

# AIMA News

AIMA'S MONTHLY E-MAGAZINE

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

JULY 2024



## MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

I am pleased to present another issue of AIMA News. Thanks to your ongoing support and encouragement, AIMA continues to strengthen management capability through its initiatives and programmes.

At AIMA, we continuously strive to provide today's managers and professionals with access to global perspectives and the tools they need to navigate the complexities of the modern business environment. With this aim in mind, AIMA has launched another international initiative - the 'Global Innovation & Management Programme' (GIMP), with the first edition held in Kuala Lumpur, Malaysia. This four-day event featured distinguished speakers from India and Malaysia, offering senior leaders, fresh insights and practical skills to stay ahead with the latest business innovations.

The Indian High Commissioner to Malaysia, Mr. B N Reddy, inaugurated the programme. The event also featured insights from several prominent Indian and Malaysian business leaders and innovative entrepreneurs like Mr. Kris Gopalakrishnan, Mr. R Mukundan, Mr. Shrinivas Dempo and Mr. Kamarul A Muhamed among others. The programme was moderated by Mr. Pranjal Sharma. Participants also had the unique opportunity to explore successful industry practices through exclusive visits to top companies in Kuala Lumpur. The inaugural edition went off very well, and the next GIMP is scheduled in Dubai from 3rd to 6th December 2024.

AIMA's LeaderSpeak sessions are going from strength to strength, providing valuable insights from experts on diverse topics. The 71st edition witnessed Dr. Arunabha Ghosh, Founder-CEO of the Council on Energy, Environment, and Water, discussing India's approach to achieving net-zero emissions in conversation with AIMA President, Mr. Nikhil Sawhney. The session outlined the challenges and opportunities in balancing economic growth with environmental responsibility and was very well received.

We also hosted a special session discussing the book 'Power Within: The Leadership Legacy of Narendra Modi' by Dr. R. Balasubramaniam, a distinguished member of the HR Capacity Building Commission of the Government of India, and Chairperson, Social Stock Exchange Advisory Committee, SEBI. Dr. Balasubramaniam shared insights into how Prime Minister Modi blends traditional values with modern governance to elevate India's global profile. The event, chaired by Mr. Nikhil Sawhney, saw enthusiastic participation.

In addition to focusing on senior business leaders, AIMA offers tailored programmes for mid-level managers and emerging professionals to help them grow and prepare for leadership roles. The 4th Leadership Development Programme in Orissa attracted professionals from various industries, who gained leadership and management skills through workshops and case studies on communication, decision-making, and team dynamics. More details are inside.

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Turning to rising and emerging leaders, AIMA's Young Leaders Council (YLC) continues to reach out to its members and the young professional community through its varied programmes and initiatives, offering valuable insights and opportunities. Last month, the Council hosted a workshop that provided practical guidance on leadership and decision-making for successful entrepreneurship. You will find brief reports inside along with other updates from AIMA and the LMAs, along with some interesting articles on management.

In a few weeks from now, AIMA will be hosting its 51st National Management Convention on 11th-12th September 2024 at New Delhi. This flagship event will feature a distinguished lineup of speakers, including top industry leaders and policymakers who will be sharing their views and insights over several topical sessions. We hope you would be able to join us there.

Until then, please enjoy this issue of AIMA News, and do share any feedback or suggestions you might have.

Warm regards,



**Rekha Sethi**  
Director General

## AIMA OFFICE BEARERS

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Managing Editor  
Smita Das



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# 51<sup>st</sup> NATIONAL MANAGEMENT CONVENTION

India's Ascent  
Navigating Global Uncertainty

11 - 12 September, 2024, New Delhi



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**V Anantha Nageswaran**  
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(Alphabetical order first name wise)



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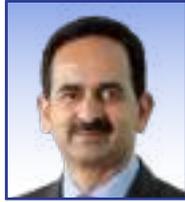
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## Global Innovation & Management Programme



*BN Reddy, High Commissioner to Malaysia with AIMA Office Bearers and programme speakers*

AIMA's first Global Innovation & Management Programme (GIMP), held in Kuala Lumpur from July 24th-27th, 2024, focused on 'Reset Leadership: From Crisis Renovation to Growth Innovation'. Delivering the keynote address, India's High Commissioner to Malaysia, Mr. BN Reddy, emphasised digital innovation's role in addressing India's economic and social issues. Mr. Shrinivas Dempo, Chairman of Dempo Group, highlighted the significance of India-Malaysia relations in economic and security contexts.

Mr Pranjal Sharma, Programme Director, Economic Analyst, Advisor set the context while Ms Rekha Sethi, Director General, AIMA delivered the introductory remarks.

Some of the other speakers of the programme included Mr Kris Gopalakrishnan, Co-Founder Infosys; Mr R Mukundan, MD and CEO, Tata Chemicals Ltd; Mr



*High Commissioner to Malaysia, BN Reddy addressing*



*Speakers & delegates of 1st Global Innovation & Management Programme*

Kamarul A Muhamed, Founder and CEO Aerodyne Group; Mr Raja Segaran, Director of Strategy and Insights, Malaysian Digital Economy Corporation; Ms Sunita Rajakumar, Founder and Chairperson, Climate Governance Malaysia; Mr Anthony Raja Devadoss Country Managing Director, Korn Ferry Malaysia; Mr Shahrin Mokhtar, Senior Director from Planning and Strategic Division, Tourism Malaysia and Mr Raja Segaran, Director Strategy, Research & Insights, Malaysia Digital Economy Corporation (MDEC).

The four-day programme also included visits to the facilities of drone maker Aerodyne and

Kuala Lumpur International Airport’s technological infrastructure.

The inaugural GIMP event brought together a large contingent of senior business leaders from India and many key bureaucrats and entrepreneurs from Malaysia.



*At Kuala Lumpur International Airport*



01 BN Reddy with Rekha Sethi, Director General, AIMA

02 Pranjal Sharma, Programme Director and Economic Analyst, Advisor & Author addressing

03 Sunita Rajakumar, Founder and Chairperson, Climate Governance Malaysia addressing

04 Mr Kris Gopalakrishnan, Co-Founder Infosys and Mr R Mukundan, MD and CEO Tata Chemicals Ltd

05 At Aerodyne





06 Raja Segaran, Director of Strategy and Insights, Malaysian Digital Economy Corporation and Pranjal Sharma

07 Kamarul A Muhamed, Founder and CEO, Aerodyne Group

08 Shahrin Mokhtar, Senior Director from Planning and Strategic Division, Tourism, Malaysia

09 Anthony Raja, Devadoss Country Managing Director, Korn Ferry

10 At Kuala Lumpur International Airport



# LeaderSpeak Session



*Nikhil Sawhney, President, AIMA  
Vice Chairman and Managing Director  
Triveni Turbine Limited*



*Arunabha Ghosh  
Founder-CEO, Council on Energy  
Environment and Water*



*Ms Rekha Sethi  
Director General, AIMA*

AIMA organised its 71st Leader Speak session on 19th July 2024 with Dr Arunabha Ghosh, Founder-CEO, Council on Energy, Environment and Water, on the theme 'Net Zero and India at 100: Managing Growth with Sustainability'. The session was chaired by Mr Nikhil Sawhney, President, AIMA, Vice Chairman and Managing Director, Triveni Turbine Limited while Ms Rekha Sethi, Director General, AIMA delivered the introductory remarks.

Dr. Ghosh outlined a vision for India's sustainable development, emphasising the need to balance economic growth with environmental responsibility,

reduce greenhouse gas emissions, and foster collaboration. He further emphasised that achieving net zero emissions will also require advanced technologies, improved energy efficiency, supportive policies like carbon pricing, and international cooperation to accelerate the transition and lower global carbon footprints, he added.

Ms Sethi concluded the session by offering a vote of thanks to Mr Ghosh for leading a highly insightful session. The session, conducted virtually, was well attended by over 600 participants via Zoom and other AIMA social media channels.

## Book Discussion



*Rekha Sethi, Director General, AIMA, and Nikhil Sawhney, President, AIMA, Vice Chairman & Managing Director, Triveni Turbine Ltd presenting a memento Dr R Balasubramaniam, Member - HR, Capacity Building Commission, Govt of India, Chairperson, Social Stock Exchange, SEBI, Former Professor at Cornell University and IIT Delhi*

AIMA organised a special session on 17th July, 2024 to discuss a new book, 'Power Within: The Leadership Legacy of Narendra Modi' by Dr R Balasubramaniam, Member- HR, Capacity Building Commission, Govt. of India, Chairperson, Social Stock Exchange, SEBI, Former Professor at Cornell University and IIT Delhi, Founder of Swami Vivekananda Youth Movement and Grassroots Research and Advocacy Movement. The session was chaired by Mr Nikhil Sawhney, President, AIMA, Vice Chairman & Managing Director, Triveni Turbine Limited.

Ms Rekha Sethi, Director General, AIMA initiated the proceedings by delivering the introductory remarks. Sharing insights from his book, Dr. Balasubramaniam's said that the book explores Prime Minister Narendra Modi's leadership style, blending traditional values



*Dr R Balasubramaniam addressing*

with modern governance to elevate India’s global position. Additionally, the book combines personal anecdotes, political strategies, and sociocultural insights to provide a nuanced view of Shri Modi’s philosophies and legacy. Using notable ancient Indian history figures, it highlights qualities such as dharma, strategic acumen, and resilience, paralleling Modi’s journey with these ancient stories to illustrate their influence on his decision-making.

In conclusion, Dr. Balasubramaniam noted that the book assesses Shri Modi’s political legacy while encouraging readers to reflect on ancient Indian history’s timeless lessons for modern leadership. The session garnered an overwhelming participation. Later, Dr Balasubramaniam also informally engaged with the audience as he signed copies of his book.

## AIMA YLC Session

AIMA YLC organised an insightful session on ‘Ideas to Execution: Entrepreneurial Insights for Shaping the Future’ on 12th July 2024 featuring Ms. Manasa Garemella, Co-Founder, Kindlife and Mr. Abhit Sinha, Co-Founder, Orbo. The speakers shared valuable insights on effective leadership and navigating market challenges, helping participants understand their businesses better and grow. The session

was moderated by Ms. Anupriya Agarwal, Brand Strategist & Digital Marketer.

Participants explored how to overcome challenges, make smart decisions, and bring their business visions to life. The session aimed to inspire and equip them with the knowledge needed to build a successful future for their ventures.



*Anupriya Agarwal, Brand Strategist & Digital Marketer*



*Abhit Sinha, Co-Founder, Orbo*



*Manasa Garemella, Co-Founder, Kindlife*

# Global Innovation and Management Programme (GIMP)

**AIMA**  
ALL INDIA MANAGEMENT ASSOCIATION

Reset Leadership: From Crisis Renovation to Growth Innovation

3<sup>rd</sup> - 6<sup>th</sup> December 2024, Dubai

## SPEAKERS



**Harsh Kapoor**  
Programme Director &  
Partner Monitor, Deloitte



**Nikhil Sawhney**  
President, AIMA & Vice  
Chairman & Managing Director  
Triveni Turbine Ltd



**Sunjay Sudhir**  
Ambassador of India  
UAE



**Vishal Kampani**  
Vice President Designate, AIMA  
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JM Financial Ltd



**Rekha Sethi**  
Director General  
AIMA



**Christian Buchholz**  
Chief Innovation Officer &  
Co- Founder, myZoi



**Syed Muhammad Ali**  
CEO, myZoi



**Shyam A Bhatia**  
Chairman, Alam Steel Group  
Founder and Curator  
Shyam Bhatia Cricket Museum



**Manu Jain**  
CEO  
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# 4th Leadership Development Programme



*Speakers & delegates of 4th Leadership Development Programme*

AIMA held its 4th Leadership Development Programme from 2nd to 4th August 2024 in Bhubaneswar, Orissa. This event was specially curated for over 25 mid-level professionals from various industries, providing them with a platform for learning, networking, and professional growth.

The programme featured sessions that explored the evolving dynamics of leadership, addressing the challenges and opportunities faced by leaders in today's corporate environment. Participants benefited from the insights of renowned speakers such as Mr. R K Mohapatra, Former Director (HR) at Indian Oil Corporation; Mr. Sunil Bhaskaran, Director



*K Mohapatra, Former Director (HR) Indian Oil Corporation addressing.*



*Sunil Bhaskaran, Director, Air India Aviation Academy*



*R K Mohapatra, Former Director (HR) Indian Oil Corporation presenting a memento to Alka Mittal, Member of the Capacity Building Commission*

of Air India Aviation Academy; and Mr. Ajey Mehta, Former CEO of Nokia Mobiles. These industry leaders shared their experiences and discussed the essential traits required for success in modern workplaces.

Other notable contributors included Dr. Alka Mittal, Member of the Capacity Building Commission, who provided HR-focused leadership insights, and Mr. Kartik Sharma, an AI Thought Leader, who discussed the impact of emerging technologies like ChatGPT, Metaverse, AI, and Machine Learning. Col. Sujan

Mohanty, an Indian Army Veteran, added a unique military perspective on leadership.

The programme concluded with a motivational team-building session by Dr. Dindayal Swain, an International Motivational Speaker and Leadership Coach, focused on nurturing leaders for the future. Overall, the event was a great success, building new connections, facilitating the exchange of innovative ideas, and equipping participants with invaluable insights to shape future leadership.



*Dr. Dindayal Swain, International Motivational Speaker and Leadership Coach*



*Kartik Sharma, AI Thought Leader*



*Col. Sujan Mohanty, an Indian Army Veteran*

# Corporate Training on Enhancing Team Cohesiveness and Corporate Behavioural Skills



*Participants of In-House Training Programme*

AIMA held an In-House Training for IFFCO on team cohesiveness and corporate behaviour, drawing inspiration from the Mahabharata to blend timeless wisdom with modern management practices.

Dr. Rohit Singh, Director, CME at AIMA, in his opening remarks emphasised the role of team cohesiveness in create a collaborative. Mr R P Singh Director, IFFCO highlighted the programme's significance, while Mr Debasis Satapathy, CGM, NBCC. Prof. Kamal Manaktola, former GM and lead trainer at ITDC, was the facilitator of the programme.

The training merged lessons on leadership and

teamwork from the Mahabharata with modern management principles, helping participants apply these insights to today's corporate environment. Interactive management games were included to enhance team cohesiveness, stressing the importance of effective communication and collaboration.

This programme was a resounding success, providing participants with valuable insights into team dynamics and corporate behaviour. By blending Mahabharata wisdom with practical activities, it offered a comprehensive and enriching learning experience for both individuals and organisations.

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She Leads: Shaping Tomorrow's Trailblazers  
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### Speakers



**Sundari Nanda**  
Special Secretary  
Ministry of Home Affairs



**Shrinivas V Dempo**  
Immediate Past President AIMA &  
Chairman, Dempo Group  
of Companies



**Latha Venkatesh**  
Executive Editor  
CNBC-TV18



**Ritu Beri**  
Indian  
Fashion Designer



**Aparna Popat**  
Olympian  
Founder - SportsVKan Pvt. Ltd.



**Shikha Nehru Sharma**  
Founder  
Nutriwel Health India Ltd



**Sumit Sabharwal**  
Head of HR Shared Services  
Fujitsu International Regions



**Bindu Subramaniam**  
Chairman- YLC and  
Co-founder & CEO, SaPa Learning Pvt Ltd

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## 17 Team-Building Activities for In-Person, Remote, and Hybrid Teams

by *Rebecca Knight*  
Aug 07, 2024



**Summary:** Managers sometimes turn to team-building activities to build connections between colleagues. But which activities and practices would work best for your team? And how can you put them into action most effectively? In this article, the author offers advice and recommendations from three experts. Their activity suggestions are intended to inspire ideas that you can then tailor to your team's size, sensibilities, and circumstances. These activities don't need to be extravagant or overly structured — what matters is being intentional about making team building happen. Stay attentive to your team members' needs, involve colleagues in planning, and show sincere interest in getting to know them. By doing so, you'll help build a positive, inclusive team culture that tackles loneliness and helps everyone succeed together.

In the era of remote work and scattered teams, managers face a key challenge: fostering connections among employees, no matter where they happen to be located.

To do this, managers sometimes turn to team-building activities. Sure, corporate team-building activities might provoke cringey eye rolls and groans (trust falls and virtual dance parties, anyone?), and they definitely have their fair share of skeptics. But studies show that nurturing our human need for belonging improves job performance and wellbeing. Employees with strong relationships at work are more creative and collaborative; they also experience less burnout and are more likely to stay with their organization.

Put simply: Well-designed team-building activities are essential tools that can foster meaningful relationships among colleagues, ultimately driving employee engagement and contributing to overall organizational success.

But which activities and practices would work best for your team? And how can you put them into action most effectively? We returned to three experts for advice: Connie Hadley, an organizational psychologist and professor at Boston University's Questrom School of Business; Erica Keswin, a workplace strategist and the author of *Rituals Roadmap: The Human Way to Transform Everyday Routines into Workplace Magic*; and Mary Shapiro, a professor at Simmons College School of Management and the author of *HBR Guide to Leading Teams*.

Here are the team-building activities they've seen work in practice, as well as their recommendations for how to plan and execute activities to maximize their success.

### **Team-Building Activities for Remote Teams**

When you manage a group of remote workers who rarely see each other in person, effective team building is harder, says Shapiro. "You have to be more intentional and design structured interactions that will create connection — even from a distance." The key, she says, is tailoring exercises to fit your group's size, sensibilities, and circumstances. Many of these remote team-building exercises can be adapted for hybrid and in-person teams, too.

#### **1. Lead structured conversations.**

The better your team members understand one another, the more effectively they will work together, according to Shapiro. She suggests holding structured conversations centered on team goals,

company culture, and personal strengths. "Talk about the culture you want to create within the team and how it feels to work together. This encourages people to reflect on their needs and share expectations," she says. If you don't know where to start, try some well-established team-building exercises, such as:

The reflected-best-self exercise. This is a personal development tool created by researchers at the University of Michigan. It helps team members identify their strengths and talents by asking their coworkers to share stories about when they've been at their best. These narratives allow people to see the impact they've had on others. "It gives people positive reinforcement and affirmation" and contributes to stronger team bonds, says Shapiro.

The artifact exercise involves asking team members to come to a meeting prepared to talk about an accomplishment they're proud of — personal or professional — and a physical object representing their achievement, such as a photo or medal. (It can be an everyday object.) During the meeting, each person shares their story in a veritable virtual show-and-tell and then hears reaction from colleagues about the knowledge, skills, abilities, and determination they showed. "It helps team members see that they work with talented and impressive people," says Shapiro.

The impact-of-styles exercise requires team members to complete a personality or communication-style assessment, such as the DiSC. They then share results and talk about their preferences for leadership, communication, and other important aspects of teamwork. "Diagnostics remind team members that everyone's behavior follows personal rules and that most often, people come from a place of good intentions," says Shapiro.

## 2. Try out conversation cards.

Conversation cards designed for the workplace can encourage active participation from all team members, including newcomers or those who may be quieter or more reserved. The cards typically feature a range of questions from: What's your favorite game and why? to What's one thing about your childhood you wish you could change? Keep in mind that these ice-breaker games and discussions require trust and a sense of psychological safety, says Hadley. "When we're being vulnerable and revealing parts of ourselves that might not always feel comfortable, it can be a remarkable bridge builder."

## 3. Devote time for chat.

Reserving the first five or so minutes of every weekly meeting to casual conversation allows remote coworkers to get to know one another on a personal level and encourages virtual team bonding, says Hadley. Carving out time for these informal, unstructured interactions shows your team that you value camaraderie. It's also a low-stakes, easy way to build a friendly, inclusive work culture. "It takes intentional effort, but online conversation can be as satisfying as in-person ones if you do them right," she adds.

## 4. Harness virtual communication tools.

Encouraging your remote team members to take advantage of online communication and video conferencing platforms creates space for lighthearted conversations, jokes, emojis, and memes, says Hadley. These casual interactions on Slack, Zoom, or Microsoft Teams can mimic those silly, spontaneous water cooler moments that people miss in remote work environments, she adds. Virtual calls and video meetings are "a way to help people bond."

## 5. Play a simulation game.

Team-building games are fun, interactive experiences that boost teamwork and creativity. Think beyond team-building bingo, DIY craft challenges, and virtual trivia. Instead, Shapiro recommends critical-thinking games that simulate an unusual problem, like surviving a moon crash or doing an Arctic expedition, as these situations provide an opportunity for the entire team to work together and harness their strategic thinking skills. What's more, healthy competition can bring out different sides of people's personality and promote creative teamwork. Shapiro also advises leading your team in a post-game debrief to identify ways to apply the problem-solving that they learned to their real-world collaboration.

## 6. Host a week-long in-person "team week."

Reserving blocks of time for in-person gatherings is critical for cultivating and maintaining relationships on remote teams, according to Keswin. Team weeks can include simple team-building exercises, one-on-one meetings, focused project sprints, and even group yoga sessions if that's your team's vibe. These events help build positive memories, she adds. "Once you've developed these relationships and there's a solid foundation of trust and understanding, returning to your next virtual meeting feels more seamless."

### Team-Building Activities for Hybrid Teams

Making sure that both in-person and remote members of a hybrid team feel included and connected requires additional logistical effort and planning. "We can't assume it's going to happen," says Keswin. "As the team leader, you need to prioritize it." Here are some ideas for activities and practices that work well for hybrid teams.

### **1. Create fun rituals.**

Shapiro recommends kicking off hybrid team meetings with lateral thinking exercises and puzzles. Spending just five or 10 minutes on these activities helps team members engage with each other in new and different ways and perhaps form new friendships and meaningful connections. These activities quickly become a team favorite, she says. "It also creates a ritual that people look forward to and encourages them to be at the next team meeting on time because they don't want to miss it."

### **2. Give your team customized swag.**

Team-branded merch can be a subtle yet powerful way to boost unity and reinforce a sense of belonging, according to Hadley. "When you're wearing the jersey, you feel like you're part of a team." Similarly, customized items such as coffee mugs create a tangible connection and shared identity between teammates — almost like a mission statement, no matter where they are located.

### **3. Share origin stories.**

Inviting team members to share their personal origin stories creates understanding and connection among colleagues, according to Keswin. These narratives — where people can share as much or as little as they want — might cover why they joined the organization or how they chose their career. The process of delivering these short presentations can reveal shared interests and build bonds, Keswin adds. "Discovering similarities, such as hometowns or a common hobby, can forge deeper connections."

### **4. Conduct regular pulse checks.**

Using internal communication software or an employee engagement dashboard — a tool designed to do sentiment analysis of employees'

thoughts about their jobs, organizations, and teams — can be a good way to gauge energy levels as well as how team members feel about team dynamics. These systems often include short questionnaires with response options like face emojis or stop lights to represent emotions and current mood. This approach allows managers to identify potential issues and take action, which in turn nurtures a sense of team trust. "If you see too many frowning faces, you hold an emergency team meeting," says Hadley. The key is to establish a consistent routine for these pulse checks as it reinforces the idea that your team's input is valued. Importantly, she adds, "Don't collect data if you're not going to do anything about it."

### **5. Attend a conference together.**

Going to a conference or professional development workshop offers your team an opportunity for a shared experience. These team-building events break the monotony of day-to-day routines, spark conversations around industry topics, and strengthen professional relationships. "You're learning new things, but you're also bonding," says Hadley.

### **Team-Building Activities for In-Person Teams**

Even when colleagues work alongside each other every day (or most days), strengthening team bonds is essential for maintaining camaraderie, cohesion, and team spirit. Here are some sample team-building activities for in-person teams:

#### **1. Treat people to lunch (on a recurring basis).**

Sharing a meal with colleagues encourages a different, more relaxed mode of interaction, says Hadley. Providing lunch for your team on a semi-regular basis also sends an important message from the organization, she adds. "It says: We want to invest in this unscripted time for you to be together and

enjoy each other's company."

## 2. Exchange expertise.

A rotating lunch-and-learn program where colleagues take turns teaching each other new topics promotes a deeper appreciation for each team member's skills and experiences, says Hadley. For example, one colleague might present on artificial intelligence, while another could cover effective communication skills. Rotating presenters ensures that opportunities are shared equally, everyone has a chance to shine, and that people have the opportunity to learn new skills.

## 3. Tackle a physical, fun challenge together.

Physical challenges, like ropes courses, scavenger hunts, and obstacle races, build unity and trust by promoting teamwork, communication, and collective problem-solving. These outdoor activities come with potential drawbacks: they can be costly, time-consuming, and might not be everyone's cup of tea. "Some people will be horrified at having to do them, so it's hard to make them a requirement," says Shapiro. She recommends considering alternative roles, such as a spotter or cheering squad member, for those who don't want to directly take part.

## 4. Tackle a novel, creative challenge together.

Activities such as improv comedy workshops, escape room challenges, and cooking classes help boost employee morale, while also creating a sense of accomplishment among coworkers. Even those who are hesitant at first may find themselves drawn in, says Keswin. "We've all been in situations where we don't want to do something, but then we laugh, feel the oxytocin release, and our stress levels go down."

## 5. Do a community service project.

Community service activities, such as organizing a

park clean-up or volunteering at a local food bank, create a shared sense of purpose among team members. These activities promote better team collaboration, empathy, and also improve employees' perceptions of their company.

## 6. Host an off-site.

Spending time together in a new place, even for colleagues who see each other all the time in an office setting, can strengthen relationships and team dynamics. Shifting away from the daily grind during off-sites provides a refreshing break and also encourages team members to relax and connect on a deeper level. These retreats can combine team-building activities and targeted brainstorming sessions, allowing for both work and play. Importantly, off-sites also provide the opportunity for shared dining experiences. Mealtimes create a more relaxed, communal atmosphere, says Hadley. "People behave differently when gathered around the table with a knife and fork."

## How to Think About Team Building

The good news is that successful team building doesn't have to mean an extravagant week-long retreat in some faraway destination (although some colleagues probably wouldn't complain if it did). Even small-scale activities and initiatives can yield results, says Hadley. "Loneliness can be a deep-seated and entrenched problem, yet in the grand scheme of things, the solutions to it are often simple and inexpensive."

That doesn't mean you can settle for superficial shortcuts, however. Successful team-building demands careful planning, commitment, and a sincere interest in getting to know your team members. Your goal is to build a positive, inclusive team culture.

**Take an intentional approach.**

Be thoughtful about how you spend your team's time and what you want to accomplish — especially if some colleagues have reservations about the notion of team building, notes Keswin.

“Even though a lot of people's first reaction to these activities might be that they're cheesy or a box to check, as a manager, you need to push through it,” she says. “In the post-pandemic era where many employees may see each other in person only once a week, a few times a month, or just a couple of times a year, there's a renewed understanding of the need to be that much more intentional when we come together.”

Keswin advises scheduling activities during work hours to show respect for your team's personal lives and work-life balance. This ensures that colleagues with caregiving needs or other obligations can fully participate and feel included.

**Evaluate your team's needs.**

Identifying the best activities for your team requires taking into account your team's size, location distribution, and your organization's budget. Your choice of team-building activities will also depend on whether your team works remotely, in-person, or in a hybrid arrangement.

Our experts say that if your team members are mostly remote or geographically dispersed, it's important to hold at least a couple of in-person activities each year so that colleagues meet face-to-face.

Organizations that are saving money by reducing office space should reinvest those resources in team-building activities, says Keswin. She points to research showing that in-person interactions help strengthen team connections. “Once you connect

with someone in person, the tone and tenor of your virtual interactions are different and it's easier to maintain relationships down the road.”

**Include others in the planning.**

Unsure which team-building activities will resonate with your colleagues? Ask them directly, suggests Shapiro. Involving team members in the planning process gets people on board and allows you to tailor activities to match your team's mix of personalities and interests.

“Tapping into their perspectives also helps you better understand the team's preferences,” she says. “Some people are more playful and open, while others might prefer keeping things strictly work-related.”

What's more, your colleagues likely bring valuable feedback and experience to the table. “Some of your team members have worked in different organizations and might have insights about what's effective based on their past experiences.”

**Lay down ground rules.**

Setting clear guidelines and principles for team-building activities helps manage expectations and ensures a well-organized experience, says Keswin.

These protocols and group norms could be as straightforward as taking regular breaks, ensuring everyone has a chance to speak, and being present with a moratorium on multitasking. The goal is to practice inclusivity, active listening, and focus.

Keswin also suggests instituting a no-smartphone policy during team-building activities. Forming relationships requires engagement. “Pardon the pun, but left to our own devices, we don't connect,” she says.

**Set the tone.**

Finally, as a manager, your genuine enthusiasm and commitment are vital. Lead by example, as your team members will take their cues from you. Pay attention to how you come across and avoid giving the impression that team-building activities are a distraction from work, says Hadley. No deep sighs; no tsking; and no negativity. “If you’re impatiently looking at your watch and making backhanded comments like, ‘Our agenda is going to be harder to get through now, it’s not going to work,’” she says. “As the manager, you set the tone.”

...

Hopefully, these suggestions inspire ideas that you can tailor to your team’s size, sensibilities, and circumstances. Remember, these activities don’t need to be extravagant or overly structured. What matters is being intentional about making team building happen. Stay attentive to your team members’ needs, involve colleagues in planning, and show sincere interest in getting to know them. By doing so, you’ll help build a positive, inclusive team culture that tackles loneliness and helps everyone succeed together.

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## The Language of Gender Bias in Performance Reviews

How negative stereotypes about men and women creep into a process intended to be meritocratic..

*by Nadra Nittle*

April 28, 2021



*Women in male-dominated fields who “act like men” elicit a backlash. | iStock/mediaphotos*

A take-charge attitude at work typically earns men positive performance reviews, but for women, assertiveness only gets them so far. Although workplace evaluations are supposed to be merit-based, gender bias too often influences how supervisors rate employees, resulting in women having to meet a higher bar than their male colleagues to advance professionally.

These are the findings of a new study coauthored by Shelley J. Correll, a professor of organizational behavior (by courtesy) at Stanford Graduate School

of Business. Published in the American Sociological Review, Correll’s paper pinpoints how and when managers’ beliefs about gender creep into their evaluations of workers.

“Where we find the bigger biases are in evaluations of people’s personalities, their future potential, and on the mentions of exceptionalism,” Correll says. “So if we want to get rid of biases, we need to look at the areas where biases are more likely — personality, potential, and who’s truly exceptional.”

Correll worked with three coauthors: Alison T. Wynn

and JoAnne Wehner, both research associates with the StanfordVMwareWomen's Leadership Innovation Lab, and Katherine Weisshaar, who earned her PhD in sociology from Stanford University in 2016 and is now an assistant professor of sociology at the University of North Carolina, Chapel Hill.

The team meticulously coded the language used in performance reviews of employees at a Fortune 500 technology company and analyzed the numeric ratings on worker evaluations. Using the “viewing and valuing social cognitive processing” model, the scholars identified which employee behaviors managers noticed (viewed) and which ones they rated highly (valued).

“We want people to realize that when you’re evaluating someone, you are not just documenting their behavior, as if you’re some kind of computer,” Wynn explains. “You are interpreting their actions, and there’s a question about whether there’s bias in what you notice, what you remember, and how you categorize someone’s behavior — how you are, in essence, viewing their behavior. And then there’s also bias in the value you attach to those behaviors and how you assign rewards based on whether you think someone’s behavior is good or bad. Bias can enter into any of those processes.”

### III-Defined Protocols Perpetuate Bias

The study found that a poorly defined evaluation process opens the door for gender biases to shape performance evaluations, because managers too often perceive the same behaviors differently based on whether a man or woman engages in them. In male-dominated jobs, such as those that entail leadership or technical skills, the gender bias in favor of men is measured to be even greater.

“What we found is that managers are going into a

“So if we want to get rid of biases, we need to look at the areas where biases are more likely — personality, potential, and who’s truly exceptional.”

- Shelley J. Correll

process where they have to evaluate someone, but they don’t have a clear sense of what exactly they’re supposed to be doing,” Correll says. “The criteria they’re using might be undefined or unclear. It might be that they have criteria, but they don’t have a good way of measuring them. So they draw on cultural ideas about how different kinds of people are.”

Women in male-dominated professions can’t simply “act like men” to get ahead, because doing so elicits a backlash, the researchers found. While exhibiting competence and confidence does not hurt female professionals, openly engaging in confrontations or pursuing positions of power evoke negative reactions from supervisors. These behaviors can lead to critiques designed to get women to fall in line with gender norms, which is known as “gender policing.”

But when women indirectly pursue a promotion by having someone higher up in the company advocate on their behalf, their chances of earning top ratings increase. Of course, to benefit from such a situation, women need to have already established relationships with upper-level managers.

Supervisors do notice when women behave in ways that conform to gender conventions but do not always reward women for these actions. Women get higher marks on reviews for having “likable” personalities, but they enjoy few gains for demonstrating “communal” behavior, such as being helpful or considerate of their colleagues.

“We saw that women were more likely to be seen as

communal than men were, but it did not, for men or women, lead to the highest rating,” Correll says.

Managers simply don’t value this characteristic as much as they do traits typically associated with men, such as having a take-charge attitude or being a visionary. Even when women are viewed as visionaries, they don’t earn higher ratings on evaluations, suggesting that managers don’t weigh female brilliance as heavily as they do that of males.

And when evaluators note on a review that a woman needs to improve her technical skills, she suffers professionally, while a man can exit the same scenario unscathed.

### **Gender Biases Hurt Men Too**

Although women clearly suffer when gender biases frame performance reviews, so do men. Men in the workplace who fail to take the initiative or exude confidence are often perceived as being “too soft.”

While having an advocate in the workplace can help women make important professional gains, the same isn’t true for men, and this isn’t the only area where women appear to have an advantage over their male colleagues. Other studies have shown that managers view men who have only part-time work experience as less hireable than women with the same part-time work experience — all due to gender expectations that label men as household breadwinners.

Examined more closely, some of the benefits women have in the workplace don’t actually give them an edge. For example, the researchers found that managers hesitated to overtly criticize women, even when needed. Their reluctance may stem

from the fear that they would be accused of being unsupportive of their female employees. While managers refrained from using harsh language to judge women’s performances and often couched the criticism with light praise to soften the blow, this proved deceptive because they went on to give the same women lower ratings that didn’t correspond with the remarks on the evaluation.

“If men are given critical feedback, it’s developmental,” Correll says. “They’re told, ‘In order to get promoted you need to do X or get on Team Y.’ But for women, the feedback tends to be more vague, which turns out to be less helpful.”

The researchers expect that regardless of a manager’s gender, these sorts of biases infiltrate the process when evaluation protocols lack clarity and transparency. “We all live in the same world with the same stereotypes,” Correll says.

### **How to Fix It?**

Although societal stereotypes persist in the workplace, some evaluation formats are able to bypass managers’ gender biases. Tying evaluations to performance, ensuring that the process is transparent, and holding managers accountable for reviews can reduce the likelihood of gender stereotypes influencing the process, the researchers say. It’s also important to make sure managers have clear criteria for evaluating employees and that those criteria are applied consistently across all employees.

“Those are the kinds of things that will make sure that there’s less bias,” says Wynn, “and that it’s not an open box where managers can just say whatever they want about an employee.

#### **Disclaimer:**

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## Ahmedabad Management Association

### Talk

Ahmedabad Management Association organised a series of talks in July. On 4th July, Mr. Ankit Majmudar, EXIM Consultant and Founder of Global Business Solutions, spoke on the topic 'Export Opportunities in Gulf Cooperation Countries – GCC.' On 5th July, Mr. Snehal B. Desai, CEO, Visiting Faculty at B Schools, and Founder of the Institute of Human Age, addressed the topic 'Disruptive Career in Finance: Ways to Create Excellence in Corporate.' On 6th July, Dr. Satya Ranjan Acharya, Professor and Director of the Department of Entrepreneurship Education at EDII; Dr. Hitesh Shukla, Visiting Professor at EDII and Professor at Saurashtra University; and Mr. Mitul Shah, Founder of Supack Industries, discussed 'Navigating the Opportunities and Challenges for Next-Gen Family Business in New India.'



(L-R) Mr. Ankit Majmudar; Mr. Snehal B. Desai and others during the talk

### Conference

AMA conducted an Ayurveda Conference 2024 on 7th July for young practitioners, marked by the esteemed presence of Guest of Honour Vd. Sanjay Jivrajani, and speakers Vd. Shrinivas Gujjarwar, Vd. Uday Kulkarni, and Vd. Prerak Shah. Young practitioners engaged in discussions about their practice, gaining valuable knowledge and practical insights into



Speakers at the conference

integrating these ancient traditions with contemporary medicine to enhance their skills and patient care.

### Panel Discussion

On 8th July, a panel discussion on 'Managing Regional Movies' (Opportunities and Challenges) was moderated by Mr. Sanjay Chakraborty, Chairman, PR Committee, AMA;



Speakers with the moderator

Founder and Chief Marketing Communication Advisor, ESS-K-SEE Consultancy. The discussion featured the team of the movie ‘Builder Boys,’ including Mr. Raunaq Kamdar, Actor; Ms. Esha Kansara, Actor; Mr. Shivam Parekh, Actor; Mr. Chanakya Patel, Writer and Director; and Ms. Neha Rajora, Producer.



Speakers with the moderator

On 11th July, the 2nd Masterclass of the CFO FORUM for CFOs and Leaders of the Finance and Accounts Fraternity on ‘ESG Compliance and Reporting’ was facilitated by Dr. Savan Godiawala, PhD, CA, LLB, visiting Professor at IIM-A, President of AMA, Angel Investor, and Start-up Mentor. Mr. Shailesh Tyagi, Climate Change and Sustainability Leader at Deloitte South Asia, and Ms. Amishi Kapadia, Partner at Deloitte South Asia, provided participants with insights into the importance of ESG compliance and effective reporting practices.

On 12th July, Mr. Kamal Dabawala, Change Catalyst, OBT Coach, HR and L&D Consultant, and CII Certified HR and Business Excellence Assessor, addressed the topic ‘NEP 2020: A Paradigm Shift in Higher Education in India.’ Special Guests Dr. Subhash Brahmabhatt, Vice Chancellor and Director of SHLS at KN University, Retired Principal and Trustee of H.K Arts College, Director and Actor; Dr. Sanjay Vakil, Principal of H A College of Commerce and Vice President of the Gujarat University English Teachers’ Association; and Dr. Achyut Dani, Director General and Provost at JG University, also spoke on the significant changes and opportunities brought by NEP 2020.



Mr. Kamal Dabawala with other speakers



Speakers and the moderator

On 13th July, AMA hosted a compelling session titled ‘Listen to Yourself, Listen to Your Customer: The Power of Listening to Be Market Relevant.’ Speakers Mr. Venugopal Dharmarajan, Mr. Mahendra Chaudhary, and Mr. Ramkrishna Mistry shared insights on the critical role of listening to both one and customers to drive business success.



*Speakers at the Symposium*

On 16th July, AMA hosted a symposium titled 'Japanese Work Culture: The Suzuki Way,' featuring speakers such as Mr. Junichiro Suzuki, Mr. Yu Yoshida, Dr. Manish Shah, Mr. Taichi Okamoto, and Mr. A.K. Singh. The event highlighted AMA's commitment to global partnerships and shared knowledge, with notable attendees such as Mr. Mohal Sarabhai, Mr. Mukesh Patel, Mr. Yatindra Sharma, and Mr. Rajiv Gandhi.



*Speakers at the programme*

On 17th July, AMA in association with SAATH and American corner hosted a panel discussion titled 'Entrepreneurship Across Borders: Insights from USA and Ahmedabad,' featuring experts like Michael Goldberg, Hiranmay Mahanta, U T Rao, and Angana Nanavaty. Moderated by Dr. Saleel Bhatt, the event provided valuable insights into advancing innovation and building entrepreneurial ecosystems.



*Mr. Vijay Vikram Singh addressing*

On 19th July, 'AMA Interaction with Unscripted Conversations' was held with Mr. Vijay Vikram Singh, [Narrator of Bigg Boss], Voice Artist, Actor, Voice and Communications Coach, and Motivational Speaker. He shared insights from his diverse career, offering valuable advice on voice modulation, effective communication, and personal motivation.

On 24th July, AMA's Star annual event 'Analysis of The Union Budget' was addressed by Mr. Mukesh Patel, eminent International Tax Expert, Popular Writer, and Speaker. The event, titled 'Chills and Thrills of the Finance Bill, 2024,' also included an innovative interactive session on 'Tax Implications of Budget Proposals - Practical Queries and Tactical Case Studies'. Dr. CA Savan Godiawala, President, AMA, chaired the session.



*Speakers and the Moderator*



*Speakers and moderator of the session*

On 27th July, ‘Harvesting Rain - Digging Wells Towards Regenerative Water Ecology’ was addressed by Mr. Vishwanath, Mr. Yogesh Jadeja, and Mr. Lokendra Balasaria, followed by testimonials and a panel discussion on ‘Capacity Building for Effective Rain Water Management’ by Ms. Mona Iyer, Mr. Rajendrabhai Shah, Mr. Pankaj Dharkar, Mr. Azharuddin Saiyed, Mr. Nageshwar Patidar, and Ms. Neeru Bansal.

Mr. Nisarg Bhatt from the National University of Singapore, Ex-AI Educator at Apple and Google KaggleX, and Dr. Prashant Bhimani, Senior Psychologist, Speaker, and Author, addressed the topic ‘AI and Parenting: Role of Parent, Society, and Media’ on 27th July. They explored the intersection of artificial intelligence and parenting, highlighting the roles and responsibilities of parents, society, and media in shaping children’s development in the digital age.



*Speakers at the event*



*Speakers at the programme*

### **Special Programmes**

On 26th July, ‘Lean for Competitiveness of Industries and MSMEs’ was addressed by Mr. Prashant Gandhi and Dr. Jaimin Vasa. They highlighted strategies for implementing lean methodologies to enhance the competitiveness and operational efficiency of industries and MSMEs. On 27th July, ‘Kaizen for Industry Operations’ was addressed by Mr. Navaneet Nag, who discussed the principles and practices of Kaizen, emphasising continuous improvement and efficiency in industry operations.

## Bangalore Management Association

On 8th July, Bangalore Management Association in collaboration with the RNS Group of Institutions, held a significant event to inaugurate the newly established RNS First Grade College (Autonomous). The event was graced by the presence of several esteemed members of the BMA, including the President, Mr. K.S. Narayanaswamy. During the inauguration ceremony, a special felicitation was conducted by the key representatives of the RNS Group of Institutions. Mr. Murali Krishna, the Chief Technology Officer, played a central role in the proceedings. The collaboration between the BMA and the RNS Group signifies a strong commitment to enhancing educational standards and advancing management excellence in the region. The inauguration of the RNS First Grade College marks a new chapter in providing quality education to students, with a focus on academic autonomy and innovative learning environments.



*Inauguration of RNS First Grade College, Bangalore*



*Mr. Nirmal Parekh, Vice President, BMA delivering the keynote address*

## Baroda Management Association

Baroda Management Association partnered with Cyber Media Group, India's oldest specialty media house with leading publications like Dataquest, PCQuest, and HP for the WeRise Forum, a dedicated platform created by HP to help mid-sized enterprises understand how to use technology innovatively for business growth. The fifth edition of WeRise took place on 12th July. BMA Vice President Mr. Nirmal Parekh delivered the keynote address on 'Becoming Enterprises of Tomorrow and Role of Digital Innovations.' Mr. Nital Zaveri, Vice President (2023-24) BMA and Certified Smart Industry Readiness Index Assessor and Founder of DigiMex, and Vice Chair of the American Society for Quality, was a panelist for the discussion on 'Combating Business Challenges of Vadodara's industries with technology.' The event brought together business owners, CEOs, directors, business leaders, and CIOs from Vadodara's mid-sized enterprises to explore and discuss digital innovations for growth. It was attended by 150 delegates.

## Bharuch District Management Association

### Finance and Taxation Forum

BDMA's Finance and Taxation Forum organised a GST council meet on 2nd July where the focus was on streamlining tax structures and addressing industry concerns. Key decisions included amendments to tax rates on essential commodities and clarification on e-invoicing procedures. Additionally, the CBIC issued several circulars to provide guidance on GST compliance, enhance taxpayer services, and resolve ambiguities in existing rules. These updates aim to simplify GST implementation and improve ease of doing business in India. The webinar was attended by 18 participants.

BDMA's Finance and Taxation Forum organised a hybrid meet with Advocate Dhinal Shah, who briefed about the Union Budget for 2024-2025, presented on 23rd July. The key highlights included increased allocations for infrastructure development, healthcare, and education, aiming to bolster long-term growth. Significant tax reforms and incentives have been introduced to support small and medium enterprises (SMEs) and promote digital innovation. The meet was attended by 4 participants physically and 24 participants through Zoom Meet.



*Participants at the hybrid meet*



*Performance by Yuva Kalaakar of Bharuch*

### Arts and Culture Forum

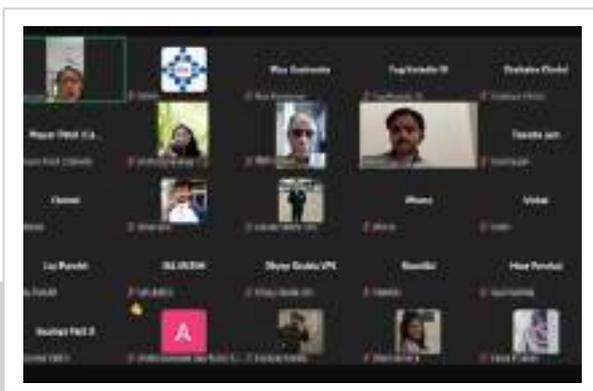
BDMA's Arts and Culture Forum organised a musical evening on 7th July in association with Swarakar. Young guest artists captivated the audience with their exceptional musical talents, showcasing performances on instruments like tabla and harmonium. The evening was further enriched by Ms. Bhakti Mehta's exquisite Indian classical vocal presentation, adding a touch of elegance and grace to the event.

### Students' Forum

BDMA organised an expert lecture on 16th July titled 'Stepping into Success' at GEC Bharuch, with speaker Mr. A K Sahni inspiring engineering students to achieve their full potential. The session provided valuable insights into career planning, skill development, and personal growth. Students were encouraged to embrace challenges and stay focused on their goals, fostering a mindset geared towards success.



*Mr A K Sahni delivering at GEC College to Engineering students*



*Participants during the webinar*

### Women's Forum

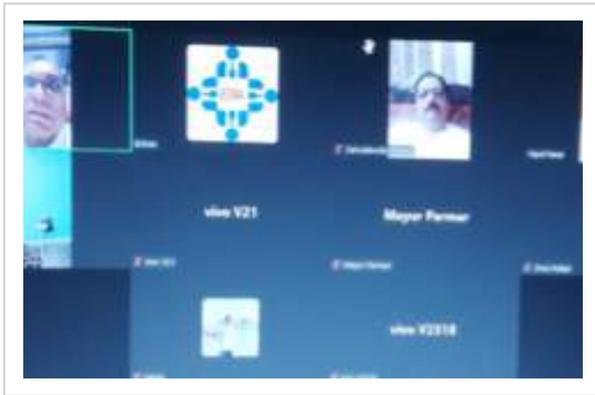
BDMA's Women's Forum organised a webinar on 25th July on the topic 'Courage Unlimited - Stories That Inspire' where Dr. Bariya, the world's shortest doctor, shared how he stood as a beacon of perseverance and determination. With the support of his dedicated teachers and a landmark Supreme Court victory, he secured admission to medical school. The webinar was attended by 43 participants including professionals as well as students.

### 246 Book Lovers' Meet

BDMA celebrated its 246th Book Lovers' meet on 27th July with Gujarati novelist Mr. Harivadan Joshi, who shared a review of his novel 'Hira Bhagor.' Mr. Joshi presented a compelling narrative set against the backdrop of rural Gujarat. Through 'Hira Bhagor,' he not only entertained but also offered a deep reflection on societal norms and human emotions, making it a must-read for those who appreciate Gujarati literature.



*Memento presentation to Mr Harivadan Joshi*



*Participants during the webinar*

### 90th HR Forum Meet

BDMA's HR Forum organised its 90th HR Forum meet on 31st July featuring a round table discussion on 'Talent Development and Learning and Development.' Industry experts shared strategies, best practices, and innovative approaches for fostering employee growth and enhancing skills within organisations. The discussion emphasised the importance of continuous learning, mentorship programs, and the integration of technology in training.

## Bhopal Management Association

### General Body Meeting

Bhopal Management Association organised its monthly General Body Meeting and a talk on 27th July on 'The Art of Storytelling,' featuring Dr. Vinita Dhondiyal Bhatnagar, Professor of Humanities at RGPV University, Bhopal, and author of the best-selling novel Zaira. Dr. Bhatnagar highlighted that listening to stories is an art that should be cultivated. The event began with a welcome address by Mr. Suneel Bhargava, President of BMA, followed by an introduction of the speaker by Mr. Rajeev Mishra, BMA member. The session was moderated by Dr. Nishtha Tyagi, Co-Chairperson of the Women Enrichment Committee and EC member of BMA. Membership certificates were also distributed to new members. The programme concluded with remarks and a vote of thanks by Mr. R.G. Dwivedi, Chairman of the Association Activities Committee, BMA. The event was attended by 50 members.



*Participants at the General Body Meeting*

Remarks and a vote of thanks by Mr. R.G. Dwivedi, Chairman of the Association Activities Committee, BMA.

## Coimbatore Management Association

### Monday Musings

Coimbatore Management Association organised a session on 1st July featuring Mr. D. Eregamani, who spoke on the topic ‘Sustainable Supply Chain Management.’ He emphasised the importance of considering three types of flows in supply chains: material flows, financial flows, and information flows. Mr. Eregamani explained that a sustainable supply chain employs environmentally and socially responsible practices at every stage, ensuring the protection of people and the environment throughout the entire chain. The session concluded with a Q/A session.



Talk by Mr. D. Eregamani



Session by Ms. S. Hemalatha

CMA hosted a session on 8th July featuring Ms. S. Hemalatha, who spoke on the topic ‘Talent Management for the Future.’ She explained that talent management involves understanding and developing key domains: operating system knowledge, skills, attitude, and personality traits. Ms. Hemalatha highlighted that the effectiveness of a talent operating system is influenced by factors such as talent, social environment, work environment, and growth opportunities, all of which are interconnected and dependent on knowledge, skills, attitude, and personality traits.

On 15th July, CS Deepak Jain, Chairman of the DMA ESG Committee and Founder of Vijayash Foundation, delivered a talk on ‘Self and Sustainable Development.’ He discussed the development of the higher self, which involves transcending ordinary consciousness—beyond the body and mind—to achieve a more enlightened, aware, and spiritually connected state. Additionally, he emphasised the importance of maintaining a healthy lifestyle through a balanced diet, regular exercise, and sufficient rest, all of which support overall well-being and facilitate higher states of consciousness.



Talk by CS Deepak Jain

CMA hosted a session on 22nd July featuring Mr. V. Narasimhan, a consultant, who delivered a presentation on 'Behaviour-Based Safety.' This approach utilises applied behaviour analysis models to drive ongoing improvements in safety performance, drawing on extensive research to identify effective strategies. Mr. Narasimhan highlighted that the increasing rates of accidents, fatalities, and injuries underscore the need for a shift in mindset to reverse these trends.



Talk by Mr. V. Narasimhan



Talk by Mr. Puneet Krishnan

On 29th July, CMA hosted a session with Mr. Puneet Krishnan on the topic 'Presentation Skills – Fit In Yet Stand Out!' During his talk, he advised the audience to review presentations from colleagues to familiarise themselves with common templates. He emphasised the importance of effectively managing data-heavy slides by meticulously verifying numbers, identifying key data points to highlight, and clearly explaining any outlier data.

## Delhi Management Association

### Talk

Delhi Management Association (ESG Committee) hosted a webinar in collaboration with the Coimbatore Management Association on 15th July on the topic of 'Self and Sustainable Development.' CS Deepak Jain, Chairman of the DMA ESG Committee, led the insightful session. The webinar was well-attended, with over 50 participants engaging in the discussion. The session received unanimous appreciation for its valuable content and presentation.



Speaker, CS Deepak Jain

### Workshop

DMA (ESG Committee) organised a workshop on 27th July on the theme 'Self and Sustainable Development,' in collaboration with the Faridabad Management Association. The event took place at the DLF Industries Association Center in Faridabad. The workshop featured two distinguished speakers: CS Deepak Jain, Chairman of the DMA ESG Committee, and Dr. Megha Bansal. The event saw participation from various members of the FMA as well as other local attendees.



Interactive session with Faridabad Management Association

## Faridabad Management Association

Faridabad Management Association conducted its signature event 'Unnati- The Talk show' on Women Empowerment on 25th July at JIVA Ayurveda, NHPC Chowk, Faridabad. The session started with an inaugural address by President, FMA Ms. Saloni Kaul and Sr. Vice President, FMA Ms. Charu Smita Malhotra. The distinguished speaker of the talk show was Ms. Sangeeta Khushalani, Founder and CEO-Xcellent Technology and Solutions, Managing Director, Control at Fix Pvt. Ltd and CEO – Gully Baker and Kith and Kin School. The event was hosted by Ms. Monica Anand, General Secretary, FMA and Director, Anand Engineering, Faridabad. Ms. Sangeeta spoke about the struggles, and the ups and downs she faced in establishing a successful business. Finally, it was summarised by Ms. Monica Anand which was attended by women employees of Jiva Ayurved and FMA members.



(L – R) Host Ms. Monica Anand, General Secretary, FMA and Guest Speaker Ms. Sangeeta Khushalani, Founder & CEO, Xcellent Technologies, Managing Director, Control Alt Fin P Ltd., and CEO, The Gully Baker and Kith & Kin School



(L - R) Ms. Charu Smita Malhotra; Guest Speaker, Dr. Megha Bansal, Mindset and Performance Coach & Corporate Trainer; Mr. J.P. Malhotra; Guest Speaker, CS Jain, Chairman-ESG Committee & Company Secretary, Motivational Speaker; Mr. V. Thyagarajan, ED, FMA and Ms. Ms. Monica Anand, General Secretary-FMA

On 27th July, FMA in collaboration with DMA and DLF Industries, Faridabad conducted a seminar on 'Self and Sustainable Development.' The seminar started with a welcome address by Ms. Monica Anand, General Secretary -FMA and the theme was given by Ms. Charu Smita Malhotra, Sr. Vice President-FMA and Sr Business Consultant, IBM Consulting. The guest speakers of the event were CS Deepak Jain, Chairman -DMA-ESG Committee, Company Secretary and a Motivational Speaker and Dr. Megha Bansal, Mindset and Performance Coach, Neuroscientist and a Corporate Trainer. CS Deepak Jain went to elaborate on higher Sustainable Development Goals. The session was attended by members of FMA and Members of DLF Industries. Finally, a vote of thanks was proposed by Mr. V. Thyagarajan, Executive Director, FMA.



Speaker interacting with the participants

## Ghaziabad Management Association

Ghaziabad Management Association organised a session titled 'KASH 2 CASH' (Knowledge, Attitude, Skill, Habit) on 12th July at RCCVC, Ghaziabad. The workshop was facilitated by Dr. Sudhir Gaur, AVP and Chief Education Officer at VSERV Academy. Dr. Gaur spoke on 'Unleashing the Mindset,' emphasising the importance of perseverance in building a successful career, and 'The Power of Effective Communication,' highlighting the significance of clear and unbiased communication for becoming an inspiring leader who unites teams. The session featured interactive discussions and practical insights, with active participation from the attendees.



*Speaker and ED of GMA with participants*

GMA organised an MDP on ‘HR Analytics for Effective Decision Making’ on 20th July in association with IMS Ghaziabad, UC campus. The programme delivered a rich array of learning outcomes, including a deep understanding of HR analytics, development of critical thinking and analytical skills, importance of continuous professional development, and valuable networking opportunities. The programme featured Mr. Deepak Kumar, an Analytics Practitioner at a leading MNC, and Mr. Rakesh Seth, Chief Mentor HR at ReecoSyys, as key speakers. The event concluded with a certificate distribution which also included interactive workshops and discussions, engaging over 40 participants.

GMA organised a session on ‘Self and Sustainable Development and Climate Awareness’ on 25th July with CS Deepak Jain at INMANTEC. The session began with a focus on understanding the self, emphasising the importance of self-awareness and personal development. It also highlighted the urgent need for climate action, encouraging proactive measures to mitigate its effects. Additionally, the speaker advocated for the integration of sustainable practices into both personal and

GMA organised an FDP on 13th July on ‘How to Face Challenges in the VUCA World: Volatile, Uncertain, Complex and Ambiguous World’ with Mr Sushil Agrawal, Founder and Chairman of Avro India Ltd., at IPEM, Group of Institutions, Ghaziabad. The deliberation and discussion were focused on strategies needed to thrive in a dynamic environment. 45 participants attended the FDP.



*Speakers and participants during the programme*



*Taking a pledge for climate change*

professional lives. The session was well-attended, with 218 participants.



*Speaker and participants during the session*

GMA organised a session on ‘Discussion on Union Budget 2024’ on 26th July at IMS UC Campus, Ghaziabad, featuring speakers Mr Sukhpal Singh, Director of Incentives and Indirect Taxation at Ernst & Young, and Mr. Ramandeep Singh Modi, Director of Tax and Regulatory Services, Ernst & Young. Many doubts were raised by the participants, which were clarified by the experts. The session was attended by 73 participants from industry, institutions and MBA Finance students.

## Goa Management Association

Goa Management Association organised an evening of reminiscence with past winners of the GMA Manager Award on 5th July as part of GMA's Golden Jubilee celebrations. The evening began with a warm welcome from GMA President, Mr. N Sriram, followed by an address from Chairman Mr. Deepak A Bandekar. Several past winners, including Mr. Nitin Kunkolienker, Mr. Blaise Costabir, Mr. Mangirish Salelkar, Ms. Joy Afonso, Mr. Shekhar Sardessai, Mr. Vijay Hede, and Mr. Ralph De Sousa, shared their experiences of receiving the award and its significance. Mr. Blaise Costabir emphasised how GMA could play a crucial role in bringing professionals from different fields together and utilizing their expertise for the betterment of MSMEs. The other awardees offered diverse insights and anecdotes, reflecting on their journeys and the award's impact on their careers. The event concluded with a vote of thanks by Vice Chairman, Mr. Rajesh Mehrotra, and was skillfully compered by Dr. Pradeep B Salgaonkar, ensuring a smooth and engaging evening.



*Past GMA Award winners during the event*



*GMA Quarterly Meeting in progress*

## Guwahati Management Association

On 13th July, the quarterly meeting of GMA was held under the presidency of Mr. Chiranjit Chaliha. He welcomed Mr Kumar Sanjay Krishna IAS (Retd) as a guest speaker and felicitated him with a 'fulam gamocha' and a flower bouquet. Mr Krishna delivered an informative and impressive talk on India's power sector and the issues facing Assam. The talk was followed by a Q/A session, moderated by the Working President, Mr. R.N. Kalita.



*Mr. Sameer Seth addressing the participants*

## Gwalior Management Association

Gwalior Management Association organised an invited talk on 'Practical Creativity' on 28th July with Mr. Sameer Seth, Founder and Principal Consultant of MyHR Pilot, who brings over 25 years of extensive HR leadership experience from reputable companies. As Vice Chairman of the QCFI Gwalior Chapter, Mr. Seth is a strong advocate for initiatives such as 5S, Kaizen, and Quality Circles. During the talk, he discussed various aspects of creativity and its application at different levels in corporate and industrial settings. He also emphasised the importance of creativity in everyday life, offering out-of-the-box solutions. The talk was attended by the Executive Director of GMA, Prof. (Dr.) Manoj Patwardhan, along with the President of GMA, Dr. Praveen Agarwal; Honorary Secretary GMA, Mr. Shyam Agarwal; Joint Secretary, Mr. Mohit Verma, and other office bearers and general members of GMA.



*Dr. Ashish Bagdi addressing the session*

## Indore Management Association

### IMA Readers Clique

IMA organised a Book Review session Readers Clique on 'On the book Mindset Changing the way you think to fulfill your potential' on 2nd July at IMA office, Indore. The facilitator of the session was Dr. Ashish Bagdi Senior Consultant Neurologist, CARE CHL Hospital, Indore.



*CA Navin Khandelwal President IMA presenting a memento*

### Exclusive Programme

IMA organised an Exclusive Programme for Sanwer Road Industry at Malwa Institute of Science and Technology on 3rd July on 'Creating Leadership through Mindfulness, Ownership and Team Exercises' with Ms. Trilekha Pathak, Celta Certified Communication, Soft Skills Coach, Indore.



*Mr. Pushpendra Singh Jadon with the participants*

### Skill Development Programme

IMA organised a 2-day workshop for its Student Chapter and Women Forum on 'Success with Digital Marketing' on 5th and 6th July with Mr. Pushpendra Singh Jadon, Director, Key Elements Marketing Solutions.

Another two-day workshop on 'Stock Market and Financial Literacy' was held on 12th -13th July at IMA Office. The facilitator of the programme was CA. Sumit Singh Mongia, Founder, Rice Excellence Academy Pvt. Ltd.



*Dr Sanjeev Khanna addressing*

### MDP

IMA organised a MDP on 'The Psychology of Sales and Marketing' on 10th July with Mr. Achal Rangaswamy, Sales and Marketing Coach, Puducherry.

Another MDP on 'Supply Chain Management Enhancing Supply Chain Efficiency and Customers Retention through Integrated Technology' was held on 19th July with Dr. Sanjeev Khanna, COO, Patanjali Foods Ltd.



*Mr. Anil Malik addressing*

IMA organised a MDP on ‘Roles of Supervisors on Shop floor’ on 26th July at Brilliant Convention Center, Indore. The facilitator of the programme was Mr. Anil Malik, Renowned Management Consultant (HR and ER), Indore.

**Center of Excellence**

IMA Student Chapter organised a Center of Excellence on ‘Success Strategy in Sales and Marketing’ on 11th July at SVKM’S Narsee Monjee Institute of Management Studies, Indore. The facilitator of the session was Mr. Achal Rangaswamy, Sales and Marketing Coach, Puducherry.

Another Center of Excellence was held on ‘Emerging Career Options in a changing world order under India’s Tech Diplomacy’ on 20th July at Daly College Business Management, Indore. The facilitator of the session was Mr. R Siddharth, Global Diplomat-UN TEDx speaker.

IMA organised a Centre of Excellence on ‘Managing Health and Making Healthy Choice at Work Places’ on 30th July with Dr. Priya Chitale, Sr. Clinical Dietitian Head of Department of Dietetics and Nutrition, Apollo Hospitals, Indore.



*Mr. Achal Rangaswamy along with the participants*



*Dr. Priya Chitale receiving a memento*



*Mr. Amit Manwani receiving a memento during the session*

**Tête-à-Tête**

IMA organised a Tête-à-Tête on ‘Exploring Alternative Investment for Diversification and Growth’ on 12th July at ICAI Auditorium, Indore. The facilitator of the programme was Mr. Amit Manwani, CIO and CEO Quantessence Capital Greater New York City Area.

### IMA Management Film Show

IMA organised a Management Film Show for Student Chapter and Women Forum at Inox Multimedia, Indore on 12th July.

### Industry Visit

IMA Student Chapter and Women Forum organised an industry visit at Eagle Seeds and Biotech Ltd., Indore., on 15th July for the students of Avantika University, Ujjain.

### Inter College Competition

IMA Student Chapter organised Inter College Competition Presentation on the theme 'Practical Uses of Artificial Intelligence' on 20th July.



*Students during the Competition*



*(L-R) Mr. Vijay Sohni and Ms. Mayuri Shrivastava*

IMA Student Chapter organised a session 20th July at St. Paul Institute of Professional Studies, Indore. The facilitators of the session were Mr. Vijay Sohni, Assistant Commissioner State GST and Ms. Mayuri Shrivastava, CFPCM Weakth Head- Arihant Capital Markets Ltd.

### Diksha In-House Training

IMA organised 'Diksha' a training session on 'Developing Managerial Skills and Change Management' on 24th July at Quantile Analytics Private Ltd., Indore. The facilitator of the session was Ms. Trilekha Pathak, Communication & Soft Skills Trainer, Indore.

Another in- house training session on 'Developing Managerial Skills and Change Management' was held on 24th July at Hettich India Pvt Ltd, Indore. The facilitator of the session was Dr. Nitin Merh, Associate professor, Business Analytics and Life coach, Indore.



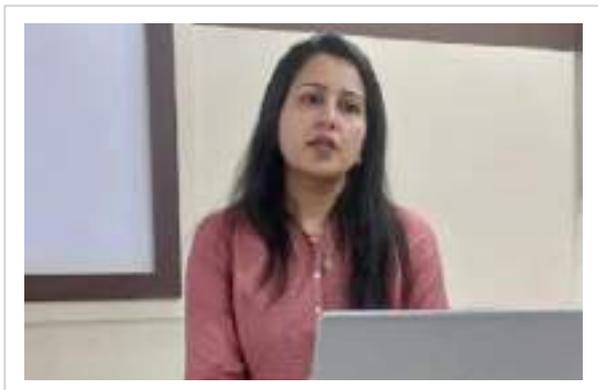
*Dr. Nitin Merh addressing the participants*

### Startup Summit and Pitch Event

IMA organised a Startup Summit and Pitch event, Bharat Pitchathon 3.0. on 20th July. The facilitators of the programme were Mr. R Siddharth, Global Diplomat-UN TEDx Speaker; Mr. Aaqib Hussion, Partner FreeFlow; Mr. Gaurav Rana, CEO Yatrikart and Mr. Vijeet Pandey, CEO Class Monitor.



*Session in progress*



*ADV. Nidhi Vaidya during the session*

### Women Forum Session

IMA Women Forum organised a session on 'Pink Legal: Basic Indian Laws Women should know at Workplace and in society Income Tax Filing Tips and Best Practices' on 23rd July. The facilitators of the session were CA Isha Garg, Isha Garg & Associates and ADV. Nidhi Vaidya, Advocate, High Court of MP Partner, Raghuvanshi Vaidya & Partners.



*Ms. Navita Arora along with the participants*

### Student Chapter Management Games

IMA Student Chapter organised a Management Games on 'Project Playground: Real-World Managerial Exercises' on 23rd July at Shri Govindram Seksaria Institute of Technology and Science, Indore by Ms. Navita Arora, Corporate Trainer, Ujjain.

## Jamshedpur Management Association

### Collaboration

On 2nd July, delegates from JMA met with delegates from C4i4 Lab, led by Mr. Deepak Shrivastava, Project Head at C4i4 Lab, for an engaging discussion on various aspects and potential collaborations related to iFactory Lab. The discussion focused on JMA associating with C4i4 Lab to offer training for industry and academia. Ms. Asmita Salunkhe, Chief Strategic Programme, JMA and Ms. Sweekriti Jadaun, Centre Head, JMA attended the meeting with 3 delegates from C4i4lab.

### Eastern Region LMA Coordination Meeting

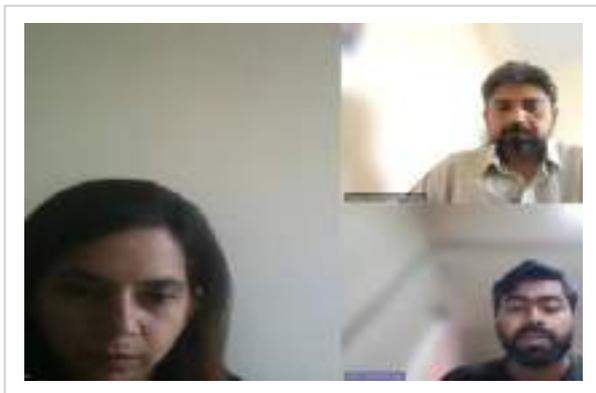
JMA along with other eastern region LMAs attended a coordination meeting on 10th July, to discuss the future collaborations among LMAs. The meeting, chaired by Mr. Chanakya Chaudhary, Chairman of the Eastern Region LMA Coordination Group and President of JMA, began with his address setting the agenda. Each LMA representative provided a summary of their activities over the past three months and outlined their future plans. Mr. Amitabh Bhattacharjee, Hon. Secretary of JMA, presented an overview of JMA’s quarterly activities.

### Meeting

The InFeD (IIM Nagpur Foundation for Entrepreneurship Development) collaboration meeting, was held on 11th July, focused on encouraging innovation and entrepreneurship. Plans for joint workshops, mentorship programmes, and innovation challenges were outlined to nurture entrepreneurial talent, ensuring a robust and dynamic environment for new ventures. The meeting was led by Mr. Amitabh Bhattacharjee, Hon. Secretary of JMA, and was attended by six professionals from both JMA and InFeD.



JMA Meeting with InFeD Team



CSO programme in progress

### Programme

The Chief Sustainability Officer (CSO) TERI Programme in collaboration with The Energy and Resources Institute (TERI) was launched on 13th July. The programme includes weekly classes, workshop sessions, and access to TERI’s expertise, encouraging a culture of responsibility and sustainability among member organisations.

### Industrial Visit

On 18th July, JMA facilitated a visit for the group of 20 students and one faculty member from the Mechanical Branch of RVS College of Engineering and Technology to Tinplate Company. The tour included a comprehensive overview of the facility, showcasing the latest technologies and methodologies in Tinplate production. Students interacted with industry experts, learning about quality control, production planning, and sustainability practices.



RVSCET visit at Tinplate

On 19th July, JMA facilitated the visit of students from the Mechanical Engineering Department of Netaji Subhash University (NSU) to Timken, a leading bearing company known for its precision engineering and high-quality products. The visit offered students insights into advanced manufacturing techniques and the intricacies of bearing production.



Students of NSU at Timken



Ms. Devika Bajaj addressing the participants

### YAS Talk

On 19th July, Ms. Devika Bajaj, Founder and CEO of Daivik Moringa, delivered an enlightening YAS (Young Achiever Series) talk on the 'Miracles of Moringa.' The webinar explored the numerous health benefits and uses of Moringa, a superfood known for its nutritional and medicinal properties. Ms. Bajaj shared her journey of starting Daivik Moringa, practical tips on incorporating Moringa into daily diets, and highlighted its role in sustainable agriculture.



Participants presenting their Case Studies

### JMA Young Manager Awards 2024

JMA organised its flagship competition Young Manager Awards 2024 on 26th and 27th July virtually. The theme of the competition was 'India's March Towards a Trillion Dollar Economy: A Developed Country in Making or Widening the Gap Between Rich and Poor.'

The event was attended by over 34 enthusiastic participants representing various organisations including Tata Steel, Tata Motors, Tata Power and TRF. The judges of the competition were Mr. Saurabh Bhatnagar, Partner, KPMG India and Mr. Sourabh Gupta, Digital Programme Leader-APAC, Raytheon Technologies.



Mr. Shiv Kunal Verma with the managing team and guests

### Yodha: The Real Heroes of Our Country

On 27th July, JMA in collaboration with Young Indians and CII Jamshedpur, organised an inspiring talk titled 'YODHA: The Real Heroes of our Country' celebrating Kargil Vijay Diwas.

Renowned military historian, Mr. Shiv Kunal Verma was the keynote speaker, emphasising leadership and a positive attitude and shared stories of bravery from the war. Representatives from various institutions and corporates attended, reflecting the community’s respect for India’s heroes.

**Training**

JMA conducted a training session for Tata Steel Gamharia employees on ‘MS Excel: Beginner to Intermediate’ on 29th July at MTC, Jamshedpur. The training focused on enhancing Excel skills for data analysis and reporting. Participants learned advanced functions, data visualisation techniques, and best practices for efficient spreadsheet management. More than 20 participants were present for the training session.



MS Excel Training for Tata Steel



Mr. Vikram Kumar, CO Founder, SAMA sharing his presentation

**Talk**

On 29th July, JMA hosted a TEA talk by Mr. Vikram Kumar, CO Founder, SAMA on ‘E Lok Adalats: Improving Access to Justice through Technology.’ The webinar explored how E Lok Adalats are utilising technology to enhance access to justice, especially for marginalised communities. The talk also covered the challenges and solutions in implementing E Lok Adalats, stressing the importance of digital literacy and robust infrastructure.

JMA hosted a BAKE talk by Mr. Rishi Arora on ‘Decoding Budget 2024: Key Highlights and Implications.’ The session provided an in-depth analysis of the 2024 budget, covering major policy changes, fiscal measures, and economic implications. Mr. Arora discussed the budget’s impact on various sectors, including industry, agriculture, and social welfare. More than 40 students and professionals attended the webinar.



Mr. Rishi Arora sharing his presentation

## Lucknow Management Association

### Online Workshop

Lucknow Management Association organised an online workshop on 'Integrated Agriculture' on 3rd July and 'Increase in Crop Production through Little Water Management' on 12th and 29th July by Mr Madhukar Swayambhu from Vadiv Srijan. Ms. Renu Chaudhary, General Manager LMA welcomed and introduced the speaker and proposed a formal vote of thanks on the occasion.

LMA organised a series of online workshops led by Dr. Prag from e-Feed, focusing on enhancing farmers' income through effective dairy management. The sessions included 'Increase in Farmers' Income through Dairy Management' on 4th July and 'Making Mixed Ration for Cattle and its Benefits' on 9th and 24th July, specifically tailored for Farmer Producer Organisations (FPOs) across various divisions.

LMA organised an online workshop on 'Urban Farming Practices' on 8th and 23rd July with Mr. Vikrant Tongad, an environmentalist and advocate, as well as the founder of Social Action for Forest and Environment (SAFE). More than 75 FPOs on both dates from different division were present in the online session.

Another workshop on 'Impact on Soil Health and Farming' was held on 10th July with Dr Pankaj K. Gupta from Vadiv Srijan. More than 55 FPOs from Lucknow, Kanpur and Jhansi mandal were present in the online session.

LMA organised an online workshop on 'Increase in Income from Cowshed Management' on 15th and 22nd July with Mr. Ashish Singhal. More than 80 FPOs from Lucknow, Kanpur, Jhansi, Aligarh, Agra and Meerut mandal were present in the online session.

LMA organised an online workshop on 'Increase in farmers income through dairy management' on 19th July with Mr. Ankit Patel from e-Feed. Ms. Renu Chaudhary, General Manager LMA welcomed and introduced the speaker and proposed a formal vote of thanks on the occasion.

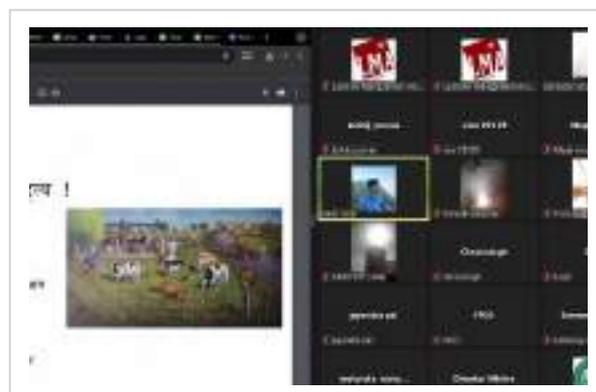
LMA organised an online workshop on 'Impact on Soil Health and Farming' on 25 July with Dr Prakash Jha, a Professor of Agriculture at Mississippi State University, USA. More than 58 FPOs from Aligarh, Agra and Meerut mandal were present in the online session.



*Mr. Madhukar Swayambhu sharing his presentation*



*Mr. Vikrant Tongad addressing the FPOs*



*Mr. Ankit Patel sharing his presentation*

### Presentation

On 19th July, LMA organised a presentation on ‘Evidence-Based Case Studies on Environmental Impact of Rejuvenation of Water Bodies’ by Mr. Madhukar Swayambhu. Convened by the Commissioner of Lucknow Division, officers of various concerned departments participated.

LMA organised an online workshop on ‘Financial Literacy for FPOs’ on 30th July with Mr. Uttam Kumar from AWOKE India. Ms. Renu Chaudhary, General Manager LMA welcomed and introduced the speaker. More than 42 FPOs from Aligarh, Agra and Meerut mandal were present in the online session.



*Mr. Madhukar Swayambhu addressing*



*(L-R) Mr. Ritesh Srivastava, Mr. Manjeet Roshan and Mr. Sachin Goel*

### Session

Young Manager’s Forum of LMA in collaboration with MSME and StartUp Forum-Bharat organised a session on ‘Empowering People Through Financial Literacy Power Sessions on New Investment Opportunities’ and a beating inflation panel discussion on ‘Government Schemes Beneficial for Women’ on 5th July. The panelists were Dr. Charu Rawat Corporate Trainer and LMA Member; Ms. Mamta Chauhan, Sr. Faculty IED; Mr. Vikas Khanna, Chapter Chairman, IIA Lucknow, and others. The Guest of Honour was Shri. Sachin Goel Technocrat, Social Entrepreneur State President-Uttar Pradesh MSMC and Startups Forum Bharat and Smt. Alpa Shah, Social Entrepreneur, Author and Finance Professional Chairperson, Women Entrepreneur Cell MSME and Startups Forum-Bharat.

### Health Talk

On 6th July, LMA organised a Health Talk on ‘Metabolic Syndrome’ with Dr. Ruchita Sharma, Senior Consultant Internal Medicine (Medanta Hospital Lucknow). Giving detailed information related to hypertension and diabetes Dr. Sharma said that instead of being afraid of diabetes, one should fight it and keep the sugar level under control by taking medicine regularly. On this occasion, an agreement was also executed between Medanta Hospital Lucknow and LMA, under which special facilities will be provided to LMA members on getting treatment at Medanta Hospital.



*Dr. Ruchita Sharma addressing the session*

### Screening

On 12th July, LMA in collaboration with Lucknow Connection Worldwide (LCWW) organised a screening of 'Gulli Danda'. This 45-minute short film, based on Munshi Premchand's famous story Gulli-Danda has been produced by Lucknow-based Mr Narendra Singh. The chief guest senior theatre artist Dr. Anil Rastogi said that the film beautifully captures Premchand's style of storytelling.



*Team of movie 'Gulli Danda' on the dais*



*Session in progress*

### Meeting

On 22nd July, a meeting was held with KPMG representatives at the LMA office to discuss the proposed programme for the RAMP Scheme, aimed at supporting MSMEs.



*Mr. Rahul Dutt, Mr. Rajiv Pradhan and Ms. Renu Chaudhary during signing of MoU*

### MoU

LMA and T.S. Mishra University signed a MoU on 23rd July at T.S. Mishra University for the purpose of jointly enriching the technical and management education process.

### Panel Discussion

LMA organised a panel discussion on 'NEP 2020: Curriculum of Advanced Technologies for Secondary Schools' on 25th July. The panelists were Dr. Deepak Singh of IIIT Lucknow; Prof Vivek Gupta of IIM Lucknow; Ms. Lekha Bajai, Chief Technology Officer, Aspire For Her Mumbai, and Dr Pradeep Kumar Divisional Joint Director of Education (Lucknow, Varanasi, Agra & Bareilly Divisions). Dr. Dheeraj Mehrotra, Principal Kunwar Global School and member LMA moderated the session. The objective was to provide insights on how cutting-edge technological advancements can be effectively incorporated into educational frameworks to enhance learning outcomes and better prepare students for future challenges.



*Dr. Dheeraj Mehrotra receiving a memento*

LMA in collaboration with AMU Old Boys Association organised a panel discussion on ‘Decoding the 3 New Criminal Laws – Perspectives’ on 27th July. The panelists were Dr. G.K. Goswami, IPS, Director State Forensic Institute Lucknow; Mr. Rishad Murtaza, Advocate, Allahabad High Court Lucknow Bench and Dr. Kumar Askand Pandey, Associate Professor of Law, RMLNLU. Prof. Subir K. Bhatnagar, Former Vice Chancellor of RMLNLU was the moderator of the session.



(L-R) Mr. A.K. Mathur, Mr. Rishad Murtaza, Dr. G.K. Goswami IPS, Dr. Kumar Askand Pandey and Prof. Subir K. Bhatnagar



(L-R) Mr. A.K. Mathur, Prof Sanjay Kumar Singh, Mr. Rajat Mehra, Mr Alok Ranjan, Dr. Arvind Mohan, Mr. Kiron Chopra and CA Jatin Srivastava

LMA in collaboration with ASSOCHAM and Department of Economics, University of Lucknow organised a panel discussion on Union Budget 2024 on 29th July. The eminent panelists were Prof Sanjay Kumar Singh, Professor of Economics at IIM Lucknow; CA Jatin Srivastava; Dr. Arvind Mohan, Professor of Economics, University of Lucknow, Mr. Kiron Chopra CMD, Chopra Rectec and Mr. Rajat Mehra Director, Rajat Chemicals. Mr Alok Ranjan, Former Chief Secretary GoUP, moderated the session.

### Health Camp

LMA in collaboration with Medanta Hospital, Lucknow organised a Health Talk by Dr. Ruchita Sharma and two-day Camp for DIET faculty and students on 26th and 27th July. Ms. Renu Chaudhary, General Manager LMA, DIET students and faculty were present in the camp.



Ms. Renu Chaudhary during health camp session



Ms. Lekha Bajpai interacting with IIIT students

### Workshop

LMA, in collaboration with Indian Institute of Information Technology organised a workshop on ‘Unleashing the Potential of Gen AI’ on 26th July at the Indian Institute of Information Technology campus. The keynote speaker was Ms. Lekha Bajpai, Former MD and CIO, Kantar IMRB. The event concluded with a formal vote of thanks proposed by Col (Dr) Sameer Misra, Executive Director of LMA. The workshop was attended by students from IIIT and LMA members.

**Seminar**

LMA in collaboration with Small Industries Development Bank of India (SIDBI) and Laghu Udyog Bharti organised a seminar on Tackling Delayed Payments and Unlocking Working Capital for MSMEs on 28th July. The panelists in the inaugural session were Mr. Alok Kumar IAS Principal Secretary, MSME, UP; Mr. Rahul Priyadarshi, Chief General Manager, SIDB and Mr. Ramesh Dharmaji, Senior Advisor, GAME.



Panelists and LMA members during the seminar



(L-R) Dr. V.K Tomar Mr. V.K Sharma; Mr. S.N Singh, Dr. Yogendra Singh, Mr. Dinesh Jain, Mr. Sandeep Mitta land Mr. C.B Sharma lighting the lamp

**Noida Management Association**

**MDP**

NMA organised a MDP on 12th July on ‘Code on Social Security 2020’. The programme was graced by Dr. V.K Tomar, Dean, Jaipuria Institute of Management; Mr. V.K Sharma; Mr. S.N Singh, Past President; Dr. Yogendra Singh; President Mr. Dinesh Jain and Mr. Sandeep Mittal, Past President and Secretary Mr. C.B Sharma.

**Budget Programme**

NMA organised a budget programme on 30th July in collaboration with the Institute of Cost Accountants of India, Noida Chapter. The eminent speakers included Chief Guest CMA Manoj Kumar Anand, CMA Parmanand Goyal, and CA Sandeep Mittal. The programme was well attended and appreciated by the members.



The chief guest and members during the Budget programme



Chief Guest with leaders of PMA

**Pala Management Association**

**General Body Meeting**

PMA held its general body meeting on 25th July, with 60 participants in attendance. The chief guest, Dr. Mathukkutty M. Monippally, an alumnus of Manchester University, UK, and former Professor at IIM Ahmedabad, delivered the keynote address and conducted a session on ‘What Makes a Leader.’ Staff and students from the MBA programmes at SJCT Choondacherry and St. Thomas College, Pala, were also present.

SJCT Choondacherry and St. Thomas College, Pala, were also present.

## Patiala Management Association

### Talk

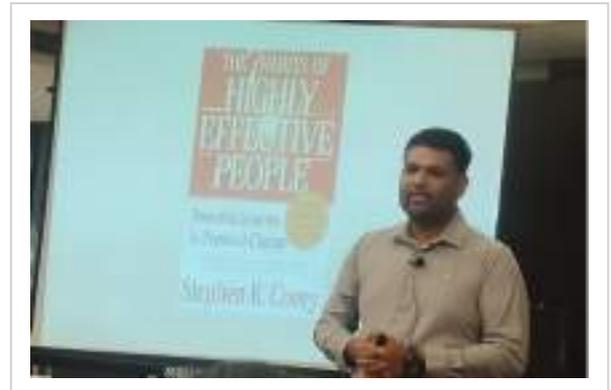
PMA organised a talk on ‘Nurture Your Tender Soul by Living Your Passion’ by Ms. Manjula Sularia on 17th July. The session was attended by over 65 members, and 10 new members were inducted into PMA. Ms. Sularia emphasised that passion is the fuel for life and highlighted the importance of keeping passion alive to lead a purposeful life. Mr. Sanjay Gupta, General Secretary of PMA, managed the event, with Mr. Bhanu Pratap Singla introducing the speaker and Mr. Bhalinder Singh concluding with a vote of thanks.



Session by Ms. Manjula Sularia

### Book Reading Session

PMA has been regularly holding book reading sessions featuring short talks on members’ favourite books. Continuing this tradition, PMA member Mr. Gitesh Singla presented a summary of ‘The 7 Habits of Highly Effective People’ by Stephen R. Covey. Mr. Singla explained the book’s key principles, including ‘Be Proactive,’ ‘Begin with the End in Mind,’ ‘Put First Things First,’ ‘Sharpen the Saw,’ and others. The session was highly appreciated and inspired members to engage more actively in book reading.



Mr. Gitesh Singla addressing



Glimpses of Webinar - Work - Life Balance & happiness

## Rajkot Management Association

### Webinar

On 31st July, Rajkot Management Association hosted an engaging and enlightening webinar titled ‘Work-Life Balance and Happiness.’ The session was led by CS Deepak Jain, a renowned Company Secretary and Inspirational Leader, who provided participants with practical strategies for achieving work-life harmony, emphasising the importance of loving one’s job, setting meaningful goals, and practicing effective time management. The webinar highlighted several noteworthy techniques for improving work-life balance, including self-discipline, positive self-talk, and the necessity of taking regular breaks. Adding to the richness of the session, RMA Member, Prof. Jyotindra Jani shared valuable insights on Emotional Intelligence, further equipping attendees with the tools to manage their emotions and relationships effectively in both personal and professional contexts. The event began with a warm welcome address by RMA President, Mr. Jayen Kotecha, setting a positive tone for the session. The programme was expertly coordinated by Vice-President, Mr. Harshit Shah, ensuring a smooth and impactful experience for all participants.

## Rohilkhand Management Association

Rohilkhand Management Association organised a roundtable discussion on 4th July on the topic ‘Managing Attrition in Industry’. HR managers, corporate leaders from various industries, and academicians shared their experiences and views on the subject. The discussion was highly informative, interactive, and fruitful. The minutes of the meeting were subsequently shared with all RMA members.



*Participants during the workshop*



*Panel discussion on 'Budget 2024' in progress*

On 23rd July, RMA organised a panel discussion on ‘Budget 2024.’ Eminent Chartered Accountants, Company Secretaries, corporate leaders, and finance and economics academicians served as speakers. They shared their views on the key highlights of the budget, including its focus on employment, skilling, MSMEs, and the middle class, as well as its priorities, particularly resilience in agriculture. The session was well-attended and well-received by everyone.

## Thrissur Management Association

### TMA Presidents Council Meeting

Thrissur Management Association organised a Presidents’ Council Meeting with Past Presidents on 8th July. This gathering provided a platform for reflection on various TMA initiatives and discussions about future plans for the organisation. The meeting saw active participation, with around 18 members in attendance.



*TMA Presidents Council Meeting in progress*



*Mr K Babu, Former EVP Federal Bank and MC Member of TMA addressing*

### Management Development Session

TMA, in association with Sahridaya College of Advanced Studies Kodakara, organised a management development session on 8th July on ‘Bani: A Voyage to the Future.’ The session was led by Mr. K Babu, former EVP of Federal Bank and a member of TMA’s Management Committee. Around 100 students attended the event, engaging with the thought-provoking content and gaining valuable insights into future trends and opportunities in management.

### TMA Young Leaders of Thrissur

TMA Young Leaders of Thrissur (YLT) launched a new series titled ‘Know Our Member,’ aimed at advancing deeper connections among members and providing networking opportunities. The inaugural event of this series was held on 9th July at SEDAR HQ, Thrissur. During this session, Mr. Alok Paul, Managing Director of Cedar Retails, and Mr. Steev George, Director of Lahanthi Homes and Infrastructure, interacted with YLT members.



Participants at the TMA Young Leaders programme



Newly elected Managing Committee for the year 2024-25

### 34th AGM

The 34th Annual General Body Meeting of TMA took place on 12th July. The meeting was presided over by CA Geo Job, President of TMA, who delivered the presidential address, highlighting the various activities and initiatives undertaken during the 2023-24 period. CMA Madhu A P presented the Secretary’s report, detailing the organisation’s achievements and developments over the past year. The AGM saw active participation from the members, with 70 attendees present.

### Managing Committee Meetings

The first meeting of the newly elected managing committee of the TMA was held on 12th July. The gathering was productive and engaging, with around 17 members in attendance. During this meeting, key leadership roles for the upcoming year were decided. CA T R Anantharaman was selected as the President, CA Ajith Kaimal R as the Secretary, Padmakumar C as the Senior Vice President, Seejo Ponnore as the Vice President, CA Shaji P J as the Honorary Joint Secretary, and Dr. E G Ranjith Kumar as the Treasurer.



MC Meeting in progress



Handing over ceremony

TMA held its Managing Committee meeting on 15th July, attended by 30 members. During the meeting, a formal handing over ceremony took place, where the outgoing President, Secretary, and Treasurer respectfully transferred important documents and books of accounts to the incoming team.

### Union Budget Analysis

TMA organised a budget analysis programme on 23rd July on the Union Budget 2024, with speakers Dr V K Vijayakumar, Investment Strategist, Geojit Financials; CA R Krishnan, Sr Chartered Accountant, Rangamani Associates and Mr T C Mathew, Sr Financial Journalist. The joint session was held in collaboration with the ICAI Thrissur chapter, the Chamber of Commerce Thrissur, the ICSI Thrissur chapter, and the Investors Club Thrissur.



(L-R) Dr V K Vijayakumar, CA R Krishnan and Mr T C Mathew



Inauguration of TMA Activities for the year 2024-25

### TMA Activities and Guest Lecture

The inaugural event of TMA’s activities for the year 2024-25 was held on 27th July. The event was graced by Mr. Balagopal Chandrasekhar, former Chairman of The Federal Bank Ltd. and member of the Advisory Board at IIT Palakkad, who served as the chief guest and inaugurated the programme. The highlight of the event was a guest lecture on the topic ‘Kerala: A Good Place for Sustainable Manufacturing?’ The session sparked lively discussions and featured an engaging interactive segment, attended by approximately 75 members.

### Management Development Session (Online)

TMA in collaboration with the Sahrdaya Institute of Management Studies student chapter and the Finance Club SIMS, organised a Management Development session focused on the Union Budget 2024. The session was led by CS Jackson David C, CEO of TMA, who provided in-depth analysis and insights into the budget. The event was well-attended, with around 100 chapter members participating.

## Trivandrum Management Association

### Theme Presentation

Trivandrum Management Association organised a session on ‘One Health Approach: Advancing Human Centric and Sustainable Development’ on 13th July. The event, featuring presentations by B-school students, was well-received by TMA members, faculty, and students. The concept of One Health, promoted by the World Health Organization (WHO), underscores the integration of human, animal, and environmental health for sustainable development.



Mr. Govind S and Mr. Aadi Narayanan from DC School of Management and Technology giving the theme presentation



*Prof. Rajesh Nair addressing the participants*

### Lecture Programme

TMA organised a session titled 'Creating a Million Innovators and Entrepreneurs from Underserved Communities' by Prof. Rajesh Nair, Founder and CEO of EnCube Labs - USA, India, on 13th July. It focused on strategies to foster innovation and entrepreneurship within underserved communities, highlighting the potential for socioeconomic development through empowerment and education.



*Live streaming of Post Union Budget 2024-25*

### Post Union Budget 2024-25 Conference

On 30th July, TMA in collaboration with the Confederation of Indian Industry (CII), Trivandrum Chamber of Commerce and Industry (TCCI), and the Confederation of Kerala Tourism Industry (CKTI), hosted a live viewing of the 'Journey Towards Viksit Bharat: A Post Union Budget 2024-25 Conference' by Hon'ble Prime Minister Shri Narendra Modi. The discussion on economic progress and future strategies was well-received by the audience, providing valuable perspectives on India's development trajectory.



*M. N. Prasad, Secretary-Administration VMA*

### Vaikom Management Association

#### Orientation Programme

VMA organised a programme on 9th July at St. Xavier's College, Vaikom, in line with the guidelines of Mahatma Gandhi University, Kottayam, aimed at motivating students to successfully pursue their academic curriculum. The sessions were led by Er. A Saifuddin, former Principal of the Power Engineers' Training and Research Centre, KSEBL, and Er. M N Prasad, former General Manager at NTPC. The programme was formally inaugurated by Fr. Shijo Konuparambil, Manager of St. Xavier's College, and was attended by 70 students.

### Employability Skills Training

VMA conducted an Employability Skills training session on 13th July at ICM Computers, Thalayolapparambu. The first session, presented by Mr. N. Shine Kumar, Development Officer at LIC of India, covered topics such as self-belief, communication, leadership, and teamwork. In the second session, Er. P. Rajendra Prasad, Director of Malabar Cements Ltd, discussed resume preparation, strategies for online and in-person interviews, time management, appropriate interview attire, and other related topics. The third session, led by Er. M. N. Prasad, former General Manager of NTPC, focused on SWOT analysis, building confidence, and self-preparation for interviews. Er. A. Saifuddin, President of VMA, summarised the key points of the sessions.

### Wednesday Musing

In an online meeting held on 24th July, Dr. Venu G. Nair, Meteorologist at the Centre for Earth Research and Environment Management, delivered a talk on 'Global Warming and Climate Change.' Dr. Nair explained the factors that determine the Earth's climate and highlighted the impact of human activities on global warming. The meeting was attended by 32 participants.



Session on 'Global Warming and Climate Change'



Er. A. Saifuddin, former Principal, PERTC and President VMA addressing

### Talk

VMA held its monthly programme on 28th July, featuring a talk on 'Delivering Effective Training' by Er. A Saifuddin, Former Principal of PETARC, KSEBL. The session was highly engaging, with participants assigned tasks for self-assessment. It concluded with insightful feedback from Smt. K R Beena, an Author and Library Activist, and Mr. Suvarnan, an Educationalist and Social Worker.

## Vidarbha Management Association

Vidarbha Management Association conducted its weekly session on 7th July with Dr. Vijay Sharma, Director of Marketing at Shivayu Ayurved Ltd., who spoke on 'Management Learnings from the Mahabharat.' He emphasised the valuable life lessons and management insights that can be drawn from the Mahabharat, comparing ancient wisdom with modern corporate practices. The session was moderated by Mr. Prafull Baid and coordinated by Mr. Shantanu Shende and was also streamed live.



Speaker, Dr. Vijay Sharma addressing



Mr. Alok Dhotekar addressing

Vidarbha Management Association organised a session on 14th July with Mr. Alok Dhotekar, ex-AVP Sales at Dinshaws, who spoke on 'Reading Customers' Minds.' He described sales as a 'scientific art' requiring strategic thinking. Emphasising the study of consumer behaviour, Mr. Dhotekar advised understanding both brand perception and customer needs. He also guided attendees on the 8/73 law of sales. The session was moderated by Mr. Mahendra Giridhar and coordinated by Mr. Tarun Katiyar.

VMA organised a session on 21st July with Dr. Nitin Vighne, a management trainer and former clinical psychologist for the Indian Air Force, who delivered a session on ‘Powering Psychology for Towering Success in Challenging Business Environments.’ Dr. Vighne highlighted the role of emotional intelligence in decision-making, leadership, and stress management. The session was moderated by Amjad Pathan and coordinated by Mr. Anil Kshirsagar.



*Dr. Nitin Vighne addressing*



*Mr. Rajesh Rokde addressing*

VMA organised a session on 28th July by Mr. Rajesh Rokde, Director of Rokde Jewellers Ltd., who emphasised the importance of respect, trust, and family involvement in business success. During ‘The Uncut Story of Rokde Jewellers,’ he shared his experiences, highlighting the value of younger generations’ ideas, women’s participation, and effective marketing strategies. The session was moderated by Mr. Kaushal Mohta and coordinated by Mr. Nitin Yete.

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## CERTIFICATE COURSE IN

# PPP

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### Who can benefit

- Government and PSU officials involved or interested in designing and managing PPP transactions
- Employees of Private Concessionaires, Contractors and suppliers involved or interested in implementing PPP contracts
- EPC and other downstream contractors
- Procurement Professionals for updating their domain knowledge

### Eligibility

Graduate in any discipline from university or recognised institute.

### Fee Structure

Total fee (inclusive of all taxes) – ₹ 41,300/-  
Course fee- ₹ 35,000/- plus GST (18%)

For further details contact

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# AIMA Events Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
National Management Games		Regional Rounds -Online Grand Finale – New Delhi	25 June – 30 August 2024 31 August 2024
Digital Immersion Retreat		Goa	29-31 August 2024
AIMA Convocation		New Delhi	05 September 2024
51st National Management Convention		New Delhi	11-12 September 2024
2nd LeadHERship Retreat		Goa	18-20 September 2024
National Management Quiz(NMQ)		Online	18 September - 1 October 2024
Shaping Young Minds Programme		Ludhiana	20 September 2024
Business Responsibility Summit		New Delhi	27 September 2024
2nd HR Power Workshop		Mumbai	17-18 October 2024
The Global Advanced Management Programme - USA (GAMP)	<b>Prof Solomon Darwin</b> Programme Director -Executive Director, Center for Corporate Innovation, Haas School of Business	Silicon Valley, USA	10-16 November 2024
PSU Summit		New Delhi	22 November 2024
Shaping Young Minds Programme		Indore	22 November 2024

Event	Programme Chairman/Key Speaker	Venue	Date
Leadership Development Programme	<b>R K Mohapatra</b> Former Director(HR) Indian Oil Corporation	Guwahati	29-30 November 2024
2nd Global Innovation and Management Programme (GIMP)		Dubai	02-05 December 2024
Innovation Practitioners Summit		New Delhi	December 2024
Young Managers Simulation		Online	December 2024

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

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# AIMA

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