Motwani receiving a memento*

## Bharuch District Management Association

### Finance and Taxation Forum

BDMA organised its Finance Forum Meet on ‘In depth analysis of Circulars and Notifications issued after 50th GST Council Meeting’ on 2nd August with Adv. Priyanka Kalwani and Adv. Jigar Shah from Lakshmi Kumaran and Sridharan. They discussed about various circulars and updates issued under 50th GST Council. The forum was held online and was well received by 47 participants.



Guest Speaker, Adv. Priyanka Kalwani and Adv. Jigar Shah addressing

### Kavi ‘Dad’ Shabd Sambhrana

BDMA, in collaboration with My Livable Bharuch, organised a Kavi ‘Dad’ Shabd Sambhrana by Jitu Dad Gadhvi on 5th August. Various dignitaries from Musical Background came together for Kavi ‘Dad’ Shabd Sambharna. The Collector of Bharuch, IAS Mr. Tushar Sumera, graced the event and was attended by over 125 participants.



Jitu Dad Gadhvi performing during the Kavi ‘Dad’ Shabd Sambhrana



Author Vijayalakshmi Vijayakumar being felicitated by Women’s Forum and Book Lovers’ Forum

### Women’s Forum

BDMA in collaboration with Book Lovers’ Forum organised a book narration by Author Vijayalakshmi Vijayakumar and her book ‘Forever There’ on 11th August. She discussed about various Indian traditions and about her visit to Varanasi. The meet was attended physically by 15 participants and 25 participants joining on online.





*Participants at Tiranga Yatra 2.0 Cyclowalkathon*

**Tiranga Yatra 2.0 Cyclowalkathon**

BDMA in association with My Livable Bharuch and GJ16 Peddlers organised Tiranga Yatra 2.0 Cyclowalkathon at JP College, Bharuch on 13th August. The event was graced by the Collector, Mr. Tushar Sumera and Ms. Nishi Goyal. Numerous participants took part in a 9 km cycling ride and a 3 km walk to celebrate Independence Day on 15th August. The event was a grand success and was attended by over 100 participants including youth, kids and senior citizens.

**Book Lovers’ Forum**

BDMA organised a Kids, Lover’s Forum on 23rd August which was addressed by Prof. (Dr.) Sara Keller from Max Weber Centre from Advanced Cultural and Social Studies, University of Erfurt, Germany. She visited Bharuch City to deliver a talk on her research – ‘Heritage City Bharuch.’ The session received brilliant feedback and was attended by 38 participants.



*Prof. (Dr.) Sara Keller felicitated by Book Lovers’ Forum*



*Ms. Deval Joshi addressing MDP*

**MDP**

BDMA organised an MDP on 18th August on the topic ‘Habit Formation for Growth Cycle’ by Ms. Deval Joshi. She discussed how one should inculcate various habits to help oneself achieve success in various walks of life i.e., both professionally and personally, and was attended by 9 participants.

BDMA in collaboration with Ahmedabad Management Association organised an MDP on 22nd August on the topic ‘How to find Buyers and How to verify Genuineness of Buyers for International Trade in Bharuch’. Mr. Ankit Majmudar was the expert facilitator, who discussed various strategies for finding buyers and verifying genuine buyers for International Trade. The programme was attended by 35 participants.



*Mr. Ankit Majmudar addressing*



*Mr. Nilay Shah along with the team of participants*

BDMA organised an MDP on 22nd and 23rd August on the topic ‘Excel and Advanced Excel’ by Mr. Nilay Shah at MK College of Commerce, who covered various shortcuts, tools, and formulas in Excel. The primary goal of the MDP was to enhance the Excel skills of professionals from various companies in Bharuch.

BDMA organised an MDP on 25th August on ‘5 ‘S’- Work Space Management Technique and Kaizen for Improving Productivity’ by Dr. Sanjay Pandya. Its aim was to assist professionals in improving their work productivity and quality. The programme received a good response with 32 participants.



*Dr. Sanjay Pandya addressing the session*



*Felicitating the singer, Dr. Aparajita Pandey*

**235th Book Lovers’ Forum**

BDMA’s Book Lover’s Forum organised its 235th Meet on 26th August, celebrating the 127th Birthday of the renowned National Poet, ‘Zaverchand Meghmani,’ through a performance of various ‘Lok Geet,’ specifically ‘Radhiyari Raat,’ by the renowned singer, Mr. Abhesinh Rathod. Several members of the Book Lovers’ Forum actively participated in the event and was attended by 46 participants.

**33rd CSR Forum**

BDMA’s 33rd CSR Forum organised a visit to Reva Sujani Centre on 26th August. People with backgrounds in CSR gathered to observe the artisans working on Project ‘ROSHANI,’ aimed at reviving the art of Sujani weaving.



*Visit to Reva Sujani Centre*

**80th HR Forum Meet**

BDMA organised its 80th HR Forum Meet on 29th August on the topic ‘How Employer (Organization) can assist Sandwich Generation?’. The meet discussed about supporting employees in their thirties and forties, including leave policies, remote work, and child-friendly initiatives to assist them in balancing care responsibilities for their children and grandparents. It was well attended by around 17 participants.

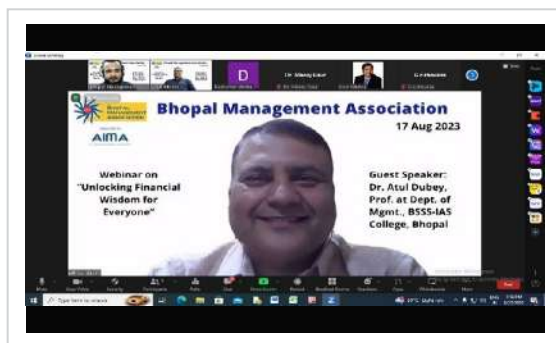
**Bhopal Management Association**

**Webinar**

Bhopal Management Association organised a webinar on the topic ‘Preparing for an AI Dominated Career with DCIM Skills’ by Mr. Raghu Pandey, Founder, iMature.in, Digital Citizenship and Internet Maturity expert on 5th August through Zoom. Mr. Suneel Bhargava, President, BMA delivered the welcome address and the speaker was introduced by Mrs. Archana Jain, Member, BMA. The session was moderated by Mr. Arun Mishra, Member, BMA. The vote of thanks was given by Dr. Aditya Gupta, Hon. Secretary, BMA, and coordinated by Dr. Shikha Bhargava, Chairperson, Women Enrichment Committee, BMA, and Dr. Nishtha Tyagi Pachouri, EC Member and Co-Chairperson, Women Enrichment Committee, BMA. The webinar received positive feedback from 30 participants and was highly appreciated by all attendees.



*Mr. Raghu Pandey addressing*



*Dr. Atul Dubey addressing*

BMA organised a webinar on the topic ‘Unlocking Financial Wisdom for Everyone’ by Dr. Atul Dubey, Professor at Department of Management, BSSS-IAS College, Bhopal on 17th August. Mr. Suneel Bhargava, President, BMA delivered the welcome address and the speaker was by Dr. Nishtha Tyagi Pachouri, EC Member and Co-Chairperson, Women Enrichment Committee, BMA. The programme was moderated by Mr. Arun Mishra, Member, BMA. The vote of thanks was delivered by Dr. Shiva Johri, Member, BMA, and the programme was coordinated by Dr. Shikha Bhargava, Chairperson, Women

Enrichment Committee, BMA, and Dr. Nishtha Tyagi Pachouri. Around 30 members attended the programme, and the participants highly appreciated the event.

### Orientation Programme

BMA organised an Orientation Programme at Truba Group of Institutes, Bhopal for BBA, and B. Com students on 18th August. The chief guest was Mr. Suneel Bhargava, President, BMA, and the speaker was Mr. Peeyush Gupta, motivational speaker, and trainer. Mr. N.K. Chhibbar, Vice President, BMA was the Guest of Honour. Er. Shyam Rathore, Chairman, Truba Group of Institutes, Bhopal also attended the programme which was coordinated by Mr. Madhur Sharma, Management Representative, Truba Group of Institutes, Bhopal. Around 100 students attended the programme.



*Mr. Suneel Bhargava addressing*

### Health Awareness Programme

BMA collaborated with AIMA and Apollo Sage Hospitals, Bhopal and organised a health awareness programme on the topic ‘Heart Disease Prevention and Colon Cancer Awareness in Senior Citizens’ on 26th August at Apollo Sage Hospitals, Bhopal. Mr. Suneel Bhargava, President, BMA delivered the welcome address. The speakers were Dr. Gaurav Khandelwal, DM Cardiology and Dr. Sourabh Dubey, MS, Master of Surgery, Gastroenterologist. The programme was moderated by Mr. Shubham Chouhan, Apollo Sage Hospitals and Mr. Mahendra Joshi, EC Member, BMA. The vote of thanks was given by Dr. Aditya Gupta, Hon. Secretary, BMA, and was coordinated by Mr. Rajesh Tiwari, President Elect, BMA. Dr. Prashant Jain, Pro Vice-Chancellor, SAGE University, Bhopal and Member, BMA also attended the programme. The programme received positive feedback from 40 members.



*(L-R) Mr. Rajesh Tiwari, Dr. Sourabh Dubey, Dr. Gaurav Khandelwal, Mr. Suneel Bhargava, Dr. Prashant Jain, and Dr. Aditya Gupta*

## Calicut Management Association

### Managing Committee meeting

Calicut Management Association organised a Brain Storming session on ‘Sustainable Development of Tourism’ in Malabar Region on 1st August with Mr. Shine, Deputy Director of Tourism department, Kozhikode. Discussed various areas where CMA can contribute towards the development of Tourism sector in Malabar region. Mr. Shine presented before the members all government programmes and activities to promote tourism in the district. Managing Committee members suggested some projects including inland water tourism projects which will attract more tourists to Malabar. It was followed by active discussion on various aspects of the tourism promotion in the district.



*Mr. Shine, Deputy Director of Tourism Dept. Kozhikode addressing*



*Seminar on 'Kozhikode City Master Plan 2040'*

**Seminar**

Calicut Management Association conducted a joint seminar with Graduates Association of Civil Engineers– Calicut Chapter on the topic 'Kozhikode City Master Plan 2040' on 10th August by Er. Vineesh Vidhyadaran, Town Planner, Chartered Engineer, and Registered valuer. He presented the master plan of Kozhikode City 2040 and various areas have been marked as Zones wherein only permitted activities are allowed. Specifications for roads and transport were also discussed.

**CMA Student Chapter**

Calicut Management Association inaugurated its student chapter at Providence Women's college on 22nd August. The name of the office bearers and members of the student chapter were read out in the meeting. A brief account of student's chapter's activities was discussed in the meeting. The meeting was followed by an interactive session by Adv. Dinesh A on the topic 'Reel vs Real' for Business administration students of Providence college.



*Inauguration of CMA student chapter by Dr. Sr. Ashmitha AC, Principal providence Women's College, Kozhikode*

**Interactive session**

CMA organised an interactive session featuring Dr. Sahid Cholayil, Founder and Chairman of Genius Group Global, as the Chief Guest. The focus was on the 'Impact of Artificial Intelligence in Career and Entrepreneurship.' The event also involved honouring former ISRO Director Mr. E K Kutty. Dr. Sahid Cholayil provided the audience with a glimpse of the upcoming scenario due to the rise of Artificial Intelligence. In terms of careers, he highlighted that many jobs would vanish in the next six to seven years, with AI taking over tasks currently performed by humans. Additionally, he mentioned that advancements in the medical field would lead to a reversal in the aging process.



*Handing over of Citation to Chief Guest by CMA President*

## Chandigarh Management Association

### Celebration of Hariyali Teej

Chandigarh Management Association, led by President Mr. Sukhwinder S Uppal and Vice President Mr. Abhishek Gupta, celebrated Teej with its members and their families. The CMA Joint Secretary, Dr. Navjot Kaur, extended a warm welcome to guests; Dr. Navjot Kaur engaged members in various thematic games and activities. The event, filled with fun, was managed by General Secretary Dr. Jatinderpal S Sehdev and marked the first-ever Teej celebration by CMA.



*Celebration of Hariyali Teej by CMA*



*The newly elected President of CMA Mr. S. Sukhwinder Singh Uppal along the committee members*

The newly elected President of CMA Mr. S. Sukhwinder Singh Uppal, who is also the Founder of Priority Solutions at Mohali celebrated his appointment with his team and the Past Presidents of CMA on 16th July. Speaking at the occasion, President Mr. Uppal along with General Secretary Dr. Jatinderpal Singh Sehdev, shared their plan for increasing the membership base and promoting joint events with other LMAs of AIMA. Mr. Abhishek Gupta, the Vice President also shared the expectations from the new team.



*Mr. Abhinav Malhotra receiving a memento*

### Meeting

On 10th July, EC member of CMA Mr. Abhinav Malhotra met the President of Silchar Management Association, Mr. Ameet Gupta, and Secretary Mr. Debashish Swami and offered tie-up with CMA in future for collaborative events.

A collaborative session on 14th and 16th August was organised with Chandigarh Group of Colleges, Landran, where two sessions were conducted by CMA. Ms. Kanika Rajdev and Immediate Past President, Mr. S. Gursimran Singh Oberoi took the session with business school students and faculty, where more than 90 students participated.



*Speaker- Past President, Mr. S. Gursimran Singh Oberoi*

A collaborative event with the International Association of Students in Economic and Commercial Sciences was organised by CMA to celebrate International Youth Day on 12th August. CMA EC member, Mr. Rajan Arora, CEO of A Plus Foods Ltd., facilitated the event. Ms. Jasmine Chabria, a motivational speaker, and corporate trainer, spoke eloquently on issues related to youth and motivated participants. Mr. MVK Yashovardhan, CEO and President of AIESEC India, also shared his views.



CMA celebrates International Youth Day



Talk show on 'EQ for Personal and Professional Success'

A virtual talk show was organised by CMA under the aegis of AIMA on 30th August on the theme 'EQ for Personal and Professional Success' with speaker Dr. Ramandeep Saini, Director, Principal and Dean International Affairs, Chandigarh Business School of Administration, Landran and moderated by Cmdr. Jagmohan Bhogal (Retd.), Emotional Intelligence Trainer. The session was highly interactive and engaging where the discussion was held on concepts like intelligence quotient, emotional quotient and emotional intelligence, Role of IQ and EQ in this age of AI and for professional and personal success, Spiritual Quotient etc.

## Coimbatore Management Association

### Monday Musings

Coimbatore Management Association organised a session on 7th August featuring Ms. Dhivya Kannan, Mindfulness Life Coach, Ni Nurturing Institute, Chennai. In her talk, she discussed limited vs. limitless mindsets, likening the mind to a curious 2-year-old. Gratitude, kindness, and growth-oriented thinking play a key role. Embracing challenges, persisting through failures, meditation, affirmations, and positivity also contribute to a limitless mindset.



Talk by Ms. Dhivya Kannan



Session by Ms. Shrinika Satish Babu

CMA celebrated India's Independence Day with a special session on 14th August featuring Ms. Shrinika Satish Babu, a 6th grader, a child prodigy. She has authored 3 published books, with more in progress, excels in various activities, and has received numerous awards. Her engaging talk traced her journey from a bored kid during lockdown to a successful young author, highlighting her perseverance and positive mindset. Despite her age, she delivered a polished presentation and skillfully addressed participants' questions.

CMA's Monday Musings hosted a joint online session with DMA on 21st August featuring Amb. Dr. Supriya Sharma and Mr. C.S. Deepak Jain as speakers. The session was moderated by Dr. N. Raveendran, CMA Secretary. Dr. Supriya stressed the urgency of saving our planet and discussed the three pillars of sustainability: Environmental, Social and Governance, involving governments, institutions, societies, and corporations. Mr. Jain emphasised the current climate crisis and the role of self-awareness and conscious behaviour in fostering compassion for others, society, creatures, and the planet.



Talk by Amb. Dr. Supriya Sharma and Mr. C.S. Deepak Jain



Talk by Dr. R. Prabhu Sankar

The 484th episode of Monday Musings was kept vibrant and engaging on 28th August by Dr. Prabhu Sankar, Professor at GRG School of Management Studies. He explored the world of virtual influencers, computer-generated characters resembling humans used for social media marketing and fashion campaigns. Dr. Prabhu highlighted their advantages, such as neutrality, cost-effectiveness, and broad social media reach, making them ideal for brand promotion.

### Industrial Visit

CMA organised its 8th Industrial visit to Flow Link Systems Pvt. Ltd, a Foith Group company, on 18th August. FLS specialises in manufacturing valves, strainers, and steel castings for various industries. 19 participants enjoyed a presentation by Mr. Prashant, Manager Sales, and Marketing, learning about FLS's history, Foith acquisition, and current progress. They toured FLS's impressive facilities, witnessing the foundry and machine shop processes, along with the display of their industry-standard products.



Visit to Flow Link Systems Pvt. Ltd





*Panelists at the 34th Annual National Management Education Convention*

### **AIMS 34th Annual National Management Education Convention**

CMA proudly served as the Professional Partner for the 34th Annual Management Education Convention, organised by the Association of Indian Management Schools in collaboration with PSG Institute of Management. The convention, themed 'Management Education – Harnessing the New Paradigm,' featured prominent leaders from both academic institutions and industry. Dignitaries included Mr. Thotathri Raman, Chairman of SEAA Trust, New Delhi; Mr. Nishit Jain, Special Advisor of EFMD Global Network, Asia; Dr. Douglas Gilbert of

Walden University College, USA; Dr. Sujatha Mangaraj, Former President of AIMS; Prof J Philip, Founder President of AIMS; Dr. Srividya, Convention Director and Director of PSGIM; Dr. T. G. Sitharam, Chairman of AICTE; CMA President, Mr. R. Varadarajan; Past President, Mr. Prashant Subramanian; and members, Mr. A. V. Varadarajan and Mr. K Ilango, who chaired a panel discussion on Coimbatore's transformational journey. The sessions provided valuable insights and takeaways to the audience of over 2000 attendees.

### **Business Partnerships Beyond Families – Series 8**

On 30th August, CMA organised Business Partnerships beyond Families- series 8, by student Chapter Institution, GRG School of Management Studies, facilitated by Dr. Sadhasivam, Joint Secretary CMA and Director, GRGSMS. The session highlighted the story of five employees from Astral Business Consulting LLP (ABC), who became partners in the business. Ms. Meena, a CMA member, and Senior Partner, along with Mr. Manikandan, a partner at ABC, shared their journey. An interesting point they emphasised was planning for partner retirements at least 5 years in advance and grooming promising individuals as future partners.

The session was moderated by Secretary Dr. Raveendran, who provided valuable insights, and VP, Dr. Nithyanandan and Past President, Mr. U. K. Ananthapadmanabhan also contributed their perspectives.



*CMA Secretary, Dr. N. Raveendran; GRGSMS Dean, Dr. Savitha Nair; Astral Business Consulting Partners, Ms. Meena; Mr. Manikandan, and VP Dr. Nithyanandan Devaraaj*

## Delhi Management Association

Delhi Management Association organised an evening session titled 'Learn Management from Your Wife' which was an engaging and insightful exploration of the parallels between effective management skills and the everyday practices exhibited by our spouses. The session delved into how the management principles employed in our personal lives can translate into successful professional management strategies.

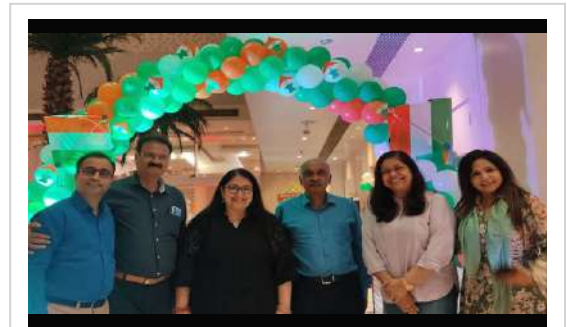
The ability to adapt to changing circumstances, was emphasised as a vital skill in navigating dynamic business environments. The session highlighted conflict resolution tactics commonly used in relationships, such as active listening and compromise, which can be applied to resolve workplace conflicts constructively. The observation that leading through actions rather than words is a cornerstone of successful household management resonated with attendees as an influential leadership principle.



*DMA members with speaker Mr. Ram Narain, Founder of Nectar, LLP, ex- ITS – Sr. DDG*

## Faridabad Management Association

Faridabad Management Association held its core Committee Meeting on 11th August which was attended by Ms. Saloni Kaul, President, FMA; Ms. Charu Smita Malhotra, General Secretary, FMA; Mr. V Thyagarajan, Executive Director, FMA; Mr Ravinder Singh, Head- Events and Membership and Ms. Monica Anand, Head - Women Wing activities. They reviewed the activities already executed and discussed on future planning and explore collaborative activities with AIMA.



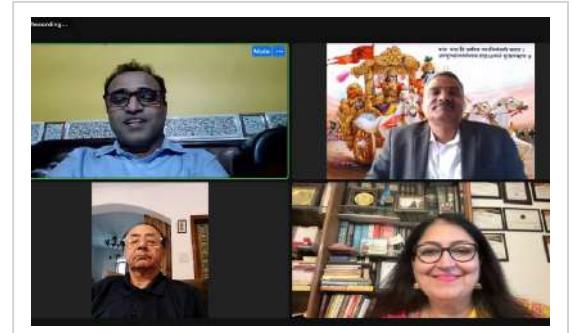
*Mr. Ravinder Singh, Head - Events and Membership, Mr. KP Dhiman, Treasurer-FMA, Ms. Saloni Kaul, President-FMA, Ms. Charu Smita Malhotra, General Secretary-FMA, Ms. Monica Anand, Head - Events on Women*



*( R to L) Mr. Ajay Somvanshi, Vice President - HR, Victora Auto Pvt. Ltd., and Ms. Saloni Kaul, President, FMA*

FMA partnered with Amazing Workplaces and after the successful completion of assessment conducted by Amazing Workplaces, Victora Auto Pvt. Ltd was Certified under the Category of Mid-Size organisations. Mr. Ajay Somvanshi, Vice President- Human Resources, Victora Auto Pvt. Ltd., was presented the award by Ms. Saloni Kaul, President -FMA on 11th August.

FMA conducted its signature event ‘Management Lessons from Mahabharat’ on virtual mode on 27th August. It started with a welcome address by Ms. Saloni Kaul, President, FMA. Thereafter, Mr. Debasis Satpathy, General Manager- NBCC India Ltd., spoke on the topic – ‘Competencies of Key Mahabharata Characters’. It was attended by industries and few from academia. A vote of thanks was proposed by Mr. Ravinder Singh, Head of Events and Membership.



*Mr. Debasis Satpathy, General Manager, NBCC India Pvt. Ltd.; Mr. Ravinder Singh, Head - Events and Membership; Mr. Subhash Jagota, CEO, Global Business Solutions and Ms. Saloni Kaul, President, FMA*

## Ghaziabad Management Association

GMA organised a lecture on 24th August focused on ‘Retirement Planning - after you have reached 45 years or beyond by managing your Wealth and Investments’. The speaker, CA Devendra Kumar Arora, Tejas Investments discussed the significance of retirement planning, methods for determining the necessary retirement savings, and strategies for achieving this goal through prudent investments. He also covered post-retirement money management and understanding tax responsibilities related to capital gains. The session was attended by 45 working professionals.



*CA Devendra Kumar Arora receiving a memento*

## Goa Management Association

### Leader Talks

Goa Management Association held a ‘Leader Talks’ session on 11th August on the topic ‘Creating Value v/s Valuation in Modern Businesses’ by Mr. Shiv Shivakumar, Operating Partner, Advent International. He spoke about business in today’s world, considering factors like growth, cash flow, market position, consistency, dividends, and expansion plans. Mr. Deepak A Bandekar, Chairman, GMA, presented the welcome address, followed by an introduction by the Treasurer of GMA. The vote of thanks was presented by Mr. Rajesh Mehrotra, Vice Chairman, GMA.



*The guests along with Mr. Shiv Shivakumar on ‘Leader Talks’*

## Hyderabad Management Association

### MC Meeting

The installation of President and office bearers and election of Vice President was held on 3rd July. The Past President of HMA handed the banner of HMA to the incoming President after his short speech of the year gone by and also thanking his MC besides wishing the incoming President and his team all the very best. The incoming President, Mr Jaywant Naidu was felicitated with a shawl and a bouquet, and he reciprocated the same to the Immediate Past President Mr V Ramchander followed by the MC meeting.

### Lecture Meeting

HMA organised a lecture on 4th August titled 'What is Leadership of the Future,' featuring Mr. Venkat Changavalli, an Advisor to the Government of Assam and an accomplished leader. He emphasised that leadership is timeless, evolving to meet ever-changing challenges. He believes leaders are developed and shared his personal journey from an educational officer to an influential advisor and speaker.



*Past President, Mr Ramchander handing HMA banner to President, Mr Jaywant Naidu*



*Mr Changavalli along with the participants*



*Prof (Dr) Pavan Kumar addressing the students.*

### SDP

On 21st August, HMA organised the first Student Development Programme for the Student Chapter of Avinash College of Commerce. The guest speaker was Prof. Pavan Balivada from IMT Hyderabad, a Ph.D. holder from IIT - Kharagpur. The speaker emphasised upon the recent trends in management and differentiated between various notable B - Schools and universities throughout the world.

HMA organised an industrial visit to the National Remote Sensing Center (NRSC) in Hyderabad for R.G. Kedia College of Commerce on 29th August, as well as for the students of St Joseph's PG and Degree College on the 30th of August. The visit was for the benefit of students to gain practical knowledge about the applications and advancements in the field of remote sensing.



*Students of Kedia College with their Principal, staff and President HMA*

## Jamshedpur Management Association

### Talk

Jamshedpur Management Association and Jharia Coalfields Management Association jointly organised a talk on ‘Driving Digital Transformation at TATA Metaliks’ on 4th August with Dr. Bharat Bhushan, Vice President, and Chief Technology Officer-TATA Metaliks. Addressing the participants, Dr. Bharat Bhushan talked on technology adaptation, transformation process, innovation, data driven insights, security, compliance and many more. The session was attended by more than 150 participants from corporate as well as institutes.



*Dr. Bharat Bhushan addressing the participants*

### Young Manager’s Awards

Jamshedpur Management Association organised its flagship competition on 11th August on ‘Young Manager’s Awards’. The event took place with over 28 enthusiastic participants representing various organisations including Tata Steel, Tata Bluescope, JCAPCPL and Tata Motors. The judges of the competition were Mr. Saurabh Bhatnagar and Mr. Saurabh Gupta. Mr. Amitabh Bhattcharjee, Hony. Secretary JMA declared the results and also extended heartfelt gratitude, to the esteemed judges and all the participants.



*Mr. Amitabh Bhattcharjee addressing the Winners*

### Training

JMA organised a soft skill training in ‘Effective Communication Skills’ on 16th August at United club. The session was skillfully led by Ms. Mitali Chopra, representing Manners Matter. Ms. Chopra adeptly covered all the nuances of communication skills at the workplace, leaving no stone unturned. The training was truly exceptional and had a high level of engagement from the Tinplate Company of India.



*Participants of Effective Communication Training*

### Talk

JMA and AIMA jointly organised a webinar under Inspiring Leader Series on 17th August, on the topic ‘Managing Mid-Career Dilemmas’. The speaker of the session was Mr. Vinayak Sastri, a Global Shared Services Transformation Leader (GCCs) at IBM and Alumnus of IIM Kozhikode and The Harvard Business School who talked about career growth, specialisation and diversification, work life balance, leadership and technical track, stability and many more. More than 80 participants joined the session.



*Mr. Shastri delivering the talk*

**Visit of AIMA President**

JMA celebrated the first visit of AIMA President, Mr. Shrinivas Dempo, Chairman, Dempo Group of Companies on 23rd August. He visited Centre for Excellence, TATA Steel archives, TATA Football Academy and JRD Tata sports complex. The visit ended with an interactive session. Mr. Dempo shared that LMA should focus on community connectivity, new opportunities, emotional stability. After the address, there was Q/A among AIMA President, JMA President and TATA Steel Vice President, Mr. Chanakya Chaudhary with audience. Along with AIMA President, Mr. Sanjay Grover, Director, AIMA LMA Relations; MD, ISWP; MD, TSUISL, Dean, MTMC and LMA representatives of Cuttack, Patna, Ranchi, and Jharia Coalfield Management Association members, JMA Executive Board, JMA Corporate council programme, JMA Managing team members were present in the programme.



*Mr Shrinivas Dempo, AIMA President addressing the participants*

**Talk**

JMA organised a session under distinguished EDGE talk series on 26th August on the topic ‘Significance of Communication in Career Advancement’ by Dr. Hishmi Jamil Husain, Head Biodiversity, Corporate Sustainability, TATA Steel at Arka Jain College, Jamshedpur campus. Dr. Hishmi conveyed to the student that effective communication is the cornerstone of career advancement. It was well received among 100 students who attended the session.



*Dr. Hishmi Jamil Husain addressing the students*

**Training**

JMA organised a training on 28th August on ‘Daily work Management’ with Mr. Dinesh S. at Tata Metaliks Kharagpur. Mr. Dinesh focused on the points like Evolution and Fundamentals of TQM, Daily Work Management, Responsibility, Accountability, Authority, and Delegation, Risk Assessment and Mitigation, Daily Management Tools and Techniques and Planning and Execution. Total 24 executives of TATA Metaliks and Tinplate Company of India were present during the training.



*Trainer- Mr. Dinesh S. along with the participants*

**AIMA Business Responsibility Summit**

On 24th August, AIMA hosted the 10th Business Responsibility Summit and Project Excellence Contest and Recognition. Teams from Tata Motors and Tata Bluescope represented by JMA took part in the competition.

## Kerala Management Association

### KMA Leader Insight Session

Kerala Management Association organised a leader insight session on 'Doing Business in Kerala - A Reality Check'. Mr. T. Nandakumar, IAS (Retd), Former Secretary of the Government of India (Agriculture and Food) and Former Chairman of NDDB, graced the event as the Chief Guest. He commended the state's efforts to drive economic growth and emphasised the need to reconsider outdated laws. KMA President, Mr. A. Balakrishnan, presided over the session. Vice President, Mr. K. Harikumar, extended a warm welcome to the attendees, while Honorary Secretary, Mr. Dilip Narayanan, proposed the vote of thanks.



*Mr. T. Nandakumar delivering the keynote address while Mr. K. Harikumar, Mr. A. Balakrishnan and Mr. Dilip Narayanan look on*



*Mr. Ajit Sundaresh addressing the KMA Members while Mr. K. Harikumar, Mr. A. Balakrishnan and Mr. Dilip Narayanan look on*

KMA hosted its second leader insight session featuring Mr. Ajit Sundaresh, Finance Delivery Lead and CFO for India and Philippines, as the keynote speaker. The topic was 'The Evolution of Global Delivery Capabilities in India'. Mr. Ajit Sundaresh highlighted that as India aims to enhance its position among major economies and establish itself as a center for products and services. The event was chaired by KMA President, Mr. A. Balakrishnan, and welcomed by Vice President, Mr. K. Harikumar. The vote of thanks was proposed by Honorary Secretary, Mr. Dilip Narayanan.

### MoU

On 14th August, a Memorandum of Understanding was signed between the KMA and the Asian Institute of Family Managed Business to facilitate the execution of GOMP3 (Global Owner Manager Programme). The Global Owner Manager Programme is designed for Family Managed Business Owners seeking to understand the distinct aspects and distinctions of operating such businesses, with a focus on achieving significant business expansion. The GOMP was led by faculty members from the Asian Institute of Family Managed Business, experts in the field of Family Business.



*Meeting in progress*

## Lucknow Management Association

### Flag Hoisting Ceremony

Lucknow Management Association organised the flag hoisting Ceremony on 77th Independence Day on 15th August. LMA members sang patriotic songs, poems, and other activities. Mr A.K. Mathur, Vice President LMA presented a welcome address and Mr Pravin Kumar Dwivedi talked about Independence Day. Ms. Renu Chaudhary, General Manager LMA, coordinated the programme. Mr Vipin Gupta, Secretary LMA gave a vote of thanks at the end of the occasion.



Flag hoisting by Mr. Pravin Dwivedi and Mr. Vipin Gupta



CA Devesh Agarwal addressing the students

### Interactive Session

Young Managers Forum of LMA organised a Career Counseling session at City Montessori School on 18th August. The session was conducted by CA Devesh Agarwal, Chartered Accountant which was attended by 60 students.

### Global Pitch Competition

LMA in association with TIE Lucknow organised TIE Women Global Pitch Competition, Lucknow Chapter Finale, Fireside Chat on 25th August. The speakers for the session were Mr. Premanshu Singh, Business Head, Flipkart Fintech, ex-CEO of PayTM Insurance, Angel Investor and Mentor and Mr Sachin Sahani Director, Simran Sahni Health Zone. LMA members were also present in the finale.



(L-R) Mr. Premanshu Singh and Mr. Sachin Sahani

### Special Event

On 26th August, LMA organised a special event in the realm of classical Hindi Filmi music analysis with Dr K. L. Pandey, a distinguished expert in this field and has authored the comprehensive Hindi Cine Raag Encyclopedia in 5 volumes. This significant work has garnered attention and accolades, in a recent release ceremony graced by the Honourable Governor of Uttar Pradesh, Smt. Anandiben Patel. Mr Vipin Gupta, Secretary LMA welcomed the speaker and Mr D. B. Prasad Member LMA introduced the speakers. Mr. A.K. Mathur, Vice President LMA gave a vote of thanks at the end of the event.

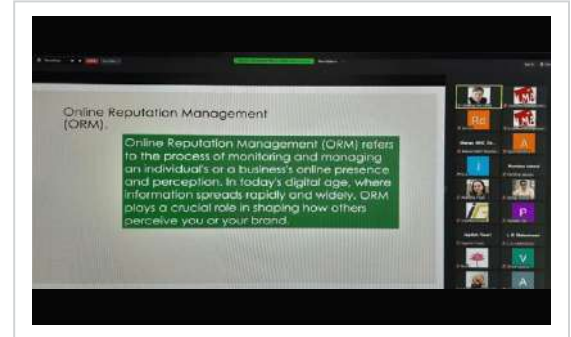


(L-R) Mr D.B. Prasad, Mr Anis Ansari, Dr K.L. Pandey, Mr A.K. Mathur and Mr Vipin Gupta



**Online Session**

LMA organised a virtual session on 28th August on ‘Online Reputation Management’ by Dr Dheeraj Mehrotra, Author and National Awardee. During the event, participants gained insights into Online Reputation Management strategies and how they can boost business. Ms. Renu Chaudhary, General Manager LMA, welcomed and introduced the speaker and Mr. A.K. Mathur, Vice President LMA, proposed a formal vote of thanks.



*Dr Dheeraj Mehrotra sharing a presentation*

**Noida Management Association**

**MDP**

Noida Management Association organised a programme on ‘Disciplinary Procedures and Practices at Workplace’ and ‘Managing the Contract Labour, Issues, Concerns and Remedies’ on 4th August. The primary objective of the programme was to cultivate an understanding among the delegates regarding the importance of maintaining discipline and to provide line managers with insights into various disciplinary procedures. Dr. S B Mitra, Adviser, GAIL India Ltd was the speaker, and others present on the occasion were Mr. Dinesh Jain, President, Legal and Corporate Affairs Uflex Ltd; Mr. S S Yadav, Director- HR Kribhco and Mr. S.N Singh, Vice President HR Uflex Ltd. The programme was well attended by the members.



*Lighting of the lamp during the session*



*President NMA welcoming the speaker*

On 12th August, NMA hosted a programme titled ‘Psychodynamics of Wellness in the Corporate World.’ The speakers, Dr. Vibha Verma and Dr. Rashmi Nagpal Arora, addressed the session. The programme aimed to improve employees’ well-being and productivity, ultimately benefiting the entire organisation. The event received a substantial member participation.

### Flag Hoisting Ceremony

NMA organised the flag hoisting ceremony in front of its office at NMA House on 15th August.



Flag hoisting Ceremony at NMA House

## Pala Management Association



Delegates with Mr. K M Chinmayan

### Visit

On 17th August, the New Year Day of the Malayalam Calendar, which is celebrated as Farmers’ Day in Kerala, a delegation of six members from PMA visited the rubber estate of Mr. K M Chinmayan, Chakkampuzha, Pala. He explained and demonstrated the methods and processes implemented and machineries used in cultivation of rubber plants, tapping of rubber trees for latex, collection of latex, production of rubber sheets from latex, processing and drying of rubber sheets, etc.



President hoisting the National Flag

### Flag Hoisting

PMA held a flag hoisting ceremony in front of its office at Puliyanloor on 15th August to mark the 76th Independence Day of the nation. President hoisted the National Flag, which was attended by 8 members.

### Monthly Programme

Pala Management Association organised its monthly meeting on 31st August with Gp. Capt. Babu Joseph, former Project Director of DARE, DRDO and former Director of HQ IDS, and a member of PMA, who delivered the keynote address on the topic ‘Riding the Make in India Wave’. In his address, the keynote speaker mainly dwelt upon how Make in India project is interlinked with the growth and development of the nation. He made a case study on the opportunities available to MSMEs in making supplies to defence forces.



Gp. Capt. Babu Joseph addressing the participants

## Palghat Management Association

### Meeting

PMA held its Court of Advisors meeting on 10th August at ITI Guest House, Palakkad. The President CA Rajeev Ramanath H – presented the PMA plans to the Court of Advisors.



*President CA Rajeev Ramanath H – presenting the PMA plans to Court of Advisors*

### Independence Day Celebration

PMA celebrated the Independence Day function on 15th August at Management House, Palakkad with joy and happiness. During the occasion, the PMA President hoisted the national flag and delivered the Independence Day message to the members gathered at the Management house.



*PMA celebrating the Independence Day function*

## Patiala Management Association

### Talk

Patiala Management Association organised an informative session by Dr. Devesh Bathla on 'RE-IGNITE' on 9th August, who emphasised to find purpose in the life, as people often get complacent. The event also saw the introduction of New Members to PMA. General Secretary of PMA, Mr. Sanjay Gupta facilitated the proceedings, and the vote of thanks was presented by Mr. Rahul Tayal.



*Dr. Devesh Bathla receiving a memento*

### Book Reading Session

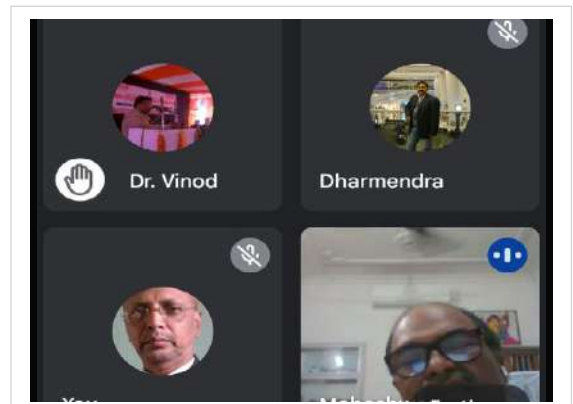
Patiala Management Association has initiated a new session on Book Reading for the upcoming sessions, aiming to encourage the habit of reading among people. The inaugural session took place on 9th August and was led by Vice President, Dr. Satyen Sharma. He shared insights from his favourite book, 'Natural Born Heroes' by Christopher McDougall. During the session, Dr. Satyen eloquently summarised how German forces were unable to conquer the Island of Crete for a staggering 10 months during World War 2, a task they initially believed would take only an afternoon. The session received positive feedback from all the participants.



*Dr. Satyen Sharma during the book reading session*

### Patna Management Association

Patna Management Association organised a webinar on 26th August, covering the subject of 'Home Energy Management'. The speaker, Er. Maheshwar Prasad, an Electrical Engineer at Patna Dairy with extensive experience in Electrical Safety and Energy Management, presented the session. Mr. Prasad's discussion encompassed various aspects such as Energy Conservation in Cooking, Home Energy Usage Control, Renewable Energy Implementation at Home, Energy Monitoring, Smart Homes, and Earthing Locations. He also touched on efficiency measures, including using super energy-efficient fans, installing sensors to automatically power off lights/fans when not in use, opting for Solar Water Heaters instead of Electrical Geysers, choosing the most efficient modern gadgets. Active participants included Mr. Dharmendra Srivastava, Chairman of IDA (ER) Bihar Chapter, Dr. Vinod Gupta, Dr. Vidyanath Jha, Dr. Ratneshwar Jha, and PMA's President and Secretary, Mr. B. K. Sinha, and Mr. M. K. Das. All expressed their complete satisfaction with the speaker's knowledge and presentation.



*Speakers addressing the webinar*

## Rajkot Management Association

### Fireside chat

Rajkot Management Association and Startup Grind Rajkot organised an online Fireside chat on 29th July with Nethila Nimsath - the Founder and CEO of Marspreneurs, who also runs his own YouTube Channel. Marspreneurs is an academy running practical training programmes to teach entrepreneurship to kids and teens. His vision is to bring knowledge and skills related to entrepreneurship to the younger generation. Ms. Palak Desai - Sr. Analyst at InMeSta, moderated the Fireside chat to get the insights from Nethila Nimsath.



*Nethila Nimsath, Founder and CEO of Marspreneurs*

Rajkot Management Association, along with Yes Securities and Jain Professional Forum, organised a Master Class



*Ms. Nitasha Shankar delivering a keynote on 'India on its door to become 3rd largest economy'.*

on India on its door to become 3rd largest economy on 22nd August. The keynote was delivered by Ms. Nitasha Shankar, PRS – Research Head (Equity), Yes Securities, having worked with leading names of the industry such as Fidelity International. Her colleague at Yes Securities – Mr. Hardik Parekh shared his research on the 3Ds viz. Mr. Dipak Mendpara and Mr. Dhaval Thakar shared about the products offered by Yes Bank and Yes Securities respectively. Mr. Varun Laul, explained their offering relating to the Private Equity, and finally Mr. Sushmin Desai, who happens to be Chief Risk Officer at True North, shared about their credit debt fund. All the participants found the

master class quite useful.

## Rohilkhand Management Association

Rohilkhand Management Association hosted a round table discussion centered around the theme 'Indian Economy' on 16th August. Esteemed professionals including Chartered Accountants, Company Secretaries, Economists, and Corporate leaders actively shared their insights, shedding light on the historical, present, and future dimensions of the Indian Economy. The consensus among the participants was in alignment with the forecasts put forth by economic specialists – that India's future holds a potential economic boom. The prevailing circumstances suggest that India is well-positioned to realize its ambitious aspiration of achieving a \$5 trillion economy.



*Participants in round table discussion*

On 25th August, RMA organised a seminar on the topic 'Financial Empowerment through Wealth Creation.' The Chief Guest was Dr. Arun Kumar, Hon'ble Minister of State (Independent Charge), Environment and Forest, Zoological Garden and Climate Change, Government of Uttar Pradesh, Bareilly. The key speakers were Mr. Amit Pradhan, CGM SEBI and RD-NRO SEBI and Mr. Suryakant Sharma, Sr. Consultant, AMFI and Former DGM, SEBI. The speakers broadly deliberated key aspects like strategic planning, risk-taking and long-term investment perspective for meeting the financial goals of wealth creation.



(L-R) Dr. Neeraj Saxena; Mr. Qadir Ahmad; Mr. Amit Pradhan; Dr. Manish Sharma; Mr. Surya Kant Sharma; Mr. C.S. Ankit Agarwal and Mr. Sandeep Tewari.

## Surat Management Association

Surat Management Association organised an event on 22nd August at Vidydeep University on the subject '7 Habits of Highly Effective People' with the students of BBA, BCA, and B. Com by Mr. Harekrishna Shastri, Programme Coordinator, SMA, and was followed by an interaction with staff and students. Around 350 students participated in the programme.



Mr. Harekrishna Shastri addressing



Participants during the session

SMA organised an event on 8th August at Vidydeep University on the subject 'Power of Knowledge' with the students of Diploma Engineering which was followed by an interaction with staff and students. Around 250 students participated in the programme. Representing SMA were Mr. Harekrishna Shastri, the Programme Coordinator, Mr. Nitin Oza, Mr. Ankur Shah, and Ms. Shobha.

SMA, in collaboration with S.G.P.C. Women's wing along with speaker Ms. Nisha Anand organised a workshop on 5th August at SNS Atria, Vesu, Surat on the topic 'Maximizing Productivity and Performance'. 25 participants participated in the programme. Representing SMA were Mr. Nitin Oza, Mr. Ankur Shah, and Ms. Shobha.



Ms. Nisha Anand receiving a memento

## Thrissur Management Association

### TMA Student Chapter Committee Meeting

TMA Student Chapter Committee Meeting was organised on 1st August, at the TMA Management House, with a focus on outlining the action plan for the upcoming year, 2023-24. CS Jackson David, the appointed chapter convener, provided an overview of his proposed initiatives for the forthcoming year.



*CS Jackson David addressing the meeting*



*Er M R Gopalakrishnan addressing the meeting*

### AIMA-TMA SYMP Committee Meeting

The AIMA-TMA Shaping Young Minds Programme Committee Meeting was held on 1st August. During the meeting, the committee reviewed the ongoing progress of registrations and discussed various logistical arrangements and designated Er. M R Gopalakrishnan as the SYMP Chairman.

### TMA Study Tour and Managing Committee Meeting

On 8th August, the TMA organised an insightful study tour focused on the 'Eroding shorelines of Kerala'. The event took place at Kadappuram Beach, Thrissur, where 50 members participated. During the Managing Committee meeting, the committee engaged in productive discussions, with their attention on formulating a comprehensive action plan for the TMA's endeavors in the years 2023-24.



*TMA Study Tour and MC Meeting*

### TMA - Young Leaders of Thrissur

TMA's Young Leaders of Thrissur organised an interactive session on 'Reel to Real: Exploring Cinema, Politics, and Academia' on 9th August. Mr. Krishnanunni, a Research Scholar from the University of Exeter, UK, led discussions on cinema's interplay with power dynamics and political awareness. Dr. Pavan Madusudan, Past President of YLT, expertly moderated the discussions, and 25 members participated, fostering insightful conversations and enriching exchanges.



*Gathering of YLT members*

**Independence Day Celebrations**

TMA celebrated the 77th Independence Day on 15th August at TMA House. During the occasion, the TMA President, CA Geo Job hoisted the national flag and delivered an Independence Day message. Around 20 members attended the event.



*President, CA Geo Job celebrating Independence Day with members*



*Presidential address by TMA President, CA Geo Job*

**Management Development Session**

TMA organised a Management Development session on the topic of ‘Business Model Canvas’ on 16th August at St. Mary’s College, Thrissur. The speaker for the session was Er. George Paul, member of the TMA Managing Committee, delved into the intricacies of business model innovation. The event also marked the formal inauguration of the TMA-St. Mary’s College student chapter by TMA President, CA Geo Job. Around 75 students participated in the session.

TMA organised a session on the topic ‘Classroom to Corporate World - Bridging the Gap’ on 17th August at Christ College, Thrissur. Mr. Joy Joseph, member of the TMA Managing Committee, shared valuable insights on the academic to the corporate transition. Around 75 students participated, and the event included the official inauguration of the TMA-Christ College student chapter by TMA President, CA Geo Job.



*CA Geo Job inaugurating chapter activities*

**TMA Study Tour**

TMA organised an enlightening Study Tour to the Kerala Technology Innovation Zone on 19th August, focusing on ‘Exploring Entrepreneurial Frontiers.’ The tour included visits to hubs like FABLAB, Maker Village, and incubators, giving around 20 members a firsthand look at innovation and valuable interactions with leadership teams.



*Participants at Maker Village*



**Inauguration of TMA Student Chapter Activities**

The inauguration of the TMA Student Chapter activities for the year 2023-24 was held on 22nd August at Nirmala College in Meloor, Chalakudy. CA Geo Job, the TMA President, inaugurated the activity year by lighting the lamp. The event was graced by CA T.S. Anantharaman, Past President of TMA, who honoured the occasion as the chief guest. He delivered a talk on the theme ‘The New India - Potential and Opportunities’. The event featured the release of the updated TMA Student Chapter Resource Panel Directory, offering valuable resources for student learning and professional growth. The event saw enthusiastic participation, with 100 members.



*Chapter Members with Chief Guest*



*Mega Onam Sadhya*

**Mega Onam Sadhya**

TMA Student Chapter organised a grand ‘Mega Onam Sadhya’ at Christ College, Chalakudy on 21st August, aiming to set a record for the largest Sadhya feast featuring an impressive spread of 341 items. The event showcased the culinary talents of the students, who passionately prepared a diverse array of dishes at their homes.

**Guest Lecture Session**

TMA organised a guest lecture on 25th August, focusing on the topic ‘Banking Scenario in India - A Future Perspective.’ The chief guest for this session was Mr. Murali Ramakrishnan, MD, and CEO of The South Indian Bank Ltd. The event was graced by Mr. J K Shivan, MD, and CEO of DhanLaxmi Bank; Mr. K Paul Thomas, MD, and CEO of ESAF Bank; CA T S Anantharaman, Former Chairman of CSB Bank; Mr. V P Nandakumar, MD, and CEO of Manappuram Finance; and Dr. Sanil, MD of KSFE. The event garnered enthusiastic participation, with the presence of 100 members.



*TMA Members with the Chief Guest*

## Trivandrum Management Association

### Lecture Talk

Trivandrum Management Association hosted a compelling interactive lecture on 22nd August by Mr. R R Nair, former HR Director of Unilever PLC. Drawing from his rich background in Human Resources and Leadership, Mr. Nair illuminated the evolving leadership landscape in the age of AI. He emphasised the need for adaptive leadership skills and shared strategies for effectively integrating AI into leadership roles. The event resonated well with the audience, providing valuable insights into the intersection of AI and leadership for today's professionals.



*Mr. R R Nair addressing the participants*

## Vaikom Management Association

### Job Fair

VMA, in association with ICM Computers, conducted 'Lakshya Job Fair '23, on 5th August at ICM Computers, Thalayolapparambu. The interview sessions, facilitated via Google forms, welcomed over 540 participants without an entry fee. 23 employers turned up for the selection process and 215 participants got shortlisted. Job seekers from the districts of Kottayam, Ernakulam, and Alappuzha, Pathanamthitta attended the event. The event was a grand success by the collaborative efforts of VMA, ICM Computers Thalayolapparambu.



*President Mr. N. Shine Kumar and Secretary General, Mr. M. Raju addressing a candidate*



*Session on 'Aspirations over Mission CHANDRAYAAN-3'*

VMA conducted its monthly programme, an intriguing session on 'Aspirations over Mission CHANDRAYAAN-3' online on 15th August. Mr. M. Raju, Secretary General of VMA, delivered the welcome speech, and Mr. P. Rajendra Prasad, the founder President of VMA, introduced the speaker, Dr. Rajagopal Kamath, a renowned researcher and journalist. President VMA, Mr. N. Shine Kumar, highlighted the significance of the programme being held on Independence Day, considering the high expectations associated with the mission. Adv. P. Venu, former President of VMA, expressed gratitude in the vote of thanks.



# Certificate Programme in **Contractual Dispute Resolution**

With Technical Support from The World Bank

## About the Programme

The Certificate in Contractual Dispute Resolution, a blended learning programme is designed to prepare participants with the foundational knowledge and skills to understand and effectively manage contractual agreements. The course helps develop skills to identify and prevent common problems in contracts that may lead to disputes, while also providing techniques for resolving any disputes that may arise, through various methods. With a focus on both theory and practice, the curriculum explores a range of topics, including the legal framework of contract management, dispute resolution and best practices. The programme is designed in a manner to foster a managerial perspective on contract management and the dispute resolution process.

## Key Features

- Certification from premier institute like AIMA with technical support from the World Bank
- Focused Course Structure to address specialised needs
- Blended Learning Environment
- Benefit from strong AIMA industry connect and network

## Eligibility

Graduate in any discipline from a university recognised by UGC  
Working experience of 2-3 years is desirable

## Fee Structure

INR 25000 plus GST as applicable.

AIMA GSTIN ID Number: 07AAATA1644A1ZH

PAN no. of AIMA: AAATA 1644 A

For further details contact - Programme Manager  
ALL INDIA MANAGEMENT ASSOCIATION  
15 link Road, Lajpat Nagar - III, New Delhi

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# AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
National Competition for Young Managers		Regional Round 4	22 September 2023
		Grand Finale	29 September 2023
50th National Management Convention		New Delhi	26- 27 September 2023
Student Management Games		Various Locations	October 2023- March 2024
Student Management Quiz		Various Locations	October 2023- March 2024
CEOs Delegation to US		Silicon Valley, USA	02 - 05 October 2023
6th US India Conference		Silicon Valley, Santa Clara	04 October 2023
Global Advanced Management Programme		Silicon Valley, USA	09 - 15 October 2023
YLC Session "Unlocking India's Wealth Potential: Navigating Equities, Mutual Funds, and Equity Capital Markets"	<b>Mr. Varun Sridhar</b> CEO Paytm Money	Online	13 October 2023
HR Leadership Retreat		Goa	26-28 October 2023
Olympiad		Online	November 2023
PSU Summit		New Delhi	December 2023
Innovation Practitioner's Case Study Competition		Online	December 2023
Shaping Young Minds Programme (SYMP)		Bharuch	08 December 2023

Event	Programme Chairman/Key Speaker	Venue	Date
Leadership Development Programme	<b>R K Mohapatra</b> Executive Director & Head, Indian Oil Institute of Petroleum Management Former Director (HR), Indian Oil Corporation	Lonavala/ Khandala	01-03 December 2023
11th Senior Leadership Retreat	<b>Sunil Kant Munjal</b> Chairman, Hero Enterprise	Goa	18 - 20 December 2023
Young Managers Simulation		Online	December – January 2024
AIMA's Foundation Day & National Management Day		New Delhi	21 February 2024
National Competition for Managers		Online	February- March 2024
Pragati		New Delhi	March 2024

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

For any feedback, suggestions or advertising queries please write to,  
[aimanews@aima.in](mailto:aimanews@aima.in)

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# AIMA

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