

AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

APRIL 2021



Dear Readers,

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

These past few weeks have proven to be very difficult for all of us, with the sudden rise in cases and compounding healthcare problems. It is a challenge we must all collectively face, while continuing to maintain social distancing with strict observance of all necessary precautions. I wish good health and safety to all AIMA members, students, associates and their families.

On the work front, AIMA continued its endeavour to spread management thought despite the challenges of the prevailing conditions.

AIMA recently held its 6th National Leadership Conclave on the theme 'The Big Disruption: Leadership in the post-Covid world', on a specially curated digital platform. Dr S Jaishankar, Minister of External Affairs, Government of India, was the Guest of Honour on the occasion. Mr Sunil Kant Munjal, Chairman, Hero Enterprise and Mr Sanjiv Goneka, Chairman, RP Sanjiv Goenka Group were the Conclave Co-Chairs; while Mr Harsh Pati Singhania, President, AIMA & Vice Chairman & Managing Director, JK Paper Ltd delivered the welcome address.

Several other thought leaders and renowned experts also addressed the 2 day Conclave including Mr N Chandrasekaran, Chairman, Tata Sons; Mr Sanjiv Puri, Chairman and MD, ITC Ltd; Dr Shashi Tharoor, Member of Parliament (INC); Mr TV Narendran, CEO and MD, Tata Steel Ltd; Mr CK Ranganathan, Sr Vice President, AIMA & Chairman and MD, CavinKare Pvt Ltd; Dr Krishna Ella, Chairman & Managing Director, Bharat Biotech International Ltd; Mr Rakesh Jhunjhunwala, CEO, Rare Enterprises; Mr Shrinivas Dempo, Vice President, AIMA & Chairman, Dempo Group of Companies amongst many others. A detailed report can be found in this issue.

AIMA participated in the Asian Association of Management Organisation's (AAMO) 2nd Council Meeting 2021 held online last month. At the meeting, AAMO representatives focused on working out a road map to enhance the reach and scope of AAMO, and explored avenues for closer collaboration between the member nations. AIMA has been a long time and important member of AAMO, and plays a key role in the development of management thought in the region.

AIMA's hugely popular LeaderSpeak Series continued to gain traction with the roll out of the forty first programme in the series. Dr Sam Pitroda - telecom inventor, entrepreneur, development thinker, policymaker and author, shared his thoughts on his new book 'Redesign the World - A Global Call to Action'. The session was moderated by Mr Harsh Pati Singhania and was very well received on various social media platforms of AIMA.

In a first, AIMA is collaborating with the UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development, for the 'Kindness Matters Global Campaign'. We invite you to be a part of this initiative and share your stories of kindness on the platform, which will then be presented to the United Nations, to help formally establish the world's first International Day of Kindness on 13th November 2021. Further information can be found inside.

In addition, AIMA Young Leaders Council continued to reach out to its members through online sessions, the latest being one on 'Why Indians should find Their Voice on an India Social Media Platform'. You will find brief details in this issue along with updates from the Local Management Associations, and some interesting articles on management.

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

Stay safe and keep well!

Warm regards

Rekha Sethi
Director General

AIMA OFFICE BEARERS

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Mr Harsh Pati Singhania

Vice Chairman & Managing Director

JK Paper Ltd

SENIOR VICE PRESIDENT

Mr C K Ranganathan

Chairman & Managing Director

CavinKare Pvt Ltd

VICE PRESIDENT

Shrinivas V Dempo

Chairman

Dempo Group of Companies

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Chairman & Managing Director

Kirloskar Brothers Ltd

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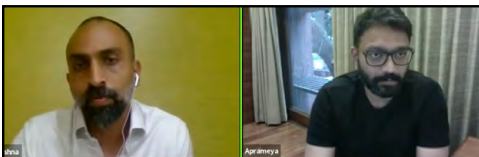
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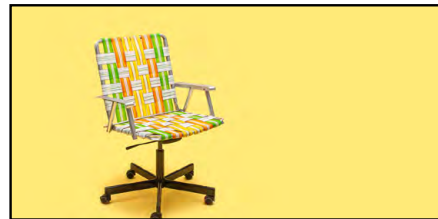


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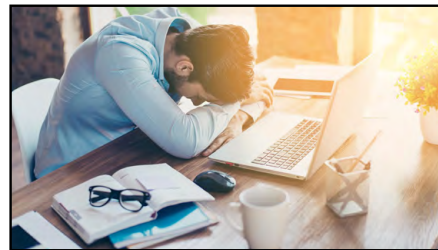
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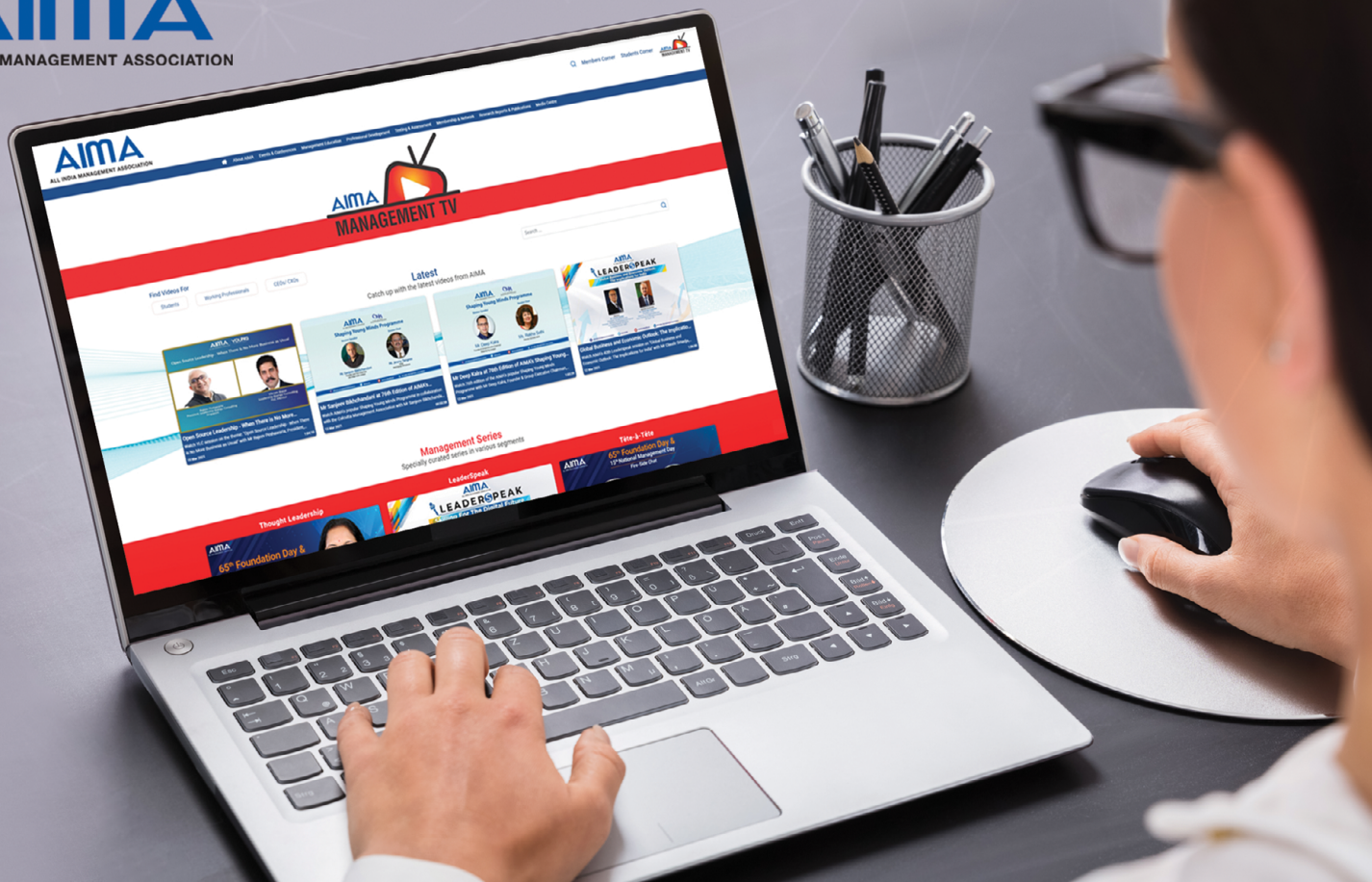
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6th National Leadership Conclave

The Big Disruption: Leadership in the post-Covid world



Top (L-R) Rekha Sethi, Director General, AIMA; S Jaishankar, Minister of External Affairs, Government of India; Sunil Kant Munjal, Past President, AIMA and Chairman, Hero Enterprise; Sanjiv Goenka, Chairman, RP Sanjiv Goenka Group and Harsh Pati Singhania, President, AIMA & Vice Chairman & Managing Director, JK Paper Ltd

AIMA organised its 6th National Leadership Conclave on 19-20 April 2021 online on a specially curated digital platform. The theme for the Conclave was 'The Big Disruption: Leadership in the post-Covid world'. Mr Sunil Kant Munjal, Chairman, Hero Enterprise and Mr Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group were the Conclave Co-Chairs. The two-day conclave was addressed by iconic leaders, policymakers, global thought leaders and eminent speakers.

"It has already been set in motion as Atmanirbhar Bharat is positioning India as an alternative manufacturing hub," said Mr Harsh Pati Singhania, President, AIMA & Vice Chairman & Managing Director, JK Paper Ltd during his welcome address. Mr Sunil Kant Munjal

conducted the conversation with Dr S Jaishankar, Minister of External Affairs, Government of India and Mr Sanjiv Goenka introduced the minister.



S Jaishankar, Minister of External Affairs, Government of India



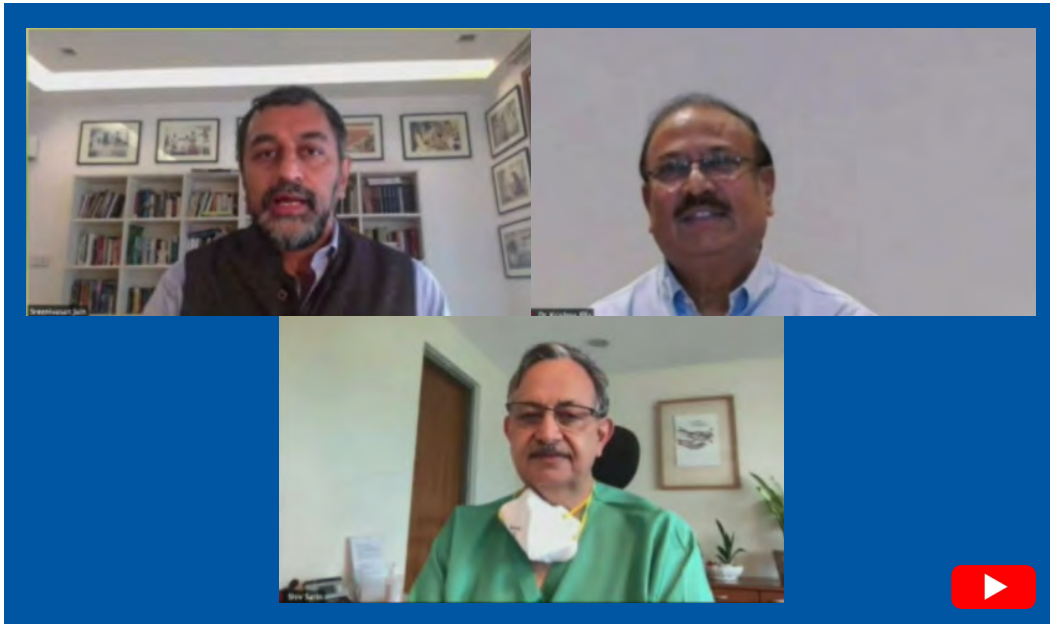
Vikram Chandra, Founder, Editorji Technologies and N Chandrasekaran, Chairman, Tata Sons

Dr Jaishankar said that there was a lot of business to be done by India with each of the QUAD countries, and there would be others too, including the UK, France and the EU. "By and large, the world trusts us, and it is time for us to step up," he said, adding that India is a good platform for global production. He also added that the pandemic was a wake-up call for India to change its development and business models advocating Atmanirbhar Bharat which was employment centric providing more capacity and more possibilities. He also defended vaccine diplomacy and the criticism of vaccine exports by India, pointing out that the vaccine was a co-creation and India had contractual obligations.

Mr N Chandrasekaran, Chairman, Tata Sons who has written the book 'Bridgital Nation: Solving Technology's People Problem', said that India's two biggest problems were access to resources and jobs, and technology

could solve both the problems. Mr Chandrasekaran argued that India needed a platform approach to digital solutions. A digital platform could take over all these tasks and free the entrepreneur to do what they know best, he said during a fireside chat with Mr Vikram Chandra, Founder, Editorji Technologies. Mr Harsh Pati Singhania introduced the session.

'GenNext: Transforming Legacies', a session involving new generation leaders was introduced by Mr CK Ranganathan, Senior Vice President, AIMA & Chairman and Managing Director, CavinKare Pvt. Ltd. Mr Shashwat Goenka, Vice Chairman, CESC Ltd; Ms Shefali Munjal, Executive Director, Hero Enterprise and Mr Alok S Kirloskar, Managing Director, SPP Pumps Limited were the young leaders who spoke on the topic. Mr Pranjal Sharma, Economic Analyst, Advisor and Writer & Author-India Automated moderated the session.



From Top (L-R): Sreenivasan Jain, Group Editor, NDTV; Krishna Ella, Chairman & Managing Director, Bharat Biotech International Ltd and Shiv Sarin, Director, Institute of Liver and Biliary Sciences

Rai, Chief of Delhi Bureau, ET-Now.

Mr Rekha Sethi, Director General, AIMA introduced the session on 'Vaccinating India: Immunising 1.4 Billion People in a Rush'. Dr Krishna Ella, Chairman & Managing Director, Bharat Biotech International Ltd and Dr Shiv Sarin, Director, Institute of Liver and Biliary Sciences were the

Another session on the topic 'After Survival, the Rebuild: Business Leadership in 2021 and Beyond' was discussed with Mr Sanjiv Puri, Chairman and Managing Director, ITC Limited and Mr TV Narendran, CEO and Managing Director, Tata Steel Limited. The session was introduced by Mr Sanjay Kirloskar, Immediate Past President, AIMA & Chairman and Managing Director, Kirloskar Brothers Ltd and moderated by Ms Nayantara

speaker of the session. Dr Ella said that the vaccinated people also need to wear masks as they could still get a nasal infection. Dr Sarin emphasised the need to open



From Top (L-R): Saniv Goenka, Chairman, RP Sanjiv Goenka Group; Rajdeep Sardesai, Consulting Editor, India Today Group and Shashi Tharoor, Member of Parliament (INC)



From Top (L-R): Sanjay Kirloskar, Immediate Past President, AIMA & Chairman and Managing Director, Kirloskar Brothers Ltd; Sanjiv Puri, Chairman and Managing Director, ITC Limited; TV Narendran, CEO and Managing Director, Tata Steel Limited and Nayantara Rai, Chief of Delhi Bureau, ET-Now

Company and Former Chairman, Star and Disney India. Mr Rajiv Makhni, Group Managing Editor - Technology, NDTV moderated the session and Mr Shrinivas Dempo, Vice President, AIMA & Chairman, Dempo Group of Companies delivered the introductory remarks.

up the sales and buying of vaccine by the public. The session was moderated by Mr Sreenivasan Jain, Group Editor, NDTV.

‘Delivering New Blockbusters: Entertaining the Post-Covid Consumer’ was the topic of the fireside with Mr Ajay Bijli, Chairman and Managing Director, PVR Limited and Mr Uday Shankar, President, FICCI and Former President-Asia Pacific, Walt Disney

In a fireside chat, Mr Rakesh Jhunjunwala, CEO, Rare Enterprises shared his views and insights on ‘Investing in India’s Future: New Bets



From Top (L-R): Prashant Nair, National News Editor, CNBC TV-18; Sunil Kant Munjal, Chairman, Hero Enterprise; Rakesh Jhunjunwala, CEO, Rare Enterprises and Rekha Sethi, Director General, AIMA



From Top (L-R): Rajiv Makhni, Group Managing Editor - Technology, NDTV; Uday Shankar, President, FICCI and Former President-Asia Pacific, Walt Disney Company and Former Chairman, Star and Disney India; Ajay Bijli, Chairman and Managing Director, PVR Limited and Shrinivas Dempo, Vice President, AIMA & Chairman, Dempo Group of Companies

for Growth and Returns' with Mr Prashant Nair, National News Editor, CNBC TV-18, he argued with optimism that Covid's impact on India will be minimal and once

vaccination is through. Mr Sunil Kant Munjal introduced the session.



From Top (L-R): Pranjal Sharma, Economic Analyst, Advisor and Writer & Author-India Automated; Sanjay Kirloskar, Immediate Past President, AIMA & Chairman and Managing Director, Kirloskar Brothers; Sunil Kant Munjal, Chairman, Hero Enterprise and Harsh Pati Singhania, President, AIMA & Vice Chairman & Managing Director, JK Paper Ltd

Another fireside chat on ‘Future of Democracy: Political Agility and Innovation in the New World’ was held between Dr Shashi Tharoor, Member of Parliament (INC) and Mr Rajdeep Sardesai, Consulting Editor, India Today Group. Dr Shashi Tharoor said the 2024 elections will see a culmination of the ongoing battle for the soul of India and it will then be very clear which direction India will take and what the people of India are willing to accept and vote for. Mr Sanjiv Goenka introduced the session. Another session on ‘The Big Disruption:

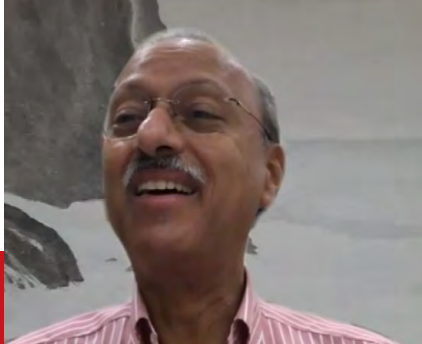
Leadership in the Post-Covid World’, introduced by Ms Rekha Sethi; was addressed by Mr Harsh Pati Singhanian, Mr Sunil Kant Munjal and Mr Sanjay Kirloskar and moderated by Mr Pranjal Sharma.

This year’s online conclave was very well received with participants joining the proceedings. Live streaming on AIMA’s YouTube, Facebook and Twitter channels also increased viewership by several thousand which crossed over views on all platforms.



From Top (L-R): CK Ranganathan, Senior Vice President, AIMA & Chairman and Managing Director, CavinKare Pvt. Ltd.; Shashwat Goenka, Vice Chairman, CESC Ltd; Pranjal Sharma, Economic Analyst, Advisor and Writer & Author-India Automated; Alok S Kirloskar, Managing Director, SPP Pumps Limited and Shefali Munjal, Executive Director, Hero Enterprise

LeaderSpeak Session



Harsh Pati Singhania, President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd



Sam Pitroda - telecom inventor, entrepreneur, development thinker, and policymaker and author



Rekha Sethi, Director General, AIMA

The 41st LeaderSpeak session was held on May 2021 with Dr Sam Pitroda - telecom inventor, entrepreneur, development thinker, and policymaker and author. Dr Sam Pitroda addressed and shared his thoughts on his new book – Redesign The World – A Global Call To Action. The session was moderated by Mr Harsh Pati Singhania, President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd. Ms Rekha Sethi, Director General, AIMA, introduced the speaker and the session. Dr Sam Pitroda talked about how the world was last designed about seventy-five years ago and how this

design has outlived its utility. Hyperconnectivity and the COVID-19 pandemic offer a unique opportunity to redesign the world to take humanity to the next level. The session focused on how redesigning the world was not about looking at it from the point of view of liberal or conservative; left or right; capitalism or socialism; public or private; democracy, dictatorship or monarchy; open or closed systems; rich or poor; urban or rural; east or west; white, brown, black or yellow. The session was well received on various platforms of AIMA.

SUPPORT FOR COVID AFFECTED

By Lemon Tree Hotels



In support of the ongoing crisis, Lemon Tree has offered hotels to various hospitals across India who are providing early care to mild/asymptomatic COVID patients in Gurugram, Delhi, Bengaluru and Hyderabad (as on 1st May 2021).

In total, Lemon Tree has currently provided 714 rooms. Admission to these facilities will be purely at the discretion of the relevant hospital. Please also note, these facilities are not for moderate/severe COVID cases.

Given below is the list of current hotels along with the partner hospitals:

City	Partner Hospital	Hotel	Facilities Provided	Hospital Contact Number For Enquiries
Bengaluru	Kauvery Hospital	Keys Select Hotel, Hosur Road (159 rooms)	Medically supervised rooms with oral medication, 24/7 doctor and nursing coverage, 24/7 ambulance support, on call consultation with dietician (once), isolation guidance, ensured early intervention, decreased risk of adverse outcomes. 3 meals per day, WiFi	+918068016801
		Keys Select Hotel, Whitefield (222 rooms)	Medically supervised rooms with oral medication, round the clock care, ensured early intervention, decreased risk of advanced outcome. 3 meals per day, WiFi	18605000202
	Manipal Hospital	Keys Select Hotel, Whitefield (222 rooms)	Medically supervised rooms, 24/7 nurses and doctors support, 24/7 ambulance service, teleconsultation facility with experts. Sanitized room, 3 meals per day, WiFi	919742442900 918025027001
Gurugram	Medanta Medicity	Red Fox Hotel, Sector 60 (154 rooms)	Medically supervised rooms for mild and asymptomatic cases only (not on/requiring oxygen support), 24/7 nurses, review by doctors, Covid care kit, Covid test at the hotel, 24/7 ambulance support. Sanitized room, 3 meals per day, WiFi.	911244141414
Delhi	Apollo Hospitals	Red Fox Hotel, East Delhi (94 rooms)	Medically supervised rooms with oral medication, round the clock care, ensured early intervention, decreased risk of advanced outcome. 3 meals per day, WiFi	18605000202
Hyderabad	Mahaveer Hospital (JITO Hyderabad COVID Care Center)	Lemon Tree Hotel, Banjara Hills (85 rooms)	Medically supervised rooms with oral medication, daily check-up by experts, medical kit, emergency medical backup. 3 meals per day, WiFi	919121155500 919121355500

As the Lemon Tree administration is in constant touch with other prospective Hospital partners in different locations, the link below will always have the updated information including if and when the medical services offered are expanded to also offer care (with oxygen) for moderate Covid cases.

For further details and enquiries, please visit www.lemontreehotels.com/supportbylemontree.aspx or contact the partner hospital number provided. Rates, inclusions, facilities and all additional details will be provided by the partner hospital only.

Disclaimer:

Lemon Tree is offering its full support as a hospitality partner, by providing hotel rooms to its partner hospitals for mild/asymptomatic COVID-19 patients. Partner hospitals will approve admission and send patients to our hotels. All medical advice, expertise and facilities are provided by the partner hospital. For any questions regarding medical facilities at the hotel, please contact the partner hospital number provided.

AAMO 2nd Council Meeting 2021



AAMO Council Members

AIMA participated in the Asian Association of Management Organisation’s (AAMO) 2nd Council Meeting 2021 held on 29th April 2021 via Zoom, due to the ongoing Coronavirus global pandemic. AAMO representatives including those from Australia, Hong Kong, India, Macau, Malaysia, and Nepal joined to discuss the current and future plans of the organisation. AIMA is an important and long-time member of AAMO, an association of National Management Organisations (NMOs) of Asia Pacific, which promotes professional management in the Asia Pacific region.

At the meeting, AAMO representatives focused on working out a road map to enhance the reach and scope of AAMO. Member countries also charted out avenues for closer collaboration between the NMOs to create more platforms for sharing best management

practices. The Management Capability Development Index, first conceived by the erstwhile New Zealand Institute of Management, was also discussed. Several member nations of AAMO, including India have conducted this survey over the years. AIMA has been conducting this Survey in India since 2010, and will be launching the 6th edition of the Management Capability Development Index – India Report later this year.

AAMO is a partnership of NMOs in the Asian Pacific region whose purpose is to share and actively leverage resources to enhance the achievement of their respective missions. The current 10 countries of AAMO include Australia, Hong Kong, India, Macau, Malaysia, Nepal, New Zealand, Pakistan, Philippines and Sri Lanka.

Young Leaders Council



Vishal Krishna, Business Editor, YourStory



Aprameya Radhakrishna, Co-Founder & CEO, Koo and Founder & Director, TaxiForSure

AIMA YLC organised an online session on 'Why Indians should find Their Voice on an India Social Media Platform' with Mr Aprameya Radhakrishna, Co-Founder and CEO at Koo, Founder and Director at TaxiForSure. The session was moderated by Mr Vishal Krishna, Business Editor, YourStory. Koo being an Indian microblogging app, is giving more local language options to a diverse group of users in India, it was inspirational to know the journey of

Koo and participants were engaged throughout the session.

AIMA - UNESCO - International Day of Kindness

AIMA ALL INDIA MANAGEMENT ASSOCIATION

kindness matters

Making International Day of Kindness a reality

We're collecting 1 million acts of kindness to celebrate actions of empathy, compassion, and kindness

Share with us simple act of kindness performed by you, your family, company or friends.

Share your story

- so that these stories could be put together and presented to the United Nations, to help make the first International Day of Kindness, on 13th November 2021 a reality. We invite you to be part of this unique initiative. You may like to share your own story, any acts of kindness through the CSR initiatives of your organisation, encourage your employees, friends, family, any one for that matter, to share their respective stories. The act of kindness should be pertaining to the period 2019-2021. More than one story may also be shared by filling separate forms. The story may please be

shared in about 500 words through the web form link <https://aima.in/MGIEP-kindness-form>

For any assistance you may write to asehgal@aima.in

All India Management Association is collaborating with the UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), for the Kindness Matters Global Campaign. The objective is to collect stories of kindness – at least one million

AIMA

ALL INDIA MANAGEMENT ASSOCIATION

PRAGATI

CELEBRATING ACHIEVEMENTS OF WOMEN

8th July (2:00 PM – 6:30 PM)

9th July (10:00 AM – 2:30 PM)

ONLINE

Choose to Challenge: Scale Heights

About the Conference

Drawn from UN International Women's Day Social Media Campaign Theme 2021 - "Choose to Challenge", Pragati 2021 aims to be a congregation of the young women professionals to challenge themselves, to develop and rise. The two day program aims to share Best Practices in the New Workplace in the spirit of competition and also host a National All-women Quiz.

The conference is designed as a Mentoring Program with an attempt at 'Polishing the Diamonds' and "Tapping the Strength within".

Panel Discussion followed by Competitions

Session 1 - Inspiration : Learnings through Experiences

Session 2 - Empower Yourself : Be Your Best Version

Special session on 'Financial Planning for New Age Women' and 'Impact of AI and Automation on Careers'

Competitions

- Women's Quiz
- Best Practices Competition

Participation Fee

Program	1 Team /Case/Delegate	2 - 3 Teams /Cases/Delegates	4+ Teams /Cases/Delegates
Best Practices Competition (Per Case)	INR 15000	INR 12500	INR 10000
Women's Quiz (Per Team)	INR 10000	INR 9000	INR 8000
Conference Only (Per Delegate)	INR 2500	INR 2000	INR 1500

GST will be additional

- Multiple nominations are welcome from one entity
- 10% discount for AIMA Member companies / institutes
- 10% discount for companies nominating teams for both the competitions
- Online registration is also available, please visit www.aima.in

Conclave Chairperson

Ms Veena Swarup Former Director – HR, Engineers India Ltd

Co-Sponsor



Conquering Newer Horizons

For more details and registration, please contact

Poonam Rawat, Manager – CMD

M: +91 9818381229, E: prawat@aima.in

ALL INDIA MANAGEMENT ASSOCIATION, Management House, 14 Institutional Area, Lodhi Road, New Delhi-110003

Debt of Honour

Circa 1895, in the desert village of Jamali in West Punjab, my grandfather, Ram Narain, 18, joined his elder brother, Diwan Chand, in the small family business.

Later he was to become a prosperous commodity trader and mill owner in Sargodha, as well as an "Assessor" and Kursi-Nasheen appointed by the British rulers; but right now they were poor and had to toil hard for feeding the large family.

Diwan Chand had started the business seven years earlier with a total capital of one thousand rupees, all contributed by affluent relatives - Bajaj family, well known Sikhs of Kaka village. Young man had worked diligently and honestly and earned a handsome profit of fourteen thousand rupees in seven years.

When Ram Narain joined, the family decided to pay back the Bajaj brothers their share of the profit - 50 per cent as per agreement - and become independent. They had to take out Rs. 7,000 from the business, which was not possible. It was, therefore, decided to call on the rich Baluch clan in a canal bank town some 50 miles away and seek a loan.

The brothers hired a horse for the journey. One of them ride in turns while the other walked along. With a pre-dawn start, they made it to the Balouch Haveli by dusk. Their generous hosts fed them well and made them comfortable for the night.

Early next morning, the older brother explained the reason for their mission. The benefactors held a family conclave and decided to honour the request. 7000 sterling silver coins were packed in two gunny sacks and handed over to the brothers without any written agreement. Their 'word' to return it when they were able to do so was enough. The brothers were seen off with enough food for the journey. Loaded

with over 80 kilograms of silver, the horse could no longer carry any of them; so they both walked all the way and finally made it back by midnight.

The next expedition was to visit Kaka and pay back the Bajaj family. Again there was no written agreement and trust was the lone guarantee sought and given, in front of the Holy Book Gure Granth Sahb. Some elders of Jamali accompanied the young men and it was decided to request the Bajaj brothers for an 'ardaas' in the gurudwara, thanking the Lord publicly for receiving a handsome settlement from the partnership and wishing Kalras well in their new independent venture. Bajaj family asked for some extras for granting this favour; a roll of muslin worth one-and-a-half rupee, mishri (sugar candy) worth half a rupee for each of the four brothers and one rupee for 'parshad' in the Gurudwara. This would be enough for a public acknowledgement of the receipt of their share of profit and their withdrawal from the partnership. No one even talked about any written receipt. The additional sum of about rupees nine was arranged by the Kalras, ardaas done in the gurudwara and everyone returned home for a celebratory meal and to wish the Kalras God-speed in their new venture. Job accomplished, Kalra brothers and their friends set out on the return journey in a triumphant manner.

The fact that the loan from the Balouch clan was interest free - tenets of Islam considered interest as haraam - payable-when-able and they had not asked for any equity partnership; worked as sone-pe-sohaga, and the family never looked back.



*by Krishan Kalra
Past President, AIMA*

Ph.D (Business Administration)



Ph.D Programme

Ph.D Programme was launched in 2000 by AIMA in collaboration with Aligarh Muslim University. The programme is divided in two phases - Foundation Phase and Research Work Phase. The Foundation Phase of the programme includes course work conducted by AIMA.

For Whom

This programme has especially been designed for working professionals (both in industry & academia) which provide enough flexibility so that they continue to make academic pursuits without compromising on their respective job duties & responsibilities.

Admission Procedure

Register online at www.aima.in in the month of March-April/October-November. Candidates need to appear in Research Aptitude Test (RMAT) to be held in May and December every year. Qualified candidates are interviewed for final selection and admission.

Eligibility

A candidate will be eligible for admission to a course of study leading to the degree of PhD in Business Administration subject to fulfilling the following criteria:

- **Educational Qualification:** Master's Degree in Management or allied subjects like Commerce, Humanities, Science, Engineering and Law etc. or a PGDM / PGDITM duly approved by AICTE, of two years duration with not less than 55% marks or equivalent grade OR Chartered Accountancy, Cost Accountancy or any other professional qualification which are considered equivalent to Master Degree with at least 55% marks or equivalent grade. In addition, the candidate should have a minimum of 50% marks in Graduation.
- AND
- **Work Experience:** Minimum 5 years post qualification work experience in industry at the managerial level or a minimum 5 years of teaching experience as full time Faculty in a Management Institute approved by AICTE or affiliated to a University.

For further details contact: **Manager (PhD Programme)**
ALL INDIA MANAGEMENT ASSOCIATION
CENTRE FOR MANAGEMENT EDUCATION

15, Link Road, Lajpat Nagar 3, New Delhi -110024

Tel: +91-11-47673000/49868399 (Ext.741) | Fax: 011-24643035 | email: phd@aima.in | Visit our website: www.aima.in

9 Trends That Will Shape Work in 2021 and Beyond

by Brian Kropp | January 14, 2021



Kevin Van Aelst

Summary.

While 2020 was the most volatile year in modern history, it would be a mistake to think that we're in for smoother sailing this year. In fact, as we move into 2021 and beyond, the rate of disruption will potentially accelerate as the implications from 2020 play out across the next several years. Here are nine predictions from the chief of research for Gartner's HR practice.

It's fair to say that 2020 rocked many organizations and business models, upending priorities and plans as business leaders scrambled to navigate a rapidly changing environment. For many organizations this included responding to the social justice movements, shifting to a full-time remote staff, determining how best to support employees' wellbeing, managing a hybrid workforce, and now addressing legal

concerns around the Covid-19 vaccine.

It would be nice to believe that 2021 will be about stability and getting back to normal; however, this year is likely to be another full of major transitions. While there has been a lot of focus on the increase in the number of employees working remotely at least part of the time going forward, there are nine additional forces that I think will shape business in

2021:

1. Employers will shift from managing the employee experience to managing the life experience of their employees.

The pandemic has given business leaders increased visibility into the personal lives of their employees, who have faced unprecedented personal and professional struggles over the last year.

It's become clear that supporting employees in their personal lives more effectively enables employees to not only have better lives, but also to perform at a higher level. According to Gartner's 2020 ReimagineHR Employee Survey, employers that support employees with their life experience see a 23% increase in the number of employees reporting better mental health and a 17% increase in the number of employees reporting better physical health. There is also a real benefit to employers, who see a 21% increase in the number of high performers compared to organizations that don't provide the same degree of support to their employees.

That's why 2021 will be the year where employer support for mental health, financial health, and even things that were previously seen as out of bounds, like sleep, will become the table stakes benefits offered to employees.

2. More companies will adopt stances on current societal and political debates.

Employees' desire to work for organizations whose values align with their own has been growing for some time. In 2020, this desire accelerated: Gartner research shows that 74% of employees expect their employer to become more actively involved in the cultural debates of the day. I believe CEOs will have to respond in order to retain and attract the best talent.

However, making statements about the issues of the day is no longer enough: Employees expect more. And CEOs who have spent real resources on these issues have been rewarded with more highly engaged employees. A Gartner survey found that the number of employees who were considered highly engaged increased from 40% to 60% when their organization acted on today's social issues.

3. The gender-wage gap will continue to increase as employees return to the office.

Many organizations have already adopted a hybrid workforce — or are planning to this year — that enables employees to work from the corporate office, their home, or an alternate third space (coffee shop, co-working space, etc.). In this hybrid scenario, we are hearing from CHROs that the surveys of their own employees are showing that men are more likely to decide to return to their workplace, while women are more likely to continue to work from home.

According to a recent Gartner survey, 64% of managers believe that office workers are higher performers than remote workers, and in turn are likely to give in-office workers a higher raise than those who work from home. However, data that we have collected from both 2019 (pre-pandemic) and 2020 (during the pandemic) shows the opposite: Full-time remote workers are 5% more likely to be high performers than those who work full-time from the office.

So if men are more likely to work from the office, and managers retain a bias towards in-office workers, we should expect to see managers over-rewarding male employees at the expense of female employees, worsening the gender-wage gap at a time when the pandemic has already had a disproportionate impact on women.

4. New regulations will limit employee monitoring.

During the pandemic, more than 1 out of 4 companies has purchased new technology, for the first time, to passively track and monitor their employees. However, many of these same companies haven't determined how to balance employee privacy with the technology, and employees are frustrated. Gartner research found that less than 50% of employees trust their organization with their data, and 44% don't receive any information regarding the data collected about them. In 2021, we expect a variety of new regulations at the state and local level that will start to put limits on what employers can track about their employees. Given the variability that this will create, companies are likely to adopt the most restrictive standards across their workforce.

5. Flexibility will shift from location to time.

While enabling employees to work remotely became commonplace across 2020 (and will continue this year and beyond), the next wave of flexibility will be around when employees are expected to work.

Gartner's 2020 ReimagineHR Employee Survey revealed that only 36% of employees were high performers at organizations with a standard 40-hour work week. Organizations that offer employees flexibility over when, where and how much they work, see 55% of their work force as high performers. In 2021, I expect to see a rise of new jobs where employees will be measured by their output, as opposed to an agreed-upon set of hours.

6. Leading companies will make bulk purchases of the Covid vaccine for employees — and will be sued over Covid vaccine requirements. Employers that provide the Covid vaccine to their workforce will leverage this action as a key differentiator to attract and retain talent. In tandem with employers

providing the vaccine, several companies will be sued for requiring their employees to have proof of vaccination before allowing them to return to the workplace. The corresponding litigation will slow return-to-workplace efforts even as vaccine usage increases.

7. Mental health support is the new normal.

Across the last several years, employers have offered new benefits to support their employees, for instance, expanded parental leave. Even before the pandemic, Gartner research revealed that 45% of well-being budget increases were being allocated to mental and emotional well-being programs. The Covid-19 pandemic has brought well-being to the forefront as employers are more aware than ever how of the impact of mental health on employees and by association, the workplace.

By late March, 68% of organizations had introduced at least one new wellness benefit to aid employees during the pandemic. In 2021, employers will go even further by working to de-stigmatize mental health by expanding mental health benefits, creating days where they shut the entire company down for a day to offer "a collective mental health day" to build awareness across the workforce about this critical issue.

8. Employers will look to "rent" talent to fill the skills gap.

The number of skills employers are looking for has risen dramatically — our analysis shows that companies listed about 33% more skills on job ads in 2020 than they did in 2017. Ultimately, organizations simply can't reskill the capabilities of their existing workforce fast enough to meet their changing needs.

At the margin, some companies will shift from trying to build skills for an uncertain future and instead just hire, and pay a premium for those skills, when

the need actually manifests. Other companies will instead expand their use of contingent and contract hiring or expand their partnerships with organizations to “rent” employees for a short period of time to meet the skill needs that they are facing.

9. States will compete to attract individual talent rather than trying to get companies to relocate. States and cities have historically offered incentives to get companies to relocate to their jurisdictions.

The belief being if you can incentivize companies to come, they will bring jobs with them. The new era of remote and hybrid work will evolve this strategy – where an employee lives will be less tied to where their employer is located than ever before.

Given this breaking of company location and employee location, states and cities will start to use their tax policies to create incentives for individuals to relocate to their jurisdictions rather than giving tax credits solely to large companies to relocate. We are already seeing fledging programs in cities like Topeka, KS and Tulsa, OK where they are offering remote employees up to \$15,000 to move there. These jurisdictions will compete for individual employees and their jobs, not just the employer.

While 2020 was the most volatile year in modern history, we would be mistaken to think that the disruption is over. Rather, as we move into 2021 and beyond, the rate of disruption will potentially accelerate as the implications from 2020 play out across the next several years.

About Author:

Brian Kropp is chief of research for the Gartner HR practice, which delivers insights and solutions that address new and emerging executive challenges and enable HR leaders to take decisive actions. Brian's expertise spans all aspects of HR, including talent acquisition and management, employee experience, change management, and leadership.

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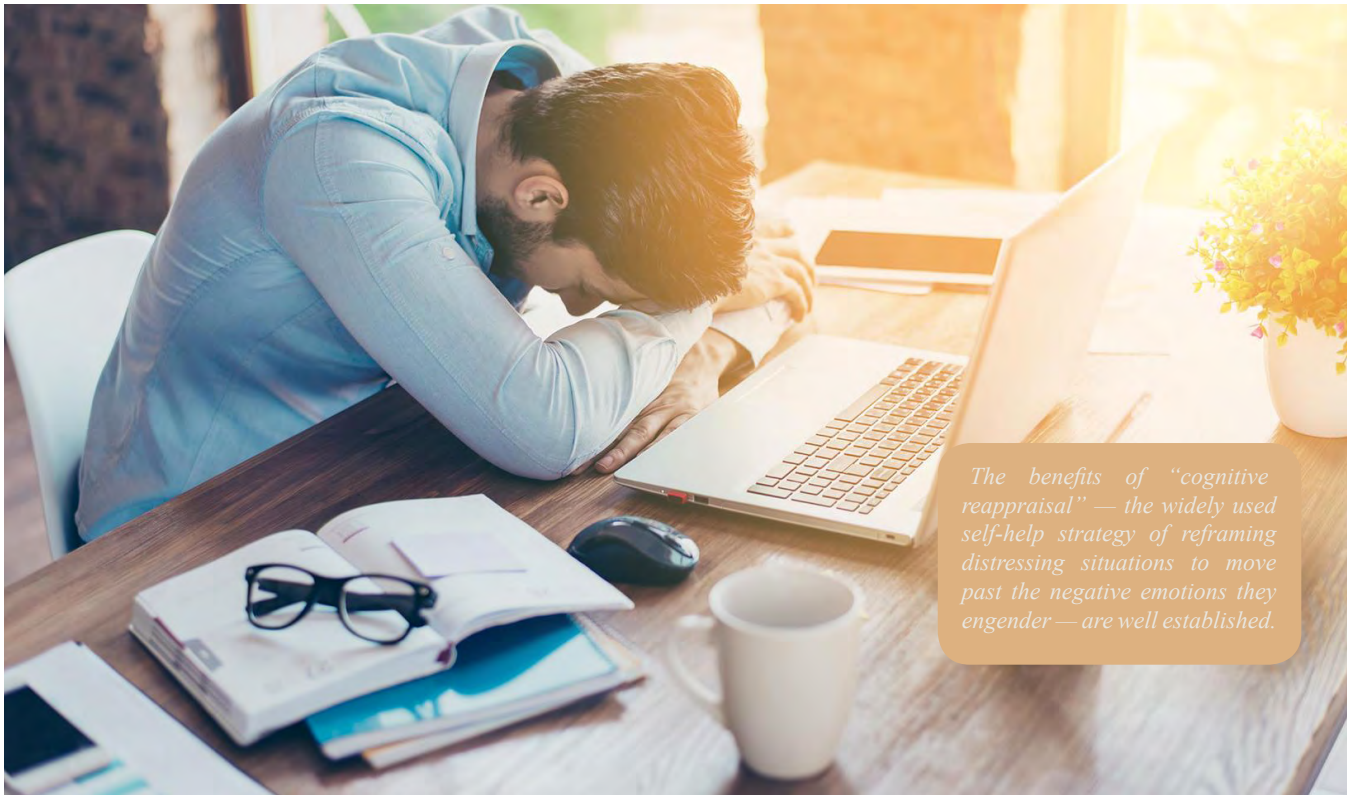
Prabir Kumar Dash, Assistant Director-Membership

All India Management Association, Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110003
Tel: 011-24621323 (Direct), 24645100 Extn-535, Fax: 011-24626689 Email: member@aima.in

The Positive Side of Negative Emotions

The mental judo known as “cognitive reappraisal” — minimizing the emotional impact of bad situations — can be good for the soul but bad for the firm.

March 12, 2021 | by Theodore Kinni



The benefits of “cognitive reappraisal” — the widely used self-help strategy of reframing distressing situations to move past the negative emotions they engender — are well established.

Nobody likes negative emotions, but they do have an upside: They can keep people from violating social norms. | iStock/Deagreez

Studies have shown that when employees use reappraisal techniques, they are more satisfied with their jobs and are less susceptible to stress and burnout. The research also links reappraisal to higher employee performance.

Given these findings, it's not surprising that many companies are teaching and encouraging employees to embrace the strategy. Google's “Search Inside Yourself” training program is a notable example.

The program, which includes reappraisal among other practical techniques for mindfulness, self-awareness, and self-management, was created by Chade-Meng Tan, one of the company's engineers, in 2007. Demand for the program prompted Tan and others to found a nonprofit that went on to teach the techniques to employees in companies ranging from American Express to Volkswagen.

When Feeling Good Is Bad

But what if the outcomes of cognitive reappraisal aren't entirely beneficial? One team of researchers — Matthew Feinberg open in new window and Brett Ford open in new window at the University of Toronto, along with Francis J. Flynn at Stanford Graduate School of Business — suspected that might be the case.

"Cognitive reappraisal lessens negative emotions by reframing situations in positive terms, but negative emotions serve important social functions," explains Feinberg, formerly a postdoctoral fellow at Stanford GSB and Stanford Medicine's Center for Compassion and Altruism Research and Education. "They help ensure that individuals behave in socially acceptable ways and encourage adherence to group norms."

Reappraising moral emotions can soothe one's conscience, but it can also lead us down a dangerous path.

Francis J. Flynn

No research had considered the effect of cognitive reappraisal on negative emotions that can stifle counterproductive workplace behaviors — such as the theft of company property, lying about missing work, padding expenses, and withholding resources needed by colleagues. So, Feinberg, Ford, and Flynn ran five studies designed to establish the effect of cognitive reappraisal on "moral" emotions, like

guilt and shame, that promote ethical behavior. They also examined how employees sometimes use reappraisal to act in unethical ways.

Their paper recently appeared in the journal *Organizational Behavior and Human Decision Processes*.

The Experiments

In the first study, the trio identified 171 people in various occupations who had reported experiencing guilt and shame at work within the past month. The researchers' next step was to ascertain how the workers had managed those feelings. As expected, they found that the subjects who were able to positively reframe the incidents that had produced guilt or shame were more satisfied with their jobs and less likely to suffer burnout. Unfortunately, the professors report, those same subjects also were "significantly more likely to engage" in counterproductive workplace behaviors, such as treating others rudely and falsifying expenses.

In the second study, using a new set of subjects in a variety of occupations, the researchers asked employees about their use of reappraisal. A week later, the same employees were asked to imagine a situation in which they could engage in counterproductive behaviors without consequences, and to reveal how likely they would be to engage in those behaviors in such a situation. "We found that the higher the subjects scored on the tendency to use reappraisal to lessen feelings of guilt and shame, the more willing they were to engage in counterproductive workplace behaviors," Flynn says.

In the third study, Feinberg, Ford, and Flynn filmed students in a professional MBA program as they participated in a heated negotiation task and had independent coders evaluate how unethically they

behaved during the task. Students who were more inclined to use cognitive reappraisal employed more unethical tactics, such as lying, misusing information, and making false promises.

The final pair of studies were lab experiments using simulations involving different kinds of unethical behavior. The first of them focused on the willingness to misallocate resources by unfairly splitting a \$15 fee, and the second focused on the willingness to lie about how long it took to complete a task. The researchers manipulated whether the participants reappraised their guilty feelings or not. In each case, the induced use of reappraisal was connected to more of the unethical behavior.

“Although using effective strategies such as reappraisal can help individual employees feel better,” the professors conclude, “better feeling may not always promote better outcomes.”

There’s one more finding in the studies that should prompt reflection. Cognitive reappraisal was commonplace: More than 60% of the participants in one study reported that they were already using the strategy.

“The more people practice cognitive reappraisal and extol its benefits, the more important it is to highlight its tradeoffs,” cautions Flynn. “Reappraising moral emotions can soothe one’s conscience, but it can also lead us down a dangerous path.” That’s a warning that employees and their leaders would do well to heed.

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Allahabad Management Association

Allahabad Management Association under an MOU with ICAI organised a two day workshop on 4th and 5th April by Mr. Vibhav Bajpai, Director HP4 and President, AMA on the topic 'Nuances of public speaking and group discussion' through Zoom. It was the sixth workshop conducted for the students of the Institute of Chartered Accountants Allahabad Chapter. The workshop covered communication skills, power dressing, body language, voice modulation and accent. Around 129 final year CA students benefitted from the workshop.



Mr. Vibhav Bajpai addressing the students



Mr. Pramod Bansal, Treasurer, AMA releasing the special cover

Allahabad Management Association under its MOU with India Post, Allahabad conducted a joint event to commemorate the Dandi March and Salt Satyagrah Movement on 6th April. A special cover was released on the occasion by Treasurer, Mr. Pramod Bansal who is also the president of Allahabad Philately Association. 15 executive committee members were present and the event was conducted by Mr. Ravi Prakash, Vice President, AMA.

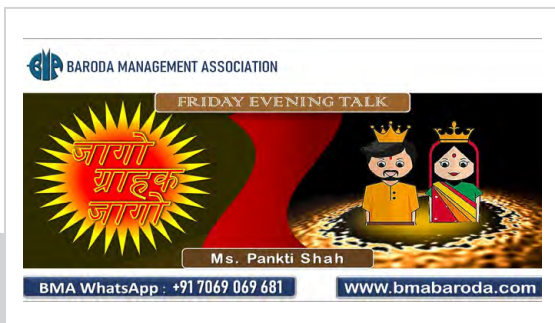
Baroda Management Association

Friday Talks

Baroda Management Association organised its evening talk on 2nd April on the topic 'Innovation In day to day life' with Mr Akshat Shah.



An evening talk on the topic 'Innovation In day to day life'



Talk by Ms Pankti Shah

BMA organised evening talk on 9th April on the topic, 'Jaago Grahak Jaago' and the speaker was Ms. Pankti Shah.



An evening talk by Ms. Reshma Golsangi

On 16th April, a talk was held on the topic 'Trading Business Old School vs New Age Practices' with speaker Ms. Reshma Golsangi. She spoke on why we select trading business, typical workflow and problems in trading business, new generation trading concepts, how to approach the market and gain more profits.

BMA organised a talk on 23rd April with speaker Dr Rajendra Hathi. He spoke on Ayurveda - Indian systems of medicines; various types and forms of ayurvedic medicines; collection and storage of herbal medicines and various technical methods of preparing ayurvedic medicines.



Talk by Dr Rajendra Hathi



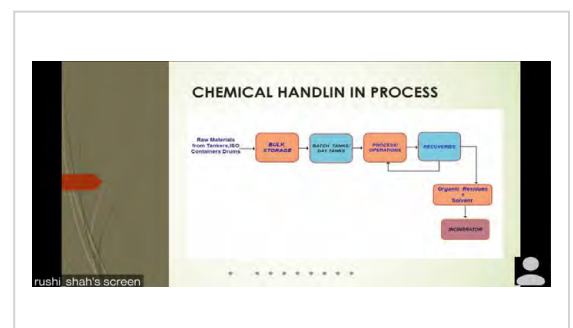
Talk by Mr Vijay Gupta

BMA conducted another evening talk on 30th April on the topic 'Technology Trend in Construction Permits' with Mr. Vijay Gupta.

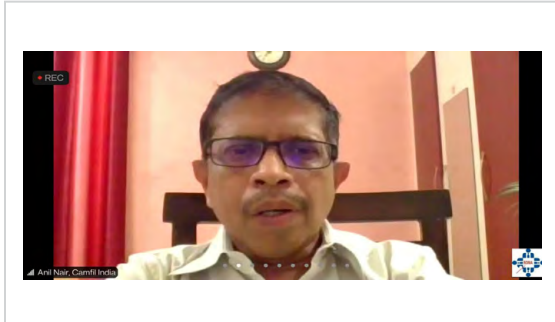
Bharuch District Management Association

EHS Forum

EHS Forum of BDMA organised a webinar on 21st April to discuss about how to mitigate fire and disasters that are caused due to mismanagement and poor handling of solvents. Mr. Rushi Shah, DGM, EHS, Intas Pharma was the guest speaker and highlighted important points about disasters caused by solvents and measures needs to be taken to avoid such mishaps in the factory. The session was attended by more than 50 participants from the industry.



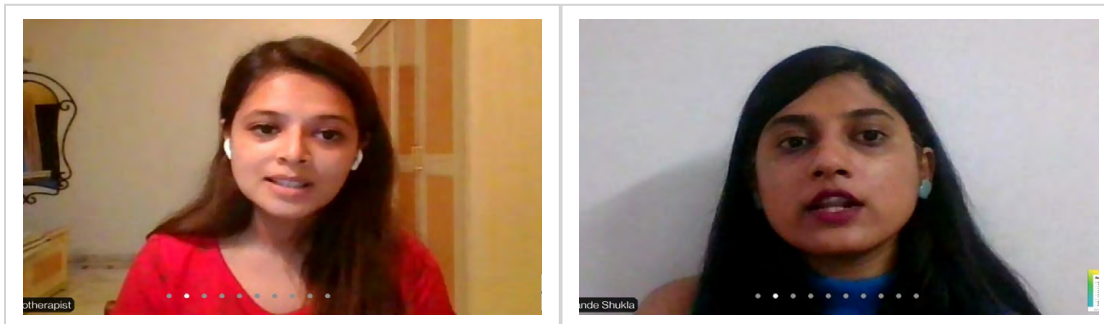
Speaker Mr. Rushi Shah sharing his presentation on 'Solvents'



Mr. Anil Nair addressing the webinar

EHS Forum organised a webinar on 23rd April on the topic 'Fighting 2nd Wave of COVID-19 Pandemic' by Mr. Anil Nair, Head, Project and Application, Camfil India Pvt. Ltd who spoke about precautions to keep our house, workplaces, offices and Occupational Health Centres COVID free. The session was attended by around 50 professionals and was well appreciated.

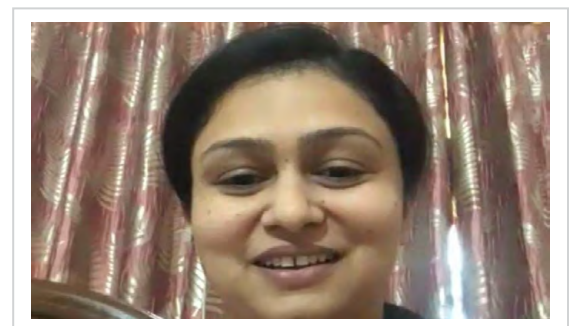
EHS Forum organised another webinar on 28th April on 'Nutrition and Mental Health at Workplace' on the occasion of World Day for Safety & Health at Work 2021. The event was graced by Mr. D C Chaudhary, Former DISH- Gujarat and Dr. Rakesh Dubey, Former Director – DMI, Bhopal as esteemed guests of honour. Ms. Kiran Deshpande Shukla, Consulting Clinical Dietitian and Ms Yesha Sheth, Psychologist and Therapist addressed the webinar as guest speakers. Ms. Kiran highlighted various aspects of nutrition like understanding immunity; eating foods that adds nutritive value to the diet; tips to support immunity etc. Over 40 professionals participated in the event. The session was very inspiring and useful for all the participants.



(L to R) Ms. Yesha Sheth and Ms. Kiran Deshpande Shukla addressing the webinar

Women's Forum

Women's Forum organised the 4th webinar of 'Courage Unlimited' series on 22nd April by Ms. Neelamba Jala, Equestrian. She spoke about various games and competitions, she not only participated, but also won various medals. The session was attended by around 40 participants.



Ms. Neelamba Jhala seen addressing

CSR Forum

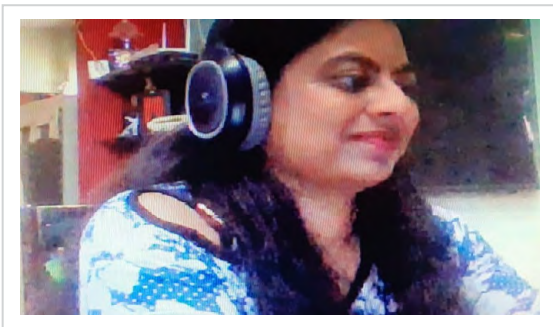
BDMA organised 6th CSR Forum Meet on 29th April to know about various CSR Initiatives of DCM Shriram Ltd. Mr. Kalpesh Mehta, Manager, CSR, DCM Shriram Ltd., Jhagadia briefed about various CSR initiatives undertaken by DCM Shriram Ltd in villages of Bharuch district like scholarships for poor kids and orphan girls, water harvesting, Sweet Water pump and COVID relief activities etc. The session was attended by about 35 participants and received excellent feedback for initiatives taken by DCM Shriram.



Mr. Kalpesh Mehta, Manager, CSR, DCM Shriram Ltd sharing his presentation

HR Forum Meet

BDMA organised its 52nd HR Forum Meet on the topic 'Mindset: Identify gap between skill and learning' with speaker Ms. Nisha Jain, Corporate Trainer and Coach and created great motivation amongst HR professionals by bringing in inspiration from the life of living legends like Ms. Mary Kom and others. She highlighted how one can use their skills bagged by passion, perseverance and purpose to achieve the new heights in career. The session was attended by over 30 participants and was well applauded by everyone.

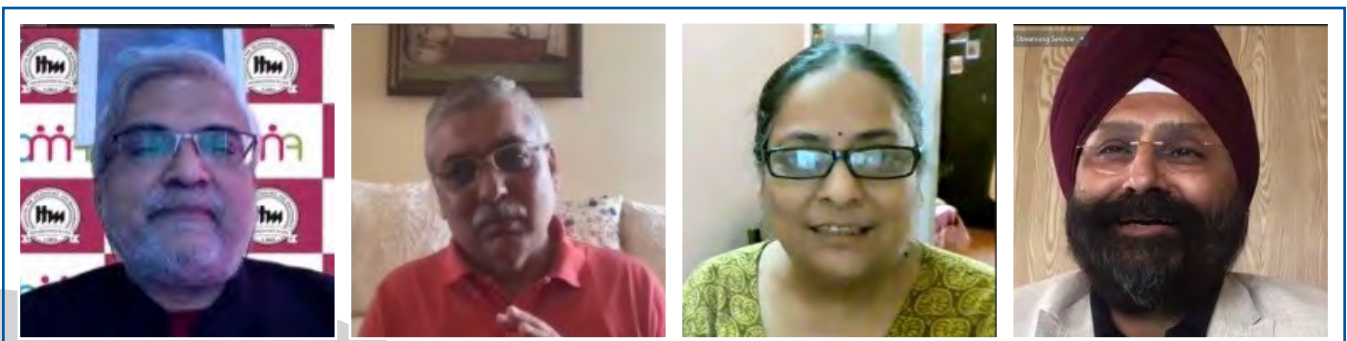


Ms. Nisha Jain addressing 52nd HR Forum Meet

Bombay Management Association

Digital Leadership

Bombay Management Association conducted a special fireside chat session on 10th April by Mr. Ashish Bhasin, CEO, APAC and Chairman India, Dentsu Aegis Network and member of the Dentsu Aegis Network's Global Executive Team, a globally recognised media veteran. Mr. Jagmohan Singh Rishi initiated the questions for the fireside chat. It was attended by 109 participants.



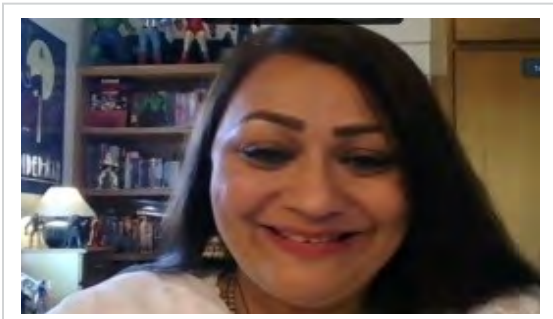
(L - R) Prof RSS Mani, President BMA & VP-ITM Group; Mr. Ashish Bhasin CEO APAC and Chairman India, Dentsu Aegis Network; Dr. Kavita Laghate, VP-BMA & Director, Jamnalal Bajaj Institute of Management Studies and Mr. Jagmohan Singh Rishi, Global Head- Digital Strategy & Leadership Development, Wockhardt Ltd

Webinar

BMA conducted Wednesday Wisdom webinar on 'No Rona During Corona - Brand Marketing Growth during COVID Times' by Brand Guru, Mr Jagdeep Kapoor on 14th April. He discussed a lot of new and original ideas on Brand Management. Over 100 participants enjoyed the interaction with the speaker.



Mr Jagdeep Kapoor, Founder Chairman & MD, Samsika Marketing Consultants Pvt. Ltd.



Ms. Radhika M. Dudhat, Partner, Shardul Amarchand Mangaldas & Co

BMA conducted Friday Fundamentals on 23rd April on 'The Landscape of Succession Planning' by Ms. Radhika M. Dudhat. The speaker shared her thoughts related to succession planning with the participants. About 59 professionals attended the enthralling session.

BMA conducted Wednesday Wisdom webinar on 28th April on 'Covid and Impact on Migratory Labour' by Dr. Rajendra Meherotra and Prof. V.P. Raja. They shed light on this very sensitive and important topic of 'Migrant Labour' followed by the Q/A session. It was attended by 76 participants.

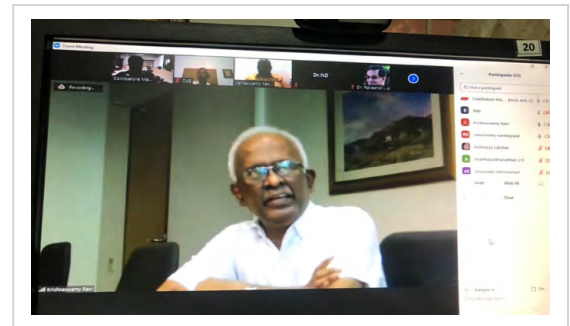


Dr. Rajendra Meherotra; Prof. V.P. Raja and moderator Dr. Kavita Laghate, VP-BMA & Director, Jannalal Bajaj Institute of Management Studies addressing the participants.

Coimbatore Management Association

Monday Musings

Coimbatore Management Association organised a talk on 5th April during the Monday Musings session by Mr. K. Ravi, Vice-President, CMA. Mr. Ravi, CFO of Roots Industries delivered a talk on 'Financial survival - How to thrive during economic downturn'. Dr. O. A. Balasubramaniam, Past President, CMA delivered the welcome address and Dr. Nandagopal, Past President, CMA delivered the vote of thanks. Dr. Prashant R. Nair, Joint secretary, CMA and Associate Professor, Amrita Vishwa Vidyapeetham, Coimbatore campus moderated the session which was attended by students and members of CMA.



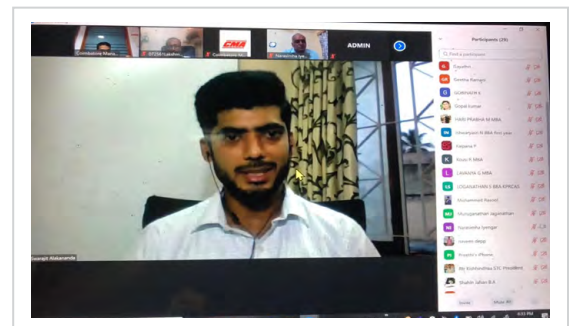
Talk by Mr. K. Ravi



Talk by Dr. Charanya

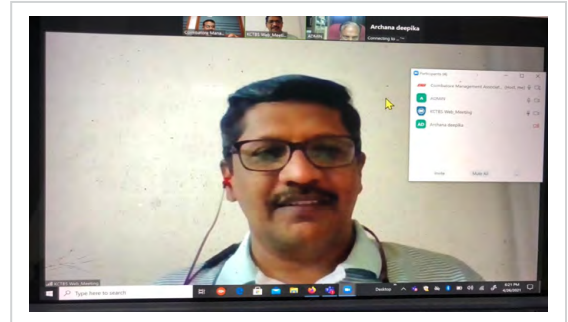
CMA organised a talk on 12th April by Dr. Charanya, counselling psychologist, NLP practitioner and a motivational speaker, who spoke about Entrepreneur's emotional quotient. The psychologist touched upon various aspects of emotional quotient needed for an entrepreneur. Dr. Vandhana Madhavkumar, Managing Committee Member, CMA gave the welcome address and Ms. Sujatha, Senior Executive officer, CMA secretariat proposed the vote of thanks. The session was moderated by Dr. Prashant R. Nair, Joint secretary, CMA.

CMA organised a session on 19th April with Mr. Swarajit Alaknanda, CEO of a gadget repairing start-up, on 'Fix your Gadgets'. The speaker started with how people have unique passions and delivered an engaging session describing his journey to entrepreneurship. He also talked about his environmental initiative, 'Green Ganesha' which is to make Ganesha idols in clay during Ganesh Chaturthi. The programme was attended by students and Mr. A.R. Lakshmanan, MC member, CMA gave the welcome address and Dr. Prashant R. Nair, Joint secretary, CMA moderated the session.



Talk by Mr. Swarajit Alaknanda

CMA organised a talk on 26th April by Dr. S. Jaishankar, Associate Professor, KCT Business School, Kumaraguru College of Technology, Coimbatore, who stated that “Cutting down production costs will increase profits without investing on more resources”. Dr. Prashant R. Nair, Joint Secretary, CMA gave the welcome address and moderated the session. Dr. N. Raveendran, Treasurer, CMA summed up the session and proposed the vote of thanks. The session was well appreciated by CMA members and other participants.



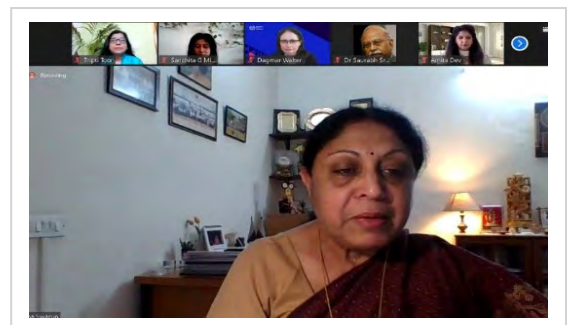
Talk by Dr. Jaishankar

Delhi Management Association

11th Women Entrepreneurs Conference and DMA All India Women Entrepreneurs Awards 2021

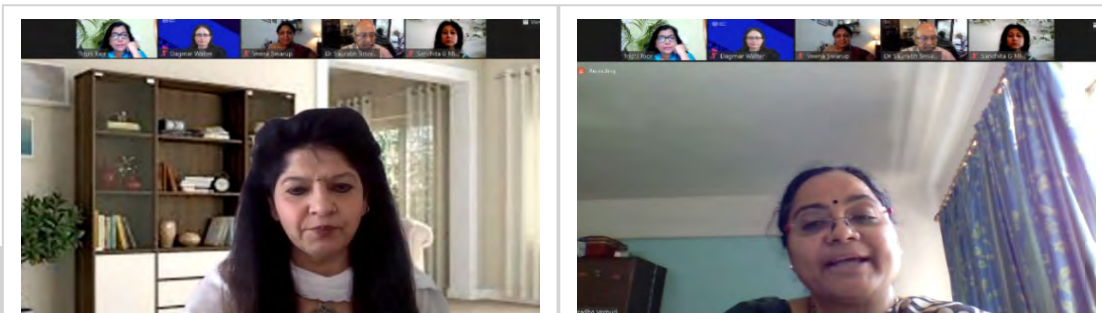
The 11th Women Entrepreneurs Conference on the theme ‘Changing Landscape for Entrepreneurs – Aspire, Adapt and Achieve’ and All India Women Entrepreneurs Awards was organised by NOWE@DMA on 22nd April through Zoom. It was organised to recognise the effort of women achievers and women entrepreneurs in different fields of life.

Ms. Veena Swarup, Former Director HR, Engineers India Limited & Conference Chairperson, gave the welcome address and extended her support to women entrepreneurs from all walks of life while shedding light on the IWD 2021 Campaign ‘Choose to Challenge’.



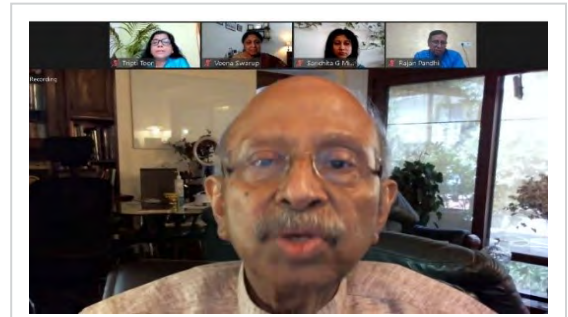
Ms Veena Swarup, Former Director- HR, EIL addressing

In the Inaugural session, interesting and inspiring insights about the importance of mentorship and incubation support for women entrepreneurs to build sustainable enterprises were shared by the Guest of Honours, Dr Amita Dev, Vice-Chancellor, IGDTUW and Ms. Anuradha Vemuri, Advisor, Ministry of Skill Development and Entrepreneurship, GOI.



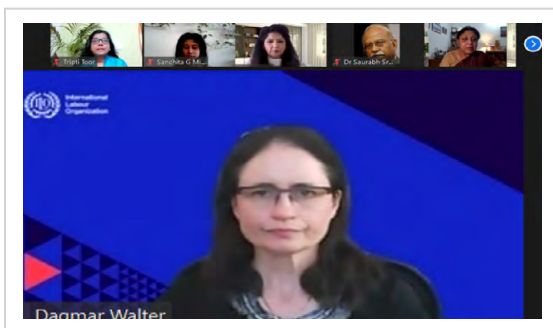
(L to R) Dr Amita Dev, Vice-Chancellor, IGDTUW and Ms Anuradha Vemuri, Advisor, Ministry of Skill Development and Entrepreneurship, GOI addressing

Padma Shri Dr Saurabh Srivastava, Co-founder and former Chairman, NASSCOM, IVCA, TIE @ Founder IAN was recognised with an award 'Iconic Leadership for Promoting Entrepreneurship' followed by a special address expressing his ideas on why individuals should think of becoming an entrepreneur.



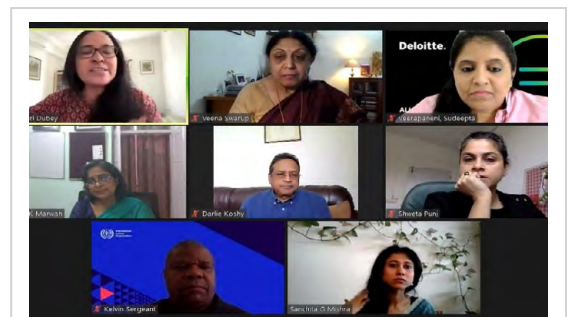
Padma Shri Dr Saurabh Srivastava, Co-founder and former Chairman, NASSCOM, IVCA, TIE @ Founder IAN

The Inaugural address was shared by the Chief Guest, Ms Dagmar Walter, Director, ILO India. She spoke extensively about the role of various restraints like lack of access to training and social limitations in curbing the growth of women entrepreneurs.



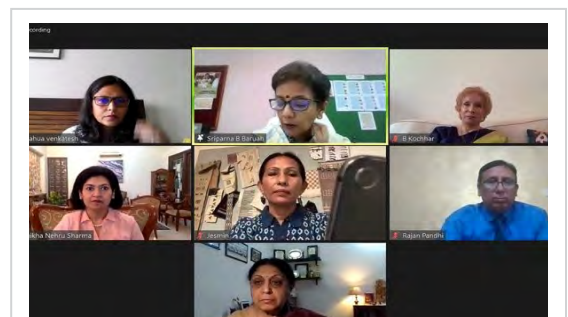
Ms Dagmar Walter, Director, ILO India

The second session on 'Adapting to the Changing Environment' was hosted by session moderator, Ms Madhuri Dubey, Founder, National Skills Network, with an array of distinguished speakers from the Management and Entrepreneurial setup - Dr Sunita Sanghi, Former Principal Adviser, Ministry of Skill Development and Entrepreneurship and Former Executive Member, NCVET; Dr Darlie Koshy, CEO, Apparel Training and Design Center and Author of Runway to Skilled India; Mr Kelvin A. Sergeant, Sustainable Enterprise Development Specialist ILO Decent Work Team for South Asia and Ms Sudeepta Veerapaneni-Director, Supply Chain Network, Deloitte India. The third session of the conference on the theme 'Building Your Funding capacity' was moderated by Ms Shweta Punj, Senior Editor, India Today Group, with insights from some notable speakers - Ms Shilpy Kochhar, Sr Manager Entrepreneurship Development, BIRAC; Ms Seema Chaturvedi, Managing Partner, AWE Funds; Mr Sunil K Marwah, CEO, Sector Skill Council for Food Processing and Mr Ullas Marar, Head Project, Her & Now, GIZ India.



Speakers addressing during the event

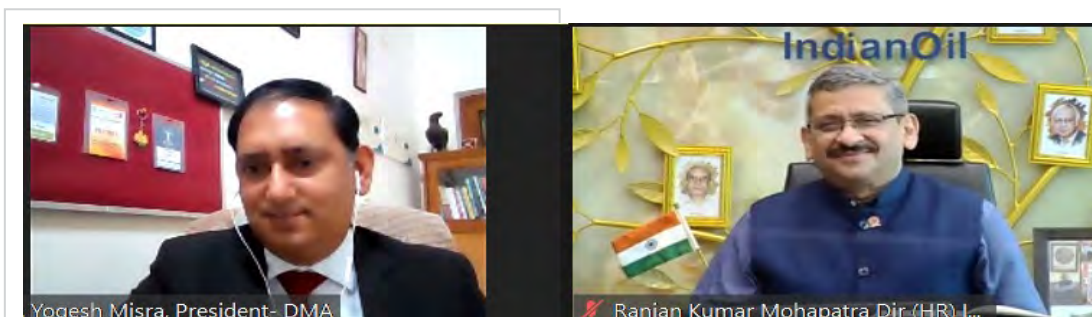
The fourth session on 'Lessons through Storytelling' was moderated by Ms Mahua Venkatesh, Executive Editor, India Narrative. The panel included Dr Blossom Kochhar, Chairperson, Blossom Kochhar Group of Companies; Dr Shikha Sharma, Founder, Dr Shikha's Nutri Health; Ms Jesmina Zeliang, Culture Entrepreneur, COA Member, Export Promotion Council for



Speakers addressing the session

Handicrafts and Executive Member, Handicrafts & Carpet Sector Skill Council and Dr Sriparna B Baruah, Head, Centre for Industrial Extension, Indian Institute of Entrepreneurship, Guwahati. The valedictory session of the conference was given with concluding remarks by Ms Veena Swarup, Former Director HR, Engineers India Limited and Conference Chairperson.

Dr Yogesh Misra, Vice President, Thomas Assessments and President, DMA, talked extensively about the prestigious history of DMA and the impressive work done by the female post-holders within the organisation. The Guest of Honour for the conference, Mr. Ranjan Mohapatra, Director HR, Indian Oil Corp. Ltd., shared some tips with entrepreneurs to run a successful business and for a fulfilling life.

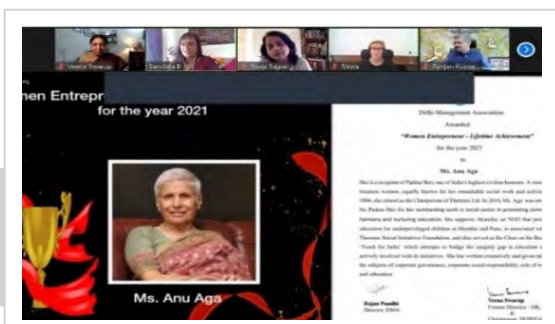


(L to R) Dr Yogesh Misra, Vice President, Thomas Assessments and President, DMA and Mr. Ranjan Mohapatra, Director HR, Indian Oil Corp. Ltd addressing

The special address was followed by the presentation of special awards wherein Ms. Anu Acharya, CEO, Mapmygenome was recognised with the Role Model Award. Ms. Padmaja Ruparel, Co-founder, Indian Angel Network, was recognised with The Mentorship Award.



Ms. Anu Acharya, CEO, Mapmygenome and Ms. Padmaja Ruparel, Co-founder, Indian Angel Network



Padma Shri Ms. Anu Aga, Former Chairperson, Thermax

Padma Shri Ms. Anu Aga, Former Chairperson, Thermax was recognised with the Lifetime Achievement Award. Ms Aga shared anecdotes spotlighting the prejudices faced by her while growing up and her experiences of being a woman in the business world in her acceptance speech.

The valedictory address was given by the Chief Guest, HE Ambassador Ritva Koukku-Ronde, Ambassador of Finland & EU Gender Champion for India. The Ambassador shared her vision for supporting and promoting gender equality initiatives in India for closing the gender pay gap while advocating ideas for advancing gender balance in decision making. The conference concluded with a vote of thanks delivered by Mr. Rajan Pandhi, Director, DMA. The conference received more than 250 registrations from distinguished professionals from top MNC's, illustrious entrepreneurs, management students and stalwarts from the business industry.



HE Ambassador Ritva Koukku-Ronde addressing the valedictory session

Faridabad Management Association

Faridabad Management Association in collaboration with Manav Rachna Centre for Socio Economic Research, Consultancy and Training and Core-HR and IR Group conducted a virtual panel discussion on 7th April on the topic 'Building Capabilities During Uncertain Times'. The event started with a welcome address by Ms. Saloni Kaul, Secretary, FMA and also Founder and CEO It's People, Udaan- Its time to Fly and Director, Publishing House England Ltd. The distinguished speakers for the session were Ms. Shagun Jaina, Divisional Manager-HR, ITC Hotels; Mr. Subir Verma, Head – HR and IR and Medical Services, Tata Power DDL and Mr. Vir Bharat – Head HR Business Partner, Yamaha Motor Solutions Pvt Ltd. The session was moderated by Prof. Dr. Amit Seth, Director-FCBS and Head, Manav Rachna Centre for Socio-



Building Capabilities During Uncertain Times

Economic Research, Consultancy and Training. The session was attended by students, faculty of Manav Rachna and participants from industry. The vote of thanks was given by Mr. V. Thyagarajan, Executive Director, FMA.

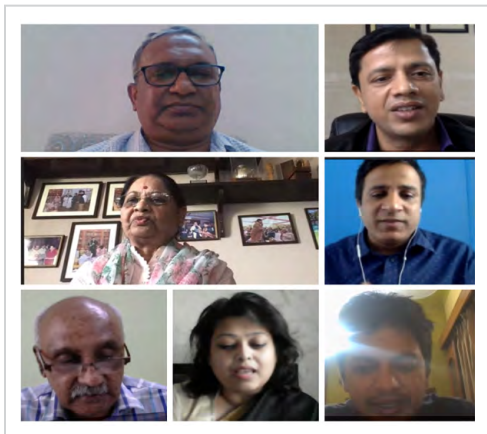
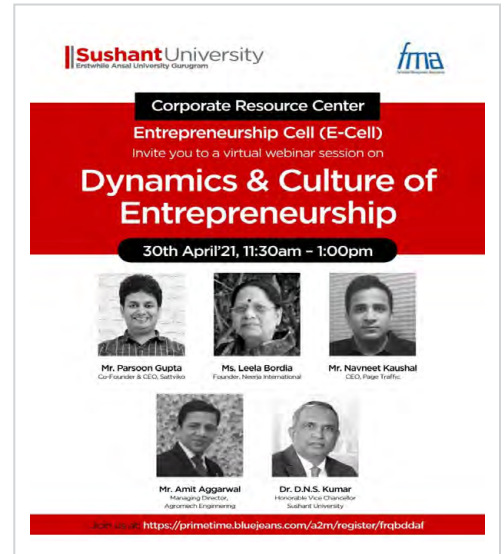
FMA in collaboration with It's People organised a virtual webinar on 10th April on 'Celebrating Women Achievers' with Ms. Sartaj Lamba, Chair Person, AJ Group of Companies, Founder and CEO at Buddy Cab. The event started with the welcome address by President, FMA Mr. Abhay Kapoor and chaired by Ms. Saloni Kaul, Secretary, FMA and also Founder and CEO It's People, Udaan- Its time to Fly and Director, Publishing House England Ltd. Ms. Sartaj Lamba spoke



Ms. Sartaj Lamba, Chair Person, AJ Group of Companies, Founder and CEO at Buddy Cab and Ms. Saloni Kaul, Secretary, FMA

about her Journey in life and how she was able to achieve success after initial struggle. The vote of thanks was proposed by Mr. V. Thyagarajan, Executive Director, FMA. It was well attended by industry as well as academia.

FMA in collaboration with Sushant University, E-Cell conducted a virtual webinar on 30th April on the topic 'Dynamics & Culture of Entrepreneurship'. The event was organised to encourage students to take up entrepreneurship and started with a welcome address by Dr. Tanushree Gulati, Director, AHPSL and Hon. Director-DDPL. She welcomed the distinguished panelists and participants and spoke



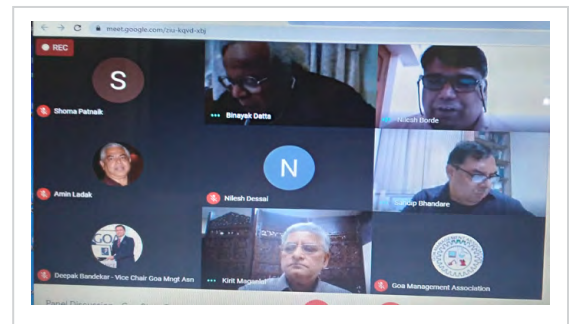
Clockwise - Hon. Vice Chancellor Dr. D.N.S. Kumar; Mr. Amit Aggarwal, Managing Director, Agromech Engineering Pvt. Ltd; Mr. Navneet Kaushal, CEO - Page Traffic; Mr. Prasoon Gupta, Co- Founder & CEO, Sattviko Food Products; Moderator - Dr. Tanushree Gulati; Mr V. Thyagarajan, Executive Director, FMA and Ms. Leela Bordia, Founder - Neerja International (Blue Pottery)

about Sushant University and FMA, and moderated the session. The speakers were Hon. Vice Chancellor of Sushant University, Dr. D.N.S. Kumar who spoke about innovative practices; Ms. Leela Bordia, Founder, Neerja International, Jaipur, famous for blue potteries; Mr. Prasoon Gupta, Co-Founder and CEO – Sattviko Food Products; Mr. Amit Aggarwal, Managing Director, Agromech Engineering and Mr. Navneet Kaushal, CEO- Page Traffic. The event was an initiative of Corporate Resource Centre of Sushant University and curated by Mr. Gaurav Saini, Director- CRC along with Mr. V. Thyagarajan, Executive Director of FMA. Finally, the vote of thanks was proposed by Mr. V. Thyagarajan. It was attended by the students of Sushant University, faculty as well as industry participants.

Dynamics & Culture of Entrepreneurship-Sushant University

Goa Management Association

Goa Management Association conducted a panel discussion on 6th April on 'Goa State Budget 2021'. The panel included Mr. Kirit J Maganlal, Founder and CEO, Magsons Group; Mr. Sandip Bhandare, Chartered Accountant and Former President, GCCI and Mr. Binayak Datta, Former CFO and VP, Zuari Agro Group. The session was moderated by Mr. Nilesh Borde, Professor of Management Studies, Goa Business School. The welcome

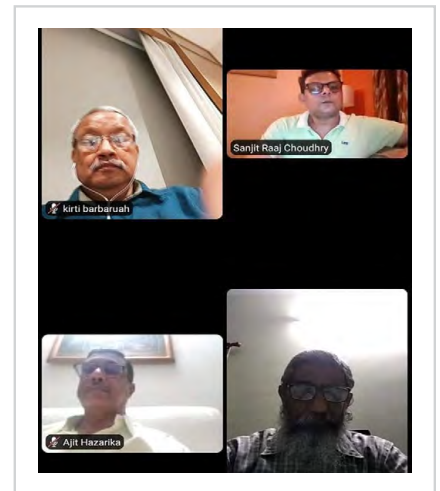


Panel Discussion – Goa State Budget 2021

address was given by Mr. Deepak Bandekar, Vice Chairman, GMA and Mr. Nilesh Borde introduced the panel members and invited each panel member for their opening remarks about their view on the budget. The discussion covered several issues like GSDP, Deficit (Revenue and Fiscal), Borrowings, Business Environment in Goa and impact of pandemic on these variables. The programme concluded with a vote of thanks proposed by Mr. Sunil Dias, Hon. Treasurer, GMA.

Guwahati Management Association

Guwahati Management Association organised the monthly meeting on 24th April on the topic 'Being a social entrepreneur' through Zoom. The speaker was Mr Sanjit Raj Choudhury, Director, Pragati Edutech, Guwahati. Mr Bhabesh Hazarika, Vice President, GMA welcomed Mr Sanjit Raj Choudhury to the webinar and Mr Bibhuti Dutta, Hony. General Secy, GMA, introduced the speaker to the participants. The speaker spoke about his journey as an entrepreneur. The talk was quite interesting and enjoyed by everyone present in the session. The meeting was also attended by overseas members from USA and Singapore. Mr Simanta Goswami, Jt. Secretary, GMA proposed the vote of thanks.

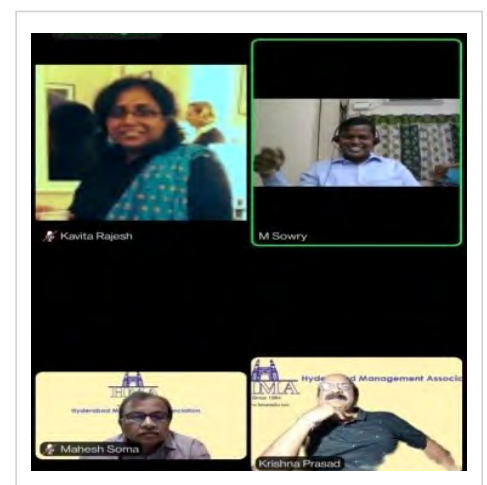


Mr Sanjit Raj Choudhury, Director, Pragati Edutech addressing the session

Hyderabad Management Association

MDP

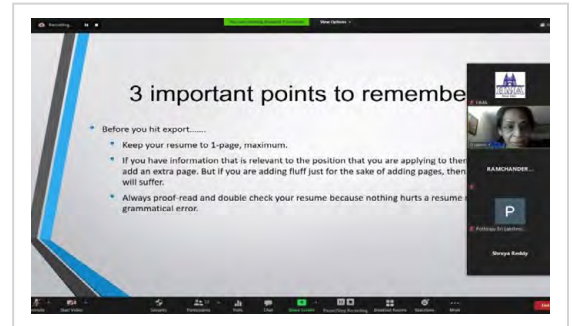
HMA conducted an online MDP on 29th April on 'Interpersonal Communication-A Transactional Approach' by Dr. M. Showry, Associate Professor- IBS Hyderabad. It was a very informative session touching the various aspects of interpersonal communication. The three conscious aspects of human personality are the three ego states - child ego, adult ego and parent ego and they affect human interactions. The faculty expertly described the same with examples from the 'Ecogram' of the participants which was prepared based on a questionnaire comprising of 40 questions. It was explained whether somebody is a critical parent, nurturing parent, adaptive child or a natural child or operating in adult ego state. The life positions of a person were also clarified clearly with appropriate examples.



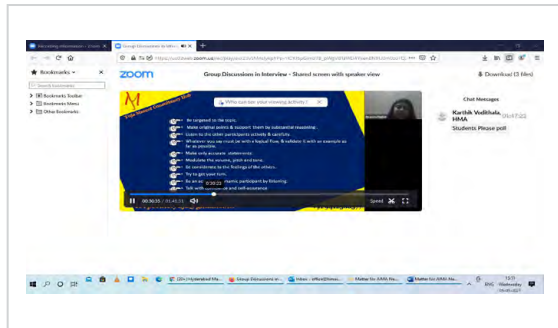
Management faculty during the MDP

Industry Readiness Programme

The Industry Readiness Programme for MBA and BBA students moved forward in the month of April with three sessions. On 3rd April, 'C V Building' and 4th April, 'Personal Interview Skills' were taken up by Ms. Srilaxmi. She opined that documentation plays a very important in the process of employment. Job description and curriculum vitae are critical documents. The covering letter also plays an important role in the employment process.



Presentation by Ms.G. Srilaxmi



Presentation by Ms. Akansha Dublish

Ms. G. Srilaxmi shared personal interview questions are questions about a student’s personally, work style, work ethic, how he or she handles stress, what they expect from an employer, and how they will handle certain situations. On 25th April, Ms. Akansha Dublish took a session on 'Group Discussions in Interview'. According to her, one of the key factors in an executive’s success in corporate ladder is group discussion.. There were mock group discussions done by the students who were split into groups and they were given topics to discuss after a demonstration through a video on group discussions.

Youth Development Programme

The Young Leaders Committee of the Hyderabad Management Association, with Mr. Vijay Vedantam, as the Convenor and Dr. Vijayalakshmi Kanteti, as Co-Convenor conducted a thought provoking lecture session on 10th April by Dr. Rasheed MA, on the topic titled 'Coaching, Mentoring and Counselling' to the young leader’s forum of HMA through webinar. Dr. Rasheed MA, Head-HR of My Home constructions, Hyderabad emphasised that we can all do with a helping hand, a shoulder to lean on, or someone to shine a light on the path ahead. He touched upon important aspects of aligning leadership role in the organisation’s success by continuously focusing on the enhancement of employee competencies by way of Coaching, Mentoring and Counselling. Ms. Kavitha Rajesh, Vice President of HMA gave the welcome address and Mr. Ramchander V. Secretary gave the vote of thanks.



Session on 'Coaching, Mentoring and Counselling'

Panel Discussion

HMA organised a panel discussion in association with Indian Direct Selling Association on 24th April on the topic 'Impact of Covid-19 on Indian Economy and the way forward'. The panellists were Dr T.K. Sreedevi, I.A.S, Secretary to Government- Finance, Government of Telangana; Mr Parakala Prabhkar, Political Economist and Policy Consultant, Managing Director- Right FOLIO; Mr E. Aravinda Reddy, Deputy Commissioner- State Taxes, Government of Telangana; Mr Samir Modi, Managing Director, Modi Enterprises, Founder and Managing Director, Modicare; Mr Anshu Bagai, Managing Director, Jeunesse Global India and moderator, Mr Kingshuk Nag, Journalist and Author. According to the panellists, COVID 19 has been a boon and a bane for the Indian economy. They stated that India had become digital overnight and many were learning how to cope with the unprecedented times as well as contribute their might to the society and the government. It was an informative and insightful session on the situation all over India.



Panel discussion on 'Impact of Covid-19 on Indian Economy and the way Forward'

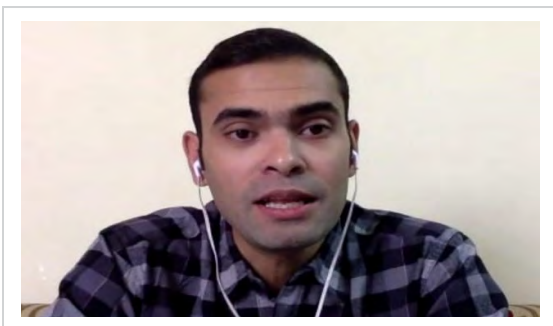
Indore Management Association

Exclusive Session

Indore Management Association organised an exclusive session on 9th April on the topic 'Build Progressive Mindset for successful Lifestyle'. The facilitator for the session was Mr. Amandeep Thind, a world-renowned International Speaker, Trainer, and Empowerment Coach, London, UK.



Mr. Amandeep Thind addressing the session.



Mr. Kester Craig Scharenguivel during the session

Skill Development programme

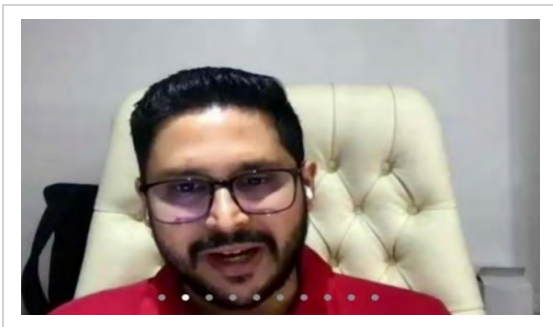
Indore Management Association organised a two day 'Skill Development' webinar on 15th and 16th April on the topic 'Communications: - Verbal and Non-Verbal'. The facilitator for the session was Mr. Kester Craig Scharenguivel, a Corporate Trainer and Language Coach.

Student Chapter – COE

IMA Student Chapter organised a Centre of Excellence webinar for the students on 17th April on the topic 'Marketing Strategies in the Air' with Mr. Ankit Jain, Marketing Manager, MRF Ltd., Raipur.



Mr. Ankit Jain during the session



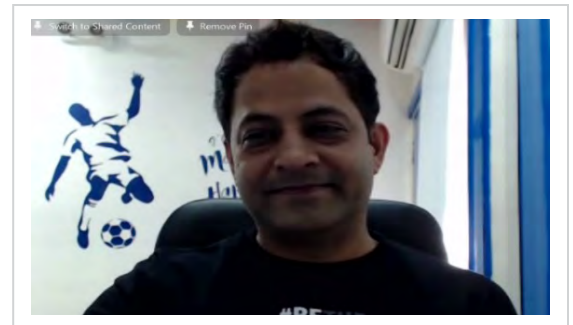
Mr. Indraneel Chitale addressing the session

Mentoring from CEO

IMA organised a session with other Association 'Mentoring from CEO' on 18th April on the topic 'CEOs Journey, Success Mantras' with Mr. Indraneel Chitale, Partner and CEO of Chitale Group, Pune.

IMA Reader's Clique

IMA organised IMA Reader's Clique, a book review webinar, on 23rd April on the book 'The Genius You'. The facilitator of the session was Mr. Manoj Chhablani, Vice President, India Operations Indore, Webgility Technocrats Indian Pvt. Ltd.



Mr. Manoj Chhablani during the session



Dr. Bharat Rawat during the session

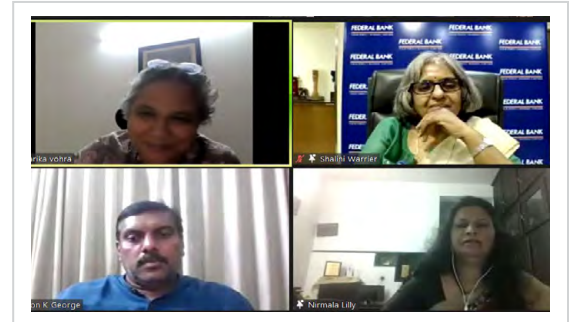
Open Forum

Indore Management Association organised an Open Forum on 30th April. The session featured a discussion on the topic 'Small Efforts for A Better Lifestyle in Today's World' with Dr. Bharat Rawat, Associate Director, Cardiology, Lifestyle Guide at Medanta Hospital, Indore.

Kerala Management Association

LeaderTalks Session

KMA organised a talk on 8th April on the topic 'Women Directors – how to get past tokenism' by Prof. Neharika Vohra, Vice-Chancellor, Delhi Skill and Entrepreneurship University under the Women Managers Forum. The event was attended by over 120 delegates. The session opened with an address by Sr. Vice President, Ms. Nirmala Lilly and followed by an introduction of the speaker by Dr. Shailaja Menon, Member, KMA Women Managers Forum and the vote of thanks was proposed by Honorary Secretary, Mr. Jomon K George.



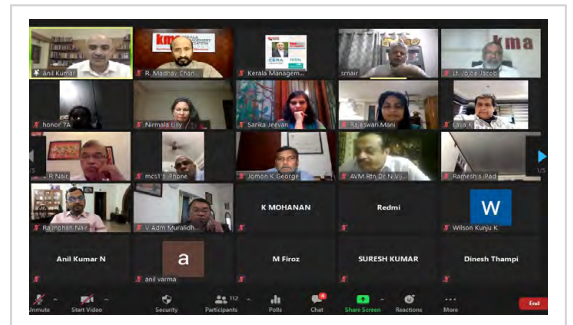
Speaker, Prof. Neharika Vohra interacting with Ms. Nirmala Lilly; Ms. Shailaja Menon and Mr. Jomon K George



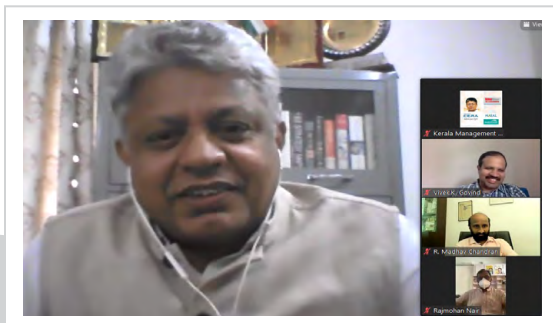
Mr. V. Ramakrishnan during the session

KMA organised the second LeaderTalks session on 13th April by Mr. V. Ramakrishnan, Chief Financial Officer, Tata Consultancy Services on the topic 'Technology as Business Enabler with Focus on Finance Management'. The event was presided over by President, Mr. R. Madhav Chandran; Programme Committee Chairman, Mr. S R Nair introduced the speaker and the vote of thanks was proposed by Mr. Jomon K George, Honorary Secretary. The session was widely appreciated by members and 160 people attended the event.

KMA conducted a session on 21st April by Mr. Anil Kumar MR, Managing Director and President, SEG Automotive India Pvt Ltd on the topic 'Business Transformation'. The session was attended by over 140 delegates from different streams of life. The event was presided over by President, Mr. R. Madhav Chandran; Programme Committee Chairman, Mr. S R Nair introduced the speaker and the vote of thanks was proposed by Mr. Jomon K George, Honorary Secretary.



Mr. Anil Kumar MR during the 'LeaderTalks'



Mr. S R Nair and KMA office bearers

Workshop

A session was facilitated on 29th April by Mr. S R Nair, Former President, KMA on the topic 'IKIGAI', answers to Your Questions on The Reason of Your Living. The Presidential address was done by President, Mr. R. Madhav Chandran. The welcome and introduction of speaker was done by Mr. Vivek Krishna Govind, Chairman, MEP and the vote of thanks was proposed by Mr. Jomon K George, Honorary Secretary. There were 49 registrations for the event and the programme was well appreciated by the delegates.

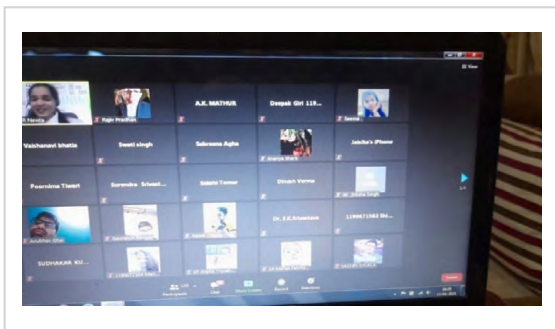
Lucknow Management Association

Interactive Panel Discussion

Lucknow Management Association collaborated with FocusAgritech and Agriculture Today Group in organising an interactive panel discussion on 10th April on 'Can Information Technology platforms transform agriculture and farmers Income?' The eminent panelists were Mr Amitabh Agarwal, CEO Agribazar; Mr. V.R. Rajesh, Government and Enterprise Head, CroPln and Dr. Sat Kumar Tomer, Co-Founder, Satyukt Analytics. The session was moderated by Mr. Vijay Sardana, Techno Legal Expert, Advocate Delhi High Court and IIM Ahmedabad Alumni. Mr. A K Mathur, Vice President, LMA welcomed the participants and introduced the panelists.



Panel discussion on 'Can Information Technology platforms transform agriculture and farmers Income?'



Session in progress

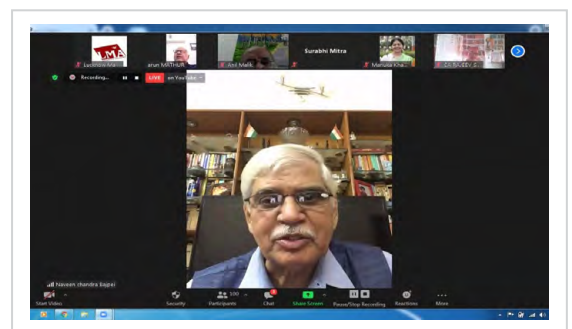
Sciences and BBD University.

Knowledge Sharing Session

LMA in association with Advisors Club, Pune organised a knowledge sharing session on 12th April on 'Grooming and Etiquettes for Corporate Jobs' by Dr K. R. Newra, Life Coach, Corporate Trainer, Motivational speaker. Mr. A K Mathur, Vice President, LMA welcomed and introduced the speaker and Mr. Rajiv Pradhan, Executive Director, LMA concluded the session with a vote of thanks. The session was also attended by number of MBA students from School of Management

Online Awards

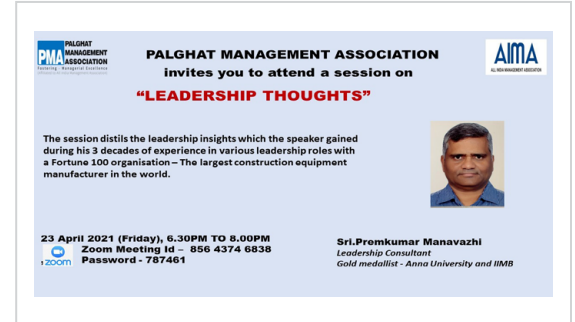
LMA organised an online awards evening on 30th April through Zoom in which Mr. N.C. Bajpai, Former Vice Chairman, Planning Commission Uttar Pradesh was the Chief Guest and conferred 10 LMA annual awards 2020 and 7 Women achievers awards 2021 as well. Mr. A K Mathur, Vice President, LMA welcomed and read out the citations of the awardees and Mr. Pravin Kumar Diwedi, Senior Vice President, LMA concluded with a vote of thanks. The ceremony was attended by all the awardees, their guests and LMA members in large numbers.



Mr. N.C. Bajpai, Former Vice Chairman, Planning Commission Uttar Pradesh during online Awards

Palghat Management Association

Palghat Management Association organised a webinar on the leadership insights which the speaker gained during his decades of experiences in various leadership roles with Fortune 100 organisations and the largest construction equipment manufacturers in the world. The session was presented by Mr Premkumar Manavazhi, a Leadership Consultant and Gold Medallist from Anna University and IIMB. The session was well attended and received by PMA members.



Session on 'Leadership Thoughts' by Mr Premkumar Manavazhi

Thrissur Management Association

MDP

TMA organised a full day Management Development Programme on 8th April on the topic 'Reaching The Next orbit: Why it Matters? What it takes? How do you go about it?'. The speaker of the session was Mr. Ajit G Paul, Stanford Seed Consultant, Business Transformation Advisor at Digital i2o; Co-Founder - Giftolexia Solutions Pvt. Ltd. It was a very informative and useful session attended by 25 delegates.



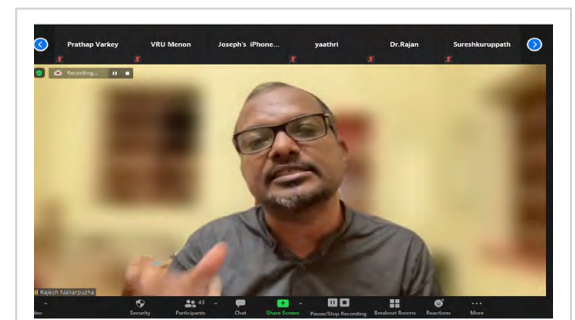
Mr. Ajit G Paul, Stanford Seed Consultant, Business Transformation Advisor at Digital i2o; Co-Founder - Giftolexia Solutions Pvt. Ltd addressing the delegates



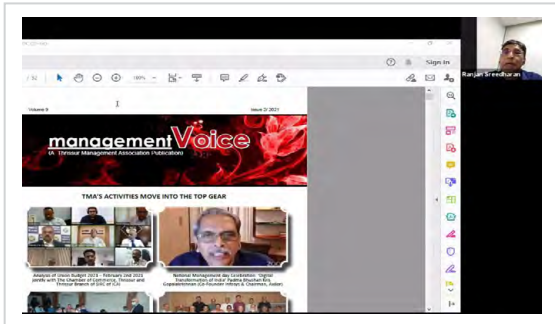
MDP in progress

Webinar

TMA organised a webinar through Zoom on the topic 'Maintaining a Relationship with Elusive Customers' on 27th April with Chief Guest, Dr. Rajesh Nanarpuzha, Faculty, IIM Udaipur. Er. Vinod Manjila welcomed all the participants and Dr. V M Xaviour delivered the presidential address. Hon. Jt. Secretary, Er. Francis George formally introduced the Chief Guest and CEO, Geo Job proposed the vote of thanks. It was a highly interesting and thoughtful interactive session attended by 90 members.



Dr. Rajesh Nanarpuzha, Faculty, IIM Udaipur addressing TMA Members



TMA Management Voice

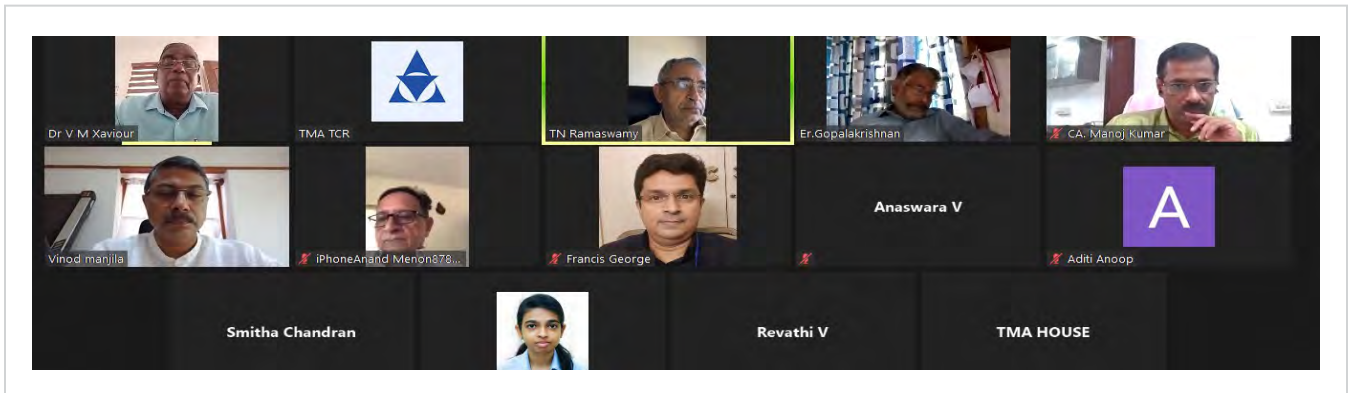
TMA released the second volume of Management Voice on 27th April and Chief Editor, Mr. Ranjan Sreedharan narrated the content of the book.

T R Raghavan Memorial Best Management Student Award Interview

TMA- T R Raghavan Memorial Best Management Student Award Interview was conducted on 28th April through Zoom. 5 candidates from 5 business colleges attended the interview.

Chief Editor, Mr. Ranjan Sreedharan releasing second volume of TMA Management Voice

The Award is conferred on the best management student in the MBA programme conducted by recognised Universities and studying in a management institution situated in Thrissur district, Kerala. The panel of judges were Mr. T N Ramaswamy, TMA MC Member; Er. Anand Menon, TMA Past President and Er. Anand Menon, TMA Past President.



TMA- T R Raghavan Memorial Best Management Student Award Interview

Trivandrum Management Association

Enlite Series for B-School Students

Trivandrum Management Association organised a student chapter enlite series for B-School students on 27th April on 'Career Planning' by Mr. Lennis Mathews, SPHRi, Director, UrbanHR Services Pvt. Ltd through Zoom. The programme was well received and attended by the HoD, faculty and students of TMA Student Chapter.



Talk on 'Career Planning'

Vaikom Management Association

VMA organised a programme on 28th April by Mr. K Rupeshkumar, Internationally known Ambassador of Responsible Tourism and Mission coordinator for Government of Kerala. Responsible Tourism, engaged a session on the concepts and possibilities of tourism world over. The talk was very informative.

A webinar was held on 30th April on 'The Responsibilities of the New Government in Kerala' by Adv P Venu. The programme was very interesting and 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**

ALL INDIA MANAGEMENT ASSOCIATION-CENTRE FOR MANAGEMENT EDUCATION

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Tel : 011-47673000/011, 49868399 Extn. 741, Email: kiran@aima.in, Website: aima.in

AIMA Events Calendar

Event	Programme Chairman /Director	Venue	Date
Online Training On Mentoring for New Mentors		Online	25 June 2021
30th National Management Games		West Round East Round South Round North Round Grand Finale	22-24 June 2021 06-08 July 2021 20-22 July 2021 27 July-05 2021 06 August 2021
New Age Leadership Workshop		Online	03 July 2021
Pragati – Celebrating Achievement of Women		Online	08-09 July 2021
National Competition of Young Managers		East Round South Round West Round North Round Grand Finale	25 August 2021 02 September 2021 07-08 September 2021 14-15 September 2021 17 September 2021
National Management Convention		Online	22–23 September 2021

To view full calendar please visit www.aima.in

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