

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

MAY 2022



Dear Readers,

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

With your support and encouragement, AIMA continued to strive to build management capability through its various initiatives and programmes, not just in India but overseas as well.

As the India partner of the St Gallen Symposium, AIMA participated in the 51st edition of the Symposium held at the University of St Gallen, Switzerland recently. AIMA participated with a high-profile delegation of speakers including Dr Shashi Tharoor, Author and Member of Parliament, Lok Sabha; Mr CK Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Private Ltd; Mr Rajive Kaul, Chairman, Nicco Engineering Services Ltd; Mr Sudhir Jalan, Co-Chairman, Reiter India Pvt Ltd; Mr Ritesh Agarwal, Founder & Group CEO, OYO; Mr Aditya Ghosh, Co-Founder, Akasa Airlines and Mr Pranjali Sharma, Economic Analyst, Advisor and Author. A brief report is carried inside.

Closer home, AIMA organised the 9th edition of its HR Leadership Retreat in Goa, chaired by Mr P Dwarakanath, Former Chairman, GSK Consumer Healthcare Ltd. The Retreat, held on the theme 'Aligning HR Strategies with New World Order' was based on learning through close interaction with industry leaders and experts, with a focus on the challenges faced by HR in the new business landscape, and the ways to modernise HR for a strategic role in business growth. More details can be found in this issue.

In addition, AIMA's hugely popular LeaderSpeak series returned for its 57th session with Ambassador Shyam Saran, Former Foreign Secretary & Former Chairman of the National Security Advisory Board on the theme 'India's Neutrality: Stay the Course or Switch'. The session was moderated by AIMA President Mr CK Ranganathan. Mr. Saran deliberated on India's stance on the ongoing Russia-Ukraine conflict and shared his views and opinion on India's neutrality. The session was very well received by participants attending on various platforms of AIMA.

An important book on management - 'The Art of Management' authored by Mr D Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Group - was launched at AIMA recently. Mr Shekhar Gupta, Editor-in-Chief, ThePrint, had also graced the occasion as guest of honour. Mr Shivakumar shared some key insights from the book followed by a keynote address by Mr Shekhar Gupta. The launch was a resounding success with close to 1200 participants joining - both physically as well as virtually.

Recognising the growing relevance and influence of women professionals in all fields and sectors, AIMA rolled out the second edition of its exclusive Women Leadership Workshop. Ms Vartika Shukla, Chairperson & MD, Engineers India Ltd delivered the keynote address; while Ms Nina Chatrath, Leadership and Business Consultants & Independent Board Director, Oriental Hotels Ltd moderated the session. Special sessions on Wellness & Financial Management were also conducted; as well as an interactive Business Simulation Workshop and quiz.

Brief reports are carried inside along with other updates from the AIMA Young Leaders Council, training programmes and workshops. This edition of AIMA News brings you the latest developments from the Local Management Associations and some interesting articles on management and industry trends.

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

Warm Regards

Rekha Sethi
Director General

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GLOBAL ADVANCED MANAGEMENT PROGRAMME

Reviving Growth
Through Open
Innovation Strategies

27th Nov to 3rd Dec, 2022
Silicon Valley, USA



Programme Director

Solomon Darwin

Executive Director, Garwood Center Corporate Innovation, Haas School of Business, University of California, Berkeley

Programme Objectives

- Identify opportunities for profitable growth.
- Respond and adapt to the challenges in the changing landscape due to rapid global economic trends.
- Examine the latest concepts, ideas and tools to help them align their business practices with global economic developments and conditions.
- Learn to build sustainable and innovative business models.

Programme Framework

- Class Room Lectures and Interactions
- Keynotes by Silicon Valley Startups and CEOs
- Visits to and interaction with the top management teams of some of the iconic and innovative companies like Nvidia, Cisco, IBM Research, Wells Fargo Bank, Standard Chartered Bank, PayPal, Fujitsu Open Innovation Gateway, Chevron Corporation, Pacific Gas and Electric Company (PG&E), Calpine Corporation, Dupont Innovation Centre, UC Berkeley Campus amongst others.

Participation Fee

Delegate Fee per participant: INR equivalent of USD 12500 per participant

Inaugural Discount: USD 1000 per participant for registrations received along with participation fee by 25 July, 2022.

Early Bird Discount: After 25 July, 2022 a discount of USD 500 per participant available for registrations received along with participation fee by 15 September, 2022.

- GST: 18% or as applicable on the date of fee payment will be charged on the participation fee.
- AIMA GSTIN No. 07AAATA1644A1ZH AIMA PAN No.: AAATA 1644 A
- Online registration available, please visit www.aima.in

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St Gallen Symposium



AIMA delegation at St Gallen Symposium

AIMA, as the India partner of the St Gallen Symposium, participated in the 51st edition of the symposium held on 5th – 6th May 2022 at the University of St Gallen, Switzerland. AIMA participated with a high-profile delegation of speakers including Dr Shashi Tharoor, Author and Member of Parliament, Lok Sabha; Mr CK Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Private Ltd; Mr Rajive Kaul, Chairman, Nicco Engineering Services Ltd; Mr Sudhir Jalan, Co-Chairman, Reiter india Pvt Ltd; Mr Ritesh Agarwal, Founder & Group CEO, OYO; Mr Aditya Ghosh, Co-Founder, Akasa Airlines and Mr Pranjal Sharma, Economic Analyst, Advisor and Author.



Shashi Tharoor; Author and Member of Parliament, Lok Sabha addressing

The Symposium is aimed at promoting cross-generational dialogue on the most pressing issues of present times. This year's convention witnessed over 120 speakers from three generations of leaders across business, policy, civil society and academia, who deliberated on climate change, impact of Covid-19 pandemic, political tensions, and the Russia-Ukraine war. The implications of the Russian invasion and effective ways to support



From L-R: Pranjal Sharma, Economic Analyst, Advisor and Author; Ritesh Agarwal, Founder & Group CEO, OYO and Aditya Ghosh, Co-Founder, Akasa Airlines



Shashi Tharoor, Author and Member of Parliament, Lok Sabha at St Gallen Symposium

Ukraine took centre stage. The need to join forces and stand together was the underlining message of this year's symposium, which was in line with the theme 'Collaborative Advantage'.

The St. Gallen Symposium, formerly known as the International Management Symposium and the ISC-Symposium, is an annual conference that takes place in May at the University of St. Gallen in Switzerland. It hosts intergenerational debates on economic, political, and social developments between decision makers. It has the unique distinction of being organised and run entirely by students of the University - the International Students, Committee (ISC) supported by the St Gallen Foundation.

9th HR Leadership Retreat

Aligning HR Strategies with New World Order



Delegates of 9th HR Leadership Retreat

AIMA organised its 9th HR Leadership Retreat on the theme ‘Aligning HR Strategies with New World Order’ on 26th - 28th May 2022 in Goa. The Retreat was chaired by Mr P Dwarakanath, Programme Chairperson & Former Chairman, GSK Consumer Healthcare Ltd.

The Retreat was addressed by eminent industry experts including Mr C K Ranganathan, President, AIMA and Chairman & Managing Director, Cavinkare Pvt Ltd; Mr SY Siddiqui, Chairman AIMA HR Core Committee & Executive Advisor, Maruti Suzuki India Ltd; Mr Ranjan Kumar Mohapatra, Director HR, Indian Oil Corporation Ltd; Mr C Jayakumar, Executive Vice President & Head – Corporate HR, Larsen & Toubro Ltd; Mr Suresh Dutt Tripathi, Chief Human Resources



Pavitra Singh, CHRO, PepsiCo India and P Dwarakanath, Programme Chairperson & Former Chairman, GSK Consumer Healthcare Ltd

Officer, Air India Ltd; Mr Ashok Taneja, Advisor, Minda Industries Limited; Ms Pavitra Singh, CHRO, PepsiCo India; Mr Dinesh Mishra, Regional Director – Talent Acquisition, Abbott Healthcare Pvt Ltd; Mr R Anand, Principal Consultant & Advisor - HR, HCL Technologies Ltd and Mr Indranil Chakraborty (IC), Founder, StoryWorks. The Retreat brought together CHROs, senior HR professionals and decision makers from across the industry for a dialogue with the CEOs and HR leaders.



Ranjan Kumar Mohapatra, Director HR, Indian Oil Corporation Ltd



C Jayakumar, Executive Vice President & Head – Corporate HR, Larsen & Toubro Ltd

The Retreat was designed to learn from the experiences of successful leaders and organisations on the challenges being faced by HR in the new business landscape and the ways to modernise HR for a strategic role in business growth. The retreat was attended by HR professionals from across industries.

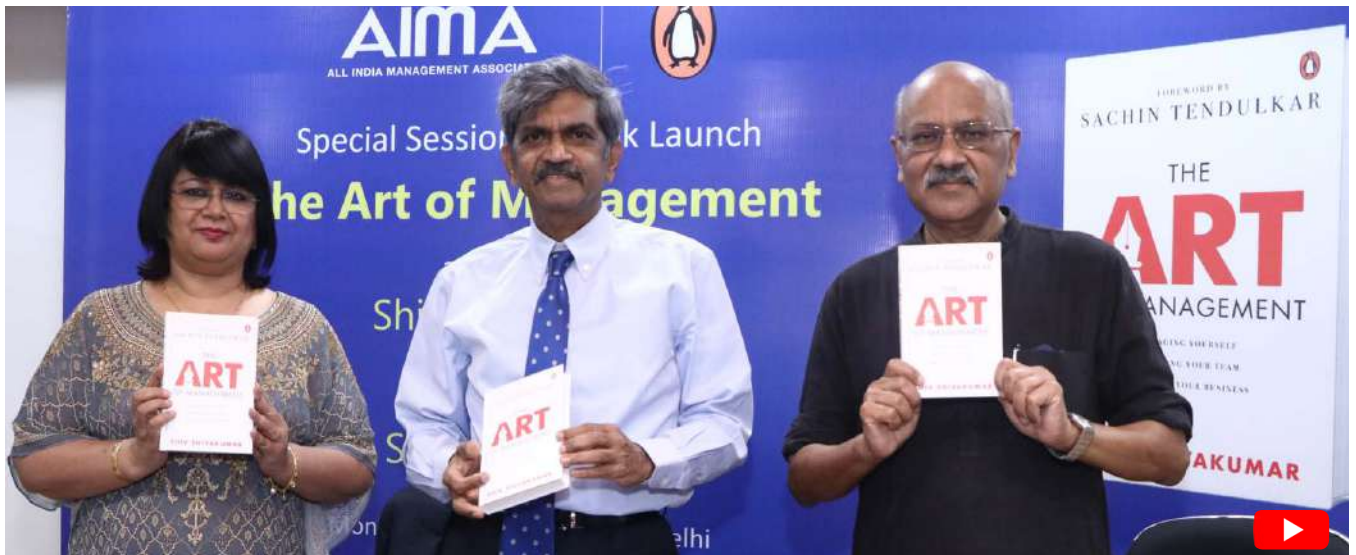
Training Programme

AIMA successfully conducted a two-days virtual training programme on ‘Mentoring for New Mentors’ on 30th – 31st May 2022. The objective of the mentoring programme was to establish a trusting relationship with accountability and responsibility from the mentor and mentee. The programme also

helped high performing employees develop their leadership abilities, teaching new workers about the company and the expectations of management. Senior professionals from different corporates participated in this programme. The session was very well appreciated by the participants.

Book Launch

The Art of Management



From L-R: Rekha Sethi, Director General, AIMA; D Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Group and Past President, AIMA and Shekhar Gupta, Editor-in-Chief, ThePrint

AIMA organised a special session for the launch of the 'The Art of Management' authored by Mr D Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Group and Past President, AIMA on 9th May 2022. Mr Shekhar Gupta, Editor-in-Chief, ThePrint was the guest of honour. Mr Shivakumar shared some key insights from the book followed by a keynote address by Mr Shekhar Gupta. Sharing insights from the book, Mr Shivakumar said that 'managing self, organisation and business has become a surmounting task'. Hence the book was written with the view of realigning one's priorities, capabilities and values in a fast-paced world. While the book is a documentation of his experiences and ideas, it is also a call to action for self-improvement as an individual, a leader and a business builder. Mr Shekhar Gupta emphasised on how time management, talent management and fame management today were very important

and also shared how the art of management in an individual comes from experience, introspection and also having humility. The book launch session was attended by around 200 participants at AIMA and over 900 participants attended through an online platform.



D Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Group and Past President, AIMA

LeaderSpeak Session

India's Neutrality : Stay the Course or Switch



Ambassador Shyam Saran, Former Foreign Secretary & Former Chairman of the National Security Advisory Board and C K Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd

President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd and Ms Rekha Sethi, Director General, AIMA, welcomed the speaker and the session chair. Ambassador Shyam Saran addressed on how India is feeling the heat as it has been reluctant to condemn Russia and join the western economic war against it. India has long-standing diplomatic ties with Russia but India's economic prospects are tied to the USA, which also plays a role in influencing India from being involved in Russian affairs, which translates to India being "neutral". Ambassador Saran shared how India's balance of

The 57th LeaderSpeak session was held on 3rd June 2022 with Ambassador Shyam Saran, Former Foreign Secretary & Former Chairman of the National Security Advisory Board on the theme 'India's Neutrality : Stay the Course or Switch'. The session was moderated by Mr C K Ranganathan,

interest lies in adjusting to the existing global order conditionally but not accepting the order fully. The objective of India's foreign policy is to undergo a transformation in terms of economic, technological, and even military prowess. The session was very well received by the participants attending on various platforms of AIMA.

23rd National Management Quiz (ONLINE)



New Segments added - Marketing and Academic

HR Quiz

HR theories, Concepts, Terms and Learning & Development

Women Quiz

Management of Business, History, Science, Sports & Current Affairs

NMQ

Brand, Business, Marketing, Advertising, HR, Management theories, Personalities and Current Affairs

Marketing Quiz

Branding, Advertising, Digital Marketing, Promotion and PR

Academic Quiz

Research Papers, Concepts & Theories, Current Affairs & General

Eligibility criteria

1. Employees from PSU, Corporate sector, Academic, HR Professional, Women Leaders & Marketing Enthusiast
2. No bar on age and Number of teams participating from an organisation

Participation fee (per team)*

Quiz Name	Date of Quiz
East & South	
NMQ	22nd June
HR Quiz	22nd June
Women Quiz	24th June
Academic Quiz	24th June
Marketing	24th June
West & North	
NMQ	29th June
HR Quiz	29th June
Women Quiz	1st July
Academic Quiz	1st July
Marketing	1st July
Grand Finale	
Women Quiz, Academic & Marketing	5th July
NMQ & HR Quiz	6th July

Quiz Master - Ajay Poonia

Participation fee (per team)*

1-2 Team	3-5 Teams	More than 5
₹ 15,000/- (per team)	₹ 13,000/- (per team)	₹ 12,000/- (per team)

Plus 18% GST, GST No. AAATA 1644 AST001, PAN No. AAATA 1644 A

***Each Team consists of 2 members**

Registrations will be confirmed upon receipt of payment only

Bank Transfer Details:

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IFSC Code : ICIC0000548

M ICR No. : 110229069

Top three teams in each segment would be awarded with trophies and certificates

Associate sponsor



For more details and submission of registration forms, kindly contact : **Poonam Rawat** , Manager – CMD

All India Management Association, Management House, 14, Institutional Area, Lodi Road, New Delhi-110003

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YLC Sessions

*Startup Masterclass and Edtech Startup – Challenges and Navigation
Health Insurance in India - Current Status and Emerging Trends*



(L-R) Saurabh Jain YLC EB member, Founder, Fun2Do Labs (EdTech Startup), Ex-Vice President, Paytm, Startup Guru; Syna Dehnugara, Chief Brand Officer, Letsventure, YLC National Brand Communication Co-Chair and Sameer Dixit CEO LightmyFire, Entrepreneur, Educator, Mentor

AIMA YLC organised a virtual session on the theme ‘Startup Masterclass and Edtech Startup – Challenges and Navigation’ on 13th May 2022. Mr Saurabh Jain YLC EB member, Founder, Fun2Do Labs (EdTech Startup), Ex-Vice President, Paytm, Startup Guru and Mr Sameer Dixit CEO LightmyFire, Entrepreneur, Educator and Mentor were the speakers of the session. The programme was moderated by Ms Syna Dehnugara, Chief Brand Officer, Letsventure, YLC National Brand Communication Co-Chair.

Another session was organised on 27th May 2020 on the theme ‘Health Insurance in India -

Current Status and Emerging Trends’. The eminent speakers for the session included Dr Sankaran Sundar, MD DNB (Neph) FRCP (Glasgow), Head International Transplant Services, Adjunct Professor of Nephrology, MAHE Manipal Health Enterprises Pvt Ltd.; Mr Harikrishnan R, Founder & CEO, WeAssist & Karthika Insurance, Insurance Activist and Mr Mayank Banerjee, Co-founder, Even.in. Dr Narayana Subramaniam, Consultant & HOD, Head & Neck Oncology, Sri Shankara Cancer Hospital & Research Centre and YLC Bengaluru Chapter Chair was the moderator. The session was very well received by the participants.



(L-R) Harikrishnan R, Founder & CEO, WeAssist & Karthika Insurance, Insurance Activist; Narayana Subramaniam, Consultant & HOD, Head & Neck Oncology, Sri Shankara Cancer Hospital & Research Centre, YLC Bengaluru Chapter Chair; Dr Sankaran Sundar, MD DNB (Neph) FRCP (Glasgow), Head International Transplant Services, Adjunct Professor of Nephrology, MAHE Manipal Health Enterprises Pvt Ltd and Mayank Banerjee, Co-founder, Even.in

Women Leadership Workshop



From Top (L-R): Vartika Shukla, Chairperson & Managing Director, Engineers India Ltd; Nina Chatrath, Leadership and Business Consultants & Independent Board Director, Oriental Hotels Limited; Shikha Sharma, Founder and Managing Director, Nutriwel Health and a session on Financial Management and Satya, Sr. Content Creator, HT Mint

AIMA organised its Women Leadership Workshop on 20th May 2022 virtually. The keynote address was delivered by Ms Vartika Shukla, Chairperson & Managing Director, Engineers India Ltd. She spoke about the challenges faced by women in the corporate world and how to come out of these. Ms Nina Chatrath, Leadership and Business Consultants & Independent Board Director, Oriental Hotels Limited was the moderator of the session.

A special session on wellness was conducted by Ms Shikha Sharma, Founder and Managing Director, Nutriwel Health; and a session on Financial

Management was delivered by Ms Satya, Sr. Content Creator, HT Mint. During the programme, a business simulation workshop (AIMA BizLab) and a business quiz were also conducted. The objective of the workshop was to respond and adapt to the challenges in the changing landscape due to rapid global economic trends. The workshop also focused on the latest concepts, ideas and tools to help align business practices with global economic developments and conditions. More than 100 women professionals participated from various organisations.

Being Indian

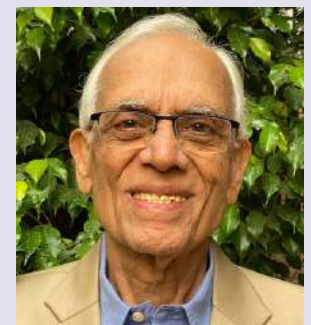
My first international flight was in 1974. This was an inaugural jumbo flight from Bangkok to Tokyo and Japan Airlines crew were trying to outdo themselves. Come mealtime and the airhostess asked 'what dressing would I like for the salad'. Not familiar with options like the French, Balsamic vinaigrette, Thousand Island etc., I asked for what we usually did at home "I will have lime juice, salt and pepper please"; the girl looked bewildered, she called her senior and I had to repeat myself. She was in splits; I did get what I wanted but I heard the whole lot giggling and telling each other about the strange dressing for my salad. I am sure, behind my back, they would've called me a country hick - someone who knew nothing about gourmet cuisine.

Another time, another continent and I made a fool of myself once again. This happened in 1979 - my first time at London airport. My flight from Delhi had arrived a few hours before that of my wife and son who were coming from New York. While hanging around waiting for their flight, I ambled over to the BOAC - as BA was known at that time - counter, presented my ticket to the lady and requested her to confirm our onward flight to Geneva a few days later. She smiled, looked at her computer and told me that everything was ok for all our flights till we leave for Delhi about two weeks later. Six days later, we were back at the airport and as there was still time for us to board the Geneva flight, once again we walked up to the BOAC desk and sought reconfirmation. This was a different lady so we thought she wouldn't know about our earlier inquiry. She was sweetness personified but did say "how many times are you going to seek confirmation sir"!

The coup-de-grace was to come a week later at Wurzburg the beautiful German town close to the Black Forest region. We were staying with a German couple whom we had befriended in India. One evening they took us for dinner to another German's house. When we reached around 6.40, I could only see the host and

hostess on the terrace and was wondering if the dinner was for just the four of us. I was to learn later that our friends had deliberately brought us a few minutes before time so they could introduce us. Within five minutes almost 20 couples arrived; champagne and orange juice flutes were circulated and soon we had all queued up for the buffet. "What a weird party", we were whispering to each other, "looks like it will be over by 7.30". The hostess was asking everyone about 'what would they drink' and as she came up to me, I asked for 'scotch and water'. She appeared a trifle surprised but knocked her temple and announced "I should be able to find some"; asked her husband to take over and rushed inside the house. Almost 10 minutes later, she appeared triumphantly with an old bottle of Black Label that had about 100 ml of the good stuff and poured some for me. By then we had all filled up our plates - we had noticed that everyone was taking very little food but knowing there was no dinner at home, we both piled up. We were seated, around a beautiful pool, on tables of 4 & 6. That's when I noticed that everyone had a glass of wine, and I was the only fool with whisky.

The party really started after dinner; almost every minute a bottle of wine was being opened and trays laden with mini sandwiches, cold cuts, nuts, pastries, and other snacks kept coming around - all handled by the hosts' son and his girlfriend. There was lot of singing and dancing and by the time we said good night to our gracious hosts, it was well past midnight. Our lesson that evening - the buffet is only for starters, no one drinks whisky in Europe and the parties start after the buffet is out of the way.



*by Krishan Kalra
Past President, AIMA*

TAKE A STEADY STEP INTO THE BUSINESS WORLD



POST GRADUATE DIPLOMA IN MANAGEMENT (Approved by AICTE*)

All India Management Association is the apex body of management profession in India. Centre for Management education under the aegis of AIMA offers PGDM Programme which is widely acclaimed for its strong curriculum in the industry and academic circles. It is designed not only to impart the knowledge of core subjects such as Accounting, Economics, Finance and Marketing but also lays special stress on developing skills and competencies through exposure to real business situations in the form of case studies. AIMA leverages its close linkages with the industry to assess emerging needs and factor them on to its programmes.

Eligibility

Graduation in any stream from UGC recognised university or equivalent

Course Highlights

- Teaching based on case studies to build and strengthen decision making and analytical skills.
- Contemporary course curriculum recognised by Industry.
- Library database on AIMA website.
- Complimentary AIMA membership and Indian Management Journal.
- Lateral entry permitted on the basis of last Post Graduation/Master's Programme pursued in stream relevant to management education.
- 25% discount in programme fee for serving/retired officers of armed forces.

Duration

- 2 Years (divided into 4 semesters)
- Online Registration is available, please visit <https://education.aima.in/showAdmissionForm.action>

Programme Delivery

- 15 hours of teaching per subject
- Industry Interface
- E-Learning Support (Specially designed foundation programme on economics, quantitative techniques & accountancy)

* In ODL Mode

Specialisations: HR, Marketing, Finance, Operation, IT, International Business, Digital Marketing, Business Analytics, Supply Chain, Retail, Hospitality & Financial Research & Valuation Modelling.

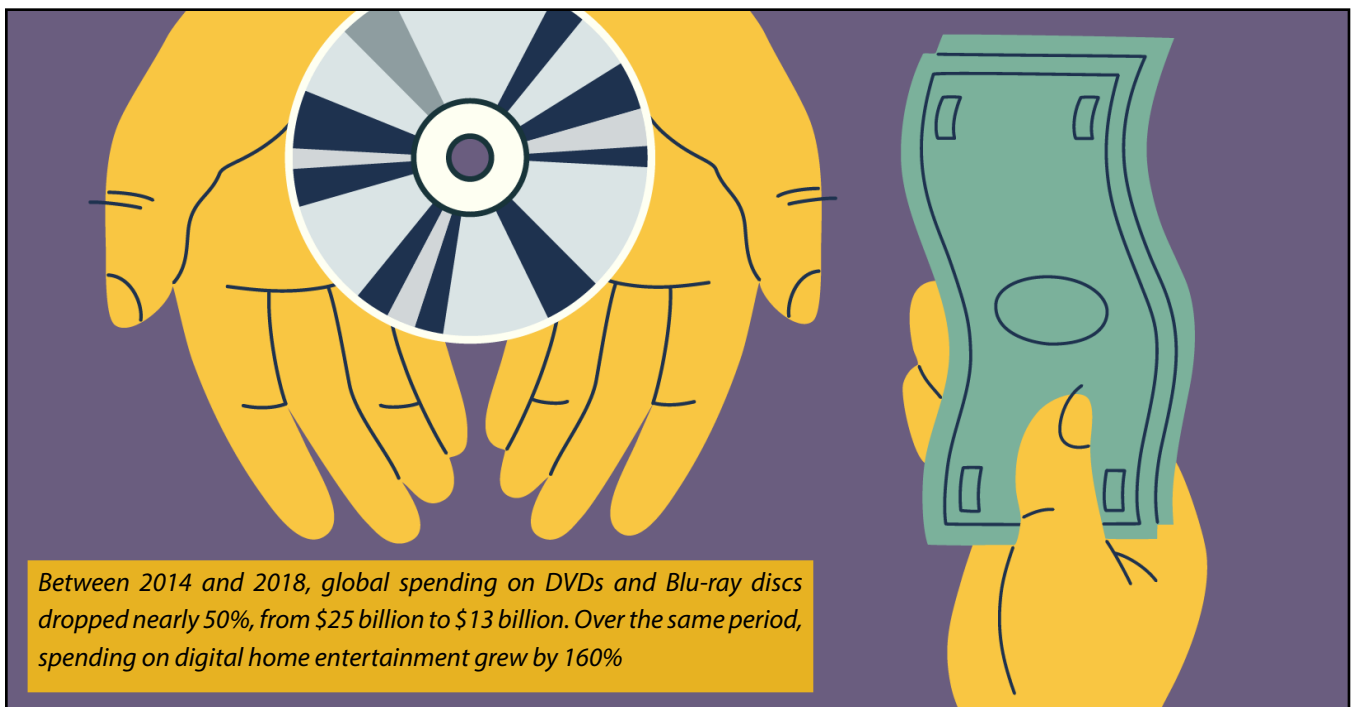
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A Pricing Paradox: We Want Digital but Will Pay More for Analog

People find digital music, books, and games more convenient — but think physical goods should cost more.

May 19, 2022 | by Dylan Walsh



Our attitudes toward different formats of the same product are anything but rational. | iStock/Alisa Zahoruiko

And yet, even today, most Blu-rays cost more than the purchase of a digital movie.

“This is really irrational,” says Rhia Catapanoopen in new window, a former doctoral student at Stanford Graduate School of Business who’s now an assistant professor at the Rotman School of Management. “If we prefer a digital movie over a physical movie, then wouldn’t we spend more on it?”

Catapano explores this incongruity in a paper recently published in the Journal of Marketing Research. Together with Stanford GSB professor of marketing Jonathan Levav and Fuad Shennib, a Stanford GSB student who passed away in May 2020, she finds that people express an almost universal willingness to pay more for physical products. Yet simultaneously, they almost unanimously say they

would prefer to own the digital version of the same product.

The researchers used 10 experiments to explore the extent of these “preference reversals.” In each case, one group of participants was asked the maximum price they would pay for a physical version and a digital version of a particular good; another group was asked which of the two they would like to own. The results showed that people are willing to pay more for physical goods but prefer digital goods not only when it comes to movies but also books, newspapers, video games, music, photographs, and even in-person versus online classes.

“More than any particular experiment, the sheer number of results is worth highlighting,” Catapano says. “We find this same shift in preferences across so many different categories.”

How Much for That Skimble?

This pattern held even when people were asked about a fictitious product called a “skimble.” Study participants were told that a skimble was estimated to cost between \$5 and \$100; they were told nothing about its manufacturer or its size, weight, or function. Nonetheless, 90% said they were willing to pay more for a physical skimble and 93% said they would prefer to own a digital skimble.

“You strip everything else away and remove all associations, and people still think digital is more convenient and physical should cost more. It goes to show how deeply ingrained this idea is.”

Rhia Catapano

You strip everything else away and remove all associations, and people still think digital is more convenient and physical should cost more,” says Catapano. “It goes to show how deeply ingrained this idea is.”

These results rest on a psychological process known as contingent weighting: When people are asked how much they are willing to pay for something, they consider quantitative measures such as how much they are accustomed to paying for it; they relate this decision to what they know about prices in the market. When people are asked which product they would like to own, they consider qualitative measures and dwell on the products’ most important attributes. Because convenience often ranks highly and digital goods tend to be more convenient, people are inclined toward digital goods.

“On the face of it, people assume that the differentiation between digital and physical goods is vertical: One is heavy and the other light,” Levav says. “What we find is that this differentiation is horizontal, which is to say these products serve a fundamentally different set of needs. That may seem pretty straightforward, but behavioral research is often obvious in retrospect.”

Version Control

The results suggest that consumers trying to choose between digital and physical goods should take time to think carefully about what they want out of the purchase rather than being swayed toward one choice based on price. “We should think about what brings us value,” Catapano says. “We’re often hesitant to spend more on a digital good when, in fact, that is

what we want.”

Meanwhile, Levav says, companies should rethink longstanding marketing practices that try to convince consumers that physical and digital goods are essentially identical. Rather, he says, companies should emphasize the specific traits that make digital goods valuable compared to their physical formats.

“We live in a world where we’re starting to see more and more interchangeability between physical and digital versions of goods,” Levav says. “We need to explore how these things are different in an essential way. Each one derives value from a totally different set of attributes. Companies that want to influence consumer perceptions of value need to know which attributes to focus on depending on what version of a product or experience they’re giving to people.”

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10 Red Flags to Watch Out for in a Job Interview

by Rebecca Zucker | June 07, 2022



Klaus Vedfelt/Getty Images

Summary.

While no one can perfectly predict how a new job will turn out, staying alert to potential red flags during the interview process can help weed out sub-optimal employment options. Being observant in your interviews as well as attuned to how the process is managed, asking good follow-up questions, and doing your due diligence can help mitigate the chances of making a bad decision. Here are 10 red flags to look out for.

Job interviews are a two-way process — you're interviewing your potential boss and employer as much as they're interviewing you. After all, you don't just want any job — you want the right job. According to a CareerBuilder survey, two-thirds of workers say they've accepted a job only to realize it was not a good fit, with half of them quitting in the first six months. There are several reasons this could happen, including feeling like you've been sold a

false bill of goods or a realizing that the culture is not consistent with your values or even toxic.

The saying "caveat emptor" — buyer beware — applies when interviewing for a job. This isn't to suggest that you should go into the interview process overly skeptical or suspicious, but rather to encourage you to be attuned to potential red flags in the interview process that warrant your attention, as they can indicate larger issues with your potential

boss, team, or the organization as a whole. Here are 10 red flags to watch out for.

1. Constant rescheduling and disorganization

People are busy and things may unexpectedly come up, so it's not unusual that an interview may at some point need to be rescheduled. Yet, when it happens multiple times, it's an indication that something is amiss. "If things get rescheduled let's say twice, and they want to reschedule a third time, that's it. That's too much," said Susan Peppercorn, an executive and career coach. "There has to be some real extenuating circumstances that get explained to you because your time is valuable just as much as their time is valuable. And it's sending a message that says you're not that important. And I think employers today have to be extremely conscious about getting back to job candidates quickly, communicating with them clearly, and treating them as if they were employees...because otherwise job candidates are going to go somewhere else."

Caroline Stokes, an executive coach and leadership strategist, concurred, adding that constant rescheduling means "They don't prioritize the people or the placement. They are not cognizant of the war for talent. If things are scattered, and they're all over the place or they're disorganized, it's absolutely a red flag." This includes their communication with you (or lack thereof). "If the recruiter or the hiring manager ghosts you for a considerable period of time — and by a considerable period of time, I'm talking a week, that's a red flag," Stokes said. It shows a lack of transparency and inability to communicate properly.

2. Disrespecting others

Every organization has some natural tensions or frustrations between different departments, such as sales and engineering. Are the people you're meeting with during the interview process able to talk about

challenges or tensions with other stakeholders in a constructive way, or do they do so disparagingly or disrespectfully? If it's the latter, this is a red flag, not only indicating that the organization may be highly siloed, but also that there may be low psychological safety.

Stokes points out that if you participate in a panel interview, with two or more interviewers, it's a good opportunity to observe the dynamics between the panelists. How do they interact with each other? Do they interrupt each other regularly? Does one person dominate the conversation, shutting the others down? What does their body language, including subtle micro-expressions, say, even if the interview is on Zoom?

3. Values conflict

A values mismatch is a big red flag. Get clear on what your most important values are before you start the interview process and have questions ready that will allow you to assess the company's culture, the extent to which the organization shares your most deeply held values, and how well you'd be able to express your these values on the job.

For example, if you have a value of inclusion, and the company you are interviewing with says they are committed to this principle, what are they doing to ensure the workplace is, indeed, inclusive? How are they measuring it? Is the organization walking the talk or is it just lip service? "If you really are looking for a good, strong environment to commit to for the next few years, you need to be diligent about the values aspect," Stokes shared.

Likewise, if you have a value of autonomy, you might ask your boss a question like, "Which decisions would you expect me to make, and which decisions would you want me to escalate to you?" Even if they tell you what you want to hear, take a "trust but verify"

approach. Ask others who report to this leader what their experience has been in being given autonomy or to what extent have they been empowered with decision-making authority. A lack of convincing answers is a red flag.

4. Lack of clarity or consistency in answers to your questions

As you ask questions throughout the interview process, how clear or precise are the answers you are given? Are the answers you receive vague or general statements, or does the interviewer give you tangible examples — the same as they'd expect from you? "If you don't feel that you're getting specific and direct answers, that's a red flag," said Peppercorn. You should ask follow-up probing questions until you feel like you've been given the specificity you need.

Throughout the interview process, you'll be meeting with various stakeholders who will be important to your success in this role. Have a core set of questions that you ask each person to understand their perspective, as well as notice where there is alignment in their answers and, perhaps more important, where there is not. You'll want to see that there is a fair degree of consistency in their answers from one person to the next. A different answer from one person may still be consistent and complement others' responses, painting a fuller picture of the situation, role, or environment for you. Some variance is okay and is to be expected. It's when you hear answers to the same question that are in direct conflict — or inconsistent — with others' answers, that it's a red flag.

5. Bait and switch

When the job for which you are interviewing starts to sound very different from the initial job description that prompted your application, this is a red flag. To be sure, change is constant. Yet, if the hiring manager

doesn't explicitly highlight or call out the change, it can be an indication that they don't communicate or manage change well with key stakeholders, both internally and externally.

Likewise, if the change in the scope of the role suddenly makes the job less interesting to you, this is well worth noting. "They may be moving so quickly that they haven't stopped long enough to be able to explain to job candidates well that 'Yes, we said this in our job description, but over the past 30 days, our needs have changed...so we really need the person to focus in this area instead of that area,'" Peppercorn said. "That [lack of communication] would make me a little concerned about does the organization know what they're doing?"

6. Inappropriate questions or comments

In the limited Showtime series *Super Pumped* that chronicles the rise of Uber and its toxic leadership during that time, it is no surprise to anyone that the hubris-filled "bro-culture" was revealed immediately by Travis Kalanick's first interview question, "Are you an a**hole?" The only correct answer to this question (if you wanted a job there at the time) was "Yes." There is no brighter shade of scarlet than that particular red flag. While you may not be asked a question as crude or blatant as this one, it's entirely possible that an interviewer could ask a highly inappropriate or even illegal question or make an inappropriate comment.

If you receive a question or comment that is ageist, sexist, racist, or equally offensive, it is an obvious red flag that this organization not only has poor training, but also likely tolerates bad behavior — or just as bad, has not addressed unconscious bias in its talent management practices, including recruiting.

7. Lack of connection

A good interview is an engaged two-way conversation that leaves both parties feeling

energized and excited about the possibility of working together. When there is a lack of energy or connection and the interviewer doesn't seem engaged, is not smiling, seems distracted, and/or is robotically asking questions as if following a script and not really trying to get to know you, that is not a good sign. "If you notice that the people that you're talking to don't seem engaged... it could be that they're going through the motions because they already have somebody else lined up for the position," Peppercorn said. "So, if somebody's interviewing you, but they know that they've found the person that they want, they're likely not to be so enthusiastic during the interview."

Likewise, there can be a sudden shift in the energy or engagement from one round of interviews to the next. Stokes shared that a client of hers said after a second round of interviews, "The first interview was really great. You know, there was great chemistry.... The second interview, not so great. There was no chemistry there. There was no warmth." She immediately thought, "Yeah, because they like somebody else." Stokes said that the sudden shift in enthusiasm was a red flag that they'd found another candidate that they preferred, and they just didn't want to cancel the interview because they wanted to make sure that they their hunch was right. She added, "It's also a sign that they don't know how to communicate effectively."

8. Resistance to change (even if they say they want change)

Open positions exist because an organization needs someone to improve the current situation — to build better products, create operational efficiencies, attract new clients, improve departmental performance and the like. Making improvements in the business requires change. A client of mine, "David," was hired by his last employer to improve

the organization's customer support function. While he was hired to turnaround the department and create change, his boss's boss ultimately didn't want change and felt threatened by it. Since she was the one with the power, it didn't turn out so well for David. I asked him what red flags there were in his interviews, and he noted that she had said to him, "I may have opinions about this [function], since I used to do this years ago."

At the time, her answer didn't really faze him, since most managers are going to have an opinion. But a simple follow-up question might have raised an important red flag, such as, "How do you deal with others who have different opinions?" He may have gotten more useful information here from both her words and body language, and from those who worked with her to see what their experience was of how she handles conflicting points of view. Sadly, it was her way or the highway. Even worse, as it turned out, she had worked in that function decades prior and much had changed since then, including the technology that she was woefully unfamiliar with. She overrode my client's improvement recommendations in favor of outdated practices that hadn't been used since the 1980s versus more efficient methods and technologies he proposed. It was frustrating — every day felt demoralizing and like an uphill battle to David.

Stokes shared that some hiring managers "just don't have an improvement mindset. They may just be so old school they just want to keep it the way things are...You've got to keep your ears wide open on that."

9. Excessive number of interviews or drawn-out interview process

In an ideal world, the interview process itself would be efficient and optimize (versus maximize) stakeholder involvement and alignment, and not

take more than a few months. A red flag arises when the number of interviews becomes excessive, and the process drags on for an extended period of time. Either (or both) of these can be a sign that the team or organization is overly consensus driven, indecisive, or has issues driving things to completion.

While the number of interviews and duration of the interview process is likely to be positively correlated with the level of the position (e.g., a C-suite interview process may take longer than a more junior position, as the stakes are higher, and the rest of the C-suite and board members will be involved), Peppercorn considers 10 to 12 interviews to be excessive. (She's seen up to 14). While this many interviews could make sense for a C-level candidate, it does not for a director. She said, "It should be the hiring manager that makes that decision, so why do you have to have 14 interviews? What is that saying about the organization and its ability to get things done?" Some companies, like Google, are actively taking steps to shorten drawn-out interview processes to be more competitive in the war for talent.

10. Exploding offers

Exploding offers are job offers that are given with a firm deadline (often on a very tight timeline), beyond which, the offer expires. While rare, these still occur on occasion. One client of mine was given an offer at one company on a Friday afternoon and was told he had until Monday to decide. He was still interviewing with his dream employer and

succumbed to the pressure from the first company and the security of having an offer of employment versus tolerating the uncertainty that remained with his ideal company (which incidentally ended up backfiring for the company whose offer he accepted, as he left months later when the job at the dream employer finally came through).

An exploding offer is basically an ultimatum. Ultimatums don't feel good or show respect for an individual's desire to make a thoughtful career decision and weigh their options that will affect their career and livelihood for years to come. It shows rigidity, insecurity, and even bullying behavior on the employer's part (not to mention a big blind spot in their awareness of how the company will be perceived in the talent market). Do you want to join a company because you are under duress to do so, or because you genuinely are excited to work there? When people (or organizations) show you who they are, believe them. Companies that issue exploding offers are not likely to respect your wants and needs once you're on the job, and are likely to be inflexible, bullying and autocratic.

While no one can perfectly predict how a new job will turn out, staying alert to the potential red flags mentioned above during the interview process can help weed out suboptimal employment options. Being observant in your interviews as well as attuned to how the process is managed, asking good follow-up questions, and doing your due diligence can help mitigate the chances of making a bad decision.

About Author:

Rebecca Zucker is an executive coach and a founding partner at Next Step Partners, a leadership development firm. Her clients have included Amazon, Clorox, Morrison Foerster, Norwest Venture Partners, The James Irvine Foundation, and high-growth technology companies like DocuSign and Dropbox. You can follow her on Twitter: @rszucker

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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.



**Thought
Leadership**



**Peer to Peer
Networking**



**Professional
development**



**Best Practice
Sharing**



**Be a Young Leaders Council
Member today!**

Allahabad Management Association

Executive Committee Meeting

Allahabad Management Association organised a special executive committee meeting on 18th May to ratify the newly elected office bearers as well as nominate and finalise the new executive committee members for the session 2022-2023. In the meeting, it was also decided to strengthen the membership drive.



Members during the executive committee meeting

Lecture

Allahabad Management Association organised an evening lecture on 25th May in collaboration with Uttarakhand Jal Vidyut Nigam on the topic 'Retired But Not Tired' on the virtual platform. The speaker was Mr AK Prasad, Cost Accountant and noted Yoga exponent. In his talk, Mr. Prasad explained to the participants the need for retirement planning. 32 executives of UJVN and 25 members of AMA joined the session. Mr. Rajendra Singh, ED (HR) introduced the speaker, and the vote of thanks was proposed by Ms Kholi.

Workshop

Allahabad Management Association organised a Management Workshop in collaboration with United University Rawatpur, Allahabad on 28th May. In the first session, Mr Ravi Prakash, Chairman, Big Skills, and President AMA gave a presentation on Employability Skills 5.0. In the second session, Mr. Vibhav Bajpai, Director HP4, deliberated upon the requirements for a good presentation and the skills needed to be a good presenter. The sessions were well received by 125 students of United University, MBA department. Dr Rajlakshmi, HOD, MBA thanked all the members present for making the programme a grand success.

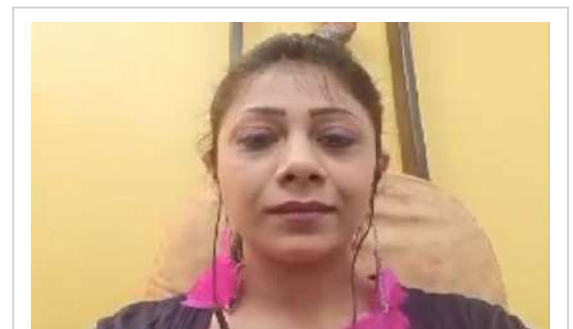


The members of AMA with the students of United University

Bharuch District Management Association

9th 'Talent Unlimited' series

BDMA's Women's Forum organised its 9th session of Talent Unlimited series on 6th May with Ms. Shraddha Shah Raj, Celebrity choreographer, Dance Therapist, Director of Shraddha's Tapperz Dance School as the guest speaker for the Women's Forum Meet. She shared her life experience on how she went on to achieve her passion in the field of dance, and



Ms. Shraddha Raj addressing the 9th Talent Unlimited series

also participated in various dance shows. She encouraged everyone to pursue their dreams and also discussed how dance is a therapy. The session was well received by around 35 participants.

Finance and Taxation Forum

Finance and Taxation Forum organised a webinar on 7th May on the topic 'Blockchain Technology' for Professional Accountants and Industries where Mr. Jigar Vadhavana, CA, DISA, CISA, Ahmedabad was the esteemed facilitator. He discussed in detail about how 'Blockchain Technology' can help accountants and industries; and how one should not confuse it with cryptocurrency. The programme was appreciated by all and was attended by nearly 40 employees from industry.



Mr. Jigar Vadhavana discussing on the topic – 'Blockchain Technology'

EHS Forum

BDMA's EHS Forum conducted a session on 9th May on the topic 'Environmental Management' in a hybrid mode. Dr. Jagdish Barot was the esteemed Guest speaker. He highlighted various points relating to 'Environmental Management' i.e. identifying environmental issues, finding solutions for environmental issues, establishing limits to avoid overuse, renewing natural resources, minimising the use of natural resources, developing monitoring systems and research institutions etc. The event was attended by 35 participants.



Dr. Jagdish Barot addressing the EHS Forum

XLRI certified course on 'Redefining Employee Relations in context to New Labour codes'

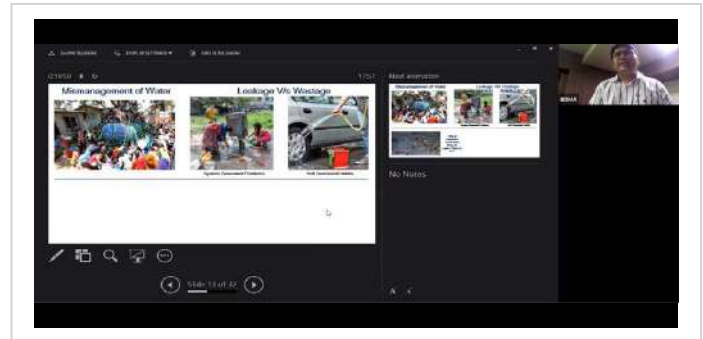
BDMA joined hands with one of the esteemed institutions in India – XLRI, Jamshedpur and conducted a 15 hour certificate course on the topic 'Redefining Employee Relations'. Dr. P K Padhi and Dr. Paramjyot Singh were the facilitators. It was organised on 16th and 17th May (physical mode) by Dr. P K Padhi; and 23rd and 24th May (virtual mode) by Dr. Paramjyot Singh. A total of 25 participants enrolled themselves for this course. The programme was very well received.



XLRI certified course on 'Redefining Employee Relations'

CSR Forum Meet

BDMA's 19th CSR Forum was organised on 26th May on 'Achieving Water Sustainability through Strategic CSR Interventions'. Mr. Karan Shah, Founder, Civitas Sustainability Foundation was the esteemed guest speaker. He discussed on how one can achieve the goal of sustainable water and how we can make our society water self-sufficient, ensuring there is enough water to meet multiple needs, from agriculture to municipal and industrial. It was a knowledge filled session and was well appreciated by around 20 participants.



Mr. Karan Shah addressing the CSR Forum Meet



Mr. Kevin Dias addressing the HR Forum Meet

65th HR Forum Meet

HR Forum of BDMA organised its 65th HR Forum on 27th May by speaker Mr. Kevin Dias, Founder and CVO, ShareYourHR. He spoke about how companies can establish healthy competition among the co-workers by motivating them to deliver better quality at workplace through appraisals, rewards and recognition. The training programme was attended by 35 participants and well received by all.

Women's Forum Meet

Women's Forum Meet was organised on 31st May on the topic 'Women's Fitness after Menopause'. Dr. Hina Dhruv was the esteemed Guest speaker. She shared about her success story on losing weight by following fitness regime and balanced diet. She interacted with various women and explained them as how women can stay fit after menopause. The session was well applauded by all and attended by 25 participants physically and 10 participants virtually.



Dr. Hina Dhruv at the Women's Forum Meet

Bhopal Management Association

Annual General Meeting

Bhopal Management Association successfully organised its 17th AGM on 11th May. The welcome address was given by Mr. Pradeep Karambelkar, Chairman, BMA, and the Annual Report for 2021-22 was presented by Mr. Ajay Kumar Verma, Hon. Secretary, BMA. The Accounts for 2021-22 was presented by Mr. Manoj Jha, Treasurer, BMA which was unanimously approved by General Members. The vote of thanks was given by Mr. R.G. Dwivedi, Co-Chairman, BMA. Around 60 members attended the event.



Mr. Pradeep Karambelkar, Chairman, BMA addressing the AGM

BMA Visionary Awards 2022

BMA successfully organised a BMA Visionary Awards 2022 on 11th May and Hon'ble Governor Shri Mangubhai C. Patel was the Chief Guest. Shri Vishvas Sarang, Hon'ble Minister of Medical Education and Bhopal Gas Tragedy and Relief was the guest of honour. The awards were given to the distinguished people who have done exemplary work in the field of Management. The welcome speech was given by Mr. Pradeep Karambelkar, Chairman, BMA. At the end, the vote of thanks was given by Mr. Ajay Kumar Verma, Hon. Secretary, BMA.



Hon'ble Governor presented Award to Mr. J.N. Chouksey

Bombay Management Association

Webinar

BMA conducted Friday Fundamentals on 6th May with CA Dr. Vishnu Kanhere for an online session on 'Personal Succession Planning'. Dr. Kanhere engaged with the audience and showed an interesting presentation to all. He shared his views and insights on personal succession planning. The participants gave excellent feedback about the programme.



CA Dr. Vishnu Kanhere addressing the participants

BMA MasterClass was held on 13th May on the topic 'Management of Excellence' by Prof. Pradip N. Khandwalla. Mr. Rajesh Sharma, Hon. VP of BMA introduced the speaker, and welcomed everyone present and moderated the session.



Prof. Pradip N. Khandwalla during the Session



(L-R) Mr. Bharat Bambawale introduced by Dr. Bigyan Verma

BMA organised a webinar on 20th May on the topic 'Marketing in the 2020s: What has changed forever, what remains timeless' with speaker Mr. Bharat Bambawale who gave a detailed presentation and cited many examples while discussing the topic in detail. Dr. Bigyan Verma, BMA EC member welcomed

all and anchored the webinar. The audience thanked BMA for bringing in relevant topics for its members on the online platform.



Speaker, Dr. Agnelo Menezes

BMA conducted a webinar on 27th May on the topic 'Current Inflationary trends in India – Causes, Concern and Cures' by Dr. Agnelo Menezes. The session benefitted the management students of various institutes. All the participants thanked BMA for providing this unique opportunity, and were very happy with the session and the takeaways.

Coimbatore Management Association

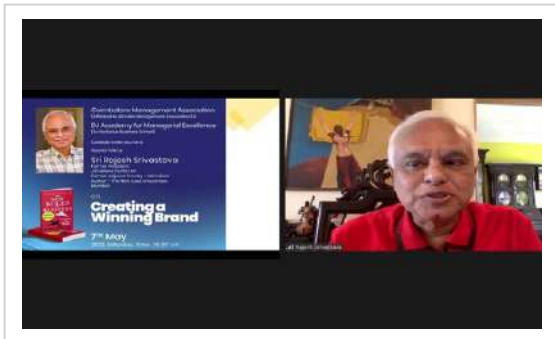
Monday Musings

Coimbatore Management Association organised an interactive Monday Musings session on 2nd May with Mr. Ezhilan Ka Ve, a Textile and Agricultural Products Exporter. His presentation was an eye-opener as he gave the facts about the potential for Indian exporters with regard to mangoes, bananas, and Coconuts. Urging the participants to explore the possibility of getting into agro exports, he



Speaker Mr. Ezhilan Ka Ve

also volunteered to extend his expertise and immense knowledge to anyone interested in the field of Agro exports. Dr. Nithyanandan Devaraaj, Secretary, CMA welcomed the gathering in the distinguished presence of Mr. Jayakumar Ramdass, President, CMA. Dr. Nandagopal, Past President, CMA proposed the vote of thanks.



Mr. Rajesh Srivastava addressing the participants

Coimbatore Management Association in association with DJ Academy for Managerial Excellence, an exclusive Business School in Coimbatore, organised a special talk on 7th May on 'Creating a Winning Brand' by Mr. Rajesh Srivastava, the former President of JK Helene Curtis, an adjunct professor @ IIM Indore and a Corporate Trainer for prestigious Companies like Mercedes Benz Research Centre, Siemens India & Reliance Industries. The session was lively and interactive with Mr. Rajesh throwing seemingly innocuous and non-tricky questions at the audience. The talk was definitely a value to

any organisation or individual to take their business to the next level and create a niche for themselves and their product in today's competitive marketplace.

CMA organised a talk on 9th May by Dr. Nanjan Balu, Deputy Dean, School of Management, Kumaraguru College of Liberal Arts and Sciences, on the dynamics of family-owned businesses in India. He elaborated that despite the success so far, the current generation is hesitant in trying their hand at the business and take the reins. Dr. Nithyanandan Devaraaj, Secretary, welcomed the gathering in the esteemed presence of the President, CMA, Mr. Jayakumar Ramdass. Ms. Vidhya, Senior Executive Officer, CMA, proposed the vote of thanks.



Talk by Dr. Nanjan Balu



Talk by Ms Sonika Vickraman

CMA organised a talk with Ms Sonika Vickraman, an acclaimed Karate and Taichi Practitioner and Trainer, who has many notches in her belt. Her interactive session encouraged the students in the audience to put forth their questions and doubts on how to become holistic business leaders. She also shared wonderful tips on how to bring our focus into the present moment, which will enable us to mindfully tackle any situation. The session was moderated by Dr. Sreeraman Nandhi of DJ Academy for Managerial Excellence, who also delivered the welcome address in the esteemed presence of the President of CMA, Mr. Jayakumar Ramdass and the Secretary, Dr. Nithyanandan Devaraaj.



Industrial visit at M/s Milky Mist Dairy Food Pvt Ltd

The delegates went on a plant tour and witnessed an ultramodern, fully automatic plant with very high hygienic standards.

CMA organised a session on 23rd May with Dr. Manjula Nagarajan, Chairperson for Admissions at Thiagarajar School of Management, Madurai. Her in depth knowledge in student placement and the expectations of the organisations from them, made her talk, a very valuable and necessary information for the Management students. The session was moderated by Prof Sreeraman Nandhi of DJ Academy for Managerial Excellence, in the presence of the Secretary, Dr. Nithyanandan Devaraaj.



Dr. Manjula Nagarajan addressing the participants



Mr. Jagan S addressing the session on Digital 3.0

CMA's last Musing for the month of May was co-hosted on 30th May by the CIO Klub with an eye-opening talk by Mr. Jagan S, a Management Consultant and the Director and Co-Founder of Kambaa Inc. on Digital 3.0., His presentation was an in-depth analysis of the evolution of digitisation across the industries. The well attended session was moderated by Dr. Raveendran, President of CIOKlub and the Treasurer for CMA, who also welcomed the speaker in the presence of CMA Secretary, Dr. Nithyanandan Devaraaj.

Bridge Conclave – 2022

CMA Bridge Conclave, a novel initiative of Coimbatore Management Association was hosted by PSG Institute of Management on 27th May. Around 600 students and faculty were present for the moderated panel discussion on Options, Opportunities and Expectations for and from MBA Graduates. Dr. Nithyanandan Devaraaj, Secretary – CMA, as a moderator, opened the session by mentioning the significance and need of the conclave emphasising the co-learning needs of ready to be employed MBAs.

Mr. Jayakumar Ramdass, President CMA and COINDIA, detailed the meaning of MSMEs and their invaluable contribution to Indian Economy and Businesses, mostly as Tier 1, 2 and 3 Industries. Mr. S Prashanth, Chairman – CII Coimbatore Zone mentioned that Coimbatore Industries contribute to about 30% of GDP, representing the veritable who's who of all sectors. Mr. Ramesh Babu, President CODISSIA started off by enumerating the prominence of small-scale industries as the lifeline of the Indian economy making up for 40% of goods and services in the country. Mr. K V Karthik, President - SIEMA, said that Coimbatore is the proud supplier of 55% of all the pumps manufactured in India, with a legacy of 100 years. Dr. Nandagopal, VP - Association of Indian Management Schools lauded the efforts of CMA for convening such a first of its kind unique programme where heads of various associations have come together to address the B-School students on career opportunities. In the closing remarks, Dr Devaraaj thanked the panellists for their support to MBAs by not only providing professional opportunities but also mentoring them as potential entrepreneurs.

Business Partnerships Beyond Families

The fourth edition of the successful non-family business series was organised by Coimbatore Management Association on 31st May with the participation of Sri Ramakrishna Management School. The event started off with a welcome address by CMA President, Mr. Jayakumar Ramdass. Dr Mary Metilda, Dean of Sri Ramakrishna Business School, the host for the evening welcomed the guests and introduced Mr. Senthil Kumar and Mr. Ranganathan, Directors of SIMTA Group. The Q/A session was moderated by CMA Secretary, Dr. Nithyanandan Devaraaj, by itself was a lesson in entrepreneurship as the stalwarts shared their experience and advice.



Business partnerships beyond families- Series 4 event

Faridabad Management Association

Faridabad Management Association in collaboration with DLF Industries Association, Faridabad, Rotary Club of Faridabad Elite and Rotary Club of Faridabad Mid-Town conducted a speaker meet on 20th May and the guest speaker on this occasion was Mr. D.K. Bakshi, Global Leadership Coach. The event started with Master of Ceremony where Ms. Charusmita Malhotra, General Secretary, FMA and Business Transformation Coach – IBM, welcomed the guests and introduced them. Ms. Saloni Kaul, President FMA and Founder and Chief Executive, It's People gave the welcome address and spoke on the theme 'New DNA of Leadership'. Thereafter, Mr. J. P. Malhotra, President DLF Industries welcomed everyone and shared his views on the theme. Rtn. Subhash Jagota, President, Rotary Club of Elite, Faridabad and Rtn.



On the Podium- Ms. Charusmita Malhotra, General Secretary, FMA & Business Transformation Coach-IBM, Seated L to R - Ms. Saloni Kaul, President, FMA & Founder & Chief Executive It's People, Mr. J. P. Malhotra, President, DLF Industries Association, Mr. D. K. Bakshi, Global Leadership Coach, Rtn. Mr. Subhash Jagota, Rotary Club of Faridabad Elite, Rtn. Dr. Lalit Hassija, President, Rotary Club of Faridabad, Midtown.



Mr. Ravinder Singh, Chair - FMA Membership & HR Consulting, Mr. J. P. Malhotra, President, DLF Industries Association, Mr. D. K. Bakshi, Global Leadership Coach, Mr. V. Thyagarajan, Executive Director, FMA, Mr. Virbharat, Chair, Website & Social Media & Sr. HR Leader, Yamaha Motor Solutions P Ltd. Faridabad, Ms. Shalu Pillai, Asst. Leader HR OD, Global Talent Co.

Dr. Lalit Hasija, President, Rotary Club of Faridabad Midtown also spoke in brief about leadership. Mr. D.K Bakshi the guest speaker spoke in detail about the New DNA of Leadership. It was followed by Q/A session by the audience. Dr. Puneet Chawla, Vaastu Expert also shared his views on leadership in brief. Finally, a vote of thanks was proposed by Mr. V. Thyagarajan, Executive Director, FMA. The event was attended by the participants from prominent industries of Faridabad and also the academia.

Faridabad Management Association conducted its signature event ABHIVYAKTI – EP2 – a Tete-A-Tete with Business Leaders on 29th May. The talk show event started with a welcome address by President, FMA and Founder and Chief Executive, It's People– Ms. Saloni Kaul. The guest of honour and distinguished speaker invited for this event was Ms. Shilpa Ajwani, Founder and CEO, UNOMANTRA who is also a Strategy consultant to Consumer and Lifestyle Enterprises. The talk show host Ms. Charusmita Malhotra, General Secretary, FMA and Business Transformation Coach, IBM India Ltd had a conversation with Ms. Shilpa Ajwani. Ms. Ajwani shared her life journey, hurdles she faced and how she overcame these hurdles and scaled up her business successfully. The event was attended by the industry leaders and academia. Mr. V. Thyagarajan, Executive Director gave the concluding remarks, and the vote of thanks was given by Ms. Saloni Kaul, President, FMA.



Clockwise: Ms. Shilpa Ajwani, Foundeers & CEO UNOMANTRA & Strategy Consultant & Leadership Advisor to Consumer and Lifestyle Enterprises, Ms. Charusmita Malhotra, General Secretary, FMA & Business Transformation Coach-IBM & Ms. Saloni Kaul, President, FMA & Founder & Chief Executive, It's People

Ghaziabad Management Association

32nd Annual National Convention

Ghaziabad Management Association organised its 32nd Annual National Convention on 7th May on the theme 'Redefining Growth - The E S G Way'. The Chief Guest was Dr Indrajeet Ghosh, Global Chairman, MSME Chamber of Commerce and industry of India and the keynote speaker was Mr. Vikram Kasbekar, Executive Director and Board Member, Hero MotoCorp Ltd. Mr. Dharmendra Singh, President GMA welcomed the guest and the delegates. Dr Ghosh, in his inaugural address shared what the MSME Chamber of Commerce is doing to help enterprises for ensuring a sustainable growth.



Releasing the GMA convention souvenir by Chief Guest and Keynote speaker during the inaugural session

The distinguished speakers in the Role of Corporate Governance were Mr. Anup Kumar Mittal, former CMD of National Building Construction Company and Mr. Sameet Gambhir, Vice President, (Corporate Law) and Company Secretary, DCM Shriram Ltd. The session was chaired by Mr Amit Agarwal, Managing Director of Ghaziabad Precision Products Ltd, Ghaziabad and Past President of GMA. The session on Role of Technology was chaired by Mr SK Tiwari, General Manager, Godfrey Phillips India Ltd and Senior Vice President, GMA; and the distinguished speaker was Mr Ashok Goel, Associate Vice President, Vendor Development and Supply Chain in Hero MotoCorp Ltd. The speaker in the Role of Academy was Professor Dr Kamal Kant Dwivedi, Senior Vice President, Amity group of universities; and the session chair was Dr TR Pandey, Director AKG Institute of Management Ghaziabad, and Hony. Secretary, GMA.

In the Valedictory session, the chief guest was Municipal Commissioner of Ghaziabad which was chaired by CA (Dr.) Rakesh Chharia, General Secretary, IMS Group of Institutions, Ghaziabad, and Immediate Past President of GMA. In the end, it was suggested that the Association organise a special session with the municipal commissioner where both could find out ways and means to co-operate with each other for a better environment in Ghaziabad.

Manthan'2022-RKG Business Quiz

Ghaziabad Management Association and Department of Management Studies –RKGIT organised a business quiz competition 'MANTHAN 2022' on 21st May. 'MANTHAN 2022', was graced by the esteemed presence of Dr. Sunaina Dutta, Corporate Head-HR, Hettich India Pvt. Ltd. as Chief Guest. It consisted of questions related to economy, brands, audio-visual recognition, and product related questions.



Inaugural session

MDP

Ghaziabad Management Association collaborated with Institute of Professional Excellence and Management, Ghaziabad organised a two day MDP on 25th and 26th May on 'Enhancing Workplace Productivity through Neuro Linguistic Programming and Emotional Intelligence'. Around 25 members participated from various corporate and educational institutions. Dr. NK Rai, a certified trainer from IDPM, Manchester University (U.K.) and Consultant with NIE Times of India; and Mr. Ved Prakash, Founder and CEO of NLP Technologies Pvt. Ltd were the expert external resource persons; and Dr. Mona Sahay, Certified Master Coach, Neuro Linguistic programming, and Associate Professor, IPEM, Ghaziabad and Mr. Tejindra Singh, Assistant Professor, IPEM, Ghaziabad were the internal resource persons.



Inauguration of the MDP

Goa Management Association

MoU

Goa Management Association signed an MoU with St. Xavier's College, Mapusa on 7th May and Murgaoon Education Society's (MES) College of Arts and Commerce, Zuarinagar on 12th May. The objective of signing of the MoU is to bridge the industry-academia divide, share expertise of members as resource persons with faculty and student members, to provide opportunities to the faculty and students to gain practical exposure, to strengthen the knowledge and skill base of faculty members and enhance the learning experience of students etc. Besides the signing of MoU, there was a short address by Chairman, GMA, Mr. Amin Ladak to the students at MES College.



Signing of MoU with St Xavier's College



Signing of MoU with Murgaoon Education Society's College of Arts and Commerce

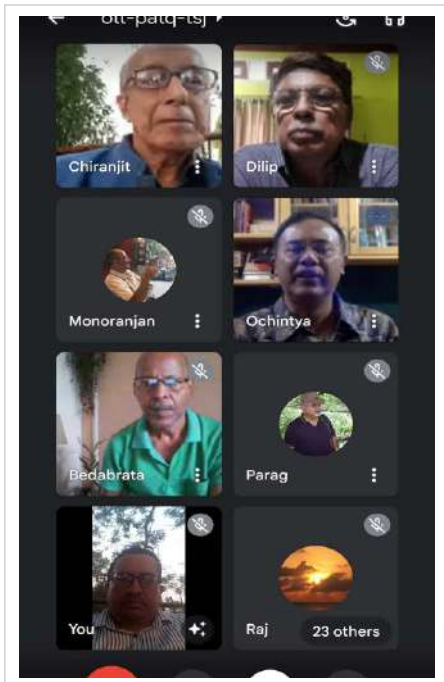
Guwahati Management Association

Industrial Visit

Guwahati Management Association with members delegation, led by Mr. M. B Hazarika, Vice President, visited Joyshree Powerol factory on 25th May as part of GMA's industrial visit programme. The members of GMA were briefed about the background of diesel generator industry in India and Northeast India and how the DG industry of India has evolved from 1947 to till date. The visit was sponsored by M/s White Nest Pvt.Ltd. Guwahati which deals with marketing of DG set, pumps and other allied equipments.



GMA members at Joyshree Powerol Factory



Participants during the Virtual Meeting

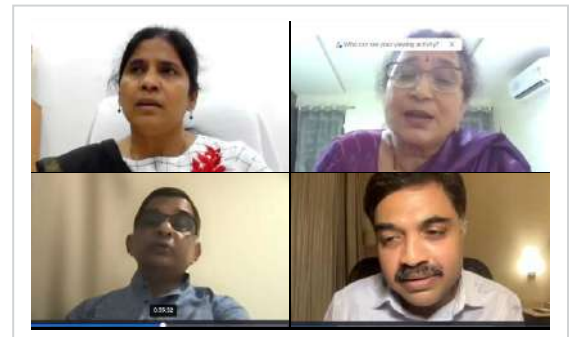
Monthly meeting

Guwahati Management Association organised a virtual lecture session on 28th May as part of its monthly meeting on 'Internet of beings' with speaker Mr. Ochintya Sarma, Expert in cellular communication, artificial intelligence, GPS etc. Mr. Sarma is the founder of Oxome Consulting engaged in bridging the Northeast with the technological and creative possibilities around the world. The meeting was chaired by GMA President Chiranjit Chaliha, while Secretary, Mr. Bibhuti Dutta offered the vote of thanks.

Hyderabad Management Association

MSME

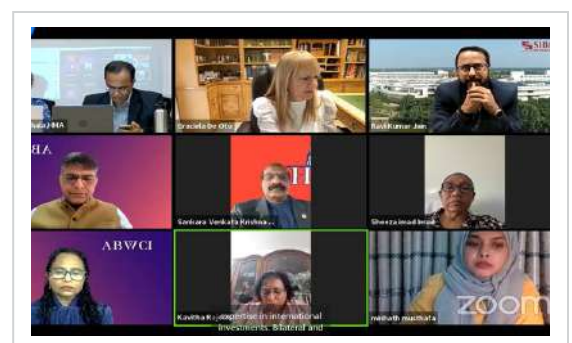
HMA organised a panel discussion on 2nd May on the topic 'Creating a Vibrant Start-up Ecosystem: A Curious Case of India' with Dr S Glory Swarupa – Director General – ni-msme; Mr M Srinivas Rao (MSR) – CEO – T-Hub; Ms. K Rama Devi – President ALEAP which was moderated by Mr. Panneerselvam Madanagopal, VP T-Hub Corporate Innovation. Dr. Swarupa stated that this year they would complete 60 years of existence and they have done well having served the nation through capacity building through our officers, to the rural population through their cluster programme, to the policy makers through their research and to the unemployed youth through their skill development programme. Ms. Rama Devi spoke about the outdated policies and technologies at the institutions in our country. Mr. M Srinivas Rao stated that, in terms of startups today, we are the 3rd largest in the world next to US and China. It was a thought provoking and educative session where the moderator as well as the panelists did their best to enlighten all.



(L-R) Ms Glory Swarupa, Director General, ni-MSME Ms Rama Devi, President, ALEAP; Mr M Srinivas Rao, CEO, -T-Hub Mr Panneerselvam Madanagopal, VP, Corporate Innovation -T-Hub

Panel Discussion

Hyderabad Management Association in collaboration with Symbiosis Institute of Business Management and Association of Businesswomen in Commerce and Industry held a panel discussion on 'Investment and Opportunities - Understanding Trade Opportunities in Different Countries' on 10th May on a virtual platform. Ms Geeta Mallikarjun welcomed the panellists and audience to the panel discussion. Parul Soni, Global Managing Partner, Thinkthrough Consulting and Founder Secretary General, Association of Businesswomen in Commerce and Industry gave an introduction into the activities of ABWCI. Ms. Kavita Rajesh, President of HMA spoke how HMA was seeking to set up a bridge between ABWCI and Women Entrepreneurs in Telangana and other parts of India. Mr. Sankara Venkata Krishna Prasad, Convenor, International Desk, HMA spoke about how HMA was seeking out newer opportunities between countries across the world and India. Ms. Sandra Bukane, Country President ABWCI in Latvia presented the socio-economic situation in her country and the opportunities that are available for those who are looking to invest there. Ms. Raheema Adam, Country President, ABWCI of the Indian Ocean archipelago of Maldives made a presentation of her country and opportunities ranging from export of Seafood to their mainstay, Tourism. Dr Graciela De Oto, Country President, ABWCI, Argentina, spoke that her country was looking at doing business with Indian



Session in progress

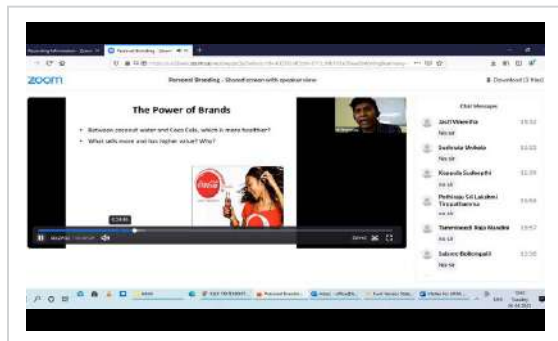
entrepreneurs. Ms. Srujana Chadalawada, Associate Director, World Trade Center, Shamshabad in Hyderabad spoke about how World Trade Centers Association based in New York with over 330 WTCs in nearly 100 countries is seeking to create business opportunities by creating trade channels for our MSMEs and explore global markets. Mr. Suresh Kochattil, COO of Bharat Today was the moderator of the discussion and Dr Ravi Kumar Jain, Secretary HMA proposed the vote of thanks.

Lecture Meeting

HMA organised a session on 24th May on 'The Injured Industrial Worker – Early Quality Treatment' with Dr Bharathendu Swain – Director Aakar Asha Hospital. Dr Swain spoke about the importance of treatment to industrial worker’s injury at workplace and stated what is the treatment to be given. His detailed description of the methods to deal with injuries was an eye opener to many. The session ended with a vote of thanks by Mr Ramchander, Vice President, HMA.



Dr Swain's session in progress



Prof Dhananjay sharing his presentation

Industry Readiness Programme

HMA conducted an online session for its Certification Course Industry Readiness Programme on 'Spreadsheet Skills' by Dr Anjan Kumar, Assistant Professor, Department of Business Management. MVSR Engineering College, Nadargul, Hyderabad on 6th, 9th, 11th, and 12th May. He trained students to master the advanced functions of spreadsheet applications, enabling them to produce more sophisticated reports, to perform complex mathematical and statistical calculations.

Prof. Dhananjay Singh took a session on 8th May on 'Personal Branding' and spoke about 'You are your own brand'. He spoke about the need for every individual to understand their strengths and come out with their own way and style within given parameters.

HMA organised a session on 17th May with Ms Uma Kasogi on 'Path Entrepreneur'. She spoke on the importance of entrepreneurship and how one becomes an important part of the GDP by being a job creator and adding to the GST of the country. She spoke of her journey on this path as the founder of The Star in Me.

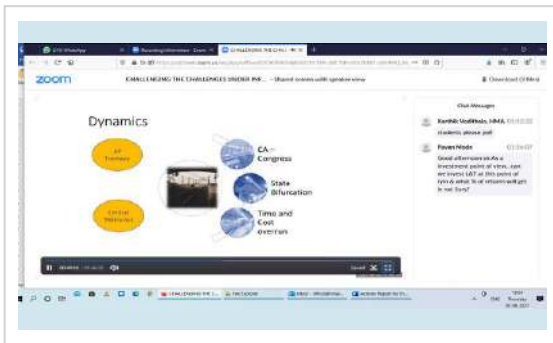


Session of 'Path Entrepreneur'

HMA conducted an online session on 15th May on 'Digital Transformation' by Mr. Chirantan Chatterjee. He spoke on the Digital business models and services, Digital consumer experience, Intelligent process automation, Digital Business models and services. The interesting session revived the student's curiosity and interest.

Conceptual Definitions - Digitization, Digitalization and Digital Transformation		
Digitization	Digitalization	Digital Transformation
Changing the way, the data is being stored	Use of digital technologies to get the maximum value out of various processes	Transforming the way, the business being carried in order to provide enhanced value to customers and suppliers
Data can be kept/stored for very long periods	Forward moving approach to ensure efficiency and effectiveness	Identifying extended scope for businesses to explore
Investing on resources to gain a competitive edge on data processing	Seeking assistance of technologies for value additions	Keep growing and expanding businesses through exploring business opportunities arising on the go.

Presentation on Digital Transformation



Presentation by Mr. J Ravi Kumar

Presentation on Digital Transformation

HMA conducted an online session on 19th May on 'Challenging the Challenges under Infra' by Mr. J Ravi Kumar. He covered the following topics in the session as Fear vs Risk, Importance of Introspection, Hyderabad metro - a poetry in concrete, an impossible turned possible, how to convert an adversity into opportunity, unchallenging challenges, and concluded by sharing some key takeaways.

On 22nd May, HMA conducted a session on 'Banking' by Dr Sriharsha Reddy. He laid emphasis on the different operations of a bank and how one could raise funds from financial institutions.



Presentation on Banking by Dr Sriharsha Reddy

HMA conducted an online SDP on 25th May for its Certification Course - Industry Readiness Programme on Entrepreneurship and Electric Vehicles Eco Systems by Mr Devender Reddy Founder and CEO, Eride. He spoke about the future of the transportation industry. He stated that the pollution levels have increased and due to the rising cost of petroleum products the transportation industry has researched and come up with battery operated vehicles as well as electric vehicles which is going to be the future of mobility.



Session in progress

Indore Management Association

Center of Excellence

Indore Management Association organised a Centre of Excellence session on 3rd May on the topic 'Accelerate your Success through: Neuro Linguistic Programming (NLP)'. The speaker of the session was Mr. Chetan Pandharkar, a Motivational speaker and NLP Trainer, Owner - Willycherish Training Solutions, Indore.



Speaker, Mr. Chetan Pandharkar



Speaker, Acharya Shekhar Pandey

IMA organised a session on 6th May on the topic 'Vedic Management' (The Holistic Approach to Managerial Excellence) with speaker Acharya Shekhar Pandey, a Corporate Mentor, Vedic and CSR Consultant, an Astrologer and Vastuvid Indore.

Diksha - In House

Indore Management Association organised its in-house session 'Diksha' for Indira Securities on 7th May on the topic 'Communication and Email Etiquette' with speaker Ms. Olivia Scharenguinel, an Aviation, Soft Skills and Grooming Trainer, Indore.



Ms. Olivia Scharenguinel during the session



Participants of inhouse session

IMA organised 'Diksha' in-house session, a seminar for HDFC on 14th May on the topic 'Communication and Email Etiquette'. The speaker for the session was Ms. Olivia Scharenguinel, an Aviation, Soft Skills and Grooming Trainer, Indore.

IMA organised in-house session, a seminar for Kusum healthcare on 19th May on the topic 'Communication and Email Etiquette'. The speaker for the session was Ms. Olivia Scharenguinel, an Aviation, Soft Skills and Grooming Trainer, Indore.



Speaker, Ms. Olivia Scharenguinel



Mr. Abhishek Mishra and participants during the session

IMA organised an in-house session, a seminar for Sapcon Instruments Pvt. Ltd on 28th May on the topic 'Being the Master of Your Own Development'. The speaker for the session was Mr. Abhishek Mishra, Corporate trainer, facilitator, Success is Life Coach.

Contemporary Learning

Indore Management Association organised a Contemporary Learning session on 10th May on the topic 'Growing Business Through Digital Marketing' with speaker Dr. Tejas Shah, Programming Chair - MBA (Family Business and Entrepreneurship) Institute of Management, Nirma University, Ahmedabad.



Dr. Tejas Shah during the session



Speaker, Mr. Sachin Gadia

Indore Management Association organised a Contemporary Learning session on 25th May on the topic 'How Traditional Businesses can get Digitally Enabled to Fuel in 2022'. The speaker for the session was Mr. Sachin Gadia, Director-Digital Experience Softude, Indore.

Student Chapter Exclusive Session

IMA Student Chapter organised a session for the students of Govindram Seksaria Institute of Management and Research on the topic 'Growing Business through Digital Marketing' on 10th May with Dr. Tejas Shah, a Programming Chair - MBA (Family Business and Entrepreneurship) Institute of Management, Nirma University, Ahmedabad.



Speaker, Dr Tejas Shah



Industrial visit at TATA International with PIMR students

IMA organised an industrial visit at TATA International Ltd, Dewas for the students of Govindram Seksaria Institute of Management and Research College on 13th May.

IMA Student Chapter organised a Management Film Show at Prestige Institute of Management and Research, Indore on 17th May on the movie 'Rocket Singh Salesman of The Year' with Mr. Abhishek Mishra, Corporate Trainer, Facilitator, Success is Life Coach.



Mr. Abhishek Mishra with students of PIMR, Indore



Speaker, Dr. Subir Verma

IMA Tête-à-Tête

Indore Management Association organized its Tête-à-Tête CEOs Dinner Meet on 11th May on the topic 'Building Sustainable Competitive Edge in the Emerging Context of Business.' The speaker for the session was Dr. Subir Verma, Director and Dean, Institute of Management, Nirma University, Ahmedabad.

HR Forum Meet

IMA organised its HR Forum Meet on 18th May on the topic 'Design your Life: Set Intentional Goals and Steps to Achieve Them'. The speaker for the session was Ms. Ravleen Tuteja, Corporate Wellness Consultant, and founder of minimalistic stories.



Speaker, Ms. Ravleen Tuteja



Ms. Archna Sharma along with the participants

Breakfast Couple Meet

Indore Management Association organised Breakfast Couple Meet on 22nd May on the topic 'The Ping Pong Game of Relationships'. The speaker for the session was Ms. Archna Sharma, Chief Trainer, and facilitator Roccia Bliss-Your Happiness Partner.

Management Film Show

IMA Student Chapter organised a Management Film Show on 26th May for the students at Idyllic Institute of Management, Indore on the movie 'Kaun Pravin Tambe?'. The speaker for the session was Mr. Abhishek Mishra, Corporate Trainer, facilitator, Success is Life Coach.



Mr. Abhishek Mishra and participants during the session

Jamshedpur Management Association

Regional Management Conclave

JMA conducted the first Regional Management Conclave on 26th April of the Eastern Region in association with AIMA. The theme of this year's was 'A Bruised New World: Leading Transformation Amidst Uncertainty'. It was a wonderful opportunity for youngsters to be a part of an event with exemplary speakers. JMA received about 300 registrations for the conclave.



Inaugural session of the Regional Management Conclave

Inauguration Ceremony

Jamshedpur Management Association launched a six-month Comprehensive Course in Business Analytics for working professionals and aspiring students in partnership with the Centre for Artificial Intelligence and Machine Learning (CAIML), ISI Calcutta. The inaugural session was held on 21st May. JMA is privileged to have 37 national and international candidates from diverse backgrounds for the first batch. The chief guests were Dr. Sanghamitra Bandyopadhyay, Director, ISI and Padmashree Awardee and Mr. Chankaya Chaudhary,

Hon'ble President, JMA, Vice President Corporate Services, Tata Steel. The ceremony was followed by the interaction of students and faculty of ISI. The function was attended by ISI faculty, JMA board members and other participants.



Virtual Inauguration Ceremony

Lucknow Management Association

Interactive Talk

Lucknow Management Association organised an interactive talk on 'Career Alternatives in Commerce Education' on 4th May. CA Devesh Agarwal, Chartered Accountant and coordinator Young Managers Forum was the speaker. The counselor of the college Ms. Yogita Mehrotra introduced the speaker and gave the vote of thanks. Dr. Dheeraj Mehrotra, Principal was also present.



CA Devesh Agarwal addressing the session

Young Managers Forum of LMA in collaboration with BigAlfa, Institutions Innovation Council and Shri Ramswaroop Memorial College of Engineering and Management organised a talk on 10th May on 'Startup Struggle' by Mr. Gaurav Srivastava, Head YMF, Consultant World Bank and Mr. Saurabh Lall, Founder Content Culture. More than 100 students, faculty and LMA members participated in this session.



Mr. Gaurav Srivastava and Mr. Saurabh Lall with students in the session



Health talk at Medanta Hospital

Health Talk

Lucknow Management Association collaborated with Medanta Hospital, Lucknow on the World Asthma Day conducted a visit on 5th May on their campus and exclusive health talks on 'Living Longer Living Better' by Dr. Nakul Sinha, Director-Interventional Cardiology and Lung Health in Covid Era by Dr. Rajneesh Kumar Srivastava, Associate Consultant-Respiratory Medicine. Mr. A.K. Mathur, Vice President, LMA proposed a formal vote of thanks on the occasion.

Workshop

LMA in collaboration with AWOKE India Foundation and Ambalika Institute of Management and Technology organised a programme on 7th May on 'Financial Literacy and Investor Education' by Mr. Joseph Francis Trainer, Financial Literacy. Mr. Pravin Kumar Dwivedi, Senior Vice President, LMA welcomed and introduced the speaker. The session was attended by faculty and students of AIMT.



Mr. Joseph Francis addressing the session



Dr. Rashmi Sharma addressing the event

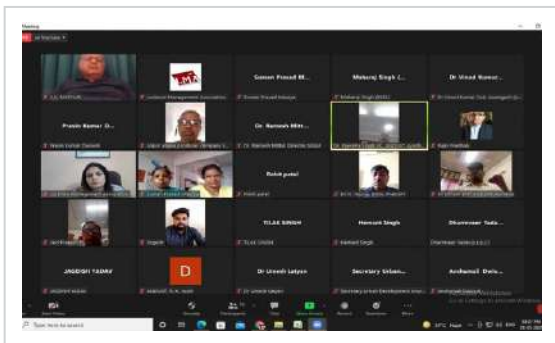
LMA in collaboration with Road to Happiness and Emoform organised a workshop on 16th May on 'Ek Pahal Muskurahat kee' and Free Dental Checkup. Dr. Rashmi Sharma, Principal, Gautam Buddha Degree College, Lucknow and Dr. Anju Varshney, Educationist, Nutritionist, Social activist led the workshop through outcome-based activities to enhance the happiness quotient, experimental learning to enhance awareness of one's self-worth and power of self-knowledge

and learning to realise the power of our smile. Ms. Namrata Patak w/o Mr. Brajesh Pathak, Dy. Chief Minister UP was the Chief Guest. Ms. Renu Chaudhary, General Manager LMA welcomed and introduced the speaker and proposed a formal vote of thanks at the end of the session.

Lucknow Management Association in collaboration with AWOKE India Foundation and ICICI Prudential Mutual Fund organised a workshop on 21st May on 'Financial Planning During Uncertain Economic Environment' by Ms. Supriya Agarwal, Founder of Career Speak and Senior Trainer- Awoke India. Dr Dheeraj Mehrotra, Principal, Kunwar Global School welcomed and introduced the speaker and Mr. Pravin Kumar Dwivedi, Sr Vice President LMA proposed a formal vote of thanks on the occasion.



Ms. Supriya Agarwal addressing the session



Dr Brijendra Singh and Mr. A.K. Mathur during the session

Online Master Class

Lucknow Management Association in collaboration with AWOKE India Foundation organised an online Master Class on 'Developing Successful FPOs in Uttar Pradesh' on 28th May. The eminent speakers were Dr Brijendra Singh, Vice Chancellor Acharya Narendra Deva University of Agriculture and Technology, Kumarganj, Ayodhya; Dr Hema Yadav, Director, VAMNICOM and CICTAB, S. P. Pune University Road, Pune; Dr Ramesh Mittal, Director, CCS National Institute of Agricultural Marketing, Bambala, Jaipur; Mr. Anshumali Dwivedi, Director, Managing Director, Sacred River Management; Mr. Aleen Mukherjee, Executive Vice President, NCDEX and Mr. S. Ramesh, COO, NABKISAN. Mr. A.K. Mathur, Vice President welcomed and introduced the speakers and Mr. Pravin Kumar Dwivedi, Sr Vice President LMA proposed a formal vote of thanks on the occasion. Many FPOs from different districts were present in the session.

Ludhiana Management Association

Women's Forum

Women forum of LMA organised a session on 18th May on 'Skin Care in Summers- Tips and Tricks to avoid early skin ageing' with renowned dermatologist Dr. Ruchi S Mutneja, Sparsh Aesthetics Ludhiana, who emphasised on the skin care precautions to be taken by every age group. The chairperson Ms. Shivani Gupta in her welcome address, thanked her for addressing the members of women's forum of LMA. Dr. Ruchi further explained to consume antioxidants in their diet to keep your skin younger looking and to add a healthy balanced diet like Vitamin A, Vitamin C etc. It was a fruitful



LMA presenting a memento to Dr. Ruchi S Mutneja

session and concluded with a vote of thanks by Ms. Harpreet K. Kang, Sr. Vice President, LMA and Mr. Shobhan Soi, General Secretary, LMA. The session was attended by 50 women members of LMA.

Ludhiana Management Association organised a session on 24th May on 'Sustaining Growth in Crisis' by Mr. Neeraj Jain, Independent Director, Tata Trustee and Tata Pension, Mumbai for industrialists and entrepreneurs of the region. Mr. Shobhan Soi, General Secretary, LMA in his welcome address thanked him for addressing the members of Ludhiana Management Association. Mr. Jain discussed the different strategies that organisations opted to survive during the pandemic. It was a fruitful session for all which concluded with the Presidential remarks by Mr. Neeraj Jain, President LMA, and the vote of thanks was given by Ms Harpreet K. Kang, Sr. Vice President of LMA. The session was attended by 130 members.



A memento was presenting to Mr. Neeraj Jain, Independent Director, Tata Trustee and Tata Pension, Mumbai



A memento was presenting to Mr Hitesh Arora, Managing Director, Kipps Ludhiana

Women Forum of LMA organised a session on 30th May on 'Kitchen to Cloud' and the resource person was renowned personality from food industry, Mr. Hitesh Arora, Managing Director- Kipps, Ludhiana. He emphasised about the trending cloud kitchen business among the members and shared the tips regarding this start-up business. Mr. Arora further explained about the techniques of operating cloud kitchen like FSSAI licenses, good marketing over social media, good quality of raw material and branding as well. It was an effective session and concluded with a vote of thanks by Mr. Shobhan Soi, General Secretary of LMA. The session was attended by 35 women members of LMA.

Meerut Management Association

Seminar

Meerut Management Association organised a seminar in association with PDDU Management College, Meerut on 12th May on the topic 'How to begin Start Ups and its Ethics'. The distinguished speaker was Dr. Devendra Arora. MMA members, faculty and students exchanged questions and additional inputs as a part of knowledge sharing session. The seminar was widely appreciated by all attendees. Dr. Nirdesh Vashishtha proposed the vote of thanks.



Speaker, Dr. Devendra Arora

Meerut Management Association organised Dr. B. Devdutt Memorial Award for Professional Excellence 2022 on 17th May. Dr. Amit Pathak, Senior Radiologist and Ultrasonologist was given this prestigious award by Dr. Poonam Devdutt. The vote of thanks was presented by Col. (Dr.) Naresh Goyal. MMA members and guests attended the award ceremony.



Dr. Amit Pathak addressing the award function



A memento was presenting to Dr Manoj Garg

Inter-College Competition

Meerut Management Association in association with PDDU Management College, Meerut organised a Start Up Pitch Contest on 30th May. The distinguished judges were Dr. Manoj Garg and Dr. Satish Kumar. 12 teams from various management and engineering colleges participated in the event. MMA members, faculty and students attended the event. The competition was widely appreciated by all attendees. Dr. Devesh Gupta proposed the vote of thanks.

Pala Management Association

Executive Committee Meeting

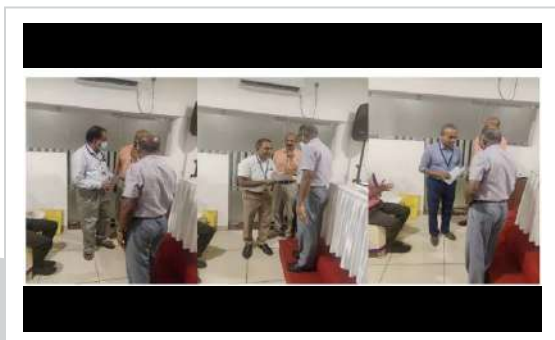
PMA held its executive committee meeting on 12th May. The main agenda were conduct of AGM, election of new Executive Committee, presentation of Annual Report and Accounts. It was decided to conduct the annual general body meeting on 26th May. Sri Radhakrishnan was nominated as the Returning Officer for conduct of elections.



Col KN V Achary, President addressing the AGM

Annual General Body Meeting

The general body meeting was conducted on 26th May. Three new members were welcomed and presented with a 'Welcome' card and a copy of brief on PMA and byelaw. The election to the Executive Committee 2022-23 was conducted by Sri Radhakrishnan, the Returning Officer.



Welcoming the new members

Patiala Management Association

Patiala Management Association organised an informative session on 13th May with India's leading 'Networking Guru' Mr. Paritosh Pathak. The President, Mr. Vikas Kalra gave the Presidential address on the topic 'Secrets of Networking Superstars' and Vaidya Manu Vats welcomed the keynote speaker, members, and dignitaries at the function. Mr. Deepak Kataria introduced the speaker to the group. Mr. Paritosh Pathak enlightened the members through thought provoking session on Networking. While delivering his lecture, Mr. Pathak said by becoming effective networkers, we don't just grow in business or in our careers, rather we grow as human beings." General Secretary of PMA, Mr. Sanjay Gupta, along with others welcomed the new members of PMA family. In the end, Mr. Rahul Tayal presented the vote of thanks.



PMA presenting a memento to speaker, Mr. Paritosh Pathak

Patna Management Association

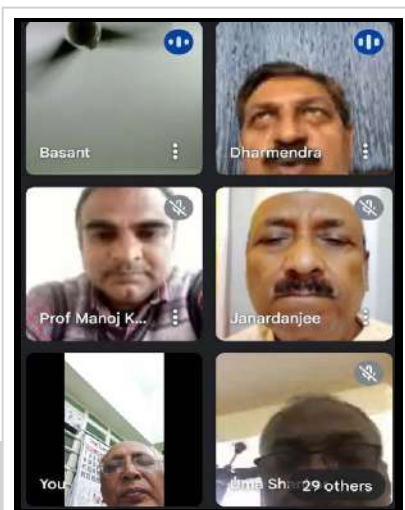
Patna Management Association and Bihar State Productivity Council organised a session on 22nd May on the theme 'Achieving success, through Smart Goals, Right Path and Untiring Spirits'. The Chief speaker was Mr. Deepak Jain, Company Secretary and Motivational speaker and other speakers were Adv. B.K. Sinha, President PMA and Mr. D.K. Srivastava, Patron PMA and Chairman Bihar Chapter. Mr. Deepak Jain deliberated on how to write down your initial goals, milestones and



Participants addressing during the session

achievements, your failures if any, and its reasons. Further, he mentioned that human beings are goal oriented and our minds works according to goals, and people who are goal oriented are driven and motivated by purpose. He also emphasised the importance to practice yoga and meditation to keep healthy.

PMA in collaboration with Bihar State Productivity Council organised a webinar on 29th May on the topic 'Business Analytics and Organisational Goals: A Global Perspective'. The Chief speaker was Prof. Manoj Kumar Mishra from College of Business and Economics, Salale University, Ethiopia. In his lecture, he highlighted its application in Data Science, healthcare, sports business, behavioural targeting, to improve students outcomes and to improve customer engagement. He also focussed on challenges forecasting behaviour and so on.



Participants addressing the session

Rajkot Management Association

Rajkot Management Association conducted a members' meet and a session on 'Financial Planning' on 18th May. The meeting began with the introduction of the new RMA members, and which was a nice opportunity to develop a connect. The session was delivered by Ms. Rupal Manishbhai Parekh who is an Ace Life Advisor at Max Life Insurance. In this session, new avenues were discussed with unique proposition for Business finances and risk management, along with investment opportunities with multiple benefits for industries. The attendees found the talk very informative and helpful.



Ms. Rupal Parekh delivering a session to the RMA members

Rohilkhand Management Association

Meetings

Rohilkhand Management Association organised two programme committee meetings and one executive committee meeting in May to plan programmes for the month of May and June.

A big event was finalised to be organised on 28th May on the topic 'People's participation in Environment protection and economic development' but due to urgent developments in U.P. assembly, Hon'ble Minister and local MLAs were unable to join the programme and therefore, the programme has been postponed for June.



(L-R) Dr. Manish Sharma; Mr. Qadir Ahmad; Mr. K.B. Agarwal; Mr. Umesh Dhirwani; Dr. Swatantra Kumar; Dr. A.K. Rai; Dr. Neeraj Saxena; and Dr. Shahin Parvez

Thrissur Management Association

TMA-Florence Nightingale Award

TMA presented the TMA-Florence Nightingale Award for Nursing Excellence as part of its commitment to recognise professional excellence in various spheres, to the winners on 12th May to Mr. Lance Frank William, Head Nurse (Coronary Care Unit), Jubilee Mission Hospital, and Ms. Vijayalakshmi V R, OT Nursing Superintendent, Daya General Hospital.



TMA-Florence Nightingale Award for Nursing Excellence 2022 to Ms. Vijayalakshmi V R, OT Nursing Superintendent, Daya General Hospital



Presentation of TMA-Florence Nightingale Award for Nursing Excellence 2022 to Mr. Lance Frank William, Head Nurse (Coronary Care Unit), Jubilee Mission Hospital

TMA Managing Committee Meeting

TMA conducted its physical Managing Committee meeting on 24th May. The committee reviewed the past activities and discussed the upcoming activities. At the core of all TMA MC meetings lies lessons learned from the past, critical review of its own performance against past benchmarks, and maintaining the continuity of its activities in the future.



TMA student chapter coordinator, CMA. Madhu A P (standing) giving an update on recent and upcoming activities. Seated on the dais from left to right are the TMA Vice President, Hon. Secretary, President, and Treasurer

Vaikom Management Association

VMA held its monthly programme on 8th May with keynote speaker Sri. Vaikom Ramachandran, Member, Consumer Dispute Redressal Commission, Ernakulam. Mr. M. Raju, Secretary-General, delivered the welcome address and Mr. Sashi Gopal in his presidential address explained the prominence of the topic in the new era of online marketing. Mr. Anil Kumar K.S., Treasurer, VMA, introduced the chief guest to the audience. VMA congratulated the former President Mr. P. Rajendra Prasad, on his selection as Director to M/s. Malabar Cements Ltd. Mr. Ramachandran expressed his happiness, for receiving an opportunity to address a gathering in his native place. President, Sashi Gopal presented memento to Sri. Ramachandran and his wife Smt. Bindu Ramachandran. Dr. N.K. Sasidharan, Secretary-Administration delivered the vote of thanks.



Chief Guest, Sri. Vaikom Ramachandran, Member, Consumer Dispute Redressal Commission, Ernakulam addressing the participants



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Eligibility

- Post-Graduate or equivalent in any discipline from a recognised university
- Minimum work experience of 5 years is desirable

Duration

The duration of the programme is 6 months.

Programme Fees

The programme fees for this course is ₹ 41,300/- (including GST @18%) which include cost of Course Learning Material & Examination fees.

AIMA Events Calendar

Event	Programme Chairman/Director	Venue	Date
YLC session on 5 Secrets of Labour Law Compliances	Mr. SK Sharma Advocate Founder SLCI Member, CBT Government of India Mr. Siddharth Macker Advocate Senior Leagal Council SLCI	Online	17 June 2022
Joint Programme with Indian Army		Ladakh	18-25 June 2022
Management Development Programme (Gamification)		Online	20 June 2022
23rd National Management Quiz (Online)		Online Regional Rounds Online Grand Finale	21 - 30 June 2022 08 July 2022
AIMA Leadership Workshop		Online	29 July 2022
9th Business Responsibility Summit 2022		Online	04 August 2022
Online Programme on Consumption & Brands		Online	06 August 2022
PSU Summit		New Delhi	09 August 2022
Social and Digital Marketing Retreat		Goa	21-22 August 2022
2nd National Shaping Young Minds Programme		Online	26 August 2022
Online Programme on Consumption & Brands		Online	03 September 2022
Programme on Strategy		Online	10 September 2022
3rd Womens Leadership Workshop		Online	16 September 2022

Event	Programme Chairman/Director	Venue	Date
National Management Convention		New Delhi	20-21 September 2022
Boot Camp for Mid-Level Managers		Online	29 Sep-01 Oct 2022
Online Programme on Social & Digital Marketing		Online	05 November 2022
Global Advanced Management Programme, USA		USA	27 Nov-03 Dec 2022
Innovation Practitioner's Case Study Competition		Online	December 2022
Senior Leadership Retreat		Goa	19-21 December 2022

To view full calendar please visit www.aima.in

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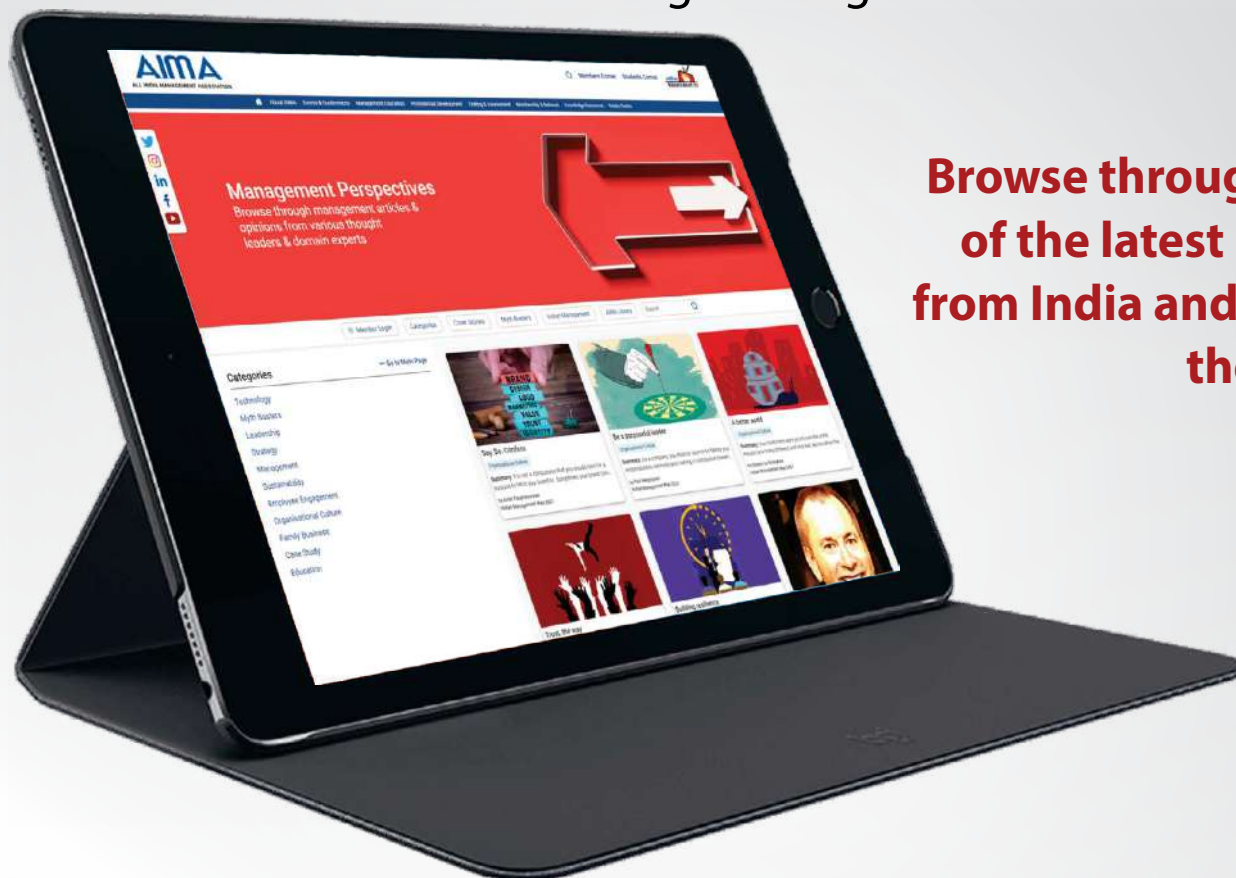
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AIMA

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