



## MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

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

With your unwavering support and encouragement, AIMA continued in its endeavour to strengthen management capability through various initiatives and programmes.

With an aim to help India's leadership explore strategies to navigate disruptions and develop a leadership roadmap, AIMA organised the 12th edition of its Senior Leadership Retreat on the 'Imaginative Leadership: Thriving in Uncertainty' in Goa. Chaired by Mr Sunil Kant Munjal, Chairman of Hero Enterprise, the retreat delved into the challenges of the current business landscape, guiding leaders through a journey of self-discovery, audacious goal-setting, resilience-building, and strategic adaptation. The retreat featured in depth sessions with renowned industry captains, academic leaders, creative & media stalwarts; and was very well received.

In addition, AIMA's hugely popular LeaderSpeak Series marked its sixty-seventh programme featuring Mr M J Akbar, Journalist, Politician, Writer and Former Minister of State for External Affairs. He shared some interesting insights on 'India Arrives: The Making of A New World Order'. The session, moderated by AIMA President, Mr Nikhil Sawhney, and with introductory remarks by Mr Shrinivas Dempo, Immediate Past President, AIMA, delved deep into the evolving global landscape, offering valuable perspectives on India's role in shaping the emerging world order. More details are carried inside.

Not just restricting its focus to the corporate world, AIMA also offers solutions and platforms for Public Sector undertakings. Recognising the pivotal role PSUs play in India's transition, contributing significantly to economic growth, resilience, and innovation; AIMA organised the 5th edition of its PSU Summit on the theme 'The Future of the PSUs: Catalysing Economic Transformation'. The summit featured leaders from the PSU and Corporate sectors, and also showcased successful strategies and best practices adopted in the realm of Environmental, Social, and Governance (ESG).

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

DECEMBER 2023

Further in the area of research and academics, the AIMA India Case Research Centre organised a Capacity Building Workshop on Case Teaching & Writing; while AIMA's Vice Chancellors Council conducted a knowledge session on 'Digital Personal Data Protection Act 2023: Implications for Higher Education Institutions'. AIMA's diverse training programmes and courses continue to attract practicing and aspiring managers nationwide.

AIMA's Young Leaders Council continued in its commitment to create forums on current and relevant subjects for India's emerging young leaders. The AIMA YLC organised a session which shed light on 'Gati Shakti', India's multi-modal infrastructure plan. Apart from this, the council continued to reach out to its members through its other initiatives and programmes.

Brief reports are carried inside along with other updates from AIMA and the LMAs, as well as the next article from the special series of excerpts from AIMA Past President, Prof. SL Rao's book titled 'My Varied Life in Management: A Short Memoir.'

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

Warm Regards



**Rekha Sethi**

Director General

## AIMA OFFICE BEARERS

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Triveni Engineering and Industries Limited

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# Shouldn't Teamwork begin before a Team begins its work?



## How important is Team Effectiveness in your People Strategy roadmap?

How often does Teamwork really 'work'? How soon do your Teams get 'work'ing? Where do they spend most of their time? Forming, Storming, Norming.. Or Performing? How can you help them to 'Perform' almost as soon as they 'Form'?

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## 12th Senior Leadership Retreat



*Senior Leadership Retreat speakers and delegates*

AIMA organised its 12th Senior Leadership Retreat on the theme 'Imaginative Leadership: Thriving in Uncertainty' held at Taj Fort Aguada, Goa, from 18th-20th December 2023. The programme was meticulously curated around the challenges of the present business landscape, guided leaders through a journey of self-discovery, audacious goal-setting, resilience-building, and strategic adaptation. The retreat was chaired by Mr Sunil Kant Munjal, Chairman, Hero Enterprise.

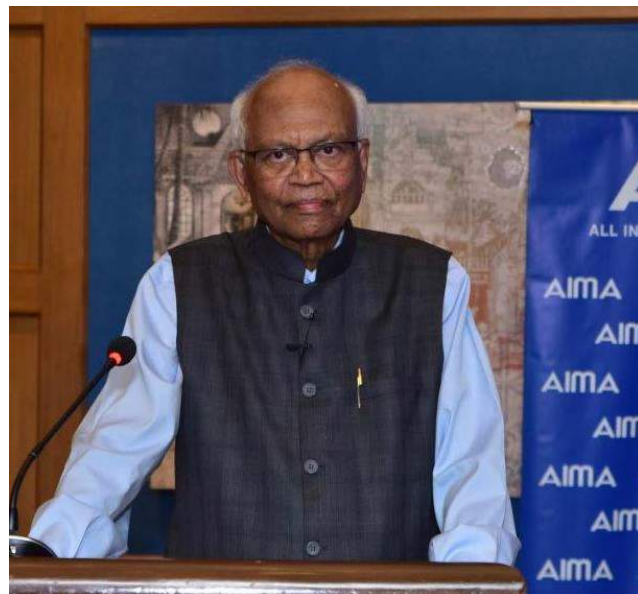
Some of the eminent speakers who addressed the retreat were Ms Suneeta Reddy, Senior Vice President, AIMA and Managing Director, Apollo Hospitals Group; Mr Shrinivas Dempo, Immediate Past, AIMA and Chairman, Dempo Group of Companies; Mr R A Mashelkar, Chairman, New Energy Council



*Sunil Kant Munjal, Chairman, Hero Enterprise*



*Sumeeta Reddy, Senior Vice President, AIMA and Managing Director, Apollo Hospitals Group*



*R A Mashelkar, Chairman, New Energy Council of Reliance Industries and Former Director General, Council of Scientific & Industrial Research (CSIR)*

of Reliance Industries and Former Director General, Council of Scientific & Industrial Research (CSIR); Dr Rajendra Srivastava, Former Dean, Indian School of Business and Executive Director, ISB Innovation, CBM, EFPM; Ms Vinita Bali, Independent Director on Global Boards and Former Managing Director, Britannia Industries; Ms Geeta Chandran, Renowned Indian Bharatanatyam Dancer and Vocalist and Founder President, Ms Natya Vriksha and Artistic Director, Natya Vriksha Dance Collective; Mr Vikram Chandra, Founder, Editorji Technologies; Mr Sanjeev Sharma, Country Managing Director, ABB India Ltd; Mr Colby Sharma LL.B., Bestselling Author

(The Curveball) and Resilience Expert and Mr Viren Rasquinha, Director and CEO, Olympic Gold Quest  
The retreat successfully navigated the complexities of leadership in uncertain times, providing valuable insights and fostering a spirit of imaginative and



*Rekha Sethi, Director General, AIMA; Vinita Bali, Independent Director on Global Boards and Former Managing Director, Britannia Industries; Geeta Chandran, Renowned Indian Bharatanatyam Dancer and Vocalist and Founder President and Colby Sharma LL.B., Bestselling Author (The Curveball) and Resilience Expert*



*Mr Shrinivas Dempo, Immediate Past, AIMA and Chairman, Dempo Group of Companies*



*Mr Vikram Chandra, Founder, Editorji Technologies*

audacious leadership among the attendees. The diverse range of speakers and topics ensured a well-rounded and enriching experience for all

participants. The retreat was attended by more than 20 senior leaders from various corporations and PSUs.



*Senior Leadership Retreat speakers and participants*

## LeaderSpeak session



*(L-R) Nikhil Sawhney, President AIMA, Vice Chairman and Managing Director, Triveni Turbine Limited and Director, Triveni Engineering and Industries Limited; M J Akbar, Journalist, Politician, Writer and Former Minister of State for External Affairs and Shrinivas V Dempo, Immediate Past President, AIMA and Chairman, Dempo Group of Companies*

The 67th AIMA LeaderSpeak session was held on 22nd December 2023 with Mr M J Akbar, Journalist, Politician, Writer and Former Minister of State for External Affairs. The theme of the session was 'India Arrives: The Making of A New World Order'. The session was chaired by Mr Nikhil Sawhney, President AIMA, Vice Chairman and Managing Director, Triveni Turbine Limited and Director, Triveni Engineering and Industries Limited. Mr Shrinivas V Dempo, Immediate Past President, AIMA and Chairman, Dempo Group of Companies, delivered the introductory remarks. Mr Akbar started the session broaching about India as a country today.

He also gave the reference of his book, 'Gandhi: A Life in Three Campaigns' that speaks a lot about how Gandhi liberated India from the British Raj through three separate Movements. However, the core of the book focuses on how Gandhiji liberated Indians from the 'fear' of British supremacy. He said that those events have played a crucial role in shaping the India of today. On geopolitics, Mr Akbar said that India has 'redefined geography not as proximity but as reach', an approach worth taking note of, by other nations. The session was well attended by over 200 participants via zoom and about 800 attending on other AIMA social media channels.



## PSU Summit



*Neeraj Kapoor, Director, AIMA; Soma Mondal, Member Public Sector Enterprises Board & Former CMD, SAIL; Ayush Gupta, Director HR, GAIL India Ltd and Ravi Jangra, Deputy Director, AIMA*

AIMA organised its 5th PSU Summit on the theme 'The Future of the PSUs: Catalyzing Economic Transformation' on 13th December 2023. Mr Ayush Gupta, Director HR, GAIL India Ltd was the summit chairman and Ms Soma Mondal, Member Public Sector Enterprises Board & Former CMD, SAIL was the Chief Guest.

Some of the other eminent speakers included Mr Adhip Pal Chaudhuri, Director (Services Businesses), Balmer Lawrie & Co. Ltd; Mr Vinay Ranjan, Director (P&IR), Coal India Limited; Mr Ashu Singhal, MD, Mahanagar Gas Ltd; Dr. Shikha Sharma, Founder and MD, Nutriwel Health; Ms Manu Wadhwa, CHRO, Sony Pictures Networks; Mr K K Singh, Director (HR), SAIL; Mr K K Thakur, Director HR, BHEL; Mr Harsh Jagnani,

Director, Oak North Bank and Former VP and Head, Credit Rating Division, ICRA; Ms D Padma, Executive Director, Corporate Planning & Economic Studies, Indian Oil Corporation; Mr P Balaji, Chief Regulatory & Corporate Affairs Officer, Vodafone Idea; Mr Kartik Sharma, Founder, Agnitio and AI Thought Leader; Mr Jeetendra Manik, Business Development Incharge - Public Sector Banks, National Payment Corporation of India and Mr Kapish Kaushal, VP Financial Services, ONDC.

During the summit NTPC delivered a presentation on 'Environmental, Social and Governance (ESG)', showcasing their successful strategies and best practices. The summit was attended by 300 delegates from across PSUs, corporates, academia and students.



# JOIN THE MANAGEMENT MOVEMENT

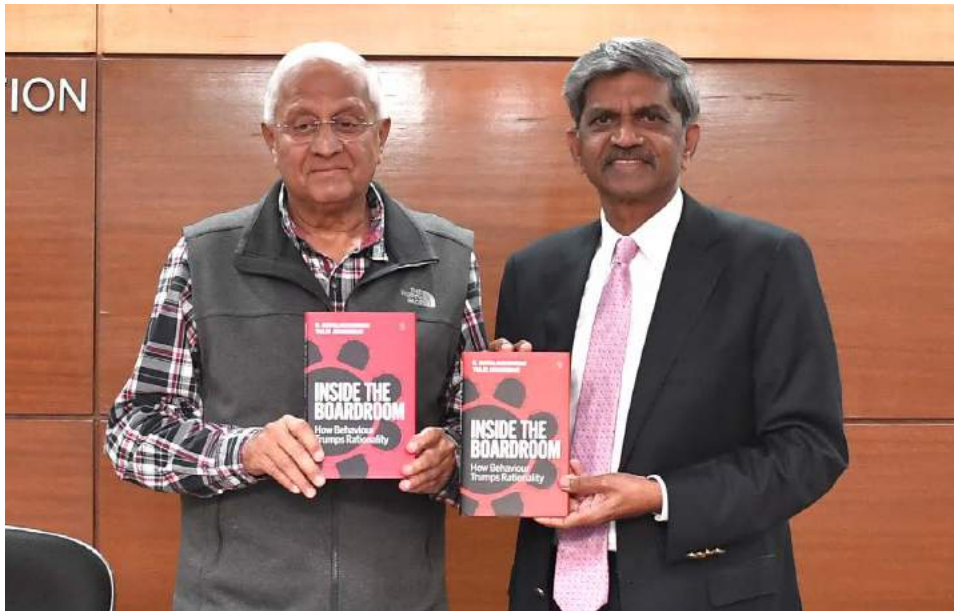
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# Book Launch



*R Gopalakrishnan, Author, Corporate Advisor, The Mindworks and Shiv Shivakumar, Operating Partner, Advent International Private Equity*

roles in incidents of mismanagement leading to governance failure. Mr. Gopalakrishnan shared insights on early warning signs of failing governance in companies and provided some magical mantras for CEOs and independent directors to help prevent failures. The book launch session was very well attended with over 140 participants attending.

AIMA organised a book launch and a session on 'Inside the Boardroom: How Behaviour Trumps Rationality' with Mr R Gopalakrishnan, Author, Corporate Advisor, The Mindworks and Past President on 12th December 2023. The session was based on the book authored by Mr R Gopalakrishnan and Dr Tulsi Jayakumar, Professor of Finance & Economics and Executive Director, Centre for Family Business & Entrepreneurship at SPJIMR, Mumbai. Mr Shiv Shivakumar, Operating Partner, Advent International Private Equity & Past President, AIMA released the book and chaired the session.

During the session, Mr. Gopalakrishnan highlighted the importance of successful directors and boards being keen observers of human behaviour and boardroom dynamics. He emphasised that behavioural and cultural nuances play significant



*R Gopalakrishnan, Author, Corporate Advisor, The Mindworks and Past President, AIMA*

## Young Leaders Council Session



*Arun Kumar Mathur, Vice President  
Lucknow Management Association*



*Surendra Ahirwar, Joint Secretary  
DPIIT, Government of India*

with Dr. Surendra Ahirwar, Joint Secretary DPIIT, Government of India. Mr. Arun Kumar Mathur, Vice President of the Lucknow Management Association was the moderator of the session. Dr. Ahirwar discussed the transformative potential of Gati Shakti, offering valuable perspectives on how this digital platform, combined with artificial intelligence, can

AIMA Young Leaders Council (YLC) organised a session on 'Gati Shakti - A Powerful Digital Project Management Platform' on 8th December 2023,

enhance project efficiency and contribute to the broader landscape of project management. The session was very well received by the participants.

## Vice Chancellors Council

AIMA's Vice Chancellors Council (VCC) conducted a knowledge session on the 17th of November 2023 on the topic 'Digital Personal Data Protection Act 2023: Implications for Higher Education Institutions.' Mr Vinayak Godse, CEO, Data Security Council of India was the keynote speaker of the session and Prof Saji Gopinath, Vice Chancellor, Kerala University of Digital Sciences, Innovation and Technology and Member

AIMA VCC was the moderator. The session aimed to provide insights into the newly enacted DPDP Act and its implications for academic institutions and professionals. The DPDP Act seeks to safeguard individuals' control over personal information,



*Vinayak Godse, CEO, Data Security  
Council of India*



*Prof Saji Gopinath, Vice Chancellor,  
Kerala University of Digital Sciences,  
Innovation and Technology and Member  
AIMA VCC*

making it crucial for participants to comprehend Data Principal Rights, Obligations of a Data Fiduciary, Data Processors, related compliance requirements, and salient features.

## Training Programme



*Participants of Behavioural Skills for Executive Assistants / Secretaries training programme*

AIMA organised the 13th training programme on 'Behavioural Skills for Executive Assistants / Secretaries' on the 23rd and 24th of November 2023 in Bangalore. The objective of the training programme

was to enhance understanding and skills in Effective Communication, Interpersonal Skills, Time Management, Professionalism and Etiquette, Problem Solving and Decision Making, and Stress Management. The programme garnered participation from across the country, including cities such as Chennai, Gandhinagar, Guwahati, Hyderabad, Navi Mumbai, Ranchi, Thrissur, and Udaipur. The training was well-received by the participants.

## Training Programme on Government e-Marketplace

AIMA, the official training partner of the Government e-Marketplace (GeM), successfully organised a comprehensive one-day online training programme on 30th December, 2023. The programme aimed to familiarise participants with the diverse functionalities and features available to buyers on the GeM platform.

Participants received an overview of the platform, including an introduction to its new features.

The programme covered various topics, such as creating primary and secondary users, procurement methods, guidance on placing custom bids, and managing the Bill of Quantities (BOQ). Additionally, attendees gained valuable insights into the order and payment processes on the GeM platform. The training programme was attended by middle and senior officials of Canara Bank.

## ICRC - Capacity Building Workshop



*Participants of the workshop*

AIMA India Case Research Centre (ICRC) organised a Capacity Building Workshop on Case Teaching & Writing from 5th – 12th December 2023. Dr Rajendra Srivastava, Novartis Prof. of Marketing Strategy & Innovation, Indian School of Business delivered a session on writing best practice cases. The objective of the workshop was to train potential case authors for effective case teaching and the

development of cases based on Indian companies and ethos. Participants in the workshop were guided through a step-by-step process of writing cases and teaching notes in a structured manner. They received extensive feedback to enhance the structure, impact, and uniqueness of their cases, aligning them with the B-School curriculum and current training needs. The workshop was well received by the participants.



# 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.

For further details, please contact: **Kiran Rawat**

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# Teaching Management

An introduction to Hindustan Lever

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

Management education as a separate discipline probably dates to the 1950s in India when Delhi and Bombay Universities established separate faculties for this purpose. In the mid-1950s Delhi University established a department of management studies. This was perhaps among the first of the management teaching schools in India. The faculty was drawn from the Delhi School of Economics and other colleges, as well as from among some practicing managers. When I finished my Masters in Economics from the DSE, I was employed in this department for a few months as the first case methods research investigator.

In Bombay, the generous Jamnalal Bajaj gave a donation which led to the establishment of the Jamnalal Bajaj Institute of Management which became the faculty of management studies in Bombay University. Like Delhi, it taught management as such and not any specialised area within it, as did many other institutions that came up in the 1960s.

At that time there were practically no people in India who had studied management as a separate discipline, except for some who might have studied abroad (particularly in the USA). There were of course some of them who had returned from such studies and had gone into practicing management in different companies. What therefore happened was that management subjects were taught either by economists who began to read up on the subject,

or by practicing managers who gave some of their time to such teaching. I do not think that at that time there was much speculation as to what such teaching contributed to the development of the practicing manager who was now also a part-time management teacher.

Of course, teaching management while practicing it certainly added something to the practising manager. There were three types of experiences which such faculty had to go through. One, was to teach students who were studying management, had no work experience and were usually in their twenties, with degrees in economics or engineering (to name the principal disciplines). The second was where practicing managers were invited to teach in special short programs organised in different teaching institutions. The first and best known of this kind was the Management Educational Program (MEP) that was developed in the early years of IIM Ahmedabad. This program proved to be very popular. It ran for three months on a full-time basis, although the faculty consisted of largely visiting professional managers with some of the regular academic faculty in the institute chipping in. The participants were usually mid-career professionals in their thirties.

The third type of program where professional managers were visiting faculty were specially designed programs that ranged from daylong courses to programs that were three weeks or so in



length. These programs were sponsored by large companies for the benefit of their own professional staff, and largely by management associations, the most prolific of which were in Bombay, Madras and later in Delhi.

The All-India Management Association in the early 1970s established a Centre for Management Education (CME) at which I was visiting faculty and Chairman of the centre for a few years the 1970s and the 1980s.

The IIMs and particularly IIM Ahmedabad and AIMA also began to design annual advanced management programs which lasted for as long as four weeks. The participants in these were either very senior managers or younger ones identified by their employers as people who could develop in future years into much more responsible positions. These programs were quite separate from shorter management development programs on specific subjects which AIMA and others developed. Most of these advanced management programs covered subjects very similar to those in the regular MBA programs, except that they discussed them with many more examples from real life.

What did a visiting professional manager gain from such teaching activities? One could facetiously say that it gave them some time off from their work and where they could make some extra money. More seriously, what such programs did were to make the visiting faculty study and carefully think through the different topics that they were going to teach. In that way their own minds were clarified, and they could plan more carefully in their workday lives. The second advantage was even greater; this was the fact that as visiting faculty the professional manager had to be prepared for detailed discussions and searching questions by his students. This was particularly so at management development programs targeted

at working managers and not just raw students. The third advantage was that it exposed the professional manager to new ideas and experiences related to the subject which they encountered in their preparations and in the classroom.

Since 1967, I have nearly continuously taught management in institutes across India. Even before joining Hindustan Lever, my early career began in teaching: after DSE I lectured at the Delhi College and then worked briefly at the Faculty of Management Studies (FMS) at Delhi University. My task was quite novel at that time. It was to write cases from experiences of different organizations, which would then be discussed as classroom exercises for students to decide on actions to be taken. For example, one of my first cases – which I have mentioned in detail earlier – was with the Corn Products Company.

I began teaching alongside work first at the Jamnalal Bajaj Institute of Management (where I taught for about 4 years). As it happened the Bajaj Institute was exactly across the road from Hindustan Lever house, so it was easy for me to teach there. Its first director was Dr KS Basu, who had recently retired as Personnel Director of Hindustan Lever. For me, the experience certainly added to my workload, but more importantly it brought a great deal of learning, reflection, and enjoyment to me. The enjoyment came from the interactions with the students who were all at that time experienced managers.

The subjects that I was asked to teach were invariably related to marketing management (because I worked in the area). This course had anything from 3–5 papers and was also popular because of the considerable job opportunities it could open for students.

I have also taught at the Xavier's Labour Relations Institute (XLRI) at Jamshedpur, and the Indian

Institutes of Management in Ahmedabad, Bangalore and Calcutta, as well as at the management institute attached to the Madurai Kamaraj University.

XLRI had very bright but inexperienced young people as students. However, XLRI did have a high reputation among employers. My visits to IIM Calcutta were planned for the regular MBA students and I was asked to focus on some specific topics (for e.g., product management, rural marketing, defining advertising requirements etc.). My visits to IIM Ahmedabad for a few years were primarily focused on teaching in the MEP. I might mention that this was in the 1960s and IIM Ahmedabad had a very committed Director (Ravi Mathai), who made it a point to not only meet, but to attend some of the lectures giving by visiting faculty. The effect this had on the rest of the faculty was magical. IIM Ahmedabad was the only institution where in those days my classroom contained a few of the permanent management faculty as well who were inspired by their director. In IIM Bangalore, I was responsible for full courses which were part of the two-year MBA program and here I not only decided what to teach, I also determined the evaluation of the students through tests and examinations.

I also went on to serve for many years, and at different times on the boards of IIM Bangalore, IIM Kozhikode, IIM Indore, IIM Lucknow and MDI Gurgaon. My principal interest in all these boards was to consider selection standards of students, assess quality of faculty, and the subject matter of different courses. I was also very interested in proposing and developing specialised short-term programs for experienced managers. One result of IIMs developing themselves in this way was that different management institutions became known particularly for their skills in some subjects. For example, IIM Calcutta was highly regarded for its

training in quantitative (accounting and beyond); IIM Ahmedabad was particularly known for its work in personnel management, organizational behaviour and marketing; IIM Bangalore was well known for its teaching on marketing management and business and public policy; Narsee Monji (NMIMS) in Bombay was good in teaching general management.

Let me share my teaching experiences in marketing management in some detail. I divided the course in each instance into 30 or so lectures. My lectures contained the approach to the problem and tried to give examples for each activity or action that was taught. I had in earlier classes already discussed the management and distribution of consumer products. I adopted similar approaches to discuss other aspects of marketing including advertising - of course, I did not discuss the creation of advertising which was for me not so much a constituent of management, as it was of creativity.

I did take the approach that every advertising campaign requires the client to give a detailed brief to the advertising agency. The brief would give a description of the product, its competitors and their positive or negative characteristics. It is very important to have as detailed a presentation in the marketing brief about the principal competition that one was trying to compare and get an advantage over. The brief would also have to consider the distribution requirement and how to reach the product to these distribution outlets, the servicing of the products for the customer as required, the tax structure that was applicable, and information on dealing with complaints about products.

However, great and good advertising could be very different from the banal descriptions given in the advertising brief by the client. In my view, two campaigns that made their subjects extraordinarily popular were those developed for Air India and

Amul. The Air India campaign which came out in the 1950s focused on the association of India at that time with 'maharajas', and that made it extremely visible and made Air India (despite being a small airline) a famous one. Bobby Kooka, who was the commercial director at Air India is credited with the creation of the 'maharaja' as its mascot, What the mascot suggested was that when you fly by Air India you would be treated as a 'maharaja'. Ultimately, as India developed into 'a socialist economy', this association of the government owned airline with maharajas was dropped as it was perceived as being anachronistic. Amul took an entirely different approach and combined a naughty humour in which was embedded the essential quality of Amul butter. One lesson to be drawn from comparing these two campaigns is that there must be a way of keeping the mascot relevant and contemporary. Unfortunately, the Maharaja over the years ceased to be so, while the Amul girl – who has hardly changed over the decades – has endured thanks to her continuous satirical take on the news and events. As one travelled around India, one looked for the Amul girl on large public hoardings.

In preparing marketing briefs for creating advertising, the more detailed it is, the more likely is its success as an advertising campaign. A similar approach had to be adopted when briefing the sales force. They had to know the kinds of outlets that would stock and sell the products and wherever necessary the outlet also had to be taught how the product should be used by the consumer. The sales personnel must also know how often they should call on the outlet to restock them. This required a great deal more detailed knowledge of the product and the consumer. The most complicated issues arose in selling services or complex engineering products. In these cases, the sales personnel had to be trained to get a clear and detailed knowledge about the service of the

products, as well as have some knowledge about the customers' operations.

I must point out that my teaching of management was focused only on marketing management. I was not teaching the many subjects that go into a management programme. I found it useful in my teaching approach to ask my students to devise marketing plans and programmes for specific products and issues. Discussing them with students in classroom was a complex exercise that had to be done carefully so that none of the principal issues were lost in teaching. This is where a good case study comes up.

### **The National Management Programme (NMP)**

From 1951 and the commencement of the Five-Year Plans, India had adopted the policy that government would invest not only in infrastructure but also in basic industries like steel and electricity, as well as those that at that the time required the acquisition of expensive technologies (for e.g., Hindustan Machine Tools, Hindustan Photofilms etc). This approach was part of the "Bombay Plan" which was written by a committee which included JRD Tata, GD Birla and others. Their argument was that private industry in India could not raise the required resources for these heavy investments and only the government could do that.

This was also the time when there was considerable antipathy from government to large industries. Time consuming procedures, difficulties in raising capital, severe limits on compensation to managers etc., made it difficult for private investors to grow businesses into larger scales. This led to a considerable amount of distancing of government departments from entrepreneurs and industry managers. There was an overall lack of understanding of business and management issues by bureaucrats

and government. They were arrogant in their dealing with businesspeople, often not giving them the attention that was needed by the business sector and when industry needed government help.

By the late 1980s, the Central Government had begun to realise what had been said by the industry for many years. India had not reached the stage which Japan had done, where there was an interchange between people working in Government with people in business. Such an interchange made for a better understanding of the problems on each side. The issues raised by this gap in mutual understanding was sought to be resolved in India by designing a National Management Program. At the invitation of the Indian government in 1986, I designed and executed National Management Programme (NMP) meant for mid-career officers in government and the public and private sectors of industry.

At the time, I was working closely with a former colleague and friend from Hindustan Lever, NCB Nath. Nath was an economist who had worked in business and consulting for many years and had been teaching at IIM Ahmedabad (where I also taught). We were requested by P Chidambaram, the then Deputy Minister for Personnel in the Indian government (this was the Rajiv Gandhi government) to set up this program. Chidambaram was from a well-established business family and was himself an MBA from Harvard Business School. He recognised the fact that the Indian government officials tended to be contemptuous of Indian business and even with their most senior members.

The NMP was to be a fifteen-month residential program in which participants were mid-career officers from government and the corporate (public and private) sector. These would typically be young people in their early 30s with about a decade's worth of work experience. They would therefore bring to

the classroom a considerable degree of maturity and articulation. They were also able to write clearly and briefly. The cultures in the classroom varied as students came from different backgrounds. And yet, the teaching had to be appealing to all these different backgrounds.

I was made the Executive Chairman of the National Management Program (NMP) and the members of my committee were the directors of all the IIMs. This enabled me to invite some of the best faculty in these institutions to come as and teach in the NMP as visiting faculty.

When designing the curriculum, I realised that it was essential to look forward and not merely at business management as it was then practiced. Thus, I wanted to ensure that in our country where the government plays such an important role in business, business executives needed to anticipate government policies.

It was my job to identify the best speakers and everyone I reached out to were extremely supportive of this program and gave their time. Given the objective of the NMP I had also introduced a course on 'policy studies' that was about how government policies were created and implemented. For example, I had a distinguished demographer, Ashish Bose, come and discuss different aspects with the class who were then required to develop a population policy for India. Another such exercise was when I had one of the top people in the petroleum and chemical sector, Lovraj Kumar (formerly of Burma Shell and later the Secretary of Petroleum and Chemicals to the Government of India) come and lecture on the issues in the petroleum sector and on how they might be tackled. Here again, after a series of 5 or 6 lectures, individual groups in the class would work out the policy proposal with the objective of improving supplies for the oil sector and

to bring prices under control. Such policy papers prepared by the class would then be presented to a senior member of the industry invited specifically for the purpose. We also invited Dharma Kumar (the economist who later became the Director of the DSE) and Prakash Tandon from the private sector to speak on their issues of their expertise. Obviously, such policy formulations were not about detail, for example, looking at the breakup of households by income, or deciding about the retail distribution of petroleum, etc., but it certainly enabled the class to begin to comprehend the kinds of issues that people in government had to keep in mind when taking decisions. The purpose of this set of exercises was to see those officials and managers from both the government and the public and private sectors developed an understanding of the issues and the limitations in preparing government policy.

This was also the time when digitisation was becoming better known. I thought it was essential that the NMP should train these students in the use of computers, and I introduced the subject to them. This might seem obvious today, but it was not at that time.

Business policy has always been an important part of all management curricula. In every subject, examples were taken from established business or government departments and for decision making at fairly high levels and not at the bottom levels of implementation.

The NMP also had another novel component. This was in the assignment of project work. Groups of 4 people preferably from centres which were not similar to their work experiences would be given a task associated with a sector. For example,

government officials would work on something that was business related. These groups would over a period of months, within the entity that they selected, study its particular aspects. In doing this, they got accustomed to spending time in an environment at work very different from what they were accustomed to do.

The fact that all the students in the programme lived in a hostel together also significantly improved their understanding of their respective work environments. The interactions resulted in a tremendous cross-pollination of ideas. A government officer would learn a great deal about the environment in a business entity while a corporate manager would learn about the work environment in a government office.

It is difficult to say whether this changed the attitude of people working in government and in business. I did not stay long enough to review the effect of this interchange between sectors. I still believe that such a programme (and more of them) are vital if India is to develop into a working system that has greater understanding of different sectors.

After two years of running the NMP, I was invited to take over the largest economic research institution in India, the National Council of Applied Economic Research (NCAER).

It must be apparent that all these activities forced me to study and think carefully about matter beyond my immediate work responsibilities. All these experiences expanded my understanding of management far beyond the area of marketing, which I had been involved in for many years in the corporate world. It enlarged my understanding of the working world.

**Disclaimer:**

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

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# How High-Performing Teams Build Trust

by Ron Friedman

January 10, 2024



Image Source/Getty Images; Adobe Firefly

## Summary.

*It's no surprise that trust is at the core of high-performing teams. But conversations about cultivating trust at work often focus on the relationship between managers and employees. As important — if not more so — is establishing trust between teammates. To understand how the best teams build trust among themselves, researchers interviewed 1,000 U.S.-based office workers and identified five key behaviors that set these teams apart: 1) They don't leave collaboration to chance; 2) They keep colleagues in the loop; 3) They share credit; 4) They believe disagreements make them better; and 5) They proactively address tension. close*

Employees who trust their organizations show higher engagement, creativity, and productivity. Those who don't experience more stress, increased burnout, and are more likely to quit. Fostering trust, therefore, represents a crucial imperative for any

leader looking to create a high-performing team. Conversations about cultivating trust at work often focus on the relationship between managers and employees. While useful, this approach represents only half the equation. As important — if not more

so — is establishing trust between teammates. After all, most employees work in teams, and the lion's share of their daily experience involves interacting with colleagues, often in the absence of a boss.

So, how do the best teams build trust among themselves?

To find out, my team at ignite80 surveyed 1,000 U.S.-based office workers, with the goal of pinpointing behaviors that differentiate high-performing teams and understanding we can learn from their approach.

To identify members of high-performing teams, we invited respondents to complete a survey about their attitudes, experiences, and behaviors at work. Embedded within our questionnaire were items asking workers to: 1) rate their team's effectiveness, and 2) compare their team's performance to other teams in their industry. Workers who scored their team a 10 out of 10 on both items were designated members of high-performing teams, allowing us to compare their behaviors against those of everyone else.

Our research found that high-performing teams are exceedingly rare; only 8.7% of respondents gave their teams qualifying scores. We also identified five key behaviors related to trust that set these teams apart.

### **High-Performing Teams Don't Leave Collaboration to Chance**

When launching a project, many teams follow a predictable cadence: They assign tasks and start working. High-performing teams, on the other hand, are more than three times more likely to begin by first discussing how they will work together, paving the way for fewer misunderstandings and smoother collaboration down the road.

How exactly do you have a conversation about collaborating? In his new book, *How to Work with (Almost) Anyone*, Michael Bungay Stanier provides

a series of prompts teammates can use to conduct what he calls "Keynote Conversations" before starting a project. Colleagues take turns sharing: 1) the tasks at which they excel, 2) their communication preferences, and 3) successful and unsuccessful collaborations they've experienced in the past. Critically, Stanier also recommends proactively creating a strategy for when things go awry, by inviting team members to devise a plan for handling any breakdowns in collaboration, should they occur. Ultimately, the precise prompts your team uses to establish collaboration norms matter less than engaging in a dialogue on how you will work together. Doing so contributes to trust by signaling respect for one another's strengths and preferences, securing agreement on process, and inviting team members to speak up when they notice opportunities for improvement.

### **High-Performing Teams Keep Colleagues in the Loop**

Another factor that differentiates high-performing teams is their tendency to proactively share information.

Greater transparency doesn't just foster trust — it's also been shown to fuel creativity, performance, and profitability. In contrast, when colleagues withhold information from their teammates, there are frequently deeper issues at play. "Knowledge hiding," as it's referred to in academic literature, often suggests a lack of psychological safety or an underlying power struggle.

In our study, we found that members of high-performing teams are significantly more likely to take responsibility for keeping others informed rather than expecting a manager to do so. In other words, they don't just avoid hoarding information — they go out of their way to keep colleagues in the loop, creating a culture of inclusion.



### **High-Performing Teams Share Credit**

Receiving praise for a job well-done isn't just rewarding, it also contains an important team-building opportunity — one that high-performing teams leverage often.

Instead of soaking up praise alone, members of high-performing teams are more likely to share recognition for their accomplishments with teammates by acknowledging or thanking those who played a role in their success. In so doing, they increase the likelihood of their colleagues feeling appreciated and promote a norm of reciprocity, both of which contribute to the experience of trust. It's a clever approach — and not just because it fosters better teamwork. Recent studies indicate that when we share credit for our accomplishments, we appear more likable without seeming any less capable.

### **High-Performing Teams Believe Disagreements Make Them Better**

Years ago, psychologist John Gottman noticed something odd about happy marriages: thriving couples often fight more than unhappy ones. More important than the sheer number of disagreements, Gottman's research revealed, is the way a couple navigates them.

Happy couples do all sort of things that make for more productive disagreements: They avoid name-calling and sarcasm, focus on what they need instead of their partner's failures, and use "I" statements to communicate in a way that makes their partner less defensive.

Like thriving marriages, high-performing teams don't experience less conflict. Where they differ is the way they interpret and respond to disagreements.

Our findings indicate that high-performing teams are more likely to believe that workplace disagreements lead to better decisions (as opposed to damaging

relationships). They also rate their teammates as more effective at preventing disagreements from getting personal.

These two observations are likely connected. A workplace disagreement can be perceived as an opportunity or a threat, and our interpretation influences the way we respond. Among high-performing teams, viewing conflict as a source of strength makes disagreement less harrowing, reducing the frequency with which colleagues lash out.

**High-Performing Teams Proactively Address Tension**  
Members of high-performing teams don't just interpret conflict more adaptively — they're also more prone to taking the initiative in resolving it. In our study, we found that they are significantly more interested in "hearing if they upset a teammate," and more willing to proactively reach out if "something didn't feel right between me and a teammate."

Both responses reflect a broader tendency among high-performing teams to embrace a growth mindset when it comes to colleague relationships. This term is typically used to describe the way successful people respond to setbacks: by believing that outcomes can be improved through effort, learning, and perseverance.

Members of high-performing teams hold a similar perspective when it comes to workplace relationships. In our survey, they were significantly more likely to agree with the statements "even the best work relationships have their ups and downs," and "most work relationships can be damaged and repaired."

In other words, they believe tension is temporary and, with a little effort, thorny relationships can be salvaged. Those views make them more likely to take action in the face of the occasional relational blip.

It's no surprise that trust is at the core of high-

performing teams. What our research reveals is the degree to which that trust emerges as a result of everyday peer-to-peer interactions that facilitate better communication and stronger teamwork. Building trust in the workplace can't and shouldn't

fall solely on the shoulders of management. After all, trust isn't relayed from the top down. It's built organically on a foundation of behaviors exhibited by all team members that empower everyone to produce their best work.

**About Author:**

**Ron Friedman**, PhD, is an award-winning psychologist and the founder of ignite80, a learning and development company that teaches leaders science-based strategies for building high-performing teams. His books include *The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace*, and more recently, *Decoding Greatness: How the Best in the World Reverse Engineer Success*. To receive an email when he posts a new article, [click here](#).

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# INTERNET MARKETING

# AIMA

ALL INDIA MANAGEMENT ASSOCIATION

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Email: enayyar@aima.in; digital@aima.in | Website: www.aima.in

## Ahmedabad Management Association

On 1st December, a prominent speaker, Mr. P. S. Patel, Chairman, Managing Director, and CEO of PSP Projects Ltd, gave a talk about leadership. He spoke about turning difficult situations into chances for progress. Mr. Patel shared useful ideas on how to handle challenges and use them to build strength and growth in leadership.



*Mr. P. S. Patel addressing*



*Speaker- Mr. Hiren Vakil during the session*

On 7th December, Mr. Hiren Vakil, renowned HRD Expert, Trainer, and Management Consultant from Mumbai, brought his expertise to the forefront during the 3rd Masterclass of HR Forum. With a focus on 'HR as the Custodian of Organisation Culture and People,' his session delved into the pivotal role of human resources in shaping organizational culture and fostering a people-centric approach.

The 5th edition of the Ahmedabad International Children Film Festival (AICFF), in collaboration with the Ahmedabad Management Association, took place from 8th to 10th December. The event received support from the Tourism Department, Government of Gujarat. Featuring over 90 films from 24 countries, including submissions from Iran, Italy, India, Turkey, China, Croatia, the United States, and more, the festival aimed to celebrate diverse cinematic perspectives.

The grand opening highlighted the Persian film 'Balit' with Bollywood actor Pavan Malhotra as the Chief Guest and Japanese film Director Fumie Nishikawa in attendance. With an impressive turnout of over 700 attendees, the event underscored the importance of providing a platform for young talent, aiming to inspire positive change on a global scale.



*Awardees for the session*

On 10th December, Mr. Abhishek Thakkar, a well-respected Fitness Professional and Educator and the Founder of the International Fitness Academy, shared valuable insights in an informative session. Mr. Thakkar's expertise highlighted the basic principles essential for effective fitness routines, offering a thorough understanding for both enthusiasts and professionals.



Mr. Abhishek Thakkar during the session



Dr. Shashikant Bhagat addressing

On 14th December, Dr. Shashikant Bhagat, a respected Professor and Head of the School of Liberal Arts, Journalism, and Mass Communication at Swarnim Startup and Innovation University (SSIU) in Gandhinagar, conducted an intellectually stimulating session for the Research Forum. Dr. Bhagat's guidance offered valuable insights into the careful process of selecting and defining research topics and objectives, benefiting researchers in their work.



Participant at speaker's forum

On 15th December, the speaker's forum was held, centred around the theme 'The Forbidden Fruit Is Always the Sweetest.' Mr. Manish Khanolkar, an HRD Consultant, Trainer, Public Speaker, and Toastmaster, explored intriguing perspectives and insights, engaging participants in a thought-provoking discourse on the allure and complexities associated with forbidden pursuits.



Panelists at the session

On 16th December, a panel discussion was held on the 'Role of Digital Media as a Tool to Access Global Markets for SMEs: Challenges and Opportunities.' Esteemed industry experts shared their insights during this enlightening session, including Mr. Amit Khetan, CEO of AfterFirst, a Digital Marketing Agency; Mr. Sandeep Sisodiya, Founder of Appsrow Solutions; Mr. Dhruv Pandit, Founder of Heritage Cyber World Chairman of Cyber Security, Gujarat Chapter at the Knowledge Chamber of Commerce, and Industry; CA Abhishek Jain, Co-Founder of Naapbooks; and Mr. Vinod Malaviya, Founder and Managing Partner of Shubham INC.

On 17th December, AMA organised a health and well-being session where Dr. Vandana Sinha, a distinguished Physician and Cardiac Medical Officer at Epic Hospital, and a Fitness Lecturer at the International Fitness Academy, provided valuable insights on the theme ‘Ensuring Safety in Fitness Training.’



*Dr. Vandana Sinha addressing the session*



*Panelists at the session*

On 19th December, in a panel discussion, Mr. Kartikeya Sarabhai, Director, Centre for Environment Education, Nehru Foundation for Development, and Dr. Sunil Parekh, Strategic Advisor, Zydus Group, shared valuable insights on the theme ‘COP 28: Challenges and Opportunities for India.’ The discussion offered comprehensive insights into environmental challenges and potential avenues for sustainable development.

On 22nd December, Dr. Deepak Vohra, a well-known motivational speaker and special advisor to 3 African nations, delivered an insightful address on ‘Envisioning India at 2047: On to Amrit Kaal.’ Dr. Vohra, a distinguished multilingual diplomat with a rich background of service in the USA, France, Malaysia, Spain, and Poland, shared profound perspectives on India’s future trajectory and the transformative journey towards the envisioned Amrit Kaal.



*Dr. Deepak Vohra addressing*



*Panelists at the session*

On 24th December, a panel discussion was held on the theme of ‘Championing and Accelerating Solutions to the Climate Crisis’ in an enlightening discussion. Dr. Anar Bhatt, Programme Manager at WRI India, Mr. Shwetal Shah, Advisor to the Indo-German Bilateral Project on Climate Change and Forestry, and Mr. Sanjay Srivastava, IFS, APCCF RnT, Gujarat Forest Department, shared their profound insights.

On 29th December, Dr. Ronak Shodhan, an expert in Robotics and Artificial Intelligence and faculty at JIO Institute, Navi

Mumbai, delivered a captivating address on 'Robotics and AI: Trends and Transformation.' During his presentation, he explored the latest advancements in these fields, emphasising their transformative impact on industries and societies.



*Dr. Ronak Shodhan addressing*

On 31st December, AMA organised B. N. Dastoor - Learners' Forum on the topic 'Law of Understanding' by Mr. Gaurang Mistry, Founder, IIC, which provided unique insights into the intricate dynamics of comprehension, fostering a deeper understanding of the principles that govern effective communication and mutual understanding.



*Mr. Gaurang Mistry addressing the session*

On 2nd December, Shishuvan English Medium School from Mumbai visited AMA. 130 students and 20 staff members visited various facilities at AMA. A very interesting interactive session was held with AMA staff members.



*Interaction with Students*

On 8th December, prestigious schools from Vadodara visited AMA.



*Students at session*

AMA introduced an exclusive 'Impact Series 2024' programme tailored for young and working professionals in December, delving into the realms of storytelling and advertising, digital marketing, HR dynamics, financial technology, and healthcare management. The programme invited individuals to join and amplify their career potential in the dynamic professional landscape of today.



*Glimpses of Impact Series*

## Bangalore Management Association

### Seminar

The Economic Times InspirEd, organised by BMA and Economic Times, featured a seminar on 7th December with distinguished panelists including Vice Chancellors, Directors of prestigious institutions, and industry experts. The event encompassed insightful sessions, including an industry presentation on technology adoption in higher education by Mr Hitesh Vaidya. The inaugural ceremony hosted prominent figures, including Ms Uma Mahadevan I.A.S and Prof. Ganesan Kannabiran. The sessions aimed to provide key takeaways on aligning education with industry needs and overcoming challenges in international collaborations, contributing to India's educational and economic advancement.



*Inauguration of the programme*



*Panelists at the session*

### Conference

BMA and Assocham collaboratively organised a conference on 8th December spotlighting the Indian Mines and Mineral Sector. Industry leaders and experts converged to discuss pivotal themes shaping the sector, including Mining Policies, Regulatory Frameworks, Sustainable Practices, and Technological Advances. The event provided insights into Mineral Exploration for sustainable resource identification, addressing environmental concerns. The conference served as a vital platform for stakeholders to comprehensively address the diverse facets of India's Mines and Mineral Sector, fostering knowledge exchange and strategic discussions.

### College of Defence Management visit to BMA

On 8th December, the College of Defence Management Secunderabad visited BMA, and the presentations from both parties were well-received, generating enthusiasm and appreciation. The interactive meetings facilitated valuable discussions and idea exchange, proving highly beneficial for all participants. The participants included Admiral Sanjay Dutt VSM, Head of College of Defence Management Secunderabad, along with his team of senior officers from the armed forces, Dr. Krishna Murthy (IPS, Retired, and Past President), Dr. Ramachandra, Dr. Manohar, and CS Prakash (CMD, Pushpak Engineering), accompanied by President BMA, Mr. K S Narayanaswamy.



*(L-R) Mr. C S Prakash, MD Puspak Engineering, Dr. Krishnamurthy, IPS, Retd, Past President BMA Admiral Sanjay Dutt, Mr. K S Narayana Swamy*



On 15th December, as part of an educational tour, officers from the College of Defence Management visited BMRCL Byappanahalli, gaining valuable insights into the operations of a modern mass transit system. The experience highlighted the significance of infrastructure, technology, and system operations in maintaining an efficient metro network. The officers also delved into passenger experience, management, urban planning, and maintenance, enriching their knowledge on various facets of urban transportation.



*Delegates at the session*

## Bharuch District Management Association

### Factory Visit

BDMA organised a factory visit to Britannia Industries Ltd., on 2nd December. The CEO, Mr. Jayesh Trivedi, along with 18 participants, visited the biscuit manufacturing industry where they witnessed a live presentation about how various biscuits and bakery products are made. The presentation covered several processes, providing a brief overview of how the plant operates and the types of machinery used, among other details. Participants from Jubilant Infrastructure, Asahi Modi Material, GNFC, GWSSB, and Borosil Renewable actively took part in the factory visit. Overall, the event proved to be exciting and knowledgeable for the participants.



*Participants listening to the manufacturing process*

### SYMP

BDMA organised the SYMP on 8th December in collaboration with AIMA, a signature programme of AIMA. The main objective of the programme was to encourage and motivate young students and young executives through the experiences and life lessons shared by the dignitaries invited to the programme. The speakers included Mr. Richard Rekhy, Entrepreneur, Board Member at KPMG, and Former Chief Executive Officer of KPMG in India; Ms. Nina Chatrath, Independent Board Director, and Leadership Consultant; Ambassador Dr. Deepak Vohra, Special Advisor to the Prime Minister for Lesotho, South Sudan, Guinea-



*Inaugural Session by Mr. Devang Thakore – President BDMA & Event Chair Mr. Pravindan Gadhvi*

Bissau, and Ladakh Autonomous Hill Development Councils Kargil and Leh; and Maj. Gen. Raj Mehta, AVSM, VSM (Retd.), Former Indian Army Officer. The programme was a grand success, with 91 young executives from various industries and 446 students from various colleges and universities attending the event.

### Finance and Taxation Forum

BDMA's Finance and Taxation Forum organised a webinar on 'Estate Planning' on 12th December by Ms. Priyanka Shetty, AVP- Estate Planning, Ladder Up Trustee Services, Mumbai. The webinar focused on Estate planning, a crucial aspect of financial management, that usually goes unnoticed. The webinar built awareness on the significant impact proper estate planning that can have on families and loved ones. The webinar provided an excellent opportunity to educate the attendees on the fundamentals of estate planning, covering wills, trusts, and related topics. The webinar was attended by 10 to 12 participants.

### Industry Round Table Discussion

BDMA in collaboration with Nasscom planned an industry round table discussion 13th December to bring together senior manufacturing leaders from large and mid-size enterprises from chemical, pharma and other process industries with an objective of brainstorming challenges being faced and share best practices around digital adoption. Nasscom CoE is part of a digital India initiative established with support from the Ministry of Electronics and IT & Gujarat Government to accelerate the adoption of digitisation in the Indian manufacturing industry. The roundtable was a part of efforts to understand the challenges faced by industries and come up with initiatives to support their growth journey. This roundtable of two hours was attended by 10 to 12 manufacturing leaders.

### Arts and Culture Forum

BDMA's Arts and Culture Forum organised a Kavi Sammelan on 20th December in association with Budhsabha-Bharuch. Nine poets from Bharuch and Vadodara enlivened the atmosphere with thought-provoking and life-enriching Gujarati poems and Ghazals. The poets who narrated their poems at the event were Mr. Jatin Parmar, Mr. Kamlesh Chaudhary, Mr. Kiran Jogidas, Mr. Ramesh Prajapati, Mr. Pramod Pandya, Mr. Padyuman Khachar, Mr. Makrand Musre, Mr. Bharat Bhatt Pavan, and Mr. Trilok Mehta. The forum received an excellent response and was attended by 40 to 45 participants.



*A poet narrating his poem*

### 239th Book Lovers' Meet

BDMA organised its 239th edition of Book Lovers Meet on 23rd December. The well-known journalist, theater and film critic Mr. Bakul Tailor from Surat presented an interesting talk on the novel 'Guide', written by Shri R K. Narayan. The significance of this event was also to celebrate the birth centenary of the iconic actor and director Late Shri Dev Anand. The meet was attended by 35 participants physically and received good feedback overall.



*Felicitation of the speaker*

### 84th HR forum Meet

BDMA's HR Forum organised a round table discussion on 28th December on the topic 'Inclusion of Differently Abled People: A case Study of Micro Sign Products, Bhavnagar'.



Round table discussion in progress



Speakers and CEOs at CEO Forum Meet

### CEO Forum Meet

BDMA hosted a thought-provoking CEO Forum meet on 29th December, featuring Mr. Shailesh Nigam, Site President of RIL's Dahej Manufacturing Division (DMD). The welcome address, delivered by Mr. Devang Thakore, President of BDMA, set the tone for the evening. Mr. Jayesh Trivedi, BDMA CEO, led a self-introduction session for new CEOs.

The highlight of the event was the felicitation of Mr. Ashish Garg, acknowledging his significant contributions to BDMA, accompanied by an acceptance speech. The guest speaker, Mr. Shailesh Nigam, shared insightful experiences as the Site President of DMD at Reliance Industries Ltd. Mr. A. K. Sahni, Honorary Secretary of BDMA, extended a heartfelt vote of thanks. The CEO Forum Meet, attended by 60 CEOs and their spouses, not only facilitated knowledge exchange and networking but also left a lasting impression on the business landscape. It inspired leaders to navigate the challenges and opportunities ahead, enriching the business community.

## Bhopal Management Association

### Flagship Event

Bhopal Management Association successfully inaugurated its 3rd Student Chapter of this year 2023 on 6th December at Oriental College of Management, Bhopal in the presence of Mr. Praveen Thakral, Chairman, OCM, Mr. Suneel Bhargava, President, BMA, Adv. G.K. Chhibbar, Chairman, PPR, Committee. 116 students have registered themselves in BMA. It was also followed by a motivational talk on the topic 'Talent vs Skill' by Mr. Rajeev Mishra, Founder and CCO Mystique and Member, BMA.

The programme was moderated by Ms. Maitreyi Parmar, MBA, OCM, and coordinated by Dr. Shikha Bhargava, Chairperson, Women Enrichment Committee, BMA. Membership Certificates were distributed to all registered Students. Ms. Prachi Shrivastava, MBA, OCM presented the vote of thanks.



Mr. Praveen Thakral, Mr. Suneel Bhargava and Adv. G.K. Chhibbar presenting membership certificate to students.

**Webinar**

BMA organised a webinar on ‘Cyber Security Best Practices with Legal Tenacity’ online on 13th December. Adv. Akshay Bajpai, a Cyber Security and Digital Evidence expert from the District Bar Association, Bhopal, served as the Guest Speaker. During the webinar, Adv. Bajpai shared crucial insights on safeguarding online transactions, devices, and social accounts like WhatsApp, Facebook, and LinkedIn. Key participants included Mr. Suneel Bhargava, President, BMA, who delivered the welcome address, and Dr. Roopali Bajaj, Chairperson, BDC, BMA, who introduced the speaker. Dr. Deepa Ayachit, Chairperson, Training Committee, BMA, provided concluding remarks, and Mr. Mahendra Joshi, EC Member and Co-Chairperson, Training Committee, BMA, moderated the programme and proposed the vote of thanks. The event, coordinated by the Training Committee of BMA, attracted around 100 students from various institutes and BMA members.



(L-R) Adv. Akshay Bajpai and Mr. Suneel Bhargava addressing the session



Seminar on ‘Combating Stress and Fostering Interpersonal Relationships’

Bhopal Management Association, in collaboration with the Department of MBA (Sage Group of Institutions) and ISTD, organised a one-day seminar on ‘Combating Stress and Fostering Interpersonal Relationships’ on 15th December at SIRTE MBA Block, Sagar Group of Institutions, Bhopal. The chief guest, Dr. Rajeev Agrawal, Chairperson of the Finance Committee at BMA, and President of AAI, Mandideep, highlighted the importance of stress management and interpersonal skills, sharing personal experiences. The seminar featured insights from various speakers, including Dr. Swati Tiwari and Ms. Tapasya Tomar.

Dr. Dharmesh Jain, Institute Director, discussed the significance of topic selection in MBA students’ lives. The event, attended by over 200 students and faculty members, received positive feedback. Ms. Shivani Agarwal, Executive Director of Sage Group, encouraged the organisation of such programmes in the department.



Mr. Suneel Bhargava presenting a memento to Mr. Rajiv Saxena

BMA organised a lively New Year’s Eve celebration on 30th December at Hotel Vigyashree, Bhopal. Mr. Suneel Bhargava, President of BMA, welcomed the attendees. The event featured an engaging lecture on ‘Thinking out of the Box’ by Mr. Rajiv Saxena, Retd. Technical Officer from the Forest Department (MP). The celebration included karaoke performances by 10 members, tambola games with cash prizes, and support from Mr. Iqbal Siddiqui, an industrialist from Tesla, Govindpura, Bhopal. Dr. Nishtha Tyagi Pachouri, EC Member and Co-Chairperson, Women Enrichment Committee, BMA, moderated the programme, and the vote of thanks was given by Mr. R.G. Dwivedi, Chairperson, Association Activities Committee, BMA.

## Calicut Management Association

### Talk

Calicut Management Association organised an Investor Awareness Programme on 18th December, in association with the Kozhikode Branch of the Institute of Chartered Accountants of India on the topic 'Indian Capital Market: Fast Forward'. CA PS Menon, Co-Founder and Director of Datamate Infosolutions Pvt Ltd., and Past Chairman of Cochin Stockbrokers Ltd., presented the topic. The speaker opined that the Indian Capital Market offers an excellent opportunity for investors over the next decade as India is expected to become the third-largest economy in the world by 2030. CA Sujith Kumar T.N., President of CMA, and CA Mujeeb Rahman, Chairman of the Kozhikode Branch of ICAI, presented the Dos and Don'ts while investing in the Capital Market. CA PS Menon, the expert speaker of the session, actively participated in the interactive session with investors and clarified various doubts raised by the participants. 91 participants, consisting of Investors, CMA members, representatives of Trade Bodies, ICAI members, other invitees, and Media, attended the meeting.



*Chief Guest and Speaker CA P.S. Menon addressing the audience*

### Meeting

CMA President CA Sujith Kumar T N and Joint Sec. Er. Jayaram handing over the Pre Budget- Memorandum to Shri. K N. Balagopal, Finance Minister of Kerala Calicut Management Association attended a Pre-Budget Meeting with the Hon. Finance Minister of Kerala, Shri. K.N. Balagopal on 26th December. The President of Calicut Management Association, CA Sujith Kumar T.N., and managing Committee Member, Er. Jayaram, handed over the Pre-Budget Memorandum to the minister. The memorandum included proposals for much-needed initiatives to improve educational institutions in and around Kozhikode City, City Road Development, and to establish a Convention Centre in Kozhikode to promote the tourism potential of the City of Kozhikode.

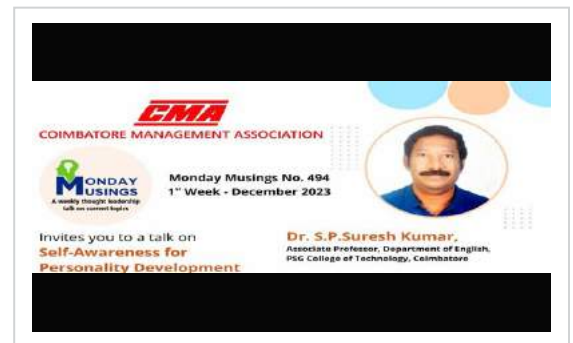


*CMA President CA Sujith Kumar T N and Joint Sec. Er. Jayaram handing over the Pre Budget- Memorandum to Shri. K N. Balagopal, Finance Minister of Kerala*

## Coimbatore Management Association

### Monday Musings

Coimbatore Management Association hosted a session on 4th December by Dr. S.P. Suresh Kumar who serves as Associate Professor/Department of English, PSG College of Technology, Coimbatore, with an extensive teaching career spanning over 28 years. The session started with a welcome note by Mr. Puneet Krishnan. The speaker explained self-awareness through integral inner presence, which is our state of being, and it is the layer within us that influences all our actions, behaviours, and outcomes in life. He spoke on the conceptual mind which deals with our core purpose and conceptual understanding and encouraged the audience to interact with him.



Session by Dr. S.P. Suresh Kumar

CMA hosted a session on 11th December with Dr. Radhika Meenakshi Shankar who actively involved in the industry and academic campuses promoting entrepreneurship and incubation, mentoring, and providing management consultancy for start-ups and existing MSMEs through her founded management services firm Wise Owl Consulting Services. The session started with a welcome note by Mr. Puneet Krishnan. She spoke on the importance of value, which is measurable, action oriented, and controllable through design of the product. She explained Value Proposition Analysis through information gathering, identifying customers, product features and validation.



Session by Dr. Radhika Meenakshi Shankar

CMA organised a session on 18th December with Mr. Arun Prakash, Founder and CEO of GUVI, whose success strategies have made GUVI stand where it is now as a leading start-up in the Edutech industry and is well known as T-Man (Technology man) because of his strong affinity towards technology. The speaker explained that the journey of a start-up is 'Dream Big and Act Bold'. He also explained about Ms. Bharghavi Radhakrishnan who helped him to transform from a chemical engineer to a Full Stack developer.



Session by Dr. S.P. Suresh Kumar

On 22nd December, a successful non-family business session was held at Sree Saraswathi Thiyagaraja College, Pollachi, by CMA. Mr. Antony and his son Mr Richie of Bharath Chemicals made a wonderful presentation on the elements of forging and sustaining successful partnerships beyond family. The session was well structured and well received by the participants.



*Memento presentation*



*Industrial visit at Hotel Le Meridien*

## Delhi Management Association

### MoU

Delhi Management Association is pleased to announce the signing of a memorandum of understanding between DMA and BusExe on 9th December. BusExe is a unit of Sukumar Infrastructure Products and Services Pvt. Ltd, an ISO 9001-2015 Certified Company. The objective is for Delhi Management Association, in collaboration with BusEXE, to serve as a bridge between academia and industry, particularly focusing on expertise in the post-manufacturing space. The event, attended by President Dr. Yogesh Misra, Kr. Partha Dhiraj Singha Bose, and other DMA members, was well-appreciated by all.



*MoU signing between DMA and BusExe.*



*Christmas celebration in DMA Conference Hall*

### Pre -Christmas Celebration

The ESG Committee organised a joyous Christmas celebration at the Delhi Management Association conference hall on 15th December. The event was graced by Chairman CS Deepak Jain and esteemed members, including Mr. Sameet Gambhir, Mr. Sanjay Gupta, Dr. Supriya Sharma, Mr. Dinesh Aggarwal, and Ms. Kavita Jha. The festive atmosphere spread joy among all attendees, setting a wonderful tone for the holiday season within the DMA community.

**Release of DMA Newsletter**

DMA newsletter was released on 15th December, focusing on the theme ‘InnovAlting Tomorrow – Shaping of a Digital Cosmos.’ Many industry leaders, corporates, academicians, and students participated, sharing their thoughts on the changes in the industry. The Guest Editor for this month’s edition was Mr. Amit Kumar Arya, Honorary Secretary of DMA.



*DMA Newsletter on “InnovAlting Tomorrow – Shaping of a Digital Cosmos”*

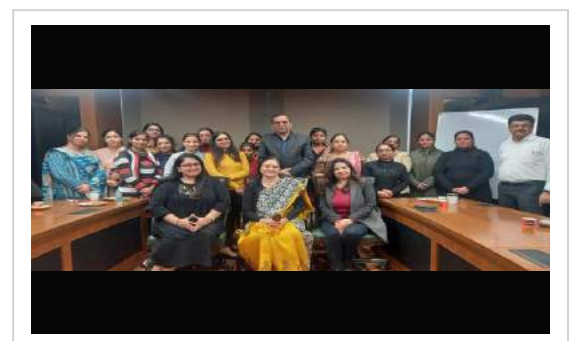
**Faridabd Management Association**

Faridabad Management Association organised a virtual event, ‘Demystifying ESOPS,’ on 8th December. The event commenced with a welcome address by Ms. Saloni Kaul, President of FMA and Founder and CEO of Its People. She introduced the guest, Ms. Ashna Kakar, CA, CPA(USA), Partner at M/s Anil Kakar and Associates and State President of WICCI, Haryana Taxation Council. Ms. Kakar provided detailed insights into Employee Stock Options (ESOPs) and elaborated on the benefits for both organisations and employees. She discussed how ESOPs contribute to talent management and aid in achieving business goals. The subsequent Q/A session involved participation from both industry and academia. Mr. V. Thyagarajan, Executive Director of FMA, concluded the event with a vote of thanks.



*Clockwise from Bottom : Ms. Saloni Kaul, President - FMA, Ms. Ashna Kakkar CA, CPA Partner, Anil Kakkar & Associates & State President-WICC, Haryana Tax council and Mr. V. Thyagarajan, Executive Director-FMA*

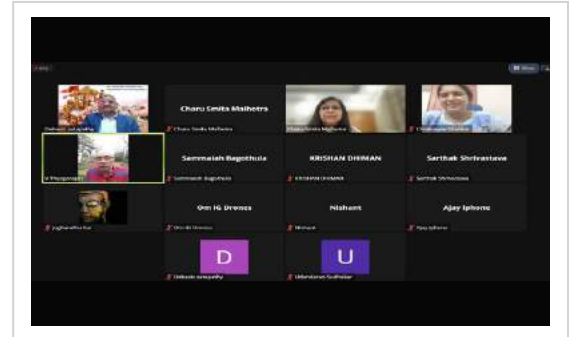
FMA conducted its signature programme, the ‘Unnati Talk Show,’ on 15th December at Victoria Auto Pvt Ltd. Mr. Virender Yadav, HR Manager from Victoria Auto, extended a warm welcome to all participants and Team FMA. Mr. Ajay Somvanshi, Sr. Vice President-Human Resources of Victoria Auto Pvt Ltd, reiterated the company’s commitment to empowering women for sustainable growth and innovation. Ms. Monica Anand, Head of Events and Director at Anand Industries, served as the host and moderator. The guest speaker of the day was Ms. Bhawna Chauhan, CHRO of Auto-Lek, who exemplifies a remarkable blend of professional excellence and social commitment. The event was attended by women employees of Victoria Auto (Pvt) Ltd.



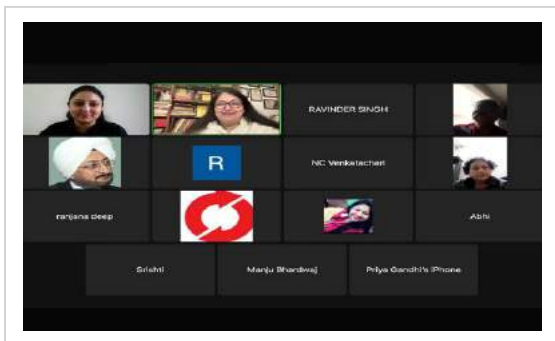
*Seated - (L-R) Ms. Saloni Kaul, President- FMA; speaker Ms. Bhawna Chauhan, General Manager - HR - Auto Ignition Ltd., and moderator, Ms. Monica Anand, Director - Anand Industries and Head - Events - FMA*



On 17th December, FMA conducted its virtual signature event -Mahabharata Series with a welcome address by Ms. Charu Smita Malhotra, General Secretary of FMA. She also introduced the distinguished speaker Mr. Debases Satpathy, Chief General Manager, HR of NBCC India Ltd., who spoke on the topic 'Team Dynamics in Corporate Kurukshetra'. It was attended by the participants from industry and academia.



Team Dynamics in Corporate Kurukshetra



Top-(L to R) - Ms. Ishita Kaul - Holistic Health Coach, Clinical Dietitian and Face Yoga Instructor

Faridabad Management Association conducted a virtual session on the unique subject of 'FACE YOGA' on December 29th. The session began with Ms. Saloni Kaul delivering the welcome address, extending greetings to all participants and the speaker. The distinguished speaker for the session was Ms. Ishita Kaul, a Holistic Health Coach, Clinical Dietitian, and Face Yoga instructor. She actively engaged the participants in Face Yoga kriyas such as Smile and Pout, Fish Pout, Wow, Kiss the Ceiling, etc. The session was well-appreciated by participants from the industry.

## Ghaziabad Management Association

Ghaziabad Management Association conducted a half-day workshop on 'Design Thinking for Executives: Innovative Leadership in the AI Era' on 13th December. The session aimed to integrate AI insights with creative design thinking approaches, develop strategies for innovative problem-solving and decision-making, gain tools for leading with agility and foresight in the AI era, and create a personal action plan for implementing innovative leadership. The workshop, facilitated by Prof. Rudresh Pandey, Professor and Chairperson of Incubation and Innovation at IMS, Ghaziabad, drew participation from 14 industry owners and students.



ED, speaker, and participants

GMA organised a lecture on 15th December in association with IMS UC, Ghaziabad, focusing on ‘SHAKTI: Prevention of Sexual Harassment (POSH)’. The session, led by Dr. Surabhi Johari, Dr. Isha Bhardwaj, and Dr. Deepali Monga of IMS UC Ghaziabad, covered an overview and introduction to the POSH Act 2013, the Vishakha case vs Rajasthan, identifying and reporting sexual harassment, psychological aspects, their role in HR policy, and the role of ICC in preventing sexual harassment and record-keeping. The event saw the participation of 30 GMA members and students from the institute.



*GMA officials with the speakers*



*Students with prizes and certificates*

GMA has re-started STUGMA, the student chapter of GMA. The first activity, ‘Extempore: A Dive in the Dark,’ was organised in association with Ajay Kumar Garg Institute of Management on 22nd December. Eight teams from various management colleges participated. Mr. SK Tiwari, GMA President, was the chief guest, and the jury included CA Gulashan Thapar, Mr. Pankaj Jain, Mr. SK Verma, and Mr. Rahul Agrawal.

GMA organised an MDP on ‘Empowering Insights: Mastering Data Visualization with Power BI’ on 26th December. Participants actively used laptops to learn the usage of Power BI through live examples. The session received high appreciation. The speaker, Dr. Ankit Garg, Assistant Prof at AKGIM, is a certified IBM/Google Data analyst, Microsoft Office specialist, and an expert in Artificial Intelligence, Machine Learning, and Data Science. The workshop was attended by 13 participants, including GMA members and professionals from various industries.



*Felicitations of speaker by former and current Ex. Director*



*Doctors, Principal of Carte with GMA ED*

GMA organised a ‘Cervical Cancer Detection Camp’ second in series of cancer detection camp in association with CARTE, an NGO ‘Beautiful Tomorrow’ Trust on 27th December. The Doctor first explained the importance of detection of the disease of Cervical Cancer in females. After their consent, the test was conducted on 9 patients and GMA is planning to have this camp organised every month to cover large society.

## Goa Management Association

### Talk

As part of the MoU signed by the Goa Management Association with Rosary College of Commerce and Arts (BBA), a talk was held on 14th December on the topic 'How to Think Big and Aim Higher Always'. The session commenced with a formal welcome and the introduction of the resource person, Mr. Vasu Ramanujam, a prominent industry personality, by Asst Prof. Charlotte Fernandes. Mr. Vasu explained to the student participants the importance of being creative and thinking outside the box. He emphasised starting the day with fresh positive thoughts, learning to appreciate others, taking occasional vacations, and gaining knowledge through travel, reading books, magazines, and newspapers. Learning a new word each day was also suggested to help build vocabulary. The talk concluded with a Q/A session followed by a vote of thanks. A total of 44 students from the BBA and BBA Travel and Tourism Department attended the talk.



*Mr. Vasu Ramanujam alongwith the student participants and faculty of Rosary College of Commerce and Arts (BBA & BBA TT)*

## Hyderabad Management Association

### SDP

HMA NMDC Sustainability and Business Quiz was held on 2nd December at J N T U; 6th December at Avanthi Institute of Engineering and Technology; 7th December at B.V. Raju Institute of Technology; 9th December at Institute of Aeronautical Engineering; 11th December at J.B. Institute of Engineering and Technology; 12th December Malla Reddy Institute of Management and 13th December at St. Ann's College for Women (Autonomous); 28th December at Vishwa Vishwani Institute of Systems and Management; 29th December at Gitam Hyderabad Business School; 30th December at School of Management – Anurag University. Mr Raja Satish, a Quiz Master and Communication Professional conducted the preliminary round which was a written test where 100 teams participated.



*The HMA MC members, students and the faculty along with the Quiz Master*



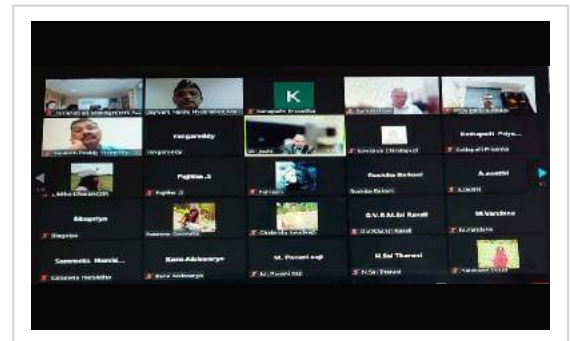
*Winners with the Quiz Master and Faculty*



*President of HMA and students of GITAM Hyderabad Business School*

**IRP**

Hyderabad Management Association is pleased to announce their initiative of making management students 'Industry Ready' from the states of Telangana and AP with the launch of their fifth such certification programme. The fifth Industry Readiness programme (IRP) to be started on the 16th of December and will be driven by Mr Jaywant Naidu and Dr Sriharsha Reddy, Advisor for IRP and Director at IMT Hyderabad. The Chief Guest for the inauguration was Mr. Shailendra Kumar Joshi, IAS Retd. and former Chief Secretary of the Telangana State said that these skill sets will help the students achieve their goals. Mr Balakoti Reddy, COO of BGR Mining and Infra Ltd who was also the Guest of Honour said that they were glad to be part of this and thanked HMA for the opportunity given to serve the students in developing their skills.



*Mr Shailendra Kumar Joshi IAS Retd addressing*

HMA organised a session on 23rd December with Mr Mahesh Edla, Dy General Manager and PIO at National Institute of Smart Government Venkateswara University on the topic 'Quality of a Good Professional'. The session explored the traits defining a good professional, highlighting distinctions between good and bad professional behaviours, along with encouraging self-reflection to identify personal professional qualities.

HMA organised a session on 28th December by Ms. Jayanthi Shivakumar - Director at RRD, RR Donnelly Chennai. The session's aim was to provide in-depth analysis of the current state of reading skills and the strategies employed to enhance these skills. It included vocabulary, comprehension, critical thinking which helps an individual in multifaceted process influenced by various factors.

A session was held on 29th December on 'Writing skills' by Ms. Jayanthi Shivakumar – Director at RRD, RR Donnelly Chennai. Skills like research, planning and outlining, editing, revising, spelling and grammar, and organisation are critical components of the writing process.

**Visit of College of Defence Management at HMA**

The College of Defence Management, a premier Tri-Services Institute providing management training to mid-ranked officers of the Indian Armed Forces and armed forces of friendly nations, hosted 13 foreign nationals from 12 different countries at HMA. The purpose of their visit was to gain insights into management.



*Session with Ms. Jayanthi Shivakumar*

During their visit, Mr. Milind Haridas, the author of the book 'A Crash Course on Creativity' addressed the delegates. He spoke on the topic of creativity, citing examples from history and demonstrating how creativity has played a crucial role in winning wars and developing effective strategies.



*The men in uniform with the HMA team*

## Indore Management Association

### IMA Centre of Excellence

Indore Management Association Student Chapter organised a Centre of Excellence session for the students of IMS DAVV, Indore on 1st December. The session was on the topic – 'Prevention of Financial Crime Solution and Technologies'. The facilitator for the session was Mr. Prashant Tiwari, Senior Consultant, TCS, Indore.



*Felicitating the speaker, Mr. Prashant Tiwari*



*Mr. Rahul Bhargava being felicitated*

IMA Student Chapter organised a session on 2nd December for the students of the Prestige Institute of Global Management, Indore on the topic 'Art of Entrepreneurship'. The facilitator for the session was Mr. Rahul Bhargava, Founder, and Director of R Dot Ventures, Shekunj Octahire.com, and RDV Gro up.

### Diksha -In House Training

IMA organised 'Diksha' in- house training on 1st December for Unichem Laboratories Ltd., on the topic 'POSH'. The facilitator for the session was Dr. Pallavi Kapooria, a faculty member at the Prestige Institute of Management and Research, Indore.



*Dr. Pallavi Kapooria addressing the session*

IMA organised an in-house training for Sigma Chemtrade Pvt Ltd., on 2nd December on the topic 'Communication Skills and Client Interaction.' The facilitator for the session was Mr. Abhishek Mishra, corporate trainer, educator, success, and life coach.



Mr. Abhishek Mishra with the participants



Felicitating the speaker, Dr. Pooja Kushwaha

IMA organised an in-house training at Deccan Diesels Pvt. Ltd., on 9th December on the topic 'Power BI Tools.' The facilitator for the session was Dr. Pooja Kushwaha, Associate Professor (IT and Analytics) and Programme Chair at Jaipuria Institute of Management, Indore.

**IMA Skill Development Programme**

IMA organised a Skill Development programme Part 1 on 8th December on the topic 'Personal Effectiveness for Professionals.' The facilitator for the session was Ms. Trilekha Pathak, Celta certified ESL tutor/trainer from Cambridge University and the British Council, with ten years of experience in corporate training.



Ms. Trilekha Pathak addressing the training



Felicitating the speaker, Dr. Suyash Jhawar

**IMA Movie Review Session**

Indore Management Association organised a movie review session at the IMA Office on 9th December on the topic 'A Positive Outlook Fuels Constructive Growth.' The facilitator for the session was Dr. Suyash Jhawar, Ph.D., MBA (IT and HR), Director - Prashanti Institute of Management, Ujjain.

**IMA Student Chapter Industry Visit**

IMA student chapter organised an industrial visit for the students of Shri Gujarati Professional Institute Indore on 10th December at Tata International Ltd, Dewas. Mr. Ankush explained the internal and external workings of industry to students.



*Participants at Tata International Ltd*



*Participants at the industrial visit*

IMA Student Chapter organised an Industrial visit for the students of Radiant Institute of Management Indore on 21st December at Yellow Diamond, Indore, where Ms. Pooja Pandey explained internal and external working of industry to the students.



*Participants at Dainik Bhaskar*

IMA student chapter organised an industrial visit for the students of Malwa Institute of Science and Technology, Indore on 29th December at Dainik Bhaskar, Indore and Mr. Harpal Bhandari explained the internal and external workings of industry to students.



*Ms. Trilekha Pathak addressing*

**IMA Training@Doorstep Programme**

IMA organised the Training@Doorstep programme at Kusum Healthcare Pvt Ltd, Pithampur on 14th December on the topic 'Leadership and Team Building.' The facilitator for the session was Ms. Trilekha Pathak, Celta certified ESL tutor/trainer from Cambridge University and the British Council, with ten years of experience in corporate training.

IMA organised the Training@Doorstep programme at Piramal Pharma Ltd, Pithampur on 21st December. The session was on the topic ‘Supervisory Skills for High Productivity –A One Day Workshop.’ The facilitator for the session was Mr. Pankaj Kothari with 34 years of experience in life purpose coaching, behavioral skills training, psychometric assessment, consultancy and research.



*Mr. Pankaj Kothari with the participants*

**IMA Interactive Talk**

IMA organised an interactive talk for Armed Forces Officers from the College of Defence Management, Secunderabad, on 15th December during their visit to the Indore Management Association to meet Executive Council Members. The session featured Dr. Sandeep Atre, a counseling psychologist with a Ph.D. in management and a master’s degree in psychology.



*Officers being felicitated during visit at IMA Office*

**Women Forum Session**

IMA organised a women forum session at safari activity park on 22nd December on the topic ‘Unlocking Fear – The Power of Outdoor Learning in Building: Resilience and Self – Discovery.’ The facilitator for the session was Mr. Rakesh Jain, belief Scientist and mountain leadership coach, life coach, master of outbound and NLP-certified.



*Participants during outdoor training*

**IMA Faculty Development Programme**

IMA organised a faculty development programme on 28th December on ‘Social Etiquette and The Art of Dressing.’ The facilitator for the session was Ms. Olivia Scharenguivel, senior trainer at the School of Etiquette and Finishing Skills, Mody University, Jaipur, Rajasthan.



*Felicitating the speaker, Ms. Olivia Scharenguivel*



**MDP**

IMA organised a management development programme on 29th December on 'The Power of Effective Communication Skills - Crafting Clear Connections.' The facilitator for the session was Ms. Olivia Scharenguivel, senior trainer at School of Etiquette and Finishing Skills, Mody University, Jaipur, Rajasthan.



*Participants at the MDP*

**Lucknow Management Association**

**Workshop**

Lucknow Management Association in collaboration with the School of Management and Sciences organised a workshop on 'From Concept to Company: Mastering Startup Process' on 1st December. The workshop was conducted by Mr Shivendra Singh Chauhan, CEO, Bhramos Technologies Pvt Ltd.



*Mr Shivendra Singh Chauhan interacting with students*

**Visit**

LMA organised a visit to Indian Railways Institute of Transport Management (IRITM) on 5th December. In the year 2003, IRITM Lucknow is a premier Institute for training of Probationary officers joining the Indian Railway Traffic Service. Managing Director, IRITM; Dy. Managing Director, IRITM; Mr A.K. Mathur, Vice President, LMA; Col Sameer Misra, Executive Director, LMA, and LMA members were present in the visit. Mr Qazi Mairaj, Member Core Group, LMA proposed the vote of thanks on the occasion.



*Mr A.K. Mathur, Mr Vipin Gupta, Ms. Renu Chaudhary and LMA members during IRITM visit*

On 19th December, LMA arranged a visit to KARAM Industries. KARAM, a prominent global occupational safety brand, boasts a portfolio of over 3500 certified products adhering to various national and international standards. During the visit, Mr. A.K. Mathur, Vice President of LMA, and Mr. Vipin Gupta, Secretary of LMA, extended a formal vote of thanks.



Mr Rajiv Pradhan, Ms. Renu Chaudhary and LMA members during the Industry visit

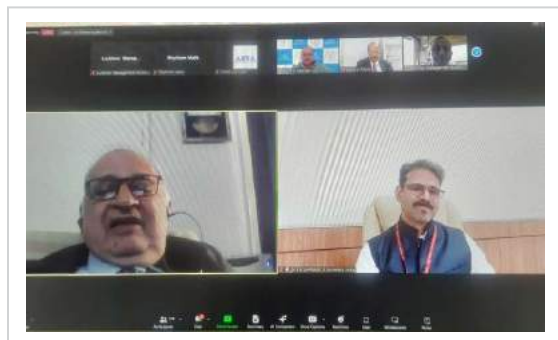


Pujya Shri Shankara Bharati Maha Swamiji on dais

### Talk

LMA in collaboration with Vedanta Bharati and Kabir Peace Mission organised a talk on ‘Leadership Matter: Management and Spiritual Perspective’ on 7th December. The eminent speakers were Pujya Shri Shankara Bharati Maha Swamiji, Patron Vedanta Bharati, Peethadheeshwara Yadathore Sri Yoganandeshwara Saraswati Math, Mysore, Mr Alok Ranjan, Former Chief Secretary UP and Past President LMA and Dr. Madhurima Pradhan, Ex HOD, Psychology Dept. Lucknow University, and member LMA. Mr. Rajiv Pradhan, Ex ED LMA welcomed and introduced the speakers. Dr. Anamika Pandey from Vedanta Bharati conducted the programme.

### Online Session



Mr A.K. Mathur and Dr. Surendra Ahirwar addressing

LMA in collaboration with AIMA Young Leaders Council organised an online session on ‘Gati Shakti - A Powerful Digital Project Management Platform’ on 8th December by Dr. Surendra Ahirwar, Joint Secretary DPIIT, Government of India. Mr Kartik Sharma, Past Chairman – AIMA Young Leaders Council and Artificial Intelligence Thought Leader moderated the session.

### Interactive Session

LMA in collaboration with Haridwar Management Association organised an interactive session on ‘The Train 18/Vande Bharat Project’ by Mr. Sudhanshu Mani on 9th December. Mr. Mani, former General Manager, Integral Coach factory in Chennai and is credited with the development of the Vande Bharat train from conception to commission. The session saw participation from M/S Somani and Alok Singh, industry executives and students.



Mr. Sudhanshu Mani addressing the session

LMA in collaboration with Kunwar Global School organised a session on 'Igniting Young Minds' by Milind Raj Founder and CEO of Roboz Dot.in Tech, a world-class robotics research and manufacturing company on 11th December. Mr. Raj shared invaluable insights on the art of becoming a successful entrepreneur with the students.



Col Sameer Misra, Mr Millind Raj and Dr Dheeraj Mehrotra



Mr A.K. Mathur, Col Sameer Misra, Mr S.C. Tyagi, Dr C.S. Rastogi, Ms. Renu Chaudhary and CA Devesh Agarwal during CHANAKYA

### Management Game

Chanakya, a two-day high-impact management game organised by All India Management Association and Lucknow Management Association, took place on 8th and 9th December. Various teams from different institutions and corporations actively participated in this challenging management game. During the awards ceremony, Mr. A.K. Mathur, Vice President of LMA, Col. Sameer Misra, Executive Director of LMA, Dr. Kumar Lalit from NHRD, and Mr. A.K. Singh and Mr. Anirudh Jamjute from Indian Oil presented the trophy to the winning teams. Notably, AIMA Administrator Mr. S.C. Tyagi and Dr. Chandra Shekhar Rastogi played pivotal roles in the event. Ms. Renu Chaudhary, General Manager at LMA, efficiently coordinated the management game.

### Career Counseling Session

Young Manager Forum of LMA conducted a Career Counseling session on 12th December at St. Teresas Day High School, Model House, Lucknow. The speaker for the session was CA Devesh, Coordinator YMF-LMA. The discussion revolved around various career theories to guide students in making informed choices about their future paths. The session was conducted with the support of the Vice Principal of the School, Ms. Devika.



CA Devesh Agarwal addressing the session



Mr Girijesh Kumar Shukla interacting with FPOs

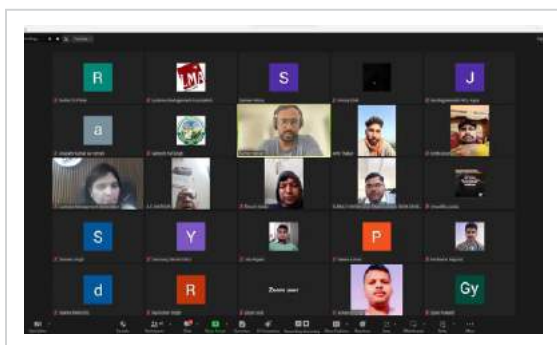
### Online Workshop

LMA organised an online workshop on 'Organic Farming and its Benefits' from 15th to 19th December. The speaker for the workshop was Mr. Girijesh Kumar Shukla, Krishika. Mr. A.K. Mathur, Vice President, welcomed and introduced the speaker, and the event concluded with a formal vote of thanks by Ms. Renu Chaudhary, GM, LMA.

LMA organised an online workshop on ‘Natural Farming’ from 20th -23rd December. The speaker for the workshop was Dr. Hardik Lakhani Expert, National Mission, Natural Farming MANAGE, Hyderabad. Ms. Renu Chaudhary welcomed and introduced the speaker and concluded the event with a formal vote of thanks. The online session saw participation from more than 47 FPOs across various mandals.



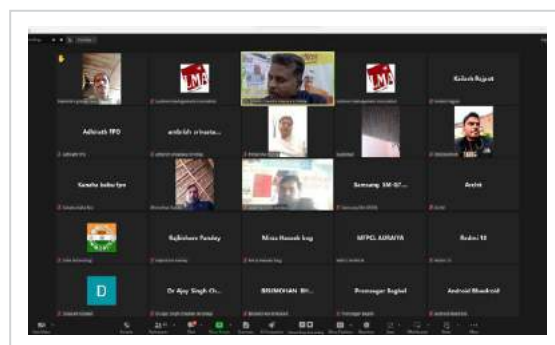
Dr Hadik Lakhani sharing the presentation with FPOs



Mr Kumar Ranjan interacting with FPOs

LMA organised an online workshop on ‘High nutrition feed for increasing cattle yield’ on 26th-29th December. The speaker for the workshop was Mr Kumar Ranjan Founder e-feed. More than 160 FPOs from Lucknow, Kanpur, Jhansi, Aligarh, Agra, Meerut, Basti, Azamgarh, Gorakhpur, Bareilly, Moradabad, and Saharanpur mandal were present in the online session.

LMA organised an online workshop on ‘Using Technology for Farming’ on 30th December. The speaker for the workshop was Mr Dinesh Chandra Maurya, Krishika. Ms. Renu Chaudhary, General Manager, LMA welcomed and introduced the speaker and proposed a formal vote of thanks on the occasion. More than 36 FPOs from Bareilly, Moradabad, and Saharanpur mandal were present in the online session.



Mr Dinesh Chandra Maurya interacting with FPOs

**Virtual Session**



Clockwise from top: Mr. Pranjal Pathak, Mr N. Balaji, Capt. R. Vijaykumar and Mr A.K. Mathur

LMA and Madras Management Association organised a virtual session on 18th December on ‘Challenges with AI and ML Technology’ with Mr. Pranjal Pathak, a 1996 graduate of electrical engineering from IIT Kanpur. He has worked and studied in technology companies and startups in the US, UK, China and India and currently works on the impact of information and technology on behaviour for which he draws on his experience in addressing challenges linked to marketing, communications, leadership and technology in multiple cultural environments. LMA members were present in the online session.

**Press Meet**

LMA organised a press meet on 20th December, to provide information about the annual convention themed 'Transforming Uttar Pradesh Through Digitalization'. Colonel (Dr) Sameer Misra, Executive Director of LMA, and Ms. Renu Chaudhary, General Manager of LMA, shared brief details of the convention with the media.



*(L-R) Col Sameer Misra and Ms. Renu Chaudhary*



*(L-R) Dr. SMK Rizvi, Mr A.K. Mathur, Shri Brajesh Pathak, Dr Navneet Sehgal and Mr Pravin Kumar Dwivedi*

**Convention**

LMA's two-day Annual Convention 2023, in collaboration with BBD University, focused on 'Transforming Uttar Pradesh through Digitalization' on 22nd and 23rd December. Hon'ble Dy. Chief Minister Shri Brajesh Pathak inaugurated, and Mr. Anil Kumar Sagar, Principal Secretary Dept. of IT and Electronics GoUP, was the Guest of Honour. Panelists and speakers included industry experts and officials. Mr. Pravin Kumar Dwivedi proposed a formal vote of thanks.

**Conversation**

Ms. Raj Smriti, a member of LMA-YMF, engaged in a conversation on 26th December on 'Lights...Camera.. Action!' with Mr. Rajesh Nigam, Co-Founder and President of Karam Industries, discussing his journey with the company.



*(L-R) Ms. Raj Smriti and Mr. Rajesh Nigam*



*Mr Pranjal Pathak at the session*

LMA, in collaboration with the Indian Railways Institute of Transport Management (IRITM), organised a conversation on 'Application of AI and ML' on 29th December at the IRITM campus. The session featured Mr. Pranjal Pathak, an authority on the subject and IT professional, engaging in a conversational presentation with the erudite Dr. Sujeet Mishra. The session generated excitement among the young IRMS Probationers about the subject, which is crucial for their future careers.

## Noida Management Association

NMA organised an interactive programme on 9th December at NMA House, focusing on the compliances of labor laws, including the Building and Construction Workers Act and Shops and Commercial Establishment Act, along with social security acts like the PF Act, Bonus Act, and Gratuity Act. The speaker, Mr. V.K. Sharma, Ex-Vice President (HR) at Bharat Oman Refineries Ltd, led the discussion, which saw active participation from the members.



*NMA President welcoming the speaker*

## Pala Management Association

### Training Programme

On 9th December, a programme titled 'Elevating Educators from Good to Great' was conducted by PMA at Ambika Vidyabhavan CBSE Secondary School, Aimcompu, Pala, a corporate member of PMA. The session was held by CA. Biju V.R., CEO of Tutorwaves Solutions Pvt. Ltd, a distinguished academician and an accomplished leader manager and a leading member of the pool of resource persons of PMA. The objective was to equip teachers with some knowledge and tools to foster excellence in their classrooms, ensuring that every student's educational journey is enriched and impactful.



*CA. Biju VR addressing the session*

### Monthly Programme

PMA held its general body meeting on 14th December with 30 participants. The keynote speaker, Mr. James Mathew, Senior Manager (Rtd) of Federal Bank and Financial Literacy Counsellor of Lalam Block, and a leading resource person of PMA, conducted a session on the subject 'Financial Literacy: The Untold Story'. The session covered the topics of Complaint redressal in Banking with special references to Banking Ombudsman scheme; Unclaimed deposits and UDGAM; Insurance for Bank deposits under DICGC Scheme; and Online Banking frauds and its prevention.



*Mr. James Mathew giving the keynote speech*

**Joint Session**

PMA organised a session on 29th December on ‘Opportunities and Challenges of Non-Metro Cities in Kerala’ in association with the Engineers’ Forum Pala with 60 participants. The keynote speaker for the evening was Dr. Muralee Thummarukudi, Director of the G20 Global Land Initiative Coordination Office of UN Convention to Combat Desertification (UNCCD) and formerly the Chief of Disaster Risk Reduction in the UN Environment Programme. He dwelt upon various aspects of the topic including the shift in the demographic quality due to the ingress of unskilled labour and egress of educated youth and its after-effects, and repercussions of Artificial Intelligence in employment.



*Chief Guest and office bearers*

**Palghat Management Association**

Palghat Management Association organised a joint meeting with Thrissur Management Association on 20th December. The objective was to explore the possibilities of collaborating with TMA in areas like sharing resources, wastes management, inclusive growth etc. Periodical interactions between the two LMA’s were also discussed.



*CA. Geo Job, President TMA addressing the gathering*



*Adv Prem Nath P, delivering the keynote address*

PMA organised a practical session on 20th December on Justice and Law for Layman by Adv. Prem Nath P, Deputy Director of Prosecution, Palakkad. It was highly informative and engaging and an eye opener session for the members. The session was highly informative and appreciated by the audience.

## Panchkula Management Association

### Talk

Panchkula Management Association hosted a talk featuring Brig. (Dr.) Ashok Pathak, an Army Veteran and former Director of the Army Institute of Management and Technology. The event, held on 23rd December, focused on ‘Managing Information Warfare and Cyber Threats.’ Brig. Pathak, a participant in UN missions and author, provided insights into the historical use of Information Warfare strategies in events like the 1971 Bangladesh War and the Gulf War. He also discussed its applications in civil administration and government. The event attracted a substantial turnout of members and guests, reflecting a keen interest in this critical subject matter.



*Management of Information War and Cyber Threats by Brig. (Dr.) Ashok Pathak*

## Rohilkhand Management Association

### Talk

Rohilkhand Management Association organised a round table discussion on 26th December on the topic ‘Corporate Social Responsibility’. The keynote speaker was C.S. Ankit Agarwal and President RMA, Dr. Manish Sharma welcomed the participants. The keynote speaker and the participants described the purpose, eligibility criteria, applicability criteria and importance of C.S.R. in details. The programme concluded with a vote of thanks by Secretary RMA, Mr. Qadir Ahmad.



*(L-R)Dr. Neeraj Saxena, Mr. Amit Agarwal, Dr. Swatamtra Lumar; Dr. Manish Sharma, C.S. Ankit Agarwal, Mr. Qadir Ahmad*

## Thrissur Management Association

### 12th Thrissur Walkathon

The 12th Thrissur Walkathon, in association with the Chamber of Commerce, took place on December 10th, promoting the inspiring theme of ‘Walk for Health and World Peace.’ The event commenced at the Palace Ground in Thrissur, and concluded at the Zoological Park, Puthur, Thrissur.



*12th Thrissur Walkathon*



**TMA MC Meeting**

TMA's Managing Committee held its monthly meeting on 12th December, witnessing the active participation of 35 members. The meeting provided a platform for in-depth deliberations on a range of upcoming events, as well as a comprehensive follow-up on the outcomes and progress of previous initiatives.



*Managing Committee meeting in progress*



*TMA YLT industrial visit*

**TMA YLT Industrial Visit**

On 12th December, a group of 20 members from TMA Young Leaders of Thrissur, visited the Double Horse warehouse. The visit provided a unique opportunity for the members to engage directly with the management, gaining insights into the operational and logistical aspects.

**Meeting with BPCL Officials**

Representatives from the TMA met with officials from Bharat Petroleum Corporation Limited (BPCL) on 14th December in Thrissur to discuss the establishment of a biogas waste management plant supported by BPCL. The collaborative effort was marked by a productive meeting, during which a comprehensive proposal was handed over to the district collector for consideration.



*Meeting with BPCL officials*



*TMA study tour to Vadakke Madham Brahaswam, Thrissur*

**TMA Study Tour**

On 16th December, TMA organised a study tour to Vadakke Madham Brahaswam in Thrissur, a venerable Vedic institution nurturing RigVedic studies for centuries. With a theme centered around 'A Journey through Spiritual Heritage in Thrissur,' around 30 members engaged in a spiritually enriching experience.

**TMA Industrial Visit**

On 20th December, 30 members of the Thrissur Management Association (TMA) embarked on an exciting industrial visit to BEML Palakkad, Kerala. This insightful trip provided a unique opportunity for the participants to delve into the world of heavy engineering and manufacturing.



*TMA industrial visit*



*Study tour to Ahalia Health and Knowledge Village*

**TMA Study Tour**

On 20th December, the TMA organised a study tour to Ahalia Health and Knowledge Village, centering on the theme of 'Environmental Protection and Climate Change.' The visit provided an insightful exploration into environmental protection and the tangible impacts of climate change.

**Joint Meeting with Palakkad Management Association**

On 20th December, 30 members of the Thrissur Management Association visited the Palakkad Management Association for a joint interactive session at PMA House. The session was a lively exchange of ideas on management practices and strategies for more meaningful future meetings between the two organisations. The session was complemented by an engaging lecture led by Adv. Premnath P on the topic of 'Justice and Law for Layman,' which was well-received by the participants.



*CA Geo Job TMA President addressing the gathering*

**Guest Lecture and Presentation of TMA Maths Award**

On 21st December, TMA organised a thought-provoking guest lecture session on the theme of 'Socially Responsible Investing.' The session was led by Mr. Chandrabose J, Managing Director of The Kerala Mineral and Metals Ltd. During the event, TMA also bestowed the prestigious TMA-Mrs. Geetha Ravi Memorial Award for Best Maths Teacher upon Ms. Geetha M, a mathematics teacher at Perinjanam School, Thrissur.



*Presentation of Geetha Ravi Memorial Award for Best Maths teacher in Thrissur District to Ms. Geetha M*



Release of TMA Management Voice Vol 2

**Release of TMA Management Voice Volume 2**

Volume two of the bimonthly magazine TMA Management Voice was released on 21st December.

**Meeting - Thrissur Vision 2047**

TMA team collaborated with the Architect team from KILA (Kerala Institute of Local Administration) for discussions on the Thrissur Vision 2047 project. TMA President CA Geo Job provided a comprehensive briefing on TMA’s Vision 2047, sharing strategic goals and project details.



Meeting with Kerala Institute of Local Administration

**Trivandrum Management Association**

**Roundtable Conference**

Trivandrum Management Association’s round table conference was organised on 20th December at TMA House, marked a significant milestone in our collective efforts towards sustainable waste management. The primary objective was to collaborate with the Trivandrum Corporation to select and transform a specific ward in Trivandrum into a pilot project area. Officials from Trivandrum Corporation, representatives from various associations, NGOs, vendors, and enthusiastic TMA members actively participated in the round table conference.



Round table discussion in progress

**Study Circle Launch Session**

On 21st December, the TMA Study Circle embarked on an innovative journey, introducing exclusive and limited-seat sessions. Led by Mr. C. Padmakumar, Special Officer at Kerala Medical Technology Consortium and Director of Kerala Life Sciences Industries Parks Pvt. Ltd., the inaugural session focused on quality management strategies. The diverse group of attendees, including students, working professionals, and entrepreneurs, engaged in insightful discussions facilitated by Mr. Padmakumar, emphasising problem-solving strategies, knowledge exchange, and community building.



Session in progress

## Vaikom Management Association

VMA continued its fourth series of Employability Skills training at ICM Computers, Thalayolapparambu, on 9th December. Ms. Indira. N. G., Vice President of VMA, delivered the welcome speech and introduced VMA and the faculty to the participants. Mr. N. Shine Kumar, President of VMA, conducted a detailed session on employability skills with active audience interaction. Mr. M.N. Prasad, EC member of VMA, led a session on SWOT analysis and conducted a mock interview for the participants. Mr. Anil Kumar. K. S, Treasurer of VMA, conducted a session on career opportunities in the banking and insurance sector for computer-literate individuals, providing interview tips. Ms. Indira. N. G., Vice President of VMA, delivered a beautiful evaluation and wrap-up of the programme, emphasising the need for confidence among job seekers.



*Mr. Anil Kumar. K. S leading the session*



*Dr. N. K. Sasidharan, Former Dy. Director of Agriculture, Krishi Vignjan Kendra, Kumarakom*

VMA organised its monthly meeting starting with a prayer song. Ms. Indira. N.G., Vice President VMA made the welcome speech and introduced the on-going activities of VMA with the expertise of the valued members. Mr. N. Shine Kumar President, VMA made the presidential address and delivered the New Year message with lots of expectations. Dr. N. K. Sasidharan, Secretary -Administration, former Dy. Director of Agriculture, at KVK, explained about the prevailing scenario in the paddy cultivation of Kerala. Er. T. Rajendran, Vice President of VMA talked about the functioning of the Kerala Water Authority and its water distribution network for the people. Adv. P. Venu, the immediate Past President of VMA talked about the development

of Vaikom Road Railway station. Mr. P. Rajendra Prasad, the founder President of VMA appreciated the efforts of VMA and wished it will materialise soon. Mr. Anil Kumar. K. S. expressed the vote of thanks.

### Nava Kerala Sadas campaign

On 14th December, Mr. M. Raju, Secretary-General, VMA participated in the programme as a special invite and submitted 11 proposals as part of Vaikom Vision 2030. The Chief Minister of Kerala and his cabinet colleagues attended the function for Vaikom Constituency.

# AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
Women LeadHERship Retreat		Colombo, Sri Lanka	17-19 January 2024
Young Managers Simulation Championship		Online	18-19 January 2024 Grand Finale 01 February 2024
National Competition for Managers		Online	19 January 2024 Grand Finale 24 January 2024
Corporate Management Olympiad		Online	February - March 2024
Shaping Young Minds Programme		Jamshedpur	06 February 2024
Dr K S Basu Memorial Lecture	<b>Sanjiv Mehta</b> Former CEO and Managing Director Hindustan Unilever Limited	Online	08 February 2024
AIMA's Foundation Day & National Management Day		New Delhi	21 February 2024
Leadership Development Programme		Ramoji Film City, Hyderabad	25-27 February 2024
Pragati		New Delhi	March 2024
Student Management Games		Various Regions	Till April 2024
Student Management Quiz		Various Regions	Till April 2024
National Leadership Conclave and Managing India Awards		New Delhi	23 April 2024
Global Advanced Management Programme		Silicon Valley, USA	May 2024
Shaping Young Minds Programme		Bhopal	02 May 2024
11th HR Leadership Retreat		Goa	02-04 May 2024

Event	Programme Chairman/Key Speaker	Venue	Date
Global Advance Management Programme - USA (Summer Edition)		Silicon Valley, USA	12-18 May 2024
Leadership Development Programme		Bhubaneswar	04-06 July 2024

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

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# AIMA

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