

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

APRIL 2022



Dear Readers,

It gives me great pleasure to present the April issue of AIMA News.

With your support and encouragement, AIMA continued to strive to spread management thought and build capability through its various initiatives and programmes - both digitally and physically.

After a long gap of two years, AIMA held two of its flagship events - the 7th AIMA National Leadership Conclave and 12th AIMA Managing India Awards, on ground with all necessary safety protocols and restricted participation.

The National Leadership Conclave, held on the theme 'A New Thrust: Reimagine, Reform, Redesign, Rebuild', was chaired by Dr Sanjiv Goneka. The Conclave kicked off with a CEOs Panel discussion between Mr C K Ranganathan, Mr Shrinivas Dempo, Mr Nikhil Sawhney and Mr Harsh Pati Singhanian. Key highlights included the special sessions with India's Chief Economic Advisor, Mr V Anantha Nageswaran and Air Chief Marshal Vivek Ram Chaudhari, PVSM, AVSM, VM, ADC, Chief of the Indian Air Force. In addition, several industry icons including Mr Sunil Bharti Mittal, Mr Anil Agarwal, Mr Adar Poonawala, Ms Sudha Murty, Mr Sunil Kant Munjal, amongst others shared their views on pertinent topics and themes. The sixth edition of Management Capabilities Development Index India Report 2022 was also released on the occasion.

The 12th AIMA Managing India Awards were also successfully held the same evening. Mr Nitin Gadkari, the Chief Guest on the occasion, presented the awards to various stalwarts. This year's prestigious recipients included Mr N Chandrasekaran, Mr Anil Agarwal, Mr Sunil Bharti Mittal, Mr Adar Poonawalla, Mr Shekhar Gupta, Mr S Somanath, Mr Adar Poonawalla, Mr Suresh Narayanan, Mr Satyanarayana Chava, Ms Shereen Bhan, Ms Palki Sharma Upadhyay, Mr Harsh Jain and Mr Bhavit Sheth; who were introduced by equally illustrious personalities. The awards Jury, chaired by Mr Sanjiv Goenka included the who's who of India Inc. Further details and glimpses from the awards night are can be found inside.

AIMA also resumed its popular Leadership Retreat physically in Goa this year, on the theme 'Leadership in the Post Pandemic World'. The Retreat brought together various professionals from both digital and non-digital businesses for a dialogue and interaction with eminent industry leaders and domain experts. More details are carried in this issue.

While re-establishing some of its on ground programmes, AIMA continued to build and strengthen its online initiatives introduced during the lockdowns.

AIMA's hugely popular LeaderSpeak Series continued to gain traction with the rollout of the 56th session. Ambassador Kanwal Sibal shared his thoughts on 'A Multipolar World: Inevitable or Wishful Thinking'. The session was moderated by Mr Nikhil Sawhney. In addition, the third session of the recently introduced Management Café series was held where Dr Pawan Goenka had a conversation with Mr Shrinivas V Dempo on 'India's March towards being a Manufacturing Power House'.

Taking its long tradition of collaborating with LMAs forward, AIMA jointly conducted the Regional Management Conclave virtually with Local Management Associations of the Eastern Region. The conclave, conducted annually in association with LMAs, is a huge crowd puller and a much awaited event. The in person LMA CEOs Meet was also resumed this year, where representatives from over 40 LMAs joined for interaction and discussion with the AIMA President.

Brief reports are carried inside along with other updates from AIMA and the LMAs, as well as some interesting articles on management.

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

Warm Regards

Rekha Sethi  
Director General

## AIMA OFFICE BEARERS

PRESIDENT

**Mr C K Ranganathan**  
Chairman & Managing Director  
CavinKare Pvt Ltd

SENIOR VICE PRESIDENT

**Mr Shrinivas V Dempo**  
Chairman  
Dempo Group of Companies

VICE PRESIDENT

**Mr Nikhil Sawhney**  
Vice Chairman and Managing Director,  
Triveni Turbine Limited and Director,  
Triveni Engineering and Industries Limited

IMMEDIATE PAST PRESIDENT

**Mr Harsh Pati Singhanian**  
Vice Chairman & Managing Director  
JK Paper Ltd

DIRECTOR GENERAL

**Ms Rekha Sethi**

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*Managing Editor*  
Ms Smita Das

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# GLOBAL ADVANCED MANAGEMENT PROGRAMME

**Reviving Growth  
Through Open  
Innovation Strategies**

**26 June - 02 July, 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 9750 per participant

- 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](http://www.aima.in)

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## 7th National Leadership Conclave



*(L-R): Nikhil Sawhney, Vice President, AIMA and Vice Chairman & Managing Director, Triveni Turbine Ltd; Harsh Pati Singhania, Immediate Past President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd; Rekha Sethi, Director General, AIMA; C K Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd and Shrinivas Dempo, Senior Vice President, AIMA and Chairman, Dempo Group of Companies*

AIMA organised its 7th National Leadership Conclave in hybrid mode on 12th April 2022 at New Delhi on the theme 'A New Thrust: Reimagine, Reform, Redesign, Rebuild'. The discussions focused on the challenges faced by Indian enterprises and the role of the management leaders in rejuvenating and transforming the Indian business and economy.

Mr C K Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd; Mr Shrinivas Dempo, Senior Vice President, AIMA and Chairman, Dempo Group of Companies; Mr Nikhil Sawhney, Vice President, AIMA and Vice Chairman & Managing Director, Triveni Turbine Ltd were the panellists of the inaugural session and Mr Harsh Pati Singhania, Immediate Past President, AIMA and Vice Chairman

& Managing Director, JK Paper Ltd moderated the CEOs Panel. The introductory remarks were delivered by Ms Rekha Sethi, Director General, AIMA.



*Sanjiv Goenka, Conclave Chairman and Chairman, RP-Sanjiv Goenka Group*



*V Anantha Nageswaran, Chief Economic Adviser, Ministry of Finance and Shereen Bhan, Managing Editor, CNBC-TV18*

Mr V Anantha Nageswaran, Chief Economic Adviser, Ministry of Finance, talked about how India's aspiration of achieving double-digit GDP growth could be attained and sustained, in the session on 'Balancing compulsions and aspirations: Rebuilding for a better economy'. Mr Nageswaran said that it is premature to revise the forecast as the financial year has just begun and the assumption of average oil price at \$70-75 for the year may still hold. However, if oil price remains above \$110 for a quarter or two, then there may be a need for burden sharing. He said that the government's approach is to provide targeted relief to the poor instead of omnibus tax reduction. The session was moderated by Shereen Bhan, Managing Editor, CNBC-TV18.

At a session on 'The future of air warfare: Securing the sky and beyond', Air Chief Marshal Vivek Ram Chaudhari, PVSM, AVSM, VM, ADC, Chief of the Indian Air Force, said that the future of warfare is likely to be hybrid in nature, and the spectrum of conflict will be spread across all domains. Mr Nikhil



*Nikhil Sawhney, Vice President, AIMA and Vice Chairman & Managing Director, Triveni Turbine Ltd and Air Chief Marshal Vivek Ram Chaudhari, PVSM, AVSM, VM, ADC, Chief of the Indian Air Force*





*Sunil Bharti Mittal, Founder and Chairman, Bharti Enterprises and Sunil Kant Munjal, Chairman, Hero Enterprise*

Sawhney, Vice President AIMA and Vice Chairman & Managing Director, Triveni Turbine Ltd moderated the session.

The AIMA KPMG Management Capability Development Index India 2022 Report - AIMA's sixth such initiative - was also released at the event. The report measures and evaluates management capability across industries and sectors.

In another engaging session, the role for responsible businesses became the topic of discourse. Mr Sunil Bharti Mittal, Founder and Chairman, Bharti Enterprises, opined that business leaders need to orient their use of private and public resources towards sustainability of the life-supporting environment, continuous progress through innovation, social harmony through fair people practice and so on. The session was moderated by Mr Sunil Kant Munjal, Chairman, Hero Enterprise.

Mr Anil Agarwal, Founder and Chairman, Vedanta, was in virtual conversation with Mr Sanjiv Goenka, Conclave Chairman and Chairman, RP-Sanjiv Goenka Group. They discussed the restructuring of his group to extract greater value for the shareholders from the prevailing commodity boom and other strategies of the company.

In a session 'A self-reliant and resilient India: Boosting India's health security', Mr Adar Poonawalla, Chief Executive Officer, Serum Institute of India, said that it is essential to take measures to build capacity and resilience in the healthcare supply chain to be prepared for an unforeseen crisis in the future. The session was moderated by Mr Sanjiv Goenka, Conclave Chairman and Chairman, RP-Sanjiv Goenka Group.

In another virtual session, Mrs Sudha Murty, Chairperson, Murty Foundation & Author and Social



*Adar Poonawalla, Chief Executive Officer, Serum Institute of India and Sanjiv Goenka, Conclave Chairman and Chairman, RP-Sanjiv Goenka Group*



*(L-R): C K Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd; Shereen Bhan, Managing Editor, CNBC-TV18; V Anantha Nageswaran, Chief Economic Adviser, Ministry of Finance; Shrinivas Dempo, Senior Vice President, AIMA and Chairman, Dempo Group of Companies; Nikhil Sawhney, Vice President, AIMA and Vice Chairman & Managing Director, Triveni Turbine Ltd and Akshay Bhalla, Office Managing Partner - North, KPMG India*



*Anil Agarwal, Founder and Chairman of Vedanta, who addressed a virtual session on 'The unstoppable: Leading Vedanta's relentless growth'*

Worker shared her insights on how everyone needs to find one's own suitable outlet for philanthropy and it requires ingenuity more than money. Mr Shrinivas Dempo, Senior Vice President, AIMA and Chairman, Dempo Group of Companies discussed the true meaning of giving, and what business leaders can do to help the underprivileged using their resources.

Breeding unicorns was another topic of discussion at the conclave at which Mr Alok Bansal, Whole-time Director & CFO, Policybazaar; Mr Harsh Jain, CEO & Co-founder, Dream11 & Dream Sports; Mr Bhavit Sheth, COO & Co-founder, Dream11 & Dream Sports were the panellists. Mr Pranjal Sharma,



*Sudha Murty, Chairperson, Murty Foundation & Author and Social Worker who addressed a virtual session on 'Changing lives: Philanthropy beyond money'*





*(L-R) Sanjukta Parashar, IPS Officer; Vinita Bajoria, Chairperson, Nicco Cables Ltd; Bindu Subramaniam, Co-founder and CEO, SaPa and Loveleen Tandan, Film Director & Co-Director, Slumdog Millionaire; (inset) Shinjini Kumar, Co-founder, SALT*

Tandan, Film Director (Co-Director, Slumdog Millionaire); Ms Shinjini Kumar, Co-founder, SALT (present virtually) discussed the role women leaders can play in gender inclusion. The session was moderated by Ms Bindu Subramaniam, Co-founder and CEO, SaPa.

Economic Analyst, Advisor and Writer & Author-India Automated moderated the session.

Ms Vinita Bajoria, Chairperson, Nicco Cables Ltd; Ms Sanjukta Parashar, IPS Officer; Ms Loveleen

The conclave was physically attended by more than 300 delegates from industry, government, media and academia. Live streaming on AIMA's YouTube, Facebook and Twitter channels also increased viewership by several thousand and crossed over 00000 lacs views on all platforms.



*L-R) Harsh Jain, CEO & Co-founder, Dream11 & Dream Sports; Alok Bansal, Whole-time Director & CFO, Policybazaar; Bhavit Sheth, COO & Co-founder, Dream11 & Dream Sports and Pranjal Sharma, Economic Analyst, Advisor and Writer & Author-India Automated*



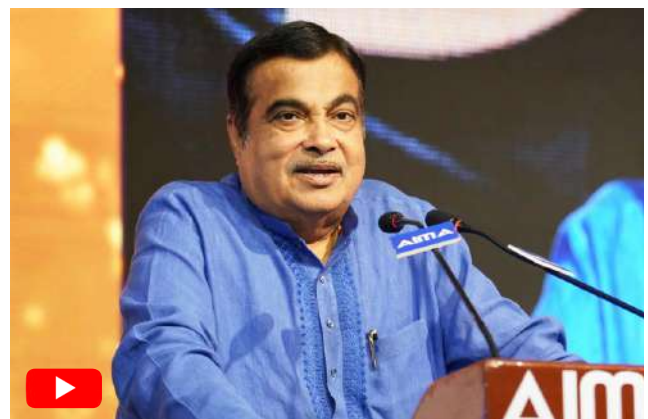


# 12th AIMA Managing India Awards



*Sitting(L-R) Suresh Narayanan, Chairman and MD, Nestle India; Adar Poonawalla, Chief Executive Officer, Serum Institute of India; Nitin Gadkari, Minister for Road Transport & Highways, Government of India; Shekhar Gupta, Founder & Editor-in-Chief, ThePrint; Palki Sharma Upadhyay, Executive Editor, WION; C K Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd. Standing (L-R) Shereen Bhan, Managing Editor, CNBC-TV18; Rekha Sethi, Director General, All India Management Association; Sanjiv Goenka, Chairman, Managing India Awards Jury and Chairman, RP-Sanjiv Goenka Group; Harsh Pati Singhania, Immediate Past President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd; Harsh Jain, CEO & Co-founder, Dream11 & Dream Sports; S. Somanath, Chairman, Indian Space Research Organisation (ISRO) and Bhavit Sheth, COO & Co-founder, Dream11 & Dream Sports. (Inset) N Chandrasekaran, Chairman, Tata Sons; Anil Agarwal, Founder and Chairman, Vedanta; Sunil Bharti Mittal, Founder and Chairman, Bharti Enterprises and Satyanarayana Chava, Founder and CEO, Laurus Labs*

The 12th AIMA Managing India Awards ceremony was held in hybrid mode on 12th April 2022, where various stalwarts of India were recognised for their outstanding contribution in different areas. Mr. Nitin Gadkari, Minister for Road Transport & Highways, Government of India was the chief guest of the programme. He complimented AIMA for fostering management excellence in the country, and said, management is the most important ingredient in the success of any organisation. Mr. Gadkari said that the national mission now is to increase exports and reduce imports. "This is a golden period in India's



*Nitin Gadkari, Minister for Road Transport & Highways, Government of India address*



*(L-R) Shrinivas Dempo, Senior Vice President, AIMA and Chairman, Dempo Group of Companies; C K Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd; Nitin Gadkari, Minister for Road Transport & Highways, Government of India; Sanjiv Goenka, Chairman, Managing India Awards Jury and Chairman, RP-Sanjiv Goenka Group and Rekha Sethi, Director General, All India Management Association*

history with great opportunities for progress and development,” he said.

Mr. C K Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd delivered the welcome address and said that this year’s awards reflect India’s achievements in mitigating the health and economic crises of the past two years and the progress it has made in high potential areas. He said that this year’s awards have a clear slant toward young entrepreneurs and science-led companies.

The introduction of the awards was given by Mr. Sanjiv Goenka, Chairman, Managing India Awards Jury and Chairman, RP-Sanjiv Goenka Group. He thanked the award winners for inspiring people all over the country. The introductory remarks were given by Ms. Rekha Sethi, Director General, AIMA, and Mr. Shrinivas Dempo, Senior Vice President, AIMA, and Chairman, Dempo Group of Companies delivered the vote of thanks.

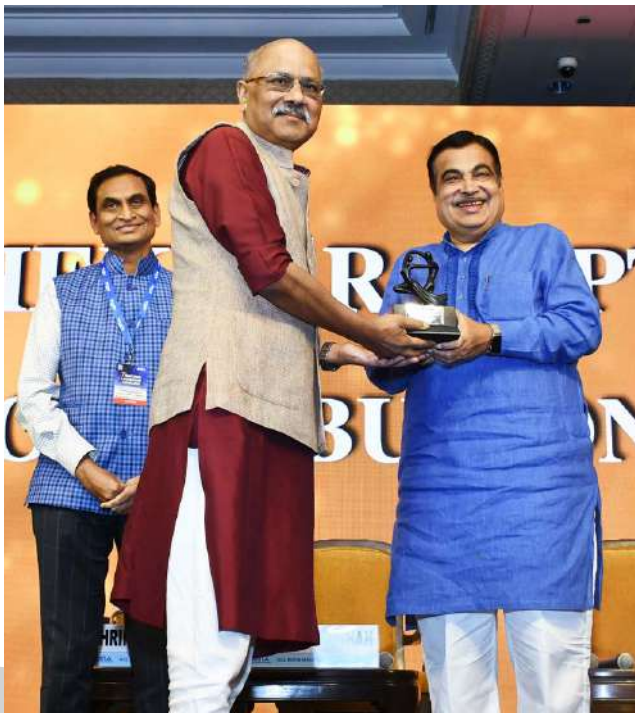
This year Transformational Business Leader of the year award was given virtually to Mr. N Chandrasekaran, Chairman, Tata Sons. The citation was read by Mr. C K Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd in presence of Ustad Amjad Ali Khan, Indian classical sarod player. Mr. Chandrasekaran said in his acceptance speech that he is privileged to have an opportunity to steer the historic Tata group for the future.

Mr. Anil Agarwal, Founder, and Chairman, Vedanta received the Corporate Citizen of the year Award virtually and said, he was looking forward to India doubling its capacity in every area within one year. “This is a sweet spot for India,” he said and appreciated the government for its work. “Our leader is a tall leader. Nobody can match him,” he said. Mr. Sunil Kant Munjal, Chairman, Hero Enterprise read the citation.





*Adar Poonawalla, Chief Executive Officer, Serum Institute of India receiving the Business Leader of the Year Award from Nitin Gadkari, Minister for Road Transport & Highways, Government of India as Shrinivas Dempo, CK Raganathan, Sanjiv Goenka and Rekha Sethi look on*



*Shekhar Gupta, Founder & Editor-in-Chief, ThePrint receiving the Lifetime Contribution to Media Award from Nitin Gadkari as CK Ranganathan looks on*

The Outstanding Institution Builder Award was virtually received by Mr. Sunil Bharti Mittal, Founder and Chairman, Bharti Enterprises and Mr. Vikram Chandra, Founder, Editorji Technologies read the citation. Mr. Mittal said, “A handful of businesses turn into corporations, fewer still become respected institutions. Airtel has emerged stronger with every challenge, thanks to our entire team and tribe who have given their highest attention to building a resilient, process-oriented business.”

Mr. Adar Poonawalla, Chief Executive Officer, Serum Institute of India received the Business Leader of the Year award. In his acceptance speech, Mr. Poonawalla thanked AIMA for the love he had received and he said that he is striving to enlarge the global footprint of a company that his father had founded to reduce India’s dependence on vaccines imported from foreign MNCs. The citation was read by Mr. Suhel Seth, Founder and Managing Partner, Counselage India



*Suresh Narayanan, Chairman and MD, Nestle India receiving the MNC in India of the Year Award from Nitin Gadkari*

Mr. Shekhar Gupta, Founder & Editor-in-Chief, ThePrint was conferred with the Lifetime Contribution to Media award. Mr. Akshay Bhalla, Office Managing Partner - North, KPMG India read the citation

This year the Outstanding PSU of the Year was awarded to Indian Space Research Organisation (ISRO) and was received by its Chairman, S. Somanath. The citation was read by Ms. Monica Khanna, Director, K J Somaiya Institute of Management.

Indian MNC of the Year of the award was conferred on the Serum Institute of India and the award was received by Mr. Adar Poonawalla, Chief Executive Officer. Mr. Nikhil Sawhney, Vice President, AIMA, and Vice Chairman & Managing Director, Triveni Turbine Ltd read the citation.

This year the Indian MNC of the Year Award went to Nestle India. Mr. Suresh Narayanan, Chairman, and MD received the award. Ms. Vandana Luthra, Founder, VLCC Group read the citation.



*Shereen Bhan, Managing Editor, CNBC-TV18 receiving the Outstanding Contribution to Media Award from Nitin Gadkari as Shrinivas Dempo, CK Ranganathan and Sanjiv Goenka look on*





The Emerging Business Leader of Year award was presented to Dr. Satyanarayana Chava, Founder and CEO, Laurus Labs, and the citation was read by Mr. Muzaffar Ali, Indian Filmmaker. Dr. Satyanarayan Chava said that it was a great honour for him to receive the award from a prestigious organisation like AIMA and that it was also an honour for all his colleagues.

Mr. Harsh Jain, CEO & Co-founder & Mr. Bhavit Sheth, COO & Co-founder, Dream11 & Dream Sports received the Young Entrepreneur Award. The citation was read by Ritu Beri, Indian fashion designer.

The Outstanding Contribution to Media Award was presented to Ms. Shereen Bhan, Managing Editor, CNBC-TV18, and Ms. Palki Sharma Upadhyay, Executive Editor, WION. Mr. P Balaji, Chief Regulatory & Corporate Affairs Officer, Vodafone Idea Ltd, and Mr. Jatin Das, Indian painter, Sculptor, and Muralist read the citation for the awardees.

This year's jury members included Dr. Sanjiv Goenka, Chairman of the Jury and Chairman, RP-Sanjiv Goenka Group; Mr. C K Ranganathan, President, AIMA and Chairman & Managing Director, CavinKare



*Palki Sharma Upadhyay, Executive Editor, WION receiving the Outstanding Contribution to Media Award from Nitin Gadkari as CK Ranganathan looks on*

Private Limited; Mr. Sunil Kant Munjal, Chairman, Hero Enterprise; Mr. Harshavardhan Neotia, Chairman, Ambuja Neotia Holdings Pvt. Ltd; Ms. Preetha Reddy, Vice Chairman, Apollo Hospitals Enterprise Ltd; Mr. Rajive Kaul, Chairman, Nicco Engineering Services Ltd; Mr. P Balaji, Chief Regulatory and Corporate Affairs Officer, Vodafone Idea Ltd.; Mr. Harsh Pati Singhania, Vice Chairman & Managing



*Adar Poonawalla, Chief Executive Officer, Serum Institute of India with the Indian MNC of the Year Award*



*S. Somanath, Chairman, Indian Space Research Organisation (ISRO) with the Outstanding PSU of the Year Award and Monica Khanna, Director, K J Somaiya Institute of Management*

Director, J K Paper Ltd; Mr. Nikhil Sawhney, Vice Chairman & Managing Director, Triveni Turbine Ltd; Mr. Shrinivas Dempo, Chairman, Dempo Group of Companies; Mr Inderdeep Singh, President &

Managing Director, Continental Device India Pvt Ltd and Mr. Akshay Bhalla, Office Managing Partner – North, KPMG India



*Harsh Jain, CEO & Co-founder & Bhavit Sheth, COO & Co-founder, Dream11 & Dream Sports with the Young Entrepreneur Award as CK Ranganathan, Shrinivas Dempo, Nitin Gadkari and Sanjiv Goenka look on*





01 Akshay Bhalla, Office Managing Partner - North, KPMG India

02 Arun Kumar, Former CEO, KPMG in India

03 Ritu Beri, Indian fashion designer and Vandana Luthra, Founder, VLCC Group

04 Ustad Amjad Ali Khan, Indian classical sarod player; Sanjiv Goenka, Chairman, Managing India Awards Jury and Chairman, RP-Sanjiv Goenka Group and Rekha Sethi, Director General, AIMA

05 P Dwarakanath, Treasurer, AIMA and former Chairman, GSK Consumer Healthcare Ltd and C K Ranganathan, President, AIMA and Chairman & Managing Director, Cavinkare Pvt Ltd

06 Jatin Das, Indian painter, sculptor and muralist and Muzaffar Ali, Indian Filmmaker





07 *Suhel Seth, Founder and Managing Partner, Counselage India; Sanjiv Goenka, Chairman, Managing India Awards Jury and Chairman, RP-Sanjiv Goenka Group and Vikram Chandra, Founder, Editorji Technologies*

08 *Harsh Pati Singhania, Immediate Past President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd and Shekhar Gupta, Founder & Editor-in-Chief, ThePrint*



09 *JS Juneja, Past President, AIMA and Chairman, Global Projects & Services (P) Ltd; Rekha Sethi, Director General AIMA and Rajiv Vastupal, Past President, AIMA and Chairman & Managing Director, Rajiv Petrochemicals Pvt Ltd*

10 *Nikhil Sawhney, Vice President, AIMA and Vice Chairman & Managing Director, Triveni Turbine Ltd and P Balaji, Chief Regulatory & Corporate Affairs Officer, Vodafone Idea Ltd*



## LMA CEOs' Interaction



*LMA CEOs' with CK Ranganathan, President, AIMA*

The LMA CEOs' Interaction was organised with Mr CK Ranganathan, President, AIMA & Ms Rekha Sethi, Director General, AIMA on 11th April 2022 in New Delhi. Forty representatives from over thirty Local Management Associations participated in the interaction. Ms Rekha Sethi welcomed the LMA representative and delivered the introductory remarks. Mr C K Ranganathan addressed the LMA representatives, followed by interactions on the way forward to further strengthen the AIMA-LMA relationship. The meeting was very well appreciated by all as it was the first opportunity for the LMAs and AIMA to come together and meet in person after two years, due to the unprecedented situation of Covid. The LMA representative in turn also participated in the National Leadership Conclave and the Managing India Awards held the next day on 12th April 2022.



*C K Ranganathan, President, AIMA and Chairman & Managing Director, Cavinkare Pvt Ltd addressing*



# Chanakya

Business Simulation

Growing Business Should Now  
Be The Tendency In The Competition

## 31<sup>st</sup> National Management Games (NMG - 2022)

### About National Management Games (NMG)

NMG is a unique platform for Corporate Managers to experience the thrill of Managing Business in competitive mode. It is one of the most awaited and prestigious annual event based on Business Management Simulation, organised by AIMA. The participants get exposed to the intricacies of running a company with focus on resource management, market trends, cost analysis, product positioning, production planning, inventory control etc.

### Standard Slab - Participation Fee

NO. OF TEAMS	AIMA/LMA MEMBERS	NON-MEMBERS
1 – 3 Teams	₹ 35,000 per team	₹ 37,000 per team
4 – 6 Teams	₹ 30,000 per team	₹ 32,000 per team
7 Teams & above	₹ 28,000 per team	₹ 29,000 per team

### Premium Slab - Participation Fee (With Extra Training)

NO. OF TEAMS	AIMA/LMA MEMBERS	NON-MEMBERS
1 – 3 Teams	₹ 45,000 per team	₹ 47,000 per team
4 – 6 Teams	₹ 40,000 per team	₹ 42,000 per team
7 Teams & above	₹ 38,000 per team	₹ 39,000 per team

- For online registration, please visit <http://simulation.aima.in>

### Dates and Regions

All Rounds will be conducted Online

REGIONS	ROUNDS	DATES
Regional Round 1 (Online)	Training Round, Prelim Round, Regional Final	14 June – 17 June
Regional Round 2 (Online)	Training Round, Prelim Round, Regional Final	28 June – 1 July
Regional Round 3 (Online)	Training Round, Prelim Round, Regional Final	12 July – 15 July
Regional Round 4 (Online)	Training Round, Prelim Round, Regional Final	19 July – 22 July
Regional Round 5 (Online)	Training Round, Prelim Round, Regional Final	25 July – 28 July
<b>Grand Finale : 30 July, 2022 (Online)</b>		



## Leadership Retreat



*Participants of Leadership Retreat at Goa*

AIMA organised its Leadership Retreat on the theme 'Leadership in the Post Pandemic World' from 31st March to 2nd April 2022 at Goa. The Retreat aimed to revisit and reinvent the business strategies and model for efficiently addressing the new realities created by the global pandemic and disruptions.

The leaders who addressed the retreat included Mr Sunil Bhaskaran, CEO and Managing Director, AirAsia India; Mr Santosh Desai, Managing Director & CEO, Futurebrands India; Mr Shrinivas Dempo, Sr Vice President, AIMA & Chairman, Dempo Group

of Companies; Ms Anusha Shetty, Chairperson and Group CEO, Grey & AutumnGrey; Mr Indranil Chakraborty (IC), Founder, StoryWorks; Mr Ahmad Javed, Former Commissioner of Police, Mumbai & Former Ambassador of India to Saudi Arabia; Mr Mandip Singh Soin, Founder and MD, Ibox Expeditions & Founding President, Responsible Tourism Society of India; Maj Gen Rajendra Singh Mehta (Retd), Indian Army and Mr Sunil Tandon, Chairman, Capital Partners and Senior Advisor, Thoth Infra. The retreat was attended by 20 delegates.

# Regional Management Conclave



*From top (L-R): D Shivakumar, Group Executive President, Aditya Birla Management Corporation Limited & Past President, AIMA; CK Ranganathan, President, AIMA & Chairman & Managing Director, CavinKare Pvt Ltd; Rekha Sethi, Director General AIMA and Chanakya Chaudhary, Chairman, Eastern Region LMA Coordination Group, President, Jamshedpur Management Association and Vice President Corporate Services, Tata Steel*

AIMA Regional Management Conclave was conducted virtually in collaboration with the Eastern Region Local Management Associations, Jamshedpur Management Association taking the lead. The Conclave was held on 26th April 2022 on the theme 'A Bruised New World: Leading Transformation Amidst Uncertainty'. Mr C K Ranganathan, President, AIMA & Chairman & Managing Director, CavinKare Pvt Ltd addressed the participants, and Mr D Shivakumar, Group Executive President, Aditya Birla Management Corporation Limited & Past President- AIMA, delivered the keynote address. The welcome

address was given by Mr Chanakya Chaudhary, Chairman, Eastern Region LMA Coordination Group, President, Jamshedpur Management Association and Vice President Corporate Services, Tata Steel and an introduction to the session and speakers was given by Ms Rekha Sethi, Director General AIMA. The inaugural session covered important aspects like what business leaders could do to lead more effectively in the current volatile and uncertain world and also how companies could transform themselves to be more resilient and competitive in the new normal.





*Fr. Paul Fernandes, S.J., Director, XLRI, Jamshedpur and Anil D Sahasrabudhe, Chairman, All India Council for Technical Education (AICTE)*

Some of the other eminent speakers included Prof Anil D Sahasrabudhe, Chairman, All India Council for Technical Education (AICTE); Prof Fr. Paul Fernandes, S.J., Director, XLRI, Jamshedpur;

Mr Adrian Terron, Head of Customer Centricity, Tata Group; Ms Anisha Motwani, Founder Storm TheNorm Ventures, Brand & Digital Innovation Expert; Mr Vamsi Bhogi, Head – Startup Sourcing & Curation, LetsVenture; Ms

Nruthya Madappa, Director & Head of Growth and Capital Development, 3ONE4 CAPITAL; Mr Kartik Sharma, Co-Founder, DcodeAI & National Chairman, AIMA Young Leaders Council; Ms Rakhee Malik, Director & Head HR, Kearney India; Mr Mussarat Hussain, Senior Advisor, Head Leadership and Function School,



*From Top (L-R): Kartik Sharma, Co-Founder, DcodeAI & National Chairman, AIMA Young Leaders Council; Vamsi Bhogi, Head – Startup Sourcing & Curation, LetsVenture and Nruthya Madappa, Director & Head of Growth and Capital Development, 3ONE4 CAPITAL*



*From Top (L-R): Anisha Motwani, Founder Storm, TheNorm Ventures, Brand & Digital Innovation Expert; Adrian Terron, Head of Customer Centricity, Tata Group and Chanakya Chaudhary, Chairman, Eastern Region LMA Coordination Group, President, Jamshedpur Management Association and Vice President Corporate Services, Tata Steel*

Maruti Suzuki Training Academy and Mr Rajeev Bhadauria, Chief Mentor, Garware Hi-Tech Films Limited & Former Director HR, Jindal Steel & Power

Ltd. The conclave was very well received and was attended by over 1000 participants on various platforms of AIMA.



*From Top (L-R): Rakhee Malik, Director & Head HR, Kearney India; Mussarat Hussain, Senior Advisor, Head Leadership and Function School, Maruti Suzuki Training Academy and Rajeev Bhadauria, Chief Mentor, Garware Hi-Tech Films Limited & Former Director HR, Jindal Steel & Power Ltd.*



# LeaderSpeak Session



*(L-R) Rekha Sethi, Director General, AIMA; Ambassador Kanwal Sibal, Former Foreign Secretary and Nikhil Sawhney, Vice President AIMA & Vice Chairman and Managing Director, Triveni Turbine Limited and Director, Triveni Engineering and Industries Limited*

The 56th LeaderSpeak session was held on 29th April 2022 with Ambassador Kanwal Sibal, Former Foreign Secretary of India on the theme ‘A multipolar world: Inevitable or wishful thinking’. The session was moderated by Mr Nikhil Sawhney, Vice President AIMA & Vice Chairman and Managing Director, Triveni Turbine Limited and Director, Triveni Engineering and Industries Limited and Ms Rekha Sethi, Director General, AIMA, welcomed the speaker and introduced him. The session focused on how for many years there has been a growing talk about

having multiple superpowers instead of a single superpower. It is an important moment in India’s foreign policy and its aspiration of being one of the leaders in a multipolar world. Ambassador Sibal emphasised that before we have a multipolar world we must look at a multipolar Asia, also explained how India on the economic side has started to do better and how due to its good relations with other countries the economic rise of India is not being seen as a threat. The session received a very good response with participants attending on various platforms of AIMA.

# Management Cafe



*(L-R) Shrinivas V Dempo, Senior Vice President, AIMA & Chairman, Dempo Group of Companies.; Pawan Goenka, Former Managing Director and CEO of Mahindra & Mahindra Ltd and Rekha Sethi, Director General, AIMA*

The third edition of the Management Cafe Series was organised on 22nd April 2022 with Dr Pawan Goenka, Former Managing Director and CEO of Mahindra & Mahindra Ltd on the theme 'India's March towards being a Manufacturing Power House'. The session was moderated by Mr Shrinivas V Dempo, Senior Vice President, AIMA & Chairman, Dempo Group of Companies. Dr Goenka firmly believed that India's manufacturing sector has a

lot of potential and with emphasis on research, technology, innovation by maintaining quality and by being cost competitive, India shall be able to further compete with the world's best. The session emphasised how today it is important that research work translates into product and services and help take business to the next level. The session received a very good response with over 400 participants attending on various platforms of AIMA.

## Congratulations



AIMA Past President Mr Hemant M Nerurkar was conferred with the Lifetime Achievement Award at the National Metallurgist Award 2021 Ceremony held on 20th April 2022 at New Delhi. Mr Ram Chandra Prasad Singh, Union Minister of Steel presented the certificate of recognition to Mr Nerurkar for his inspirational and visionary leadership and outstanding contribution to manufacturing, quality control, development of niche products and marketing, supply chain management, climate change initiatives, reduction in GHG emission etc. in the Iron and Steel Sector.



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This programme is of 3 months duration having 30 Instructional Hours with a few session exclusively conducted in workshop format.

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The sessions will be offered during weekends in online live (Synchronous) mode.

Duration - 3 months programme. You may register online. The batch is starting from June, 2022 onwards.

For further details, please contact:

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# Management Capability Development Index India 2022 Report



AIMA released the 6th edition of the AIMA- KPMG Management Capability Development Index India 2022 Report at its National leadership Conclave held on 12th April at New Delhi brought out in collaboration with KPMG as the Knowledge Partner. The AIMA-KPMG Management Capability Development Index survey measures perspectives from CEOs, CXOs and senior leadership on 10 dimensions of management capability. The findings of this report not only help organisations benchmark

their management capabilities but also highlight their potential growth indicators and future developmental opportunities.

The latest edition of the MCDI India Report presents some very interesting findings. Integrity and Corporate Governance along with the focus on getting results are dimensions where participants across organisations have established confidence in capabilities. Organisational capabilities along with innovation and adaptability are dimensions where participants have expressed the least confidence and highest urgencies vis-à-vis management capabilities.

The 2022 edition of the MCDI Survey has an additional section regarding the impact of the COVID- 19 pandemic on the leaders' organisations. The section focuses on the aspects such as retaining changes enforced by covid-19 in a post-covid-19 scenario and helps us understand how organisations changed their strategic priorities from growth to survival during the pandemic. AIMA embarked upon this innovative initiative to study the management practices of corporate India with its first report in 2010, in conjunction with the mandate of the Asian Association of Management Organisations (AAMO).

The Management Capability Index was first developed by the New Zealand Institute of Management and has been conducted by several member nations of AAMO.

Please [CLICK HERE](#) to read and view the 6th AIMA KPMG MCDI India report



## YLC Session



*(L-R) Kartik Sharma Founder DcodeAI, Agnitio & YLC National Chairman; Sanmeet Singh Kochhar, Vice President India & MENA HMD Global and Prabhu Ram, Head Industry Intelligence Group, CMR*

AIMA YLC organised a virtual session on the theme 'Unlock potential of 5G and Beyond' on 19th April 2022. Mr Sanmeet Singh Kochhar, Vice President, India & MENA HMD Global and Mr Prabhu Ram Head

Industry Intelligence Group at CMR were the speakers and the session was moderated by Mr Kartik Sharma Founder DcodeAI, Agnitio & YLC National Chairman

## Management Students visit



AIMA organised a visit for students and faculty members of GRG School of Management, Coimbatore to its office at Lajpat Nagar, New Delhi. The visit was organised to enable students to learn

and experience best management practices and for a multicultural immersion. A batch of 71 students, accompanied by 3 faculty members visited the AIMA office on 26th April 2022 wherein a presentation was delivered by Dr Raj Agrawal, Director, AIMA Centre for Management and Ms Smita Das, Director, Corporate

Communications. The presentations were very well received by the students and the faculty members attending.

# Workshop on Public-Private Partnership in Infrastructure

AIMA with technical support of the World Bank on behalf of Gujarat Infrastructure Development Board (GIDB) organised a 3-day workshop on Public-Private Partnership in Infrastructure from 14th to 16th March 2022 in Ahmedabad. The objective of the training programme was to provide an overview of PPP as concept, benefits and limitations attached to PPP, knowledge and skills to understand PPP as a

project in a better way, to share the new trends and best practices prevailing worldwide, to understand various PPP Models across the sector, to identify the role of government in creating an enabling environment for PPP and PPP Challenges faced both from Indian and global perspective. Participants from different departments, ministries and Public Sector Units from Gujarat joined the programme.

## Training Programmes

AIMA conducted a virtual in-company training programme for Odisha Power Transmission Corporation Limited (OPTCL) on 'Mentoring for New Mentors' on 21st April 2022. The objective of the mentoring programme is to establish a trusting relationship with accountability and responsibility between 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. All senior executives from different corporates participated in this programme.

AIMA with technical support of the World Bank on behalf of the Department of Economic Affairs, Ministry of Finance organised a 5-day training programme on Infrastructure Finance & PPP from 25th to 29th April 2022 at New Delhi. Mr Peeyush Kumar Joint Secretary, Infrastructure Policy &

Planning (IPP) Department of Economic Affairs, Ministry of Finance, Government of India delivered the special address and Ms Bhawna Bhatia, Bhavna Bhatia, Programme Leader for Equitable Growth, Finance, and Institutions (FEI) Practice Group, World Bank set the context of capacity development in infrastructure. Forty participants from different ministries were nominated for the training programme. The training programme was very well received by the participants.

A one-day virtual training programme was organised on 'Essential Leadership Skills' on 28th April 2022. The objective of the programme is to empower managers to manage people and teams, to be effective and efficient. The programme also helps in skilling managers in inspiring people and releasing latent energies of people. The session was very well appreciated by all the participants.



## All for Business

*It was my first visit to Khartoum. The change from the cool climate of Zurich to this blistering desert town was quite a shock – albeit a mild one compared to what awaited me later in the evening. After checking in at the hotel, I called my agent and we went through the usual business of visiting government offices, aid agencies and some local industrialists. One of the big guys graciously invited us to his house for dinner.*

*We sat in the courtyard of a haveli and drank good scotch. It was an open house where several people ambled in, had a drink or two and left after paying their obeisance to the feudal lord. We had started at seven, but there was no sign of food even three hours later. Considering that I had to start work early next morning, I begged forgiveness for my bad manners and enquired about dinner. Of course, said my kind host patronisingly and clapped twice for the flunkies hovering around nearby.*

*In due course, a huge round brass platter was brought in and placed on the central table. It was full of several bowls – most of them meat dishes – and in the triangular spaces near the edge were kept chunks of hard French bread. No plates, no spoons, no forks, no napkins. “Bon-Appetit” said the Sheikh and promptly tucked into the bowls nearest to him, dipped pieces of bread into the gravy and started licking his fingers. I was too hungry to protest – and perhaps some what sozzled too – so I followed suit.*

*So far so good; as we ate my host kept on telling me about each dish – goat meat, chicken, venison, beef as I kept nodding approvingly. Suddenly he dipped a piece of bread into one of the gravy-filled bowls and proffered this luscious juicy morsel to me “Here, take it, this is the best venison you will get anywhere in the world”, said my benefactor. It was with great self control that I stopped myself from throwing up.*

*For over ten minutes I had watched him putting the same fingers into his mouth and licking them, and here he was dipping them again into a bowl and inviting me to accept this delicacy from his hand. I hesitated, till my agent nudged me with his elbow and quietly insisted that I accept the offering. Left with no choice, I gulped down*

*the filthy morsel and tried to drown it with a big swig of whisky.*

*The evening eventually ended at midnight and we left after much good-byes and promises to meet again, so that we could pursue the joint venture discussion. Just as we drove off, I literally shouted at my agent and sought an explanation for making me eat muck. It was then that I was told why it was important to accept that virtually half eaten morsel from the host, refusing which would have meant instant stoppage of any future business transactions. He also narrated what was in store next.*

*I was told about the Gujju Bhai who had visited few months earlier with a big proposal for a much bigger Sheikh. Naturally, the party for him was in greater style. They all drove several miles into the desert and there, in an oasis, beautiful tents were pitched – complete with carpets, air-conditioners, fine furniture, chandeliers etc. There was good music beautiful belly dancers and all the possible trappings for a truly Arabian night.*

*As the main meal began – after hours of drinking – a full roasted goat was brought on a massive platter and placed in front of the host, who proceeded to carve out the two eyes. One eye each was placed on a thin slice of bread; the host then ceremonially held them in each hand, offered one to his chief guest and raised a toast.*

*Our pure vegetarian Gujju didn't know what to do. Like me, he was also told by his agent the consequences of his not going through this ritual. I believe, our friend snatched the eye staring at him, threw it into his mouth and washed it down with several glasses of whisky. Back in his hotel, he threw up and didn't stop for three days!*

*That was my last visit to Sudan and the end of our plan to set up business there.*



*by Krishan Kalra  
Past President, AIMA*

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## Think Different — Sometimes. Teams Succeed When They Balance Creativity and Focus

*An analysis of thousands of Slack messages shows how groups can adjust their cognitive diversity.*

January 07, 2022 | by Sachin Waikar



Successful teams can juggle ideation and coordination. | Illustration by: iStock/Alisa Zahoruiko

Beyond their demographic differences, people working in a group will likely think differently about a collaborative task. That cognitive diversity can be helpful — or not. "In an organization, there's tension between people who have incongruent ways of thinking about a specific problem to solve," Goldberg says.

It's widely thought that brainstorming how to create a better app or product requires a range of ideas and

perspectives, while getting down to the business of execution is best handled with greater alignment around how to proceed. "The assumption," Goldberg explains, "is that intellectual diversity is good for creating novelty and creative problem-solving, but not necessarily good for efficient coordination."

On the surface, it may seem like a team will be good at only one of those things, depending on its level of intellectual diversity. "But that's a blatant

simplification,” Goldberg says, “because teams can also modulate” how they apply their variety or consistency of thought to a given task.

To better understand this dynamic, Goldberg and collaborators Melissa Valentine open in new window and Katharina Lixopen in new window of Stanford and Sameer Srivastava open in new window of Berkeley Haas studied hundreds of thousands of Slack messages sent by software development teams working remotely. Using computational linguistics tools, the researchers measured how team members’ ideas diverged and converged over time.

They found that more successful teams modulated their cognitive diversity to fit the task at hand. “The diversity level doesn’t jump around on these teams but undulates,” Goldberg says. “It changes by phase of the software project. Teams that become cognitively divergent for ideation but more convergent for coordination are the ones most successful in delivering their projects on time and to the satisfaction of the customer.”

### Dialing Divergence Up or Down

To get this data, the researchers worked with Gigster, an online platform where freelancers from around the world collaborate on tech projects. “Some of the projects are well into the hundreds of thousands of dollars,” Goldberg says. “And many customers are leading S&P 500 companies. So the stakes of team interactions are high.”

The researchers looked at Gigster teams’ interactions on Slack, using an AI-based algorithmic tool to analyze anonymized conversations. The study evaluated more than 800,000 messages generated by more than 400 people across 117 teams.

Diversity of thought was detected through a word-embedding model that predicted words that tended to go together based on context. The model was

trained on the language that coders, designers, and project managers are likely to use, such as “bug” to refer to a coding error rather than an insect.

**A lot of us want gender to no longer be necessary because it confines people to two narrow identities that constrain them through gender stereotypes. That’s a lofty goal — a possible one. But I do think it’s harder than we might believe.**

*Ashley Martin*

While many modern humans understand gender largely as a social construct, it has its roots in our evolution, Martin and Slepian say. Today it may be considered impolite to assume someone’s gender from their appearance; historically, the ability to distinguish gender was vital for species survival. Two sexes were needed for reproduction, so humans needed to discern who was compatible for procreation. The detection mechanism developed to differentiate males from females became what we call gender, and gender roles followed from that.

Men, who were generally larger and stronger, specialized in hunting and protection, while women assumed roles involving raising children, gathering food, and managing community. Gender roles are also related to specific behaviors, skills, and cognitive processes, Martin notes. Hunting and defending are bolstered by traits linked to agency: assertiveness, competitiveness, dominance, and independence. Child rearing and community



building are enhanced by attributes that involve communality: nurturance, warmth, and expressiveness.

“Although the biological components of sex have largely remained required for reproduction, the particular gender roles that follow are of course not required to survive today,” Martin and Slepian write. They note, approvingly, that men and women can now transcend the constraints of gendered categories. “Yet,” they add, “in the long history of the human species, this change is a relatively recent development, and these gender roles (and stereotypes) continue to exist.”

### **Engendering Change**

Gender has been encoded into culture in myriad ways that go beyond the most obvious stereotypes, Martin points out. “Rougher sounding names where the vocal cords vibrate are associated with men and softer sounding names are associated with women — that’s why we see names like John, Drew, and Gary for men, unlike names like Shelley, Sarah, and Hannah for women,” Martin says. (That study, by Slepian, found that the pattern held for both American and Indian names.)

Studies have shown that people apply gender to toys, numbers, colors, and even shapes (squares are viewed as more masculine than circles). Gendered assumptions even seep into other social categories like race: Research suggests that people see African Americans as more masculine and Asians as more feminine.

But gender’s pervasiveness can be a way to expand our understanding of traditional categories for men and women, Martin argues, including in the workplace. Given that gender inequality is primarily driven by the association

of men with high-status occupations and skills that require “masculine” qualities such as agency, efforts can be made to decouple these stereotypes and focus on other gendered aspects of the roles. For example, as Martin notes, STEM is seen as a masculine field because of its association with independence and problem-solving. Studies suggest that women are more likely to show interest in this field when relevant skills like relationality and creativity are highlighted.

Martin believes that challenging or reshaping the gender schema may be more effective than moving toward a “genderless” world. In their forthcoming paper, which includes the rock study, Martin and Mason argue that gender is a critical humanizing force, one more central to our conceptions of humanness than other social categories. “Individuals use gender to define what constitutes a ‘person’ in the first place,” they write.

Our reliance on gender is so ingrained that Martin believes the current movement toward genderlessness is bound to run into challenges. “When you think about the wealth of information we’re using gender to understand, to remove it completely is a very disorienting thing for people,” she says.

This could have important implications for marketers, who often rely on anthropomorphic mascots or avatars to create attachments to products or brands. “Our research suggests that without gender, people don’t see technology or personal assistants as human — that might have consequences for how we engage with these things,” Martin says.

Seeing technology as gendered has its pitfalls,

too, she notes, including furthering problematic stereotypes about women being more helpful, deferent, or servile. (Hey, Siri! Hi, Alexa!) Martin posits: How might your relationship with your digital assistant change if it sounded like a man? “Would people start to associate certain qualities that we’ve previously imbued on women with men? I don’t know if that’s an answer to gender equality, but it would tell us something about how to disrupt these stereotypes.”

With the advent of new reproductive technologies and expanding categories of gender, Martin believes the categories


represented by the Big Two may shift and even proliferate. “We might not necessarily see social cognition fall along two lines only,” she says.

And she is hopeful for other changes. “I see a lot of differences in the way Gen Z understands gender. It’s been really exciting to learn from them,” she says. As more people come to see gendered social roles as a throwback, Martin thinks the future is bright. “Recognizing the embeddedness of gender stereotypes in social cognition allows us to think more broadly about creative ways to change them.”

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**Duration - 3 Months Programme offered in online (live) mode. You may register online. The batch is starting from March - April, 2022 onwards.**

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# Preparing to Tell Your Boss “I Quit”

by Nihar Chhaya and Dorie Clark | May 06, 2022



Klaus Vedfelt/Getty Images

## **Summary.**

*Telling your boss that you're leaving is one of the hardest workplace conversations you can have, and it's difficult to predict how they'll respond in the moment. The authors outline five possible reactions and how to respond in each case: if your boss gets angry, if they badmouth your new opportunity, if they make a threat, if they try to guilt trip you, or if they counteroffer. By reviewing these scenarios and strategizing in advance, you can greatly increase the likelihood that you'll be able to handle their reaction — whatever it may be — with thoughtfulness and grace.*

Like many professionals these days, you might be planning to leave your company. One recent study reveals a full 44% of workers are looking for a new job. Making the decision to quit is challenging — but what often feels even harder is actually telling your boss. What should you say when you're sitting there face to face with them, whether it's over Zoom or in person?

Leaving a job is a fundamentally awkward circumstance. After all, your decision upsets the status quo and workload for everyone. Ideally, we'd like to hear our manager respond to our departure with unconditional support and say something like: "I'm so happy for you. This is a great next step for you — of course I understand."

But people are human, and that doesn't always happen. Many employees, even if they know quitting is the right thing to do, feel trepidation around telling their boss — and especially how to handle it if they respond in a negative way.

In our work as executive coaches, we've seen five common emotionally loaded reactions that managers may have when an employee announces that they're leaving. Hopefully your boss will respond in a supportive and encouraging way. But to prepare yourself just in case, here's what you can say to your boss in each circumstance to help ensure you don't leave on a bad note.

#### **If they get angry.**

Depending on their emotional state at the time of your conversation, your manager may become immediately upset, or even furious that you are resigning. They may feel a sense of betrayal, as well as anxiety about how they will manage the workload without you. Those who don't know how to manage their temper may feel triggered by your news and lash out at you. "I can't believe you're doing this after how I've supported you!" they might say.

Oftentimes, this is a temporary stress reaction, and with a little time, they'll cool down. You want to be gracious and give them space to process the new development and reassure them that you aren't leaving them in the lurch. "I know this is a surprise," you could say. "I want you to know how grateful I am for your support and encouragement. The new position was an opportunity I felt I couldn't pass up, but I want you to know I intend to do everything in my power to make this transition as seamless as possible."

#### **If they badmouth other opportunities/criticize your aspirations.**

A boss who feels insecure may offer unsolicited

criticism of your future plans. We've seen examples of managers choosing to dampen their employee's excitement about their next chapter by disparaging their future employer in the guise of "coaching." One of our clients was told by her boss that moving to a (much better known) company was a huge mistake because "no one likes working there" and "its brand has really declined."

If you find yourself in this situation, don't try to argue with them. Instead, try to change the conversation to get this off this tack. "I really appreciate your concern," you could say. "I've decided this is the best course for me, and I feel good about that decision, but thank you."

#### **If they make threats.**

Another reaction that your boss may have is to intimidate you as a way of making you second-guess your resignation. One of us had an executive coaching client whose boss, upon receiving her resignation, threatened her by reminding her about her weaknesses and saying, "I don't know if I feel comfortable recommending you to anyone I know in the future."

Your resignation conversation isn't the time to debate past performance reviews or to try to change someone's mind about you. If someone threatens you, they've actually done you a favor by letting you know that they are not an ally. "I hear you loud and clear," you could say. "Thank you for letting me know." And then get out of there quickly.

#### **If they try to shame or guilt trip you.**

One of the hardest maneuvers to resist is when your manager makes you feel guilty about your decision. One of our coaching clients, upon his resignation, was told by his manager, "Do you know how many times I protected you?" She went on to enumerate the lengths to which she'd gone to shield him from



organizational peril. Especially if you have a close relationship to your manager, you may already be feeling bad — so hearing guilt-inducing stories from them may drive the dagger in further. “I know how much you’ve supported me,” you could say. “I truly appreciate everything you’ve done for me. It wasn’t an easy decision to reach, but I truly feel it’s the right time for me to move on and I’ll always be grateful for our work together.”

### **If they counteroffer.**

Finally, it’s not uncommon for managers to ask you, what will it take for you to stay? Or, what if I can match what they are offering you and increase it? Of course, this isn’t a negative reaction — it’s actually a very positive testament to your role in the organization. But it can feel discomfiting nonetheless if you’re not prepared to respond.

It’s important for you — before you have your resignation conversation — to think through how

you’ll respond. Are you a definite no, and “all in” on your next chapter? Or if your existing company can better your circumstances, financial or otherwise, would you reconsider?

If the former, you could say, “I truly appreciate you asking. I’ve really thought this through and feel confident that moving on is the right step for me, but I’m flattered you asked.” If the latter, you could say, “I didn’t come into this conversation looking to leverage an offer. It’s my intention to accept the new position. But it’s true — I do love working here, and if it really were possible to match what they’re offering, I’d love to stay.”

Telling your boss that you’re leaving is one the hardest workplace conversations we can have, and it’s difficult to predict how they’ll respond in the moment. But by reviewing these scenarios and strategizing in advance, you can greatly increase the likelihood that you’ll be able to handle their reaction — whatever it may be — with thoughtfulness and grace.

### **About Author:**

**Nihar Chhaya** is an executive coach to senior leaders at global companies, including American Airlines, Coca-Cola, Draft Kings and Wieden+Kennedy. A former F500 corporate head of talent development, he is the President of PartnerExec, helping leaders master influence for superior business and strategic outcomes. Access his free white paper on the power of coaching for successful executives.

**Dorie Clark** is a marketing strategist and keynote speaker who teaches at Duke University’s Fuqua School of Business and has been named one of the Top 50 business thinkers in the world by Thinkers50. Her latest book is *The Long Game: How to Be a Long-Term Thinker in a Short-Term World* (HBR Press, 2021) and you can receive her free Long Game strategic thinking self-assessment.

### **Disclaimer:**

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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

### Interactive Session

Allahabad Management Association organised an interactive session on 'Management Lessons from Festivals' on 3rd April. The speakers were Mr Vibhav Bajpai, Director, HP4 and Past President AMA and Mr Ravi Prakash, Chairman, Big Skills and President, AMA. Mr Ravi Prakash spoke in detail about the lessons to be learnt from the festival of colours. The session was well received by 58 members who graced the event. Mr OP Goel, Secretary conducted the proceedings.



Mr Vibhav Bajpai, Past President addressing the members



Induction of new members in AMA

### Executive Meet

Allahabad Management Association organised a special executive meet on 7th April to induct new members under its ongoing membership drive. The four new members who joined the association were CS Tanmay Saurabh Chatterjee; Mr Virendra Singh, Technical Project Manager GEC; Mr Navneet Singh, Review Officer, Allahabad High Court and Mr. Shelleyandra Kapil, Principal Chief Manager, North Central Railways. The new members were felicitated and presented with a scroll by the President, Mr Ravi Prakash.

### MOU

Allahabad Management signed an MOU with United University, Rawatpur Prayagraj for conducting research work, management development programmes for the student development. Mr Ravi Prakash, President AMA along with Mr. Vibhav Bajpai visited the campus of United University and had fruitful discussions with the Pro Vice Chancellor, Prof. A M Agarwal; Prof. Raj Laxmi Srivastava, HOD, MBA and Mr Gaurav Gulati, Vice President, United Group of Institutions.



Mr Ravi Prakash, President AMA with Pro VC and VP United Group of Institutions



## Bangalore Management Association

### 65th Anniversary Awards Celebrations

Bangalore Management Association celebrated 65th Anniversary Awards Celebrations on 19th March by felicitating achievers of Karnataka. The Lifetime achievement awardees were Padmasri Tulsi Gowda – Environmentalist and Padmasri Malathi K Holla-Para Athlete.



*Awardees and participants during the awards celebration*



*Session on 'Emotions and Entrepreneurship'*

### Guest Lecture

BMA organised a guest lecture on 5th April on 'Emotions and Entrepreneurship' with speaker Dr. Padmakshi Lokesh, a Doctor, Clinical Psychologist, Entrepreneur, Global Motivational Speaker with the motto nothing ventured nothing gained CEO of Smiles in Milez, SIM Events, Blue Eleanor, Secretary-Sejal New Life Foundation, Awardee of Nadaprabhu Kempegowda, recognised as one of the hundred influential educators of the country 2021. The session was attended by 25 participants and well appreciated by all.

## Bharuch District Management Association

### MDP

BDMA organised a full day training on 15th April on the topic 'Transform to Perform: Transform your Team to perform like lean mean winning Machine'. Mr. Rajiv Puri, Leadership Coach was the facilitator for the MDP, who focused on helping corporate leaders in today's demanding world, create a team that consistently and convincingly continues its winning streak, by applying the Laws of Transformational Leadership. The session was well received by around 40 participants.



*Mr. Rajiv Puri interacting with participants*



*Dr. R. C. Saxena along with the participants*

### In House Training

BDMA organised a full day training on 21st April on 'First Aid' at Rossari Biotech Ltd with Dr. R. C. Saxena from Indian Red Cross society. The programme was attended by nearly 26 employees of the company and well appreciated by all.

### CSR Conclave 2022

BDMA held its first CSR Conclave – 2022 on 29th April. The conclave was inaugurated jointly by District Collector, Mr. Tushar Sumera; Corporate affairs advisor, Mr. Sunil Parekh; President Bharuch Nagarpalika, Mr. Amit Chavda; Managing Trustee, Vikas Centre for Development, Mr. Rajesh Shah; BDMA President, Mr. Harish Joshi; CSR Forum Chair, Mr. Nirmalsinh Yadav; Conclave Chair, Mr. K. Shrivatsanin; virtual presence of Mr. M. Thennarasan – Chairman Gujarat CSR authority and VC and MD GIDC.



*Dignitaries - CSR Conclave Chair Mr. K. Shrivatsan, BDMA President, Mr. Harish Joshi, District Collector Mr. Tushar Sumera, Corporate affairs advisor Mr. Sunil Parekh, Mr. Rajesh Shah, Managing Trustee, Vikas- Centre for Development, President Bharuch Nagarpalika, Mr. Amit Chavda, CSR Forum Chair Mr. Nirmalsinh Yadav doing the honor of lighting the lamp*



*Mr. Harish Joshi, President, BDMA addressing requirements of industries in Bharuch*

President BDMA, Mr. Harish Joshi elaborated on the various activities of Bharuch District Management Association and said 'we cater to varied training needs of all industries segments, professionals, individuals, students and women through a range of programmes'.

BDMA took the initiative to prepare the comprehensive base line and need assessment survey of 66 villages of Vagra taluka in Bharuch district, which was prepared by Ahmedabad based Vikas Foundation Trust, and Mr. Rajesh Shah, Managing trustee presented the survey report in a conclave.



*Mr. Rajesh shah, Managing trustee, Vikas CFD presenting the assessment survey report of Vagra Taluka*

Ms. Priti Adani, Chairperson, Adani foundation in her virtual address said all of us know how important Bharuch is, not only nationally but internationally as well.



*Ms. Priti Adani, Chairperson, Adani foundation during her virtual address*



*Mr. Tushar Sumera, District Collector, Bharuch addressing*

Mr. Tushar Sumera, District Collector Bharuch congratulated BDMA for such a wonderful event and said that Bharuch needs a tag of “Liveable Bharuch” and the administration is moving in this direction to make Bharuch a clean and beautiful a town.

Corporate advisor Mr. Sunil Parekh on the occasion said that Bharuch has a very good reach and long history. The industries in the district are flourishing. Art of giving is the art of living. There is great scope and opportunity for Bharuch to make it a world class heritage and industrial district.



*Corporate Advisor, Mr. Sunil Parekh narrating the striking history of Bharuch District*



*Mr. M. Thennarasan, Chairman, Gujarat CSR authority and VC and MD GIDC virtually addressing the inaugural session*

Mr. M Thennarasan, Chairman Gujarat CSR Authority and VC and MD, GIDC, in his virtual address appreciated the efforts put in by BDMA for preparation of baseline and need assessment study of Vagra Taluka.



### Rebuilding society through corporate alliance

The session was moderated by an industrialist and Past President of BDMA Mr. Kamlesh Udani, who focused on how corporate alliances bring a great social change.



Mr. Kamlesh Udani, Past President – BDMA moderating the session



Ms. Archana Joshi, Director - Deepak foundation

Ms. Archana Joshi, Director - Deepak foundation narrated few examples of corporate alliance for implementation of CSR projects.



Mr. N. K. Navadia, Past President - AIA

Mr. N. K. Navadia, Past President -Ankleshwar Industries Association shared that Ankleshwar GIDC estate is a role model in rebuilding society with the help of several corporates.



Ms. Gayatri Divecha interacting about activities by Godrej under corporate alliances

Ms. Gayatri Divecha, Head, Good and Green of Godrej group shared her experience and various activities carried out by Godrej under corporate alliances.

**Business philosophy and CSR**

A senior industrialist and Rotarian Mr. Ashok Panjwani, Executive Director, UPL Ltd was a moderator of the session, who said “Business and CSR” are integral part of philosophy of the organisation.



*Mr. Ashok Panjwani, Executive Director - UPL Ltd*



*Mr. Kallol Chakraborty, Head - Group Corporate HR, Inox Group - GFL*

Mr. Kallol Chakraborty, Head Group Corporate HR, Inox Group - GFL explained the philosophy of the organisation and said that each executive is assigned social responsibility and the organisation is ISO 37001 certified.

Dr. Y Suresh Reddy, Director SRF foundation also explained successful business model in which CSR is integral part of their work culture.



*Dr. Y Suresh Reddy, Director - SRF foundation*



*Mr. A M Tiwari explaining CSR regulations by Ministry of Corporate Affairs, GOI*

Mr. A M Tiwari, Chairman Shroff Foundation explained finer aspects of prevailing CSR regulations published by Ministry of Corporate Affairs, GOI.

**Focus on My Liveable Bharuch**

Mr. Sunil Parekh, Corporate advisor and leading personality of Gujarat moderated the session. He said “Bharuch was the gateway in India for Greeks, Romans, Persians, Arabs, Britishers , and Dutch who entered from the port of Bharuch for business”.



*Mr. Sunil Parekh, Corporate advisor*

Mr. Tushar Sumera, District Collector expressed his views and said “The task will become easy when administration, citizens, NGOs and corporate come together”. He planned to turn the dream of liveable Bharuch into reality.



*Mr. Tushar Sumera, District Collector – Bharuch*

Mr. Yogesh Chaudhari, District development officer appreciated BDMA's efforts. He said “Societal changes will come through dialogue and discussions. Collaborative approach by the stake holders including Nagar palika, Gram Panchayat, various societies and citizens shall bring visible change in life style”.



*Mr. Yogesh Chaudhari, District Development Officer*

Mr. Dushyant Patel, MLA Bharuch attended the session and shared details of various infrastructure projects including underground drainage, portable water and others that are under final stage of commissioning.



*Mr. Dushyant Patel, MLA – Bharuch highlighting points of creating infrastructural changes in Bharuch District*

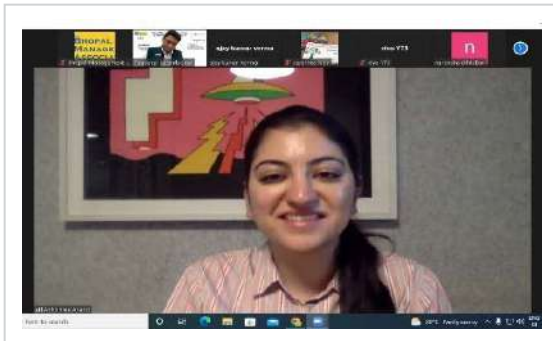


## Bhopal Management Association

Bhopal Management Association and MPSSIO successfully organised a workshop on 8th April on 'Towards a Happy and Joyful Life' with keynote speaker Dr. Nilesh Arya, MBBS and Associate Professor, Gandhi Medical College, Bhopal. Mr. Suneel Bhargava, Chairman, Training Committee, BMA briefed about the programme objectives. Mr. Akhilesh Argal, CEO, Rajya Anand Sansthan talked about the vision and objectives of Department of Anand. Mr. Pradeep Karambelkar attended the programme as a special guest. The concluding remarks were given by Mr. Vipin Jain, President, MPSSIO and Mr. R.G. Dwivedi, Co-Chairman, BMA. The programme was moderated by Mr. Manu Dixit, Department of "Anand". The vote of thanks was given by Mr. Satya Prakash Arya, Consultant, Rajya Anand Sansthan. About 60 Members of BMA and MPSSIO attended the session.



(L to R) Mr. Pradeep Karambelkar; Mr. Satya Prakash Arya; Mr. Suneel Bhargava; Mr. Akhilesh Argal; Mr. Vipin Jain and Mr. R.G. Dwivedi



Ms. Adhishree Anand addressing the members

BMA in association with BNI Bhopal successfully organised a workshop on 18th April on 'Business Goal Setting' through Zoom. Ms. Adhishree Anand, Founder, Live Dy Design was the Guest Speaker. The welcome address was given by Mr. Pradeep Karambelkar, Chairman, BMA and the session was moderated by Ms. Jayshree Nair, Member, BMA. The vote of thanks was given by Mr. Ajay Kumar Verma, Hon. Secretary, BMA. About 50 Members of BMA and BNI Bhopal attended the workshop.

## Bombay Management Association

### Webinar

BMA conducted Friday Fundamental on 8th April by Mr. Ashish Lapalikar on 'Leveraging Ecosystem for Exponential Growth'. Mr. Lapalikar engaged with the audience and showed an interesting presentation to all. He shared his views and insights on leveraging the ecosystem for exponential growth. The participants gave excellent feedback about the programme.



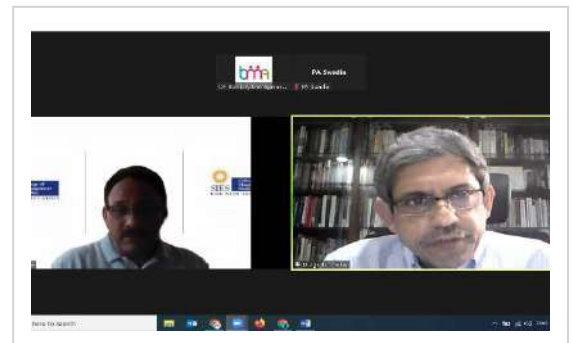
Mr. Ashish Lapalikar addressing the participants



*MDS at Dr. V. N. Bedekar Institute of Management Studies*

On 22nd April, BMA conducted its first 'Management Development Services' after almost 2 years of Pandemic lockdown on the theme 'Fast track growth post-pandemic'. The guest speaker was Dr. Guruprasad Murthy and Mr. Arun Chitlangia, EC Member of BMA moderated the session. It was an all-members event and V N Bedekar Institute of Management Studies; Thane hosted the event for BMA. President, Dr. Kavita Laghate was felicitated by the Director of the institute, Mr Nitin Joshi.

BMA organised a webinar on the topic 'Future of Banking, Emerging Trends and Challenges' on 22nd April with Mr. Durgesh Tinaikar who gave a detailed presentation and sighted many examples while discussing the topic in detail. Dr. Bigyan Verma, EC member of BMA welcomed all and anchored the webinar. The audience thanked BMA for bringing in relevant topics for its members on the online platform.



*(L-R) Dr. Bigyan Verma introducing Mr. Durgesh Tinaikar during the session*



*Prof. Atul Parvatiyar during the Q/A session*

BMA conducted a webinar on 29th April on the topic 'Driving Customer-Centric Organisational Transformation' by Prof. Atul Parvatiyar. Dr. Bigyan Verma, EC member of BMA introduced the speaker and welcomed everyone present for the online Friday Fundamental and moderated the session. All the participants thanked BMA for providing this unique opportunity.

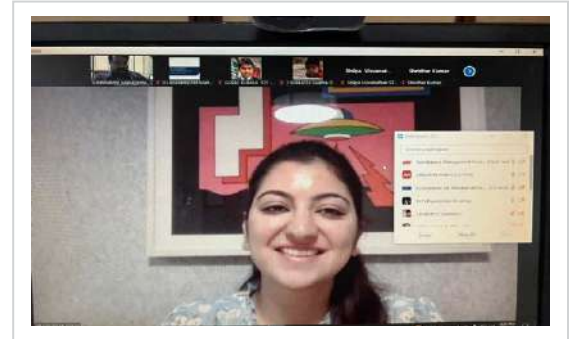
**Innothon 3.0**

BMA announced its flagship event 'Innothon 3.0' in December 2021. A three-month-long activity where corporates bring in real-life problem statements which are presented to the management students of participating institutes to study and bring unique and relevant solutions. This year 18 teams from various top institutes of Mumbai participated and BMA received 4 problem statements from 3 corporate companies, i.e., ACC who is also the partner with BMA, SBI Life Insurance, and Star Di-chi Union Life Insurance. The final round of presentations and the winner will be announced during the next month's Academic awards function. BMA thanked its EC members Mr. Shripad Ranade, Ms. Supriya Sachdeva, and Vice President Mr. Rajesh Sharma for helping the Innothon successfully for last 3 years.

## Coimbatore Management Association

### Monday Musings

Coimbatore Management Association organised an interactive Monday Musing session on 4th April with Ms. Adhishree Anand, Founder of Live by Design, a serial entrepreneur, and author. Live by Design is a personal development company that creates self-mastery action tools for productivity and goal success. Dr. Nithyanandan Devaraaj, Secretary, CMA welcomed the gathering in the distinguished presence of Mr. Jayakumar Ramadass, President, CMA. Dr. N. Raveendran, Treasurer, CMA proposed the vote of thanks and Dr. Prashant R. Nair, Joint Secretary, CMA moderated the workshop.



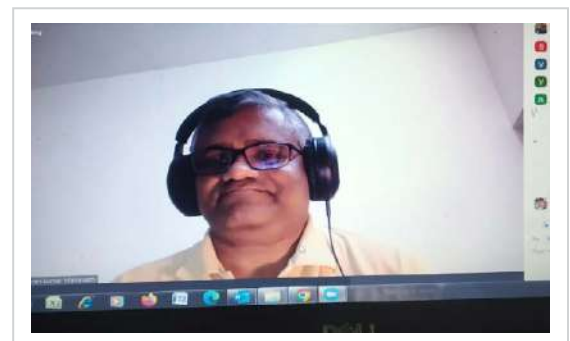
*Talk by Ms. Adhishree Anand*



*Talk by Dr. B. Shyam Sundar*

CMA organised a talk on 11th April with Dr B. Shyam Sundar, Director, Service Global Inc. on 'Modern Performance Management System for Enterprise Agility'. In his presentation, he highlighted the objectives and Key Results (OKR) strategic management technique which can develop enterprise agility in the organisation. Dr. C. Guna Sekaran, CMA Managing Committee (MC) member delivered the welcome address and Dr. Sreeraman Nandhi, CMA Student Branch Counselor, DJ Academy for Managerial Excellence proposed the vote of thanks. Dr. Prashant R. Nair, CMA Joint Secretary moderated the session.

CMA organised a Monday Musings programme on 18th April with Mr. Premkumar Manavazhi, an acclaimed leadership thought consultant on 'Leadership Insights... Building Trust'. Mr. Sivakumar Palaniappan, CMA Managing Committee (MC) member delivered the welcome address and Dr. Sreeraman Nandhi, CMA Student Branch Counselor, DJ Academy for Managerial Excellence moderated the session and proposed the vote of thanks.



*Mr. Premkumar M. addressing*





Talk by Mr. Charles Godwin

Coimbatore Management Association organised an interactive Monday Musings talk on 25th April on 'Brand You' with Mr. Charles Godwin an HR leader and public speaker with 18 years of work experience, working for MNCs in IT sector. He highlighted the best practices in HR at Zoho, which has been developing world-class software from a rural setting. Mr. Seetharam K., CMA Managing Committee (MC) member delivered the welcome address in the distinguished presence of Dr. Nithyanandan Devaraaj, Secretary, CMA. Dr. Sreeraman Nandhi, CMA Student Branch Counselor, DJ Academy for Managerial Excellence moderated the session and proposed the vote of thanks.

## Faridabad Management Association

Faridabad Management Association conducted the event Kaushal Vridhi, a virtual event on 29th April with speaker Ms. Moumita Gokhale, an ICF and Marhall Goldsmith certified Executive Coach, who spoke on 'Business Communications for Managers and Leaders'. Ms. Saloni Kaul President, FMA, Founder and CEO It's People, welcomed the distinguished guests. Mr. V. Thyagarajan, Executive Director, FMA gave the concluding remarks, and the vote of thanks was proposed by Ms. Saloni Kaul. The event was attended by various industries and academia.

The second event series started by FMA was Abhivyakti, TETE-A-TETE with Global Business Leaders. It was a virtual event conducted on 30th April. The event started with the Talk Show Host Ms. Charusmita Malhotra, General Secretary, FMA and Business Transformation Consultant, IBM India Pvt. Ltd. welcoming the Guests of Honour. The distinguished guest Mr. D.K. Bakshi from Bangkok, a HRD Consultant, Public speaker and Global Leadership Coach spoke about his journey to success i.e., from Corporate to Global Entrepreneurship. The other distinguished guest was Dr. Nalli Ramya from Vishakapatnam, an ENT Surgeon (JIPMER), Founder CEO, Ramicos Cosmetics. The concluding remarks were given by Mr. Subhash Jagota, Senior Vice President, FMA; Mr. J.P. Malhotra, President, DLF Industries and Mr. V. Thyagarajan, Executive Director, FMA. The event was attended by prominent industries, academia, and participants from overseas. The vote of thanks was proposed by Ms. Saloni Kaul, President, FMA and Founder and CEO, It's people.



(R-L) Mr V. Thyagarajan, Executive Director, FMA; Ms. Charusmita Malhotra, General Secretary, FMA and Business Transformation Consultant, IBM India Pvt. Ltd; Ms. Moumita Gokhale - Founder Director, Atrans Management Solutions; Ms. Saloni Kaul, President, FMA and Founder and CEO It's People



FMA organised 'Abhivyakti' TETE-A-TETE with Global Business Leaders



(R-L) Mr. V. Thyagarajan, Executive Director, FMA; Ms. Saloni Kaul, President, FMA and Founder and CEO It's People; Ms. Charusmita Malhotra, General Secretary, FMA and Business Transformation Consultant, IBM India Pvt. Ltd.; Dr. Nalli Ramya - ENT Surgeon, JIPMER and Founder and CEO, Ramico Cosmetics; Mr. D.K. Bakshi, HRD Consultant, Public Speaker and Global Leadership Consultant; Mr. J.P. Malhotra, President, DLF Industries, Faridabad

## Ghaziabad Management Association

Ghaziabad Management Association in association with the Entrepreneurship Cell of IMS Ghaziabad (University Courses Campus) organised Start-Up Conclave 2022 on 8th April on the 'Sustainable Development with Social Inclusion – Journey towards Atmanirbhar Bharat' and brought together many distinguished entrepreneurs to nurture entrepreneurial ideas in the students. Around 350 delegates were part of the event in various categories. The event concluded with a valedictory address by Dr Sindhu Bhaskar, Co-Chairman and Founder, EST Global Inc. Cambridge Innovation Center, USA and Mr Dharmendra Singh, Deputy Executive Director, Shriram Piston and Rings Ltd. Start-Up Expo was another platform wherein 15 Start-Up Company exhibitors showcased and promoted their ideas to all visitors with great zeal.



Winners being Awarded



Participants at Start-Up Conclave

GMA along with STUGMA members, IPEM organised a two day Inter Institutional UG-Fest on 8th and 9th April for ULLAS 2022. The objective of the Inter Institutional UG-Fest 2022 was to provide a platform to BBA/BCA/LLB/B.Ed. students of PAN India, including cities like Noida, Meerut, Hapur, Bulandshahr, Delhi NCR to show their literary, technical, and cultural talent in various activities like Debate Competition, Business Plan, Story of an Entrepreneur, Quiz, etc. About 30 colleges and institutions participated. The winners were given certificates, trophies, and cash prizes.



*Inter Institutional UG-Fest*

## Goa Management Association

Goa Management Association and Goa Chamber of Commerce and Industry jointly organised a talk by Mr. Walter Vieira on 7th April. Mr. Vieira, Marketing Guru, spoke on the topic ‘5 Mistakes in Marketing, made in my life – and the Corrections! And How Customer Value Starvation, Kills Companies’. The talk was followed by Q/A session and was well received and appreciated by all. There were around 70 participants who attended the talk.

Goa Management Association signed an MoU on 22nd April with Dnyanprassarak Mandal’s College and Research Centre, Assagao, Goa. The objective of signing of the MoU was to bridge the industry-academia divide, share expertise of its members as resource persons with faculty and student members etc.



*Signing of MoU between GMA and Dnyanprassarak Mandal’s College & Research Centre, Assagao, Goa*



## Gurgaon Management Association

Gurgaon Management Association signed an MOU with FESDIP, the Federation of Education and Skill Development Institutions and Personnel, to upgrade the tools in Education, Managing skills and entrepreneurship capabilities on 23rd April. Dr. B L Malhotra and Sachit Sahejpal highlighted the contributions of GMA and gaps faced by MSME. FESDIP DG Ravi Chanana emphasised its role and expertise to strengthen the education, skills and enhance capabilities of stakeholders. GMA and FESDIP partnership will act as a bridge for enhancing excellence in working style of industry and corporate sectors through organising workshops, seminars, brainstorming discussions and other initiatives which can help in strengthening the Education, Skill Development and MSME sector.



*MOU signed between GMA and FESDIP*

## Guwahati Management Association

### International Youth Leadership Conclave 2022

Guwahati Management Association jointly with Assam downtown University and PHD Chamber of Commerce and Industry organised an International Youth Leadership Conclave on 29th April. Mr. Chiranjeet Chaliha, President, GMA delivered the welcome address and officially started off the first session of the programme. The theme address was delivered by Prof Sunandan Baruah, Chairperson, Institution's Innovation Council, Assam downtown University. Mr. Parag Phukan, Vice President, GMA spoke on the topic 'Free Yourself from Limiting Belief' where he emphasised upon the need for the young generation to break free from the negative thoughts that obstruct their path to success. The second speaker Mr. Swapan Jyoti Sharma, Director, GMA delivered his talk on the topic 'Managing Self' and inspired the young minds to be optimistic and to work upon the development of the self-improving intellectual and emotional attributes. The third speaker Mr. Sanjeevani Saikia from PHD Chamber of Commerce and Industry threw light on the significance of Ethical Leadership and Civic Mindedness. The fourth invited speaker Mr. Sujay Paul from Global Growth Consultancy Ltd., London delivered his talk on the topic 'Public Speaking'. The fifth speaker of the session Ms. Prateeti Barman, Dean, Faculty of Humanities and Social Sciences spoke on the importance of 'Self- Care'. The programme concluded with a vote of thanks delivered by Mr. Bhaskar J Gogoi, Co-Chair, PHDCCI NER.



*Participants at the International Youth Leadership Conclave*



*Speakers at the International Youth Leadership Conclave*

## Hyderabad Management Association

### MDP

Hyderabad Management Association organised a Conference on 4th April on 'Employability of Students of General Degree and Management Courses'. This conference was sponsored by the Sector Skill Councils of Media and Entertainment, Management, Logistics and Healthcare. Mr. Navin Mittal, IAS, Commissioner of Technical and Higher Education, Telangana was the Chief Guest of the conference, which was attended by representatives of about 40 colleges in and around Hyderabad. HMA was represented by its President, Ms Kavitha Rajesh and HMA office. The event was put together by Mr VLVSS Subba Rao, who was the Principle Economic Advisor, Government of India (Retd). The Conference saw an extensive interaction between the college and the Sector Skill Council representatives.

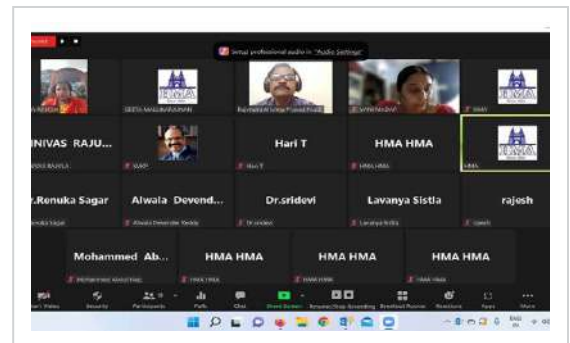


*HMA President, Ms Kavitha Rajesh felicitating Mr Navin Mittal, IAS*

HMA organised a session on 'Consumer is King – Know your Rights and Remedies / Pandemic Induced changes in Business Environment'. The resource person was Ms. Rajyalakshmi Rao, Founder Chairperson, All India Foundation of Deaf Women India and Dr C B Venkata Krishna Prasad, Associate Professor in Dayananda Sagar College of Arts, Science, and Commerce. Ms. Rajyalakshmi spoke about the rights and remedies of the citizens of India. Dr C B Venkata Krishna Prasad gave a presentation on Pandemic Induced changes in Business Environment.

### MSME

HMA organised a session on 15th April on the topic 'Latest Trends in Web Designs and Digital Campaigns for Promotions' by Ms Vani Madap, Director and Co-Founder, Erudite Web Solutions. She explained the different Digital platforms for digital campaigns. It was an insightful session, where a lot of knowledge sharing was given by the resource person, which enlightened on what one should do in different circumstances.



*Session in progress*

### Lecture Meeting

Hyderabad Management Association organised a session on 18th April on the topic 'Achieving Sustainable Development Goals through ESG Framework- Opportunities and Challenges'. The session was inaugurated by DGP Mahender Reddy, IPS. Mr Srinivas Rao who asked pertinent questions on the need of the hour and Mr Changavalli who initiated 108 ambulance services stated that every corporate citizen has to give back to the society and the environment which we live in. Dr Sethu Babu spoke from the medical aspect and Prof M R Rao opined that children should be taught right from childhood the importance of air, water and materials which pollute the earth.

HMA organised a session on 29th April on 'Transitioning from Traditional Business Management to Digital Business Management – A Paradigm Shift Powered by Lean Digital Thinking' by Mr V Srinivas Rao, Chairman and Managing Director, BT and BT Management Consultancy Pvt. Ltd. Mr V Srinivas Rao brought to the platform a wealth of knowledge on the major disruptions of the era which is digitisation.

**Industry Readiness Programme**

HMA organised a session on 1st April on the topic 'Communication – Writing' by Ms Jayanthi Shivakumar – Head Learning for English Coach Services. The students were explained about the methods or approaches for drafting written documents which enhance the visual appeal like FLAT (Formatting, Layout, Artefacts Tone) approach and HABITS (Headings, Artefacts, Bold Italics, Typeface, Spaces) approach.

On 2nd April, Ms Jayanthi very aptly put forward to the students the importance of Reading and understanding what is read; and how to recall and recollect what we read. It was followed by Q/A and feedback of the session by the students.

HMA organised a session on 8th April on the subject 'C V Building' and 9th April on 'Personal Interview Skills' by Ms. G. Srilaxmi. She opined that documentation plays a very important role in the process of employment. There are many crucial documents that a student is expected to make before he or she appears for an Interview.

**SDP**

On 9th April Ms G. Srilaxmi took a session on 'Personal Interview Skills'. She shared that personal interview questions are questions about a student's personality, work style, work ethic, how he/ she handles stress, what he/ she expects from an employer, and how he/ she will handle certain situations.

HMA conducted a session on 22nd April on 'Sales and Marketing – Emerging Trends and Careers' by Mr Vinod Kumar, CEO, SAND Network. He stated that the pandemic has brought about a lot of changes in the Sales and Marketing Trends and new career opportunities.

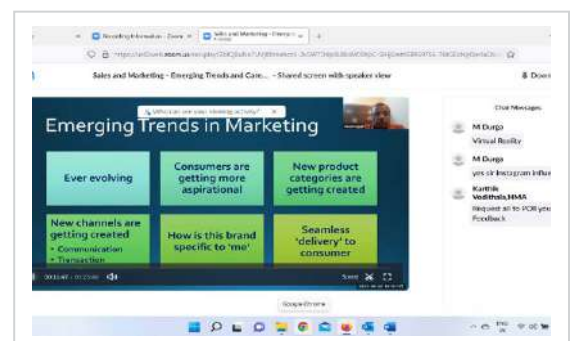
On 24th April, Dr K Tirumal Reddy, Professor CBIT spoke about the importance of life skills in people's lives and emphasised why one should live in the present and not in the past. He spoke about characteristics that one must develop in life to progress, live in a society, and move on in our career.



Mr V Srinivas Rao sharing his presentation



Ms. G. Srilaxmi sharing her presentation

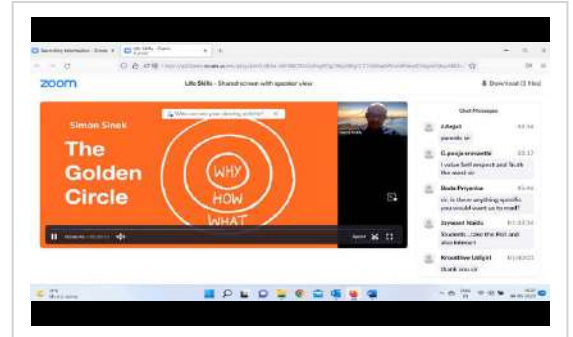


Mr Vinod Kumar, CEO, SAND Network presenting his presentation



HMA organised a programme on 29th April on 'Communication' by Ms Sharmila Gautama, Operations and English Coach. The resource person explained the students about the importance of speaking skills especially the oral communication.

On 30th April, Ms Sharmila Gautama explained to the students about the importance and various types of listening namely active, attentive, critical, informative, appreciative, and selective listening. The barriers to listening were highlighted and the ways and methods to be a good listener were explained. The participants were impressed with the ways to encourage a speaker by asking various types of questions, paraphrasing and mirroring.



Dr K Tirumal Reddy sharing his presentation

## Indore Management Association

### IMA Diksha In House

Indore Management Association organised its in-house session 'Diksha' a seminar for Cummins Turbo Technologies Pvt Limited on 1st April on the topic 'Happiness and Priorities Self'. The speaker of the session was Dr. Nitin Merh, an Associate Professor, Business Analytics and Life Coach, Indore.



Dr. Nitin Merh during the session



Dr. Nitin Merh addressing the participants

IMA organised its in-house session a seminar for Vacmet India Ltd on 9th April on the topic 'Work Life Management' with Dr. Nitin Merh, an Associate Professor, Business Analytics and Life Coach, Indore.

IMA organised in-house session, a seminar for Jajoo Surgicals Pvt Ltd on 22nd April on the topic 'Core Marketing concept for Sales Team'. The speaker of the session was Prof. Jinesh Desai, an Associate Professor at Renaissance College, Indore.



Prof. Jinesh Desai addressing the participants

Indore Management Association organised 'Diksha' in-house session a seminar for Jajoo Surgicals Pvt Ltd on 23rd April on the topic 'Motivation' with speaker Mr. Abhishek Mishra, Corporate Trainer, Indore.



Mr. Abhishek Mishra and participants during the session



Mr. Abhishek Mishra along with the participants

IMA organised a seminar for Indore Composite Pvt Ltd on 30th April on the topic 'Understanding and Adapting to Change and Team Dynamics' with speaker Mr. Abhishek Mishra, Corporate Trainer, Indore.



Capt. Jaison Thomas during the session

### Student Chapter COE

IMA Student Chapter organised a Centre of Excellence for the students of Indore Institute of Law on 6th April on the topic 'Resume Building'. The speaker of the session was Capt. Jaison Thomas, Motivational speaker, Indore.



Dr. Sidharth Bajpai addressing

### Women Forum

IMA women forum organised 'Problem Solving session: One-O-One Marketing Consultancy' on 8th April. The consultant for the session was Dr. Sidharth Bajpai, Director of School of Retail SUAS and Business Development Consultant.



CA Ishani Maheshwari

### HR Forum Meet

IMA organised its HR Forum Meet on 12th April on the topic 'Management Tenets with New Perspective' at Daly College Business School, Indore. The speaker of the session was CA Ishani Maheshwari, Life and Mindset Trainer, Public Influencer, Cognitive Thinker, and Writer, Indore.

**Breakfast Couple Meet**

Indore Management Association organised Breakfast Couple Meet for Couple members on 17th April. The session featured a discussion on the topic 'i and thou' (The Philosophy of Relationships) and 'Getting Fit Together' (The Healthy Way of Life). The speaker of the session was Dr. Sameer Golwelkar, Relationship Counselor, Psychotherapist and Psychometric Specialist and Dr. Priyanka Dubey Nutritionist, Indore.



*Speaker and participants during the session*



*Dr. Ira Bapna during the session*

**Exclusive Session**

IMA organised an Exclusive Parenting Session on 22nd April on the topic 'Role of Parents In 21st Century to Raise Their Children'. The speaker of the session was Dr. Ira Bapna, Director, Management Professor, Maharaja Ranjit Singh Group of Institutions, Indore.

**Evolution for Excellence**

IMA organised an evolution for excellence a session on 26th April on the topic 'Communication for Interpersonal Success'. The speaker of the session was Dr. Swatantra, Associate Professor IIM, Indore.



*Dr. Swatantra addressing the participants*



*Er. Rakesh Jain along with the participants*

Indore Management Association organised a session on 29th April on the topic 'Critical thinking and Creative Problem Solving'. The speaker of the session was Er. Rakesh Jain, Principal facilitator, MD, Outdoor Adventures.



## Lucknow Management Association

Lucknow Management Association in collaboration with Regency Super Specialty Hospital Lucknow and Rotary Club organised health talks on 1st April on 'Fatty Liver Disease' by Dr. Praveen Jha, DM, Gastroenterology IGIMS Patna, MD, Internal Medicine KGMU Lucknow, Consultant, Gastroenterology and 'Rising Prevalence of Chronic Kidney Disease' by Dr. Alok Kumar Pandey, DM, Nephrology SMS Medical College Jaipur, MD, Medicine KGMU Lucknow, Consultant, Nephrology and Renal Transplant. Mr. A.K. Mathur, Vice President LMA welcomed and introduced the speaker and Mr. Pravin Kumar Dwivedi, Sr Vice President, LMA proposed a formal vote of thanks on the occasion.



*Dr Alok Kumar Pandey addressing the session*



*Ms. Reena Dayal sharing presentation*

### Webinar

Lucknow Management Association in collaboration with Association of Knowledge Workers Lucknow organised a webinar on 20th April on 'Quantum Technology and its Societal Applications' by Ms. Reena Dayal, CEO of Benzaiten Advisors and Chairperson of the Board and CEO, Quantum Ecosystem and Technology Council of India. Mr. Arvind Kumar welcomed and introduced the speaker and Mr. Prahlad Seth, member LMA proposed a formal vote of thanks at the end of the session.

### Annual Award Evening

Lucknow Management Association conferred LMA Awards and Women Achievers' Awards 2022 on 25th April in different categories. Dr. Navneet Sehgal, Additional Principal Secretary MSME and President LMA and Mr. A.K. Mathur, Vice President; Mr. Pravin Dwivedi, Sr. Vice President and Dr. Dheeraj Mehrotra, Secretary LMA besides LMA Members and guests were also present. Shri. Jitin Prasada, Hon. Minister for PWD, Government of Uttar Pradesh was the Chief Guest.



*Hon'ble Minister Shri Jitin Prasada and Dr Navneet Sehgal, President LMA with Awardees*

## Meerut Management Association

### 22nd MMA-DAYAL Annual Debate

Meerut Management Association organised 22nd MMA-DAYAL Annual Debate 2022 on 18th April on 'Higher Education Should Change to Online Mode' sponsored by Dayal Fertilizers Pvt. Ltd. Pt. Deen Dayal Upadhyay Management College won the MMA-Dayal running trophy. Mr. Ankit Singhal coordinated the event. Col. (Dr.) Sandeep Mittal; Er. Ramesh Chand and Ms. Madhu Dang were the judges of the event. Dr Poonam Devdutt and Mr. R.K. Agarwal gave the trophy and prizes to the participants. Mr. Abhay Gupta; Col. (Dr.) Naresh Goyal; Mr. Yogesh Garg; Dr. Manoj Garg and Mr. Vivek Kwatra played an instrumental role in the grand success of the event. The flagship event was thoroughly appreciated by all the attendees.



22nd MMA-DAYAL Annual Debate 2022

## Pala Management Association

### Executive Committee Meeting

PMA held its executive committee meeting on 13th April. The main agenda were reception of new members, conduct of Annual General Body Meet, consolidation of various activities held during the year. It was decided to conduct the next general body meeting as an in-house event.



Welcoming New Members

### General Body Meeting

The general body meeting was conducted on 28th April. New members were welcomed and inducted into the Association. Dr Thomas Kutty of PMA who represented PMA in the National Leadership Conclave on 11th and 12th April, briefed the audience about the event. The association appreciated him for his efforts. The president apprised the audience about the upcoming AGM and election of new committee.



Briefing on NLC by Dr Thomas Kutty

## Rajkot Management Association

### Family Business Conference 2022

Rajkot Management Association along with other organisations supported a Family Business Conference 2022 organised by Atmiya University on 2nd April. The conference broadly aims to connect the family businesses for developing a roadmap towards collective SDG impact while also improving their business performance at the same time. The conference focused on high impact family business practices, exploring the business models for larger good, global trends in family business growth, while being addressed by 20 plus internationally renowned speakers and experts.



Family Business Conference 2022



Participants during the Member Meeting

### Member Meeting

Rajkot Management Association organised an online Member Meeting on 30th April to greet the members and share the plan ahead. Dr. Kalpit Sanghvi, President, RMA, seek the inputs and suggestions from all the attendees. Mr. Deepak Suchde, Past President, RMA; Mr. Jayen Kotecha, Vice President, Industry, RMA; Mr. Ripple Patel, Vice President, Community, RMA; Mr. Paresh Gosai, Public Relations, RMA; Mr. Ajit Nathvani, Executive Council, RMA; Mr. Dinkarrai Desai, Executive Council,

RMA; among other members, shared their visionary comments in the meet, and Mr. Harshit Shah, Honorary Secretary, RMA proposed the vote of thanks.

## Rohilkhand Management Association

### Workshop

Rohilkhand Management Association organised a workshop on 'Power of Excellence' in collaboration with AKC Motors. It was an highly interactive and informative workshop. The audience comprised of employees of ACK motors and RMA members who received valuable tips of success in being a good performer from the highly experienced, talented, and acclaimed speaker Mr. Thomas Mathews through his innovative way of presentation and deliberation.



(L-R) Dr Manish Sharma, President, RMA; Mr Qadir Ahmad, Secretary, RMA; Speaker, Mr. Thomas Mathews; Mr. Ashok Agarwal, Chairman, AKC Motor; Mr. Alpit Agarwal, M.D., AKC Motors and Dr Neeraj Saxena, Programme Director, RMA



## Surat Management Association

Surat Management Association organised an event on 19th April for the students and staff of MBA and MCA, at Umrakh, Bardoli. Around 200 students and professors participated and was attended by President, Mr. Nitin K. Oza; Mr. Harikrishna Shashtri and Ms. Shobha Talekar. Excellent arrangements were made by Dr. Pankaj Gandhi, Prof. Pathak, and team members. Shri Ashwinbhai and Kiritbhai discussed on how to make application-based education.



SMA organised a seminar on 'Interaction and welcome to future entrant to family of global managers'

## Thrissur Management Association

### Webinar

TMA held its fourth session of TMA Let's Chat series on 3rd April with members at the Puthur Zoological Park. Adv. K Rajan, the Hon. Minister of Land Revenue, Survey and Land Records of Kerala, was the chief guest, who touched upon the overall plan, challenges faced, and how the zoo will improve the economic activity of the area etc.



Adv. K. Rajan, Minister for Revenue and Housing, Government of Kerala addressing members



Young Leaders of Thrissur (YLT) meeting in progress

### Young Leaders of Thrissur Meeting

TMA organised a meeting on 5th April as a precursor to the launch of TMA youth wing named Young Leaders of Thrissur (YLT). Apart from the TMA office bearers and YLT convenor, 30 YLT members and potential members attended the meeting. In the meeting, it was discussed the proposed YLT framework, and the high-level way forward.

**Project Meeting**

TMA launched a master plan contest among young architects and civil engineers of Thrissur in April 2022. The shortlisted contestants were addressed by the TMA master plan committee on 8th April; the rules, specifications, requirements, entry criteria, and modalities were explained to the contestants.



*Vilangan Hills Master Plan Contest: Project Meeting*



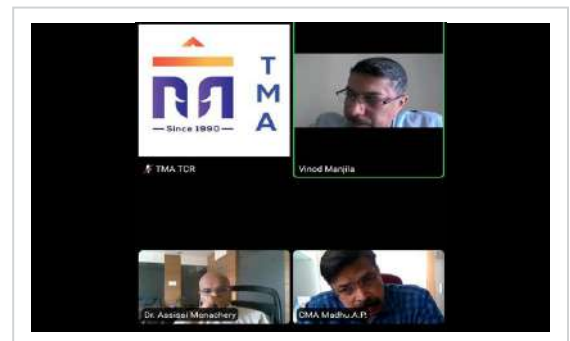
*Inaugural address by Er. Christo George, CMD Hykon India and Past President, TMA*

**12th TMA Hykon Business Plan Contest**

TMA conducted the final round of selection for the 12th TMA Hykon All India Business Plan Contest (BPC) on 12th April. The shortlisted teams from various colleges across India presented their business plan to an eminent panel of judges in a virtual meeting. The first prize was won by Symbiosis Law School, Noida; second prize by Dr. John Matthai Centre, Thrissur, and third prize by Naipunnya Business School, Koratty.

**Industrial Mentoring**

A TMA team comprising of experts in the food processing industry, management consulting, and cost accountancy did a detailed study of the operations, marketing, financials, and labour relationship of foster foods which was struggling to stay afloat the past few years. In a virtual meeting on 25th April, the TMA expert team made strategic and tactical recommendations to address those weak areas.



*TMA Industrial Mentoring Session*

**TMA-Young Leaders of Thrissur Launching Ceremony**

TMA launched its youth wing, Young Leaders of Thrissur (YLT) on 25th April. The event was attended by YLT members, TMA Managing Committee members, and TMA life members below the age of 40. The speaker Mr. Saiprasad Sivadasan, Sr. Vice President of Manappuram Comptech and Consultants Ltd, shared his knowledge about improving business competence using cloud technology and Mr. Stephan M D, Managing Director of Nutricreams Pvt Ltd, spoke about his entrepreneurial journey of building the Meriiboy ice cream brand.



*TMA-Young Leaders of Thrissur (YLT) Launching Ceremony*

**Lecture**

TMA organised a guest lecture on 26th April jointly with Dhanlaxmi Bank, Thrissur Branch of SIRC of ICAI and Bankers' Club, Thrissur on the theme 'Current Global Market Conditions - An Indian Perspective'. The speaker was Mr. R K Gurumurthy, the Treasury Head of Dhanlaxmi Bank, who walked the audience briefly through the history of recent global economic catastrophes and explained in detail the impact of recent crisis including COVID pandemic and Russia-Ukraine conflict. The audience responded with a flurry of complex questions, all of which were handled by the speaker with utmost ease.



*Mr. R K Gurumurthy, Treasury Head - Dhanlaxmi Bank addressing the session*

**Trivandrum Management Association**

**SHEpreneur Talk Series**

TMA organised SHEpreneur talk by Ms. Suma Mathew Vinod, President, Paanini Foundation, USA and former CTO, Envestnet Retirement Solutions on 9th April to accelerate women entrepreneurship. The event was well received by TMA members, women entrepreneurs, and students of TMA Student Chapters.



*Talk by Ms. Suma Mathew Vinod, President, Paanini Foundation, USA and former CTO, Envestnet Retirement Solutions*





# ADVANCED CERTIFICATE PROGRAMME IN BUSINESS CONSULTING

The Advanced Certificate Programme in Business Consulting is aimed at catering to the growing need for trained and skilled management consultants. This programme will help the participants in gaining knowledge and developing skills to act as a business/management consultant and further develop them as experts who can help the organisations to come out of the problematic situations they face.

## 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
Training Programme on Digital Intelligence - Smart Manager in digital age		Online	20 May 2022
Women Leadership Workshop		Online	20 May 2022
HR Leadership Retreat		Goa	26- 28 May 2022
YLC Session		Online	27 May 2022
Online Training on Finance for Non Finance		Online	27 May 2022
Mentoring Specialised Training for Mentors		Online	30 May 2022
Leaderspeak Session	Amb Shyam Saran Former Foreign Secretary & Former Chairman of the National Security Advisory Board	Online	03 June 2022
Training Program on GeM 4.0 (Government e Marketplace)		Online	09 June 2022
Online Training on Balancing Priorities		Online	10 June 2022
Joint Programme with Indian Army		Ladakh	18-25 June 2022
23rd National Management Quiz (Online)		Online Regional Rounds Online Grand Finale	21 - 30 June 2022 08 July 2022
Global Advanced Management Programme 2022		USA	26 June–02 July 2022
Online Programme on Strategy		Online	09 July 2022
PSU Summit		New Delhi	19 July 2022
9th Business Responsibility Summit 2022		New Delhi	04 August 2022

Event	Programme Chairman/Director	Venue	Date
Online Programme on Consumption & Brands		Online	06 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 Senior Leadership		Online	03 September 2022
National Management Convention		New Delhi	20-21 September 2022
Online Programme on Social & Digital Marketing		Online	05 November 2022
AIMA Middle Manager Development Programme		Online	November 2022
Innovation Practitioner's Case Study Competition		New Delhi	December 2022
Senior Leadership Retreat		Goa	19-21 December 2022

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

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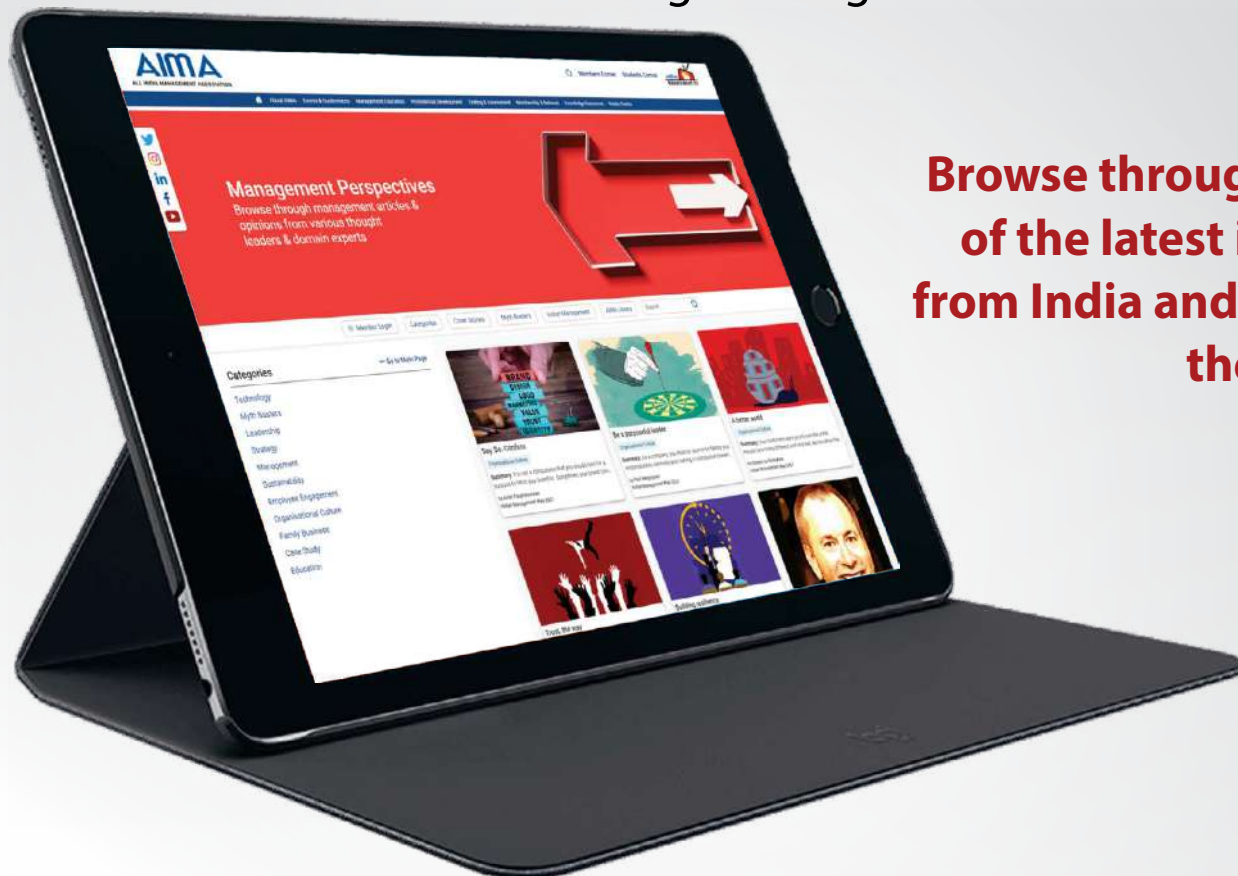
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# AIMA

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