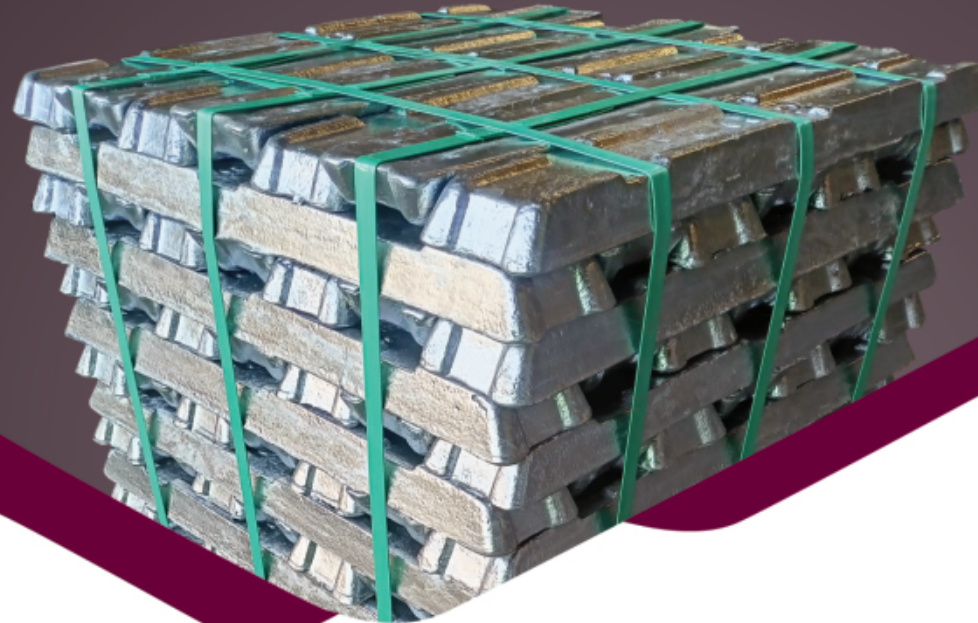


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36th National Annual Convention

**CENTURY OF CHANGE - LEADERSHIP AND RESILIENCE
IN AN UNCERTAIN AND DISRUPTIVE WORLD ORDER**

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CENTURY OF CHANGE - LEADERSHIP AND RESILIENCE IN AN UNCERTAIN AND DISRUPTIVE WORLD ORDER

The 21st century is witnessing an unprecedented pace of transformation driven by rapid technological advancements, geopolitical shifts, environmental challenges, and evolving socio-economic paradigms. This “Century of Change” is characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), compelling organizations, institutions, and leaders to rethink traditional approaches and embrace resilience as a core capability.

In this dynamic landscape, leadership is no longer confined to decision-making and governance—it has evolved into a multidimensional role that demands adaptability, foresight, ethical grounding, and the ability to navigate disruptions while creating sustainable value. Resilient leadership today involves not only responding effectively to crises but also anticipating change, fostering innovation, and building systems that can thrive amidst uncertainty.

This conference aims to bring together thought leaders, academicians, industry experts, and policymakers to deliberate on strategies that enable organizations and institutions to remain agile, competitive, and future-ready. It will explore how leadership paradigms are transforming in response to disruptive forces and how resilience can be institutionalized across sectors.

AI – Ambition to Execution: Can AI Run the Factory Floor?

The manufacturing sector is undergoing a paradigm shift with the integration of Artificial Intelligence (AI), Industrial IoT, robotics, and data-driven decision-making systems. While AI has moved beyond conceptual ambition to practical implementation, a critical question remains—can AI truly run the factory floor?

The session seeks to evaluate whether AI can independently manage complex manufacturing ecosystems or whether a hybrid model—combining human intelligence with artificial intelligence—offers a more sustainable path forward. It will also highlight real-world case studies, best practices, and the roadmap for achieving intelligent, efficient, and resilient manufacturing systems.

Future-Ready Academic Ecosystem Amid Technological Disruption

The education sector is experiencing significant disruption due to emerging technologies such as AI, machine learning, virtual labs, digital platforms, and personalized learning systems. These changes necessitate a reimagining of the academic ecosystem to prepare learners for an uncertain and rapidly evolving future.

This session will focus on building a future-ready academic ecosystem that is flexible, interdisciplinary, skill-oriented, and aligned with industry needs. The session will also emphasize the importance of collaboration between academia, industry, and government in shaping an ecosystem that is resilient, inclusive, and capable of addressing global challenges.

Design Your Destiny

The valedictory session titled “Design Your Destiny” serves as a reflective and forward-looking culmination of the conference, emphasizing the power of individual vision, purposeful action, and resilient mindset in shaping one’s future in an increasingly dynamic and uncertain world.

In an era defined by rapid technological disruption, evolving career landscapes, and unprecedented opportunities, destiny is no longer a matter of chance—it is a matter of conscious design. This session underscores the idea that individuals, institutions, and leaders must move beyond passive adaptation and actively craft their pathways through clarity of goals, continuous learning, and strategic decision-making.

“Design Your Destiny” is a call to action—urging every participant to become the architect of their own success story, contributing meaningfully to society while building a future that is both fulfilling and impactful.



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	(iv) Dr. Amit Sareen, Dean Corporate Relations, IMT Ghaziabad	
	(v) Ms. Aditi Sharma, Chief Manufacturing Officer, UNO Minda Group	
	(vi) Mr. Shantanu Maheshwari, Vice President, Reliance Intelligence	
	(vii) Dr Mohit Dayal Gupta, Director (Prof.), Cardiology, GB Pant Hospital, New Delhi	
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	(x) Mr. Shailendra Singh, Hony. Secretary, GMA & GM (Works), International Tobacco Co. Ltd., GZB	
	(xi) CA. (Dr.) Rajesh Agarwal, Hony. Treasurer – GMA & Chief Financial Officer Ghaziabad Precision Products Private Limited	
	(xii) Mr. Pankaj Kr. Jain, Chief Quality Officer, Shriram Pistons & Rings Ltd.	
	(xiii) Dr. Sapna Rakesh, Director, G.L. Bajaj Institute of Management and Research, Greater Noida	
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T V Narendran
President

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Message



My compliments to the Ghaziabad Management Association (GMA) on the occasion of their 36th National Annual Convention.

The theme, “*Century of Change – Leadership and Resilience in an Uncertain and Disruptive World Order,*” captures the reality of the times we are living in. The pace and scale of change across economies, technologies, and global alignments are reshaping how organisations think, operate, and grow.

In this environment, leadership must move beyond predictability. It calls for the ability to navigate ambiguity, make informed choices under pressure, and sustain direction even as circumstances evolve. Resilience, therefore, is not only about absorbing disruption, but about building organisations that can respond with agility while staying anchored in long-term purpose.

Such shifts require continuous reflection and exchange of ideas. Conventions like this provide an opportunity to step back from immediate demands, engage with diverse perspectives, and reassess approaches to leadership and decision-making in a changing world.

I commend GMA for curating a theme that is both relevant and thought-provoking, and for bringing together voices that will enrich this important discussion.

Wishing the convention insightful discussions and meaningful takeaways.

T V Narendran
President
All India Management Association
&
CEO & Managing Director
Tata Steel Limited



Dr T. R. Pandey

*President
Ghaziabad Management Association*

Message

The National Annual Convention 2026, themed “*Century of Change – Leadership and Resilience in an Uncertain and Disruptive World Order,*” captures the spirit of a world in transition—where disruption is constant and adaptability defines success.

For India, this century represents a transformative opportunity. As the nation advances towards becoming a global economic powerhouse, the need for visionary leadership, resilient institutions, and responsible management practices has never been greater. The ability to balance rapid technological progress with inclusive and sustainable growth will shape the trajectory of our collective future.

Since 1982, the Ghaziabad Management Association has been guided by its vision of *transforming society by facilitating excellence in management practices and technology*. This commitment continues to drive our efforts in building meaningful linkages between academia, industry, and professionals—creating a vibrant ecosystem of knowledge, innovation, and capability development.

This Convention serves as a platform to reflect, deliberate, and reimagine leadership in the Indian and global context. It encourages a shift towards agile thinking, ethical decision-making, and resilience as a core organizational strength—qualities essential for navigating uncertainty and leading change.

As India steps confidently onto the global stage, institutions like GMA have a vital role in shaping leaders who are not only competent, but also conscious of their responsibility towards society. The journey ahead calls for collaboration, foresight, and an unwavering commitment to excellence.

This souvenir reflects our shared vision and aspirations for a future that is dynamic, inclusive, and resilient.

Dr T. R. Pandey

President
Ghaziabad Management Association



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Rekha Sethi
Director General

Message



It gives me great pleasure to contribute to the souvenir brought out on the occasion of Ghaziabad Management Association's 36th National Annual Convention.

GMA has been a consistent and valued part of the AIMA network, contributing to the development of management capability and professional engagement in the region. Through its programmes and initiatives, it has created opportunities for learning, exchange, and interaction within the local management community.

The theme of this year's convention, "*Century of Change – Leadership and Resilience in an Uncertain and Disruptive World Order,*" is closely aligned with the challenges organisations are encountering today. As operating environments become more complex, there is a growing need to build systems and processes that are responsive, adaptable, and aligned with long-term objectives.

Forums such as this Convention play an important role in examining these issues in a practical context, enabling participants to engage with ideas that are relevant to their organisational and professional realities.

Many congratulations to the GMA team for sustaining this initiative and for its continued contribution to the broader management ecosystem.

My best wishes for the success of the Convention.

Rekha Sethi
Director General
All India Management Association



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भवदीय

Sunita Dayal

(सुनीता दयाल)

महापौर

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DR. ANIL AGRAWAL
Member of Parliament, Rajya Sabha
(2018-2024)



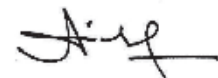
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Ghaziabad Management Association द्वारा शहर में विभिन्न तरह के सामाजिक एवं सांस्कृतिक कार्यक्रम भी आयोजित किये गये है जिसमें लोग बढ़-बढ़कर हिस्सा लेते हैं।

मैं इस सफल आयोजन के साथ-साथ समिति द्वारा किए जा रहे इस भागीरथी प्रयास के लिए साधुवाद देता हूँ तथा इस विश्वास के साथ गाजियाबाद मैनेजमेंट एसोसिएशन के सभी पदाधिकारियों को हार्दिक शुभकामनाएं प्रेषित कर रहा हूँ कि इस सराहनीय प्रयास से भारत के प्रत्येक जिम्मेदार नागरिक को अपने लक्ष्य और उद्देश्य प्राप्त करने में कामयाबी प्राप्त होगी।

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(डॉ० अनिल अग्रवाल)



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—: शुभकामना सन्देश ::—

गाजियाबाद मैनेजमेंट एसोसिएशन (GMA) द्वारा आयोजित 36वें राष्ट्रीय वार्षिक अधिवेशन के सफल आयोजन हेतु आपको एवं आपकी पूरी टीम को हार्दिक शुभकामनाएं प्रेषित करता हूँ।

वर्तमान परिवर्तित वैश्विक परिदृश्य में "Century of Change — Leadership and Resilience in an Uncertain and Disruptive World Order" जैसे समसामयिक एवं महत्वपूर्ण विषय पर आयोजित यह अधिवेशन निस्संदेह प्रबंधन, नेतृत्व एवं नवाचार के क्षेत्र में नई दिशा प्रदान करेगा।

मुझे विश्वास है कि इस अधिवेशन में देश के प्रतिष्ठित उद्योगपतियों, शिक्षाविदों एवं विशेषज्ञों की सहभागिता से विचारों का सार्थक आदान-प्रदान होगा, जिससे प्रतिभागियों को व्यापक दृष्टिकोण एवं प्रेरणा प्राप्त होगी।

मैं गाजियाबाद मैनेजमेंट एसोसिएशन के समस्त पदाधिकारियों को इस उत्कृष्ट पहल हेतु बधाई देता हूँ तथा कार्यक्रम की पूर्ण सफलता की कामना करता हूँ।

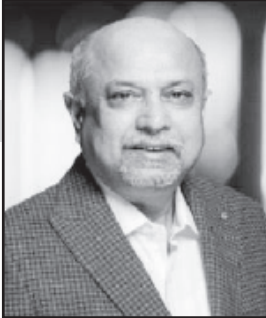
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Rajesh Sinha

*Managing Director And Strategic Advisor
To President C&F: John Deere India Pvt*

Profile

Chief Guest

Rajesh Sinha is an experienced leader in the manufacturing and operations sectors, currently serving as Managing Director and strategic advisor to the President of C&F at John Deere India Pvt. Ltd. since November 2024. Previously, Rajesh held several key positions at John Deere from July 2010 to December 2024, including Vice President of Manufacturing for Earthmoving and Sr. Vice President of the tractor business in India. Earlier in Rajesh's career, a significant tenure at TATA Cummins Limited as Plant Manager TCL-2 laid a strong foundation in management roles. Rajesh holds a Bachelor of Engineering degree in Mechanical from Amravati University, earned between 1987 and 1991.

In this role, he oversees business operations across manufacturing, marketing, engineering, IT, research and development, and supply chain management, while also providing global support to John Deere facilities worldwide. Rajesh's vision and thinking have led to cost efficiencies, supply chain strategies, manufacturing capabilities, and operational excellence leading to a competitive edge and delivering superior value to customers globally.

He has played a transformational role both in India and during his assignments in the United States and Singapore, significantly contributing to expanding and strengthening business opportunities worldwide. In the C&F role Rajesh's foresight and strategic thinking have been instrumental across the enterprise in preventing cost escalation, driving operational excellence, and advancing the transformation of manufacturing facilities toward smart industrial and lean manufacturing principles

Rajesh serves as a Board Member and Executive council on several India and global organizations and has several accolades and awards to his credit

Prior to joining John Deere, Rajesh served as a Project Leader Tata Cummins responsible for investments in Phaltan in Maharashtra. Prior to Joining Tata Cuming, he worked at TEXMACO and as a GET.

In recognition of his distinguished contributions to industry and global operations, the Deccan Chamber of Commerce, Industries & Agriculture (DCCIA), Pune, has conferred him the prestigious "DCCIA Award for Lifetime Achievement 2025."



Atul B. Lall

*Vice Chairman and Managing Director
Dixon Technologies (India) Limited*

Profile

Distinguished Guest of Honour

Mr. Atul B. Lall is the Vice Chairman and Managing Director of Dixon Technologies (India) Limited which is 50,000 crores revenue. He holds a Master's Degree in Management Studies from the Birla Institute of Technology and Science, Pilani. Since the inception of Dixon Technologies, he has been instrumental in steering the company to its leadership position in the Electronics Manufacturing Services (EMS) Industry. He is responsible for driving the overall business operations of the Dixon Group, with a strong focus on innovation, expansion, and operational excellence. With over 31 years of experience in the EMS industry, his forte lies in the introduction of new product segments and the rollout of scalable expansion strategies.

Beyond his leadership at Dixon, Mr. Lall serves as a board member for other group companies, holds the position of Independent Director on the Board of Happy Forgings Limited, Non-Executive Director of AdityaInfotech Limited, Non-Independent Director at Max Estates, and is a member of the Governing Board of Plaksha University. He has also served as President of the Electronic Industries Association of India (ELCINA) from 2023-2024.

He was appointed as Chair of the FICCI Committee on Mobile Manufacturing for 2025 & 2026, further strengthening his contribution to policy and industry leadership.

Mr. Lall has been recognized with numerous accolades, including the “Electronics man of the year Award” by ELCINA for 2025, Distinguished Alumnus Award (2025) by BITS Pilani, “India's Best CEOs – Consumer Durables” award (2024) by Fortune India, and the “Man of Electronics” award (2022) by CEAMA

He is an avid reader and the author of the book 'Gita and India Inc.'.



Prof. (Dr.) Raj Singh

*Vice Chancellor,
Bennett University,
Greater Noida*

Profile

Distinguished Guest of Honour

Dr. Raj Singh is the Vice Chancellor at Bennett University (promoted by the Times Group and A+ accredited by the NAAC), Greater Noida, adjacent to New Delhi. Till recently, he was the Vice Chancellor of JAIN (Deemed-to-be University) Bangalore. With 44 years of experience including 31 years in education and over 15 years as Vice Chancellor, he has headed prestigious Universities including Amity University–Jaipur and Gwalior, G D Goenka University-Gurgaon. Earlier he was the Pro-Vice Chancellor at Amity University NOIDA for 5 years, Deputy Director General and Head of the prestigious Amity Business School and Head of ICFAI Business School (IBS) New Delhi from inception in 1995. He has been advisor to many Universities and served the **Indian Air Force** from 1981-1994.

A passionate teacher, researcher, consultant, trainer, astute academic administrator, speaker and education intrapreneur, Dr. Singh has done his Masters in Economics, CFA (Chartered Financial Analyst) and PhD in Strategic Finance. Known for his oratory skills and innovative approach to Higher Education, he is a **TEDx speaker!**

An expert in NEP implementation, Dr. Singh has developed unique models for universities so as to take education to the **intersection of research and practice.**

A trainer and consultant to Indian and Multinational companies, he has trained over 6000 teachers in schools as well as higher education. Dr. Singh has published and presented many research papers and delivered keynote addresses in over 100 conferences and has been a panelist in many TV shows. Featured as one of the movers and shakers on Daily World Post and “My Icon” on FM channel in 2016 & 2017. He represented India at the International Design Summit held in Milan, Italy in 2013

A member of the first Governing Council of Rajasthan Science Congress, he has been Awarded for exemplary Education Leadership in 2012, 2016, 2017, Peter Drucker Memorial Award 2020 and LOSD Excellence Award for Educational Governance 2023. Dr. Singh is a voracious reader, a fitness freak and is a badminton and cricket enthusiast.

A member of the Academic Advisory Board of L&T EduTech, he was the Vice Co-Chair, ASSOCHAM, Karnataka Chapter and was appointed as chairman of a task force of ministry of sports and youth affairs, government of India.



Dr. Amit Sareen

*Dean Corporate Relations,
IMT Ghaziabad*

Profile

Distinguished Speaker

Dr. Amit Sareen

Dean – Corporate Relations & Campus Experience at IMT Ghaziabad

Education

Bachelor of Engineering with specialization in Electronics and Communication Engineering from **Indian Institute of Technology, Roorkee** (First Class).

MBA, **Faculty of Management Studies, University of Delhi** (First Class).

PhD – PhD in Management from **Gautam Buddha University, Greater Noida**

Currently working as **Dean – Corporate Relations & Campus Experience at IMT Ghaziabad**

Over 31 years experience in Industry and Academics. Industry experience includes Tata Consultancy Services (TCS) and Aircel. Worked in the areas of Business Relationship Management, Program Management, Operations, IT, HRM, Organization Change Management, Talent Acquisition, Academic Interface Development, Account Management and General Management. Took Leadership Roles in the New York based operations of TCS at **GE Fairfield**, The Bank of New York (BNY), a leading bank.

Later also worked on development of academic relationship with the *State University of New York (S.U.N.Y.)* Interacted with the President, Provost and Senior Faculty of the *State University of New York* for developing academic relations between the University and TCS. Worked on behalf of TCS with Senator Hillary Clinton and opened and established a new office & training centre in New York State for TCS.

Academic Experience includes working as Director at Institute of Management Technology Dubai. Worked as Dean (Accreditations, Rankings & QA) & Dean (Academics) at Institute of Management Technology Ghaziabad. Earlier worked as Director & Professor at a leading Business School in New Delhi.



Ms. Aditi Sharma

*Chief Manufacturing Officer
UNO Minda Group*

Profile

Distinguished Speaker

A transformational leader with 30+ years of experience across global manufacturing and supply chain ecosystems, currently serving as Chief Manufacturing Excellence Officer at Uno Minda Group.

I drive end-to-end manufacturing transformation—integrating operational excellence, quality, digitalization, and governance to build future-ready, high-performance organizations.

Across leadership roles at global organizations such as Schneider Electric, Vedanta Resources, Cummins Inc., Ford Motor Company, General Electric, and Dell Technologies, I have led large-scale transformations across geographies, cultures, and complex business environments.

My core focus areas include:

- Manufacturing Excellence & Operational Transformation
- Global Supply Chain Strategy
- Quality Transformation & Zero Defect Culture
- Digital Manufacturing (Industry 4.0)
- ESG/EHS Leadership
- Organizational Turnarounds & Capability Building

Beyond corporate leadership, I actively contribute to industry development through associations with ASSOCHAM and Confederation of Indian Industry Manufacturing Council, along with forums in transport logistics and supply chain.

I am passionate about building resilient, sustainable, and future-ready manufacturing ecosystems, while developing high-performance teams that deliver long-term value.



Shantanu Maheshwari

*Vice President
Reliance Intelligence*

Profile

Distinguished Speaker

Shantanu Maheshwari is a product and business leader with 10+ years at Amazon and now at the forefront of India's AI revolution at Reliance Intelligence, building Jio Bharat IQ — Bharat's AI app.

An exceptional academic pedigree — B. Tech in Computer Science from IIT Kanpur (JEE All India Rank 75), research at New York University where he was awarded a patent on iPhone spell-check, and MBA from IIM Ahmedabad (Top 5%, DAAD Scholar with an exchange semester at the University of Mannheim, Germany).

He spent a decade at Amazon — 10 Years, 4 Fast-Track Promotions. He was country manager of Amazon Echo & Alexa Smart Home, where he led go-to-market for Alexa & Echo (40+ devices), scaling it to India's #1 voice assistant with 70% segment share. He spearheaded the only country-specific Echo ever created globally — a battery-powered device built exclusively for Indian consumers. He then led Product & Business at Amazon's Seattle HQ where he led the Amazon Custom program WW, enabling consumers to customize and personalise products on Amazon across 10 countries. He is currently leading AI product development and strategy for Jio Bharat IQ — India's AI Super-App, building voice-first AI experiences for Jio's 450M+ subscribers in Indian languages.

Shantanu has shipped AI at every layer — from building the only country-customised Echo hardware through Amazon's global supply chain, to deploying generative AI tools across 10 countries, to now building India's largest consumer AI platform. He has lived the full arc from AI ambition to execution — at factory scale and a billion-user scale.

<https://www.linkedin.com/in/shanmah/>

**Dr Mohit Dayal Gupta**

*Director (Prof.), Cardiology,
GB Pant Hospital,
New Delhi*

Profile

Distinguished Speaker

Dr Mohit Dayal Gupta, MD, DM, FACC, FRCP

Interventional Cardiologist | Professor | Researcher | TEDx Speaker | Consciousness & Leadership Speaker

Dr Mohit Dayal Gupta is a globally recognized **Interventional Cardiologist and Director–Professor of Cardiology at GB Pant Hospital, New Delhi**, one of India's leading tertiary-care academic institutions. He also serves as **Cardiologist to the Parliament of India**, providing cardiovascular care to senior national leaders.

He received his **medical degree from the University College of Medical Sciences, Delhi**, followed by **residency and super-specialty training in Internal Medicine and Cardiology at Maulana Azad Medical College, New Delhi**. Throughout his academic career, Dr Gupta was awarded **multiple gold and silver medals for academic excellence**.

Dr Gupta is a **four-time TEDx speaker** and an elected **Fellow of the American College of Cardiology (FACC), European Society of Cardiology (FESC), Royal College of Physicians, Edinburgh (FRCP)**, and the **Cardiological Society of India (FCSI)**.

He has authored over **150 peer-reviewed publications** in leading national and international journals. His current work includes exploring the impact of **Rajyoga meditation on biological aging and cardiovascular resilience**.

Beyond medicine, Dr Gupta is a widely sought-after **keynote and leadership speaker** and delivered talks at premier global institutions including **Oxford and Cambridge Universities**.



Dr. T.R. Pandey

Profile

*President, GMA &
Director, Ajay Kumar Garg Institute of Management
Ghaziabad*

Dr. T. R. Pandey is a distinguished academic leader, strategist, and institution builder, currently serving as the Director of Ajay Kumar Garg Institute of Management (AKGIM), Ghaziabad. With deep expertise in Strategy and Macroeconomics, he brings a rare blend of academic rigor and industry insight to management education.

An accomplished professional with a strong foundation in Economics and Business Management, Dr. Pandey earned his doctorate from Lucknow University. His career spans both industry and academia, having held key roles with leading organizations such as Tata Motors (formerly TELCO), Karvy Consultants, and ICFAI. This diverse experience enables him to bridge the gap between theoretical frameworks and real-world business challenges.

Beyond academics, Dr. Pandey is an active contributor to executive education and industry development. He regularly conducts Management Development Programs (MDPs) and provides strategic consultancy to organizations across sectors. His scholarly contributions include numerous research publications in reputed national and international journals. A visionary leader, Dr. Pandey has played a pivotal role in transforming AKGIM into a center of excellence by setting high academic and institutional benchmarks, especially during times of regulatory and environmental challenges in higher education. His leadership reflects a commitment to quality, innovation, and relevance in management education.

He is widely recognized for his contributions to governance and policy, serving on the Boards of Studies and Academic Councils of several universities. He is also an Independent Director on corporate boards, certified by the Ministry of Corporate Affairs, Government of India. Additionally, he is a member of the National Education Committee at PHD Chamber of Commerce and Industry.

In 2025, Dr. Pandey was elected President of the Ghaziabad Management Association, further strengthening his role as a thought leader shaping the future of management practices and education.



Umang Gupta

Profile

*Sr. Vice President – GMA &
Director - Operations WIKA Ghaziabad,
Calibration Service Business WIKA India
WIKI Instruments India Pvt. Ltd.*

I define myself as a seasoned professional in operations management who has been leading the charge as the Director Operations for Ghaziabad based manufacturing plant at WIKI India for over 18 years and Director Operations of Calibration Service Business India. With my career spanning over two decades, my professional expertise lies in managing sustainable plant operations extensively, driving sustainability initiatives, enhancing operational efficiency, ensuring compliance with global standards, and championing the “Make in India” initiative.

Leadership at WIKI India – Strategic Direction and Global Impact

At WIKI India, I have been instrumental in driving operational excellence and sustainable growth. My portfolio of responsibilities encompasses strategic planning, business development, finance, people management, supply chain optimization, and the deployment of lean and Kaizen methodologies, all underpinned by rigorous quality standards. I have consistently championed environmentally responsible practices, embedding initiatives that reduce the company’s carbon footprint and align with India’s Net Zero aspirations.

Among my key achievements are the acquisition and seamless integration of Godrej Calibration business, the establishment of a world-class manufacturing facility in Ghaziabad, and the successful execution of international line transfers from Germany, China, Poland, and Switzerland. I have led global projects in collaboration with CoEs and GBUs, transforming a loss-making entity into profitability and within last three yearstripled turnover. Additionally, I have overseen the creation of new laboratories and the modernization of acquired facilities, significantly enhancing WIKI India’s technical and service capabilities.

As an Operations Leader, I have designed and implemented local manufacturing and sourcing strategies that align with India’s national agenda of self-reliance and economic growth. By adopting global standards and best practices, I have ensured that WIKI Group maintains its competitive edge on the international stage.

Beyond my corporate role, I bring a wealth of experience as Senior Vice President of the Ghaziabad Management Association, having participated in multiple international leadership programs such as High Impact Leadership Training, SEALA. I also serve as a Member of the Board of Studies Committee and hold a patent for the Hysteresis mechanism of Pressure Switch in India, Germany, and the USA.



Shailendra Singh

Profile

*Hony. Secretary, GMA &
GM (Works),
International Tobacco Co. Ltd.,
Meerut Road, Guldhar,
Ghaziabad.*

Shailendra Singh is a result oriented professional with 25+ years of progressive accomplishments in leading Operations', Quality Assurance, SCM & project management initiatives with Global FMCG majors. He is B-Tech in Mechanical engineering & MBA from IMT Ghaziabad with Specialization in Operations & Finance.

He has Started his career as a GET in U.P Twiga Fiber Glass in 1999 & commissioned India's first E-Glass Fiber Manufacturing plant in Sikandrabad UP, thereafter, joined Coca-Cola India & instrumental in transforming Coke Nazibabad plant as one of the best Productive plants out of total 56 Plants of Coca-Cola in India. At present he is associated with Godfrey Phillips India Limited & heading Ghaziabad plant as General Manager -Works & recognized as strong strategic planner, problem solver & persuasive leader.

He is Out-of-the box thinker with proven track record of establishing processes, streamlining workflow and creating teamwork environment to enhance Inclusive Growth

He is associated with FICCI as Quality excellence auditor & a Certified Six Sigma Black Belt from WIPRO: with in-depth knowledge of Quality concepts such as 6 Sigma, Kaizen, TQM, 5S, FMEA, Lean, HACCP & TPM.

He is born & brought up in Ghaziabad & an alumnus of DPS Ghaziabad, he would love to engage with Ghaziabad Industries & Academia as an Industry mentor & can support them in their growth Journey.



CA. (Dr.) Rajesh Agarwal

Profile

*Hony. Treasurer – GMA &
Chief Financial Officer
Ghaziabad Precision
Products Private Limited*

CA (Dr.) Rajesh Agarwal (CFC) having more than 20 years rich experience in the domain of manufacturing industry, is a qualified Chartered Accountant, Law Graduate, MBA and certified professional by IIM, Lucknow.

Before joining GPP, he had worked with various renowned industries handling Finance, Accounts, Legal Compliance and Secretarial related matters etc.



Pankaj Kr. Jain

*Chief Quality Officer
Shriram Pistons & Rings Ltd.*

Profile

A dedicated and seasoned Technical Professional with over 33 years of experience in the Indian automotive sector. Currently serving as the Chief Quality Officer at Shriram Pistons & Rings Limited, with a distinguished career history at reputed organizations including Hero Motors.

Expert in strengthening and scaling business and operational performance through a robust combination of profit orientation, strategic goal derivation, and international expertise. Proven track record in executing Greenfield projects, managing high-volume production for global OEMs, and fostering a culture of innovation and sustainability.

Core Competencies

- **Operational Leadership:** Strengthening and scaling manufacturing plant performance and financial growth.
- **Technical Expertise:** Comprehensive expert level knowledge about- Hot/Cold Forging, Steel & Aluminum Machining, Surface Coatings, Cast Iron Foundry and Heat Treatment processes for Steel, Cast Iron and Aluminum alloys.
- **Strategic Growth:** Expert in capacity expansion, global OEM business acquisition, and end-to-end project management.
- **Quality & Lean Systems:** Orchestrates **Quality Strategy** across multiple manufacturing plants for Engine Auto Components
- **People Development:** Expert in talent identification, cross-functional leadership, and building high-performance teams.

Education & Certifications

- **Executive Education:** IIM Ahmedabad Alumni (Leadership Programme).
- **International Training:** Trained at **AOTS, Japan** in Lean Machine Systems.
- **Engineering Degree:** Bachelor of Engineering (Mechanical), **Poona University, Pune.**
- **Certification:** Certified **Six Sigma Black Belt (ACMA).**

Key Differentiators

"His Leadership is defined by a commitment to **business sustainability** and **adaptability**. By blending technical mastery with strategic ambition, he transform manufacturing plants into profit-oriented, world-class facilities that consistently exceed organizational and customer expectations."



Dr. Sapna Rakesh

Profile

*Director
G.L. Bajaj Institute of Management
and Research (GLBIMR),
Greater Noida*

Dr. Sapna Rakesh is a senior academic leader with 30+ years of experience in management education, research, and institutional leadership. Her work spans marketing, leadership, sustainability, and consumer behavior, with publications in leading ABDC and Scopus-indexed journals (Emerald, Taylor & Francis, Sage, Springer).

She currently serves as Director at GL Bajaj Institute of Management & Research and has previously held Director roles at IPEM Ghaziabad, ITS Ghaziabad, and IMS Ghaziabad (UC Campus). Dr. Rakesh is actively engaged with professional bodies including the All India Management Association, and contributes as a reviewer for international journals and conferences.

She has also trained professionals at organizations such as the Royal Bank of Scotland, NTPC Limited, and Cipla. Her work has been recognized with honors including the Education Excellence Award and Rashtriya Shiksha Gaurav Puraskar.



CA (Dr.) Rakesh Chharia

Profile

*General Secretary
IMS Group of Institutions
Ghaziabad*

CA (Dr.) Rakesh Chharia is a renowned Chartered Accountant with around 40 years of professional experience and holds a PhD in Financial Management. He serves as the Managing Trustee of IMS Ghaziabad Group of Institutions and Managing Director of the Chharia Group of Companies. He is also a National Council Member of All India Management Association (AIMA) and is associated with leading industry and education bodies including Education Promotion Society for India (EPSI), Confederation of Indian Industry (CII) and Uttar Pradesh Technical Institutions Federation (UPTIF).

In recognition of his contribution towards education and skill development, he has received several prestigious honours such as Best Edupreneur of the Year, Change Maker of the Year, RashtriyaShikshaRatan and Best Educationist. He was also conferred with the Award of Honor for excellence in promoting higher education by Hon'ble Senior Judge of the Supreme Court of India, Sh. Ashok Bhushan, and Hon'ble Judge of the Allahabad High Court, Sh. Ashok Kumar.



Rahul Agrawal

Profile

*Executive Director
Ghaziabad Management Association*

Rahul Agrawal is an engineer with a degree of BE (Mechanical engg) & M.Tech (Machine Design) from IIT Madras and Masters in Business Administration from IGNOU.

He started his career with Hindustan Aeronautics Ltd, Bangalore, worked in Bajaj Auto Ltd. and Sriram Pistons & Rings Ltd, Ghaziabad

In his last assignment, he served as Executive Vice President in Moser Baer India Ltd.

Currently, he is working for Ghaziabad Management Association as Executive Director.

He has a working experience of 37 years in various industries for setting up manufacturing units and new Businesses with extensive knowledge of manufacturing of air craft, automobile, Data storage devices and LED lighting.

In addition to establishing & managing 'state of the art' manufacturing facilities, he has successfully established world class quality standards and helped organizations in getting various awards in all fields across all levels.

Rahul Agrawal is also certified Lead auditor of ISO 9001 and 45001. He has also been one of the certified examiner for Ramakrishana Bajaj National Quality Award on the lines of Malcom Baldrige Model, set up by Indian Merchant of Chambers, Mumbai.



BRIEF HISTORY AND OBJECTIVES OF GMA

HISTORY:

Ghaziabad Management Association was set up in 1982 as a Registered Society and was formally inaugurated by Late Shri Sitaram Jaipuria. During the short span of its existence, GMA has taken deep roots in the industrial city of Ghaziabad and has become an important forum of the Industries and Management & Engineering colleges to share their experience and ideas to further the cause of management. This was possible through the strenuous effort of Late Dr. C. B. Gupta, Founder Director of Institute of Management Technology & Founder President of GMA.

The activities of GMA, Registered under Societies Act, got a further fillip after securing the permanent affiliation to the Apex national body All India Management Association, New Delhi.

VISION:

TRANSFORMING SOCIETY BY FACILITATING EXCELLENCE IN MANAGEMENT PRACTICES AND TECHNOLOGY

MISSION:

TO FACILITATE INDIVIDUALS AND ORGANIZATIONS REALIZE THEIR POTENTIAL

OBJECTIVES:

- To facilitate amongst the members exchange of knowledge, experiences and ideas on effective management techniques.
- To make available benefits of its activities and facilities to public at large.
- To promote education in theory and practice of management and related subjects.
- To maintain liaison with other corporate associations, business organizations, chamber of commerce etc.
- To collaborate and cooperate with local chapters of other professional bodies.
- To promote and disseminate information and share experiences on modern management principles and practices.
- To provide expert advise to the members and industrial houses at large on specific management problems.
- To take advantage of facilities and schemes available with AIMA.
- To institute and establish awards and prizes to encourage management research and practices in manufacturing and services industry besides holding various competitions for young managers.

ACTIVITIES:

- Keeping the above objectives in view, the GMA has, within a very short time of its existence, successfully conducted:
- Over 300 lecture meetings/plant visits/seminars/panel discussions/dinner meetings etc.
- Prominent speakers of provincial and national fame were invited for lecture meetings / seminars.
- Activities of the Association are published in the local press for the benefit of a wider cross section of management personnel at various levels of corporate bodies.



ANNUAL CONVENTIONS :

- **First Annual Convention** was organized on a large scale on 26th Feb. 1988 wherein Mr. Sam Pitroda, Technical Advisor to the then Prime Minister was the Chief Guest and 8 eminent speakers participated.
- **The Second Annual Convention** held on 17th Feb. 1989 was inaugurated by Dr. G. K. Suri, the then Director General, National Productivity Council, New Delhi and addressed by many prominent speakers.
- **The Third Annual Convention** held on 14th April 1990 was inaugurated by the then Commissioner Meerut Division, Shir Desh Raj Singh.
- **The Fourth Annual Convention** was inaugurated by Shri Shiromani Sharma, IAS, the then Secretary Ministry of Heavy Industries, GOI, on 13th July 1991.
- **The Fifth Annual Convention** held on 18th July 1992 and was inaugurated by Mr. R. C. Bhargava, Chairman Cum Managing Director, Maruti Udyog Ltd.
- **The Sixth Annual Convention** held on 30th Sep. 1993 and was inaugurated by Dr. Abid Husain, IAS, Vice Chairman, Rajiv Gandhi Foundation.
- **The Seventh Annual Convention** held on 7th Oct. 1994 was inaugurated by Mr. M. K. Rao, EX-Chairman Railway Board and Principal Secretary to GOI.
- **The Eighth Annual Convention** was held on 7th Oct. 1995 and was inaugurated by Dr. B. P. Nilaratana, IAS, District Magistrate, Ghaziabad.
- **The Ninth Annual Convention** was held on 21st Sep. 1996 and was inaugurated by Mr. Subodh Bhargava, Chairman, Eicher Good Earth Ltd.
- **The Tenth Annual Convention** was held on 20th Sep. 1997 and was inaugurated by Mr. M. K. Modi, Managing Director, Modi Pon Ltd.
- **The Eleventh Annual Convention** was held on 21st Nov. 1998 and was inaugurated by Mr. K. L. Chugh, Chairman Emeritus, ITC & Cosmos International Ltd.
- **The Twelfth Annual Convention** was held on 27th Nov. 1999 and was inaugurated by Mr. K. K. Nohria, CMD, Crompton Greaves.
- **The Thirteenth Annual Convention** was held on 16th Dec. 2000 and was inaugurated by Mr. Gurcharan Das, Sr. Consultant and Ex-CEO, Proctor & Gamble India Ltd.
- **The Fourteenth Annual Convention** was held on 1st Dec. 2001 and was inaugurated by Mr. Satish Kaura, Chairman, Samtel Group of Industries.
- **The Fifteenth Annual Convention** was held on 18th Jan. 2003 and was inaugurated by Dr. J. J. Irani, Tata Steel.
- **The Sixteenth Annual Convention** was held on 20th Feb. 2004 and was inaugurated by Mr. R. Gopalakrishnan, President AIMA, and Executive Director, Tata Sons Ltd.
- **The Seventeenth Annual Convention** was held on 26th Feb. 2005 and was inaugurated by Mr. A. K. Taneja, President, ACMA & Shriram Pistons & Rings Ltd.
- **The Eighteenth Annual Convention** was held on 4th March 2006 and was inaugurated by Dr. Surinder Kapur, CMD, Sona Koyo Steering Systems Ltd.
- **The Nineteenth Annual Convention** was held on 17th March 2007 and was inaugurated by Dr. (Mrs.) Kiran Bedi, IPS, DG, BPRD.
- **The Twentieth Annual Convention** was held on 14th & 15th Nov. 2008. Chief Guest was Mr. Sudhir Jalan, Co-Chairman, Rieter India. It was inaugurated by Mr. S. K. Swamy, President, AIMA.



- **The Twenty First Annual Convention** was held on 4th December. 2009. Chief Guest was Mrs. Sushma Berlia, President Apeejay Styta & Svrana Group.
- **The Twenty Second Annual Convention** was held on 29th January 2011. Chief Guest was Prof. R. S. Nirjar, former Chairman AICTE & Ex- Vice Chancellor, Gautam Buddha University, Greater Noida
- **The Twenty Third Annual Convention** was held on 21st January 2012. Chief Guest was Justice O.P. Verma, Ex C.J. Kerala High Court, Ex Governor Punjab and Haryana, Ex Lokayukt & Chairman Human Rights Commission, Himachal Pradesh.
- **The Twenty Fourth Annual Convention** was held on 16th February 2013. Chief Guest was Mr. D. Shiv Kumar, President AIMA and Sr. VP (India, Middle East & Africa) Nokia. The Guest of Honour was Mr. Kunwer Sachdev, MD, Su-Kam Power Solutions.
- **The Twenty Fifth Annual Convention** was held on 22nd February 2014. Chief Guest was Mr. N. Sambasiva Rao, Director (Marketing), KRIBHCO Ltd., and Guest of Honour & Keynote Speaker, Mr. A. K. Taneja, MD & CEO Shriram Pistons & Rings Ltd.
- **The Twenty Sixth Annual Convention** was held on 21st November 2015. Chief Guest was Dr. K K Agarwal, Chancellor K R Mangalam University, and Guest of Honour & Keynote Speaker, Mr. Samir Nagpal, CEO Refractories, Dalmia Bharat Group; and Mr. Sharat Jain, President & Co-Founder, Rechargeitnow.com, respectively..
- **The Twenty Seventh Annual Convention** was held on 21st January 2017. Chief Guest was Mr. Sameer Gupta, CMD, Jakson Group, and Guest of Honour & Keynote Speaker, Mr. Vipin Tyagi, Exec Director & Chairman of the Board, C-DOT; and Mr. Anurag Batra, Chairman & Editor in Chief, BW/ Business World, respectively.
- **The Twenty Eighth Annual Convention** was held on 20th January 2018. Chief Guest was Dr. Nalin Shinghal, MD, Central Electronics Ltd. and Guest of Honour was Dr. T S Parmar, CEO, Albert David Ltd.
- **The Twenty Ninth Annual Convention** was held on 19th January 2019. Chief Guest was Mr. Ramesh Vaswani, Director Intex Technologies Ltd. and Guest of Honour was Dr. Prabhat Kumar, Former Commissioner of Customs & Excise and Author on Artificial Intelligence.
- **The 30th Annual Convention** - was held on 31st May, 2020. Chief Guest was Mr. Sanjay Kirloskar, President AIMA & Chairman and Managing Director, Kirloskar Brothers Limited and Guest of Honour was Ms. Rekha Sethi, Director General, AIMA.
- **The 31st Annual Convention** was held on 28th March 2021. Chief Guest was Mr. C. K. Ranganathan, Senior Vice – President AIMA & Chairman & Managing Director, Cavin Care P. Ltd.
- **The 32nd Annual Convention** was held on 7th May 2022. Chief Guest was Dr. Indrajit Ghosh, Global Chairman, MSME Chamber of Commerce & Industry, India.
- **The 33rd Annual Convention** was held on 22nd April, 2023. Chief Guest was Ambassador Dr. Deepak Vohra, special advisor to Prime Minister
- **The 34th Annual Convention** was held on 8th June, 2024. Chief Guest was Mr. Shiv Shivakumar, Operating Partner, Advent International Private Equity and Former Chairman, PepsiCo India.
- **The 35th Annual Convention** was held on 24th May, 2025. Chief Guest was Mr. Ravi Venkatesan, Chairman of the Global Energy Alliance, and Former Chairman of Microsoft India, Cummins India, Bank of Baroda and Co-Chairman - Infosys Limited.



MEMBERSHIP:

The GMA has over 330 Individual Members at Sr. Management Level, 31 Corporate Members and 20 Institutional Members including:

LIST OF CORPORATE MEMBERS

- | | |
|---|---|
| 1. Aisu Robotics And Automation | 17. Mahaveera Build Tech Pvt. Ltd. |
| 2. Albert David Limited | 18. Merino Industries Ltd. |
| 3. Alpinetech Business Solution Pvt. Ltd. | 19. Micromatic Grinding Technologies Ltd. |
| 4. Anu Extrusions Pvt. Ltd. | 20. N. K. Industries |
| 5. C. D. Engineering Co. | 21. Rimaco Industries |
| 6. Carbon Light Pvt. Ltd. | 22. Shriram Pistons & Rings Ltd. |
| 7. Continental Carbon India Ltd. | 23. Spacechem Engineers Pvt. Ltd. |
| 8. Dabur India Ltd. | 24. Spectra Products Private Ltd. |
| 9. Diagnostic Automation & Controls Systems P. Ltd. | 25. Tata Steel Ltd. |
| 10. DKY Sales Pvt. Ltd. | 26. Toshi Automatic Systems Pvt. Ltd. |
| 11. Dynamik Finchain Pvt. Ltd. | 27. Unichem Laboratories Ltd. |
| 12. Ganesh Hospital Pvt. Ltd. | 28. Utsah Engineering P. Ltd. |
| 13. Ghaziabad Precision Products (P) Ltd. | 29. Vimal Organics Limited |
| 14. Good Luck Steel Tubes Limited | 30. Wika Instruments India Pvt. Ltd. |
| 15. International Tobacco Co. Ltd. | 31. WPIL Ltd. |
| 16. Inclusive Recycling Foundation | |

LIST OF INSTITUTIONAL MEMBERS

- | | |
|---|--|
| 1. ABES Business School | 13. Institute of Management Studies |
| 2. Ajay Kumar Garg Engineering College | 14. Institute of Technology & Science |
| 3. Ajay Kumar Garg Institute of Management | 15. Integrated Academy of Management And Technology (INMANTEC) |
| 4. Babu Banarsi Das Institute of Technology | 16. Institute of Professional Excellence & Management |
| 5. CHRIST | 17. Jaipuria School of Business |
| 6. HRIT University | 18. KIET (Deemed to be University) |
| 7. Human Resource Development Centre | 19. Meerut Institute of Technology |
| 8. IMS Ghaziabad | 20. Mewar Institute of Management |
| 9. IMT-Center for Distance Learning | 21. Raj Kumar Goel Institute of Technology |
| 10. Inderprastha Engineering College (IPEC) | 22. Ram Chameli Chadha Vishvas Girls College |
| 11. Institute of Management Technology | |
| 12. Indirapuram Institute of Higher | |



PAST PRESIDENTS

S. No.	NAME & ADDRESS	S. No.	NAME & ADDRESS
1.	Late Dr. C. B. Gupta (Founder President) B-25, Ashok Vihar, Phase I, New Delhi	8.	Mr. V. K. Talwar 423, Sector 16 A, Faridabad (Haryana)
2.	Mr. I. C. Agarwal Chairman Ghaziabad Precision Products (P) Ltd. D – 32, B. S. Road Indl. Area, Ghaziabad – 201009 Ph: 0120-2866416-18 Fax: 0120-2866419	9.	Late Mr. V. K. Uppal Sr. Vice President Godfrey Philips India Ltd. 49, Community Centre Friends Colony, New Delhi 110025 Ph: 011-26832155, 26836468 Fax: 011-26840775, 26835803
3.	Late Mr. S. P. Vidyarthi	10.	Mr. K. N. Rattan Management Consultant CQP Consultants “PRASHANTI”, C-1876, Ansal’s Palam Vihar Gurgaon – 122017 Ph: 0124-2368538, 4071117
4.	Mr. S. S. Verma Corporate Advisor Ginni Filaments Ltd. G-63, Sector-56, NOIDA-201301 Ph: 0120-2582492, 2582887	11.	Mr. P. K. Gupta C – 101, Sector – 44, Noida (M) 9811010057 E-mail: pkg1956@yahoo.com
5.	Mr. Vinay Singhal Managing Director SJV Consultants Ltd. C-5/44, Safdarjang Development Area, New Delhi-110016 Ph: 011-26522001	12.	Mr. S. K. Agarwal 7, Institutional Area, Sec – 32, Gurgaon – 122001 E-mail: satish.agarwal@apolotyres.com
6.	Late Mr. R. N. Dhingra Managing Director Macht. Technologies Pvt. Ltd. D-137, Site-1, B S Road Indl. Area, Ghaziabad Ph: 0120-2866567 Fax: 0120-2866259	13.	Mr. Dipak Sen B 25/1, Nandan Kanan, Santoshpur, Kolkata – 700075 Ph: 033-2416-7108
7.	Late Dr. V. D. Mehta Managing Director Shree Nath Techno Products P. Ltd. Bungalow Plot No. 94, Dashmesh Colony Township, Rajpura, Punjab – 140401 Ph: (0) 01762-652684	14.	Mr. N. K. Dhand Chairman Micromatic Grinding Technologies Ltd. C - 27, Meerut Road Industrial Area Ghaziabad – 201003 Ph: 0120-2712137, 169, 179 Fax: 0120-2717823



PAST PRESIDENTS

S. No.	NAME & ADDRESS	S. No.	NAME & ADDRESS
15.	Mr. Sudhir Kumar H.No. 156, Road No. 41, West Punjabi Bagh, New Delhi.	21.	Mr. Arun Kr. Aggrawal Vimal Organics Limited D – 35, B S Road Indl. Area, Ghaziabad
16.	Dr. S. J. Rao Consultant Swara Consultants R-6/131, Rajnagar, Ghaziabad-201002 Ph: 0120-3253831	22.	Gp. Capt. Dr R K Agarwal Director General Ajay Kumar Garg Engineering College 27th KM Stone, Delhi-Hapur Bypass Road, Adhyatmik Nagar, Ghaziabad
17.	Dr. D.P. Ghosh D-502, ATS Greens – 1, Sector – 50, Noida. (M) 9811051524	23.	Mr. Amit Agarwal Managing Director Ghaziabad Precision Products Pvt. Ltd. D – 32, B S Road Indl. Area, Ghaziabad
18.	Dr. B. S. Sahai Director Indian Institute of Management Rai Pur, Chhatisgarh	24.	CA. (Dr.) Rakesh Chharia General Secretary IMS Ghaziabad Group of Institutions Ghaziabad
19.	Mr. Sharad Aggarwal CEO Godfrey Phillips India Ltd. 5th Floor, Omaxe Square, Jasola, New Delhi - 110025	25.	Mr. Dharmendra Singh Ex. Deputy Executive Director Shriram Pistons & Rings Ltd. A4-A6, Indl. Area, Meerut Road, Ghaziabad
20.	Mr. Deepak Malik Former Managing Director Continental Carbon India Ltd. 36, Sanik Farms off Ashoka Avenue, New Delhi - 110062	26.	Mr. S. K Tiwari Vice-President-Manufacturing Indofil Industries Limited Kalpataru Square - 4th floor, Kondivita Road, Off Andheri Kurla Road, Andheri (East), Mumbai 400059 Maharashtra, India

GOVERNING COUNCIL 2025-2027

GOVERNING COUNCIL



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Mr. N. K. Dhand
Chairman
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CA. (Dr.) Rakesh Chharia
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IMS Group of Institutions
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AGM - HR
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Mr. R. K. Mahajan
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EXECUTIVE COMMITTEE 2025-2027

EXECUTIVE COMMITTEE MEMBERS



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REPORT OF ACTIVITIES 2025-26

MANAGEMENT DEVELOPMENT PROGRAM

1. REFRESHER COURSE OF ENERGY AUDITORS & ENERGY MANAGERS

Two days' workshop for Refresher course of certified energy auditors and energy managers of BEE was organized by Ghaziabad Management association in association of Green Tree Global on **19-20th April 2025** at **IMT, Ghaziabad**. Under the Energy Conservation Act, 2001, the Energy Conservation Building Code & Refresher Course has been launched by the Bureau of Energy Efficiency (BEE), Government of India. 30 nos of participants in the workshop were practicing Energy Auditors, Energy Managers, and subject experts, along with eminent trainers and industry professionals. Dr. R K Yadav GM (Green Energy) and Accredited Energy Auditor. Indraprastha Power Corporation Limited, Delhi Govt., Dr. Anil Kumar Goyal, IITD, Accredited Energy Auditor, Ministry of Power and Dr. C S Azad, Energy Auditor and Lead MSME Energy Efficiency Program, Bureau of Energy Efficiency were the trainers.

2. THE LEADERSHIP CODE – A WORKSHOP ON LEADERSHIP COMPETENCIES

Ghaziabad management Association organized one MDP on **“The Leadership Code – A Workshop on Leadership Competencies” on July 12th 2025 at ABES Business School, Ghaziabad**. The workshop focused on five key leadership domains that form the bedrock of effective leadership: Personal Mastery – Cultivating self-awareness, presence, and emotional intelligence, Strategic Agility – Understanding the bigger picture and adapting to change, People Leadership – Building trust, inspiring teams, and enabling performance, Execution Excellence – Driving results with discipline, focus, and ownership, Organizational Stewardship – Leading with integrity and creating long-term value. Participants were engaged in scenario-based reflections, leadership self-assessments, and discussions to enhance their understanding and practice of leadership. 10 participants from industry and institution attended highly interactive and thought-provoking workshop which offered deep insights into what sets high performing leaders apart in today's dynamic business environment. The resource person was Sonia Jaitly, a Psychotherapist & Master Trainer.

3. LEADING FOR TODAY AND TOMORROW'

GMA conducted a Management Development Program on **'Leading for Today and Tomorrow'** on **26th September at Ajay Kumar Garg Institute of Management**. The session was led by Mr. Satish Kumar, International Facilitator, Consultant, Executive Coach, and Lead Trainer. Key topics included leadership styles and behaviour's, effective communication, feedback techniques using the IDEAS model, and conflict management strategies. The program, attended by 16 participants from various industries and institutions, was highly appreciated. Mr. Kumar also presented books to outstanding participants.

4. FINANCE FOR NON – FINANCE

Ghaziabad Management Association organised a session on **Finance for Non – Finance** on **November 6th 2025 at GMA conference room, Ghaziabad**. The objective of the session was to enable managers from non-finance backgrounds to



understand key financial concepts, interpret financial information, and make decisions that positively impact profitability, cash flow, and business value. It is planned in two sessions to cover all topics of finance. Session 1: Understanding Financial Fundamentals. It covered: Why finance matters for every manager, Understanding basic financial terms – revenue, cost, profit, and cash flow, Decoding financial statements: Profit & Loss, Balance Sheet, Cash Flow, Key financial concepts: fixed vs. variable costs, contribution margin, break-even, cost control. The takeaways were: Grasp of how business activities translate into financial results, Ability to read and interpret core financial statements, Awareness of cost behavior and its impact on profitability. The session was taken by **CA DK Arora** which was attended by 9 participants from across industries. The follow up session is planned on Dec 20th, 2025.

5. FINANCE FOR NON-FINANCE

Ghaziabad Management Association organised second session of series of **MDP on Finance for Non – Finance on 23th Dec 2025 at GMA conference room**, Ghaziabad. The objective of the session was to Applying Finance in Managerial Decisions in using financial ratios to assess business performance, budgeting and variance analysis for performance monitoring, financial implications of operational decisions (pricing, credit, inventory, etc.), Basics of investment decisions – payback, ROI, and evaluating projects. The session was very interactive and participants could gain ability to connect managerial actions with financial outcomes, improved confidence in participating in financial discussions, understanding how to use finance as a tool for better business decisions and awareness of how to evaluate investments and initiatives from a financial perspective. The session was taken by **CA DK Arora** which was attended by 9 participants from across industries.

6. PERSONAL BRANDING

KIET School of Management (KSOM), in collaboration with the Ghaziabad Management Association (GMA), organized a Management Development Program (MDP) titled “Personal Branding- Knowing Yourself, Leading with Impact, Communicating with Clarity and Inspiring Teams for Excellence” at the KIET (Deemed to be University) campus on 27th Dec 2025. The program was designed to strengthen managerial excellence, focused on building a strong professional identity, enhance leadership effectiveness, and fostering authentic communication in today’s dynamic workplace. The MDP featured insightful sessions by renowned experts: Dr. Shankar Goenka, Managing Director, WOW Factors India and TEDx speaker. His approach integrated self-assessment tools and reflective exercises to help participants align personal aspirations with organisational goals. Dr. Binkey Srivastava, Dean, KSOM, led a specialized session on “Mind over Mood Leadership”. The event witnessed 30 participants from corporate professionals, business leaders, entrepreneurs, and academic provosts engaged in sessions emphasizing self-awareness, emotional intelligence, active listening, conflict resolution, and persuasive communication.

7. HANDS-ON TRAINING PROGRAM IN INDUSTRIAL ROBOT PROGRAMMING & OPERATION

Ghaziabad Management Association organised an **MDP on “Hands-on training program in Industrial Robot Programming & Operation on 28-30th Jan 2026 at AKGEC, Ghaziabad**. This program covered the important aspects



of application of Industrial Robotics for the automation of the Industry. The major focus areas were Types and Applications of Robots, Robot Controller and Mechanical Unit General Safety Protocol in Robot Handling, Manual Jogging using different modes of Robot Mastering Techniques Tool and Base Calibration Program. Creation & Execution using Motion Blocks. Understanding and using of Advance Programming Concepts. Understanding of Simulation Software for offline programming Live Demonstrations: Material Handling, Arc & Spot Welding, Robotic 3D Laser Cutting and Robotic Milling. The participants were able to Understand the structure, types, and safety protocols of industrial robots Operate and jog robots using real-time control interfaces Perform accurate robot mastering and calibration using EMD and reference tools Develop and execute basic to advanced robot programs using RPL Create and simulate robotic applications in offline environments Implement practical robotic applications like material handling, spot welding, arc welding, and 3D laser cutting Troubleshoot robot programs, perform maintenance, and manage backups and error recovery.



LECTURES / SEMINARS / WORKSHOPS

1. SESSION ON BRAIN/MENTAL HEALTH

Ghaziabad Management Association has organized a talk on **Brain/Mental Health** on **4th April 2025** at IPED, Ghaziabad. The session was taken by Dr Prof (Brig) YS Sirohi. Dr. Sirohi is professor Medicine and Neurology. A brief introduction to the structure and function of Brain and its components was given by Dr. Sirohi. He also deliberated on the types of disorders affecting the brain and three commonest disorders affecting the brain in public viz. Stroke, headache and fits. Dr. Sirohi also deliberated upon Mental Disorder and explained about Anxiety and Depression. Dr. Sirohi also stressed upon How one can look after his Brain by Daily Life Diet, Stress, Exercise, Mental-Activity and Seek help early. 165 Student, faculty members and other GMA members attended the session.

2. HR CONCLAVE 2025 “FUTURE OF HR: TALENT, AI & SKILLS”

A “HR Conclave 2025 on “**Future of HR: Talent, AI & Skills**” was organized by Ghaziabad Management Association in association with IPED , Ghaziabad on **12th April, 2025**. The purpose of the conclave was To discuss future-ready skills needed by both HR professionals and the wider workforce, To rethink strategies for attracting, developing, and retaining top talent in an AI-driven world, To promote continuous learning and agile L&D programs to future-proof the workforce, To discuss the evolving role of HR in balancing automation with the human touch., To Address concerns around fairness, bias, and transparency in AI tools used in HR., Create a platform for HR leaders, academia, and tech experts to share insights and best practices and Position HR as a key driver of change and innovation within organizations. Students found the conclave to be insightful, engaging, and highly relevant to the current and future and scope of Human Resources. The integration of AI in HR practices, evolving talent needs, and up skilling strategies were particularly appreciated. The conclave was attended by 145 students, faculty and GMA members.

3. 2ND INTERNATIONAL CONFERENCE ON SUSTAINABLE BUSINESS PRACTICES & INNOVATIVE MODELS

An International Conference on Sustainable business Practices & Innovative Models was organized by **Christ University** in Collaboration and sponsored by Ghaziabad Management Association on **23-24th April 2025**. During the conference 6 panel discussions were held. One of the panel discussion on theme “**Innovative Business models for scalable impact in Achieving UN sustainable Development Goals**” was conducted by Dr. Abhinav Priyadarshi Tripathi, with 5 panelists. One of the panelists was Mr. Rahul Agrawal, ED GMA. The deliberation was on AI-Powered business models solving SDG guidelines and sustainability manufacturing a reality in 2025 versus industries still chasing Profits over Planet. Over **200 delegates** including faculties and students from various universities participated.



4. NATIONAL CONFERENCE ON THE AGI RACE: BALANCING TECHNOLOGICAL ADVANCEMENTS, GEOPOLITICAL STABILITY, ECONOMIC SECURITY AND ENVIRONMENTAL SUSTAINABILITY

The National conference was organized by IMS Ghaziabad in collaboration of Ghaziabad Management Association on **25-26th April 2025** at IMS Ghaziabad. The conference received an overwhelming response with 170+ research paper presentations and 120+ poster entries, featuring participation from 22+ esteemed institutions across India. Participants presented across 11 dedicated tracks in the areas of Marketing, Finance, Human Resource, Operations, and Business Analytics. A panel discussion was conducted. The difference between AI and AGI were discussed. AGI is still theoretical and can do equal to cognitive capability. Therefore AGI is the next big leap in AI and AGI is a strategic frontier. AGI is changing corporate diplomacy and it can lead to control of global defense systems, economies, which is a serious geopolitical clout. A global cooperation, ethical guidelines and inclusive access is needed to avoid force of division and not a unity. The panel discussion which was moderated by Dr. Jolly Phillips, and the panelists were Dr. Kshitij Sharma, (Head, Ericsson), Mr. Sachin Shrama (Ass Dir, KPMG), Ms. Garima Nanduri (CIO & Founder, Pb Financial Services), Dr. Kiran Preet (Head HR, Ship Global), Prof. Rakesh Raut (Professor, IIM Mumbai – online) and Rahul Agrawal (ED GMA).

5. THE AI GENERATION: LEADING, LIVING & LEARNING WITH AI

Ghaziabad Management association has organised a session on “**The AI Generation: Leading, Living & Learning with AI**” at Mewar Group of institution on **29th April 2025**. The resource person was Mr. Anshu Bhartiya from IBM. He explained on What is AI, AI Building Blocks, How is AI being used, Popular Tools & Platforms, Prompt Engineering, Capabilities vs. Limitations, Ethical & Business Implications and Human Intelligence vs AI. The session was very interactive with lot of quizzes prepared by the resource person. It generated huge interest and learning about AI. Total 78 nos including students, faculty members and GMA members attended the session.

6. 35th NATIONAL ANNUAL CONVENTION

The 35th National Annual convention of Ghaziabad Management Association, which is a flagship event of the association was held on **24th May 2025** in Hotel Sarovar Portico, Greater Noida (West) on the theme “**Embracing The Future – India together**”.

Mr. Ravi Venkatesan, Chairman of the Global Energy Alliance for People and Planet (GEAPP), Former Chairman of Microsoft India, Bank of Baroda, Cummins India and co chairman of Infosys was the Chief Guest, while Mr. Richard Rekhy, Vice Chair Grant Thornton was the Guest of Honour and keynote speaker of the event. There were more than **270 delegates** at the event. The program began with the lighting of the lamp. In his opening address, President of GMA Mr. SK Tiwari, GM – Godfrey Phillips India Ltd, welcomed all the guests and delegates and explained the convention theme in brief.

In his keynote address, Mr. Richard Rekhy setting the tone on a powerful story of ambition, innovation and unmatched potential. How India needs to be turbocharged for next level growth for embracing the future for India together - the



convention theme. Chief Guest Mr. Ravi Venkatesan emphasized on Entrepreneurship which must be goal for every one sitting here. He called for making Ghaziabad best city in UP/India by making more entrepreneurs. Thereafter, the annual souvenir of the association was released by the honorable guests.

The leaders of the business and experts of the subjects were there to speak on various topics in two technical sessions: Leveraging technology for competitiveness and Balancing Disruptions with Basics.

Mr. Vikramaditya Singh Malik, Municipal Commissioner Ghaziabad Nagar Nigam was the chief guest of the valedictory session which was chaired by CA. (Dr.) Rakesh Chharia. Dr. Uma Singh, Sr. Technical Director, University of Manitoba addressed audience on Health & Happiness of better tomorrow. The program concluded with prize distribution to award winners and mementos to sponsors of the event. The vote of thanks was given by Mr. Rahul Agrawal, Executive Director, GMA.

7. BUILDING DIGITAL CONFIDENCE IN MSMES

Ghaziabad Management Association, in collaboration of MSME Business Forum India, organized one Seminar on **“Building Digital Confidence in MSMEs: Secure, Scalable, Trusted.”** on **21st June 2025** at Hotel Ramada by Wyndham, Ghaziabad. The seminar focused on bringing together industry experts, technology enablers, and forward-looking MSMEs to discuss practical, scalable, and secure ways to embrace digital tools and build long-term resilience. The seminar was conducted in the form of two panel discussions. 1st Panel discussion was on the main theme with panelists of CA. Kavita Kapoor - Podcaster, Mr. Supriyo Mookherjee , CEO - Modulus Media Services Pvt. Ltd. , Mr. Vedansh Gautam - Founder - Hindustan Vyapar, and Moderated by Kavita Adhikary - Head - Operations & Global Partnerships. Second panel discussion was on – Digitization Drives Scalable Growth. The panelists were – Ms. Preeti Sinha, Deptt. of Animal Husbandry & Dairying (GoI), TBA, Ms. Rimjhim Saikia - MD -Tatvik Ayurveda & Wellness Pvt Ltd , Anshu Bhartiya - Risk Consultant at IBM and Moderated by - Ravi Nandan Sinha - Director MSME Business Forum India. 91 participants registered while **77** actually attended.

8. INTERNATIONAL CONFERENCE ON CONVERGENCE OF APPLIED SCIENCE IN ENGINEERING TECHNOLOGY (COASET)

Ghaziabad Management Association organized two day International conference in association with The Department of Applied Sciences & Humanities, Ajay Kumar Garg Engineering College, Ghaziabad, and the Institution of Electronics and Telecommunication Engineers (IETE), Noida Centre on **27th and 28th June 2025**. The conference was on "Convergence of Applied Sciences in Engineering & Technology (COASET-2025)". The conference was centered around six multidisciplinary themes:- Relevance of Applied Mathematics in Engineering & Technology, Relevance of Chemistry in Engineering, Recent Trends & Scope of Physics in Engineering, Strategic Management & Interpersonal Communication, Artificial Intelligence and Embedded Systems and Renewable Energy Sources and Energy Storage Solutions. The conference featured six technical sessions, with 28 papers presented online and 35 presented offline. A total of 147 abstracts were submitted, out of which 117 were accepted. Subsequently, 95 full papers were received and 73 were selected for oral presentation after a rigorous single-blind peer review process. The valedictory session was graced by AVM P. K. Srivastava, along with Brig. V. K. Pandey and Shri G. P. Singh.



9. STRATEGIC COLLABORATION FOR PPM REDUCTION

A **vendor meet** was organised by M/S Wika Instruments Pvt Ltd and Ghaziabad Management Association on **August 7th, 2025 at Wika, Ghaziabad**. The main key focus areas of the meet were: Discussion on upcoming opportunities, addressing challenges and streamline processes, and exploring cost optimization and value addition. GMA, ED, Rahul Agrawal gave an insight on local manufacturing ecosystem. Quality Council of India (QCI) explained how to enhance MSME Competitiveness through ZED & Lean Schemes. The outcomes of the meet were: Clear Roadmap for future engagement, Mutual understanding of priorities and timelines. The meet was attended by **50 nos.** Mr Ankur Malik and Mr Sharad Dutt were from QCI.

10. THE AI: LEARNING WITH AI

Ghaziabad Management Association organised a session on 'The AI: Learning with AI' on **17th September at Mewar Group of Institutions, Ghaziabad**. Mr. Prashant Khairnar, Deputy Executive Director and Chief Digital Officer at Shriram Pistons and Rings Ltd., served as the speaker. He discussed the fundamentals and applications of AI, highlighting the concept of Agentic AI as a creative and powerful tool that amplifies human capability and automates tasks. The session was attended by **85** participants, including students, faculty, and GMA members. GMA

11. WHAT NEEDS TO BE DONE TO MEET THE NATIONAL TARGET OF BECOMING A DEVELOPED COUNTRY BY 2047

GMA organised an online session on '**What Needs to Be Done to Meet the National Target of Becoming a Developed Country by 2047**' on **19th September**, led by Mr. Krishna Kalra, Past President of AIMA. Mr. Kalra highlighted key reforms driving India's growth, including GST 2.0, digitisation, the Digilocker initiative, and the indigenisation of defence systems. His insightful address sparked an engaging discussion, with active participation from 73 members representing industry and academic institutions.

12. THE AI GENERATION: LEADING WITH ARTIFICIAL INTELLIGENCE

GMA organised an orientation program on '**The AI Generation: Leading with Artificial Intelligence**' on **30th September at Babu Banarsi Das Institute of Technology, Ghaziabad**. The session covered the fundamentals, goals, applications, and limitations of AI, along with its impact on R&D, workflows, and manufacturing. The speaker also discussed how engineers can effectively adopt AI and avoid common pitfalls. Around **90** students actively participated, making it an engaging and insightful session.

13. DISHA– GSTAT

Ghaziabad Management Association organised a program in collaboration of Ghaziabad Bar Association on **Nov 13th 2025 at INMANTEC, Ghaziabad**. The objective was to address the intricate issues of GST and their resolutions through newly formed GSTAT. This is the right time to be acquainted about digital platform for 'GSTAT' as well as the relevant law, procedure and manual under which the 2nd Appeal shall be filed, heard and decided by 'GSTAT' as the functioning of 'GSTAT' is going to start from December, 2025. Members of GST Appellate Tribunal - the highest judicial forum



envisaged in GST law, HON'BLE Sri Vivek Kumar, Sri AK Rai and Sri Arvind Kumar were the chief Guest. More than **200** persons from Ghaziabad Bar association, GMA and other industries/ institutions attended.

14. INTERNATIONAL CONFERENCE IC-BRIGHT 2025

An International Conference on Business Resilience, Innovation, Growth and High-Tech Transformation (IC-BRIGHT 2025), was organised on **November 13th, 2025** at **Ajay Kumar Garg Institute of Management** in association of Ghaziabad Management association. The contemporary business landscape is undergoing unprecedented transformation. The advent of Artificial Intelligence, Blockchain, FinTech, Industry 5.0, Cyber security, Green Tech, and Human–AI Collaboration has redefined global enterprises, raising urgent questions about resilience, innovation, and sustainable growth. Through IC-BRIGHT 2025, the aim was to provide a powerful platform where renowned academicians, eminent policymakers, corporate leaders, and research scholars from across the business landscape will deliberate and present their research papers on these emerging paradigms. Dr Hrivansh Chaturvedi (Chief Guest), Mr Mahesh Munjal (Guest of Honour), Dr Shankar Goenka, Dr Wolf Berger were the main speakers.

15. SPECTRA 2K25: AN INTER INSTITUTIONAL MANAGEMENT FEST

An Inter Institutional Management Fest was organised by the Management Department of IPEM under the aegis of the Institution's Innovation Council (IIC), in collaboration with the Ghaziabad Management Association on the **November 14th, 2025** at **IPEM, Ghaziabad**. SPECTRA is organized every year to bring together bright minds from various institutions to showcase their talent, creativity, and leadership. SPECTRA 2K25 features engaging events such as Planpreneur (Business Plan Competition), Office Drama (Role Play), Brand Manthan (Brand Quiz), Reel to Real (Message Behind the Movie), and Scam-Sham (Case Study Presentation). 26 teams from across NCR participated in the fest.

16. ADVANCED COMPUTING AND EMERGING TECHNOLOGIES (ACET) 2025

The Second international conference on **Advanced Computing and Emerging Technologies** was organised by Ajay Kumar Garg Engineering College in association of Ghaziabad Management association on **20-21st Nov 2025** at AKGEC, Ghaziabad. Distinguished speakers, including Prof. Amita Dev, Prof.(Dr.) Raghvendra Kumar Chaudhary (IIT Kanpur), and Chief Guest Prof.(Dr.) S.N. Singh (Director, ABV-IIIITM Gwalior) highlighted the rapid technological revolution and the global impact of emerging innovations. The conference featured international insights from experts such as Prof.(Dr.) Shuai Li (Finland), Col. L.S. Chauhan (Indian Army), Mr. Rahul Ottade (USA), Mr. Kanhiya Manuja (Canada), and Prof.(Dr.) Akshay Rathore (Singapore), covering breakthrough in AI, sustainability, digital transformation, and automation. With a record 1,172 paper submissions worldwide and only 200 selected after rigorous review, ACET-2025 emerged as one of India's most competitive conferences. The valedictory session, graced by Prof.(Dr.) Mohd Rihan (Director General, NISE), emphasized innovation for national development.



17. AWARENESS SESSION ON POSH

Ghaziabad Management Association celebrated International Women's Week in this series GMA organised **Second programme** on **Awareness of POSH** on **12th March** at **WIKI Instruments Pvt. Ltd.** The resource person was Sonia Jaitly. The workshop was attended by **44** employees of Wika.

18. AWARENESS SESSION ON FINANCIAL LITERACY FOR FEMALES

Ghaziabad Management Association celebrated International Women's Week in this series GMA organised **Third programme** on **Awareness of Financial Literacy for females** was organised on **13th March 2026** at Hotel WALK, Ghaziabad. Resource persons were Ms. Vasundhara Goyal and Ms Ambika Bajpai of HDFC AMC. The workshop was attended by **33 females** of GMA

19. WORKSHOP ON SELF-DEFENCE TECHNIQUES BY KARATE

Ghaziabad Management Association celebrated International Women's Week in this series GMA organised **Fourth programme** on A workshop on **Self-defence Techniques by karate for Girls** was conducted on **14th March 2026** at Ram Chameli Chadha Girls college. The resource person was Mr. Anil Gupta, karate instructor with multiple black belts with vast knowledge and experience in Karate. **73 girls** attended and learnt various techniques for self-defence.

20. AWARENESS SESSION ON WOMEN SAFETY & PREVENTION OF CRIME AGAINST WOMEN

A session on **Women safety / Prevention of crime against women** was conducted on **16th March 2026** at ABES school of Business. The resource person was Ms Sheela Chaudhary, DSP, CDIL, Ghaziabad. 140 students attended the session.



COMPETITIVE ACTIVITIES

1. SHODH: INTER-INSTITUTE PAPER PRESENTATION COMPETITION

Department of Management Studies, RKGIT in association with GMA organized **SHODH 2024-25** an Inter-Institute Student Paper Presentation Competition on **June 4th, 2025** at RKGIT, Ghaziabad on the topic Sustainable Development and Growth-Challenges, Issues & Practices (SDG 2025). GMA is organizing SHODH continuously since 2018. On this occasion Graduate & Post-Graduate students from different colleges participated and presented their research work. SHODH at an initial level is an effort to appreciate student participation in the booming field of research and let the students identify the importance of research in their curriculum. A total of both internal and external 60 participants from different colleges such as M.M.H. College, ABESIT, ITS, KIET Ghaziabad, Kanpur Institute of Technology, IIMT Meerut etc. took part in the event. Chief Guest Dr. Arvinder Kaur (Dean, University School of Automation & Robotics at GGSIU) shared her valuable insights and practical exposure to the participants. The SHODH 2024-25 ended with the prize Distribution Ceremony to the participants. The winner was Mahima Miyan & Anshika Jain of ITS, Ghaziabad. 1st Runner-up were Tanishka Tyagi & Manya Singh of ABESIT Ghaziabad and 2nd Runner-up were Anjali Singh & Sejal Mishra of MMH College, Ghaziabad.

2. BUSINESS QUIZ COMPETITION – MANTHAN 2025

Ghaziabad Management Association and RKGIT organized **MANTHAN -2025**, Business Quiz Competition, on **Nov 26th, 2025**. Manthan is being organised since 2012 continuously. There was an overwhelming response from various colleges throughout various regions across NCR. In all, 52 students from various colleges turned up on the final day. The quiz took place in three phases. The first phase was a written round out of which 15 teams were selected for the 2nd Phase. Seven teams competed for the grand finale. This phase also had various rounds related to different aspects of business. It consisted of questions related to the economy, brands, audio-visual recognition, and product-related questions. In the last round i.e., 'RAPID FIRE ROUND' changed the whole scenario, which gave us the final winners for MANTHAN'2025. It was full day event and this was adjudged by distinguished faculties and industry leaders. A Cash prize of Five Thousand rupees was given to Winner of INMANTEC, three thousand rupees of 1st runners-up of AKGIM, and Two Thousand rupees of 2nd runners up of Christ University. The winners were also felicitated with the winner trophies and all the participants with a participating certificate.

3. BEST PRACTICES ON PROCESSES OF IMPROVEMENT FOR SUSTAINABILITY

Ghaziabad Management Association has organized a competition among industries on “**The Best Practices on Processes of Improvement for Sustainability**” on **5th Dec 2025** at IMT, Ghaziabad. Eight teams from various industries participated and shared their best practices on process of improvement for sustainability. The presentations were made in three categories: Productivity improvement (TPM, Kaizen, 5S), Quality Initiatives (Zero Defects, Six sigma, TQM) and ESG (Energy saving, Maintenance, CSR initiatives). Winner: Ghaziabad Precision Products Pvt Ltd - Quality Improvements. 1st Runners up: Shriram Pistons & Rings Limited - Continuous Process Improvement through



Associate Skill Enhancement & Technology. 2nd Runners up: Wika Instruments Pvt Ltd - ESG- Energy saving & conservation. The jury was Mr Sudhir Mittal: An IIT Kanpur Graduate and Entrepreneur, Mr Dinesh Agrawal: A principal Consultant at Consocia Advisory & CEO of the Sashakt Development and Empowerment Foundation (SDEF) and Mr Sumit Joshi: Plant Head– SMSC (Minda Corporation Limited) Noida, SPARK Minda Group.

4. CHANKYA

Ghaziabad Management Association (GMA) organized “**CHANKYA**” at **KIET School Of Business**, Ghaziabad on **15-16.01.2026**. The session was taken by Sri Chandrashekar Restogi. The Game was conducted by ALL INDIA MANAGEMENT ASSOCIATION. Hypothetical case scenario is presented to the participants. They have to take decisions to maximize the winning criteria. Every round newer development is intimated to them like strike by labour, increase in cost price etc. Case was on a particular industry that has been developed taking into view the real world conditions. The teams competed among themselves in the virtual market created, by deciding on the pricing & advertising of the product, taking bank loan to maintain the cash flow, buy plant & machinery etc. All team members were required to take decision to out-perform their competitors by appropriately procuring Raw material, pricing their goods and selling in the market to maximize their After Tax Profit. Seven teams participated in the game. The event is spread over two days and is played on data divided in five quarters. The team from AKGIM was the Winner, Wika Instruments Pvt Ltd, was the First runners up and Shriram Pistons & Rings Limited Ghaziabad was second runners up.

5. SHODH: INTER-INSTITUTE PAPER PRESENTATION COMPETITION

Department of Management Studies, RKGIT in association with GMA organized **SHODH 2024-25** an Inter-Institute Student Paper Presentation Competition on **June 4th, 2025** at RKGIT, Ghaziabad on the topic Sustainable Development and Growth-Challenges, Issues & Practices (SDG 2025). GMA is organizing SHODH continuously since 2018. On this occasion Graduate & Post-Graduate students from different colleges participated and presented their research work. SHODH at an initial level is an effort to appreciate student participation in the booming field of research and let the students identify the importance of research in their curriculum. A total of both internal and external 60 participants from different colleges such as M.M.H. College, ABESIT,ITS, KIET Ghaziabad, Kanpur Institute of Technology, IIMT Meerut etc. took part in the event. Chief Guest Dr. Arvinder Kaur (Dean, University School of Automation & Robotics at GGSIU) shared her valuable insights and practical exposure to the participants. The SHODH 2024-25 ended with the prize Distribution Ceremony to the participants. The winner was Mahima Miyan & Anshika Jain of ITS, Ghaziabad. 1st Runner-up were Tanishka Tyagi & Manya Singh of ABESIT Ghaziabad and 2nd Runner-up were Anjali Singh & Sejal Mishra of MMH College, Ghaziabad.



INDUSTRIAL VISITS

1. INDUSTRIAL VISIT AT WIKA

Ghaziabad Management Association has organized an industrial Visit in Wika Instruments Pvt. Ltd. on 6th of May 2025. From world-class variety to high repeatability models, Wika entire product range comes with a variety of features and specifications that are well-suited for any kind of applications. All critical parts are manufactured in-house at Ghaziabad facility. After a brief presentation about Wika, Mr. Umang Gupta, Head operation took all members to the facility tour. The facility was a very neat and clean with 25% female employees working on machines. 26 members visited WIKA.

2. INDUSTRY VISIT TO SHRIRAM PISTONS AND RINGS LTD

GMA organised an industry visit to Shriram Pistons and Rings Ltd on 27th September for the students of IPEM, Ghaziabad. 49 students visited the industry. The industry is an art of facility depicting foundry and manufacturing of Aluminium, Cast Iron and various other heat treatment processes. Students appreciated the visit and expected such type of regular visits of the industries, who are member of GMA.

3. INDUSTRY VISIT AT WIKA INSTRUMENTS

An **Industry Visit** was organised by Ghaziabad Management Association at **Wika Instruments Pvt Ltd**, Ghaziabad for MBA students of AKGIM on **20/21st Nov 2025** in two batches of 30 students each. The purpose of the visit was to provide students with practical exposure to real-world project. A presentation on the company's global presence and product portfolio including an overview of major projects undertaken at the Ghaziabad plant, Explanation of the project initiation process, feasibility analysis, and stake holder engagement, Insights into the timeline planning (Gantt charts), resource allocation, budgeting, and monitoring systems used at WIKA. A plant tour followed the session, where students observed: Assembly line processes, Calibration and quality inspection units, ERP and project-tracking systems, Safety and compliance practices. The visit helped students gain several practical insights, including: Project Planning & Execution, Quality Management, Risk Assessment, Technology Integration, Cross-functional Coordination.

4. INDUSTRY VISIT AT DABUR INDIA LIMITED

Ghaziabad Management Association organised an **industry visit** for second year MBA students of Raj Kumar Garg Institute of Technology, Ghaziabad at **Dabur India Limited**, Ghaziabad on **Nov 28th, 2025**. Plant head Mr Gurmeet Singh addressed the students and explained the complexity of FMCG Giant, manufacturing of about 1100 products and its approx. 2500 SKUs. Mr Singh also told the revenue for the FY 2024-25 of Rs 12,563 Cr. A plant visit of manufacturing and packing area was shown by Dabur officials. 40 students and two faculty members came for the visit.



5. INDUSTRY VISIT OF AKGIM STUDENTS AT SPRL

GMA organized An **Industry visit to Shriram Pistons & Rings limited** on **12th Dec 2025** for the students of AKGIM, Ghaziabad. **49 students** visited the industry. Shriram pistons & Rings Ltd is the largest manufacturer and exporter of Pistons, Rings, & Engine valve in India. The industry is an art of facility depicting foundry and manufacturing of Aluminum, Cast Iron and various other heat treatment processes. Students appreciated the visit and expect such type of regular visits of the industries, who are member of GMA.

6. INDUSTRY VISIT AT ITC

Ghaziabad Management Association organised an **Industry Visit at International Tobacco Company** on **19th Dec 2025** at ITC, Ghaziabad. This is highly automated industry, producing millions of cigarettes in an hour per machine. The critical specification is maintaining the humidity of 13.5% RH in the process. ITC manufactures all brands of Wills, Marlborough etc. The new variety of cigarette is clove brand. The shop producing clove brand has a very strong aura of clove. 10 executive members of GMA visited the facility.



OTHER ACTIVITIES

1. CERVICAL CANCER AWARENESS

A Cervical Cancer Awareness session was organized by Ghaziabad Management Association on 19th April 2025 at RCCVC, Ghaziabad. The session was taken by Dr. Madhu Gupta, member of GMA women council. **43 teachers and 48 students** attended the session. It was knowledgeable about the disease and cure. Many questions were asked by participants.

2. CERVICAL CANCER DETECTION CAMP

GMA organized “**Cervical Cancer Detection Camp**” Tenth in the series of cancer detection camp in association with CARTE, and “Beautiful Tomorrow” Trust on **23rd April 2025** at CARTE, Shastri Nagar, Ghaziabad. Dr. Smita first explained the importance of Detection of this disease of Cervical Cancer in females. After their consent, the test was conducted on patients. GMA is planning to continue this camp every month to cover large society.

3. Cervical Cancer VACCINATION Camp

Ghaziabad Management Association organized a **Cervical Cancer Vaccination Camp** on **19th May 2025** at Arya Kanya Inter College, Modinagar. An awareness session of cervical cancer was conducted on 15th-16th May and then consent form was collected with girls parent's signatures for vaccination. Total **117 girls** were vaccinated. Dr. Madhu Gupta from Beautiful trust tomorrow administered vaccine. Dr. Sonika Jain from Uthan Foundation, Modinagar helped in organizing the camp.

4. YOGA DAY CELEBRATION

The 11th **International Yoga Day** was organized by Ghaziabad Management Association in collaboration with **IMS UC Ghaziabad** on **21st June 2025**. The Chief Guest was Sri Keshav Prasad Maurya, Deputy Chief Minister of Uttar Pradesh. Around **5000 persons** including Faculty, Students, GMA members and govt. officials participated to celebrate Yoga Day.

5. YOGA DAY CELEBRATION

The 11th **International Yoga Day** was organized by Ghaziabad Management Association in collaboration with IPEM on **21st June 2025 at IPEM**, Ghaziabad. YOGA INSTRUCTOR was –Yogacharya Santoshji. About **45 participants** assembled to celebrate YOGA.

The Yoga session started with systematic practice of the Suraya Namaskar. Different "ASANAS" of standing, sitting and lying position were performed under the instructions and supervision of Yogacharaya. During the yoga session the yogacharyaji also taught ASANAS for the persons working in offices in sitting position and also for house wives and faculty members.



6. 42nd ANNUAL GENERAL BODY MEETING

Ghaziabad Management Association Conducted its 42nd Annual General Body Meeting on July 26, 2025 at Hotel Fortune grazia, Ghaziabad. AGM was attended by 57 persons including Council and Executive committee members.

- A) The actions taken on last MOM of 41st AGM held on 3rd August 2024 were explained by Executive Director, Mr Rahul Agrawal
- B) The annual report of activities was presented by Dr. TR Pandey. 72 programs were conducted by GMA from Sept 2024 to June 2025.
- C) Mr. Shailendra Singh, Hony, Treasurer of GMA, presented the Annual Audited Accounts for the year ending 31st March 2025 along with its highlights. After discussion on some points and consequent clarifications, the same were unanimously approved.
- D) As per the agenda, elections to the posts of President, Sr. Vice President, Hony. Secretary and Hony. Treasurer were conducted for a term of two years 2025-27. Mr. Arun Aggrawal, Member Governing Council & Past President of GMA was nominated to function as returning officer and conducted the election.
- **Dr. TR Pandey**, Director AKGIM was elected as **President**.
 - **Mr. Umang Gupta**, Head operations, Wika Instruments India Pvt. Ltd. Was elected as **Sr. Vice President**.
 - **Mr. Shailendra Singh**, GM(Works), International Tobacco Co. Ltd Ghaziabad was elected as the **Hon' Secretary**; and
 - **CA (Dr) Rajesh Agrawal**, CFO, Ghaziabad Precision Products Ltd was elected as **Hon' Treasure**.
- E) The immediate outgoing President, Mr. SK Tiwari highlighted his last two yrs tenure with some of the salient points as under:
1. Total 57 new members of diverse field of professionals were added in GMA family.
 2. A women Council was formed in Dec 2023 & started celebrating International women's day since March 2024, felicitating powerful women from Institutes, industries and society.
 3. A major initiative on Cervical Cancer: Awareness (4 nos), detection camps (9nos) and Vaccine (120 girls) were provided.
 4. Membership cards were issued to GMA members which will benefit them in terms of Discounts in hotels/restaurants, medical diagnosis and doctors, grocery, apparel retailers.
 5. Two outdoor tournaments in badminton and Cricket matches were organised.
 6. E-waste recycling was initiated by collecting, recycling and disposing ecologically the electronic/ electrical wastes.
- F) The newly elected President Dr. TR Pandey gave direction for next year:
1. Expansion of footprint with new corporate and institutional members.
 2. More Relevant and Promising Technical & Management Workshops for everyone
 3. MSMEs Forum: Micro, Small & Medium Enterprises through Training, networking and Policy Advocacy



4. Association of/with Associations: Collaborating with various Local Industry and Trade Bodies to Foster Effective Outcome.
5. Ghaziabad Entrepreneurship Mission (GEM) by GMA
6. Focus on Industry Institutes Interaction Council (IIIC)
7. Emphasis on 5 Cs Guiding Principles for GMA, i.e. Context, Collaborate, Co-Create, Communicate and Consolidate.

G) The meeting ended with a vote of thanks by Past President Mr. Dharmendra Singh.

7. 44th GMA'S FOUNDERS DAY

GMA celebrated its 44th Founders' Day on **25th September** at Carte, Ghaziabad. The occasion was graced by Founder Members Mr. I.C. Agrawal and Dr. N.K. Dhooper, President Dr. T.R. Pandey, Past President Mr. S.K. Tiwari, Secretary Mr. Shailendra Singh, Executive Director Mr. Rahul Agrawal, and members Mr. Virendra Singh and Ms. Sonia Agrawal. To mark the celebration, Dr. Amita Srivastava led a tree plantation drive

8. BADMINTON TOURNAMENT 2025

Ghaziabad Management Association organized a **Badminton tournament** on **15th Nov 2025 at Indoor stadium at RKGIT, Ghaziabad**. This was the second tournament in successive year. It was only for double matches and **16 teams of Industries/institutions** and GMA members with their family members participated. The champions among male teams were Shriram Pistons comprising of Mr Pankaj Jain /Jagat Singh Bhandari while runners up was also from Shriram Pistons comprising of Mr Dhirendra/Kamal singh Rawal. Ms Ruchika/Ms Priyanshi Mauraya from RCCVC was the winner from female team while runners up were Ms Kushi Tyagi/Ms Anica Ahuja.

9. HINDON RIVER BANK CLEAN-UP DRIVE

Ghaziabad Management Association organised a Hindon River Bank Clean drive in collaboration of HOPE Foundation on Sunday **16th Nov 2025** at **Hindon River Ghat, Ghaziabad**. The Ghats were very dirty post Chhath Puja held last month. About 45 members from GMA and Hope foundation cleaned Ghat for approx. two hrs and collected about 150 kg waste. The members were provided gloves, masks, instruments and garbage bags.

10. CRICKET MATCH

Ghaziabad Management Association has organized "**CRICKET MATCH**" on **7th Dec 2025** at **ABES Cricket Stadium, Ghaziabad**. Total 8 teams participated from institutes, corporate and individual members. The matches of 5 overs each were played. The final match was played between Goodluck Steels and AKGEC. The match was very exciting of high scoring with lot of sixes and beautiful ground catches. Finally Goodluck Steels was the winner. The match was attended by family members of GMA members also. A trophy to winner and runners up was awarded. The awards for best fielder, batsman, and bowler were also given. All the players were awarded the medals.



11. APPEAL FOR HELP IN SAVING RIVER HINDON

GMA organized the Mass HINDON CLEAN UP DRIVE on **22nd January** (on occasion of 2nd Pran Pratishtha Anniversary), At Chhat Ghat (River bank opposite to Hindon Cremation ground) in collaboration of HOPE Foundation in the effort to reduce severe pollution. Free bags/rakes/shovels/masks/gloves were provided to all volunteers. Over 100 nos participants joined the cleaning drive to collect approx. 300 bags.

12. OUTBOUND PICNIC/FAMILY GET-TOGETHER OF GMA MEMBERS

Ghaziabad Management Association organized "An outbound picnic of Family get-together" on **7th March, 2026** for its 73 members and their families at **Chokhi Dhani**, Meerut. At assembly point to start the picnic, tea and cookies were arranged by one of GMA's corporate member, KGAP. At Chokhi Dhani, members were greeted by Kachi –Ghodi & Tilak. Started with tea/coffee, snacks, Kadi kachori, Hot Bajra Roti. It was full of fun like Rajasthani Cultural Program - Ghoomar Dance, Kalbeliya Dance, Magic Show, Puppet Show, Rajasthani Choupal, lokgeet, Bhopa-Bhopi, Mehandi, Head Massage, Handicraft Shop, Astrologer & Lakh choodiwala. Rural sports included Camel ride, Tractor ride, Bullock cart ride, Carrom, Archery, Air Gun, Gulel were enjoyed. There was an also major attraction of Adventure Sports Zip Line. Tambola game, organised by GMA was enjoyed by members with exciting prizes. Members thoroughly enjoyed the sumptuous rajsthanifood sitting on floor. On the occasion of international women day, gift was given to all females present there. Five lucky draw prizes were also given.

13. WOMEN'S HEALTH CHECK-UP FOR GMA MEMBERS

On the occasion of International Women's week a program organized by GMA for **Women's Health Check-up** for the females of GMA members on **8th March** ending on **15th March** at Manipal Hospital, Ghaziabad.

14. INTERNATIONAL WOMEN'S DAY

Ghaziabad Management Association celebrated "**International Women's Day**" on **19th March 2026** at IMS UC, Ghaziabad. GMA had invited the nominations of women who have significantly contributed to society in 8 different domains: Sport Excellence, Entrepreneurship, Arts, Music & Creative, Education Pioneer, Environment/sustainability Champion, Social Welfare and Women leader Award, Young women Award (Added this year). Total **31** nominations were received and **8 were chosen** by jury members of GMA Women Council, to be specially awarded with a certificate, Memento and a prize. Others nominees were also facilitated with a certificate and a token of appreciation. Chief Guest was Ms Kalpana Saxena, IPS, DIG, Meerut. Keynote speaker Dr Riacha Bhardwaj, Lead: Gov. Partnership & Policy, addressed the audience on women wellness. A panel discussion was also conducted on the theme of "Give To Gain" by Moderator Dr Sapna Rakesh, Director, GLB. Chairperson of women council and panellists of Prof Shalini Rahul Tiwari (Associate Prof-IMT), and Ms Karishma Manchanda (Associate VP- Vetex Group).



GHAZIABAD ENTREPRENEURSHIP MISSION

1. AWARENESS SESSION ON GHAZIABAD ENTREPRENEURSHIP MISSION (GEM)

Ghaziabad Management Association has taken an initiative on Entrepreneurship to Create "Ghaziabad Entrepreneurship Mission (GEM)". GEM's aims are: To own and steer the ecosystem development for entrepreneurship growth. In this series an Awareness Session organised on **18th November 2025** at **AKGIM** The objective is to identify, train, mentor, and launch 50 young entrepreneurs in Ghaziabad at first go. To select interested students for GEM, GEM awareness sessions were conducted in 7 GMA Member institutions: RKGIT, BBDIT, AKGEC, AKGIM, IPEC, IPEM, RCCVC from 9th Oct to 18th Nov 2025. The students were asked to submit Founder Fit test. Total 266 students submitted the online test to select top 100 students for cohort and 6 weeks boot camp.

2. INAUGURATION OF GHAZIABAD ENTREPRENEURSHIP MISSION (GEM)

The grand inaugural ceremony of the Ghaziabad Entrepreneurship Mission was organised on 10th January 2026 by the Ghaziabad Management Association at Ram Chameli Chadha Vishwas Girls College. Ghaziabad witnessed a significant moment in its youth and entrepreneurship journey as 100 selected students formally stepped into the world of entrepreneurship, committing themselves to become future job creators rather than job seekers. Addressing the gathering, Uttar Pradesh Cabinet Minister for IT & Electronics, Sunil Kumar Sharma said the programme is the first organised district-level programme of its kind in the state and would play a crucial role in building a self-reliant and developed India by enabling youth to lead enterprise-driven growth. Special guest Mr Abhinav Gopal, Chief Development Officer, Ghaziabad, said that the event marked the beginning of Ghaziabad's journey towards becoming a start-up hub. The top **100 students** were awarded a sweat shirt with GMA logo.

DESIGN YOUR DESTINY: PERSONAL LEADERSHIP IN AN UNCERTAIN CENTURY

Amrish Kumar Atray

Civil Engineer



Abstract

In a rapidly changing world shaped by technological disruption and global uncertainty, individuals must actively shape their future rather than passively adapt to circumstances. This paper presents “Design Your Destiny” as a framework for personal leadership built on vision, adaptability, resilience, and courage. It highlights resilience as a critical quality for transforming challenges into opportunities and sustaining growth during uncertainty.

The paper explores practical frameworks such as goal setting, reflective learning, innovation, and risk management that help individuals create meaningful personal and professional paths. It also examines technology as both a challenge and an enabler of learning, innovation, and opportunity. The study concludes that continuous learning, emotional intelligence, and adaptability are essential for long-term success and positive societal contribution.

Keywords: *Personal Leadership, Resilience, Adaptability, Self-Leadership, Innovation, Emotional Intelligence, Technology, Future Readiness*

Introduction

The twenty-first century is defined by rapid transformation driven by artificial intelligence, automation, digital ecosystems, climate change, and global instability. In such an environment, uncertainty has become a permanent reality. As traditional paths to success continue to evolve, individuals can no longer rely solely on external systems for direction and security.

The concept of “Design Your Destiny” emphasizes personal agency and conscious action in shaping life outcomes. It encourages individuals to move from passive adaptation toward proactive self-leadership. By developing clarity of purpose and the ability to respond effectively to change, people can navigate uncertainty with confidence and direction.

Personal Leadership in Times of Uncertainty

Personal leadership is the ability to take responsibility for one's decisions, actions, and long-term direction despite changing external conditions. In uncertain times, it becomes an essential life skill that enables individuals to remain purposeful and effective.

Four core qualities define strong personal leadership: clarity of vision, adaptability, courage, and resilience. Vision provides direction and aligns actions with long-term goals. Adaptability allows individuals to adjust strategies



according to changing situations. Courage helps bridge the gap between intention and action, especially when outcomes are uncertain. Resilience enables people to recover from setbacks, learn from failures, and continue progressing.

Individuals who cultivate these qualities are better equipped to make sound decisions, manage uncertainty, and achieve sustainable personal and professional growth.

Resilience: The Core of Destiny Design

Resilience is the ability to recover from adversity, adapt to change, and maintain progress during difficult circumstances. In today's uncertain environment, resilience is not only a defensive quality but also a proactive strength that transforms obstacles into opportunities for growth.

Resilience includes adaptability, emotional intelligence, and continuous learning. Adaptability helps individuals respond effectively to changing situations. Emotional intelligence supports stress management, self-control, and healthy relationships during challenging periods. Continuous learning encourages a growth mindset, allowing individuals to acquire new skills and remain relevant in evolving environments.

People who embrace resilience view challenges as opportunities for innovation, self-improvement, and long-term success.

Inspiring Examples of Destiny Design

History and contemporary society offer many examples of individuals who shaped their destiny through vision and determination. Mahatma Gandhi demonstrated moral courage and resilience by leading India's freedom movement through non-violence and self-discipline. Steve Jobs showed how persistence and innovation can transform setbacks into extraordinary success after returning to Apple and rebuilding it into a global leader.

Kalpana Chawla inspired millions by pursuing her dreams beyond social limitations, while Elon Musk represents bold risk-taking and perseverance in transforming industries. Mary Kom symbolizes determination and resilience in overcoming socio-economic barriers through discipline and dedication.

These examples reinforce the idea that destiny is shaped through conscious effort, resilience, and sustained commitment.

Frameworks for Self-Leadership

Designing one's destiny requires disciplined action supported by practical frameworks. Goal setting is one of the most effective tools, particularly through SMART goals that are Specific, Measurable, Achievable, Relevant, and Time-bound. Clear goals improve focus, motivation, and progress tracking.

Risk management is equally important in uncertain environments. By anticipating challenges and preparing alternatives, individuals can maintain momentum during disruptions. An innovative mindset further strengthens self-leadership by encouraging creative thinking and problem-solving in both personal and professional life.



Reflection and feedback also play a crucial role in growth. Regular self-assessment and constructive feedback improve self-awareness and decision-making. At the same time, maintaining balance between professional ambitions and personal well-being ensures sustainable success and long-term fulfillment.

Technology as an Enabler

Technology functions as both a disruptor and an enabler in modern society. While rapid innovation can make traditional skills outdated, it also creates opportunities for learning, entrepreneurship, and professional growth.

Digital literacy has become an essential competency across industries. Online learning platforms and virtual education systems have expanded access to knowledge and skill development. Similarly, remote work and digital collaboration tools have increased flexibility and improved work-life balance.

Technology has also encouraged digital entrepreneurship by reducing barriers to starting businesses and reaching global audiences. Individuals who use technology strategically are better positioned to adapt, innovate, and shape their future successfully.

Challenges in Designing Destiny

The journey of designing one's destiny is often accompanied by obstacles that test commitment and perseverance. One major challenge is the fear of failure, which can prevent individuals from taking risks or pursuing ambitious goals. However, failure should be viewed as a learning experience that strengthens future decisions.

Limited resources such as financial constraints, lack of education, or restricted professional networks can also slow progress. Yet digital platforms and alternative learning opportunities increasingly allow individuals to overcome these barriers through persistence and creativity.

External disruptions including economic instability, technological change, pandemics, and geopolitical uncertainty may also alter planned paths. In such situations, adaptability and resilience become critical for sustaining progress. Overcoming these challenges requires a proactive mindset, creativity, and determination. Individuals who remain flexible and resilient can continue moving forward despite uncertainty.

Conclusion

“Design Your Destiny” is more than a motivational idea; it is a practical call for individuals to take ownership of their future. In a world marked by constant change, waiting for ideal conditions is no longer effective. Instead, individuals must act with clarity, resilience, and adaptability.

Continuous learning, emotional intelligence, and innovation are essential for navigating uncertainty and seizing opportunities. Personal leadership not only contributes to individual success but also creates a positive impact on communities and society.

Ultimately, destiny is shaped not by chance but by conscious choices, disciplined effort, and the willingness to embrace change. By developing resilience and committing to lifelong growth, individuals can transform uncertainty into opportunity and create meaningful, fulfilling lives.

FUTURE READY ACADEMIC ECOSYSTEM AMID TECHNOLOGICAL DISRUPTION

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The world today is experiencing a rapid wave of technological disruption that is transforming almost every aspect of human life, and education is no exception. From artificial intelligence and machine learning to digital platforms and virtual classrooms, technology is reshaping how knowledge is created, delivered, and consumed. In such a dynamic environment, the traditional academic system, which once relied heavily on fixed curricula, physical classrooms, and standardized teaching methods, is no longer sufficient. There is a growing need to build a future-ready academic ecosystem, one that is flexible, inclusive, innovative, and capable of preparing learners for an uncertain and ever evolving world.

A future ready academic ecosystem does not simply mean introducing new technologies into classrooms. Rather it involves a comprehensive transformation of the entire education system, including teaching methods, curriculum design, assessment strategies, institutional structures, and the roles of educators and learners. It emphasizes adaptability, continuous learning, and the development of skills that are relevant in the modern world.

One of the most significant impacts of **technological disruption** on education is the shift in the way knowledge is accessed. In the past, students relied primarily on textbooks and teachers as their main sources of information. Today, the internet provides instant access to a vast amount of knowledge. Online courses, educational videos, digital libraries, and interactive platforms have made learning more accessible than ever before. This has reduced the dependency on traditional methods and has empowered students to take charge of their own learning.

However, this **abundance of information** also brings challenges. Students must now learn how to filter, analyse, and apply information effectively. This is why critical thinking and digital literacy have become essential components of modern education. A future ready academic ecosystem must focus on equipping students with these skills so that they can navigate the complexities of the digital world.

Personalized learning is another important aspect of a futureready ecosystem. Every student has unique abilities, interests, and learning styles. Technology makes it possible to tailor education to individual needs through adaptive learning systems and datadriven insights. These systems can track a student's progress, identify areas of improvement, and provide customized learning paths. This approach not only enhances understanding but also increases student engagement and motivation.



In addition to personalization, **flexibility** is a key characteristic of modern education. The concept of learning is no longer limited to a specific time or place. With the rise of online and hybrid learning models, students can learn at their own pace and according to their own schedules. This is particularly beneficial for working professionals, lifelong learners, and individuals who may not have access to traditional educational institutions. Blended learning, which combines face-to-face instruction with digital tools, offers the best of both worlds by maintaining human interaction while leveraging technological advantages.

Another major shift in the academic ecosystem is the growing emphasis on **skillbased education**. In the past, education systems often focused on memorization and theoretical knowledge. While these are still important, they are no longer enough in a world that values innovation and problem solving. Employers today are looking for individuals who can think critically, communicate effectively, collaborate with others, and adapt to change. Therefore, a future ready academic ecosystem must prioritize the development of these skills through experiential learning, project based assignments, internships, and real world problem solving activities.

The **integration of emerging technologies** is also playing a crucial role in transforming education. Tools such as virtual reality and augmented reality are making learning more interactive and immersive. For example, students can explore historical sites, conduct virtual science experiments, or visualize complex concepts in three dimensions. Similarly artificial intelligence is being used to automate administrative tasks, provide intelligent tutoring, and offer realtime feedback. These innovations not only enhance the learning experience but also improve efficiency within educational institutions.

Despite these advancements, the **role of teachers** remains central to the academic ecosystem. However, their role is evolving. Instead of being mere transmitters of knowledge, teachers are becoming facilitators, mentors, and guides. They help students develop critical thinking skills, encourage curiosity, and support independent learning. In a technology driven environment, the human connection between teachers and students becomes even more important. Emotional support, ethical guidance, and personal mentorship cannot be replaced by machines.

To support this transition, it is essential to invest in teacher training and professional development. Educators must be equipped with the skills and knowledge required to effectively use new technologies and adopt innovative teaching methods. Without proper training, even the most advanced tools may not yield meaningful results. Institutions must create a culture of continuous learning for teachers, encouraging them to experiment, collaborate, and grow.

Another important element of a future-ready academic ecosystem is lifelong learning. The rapid pace of technological change means that skills can quickly become outdated. As a result, individuals must continuously update their knowledge and acquire new competencies throughout their lives. Educational institutions must move beyond traditional degree programs and offer flexible learning opportunities such as short courses, online certifications, and micro-credentials. This will enable learners to upskill and reskill as needed, ensuring their relevance in the job market.



Collaboration between academia, industry, and government is also crucial. Educational institutions must work closely with industries to understand current trends and future skill requirements. This collaboration can lead to the development of relevant curricula, internship opportunities, and research initiatives. Government policies should support innovation, provide funding for digital infrastructure, and ensure that education remains accessible and inclusive.

However, the journey toward a future-ready academic ecosystem is not without challenges. One of the most pressing issues is the digital divide. While technology has the potential to make education more accessible, not everyone has equal access to digital resources. Students in rural or economically disadvantaged areas may lack internet connectivity, devices, or technical support. This inequality can widen the gap between different sections of society. Addressing this issue requires targeted efforts from governments and institutions to provide affordable and reliable access to technology.

Another challenge is the **ethical use of technology**. As educational systems increasingly rely on data and artificial intelligence, concerns about privacy, security, and bias come into play. It is important to establish clear guidelines and ethical frameworks to ensure that technology is used responsibly. Students and educators must also be made aware of these issues and encouraged to use technology in a safe and ethical manner.

Resistance to change is another barrier that cannot be ignored. Many institutions are deeply rooted in traditional practices and may be hesitant to adopt new approaches. Changing mindsets and organizational cultures takes time and effort. Leadership plays a key role in driving this transformation by promoting innovation, encouraging experimentation, and creating a supportive environment for change.

Infrastructure is another critical factor. Building a future-ready ecosystem requires investment in digital tools, high-speed internet, smart classrooms, and secure platforms. Without adequate infrastructure, the benefits of technology cannot be fully realized. Governments and private organizations must work together to develop and maintain this infrastructure. Assessment methods also need to evolve. Traditional examinations that focus on rote memorization are not suitable for evaluating modern skills. Instead, assessments should focus on understanding, application, creativity, and problem-solving. Continuous assessment, peer evaluation, and project-based evaluation can provide a more accurate measure of a student's abilities.

Furthermore, **inclusivity** must remain at the heart of the academic ecosystem. Education should be accessible to all, regardless of gender, socio-economic background, or physical ability. Technology can play a significant role in promoting inclusivity by providing assistive tools, multilingual content, and flexible learning options. However, deliberate efforts are required to ensure that no one is left behind.

Looking ahead, the future of education will be shaped by how effectively we can balance technology with human values. While innovation is essential, it should not come at the cost of empathy, ethics, and social responsibility. Education must not only prepare individuals for careers but also for life as responsible citizens.



In conclusion, a future-ready academic ecosystem is a necessity in the age of technological disruption. It requires a shift from traditional approaches to more flexible, personalized, and skill-oriented models of learning. It involves the integration of technology, the transformation of teaching roles, and the promotion of lifelong learning. At the same time, it must address challenges such as the digital divide, ethical concerns, and resistance to change.

The goal is to create an education system that is not only efficient and innovative but also inclusive and humane. By embracing change and working collaboratively, we can build an academic ecosystem that empowers learners to thrive in a complex and rapidly changing world. Such a system will not only contribute to individual growth but also to the overall development of society, ensuring a brighter and more sustainable future for all.

BACK TO BASICS, FORWARD TO SUSTAINABILITY - IXORA'S GUIDE TO CONSCIOUS LIVING

Sonia Agrawal
Proprietor, Ixora



At Ixora, we've always believed that the smallest seeds can create the biggest change. A plant in a pot, a child learning to care for soil, a terrace turning green, these are not just lifestyle choices, they are quiet acts of resilience.

In a world facing uncertainty whether due to conflict, disrupted supply chains, or environmental stress the way we live matters more than ever. What if our homes could become self-sustaining ecosystems? What if waste could turn into energy, sunlight into fuel, and leftovers into nourishment for the soil? This is not a distant dream. It is something we can begin, right where we are.

The Power of Biogas - From Kitchen /Industrial Waste to Cooking Flame:

Imagine your daily kitchen waste vegetable peels, fruit scraps not as something to discard, but as a source of energy. Biogas systems make this possible by converting organic waste into clean cooking fuel. At Ixora, we see biogas as more than technology it's a mindset shift. It closes the loop between what we consume and what we return to the earth. Even in uncertain times, when gas supplies may fluctuate, a small biogas unit can keep a household running steadily. In a disrupted world, biogas offers a decentralized energy solution for households and industries can produce their own fuel, reducing reliance on commercial energy sources. Additionally, biogas production helps manage efficiently, making it a practical and sustainable solution for both urban and rural setting.

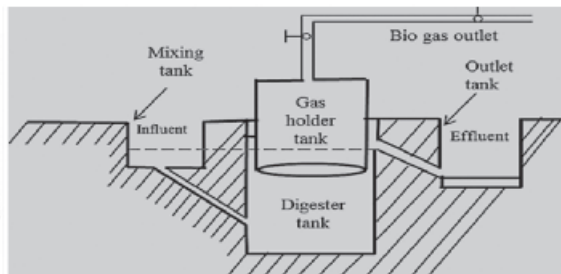
Kitchen scraps, vegetable peels, and even garden waste can be fed into a biogas unit, where microorganisms break them down in an oxygen-free environment to produce methane-rich gas. This gas can be used for cooking, reducing dependence on LPG or electricity—resources that may become unreliable during crises

And what remains after the process?

Rich organic slurry that feeds your plants, completing a beautiful cycle of life.



Biogas Unit for home



Biogas Unit Diagram for Industrial Use

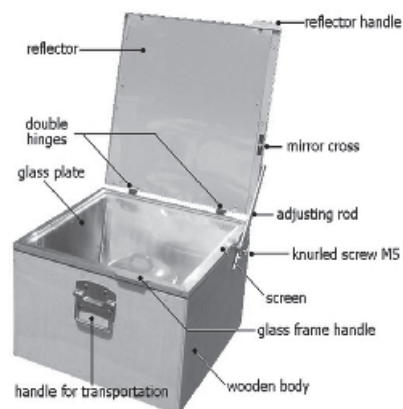
Solar Cookers: Harnessing the Sun's Abundance

The sun is the most reliable energy source available to us. Solar cookers utilize sunlight to prepare meals without requiring fuel, electricity, or fire. Whether it's boiling, steaming, or slow cooking, solar cookers can handle a variety of tasks with zero operating cost.

In times of uncertainty when fuel shortages or rising prices strain households solar cooking becomes an invaluable alternative. It is especially useful in regions with abundant sunlight, offering a clean and safe method of food preparation.

Beyond resilience, solar cooking also promotes healthier lifestyles by reducing indoor air pollution and preserving the nutritional value of food through gentle cooking. There is something deeply grounding about cooking with the sun. Solar cookers bring us back to a slower, more mindful way of preparing food one that doesn't rely on external fuels or rising energy costs.

For families, it becomes more than just a cooking method it's an experience. Watching food gently cook under sunlight, teaching children about renewable energy, and embracing a rhythm that aligns with nature. In times when resources may feel uncertain, the sun remains constant. And learning to use it is both empowering and liberating.



Home Composting: Closing the Loop

Waste management often becomes a major challenge during disruptions. Home composting offers a simple solution by turning organic waste into rich, fertile soil. Instead of relying on external waste collection systems, households can manage their own waste efficiently. Composting reduces landfill burden, lowers greenhouse gas emissions, and supports home gardening by providing natural fertilizers.

At the heart of every *Ixora*, it's a simple lesson: there is no "waste" in nature. Everything transforms. Home composting is one of the easiest ways to bring this philosophy into daily life. Kitchen scraps become nutrient-rich soil, ready to nourish your next plant, your terrace garden, or even a small herb pot by the window. In a disrupted world, where waste systems may fail or fertilizers become expensive, composting becomes a quiet but powerful act of independence. It gives you control over your waste, your soil, and ultimately, your food.





Building Green Homes, One Habit at a Time

Resilience doesn't come from big, complicated systems it grows from small, consistent habits.

- A compost bin in the corner.
- A solar cooker on the balcony.
- A biogas unit quietly working in the background.
- A few plants thriving on homemade fertilizer or a terrace kitchen garden.
- An eco-friendly Factory or College campus.

Together, these create a home that is not just sustainable, but self-reliant. At Ixora, we see this every day children getting their hands dirty with joy, families reconnecting with nature, and discovering the power of growing their own greens.

A Gentle Shift Towards Preparedness

Preparing for uncertainty doesn't have to feel overwhelming. It can start with something as simple as saving your vegetable peels, or trying solar cooking on a sunny afternoon. These are not survival tactics driven by fear. They are mindful choices driven by awareness, care, and responsibility.

Ixora's Vision for Tomorrow

We envision homes that grow their own food, manage their own waste, and generate their own energy however small the scale. We envision children who understand soil before screens, and communities that thrive through shared knowledge. Because in the end, resilience is not built overnight. It is grown just like a plant with patience, care, and the right environment.

Conclusion: Planting Hope in Uncertain Times

In a world that feels unpredictable, returning to simple, sustainable practices gives us something invaluable control, connection, and hope. Biogas, solar cooking, and composting are not just solutions, they are a way of living that brings us closer to nature and to ourselves.

At Ixora, we don't just grow plants. We grow resilience.

ARTICLE

MANUFACTURING - FROM AMBITION TO EXECUTION: CAN AI ACTUALLY RUN THE FACTORY FLOOR?



Ayush Agarwal

Founder & CEO, Tanaashi Technologies | Pioneer in SME Digital Transformation

The Reality Check

We often hear that AI is coming to replace everything. But on the ground, AI isn't a replacement for automation; it's an upgrade. Think of it this way: if automation provides the muscles, AI provides the nerves.

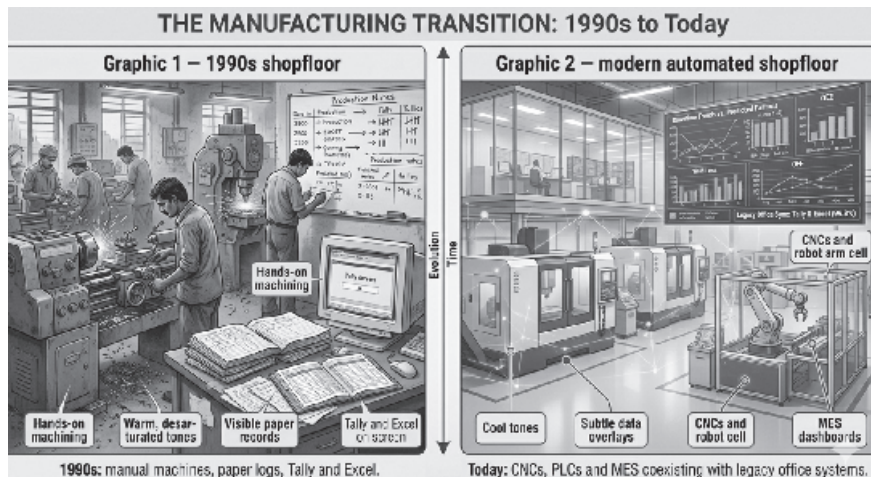
In India, we've seen a massive shift from the manual shop floors of the 90s to today's hybrid plants. But moving to a "smart" factory isn't about flipping a switch; it's about "data plumbing," trial runs, and making sure the new tech doesn't break the systems that actually keep the lights on.

A Trip Down Memory Lane: The 1990s Shop Floor

Back in the early 90s, Indian manufacturing was a different world. It was labour-intensive and loud. You had skilled operators hovering over manual lathes and grinders.

- **The "Database":** A literal whiteboard in the manager's office.
- **Quality Control:** A quick visual check by a veteran eye.
- **The Back Office:** Everything lived in Tally or a series of chaotic Excel sheets.

That "pragmatic" mindset—doing a lot with a little—is still part of the DNA of Indian manufacturing today. It's why we don't just throw away old machines; we look for ways to make them smarter.





Automation vs. AI: Knowing the Difference

It's easy to lump these together, but they do very different jobs.

Feature	Automation (The Doer)	AI (The Thinker)
The Goal	Safety, speed, and doing the same thing every time.	Predicting what happens next and optimizing.
The Logic	"If this, then that." (Rule-based)	"Based on the data, this is likely." (Probabilistic)
The Tool	Robots, PLCs, and fixed controllers.	Machine Learning models and smart cameras.
The Role	It follows orders and keeps the line moving.	It watches, learns, and suggests improvements.

The Bottom Line: Automation tells the machine how to move; AI suggests when to move it or how to tweak it for a better result.

Where AI Actually Adds Value (Without the Hype)

Where does AI actually earn its keep? Here are the real-world wins:

1. **Predicting the "Oops":** Instead of waiting for a bearing to explode, ML models listen to vibrations and tell you to fix it before the line goes down.
2. **Better Eyesight:** Smart cameras catch surface defects that a tired human eye might miss after eight hours on the shift.
3. **Taming the Excel Chaos:** We all know the "Tally and Excel" reality. AI can actually parse through those messy ledgers to find patterns in your inventory and cash flow.
4. **Smarter Tuning:** AI can nudge your process parameters just a tiny bit to save 5% on energy—which, at scale, is a massive win.

Can AI Run the Show Alone? (Short Answer: No.)

AI is a brilliant supervisor, but it's a terrible safety officer. It makes "best guesses" based on data, but you don't want a "best guess" when it comes to a high-speed robotic arm or a safety interlock.

Why we still need the old-school stuff:

- **Real-time Safety:** You need hard-wired controllers (PLCs) for instant stops. You can't wait for a "model" to process a safety breach.
- **Reliability:** AI can make a decision, but you still need robust hardware to actually move the metal.
- **The "Messy Data" Problem:** Most plants have machines from different eras. Getting them all to talk to an AI in the same language is a huge hurdle.

The "Indian Reality": Cost and Common Sense

For a typical Indian SME, "Digital Transformation" sounds expensive. And it is. Between the high upfront costs, the lack of engineers who understand both AI and heavy machinery, and thin margins, the hesitation is real.



The path forward isn't a "total overhaul." It's a "phased pilot." Don't automate the whole plant. Fix one line. Prove the ROI. Then move to the next.

"Let's look at how we actually move from "messy ledgers" to "intelligent actions."

1. The "Data Plumbing" Problem: Turning Chaos into Structure

Most factories don't have a single "source of truth." They have a mix of handwritten production logs, PDF invoices, and Tally entries. The first deep dive is into Automated Data Extraction.

Modern AI agents use a mix of Computer Vision and Natural Language Processing (NLP) to digitize this.

- **The Process:** A worker snaps a photo of a handwritten maintenance log. The AI doesn't just "read" the text; it understands the context. It knows that "Spindle-3" is an asset and "vibration high" is a status.
- **The Result:** This unstructured data is converted into a systematic table. Suddenly, that handwritten note from Tuesday is searchable and can be cross-referenced with the electricity bill or the output records in Tally.

2. The Brain: RCA and NBA

Once the data is clean, we move into the "Analytical Layer." This is where AI moves from being a calculator to being a consultant using two main frameworks:

Root Cause Analysis (RCA) vs. Next Best Action (NBA)

Feature	Root Cause Analysis (RCA)	Next Best Action (NBA)
The Question	"Why did our profitability dip last month?"	"How do I fix the margin for the next batch?"
The Data Need	Historical Tally records, downtime logs, and energy bills.	Current inventory levels, market demand, and machine health.
The Output	A report showing that high humidity led to more rejects.	A recommendation to adjust the kiln temperature by 2 degrees.

In the Indian manufacturing context, this is huge for Thin Margins. If the AI looks at your Tally data and realizes that your "Net Sales" are dropping specifically on Tuesdays because of a logistics bottleneck, that's RCA. If it then tells you to ship on Monday night instead, that's NBA.

3. The Hybrid Architecture: Where the Rubber Meets the Road

We can't let AI control the machines directly for safety reasons. Instead, we use a Supervisory Layer.

How it looks in practice:

1. **The Foundation (PLCs):** These are the "Certified Controllers." They handle the millisecond-by-millisecond motion. If a human walks into a restricted zone, the PLC cuts the power instantly. No AI required.
2. **The Brain (AI Agent):** This sits on top. It looks at the "big picture." It sees that the raw material is slightly more abrasive today, so it sends a new "setpoint" to the PLC.

3. The Digital Twin: Before that setpoint is ever sent to a real machine, it's tested in a virtual simulation (a Digital Twin). This ensures the AI isn't hallucinating a "solution" that would actually damage the hardware.

4. The Tally-AI Bridge: Preserving the Audit Trail

One of the biggest fears in India is "Compliance." You can't just let an AI mess with your accounting. The humanized way to handle this is the Dual-Ledger Approach:

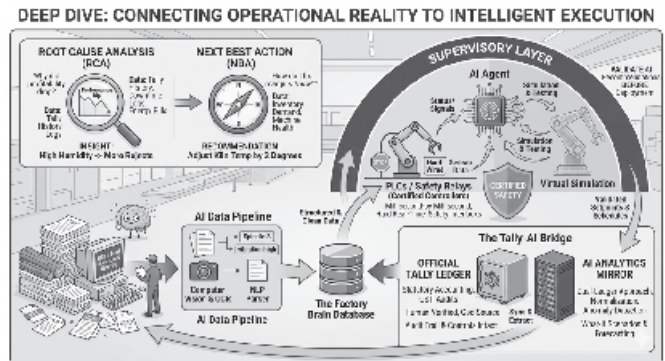
- **The Official Ledger:** Tally remains the "God-source" for statutory accounting, GST, and audits. It stays clean and human-verified.
- **The Analytics Mirror:** AI creates a "shadow" version of these records. It cleans them, normalizes them, and uses them to run "What If" scenarios.

This gives you the best of both worlds: the flexibility to experiment with AI-driven forecasting without risking a headache during tax season.

The Next Step: Building the Feedback Loop

The ultimate goal is to have the shop floor (the machines) and the front office (the Tally/Excel records) talking to each other in real-time.

Is there a specific part of this chain that feels like the biggest "bottleneck" in your experience? Is it getting the data off the paper logs, or is it getting the managers to trust what the AI is telling them?



The Verdict

AI won't magically solve your engineering problems. But if you layer it on top of solid automation and clean up your data, it becomes a powerful tool. It turns those old machine signals and scattered Excel records into actual productivity.

The Game Plan:

1. Start Small: Pick one problem (like downtime) and measure it.
2. Fix the Plumbing: Get your sensors and data organized before you buy the fancy software.
3. Stay Hybrid: Let the PLCs handle the safety, and let the AI handle the optimization. Keep a human in the loop to make the final call.

Manufacturing is still about grit and engineering—AI is just the best new tool in the toolbox.

NAVIGATING THE GREAT SHIFT: LEADERSHIP AND RESILIENCE IN A WORLD THAT REFUSES TO STAND STILL

Manoj Yadav

ADM Solar Power & Infrastructure Pvt. Limited



Introduction: When Stability Became an Illusion

In early 2020, something unusual happened, it wasn't just a crisis, it was a revelation. Organizations that had spent decades perfecting efficiency suddenly found themselves struggling to respond. Supply chains stalled, carefully crafted plans became irrelevant overnight, and decision-making slowed at precisely the moment when speed was most critical.

This disruption exposed a fundamental truth: what made organizations successful yesterday is not what will make them resilient tomorrow.

We are witnessing what can be described as a “great shift” a convergence of technological acceleration, geopolitical shifts, climate challenges, and evolving human expectations. In such a world, resilience is no longer about survival. It is about reinvention.

A New Reality: Beyond VUCA

For decades, leaders relied on the concept of VUCA -Volatility, Uncertainty, Complexity, and Ambiguity to interpret a changing environment. It provided a useful lens in a world where disruption, though present, was still somewhat manageable.

However, today's reality feels sharper and more intense.

A more fitting description is **BANI**:

- **Brittle** – Systems that appear strong can collapse suddenly under stress
- **Anxious** – Constant uncertainty creates stress across organizations
- **Non-linear** – Small events can trigger disproportionate consequences
- **Incomprehensible** – Even with data, clarity is often elusive

This shift has profound implications.

Resilience today is no longer about “bouncing back” to a previous state. That state may no longer exist. Instead, it is about “**bouncing forward**” adapting, learning, and emerging stronger. Leaders must therefore move beyond trying to control uncertainty and instead learn to **operate effectively within it**.



Rethinking Leadership: From Control to Connection

The traditional model of leadership was built on authority, hierarchy, and control. It worked well in stable and predictable environments. But in today's dynamic world, control is often limited and sometimes illusory. Modern leadership is less about having all the answers and more about **creating conditions where the right answers can emerge**.

This requires a fundamental shift:

- From **command and control to connect and collaborate**
- From **rigid planning to adaptive thinking**
- From **hierarchy-driven authority to trust-based leadership**

Leaders are no longer just decision-makers. They are **enablers, facilitators, and sense-makers**, helping their teams navigate ambiguity and act with confidence.

The Three Dimensions of Resilient Leadership

Resilient leadership is multi-dimensional. It is not just about strategy, but also about thinking patterns and human connection.

1. Strategic Resilience: Thinking in Possibilities

Traditional planning focused on predicting a single future and aligning resources accordingly. Today, that approach is increasingly inadequate. Leaders must prepare for **multiple possible futures**.

Example:

During the COVID-19 crisis, Tata Group rapidly reconfigured parts of its operations to support healthcare infrastructure and national needs. This demonstrated that true resilience lies in **flexibility and responsiveness**, not rigid adherence to plans.

Strategic resilience is not about certainty, it is about preparedness.

2. Cognitive Resilience: The Ability to Unlearn

In a rapidly changing world, past success can become a constraint. One of the greatest challenge's leaders face is not learning new things, but **letting go of outdated assumptions**.

Example:

Microsoft, under the leadership of Satya Nadella, transformed its culture by shifting from a "know-it-all" mindset to a "learn-it-all" mindset. This cultural shift played a critical role in revitalizing the organization and driving innovation.

Cognitive resilience is ultimately about **adaptability of thought**.

3. Emotional and Cultural Resilience: The Human Factor

While systems and strategies are important, organizations are ultimately driven by people. In times of uncertainty, employees look to leaders not just for direction, but for **stability, trust, and reassurance**.



Example:

Infosys has consistently invested in large-scale employee reskilling and digital learning initiatives, ensuring its workforce remains relevant in a fast-changing technological landscape.

When people feel secure and valued, they are more willing to innovate and adapt.

The Indian Context: A Unique Opportunity

India stands at a unique crossroads. With a young workforce, increasing digital adoption, and a culture of adaptability, the country is well-positioned to lead in this era of transformation. Concepts like *jugaad* reflect an inherent ability to innovate under constraints. However, the next phase of growth requires moving from **informal innovation to structured, scalable systems**.

The opportunity lies in:

- Bridging skill gaps
- Building globally competitive capabilities
- Leveraging resilience as a strategic advantage

Indian leaders are not just responding to change but they are increasingly shaping it.

Conclusion: From Resilient to Antifragile

In the 20th century, leaders managed stability. In the 21st century, they must design for instability.

The future belongs to those who lead through disruption, not avoid it. However, the real shift is not just external but also it is deeply internal. Leadership today is as much about mindset as it is about strategy. Organizations that will endure are not those that merely respond to change, but those that **anticipate, absorb, and evolve because of it**. This is the essence of becoming antifragile and growing stronger with every disruption faced, a concept popularized by Nassim Nicholas Taleb.

In this “century of change,” resilience is no longer a capability reserved for crises; it is a way of thinking, operating, and leading every day.

CENTURY OF CHANGE: LEADERSHIP AND RESILIENCE IN AN UNCERTAIN AND DISRUPTIVE WORLD ORDER

Vishwas Gautam

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The twenty-first century has developed a stubborn habit of defying our expectations. For decades, the global narrative was one of steady, predictable progress—a linear climb toward greater innovation, deeper integration, and incremental growth. But that story has ended. Today, we find ourselves in the midst of a chaotic convergence of technological, geopolitical, and environmental disruptions that refuse to fit into the old, neat patterns of the past.

By early 2026, we have moved firmly into what observers call the “**NAVI**” era: **Non-linear, Accelerated, Volatile, and Interconnected**. As the *International Monetary Fund* has noted, *uncertainty is no longer a passing phase; it is the structural condition of our time*.

This is no longer a passing phase in the economic cycle; it is the structural condition of our time. The world is in an “interregnum”—a turbulent bridge between an old order that is fading and a new one that has not yet fully taken shape. What distinguishes this interregnum from past transition periods is the sheer velocity and interconnectedness of disruption. Things happen faster, feedback loops tighten, and shocks in one corner of the globe ripple through markets, supply chains, and societies in ways that feel almost instantaneous.

Amid this turbulence, traditional leadership models have lost their usefulness. The old stereotype—a top-down, command-and-control leader sitting in a corner office, making decisions based on carefully prepared reports and long-range forecasts—is no longer credible. Organizations and nations that cling to rigid hierarchies, fixed strategies, and slow decision-making processes find themselves perpetually a step behind the crisis. In contrast, those that build adaptability and resilience into their DNA are the ones that survive, and in some cases, actually thrive.

Leaders today are no longer just decision-makers; they are navigators of ambiguity, architects of transformation, and guardians of endurance. Their job is not merely to steer the ship through calm waters but to keep it afloat—and moving—through constant storms. The central question is no longer “How do we maintain stability?” but “How do we harness disruption and turn it into a source of strength?”

The anatomy of a disruptive world order

To understand leadership in the Century of Change, it is first necessary to grasp the nature of the world leaders are operating in. Geopolitical rivalries, such as those between the United States and China, are not just about power; they are about control over critical technologies, supply chains, and data flows.



In this environment, disruption is not an exception; it is the default. Events unfold in non-linear ways, where small triggers can produce outsized effects. Organizations that once designed their systems around efficiency and predictability are now forced to build in redundancy, flexibility, and learning capacity. This shift is not cosmetic; it is existential.

Geopolitical fragmentation: from globalization to “friend-shoring”

One of the most visible manifestations of the Century of Change is the erosion of predictable globalization. Trade is no longer driven purely by efficiency. It is increasingly shaped by the desire to reduce dependence on potentially adversarial or unstable partners. The concept of “friend-shoring” has become mainstream—relocating production and sourcing to countries that are considered politically aligned or at least less risky. Vietnam, India, and Mexico, for example, have seen a surge in foreign investment as companies seek to diversify away from over-reliance on any single geography. In response, corporate leaders have had to rethink how they design and manage their supply chains. Multi-sourcing—relying on multiple suppliers rather than a single source—has become a standard practice.

McKinsey and other strategy firms now advise companies to broaden their corporate strategy to account for not only traditional issues like tariffs and trade agreements but also political risk, regulatory divergence, and the risk of sanctions or export controls. Supply-chain footprints, R&D locations, and talent strategies are all being re-evaluated through this lens. Crisis playbooks, which were once treated as low-priority documents, are now central to operational planning.

The US–China rivalry and critical tech supply chains

Perhaps the most defining fault line in the current world order is the rivalry between the United States and China. What began as an economic competition has evolved into a broader contest over technology, security, and influence. Semiconductors and artificial intelligence have emerged as the frontline of this rivalry, with both sides seeking to secure control over critical nodes in the global technology ecosystem. Export controls, tariffs, and investment restrictions have become common tools.

The weaponization of trade: subsidies, sanctions, and political risk

Trade has always carried political undertones, but the current era has seen a marked intensification of what can be described as the “weaponization” of economic tools. Subsidies, tariffs, sanctions, and export controls are no longer exceptional measures; they have become regular instruments of statecraft. For business leaders, this means that political risk is no longer a peripheral concern; it is central to strategic planning. Capital expenditure decisions, investment timelines, and market-entry strategies must all be evaluated through the lens of potential state intervention.

In response, companies are building more flexible and diversified networks. Regional hubs are being created, partnerships with non-adversarial countries are being prioritized, lobbying and policy engagement have become more systematic, with firms seeking early insights into regulatory and legislative developments.



The result is a shift away from purely efficiency-driven models toward what can be described as “antifragile” systems—structures that actually strengthen under stress. Rigid, highly optimized supply chains may be cheaper in the short term, but they are vulnerable to shocks. More resilient models, which incorporate redundancy, flexibility, and multiple pathways, may be more costly to build, but they are better equipped to withstand disruption.

Middle-East instability and the energy–logistics nexus

The Middle East remains a critical flashpoint in the global order, with implications that extend far beyond the region itself. Conflicts in the Red Sea, the Strait of Hormuz, and other key maritime chokepoints have the power to disrupt a significant share of global trade. When shipping routes are threatened, energy prices spike, insurance costs rise, and delivery times lengthen. Estimates suggest that even a limited disruption in these corridors can delay or reroute roughly 10–12 percent of global trade.

For corporate leaders, this means that energy and logistics are not just operational concerns; they are strategic ones. Companies are building buffers into their supply chains, securing alternative suppliers, and diversifying energy sources. Liquefied natural gas (LNG) from countries like Qatar or the United States is being used to reduce dependence on any single route or supplier. Commodities are being hedged more aggressively to protect against price volatility.

The evolving nature of leadership in the twenty-first century

As the external environment has changed, so too has the nature of leadership. The traditional corporate leader, defined by technical expertise, hierarchical authority, and a focus on control, has been increasingly replaced by a new archetype: the adaptive, emotionally intelligent, system-thinking leader. One of the most important evolutions has been the move from command-and-control to adaptive leadership. Adaptive leaders recognize that they cannot predict the future with any certainty, so they focus instead on building the capacity of their organizations to learn, experiment, and adjust. They encourage decentralized decision-making, empower teams to make calls closer to the point of action, and foster a culture of continuous improvement.

Strategic agility—combining the precision of digital tools with the judgment of human insight—has become a hallmark of effective leadership in volatile times. Emotional and social intelligence have also risen to the forefront. In an era where “hustle culture” is being questioned and well-being has become a priority, the ability to balance ambition with compassion is no longer a soft skill; it is a core leadership competency.

Leadership is also becoming more systemic. Modern executives are not just running businesses; they are navigating complex global systems. Ethics and accountability are no longer treated as add-ons; they are modelled at the top and embedded in the culture.

The leadership agenda for 2026 and beyond

Research conducted in 2026 points to a set of interconnected pillars that define effective leadership in the current era.



First, leaders must align engagement with performance. Employees no longer respond to purely transactional incentives; they want to feel connected to a larger purpose. Leaders who can articulate a compelling mission and connect day-to-day work to that mission are more likely to sustain loyalty and motivation.

Second, AI is being used not just for speed but for discernment. The goal is not to replace human decision-making but to augment it with deeper, more nuanced insights.

Third, accountability is being treated as a cultural norm. Leaders model ethical behaviour, take responsibility for mistakes, and create systems where safety and transparency are prioritized.

Fourth, talent experience has become a strategic priority. Leaders are investing in mental health, flexible work arrangements, and growth opportunities to combat burnout and retain top performers.

Finally, data-driven decision-making has become indispensable. The ability to integrate data into decision-making processes, while still respecting human judgment, has become a defining feature of resilient leadership.

Building resilient leadership: practical strategies

Leadership in the Century of Change cannot be left to chance. Resilience must be cultivated deliberately, through a combination of mind set, structure, technology, and culture. The most effective leaders treat resilience as a discipline, not a buzzword.

A growth mind set is foundational. Leaders who view disruptions as opportunities for learning are more likely to foster innovation and experimentation. They stress-test their strategies, challenge their assumptions, and encourage teams to treat failures as data points rather than disasters.

Organizational agility is the backbone of resilience. Rigid hierarchies give way to flexible structures, where decision-making is decentralized and teams are empowered to reallocate resources quickly. Psychological safety—where employees feel safe to speak up, propose ideas, and admit mistakes—is treated as a core enabler of agility. In this environment, polycrises become not just threats but opportunities to accelerate learning and adaptation.

Relationships and networks matter as much as internal structures. In an interconnected world, no organization can go it alone. Leaders build deep ties with employees, customers, partners, and policymakers, creating ecosystems of mutual support.

Finally, well-being and sustainability are treated as strategic imperatives. Resilience is not possible without human energy. Leaders champion work–life balance, mental health programs, and supportive cultures that help employees endure and thrive in high-pressure environments. At the same time, environmental and social sustainability are embedded into strategy, recognizing that long-term resilience depends on responsible stewardship of resources.



Historical lessons in resilience

The idea of resilience is not new. The twentieth century was itself a period of profound upheaval, marked by world wars, economic crises, and technological revolutions. Yet, some leaders and organizations managed to not only survive but to emerge stronger. Konrad Adenauer, for example, helped rebuild post-war Germany by focusing on reconciliation, economic recovery, and institutional reform. His leadership demonstrated that even in the most fractured conditions, clarity of purpose and long-term vision can guide recovery.

In the corporate world, IBM's transition from punch cards to computing under Thomas Watson Jr. showed how visionary leadership and a commitment to learning could carry an organization through fundamental technological shifts. Watson did not cling to the old model; he invested in new capabilities, restructured the company, and reoriented it toward the future. The lesson for today's leaders is clear: resilience is not about preserving the past but about adapting to the future without losing one's core values.

As the world moves toward 2030, the demands on leadership will only intensify. Polycrisis—economic, technological, and ecological—will remain the defining context. The emergence of roles such as “Chief Resilience Officer” reflects the growing recognition that resilience must be embedded at every level of the organization. All the technology, data, and strategy in the world will not substitute for the human elements of leadership: empathy, trust, and shared purpose. In an era of uncertainty and disruption, it is these qualities that will enable leaders to turn chaos into cohesion, and vulnerability into strength.

LEADERSHIP BEYOND MACHINES: BUILDING RESILIENT MANUFACTURING SYSTEMS IN THE AGE OF AI



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Introduction: A Century of Change at Unprecedented Speed

The manufacturing industry is undergoing one of the most transformative phases in its history. What earlier took decades to evolve is now changing within a few years. From manual operations to automation, from lean systems to digital integration, and now towards Artificial Intelligence (AI)-driven decision-making—the pace of disruption is relentless.

In such an environment, one question becomes critical:

Can technology alone drive success, or does leadership still remain the cornerstone of resilient manufacturing?

Based on my journey of nearly three decades in manufacturing leadership, I strongly believe that while machines are becoming smarter, resilience, adaptability, and leadership remain deeply human capabilities.

Sustainable success in manufacturing is not driven by machines alone, but by the people who manage, improve, and adapt those systems.

The Changing Face of Manufacturing

Manufacturing has evolved through multiple phases:

- Traditional Manufacturing: Focused on volume and manual control
- Lean Manufacturing: Emphasizing waste reduction and efficiency
- Automation Era: Introduction of CNCs, robotics, and specialized machines
- Digital Manufacturing: Integration of data, ERP, and smart systems
- AI-Driven Manufacturing (Emerging): Predictive, adaptive, and self-optimizing systems

While each phase brought improvements, it also introduced new complexities. Today's manufacturing leaders must manage not just machines and materials, but also data, uncertainty, and rapid technological change.

Challenges in a Disruptive Environment

Despite technological advancements, several real-world challenges persist:

1. Process Variability

Even with advanced machines, consistency depends on process control, material quality, and human supervision.



2. Skilled Workforce Gap

Technology adoption is often faster than skill development, creating a gap in execution capability.

3. Cost and Productivity Pressure

Global competition demands continuous improvement in cost, quality, and delivery.

4. Customer Expectations

OEMs expected near-zero defects, traceability, and compliance with global quality systems like VDA and ASES.

5. Uncertainty and Disruptions

Supply chain issues, market fluctuations, and technological disruptions require constant adaptability.

These challenges highlight that technology is an enabler—but not a substitute for strong leadership.

Leadership: The True Differentiator

Leadership in manufacturing is tested not during stability, but during disruption.

Key Leadership Traits for Today's Manufacturing Leaders:

1. **Decision-Making Under Uncertainty:** Leaders must take timely decisions even when complete data is not available.
2. **People Development:** A motivated and skilled team is the backbone of any successful plant.
3. **Continuous Improvement Mindset:** Driving initiatives like TPM, Lean, and Six Sigma is essential for sustained growth.
4. **Crisis Management:** Handling breakdowns, quality failures, or customer escalations requires calm and structured thinking.
5. **Vision for the Future:** Leaders must anticipate change and prepare their organizations proactively.

AI on the Factory Floor: Opportunity and Reality

Artificial Intelligence is often seen as the next revolution in manufacturing. While its potential is immense, its application must be understood realistically.

Where AI Can Add Value:

- Predictive maintenance to reduce machine downtime
- Quality inspection using vision systems
- Production planning and demand forecasting
- Process optimization through data analytics

Where AI Still Faces Limitations:

Handling complex, variable manufacturing conditions

- Replacing human judgment in critical decisions
- Adapting to unstructured shop floor challenges



The Reality:

AI can enhance efficiency, but it cannot replace experience, intuition, and leadership judgment. The future lies in a collaborative model—where human intelligence and artificial intelligence work together.

Building Resilient Manufacturing Systems

Resilience is the ability to withstand disruptions and emerge stronger. Based on my experience, resilient manufacturing systems are built on the following pillars:

1. Strong Process Foundation: Robust processes reduce variability and improve consistency.
2. Skilled and Empowered Workforce: Investing in training and development ensures adaptability.
3. Data-Driven Decision Making: Leveraging data improves accuracy and responsiveness.
4. Continuous Improvement Culture: Encouraging innovation at all levels drives long-term growth.
5. Leadership Commitment: Sustained focus and direction from leadership ensure alignment and execution.

Lessons from the Shop Floor

Over the years, a few key lessons have stood out:

- Small improvements lead to significant results over time
- People engagement is more powerful than any technology
- Root cause analysis is critical for sustainable solutions
- Customer focus must drive every decision
- Adaptability is the key to survival and growth

The Road Ahead: Designing the Future

As we move forward into an era defined by uncertainty and disruption, manufacturing leaders must embrace change while staying grounded in fundamentals.

The integration of AI, digital technologies, and advanced systems will continue—but their success will depend on how effectively they are implemented and managed.

The responsibility of today's leaders is not just to run factories, but to build organizations that can evolve, adapt, and lead in the future.

Conclusion: Leadership Beyond Machines

Machines will continue to evolve. Technologies will continue to advance. But the essence of manufacturing excellence will always lie in leadership, resilience, and human capability. In this century of change, the true differentiator will not be who has the best machines, but who can lead, adapt, and build resilient systems in an uncertain world. As leaders, we must remember:

We do not just operate factories—we design the future.

CENTURY OF CHANGE: LEADERSHIP AND RESILIENCE IN AN UNCERTAIN AND DISRUPTIVE WORLD ORDER

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The 21st century has emerged as an era defined by rapid transformation, uncertainty, and continuous disruption. Advances in technology, shifting geopolitical dynamics, global health crises, and environmental challenges have fundamentally altered how societies function and how organizations operate. In such a volatile and complex environment, leadership and resilience are no longer optional qualities—they are essential capabilities for navigating change and ensuring sustainable growth.

The pace and scale of change today are unprecedented. Digitalization, artificial intelligence, and hyper-connectivity have revolutionized communication, decision-making, and business models. Organizations are no longer bound by traditional hierarchies, and information flows freely across boundaries. While these developments have created immense opportunities for innovation and efficiency, they have also introduced significant risks. Economic instability, supply chain disruptions, political uncertainty, and climate-related challenges have made the global landscape increasingly unpredictable. The COVID-19 pandemic further underscored how quickly established systems can be disrupted, forcing leaders to rethink strategies and adapt almost overnight. In this context, change is no longer occasional—it is constant.

This evolving environment demands a redefinition of leadership. Traditional leadership models, which emphasized authority, control, and predictability, are insufficient in dealing with today's complexities. Modern leadership requires adaptability, agility, and a willingness to embrace uncertainty. Leaders must articulate a clear vision while remaining flexible in execution. Rather than relying on rigid plans, they need to provide direction and empower teams to respond dynamically to changing circumstances.

Emotional intelligence has also become a cornerstone of effective leadership. During times of disruption, people seek not only guidance but also reassurance. Leaders who demonstrate empathy, communicate transparently, and actively listen to their teams are better able to build trust and foster commitment. This human-centered approach strengthens organizational cohesion and enhances the ability to navigate crises collectively.

Decision-making in uncertain environments is another critical aspect of leadership. Leaders are often required to act with incomplete information, balancing analytical thinking with intuition. Delayed decisions can have serious consequences, particularly in fast-moving situations. Therefore, decisiveness, combined with the ability to learn and adapt quickly, is essential.



Collaboration and inclusivity further define effective leadership in the modern world. Complex challenges cannot be addressed in isolation; they require diverse perspectives and collective effort. Leaders who encourage inclusivity and foster collaboration across teams, sectors, and geographies are better positioned to drive innovation and solve problems effectively. Additionally, ethical and purpose-driven leadership has gained prominence. Stakeholders increasingly expect organizations to act responsibly and contribute positively to society. Leaders who align their actions with clear values and long-term purpose are more likely to build trust and sustain success.

Alongside leadership, resilience plays a vital role in navigating disruption. Traditionally viewed as the ability to recover from setbacks, resilience today encompasses a broader capacity to adapt, evolve, and thrive in changing conditions. It operates at multiple levels—individual, organizational, and societal.

At the individual level, resilience involves adaptability, continuous learning, and mental well-being. Leaders, in particular, must cultivate self-awareness and maintain balance to handle the pressures of decision-making. Their ability to remain composed and optimistic during challenging times sets the tone for their teams and influences overall organizational response.

Organizational resilience, on the other hand, focuses on the ability of institutions to withstand shocks and maintain continuity. Agile structures, decentralized decision-making, and empowered teams enable organizations to respond quickly to change. Digital transformation has become a key enabler of resilience, allowing organizations to operate efficiently, communicate effectively, and leverage data for informed decision-making. The importance of proactive risk management and scenario planning has also become evident, as these practices help organizations anticipate potential disruptions and prepare accordingly.

A strong organizational culture is equally important. Trust, collaboration, and innovation create an environment where employees feel engaged and motivated to contribute during crises. Furthermore, the diversification of supply chains has become a strategic priority, reducing dependence on specific regions and minimizing vulnerability to disruptions.

Recent global events provide valuable lessons in leadership and resilience. The COVID-19 pandemic highlighted the importance of agility, clear communication, and empathy. Organizations that adapted quickly, embraced remote work, and prioritized employee well-being were better able to navigate the crisis. Similarly, technological disruptions have demonstrated the need for continuous innovation and upskilling. Leaders who embrace change and invest in new capabilities gain a competitive advantage, while those who resist risk becoming obsolete. Climate challenges, meanwhile, emphasize the need for long-term thinking and sustainable practices, as environmental risks increasingly impact business and society.

Innovation plays a central role in building resilience. It enables organizations to adapt to changing demands, develop new solutions, and remain competitive. Leaders must foster a culture that encourages experimentation, accepts failure as part of learning, and invests in research and development. Collaboration with external partners, including startups and academic institutions, further enhances innovation capacity.



Despite the importance of technology and strategy, leadership ultimately revolves around people. Effective communication is critical in reducing uncertainty and building trust. Leaders must clearly articulate decisions and the rationale behind them. Empowering employees to take initiative fosters accountability and enables faster responses to emerging challenges. Additionally, diversity and inclusion enhance creativity and problem-solving by bringing varied perspectives to the table.

In a fragmented and interconnected world, global leadership requires cultural intelligence, ethical responsibility, and cross-border collaboration. Leaders must navigate diverse cultural contexts and balance competing priorities while fostering cooperation to address shared challenges.

Looking ahead, several trends will shape the future of leadership and resilience. Hybrid work models will redefine organizational structures and require leaders to focus on outcomes rather than physical presence. Lifelong learning will become essential as technological advancements continue to evolve. Sustainability will move to the core of business strategies, reflecting growing environmental and social concerns. Data-driven decision-making will gain prominence, complemented by human judgment. Most importantly, resilience will transition from a reactive response to a proactive, strategic capability embedded within organizations.

In conclusion, the century of change presents both significant challenges and immense opportunities. Leadership and resilience are the foundations for navigating uncertainty and achieving sustainable success. By embracing adaptability, fostering innovation, and prioritizing people, leaders can transform disruption into opportunity. Resilience is not merely about surviving change—it is about thriving in it. With the right mindset and strategies, organizations and societies can build a future that is not only resilient but also inclusive, sustainable, and prosperous.

AI TOOLS FOR A STUDENT-CENTRIC APPROACH IN LEARNING

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The rapid evolution of artificial intelligence (AI) has transformed the landscape of education, shifting the focus from traditional teacher-led instruction to a more personalized, student-centric approach. A student-centric model emphasizes individual learning needs, preferences, pace, and interests, placing learners at the center of the educational process. AI tools play a critical role in enabling this transformation by offering adaptive learning environments, personalized feedback, data-driven insights, and enhanced engagement strategies. This write-up explores how AI tools can be effectively used to support a student-centric approach in learning, highlighting their benefits, applications, and challenges.

1. Understanding Student-Centric Learning

Student-centric learning is an educational philosophy that prioritizes the needs, abilities, interests, and learning styles of students. Unlike traditional methods that follow a one-size-fits-all approach, student-centric learning encourages active participation, critical thinking, and self-directed learning. It promotes flexibility, collaboration, and continuous feedback.

AI tools enhance this model by enabling personalized and adaptive learning experiences. They allow educators to tailor instruction to each learner, making education more inclusive and effective.

2. Personalized Learning through AI

One of the most significant contributions of AI in education is personalization. AI-powered platforms analyze student data—such as performance, behavior, and preferences—to create customized learning paths.

Adaptive Learning Systems: These systems adjust the difficulty level of content based on the learner's progress. For example, if a student struggles with a concept, the system provides additional resources or simpler explanations.

Recommendation Engines: Similar to those used in streaming platforms, AI suggests learning materials such as videos, articles, or exercises based on student interests and performance.

This ensures that each student learns at their own pace, reducing frustration and improving understanding.

3. Intelligent Tutoring Systems

AI-based intelligent tutoring systems (ITS) act as virtual tutors, providing one-on-one guidance to students.

They offer instant feedback on assignments and quizzes.



They identify misconceptions and provide targeted explanations.

They simulate human tutoring by adapting responses based on student input.

These systems are especially beneficial in large classrooms where individual attention from teachers may be limited.

4. Enhancing Engagement and Motivation

AI tools make learning more interactive and engaging through gamification, simulations, and immersive technologies.

Gamified Learning Platforms: AI integrates game elements such as rewards, levels, and challenges to motivate students.

Virtual Reality (VR) and Augmented Reality (AR): AI-driven VR/AR applications create immersive learning experiences, such as virtual lab experiments or historical explorations.

Chatbots and Virtual Assistants: These tools provide instant answers to student queries, making learning continuous and accessible.

Such technologies increase student engagement, making learning enjoyable and meaningful.

5. Data-Driven Insights for Teachers

AI tools provide educators with valuable insights into student performance and learning patterns.

Learning Analytics: AI analyzes data to identify strengths, weaknesses, and learning gaps.

Predictive Analysis: It predicts which students are at risk of falling behind, enabling early intervention.

Performance Dashboards: Teachers can monitor progress in real-time and adjust teaching strategies accordingly.

This data-driven approach supports informed decision-making and enhances teaching effectiveness.

6. Facilitating Inclusive Education

AI tools contribute significantly to inclusive education by addressing diverse learning needs.

Speech-to-Text and Text-to-Speech Tools: Assist students with disabilities such as dyslexia or visual impairments.

Language Translation Tools: Help students from different linguistic backgrounds understand content.

Customized Interfaces: AI adapts content presentation based on individual needs.

This ensures equal learning opportunities for all students, regardless of their abilities or backgrounds.

7. Promoting Self-Directed Learning

AI encourages students to take ownership of their learning.

Personal Learning Assistants: AI tools guide students in setting goals, tracking progress, and managing time.

Content Exploration: Students can explore topics beyond the curriculum based on their interests.

Feedback Systems: Continuous feedback helps students identify areas for improvement.

This fosters independence, critical thinking, and lifelong learning skills.



8. Automating Administrative Tasks

AI reduces the administrative burden on educators, allowing them to focus more on student engagement.

Automated Grading: AI evaluates assignments and provides feedback instantly.

Attendance Tracking: Facial recognition and AI systems automate attendance.

Content Creation: AI assists in generating quizzes, lesson plans, and study materials.

This efficiency supports a more student-focused teaching approach.

9. Collaborative Learning through AI

AI tools facilitate collaboration among students.

AI-Powered Discussion Platforms: Encourage peer interaction and knowledge sharing.

Group Learning Analytics: AI monitors group performance and suggests improvements.

Collaborative Projects: AI tools support teamwork through shared platforms and real-time feedback.

Collaboration enhances communication skills and deepens understanding.

10. Challenges and Ethical Considerations

Despite its advantages, the use of AI in education presents certain challenges.

Data Privacy: Protecting student data is crucial.

Digital Divide: Not all students have access to AI tools and technology.

Over-Reliance on Technology: Excessive dependence may reduce human interaction.

Bias in AI Systems: Algorithms may reflect biases if not properly designed.

Addressing these challenges is essential for the effective and ethical use of AI in education.

11. Future Prospects

The future of AI in student-centric learning is promising. Emerging technologies such as emotional AI, which can detect student emotions, and advanced adaptive systems will further enhance personalization. AI will continue to support hybrid and online learning models, making education more flexible and accessible.

Educational institutions must invest in infrastructure, teacher training, and policy frameworks to maximize the benefits of AI.

AI tools have the potential to revolutionize education by supporting a student-centric approach. They enable personalized learning, enhance engagement, provide data-driven insights, and promote inclusivity. By empowering both students and educators, AI creates a dynamic and effective learning environment.

However, the successful integration of AI requires careful planning, ethical considerations, and a balanced approach that combines technology with human interaction. When used thoughtfully, AI can transform education into a more personalized, inclusive, and engaging experience, preparing students for the challenges of the future.

BUILDING A FUTURE-READY ACADEMIC ECOSYSTEM IN TIMES OF TECHNOLOGICAL DISRUPTION

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We are living in a time where change is not just constant—it is fast, unpredictable, and deeply influenced by technology. From the way we communicate to the way we work, everything is evolving. Naturally, education cannot remain the same. The traditional system of classrooms, textbooks, and exams is being challenged by a world that demands creativity, adaptability, and digital skills. In such a scenario, the idea of a future-ready academic ecosystem becomes not just important, but necessary.

At its core, a future-ready academic ecosystem is about preparing students not just for exams, but for life. It is about creating an environment where learning is flexible, meaningful, and connected to the real world. Technology plays a big role in this transformation, but it is not the only factor. What truly matters is how we use technology to enhance human learning, not replace it.

Education is No Longer One-Size-Fits-All

Think about a typical classroom from a few decades ago. A teacher stands in front, explains a concept, and students are expected to understand it at the same pace. But every student is different. Some learn quickly, some need time, and some learn better through visuals or practical experience.

Today, technology is helping us break this “one-size-fits-all” model. With digital tools and smart platforms, learning can now be personalized. A student who struggles with a concept can revisit it through videos or interactive exercises. Another student who wants to go ahead can explore advanced topics. This shift makes learning more engaging and less stressful.

But personalization is not just about technology—it is about understanding students as individuals. A future-ready system respects different learning styles and encourages students to learn in their own way.

From Rote Learning to Real Understanding

For a long time, education has focused heavily on memorization. Students often study to pass exams rather than to truly understand concepts. But in today's world, simply remembering information is not enough. Information is already available at our fingertips.

What matters now is how we use that information. Can students think critically? Can they solve problems? Can they work in teams and come up with creative solutions?



A future-ready academic ecosystem focuses on these skills. It encourages students to ask questions, explore ideas, and apply what they learn in real-life situations. Subjects are no longer studied in isolation. For example, solving a real-world problem might require knowledge of science, mathematics, and social understanding together. This kind of learning prepares students not just for jobs, but for challenges they have never even imagined.

The Changing Role of Teachers

With so much information available online, one might wonder: do teachers still matter as much? The answer is yes—perhaps more than ever.

The role of a teacher is changing from being a source of information to being a guide and mentor. Teachers now help students navigate through vast amounts of information, think critically, and develop values.

In a technology-driven classroom, a teacher is the one who adds the human touch. They inspire, motivate, and understand students in ways no machine can. However, to play this role effectively, teachers also need support. They need training to use new tools and adapt to new teaching methods.

A future-ready ecosystem invests not just in technology, but also in its educators.

Learning Beyond Classrooms

One of the most exciting changes brought by technology is that learning is no longer limited to classrooms. A student in a small town can attend online lectures from experts across the world. Educational videos, virtual labs, and online courses have opened doors that were once closed.

This has made education more accessible and flexible. Students can learn anytime, anywhere. They can explore their interests beyond the syllabus and develop new skills.

At the same time, this shift also brings responsibility. Students need to learn how to manage their time, stay focused, and use digital resources wisely. Education must also teach digital discipline and responsibility.

Rethinking Exams and Evaluation

If learning is changing, then exams should change too. Traditional exams often test memory more than understanding. They create pressure and sometimes fail to reflect a student's true abilities.

A future-ready system looks at assessment differently. It values projects, presentations, practical work, and continuous evaluation. Instead of asking “What did you memorize?”, it asks “What can you do with what you learned?”

This approach not only reduces stress but also gives students a chance to showcase their creativity and skills.

Collaboration and Global Exposure

Technology has connected the world like never before. Students can now collaborate with peers from different countries, learn about different cultures, and gain global exposure.



This helps in developing open-mindedness and prepares students to work in diverse environments.

The Challenge of Digital Divide

While technology offers many opportunities, it also highlights inequalities. Not every student has access to a good internet connection, devices, or digital skills. This gap is known as the digital divide.

If we are not careful, technology can increase inequality instead of reducing it. A future-ready academic ecosystem must ensure that no student is left behind. This means making technology affordable, improving infrastructure, and providing support to those who need it.

Education should be inclusive. Progress is meaningful only when it benefits everyone.

Connecting Education with the Real World

Another important aspect of a future-ready system is its connection with the real world. Students often wonder, “Where will I use this in life?” This question highlights the gap between theory and practice.

By collaborating with industries and organizations, educational institutions can bridge this gap. Internships, workshops, and practical projects give students a taste of real-world challenges. They help students understand how their knowledge can be applied.

Such experiences build confidence and make students more prepared for their careers.

Ethics and Responsibility in the Digital Age

With great technological power comes great responsibility. Students must understand the ethical use of technology—avoiding plagiarism, respecting privacy, and using digital platforms responsibly.

Education must guide students to become not just skilled, but also ethical individuals.

Balancing Technology with Human Values

While embracing technology, we must also be careful not to lose the human side of education. Values like empathy, ethics, and responsibility are just as important as technical skills.

Technology can provide information, but it cannot teach kindness or integrity. These values come from human interaction—teachers, peers, and the overall learning environment.

A truly future-ready academic ecosystem balances both: it uses technology to enhance learning while nurturing human values.

Creating a future-ready academic ecosystem is not an easy task. It requires effort from everyone—educators, institutions, policymakers, students, and even parents. It involves changing mindsets, updating systems, and continuously adapting to new challenges.



But the effort is worth it. Because the goal is not just to create successful students, but capable, confident, and responsible individuals.

Technology is changing the world at a rapid pace, and education must keep up. But being future-ready is not just about using the latest tools. It is about creating an environment where students can grow, think, and adapt.

A future-ready academic ecosystem is one that prepares students not just for the next exam, but for the next challenge in life. It empowers them with skills, values, and the confidence to face an uncertain future.

In the end, education is not just about learning facts—it is about shaping futures. And in a world full of disruption, that responsibility becomes more important than ever.

“CAN AI RUN THE FACTORY FLOOR? AMID COMPLIANCE, CAPABILITIES AND LIMITS”

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Abstract

Artificial intelligence (AI), if closest to human intelligence, is getting considered across industries for transforming the manufacturing industry from a traditional-stereotyped automation driven domain to a business intelligence-driven ecosystem. The ambition of implementing these intelligent systems is to utilize big data insights, train the machine learning algorithms and make the processes more efficient as well as pro-active. This article examines the actual contribution of AI on-ground implications, back-end operations and floor management through the lenses of industrial standards, adherence to compliances, operational capabilities and corresponding limitations resulting in constraints.

It aims to explore the actual deployment of AI in predictive maintenance, quality control and production planning in order to optimize capex (capital expenditure) and opex (operational expenditure) ultimately. Robotics and quantum computing are the most recent evolutions in this area which aim to help for massive productions, bulky deals and heavily loaded logistical evaluations. This is the reason, multiple factors including regulatory constraints, technological glitches and human hours' limitations play a key role for impacting the final deliverables and outcomes.

Keywords: Artificial Intelligence, Smart Manufacturing, Factory Floor, Risk and Compliance

1. Introduction

The manufacturing industry is undergoing a substantial number of transformations driven by rapid technological shifts and global competitiveness. AI is helping a lot for monotonous long methodologies like EOQ (Economic order quantity) model, ABC analysis, Supply chain analytics and others but then also fails up to major extent in other areas like recommending location of production, Job-shop production, customized manufacturing for luxury segment etc. Almost every firm worldwide is realising that management recommendations can not be decided purely based on AI insights, data-driven facts and quantitative conclusions. Frequent brainstorming sessions, hybrid approaches and manual audits are conducted to make sure that the production environment remains realistic and favors revenue based outcomes.



AI surely has delivered successful applications in the area of autonomous robotics, predictive analysis and big data based massive calculations using quantum computer systems. This results in a compelling vision of a fully autonomous manufacturing system but implementation raises many complex bottlenecks specially in dealings with stakeholders, vendors and suppliers. Indirect distribution channels and reverse logistics require soft skills and micro-level detailed analysis so that service level agreements do not fail compliances and meet the global standards. Hence, the concern is whether AI is good only from a branding perspective or actually can run the factory floor? This needs to be explored further by evaluating limitations and corresponding losses in revenues.

2. From ambition to execution: Evolution of AI for Smart manufacturing facilities

The management policies for intelligent manufacturing eco-systems gained momentum when industrial dynamics started demanding integration of cyber-physical systems, demand for sync with Internet of Things (IOT) and profit margins started shrinking. Organizations started investing in self-regulating systems, completely automatic production machines and data based control systems.

Nestle started using camera based sensors for observing shelf of products, smart home manufacturing sites started having humidity detectors for robust constructions and BMW decided to utilize AI based deep-learning systems real-time quality controls on live production lines. All these use-cases justify that AI really helped in saving human hours and corresponding budgets which ultimately helped in red ocean markets having the lowest profit margin ever. In contrast, daily inspections still remain manual, sampling methodologies still need judgments of experts and AI itself requires human interventions for qualitative aspects and an infinite number of unevident errors.

3. AI applications for the Factory Floor

Firms like Siemens or Rolls Royce depend heavily on machine data for predicting future patterns and potential failures. Also, AI is able to perform end-to-end analysis on temperature, vibration, warranty extensions, product finishing, size optimization, insulation quality fixes and the list is endless. Today, we can not imagine humans doing this job as AI does more precisely and saves cost in the long run. Startups and the firms with less funding can not invest into AI specially in the initial phase of growth but those business enterprises who have great investors are going for machine data analysis as this has sustainable rate of returns (RORs) in longer run perspective. Quality checks also get a lot of help as computer vision systems operate consistently and without a single minute break. The issue with automatic quality check systems is that inspecting algorithms improves over time through learning. Although, a self-healing automation system is reducing human intervention(s) but can not completely eliminate human efforts. Only hybrid mode is able to deliver realistic deliverables by optimizing AI and human efforts together within an eco-system.

Multi-variable analysis for production planning and scheduling is nicely performed using AI based programming prompts. For example, one central platform can showcase skewness and variation analysis based on multiple factors including demand fluctuations, resource availability and operational bottlenecks. This could be really time consuming if done manually. Since, this can be done at such a rapid rate nowadays, waste reduction is achieved making manufacturing operations more lean. Frameworks like Six sigma, Lean manufacturing and Zero inventory model for



sure require employees' feedback, CXOs' recommendations and managers' producing guidelines, but at the same time, AI has saved their lives by making millions of data sets classified, filtered and noise free. Achieving six sigma defects level has become more rapid as a process in today's time due to Artificial intelligence based recommendation systems.

Collaborative robots (also known as Cobots) have further made jobs easy worldwide by working along with human workers and operators by not just saving their time but also making the processes more safe and friendly for them.

4. Role of compliance(s) in AI-driven manufacturing

Regulatory and industrial standards are taken more seriously today as in the era of globalisation, fair benchmarking is a challenge. This may include really simple but most critical issues like adherence to safety norms, data privacy rules, fair quality standards and transparency. To achieve the listed issues, un-biased auditing is required and thus companies should ideally rely on AI.

In contrast, many companies can still not provide their data to AI companies due to confidentiality issues. Technological readiness is not enough for integrating AI into factory operations. Governance frameworks and ethical accountability are those two key factors which may spoil relationships and violate contracts resulting in huge penalties. This is where still human employees are preferred and paid great salaries costing a lot to the companies.

5. Evident Capabilities of AI & Its Achievements

As mentioned above, well known companies like Nestle, BMW, Siemens, Unilever limited etc are already utilizing big data to train their systems resulting in an intelligence far superior to human intelligence.

Rapid analysis of large datasets enables timely and informed decision making. Consistent monitoring of production systems is another unique characteristic of AI which is unmatched and would cost a lot if done manually.

AI systems are far more scalable across multiple facilities, sites and processes using effective cloud computing, information gathering using sensors and making GUIs (Graphical user interface) more mature with the help of IOT (Internet of things). Also, as compared to humans, errors have been reduced using AI metrics and evaluations resulting in more accurate and precise decision making. These capabilities position AI as a substantial driver of competitive advantage in the manufacturing sector worldwide.

6. Possible Limitations of AI on the Factory Floor

The manufacturing industry has many inherent challenges which are making results unrealistic as processes heavily depend on data insights. Source of data and corresponding quality really impacts deliverables and if go wrong, can impact break-even ratios, margins and cost-to-serve partially or completely distorted. In addition, Infrastructure as well as integration requirements can be really expensive and can not be afforded by every sort of manufacturing firm.

AI can only perform well when data sets are structured, the nature of manufacturing processes is highly unpredictable. This may result into lack of contextual understanding specially for manufacturing critical components and thus require



human judgement. Sectors like defense, healthcare and space science rely heavily on human judgements when it comes to manufacturing critical components and corresponding assembled products.

Cybersecurity is one area, where business enterprises are investing at the highest level worldwide. Increases connectivity and high synchronization exposes vulnerable systems to threats. This gives rise to higher business risks and non-adherence to confidentiality benchmarks. As a result, AI can not yet function fully in autonomous mode specially in those complex manufacturing environments which demand critical decision making.

7. AI-Human Effective Collaborations: Conclusion

The manufacturing industry is in a phase of consistent transformations requiring hybrid eco-systems dependent on humans and AI complementing each other as per the dynamic environment. AI is needed for data processing, pattern recognition, massive analysis, future recommendations etc. Humans are needed for ethical inspections, expert judgements, creativity, stakeholder management and also to help AI platforms for consistent improvisations.

This synergy leads to an augmented workforce, dynamic decision makings and realistic change management. Organizations investing in skill development will definitely have realistic and competitive deliverables creating a sync between development operations and revenue operations.

To conclude, AI has really demonstrated the ability to enhance quality, improve efficiency and optimize operations. However, AI operates amid compliance needs, growing capabilities and inherent limitations. AI is a powerful enabler for factory workers, floor managers, machine operations and experts looking forward to better collaborations which can deal with uncertainties and sudden changes in the industrial dynamics.

CENTURY OF CHANGE: LEADERSHIP AND RESILIENCE IN AN UNCERTAIN AND DISRUPTIVE WORLD ORDER

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As we confront the challenges of 2026, it is clear we are firmly in the "Century of Change" that history will surely remember. As a teacher observing the rapid shift in our classrooms and economy, I know that our system is no longer simply changing; it is defined by multiple, intersecting changes that are redefining the systems of governance, learning and business. From the rapid, pervasive adoption of artificial intelligence and enterprise automation tools into our work routines to sophisticated geopolitical realignment, tenuous supply chains and pressing, undeniable environmental realities, our world is changing. For those educating the leaders of tomorrow and for those leading organisations and governments today, conventional leadership frameworks are useless. Old playbooks, built on hierarchical structures, linear projections and evolutionary innovation, are not only ineffective but a recipe for institutional suicide. To succeed in this brave new world, a fundamental shift in mindset is needed. This requires leadership that can anticipate and learn to navigate through volatile environments. To future-proof their business, leaders must abandon the delusion of stability, learn to live with a permanent storm and rewire their organisational DNA to harness disruption as a core strength.

To understand the leadership needed for today's world, let's first look at the battlefield. We live in what leading thinkers now call a VUCAD world, where the classic VUCA (Volatility, Uncertainty, Complexity, Ambiguity) is further intensified by a constant "D" for Digital Disruption. Volatility: change occurs at lightning pace; economic drivers can flip overnight based on a technological innovation or geopolitical hotspot. Uncertainty means the tried and true of historical analysis is no longer a reliable compass for forecasting the future. Complexity is the result of our unprecedentedly interconnected world, where a local event - be it a regional war or a targeted cyber attack - has immediate, uncontrollable downstream impacts on global supply chains and markets. Ambiguity confounds us, as information is plentiful but frequently contradictory, making for a lack of clear and obvious cause and effect.

On top of this, we have Digital Disruption, the rapid advancement of applied AI, machine learning, quantum computing and automation technologies that are constantly redefining the world of human capital. In this VUCAD world, responsive leadership is a recipe for extinction. It is not a formula for success to wait for the fog to clear; by then the territory will have been won by those who were bold enough to act in darkness. This reality demands a new type of leadership and education: Disruptive Leadership. Disruptive Leadership is often misunderstood to be disruptive in the sense of chaos or reckless leadership. But it is quite the opposite. Disruptive leaders are those who successfully navigate and leverage external disruption and proactively disrupt their own internal environment to create a constant



state of hyper-innovation. They use these to grow exponentially, not fear them. Recent research from organisations such as the Disruptive Leadership Institute suggests that this approach demands several key skills. First is Cognitive Readiness and Mental Agility. Disruptive leaders have highly developed critical thinking and problem-solving skills to manage complex, fuzzy problems without being overwhelmed. They remain psychologically stable in stressful environments to make important connections others cannot. Second is Innovation Velocity. They establish cultures in which experimentation is encouraged and expected. They use new digital technologies and create high levels of psychological safety for individuals and teams to rapidly translate ideas into scalable effects, including the inevitable "fast failures". Third is Visionary Empathy. In periods of extreme disruption, technology change can often disenfranchise both employees and students. Disruptive leaders close this gap by envisioning an inclusive future that shows how new technologies will benefit human potential, creativity and well-being, not just displace human work. Disruption is now the new normal, rather than the exception, so leaders need to have operational tools designed for constant change. Perhaps the most popular model to cement its relevance in recent years is the C.R.I.S.I.S. Leadership Model developed by experts such as Prof. Sattar Bawany. Designed to move leaders from reactive panic to strategic action, this model seeks to help leaders understand, prepare, and respond to crises. Although the nuanced details of crisis management differ across industries, the underlying tenets of C.R.I.S.I.S. demand that leaders "unlearn" old paradigms and "relearn" new skills critical for modern crisis management. Clarity and Communication are essential; panic flourishes in an information vacuum, and leaders must communicate - even if it is communicating the unknown. Resilience and Readiness equate to survival; survival no longer implies "bouncing back" to the status quo, but rather "bouncing forward" with the shocks as the catalyst to evolve the capabilities of the organisation. Knowledge and Intelligence mean harnessing the power of data analytics and AI to sniff for possible early signals of trouble, knowing that crisis management begins well in advance through active environmental scanning. Speed and Rapidity mean that perfection is not the goal; with speed, leaders need to make rapid, high-confidence decisions rather than waiting for certainty that will come too late. Initiative and Innovation require capitalising on a crisis as a competitive opportunity by proactively searching for the opportunities lurking in the crisis.

There is only one thing for certain in the "Century of Change": change today is the slowest it will ever get in our lifetime. We are on an unexplored territory, where past maps cannot provide us with any reliable insights into the future. In this highly uncertain and disruptive global environment, the role of leadership is no longer about preserving balance, existing systems or risk. It is about riding the storm. By embracing the most disruptive mindset possible and strategically applying models such as the C.R.I.S.I.S. model, 21st Century leaders can go beyond surviving. They can create innovative, agile organisations that do not simply react to the VUCAD environment, but bravely transform it, creating a more resilient, innovative and inherently "human-centred" future for us all.

DESIGN YOUR DESTINY

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Introduction

In the midst of Century of Change, the idea of "designing your destiny" emerges as both a responsibility and an opportunity. Destiny is often perceived as something predetermined, shaped by fate or circumstances beyond our control. However, a deeper understanding reveals that destiny is not merely discovered, it is designed. It is crafted through choices, actions, mindset, and resilience.

This article explores how individuals can consciously design their destiny by aligning vision with action, embracing growth, overcoming obstacles, and staying true to their purpose.

Understanding Destiny: Myth vs Reality

Many people believe destiny is fixed, something written in the stars. This belief can be comforting, but it can also be limiting. If everything is predetermined, then effort seems unnecessary. However, history and human experience tell a different story.

Destiny is not a rigid script; it is a flexible framework shaped by our decisions. While we may not control our starting point, our family, environment, or initial circumstances, we have significant control over how we respond to them.

Consider individuals who rose from adversity to achieve greatness. Their lives demonstrate that destiny is less about fate and more about deliberate action. It is a product of persistence, courage, and vision.

Thus, designing your destiny begins with shifting your mindset, from passive acceptance to active creation.

The Power of Vision

Every great achievement begins with a vision. Vision is the ability to see what does not yet exist but could exist. It is the mental blueprint of your future.

Without a vision, life becomes reactive rather than proactive. People drift from one situation to another, guided by circumstances instead of purpose. On the other hand, a clear vision provides direction, motivation, and meaning.

To design your destiny, you must ask yourself:

- What kind of life do I want to live?
- What impact do I want to create?
- What values define me?

Your answers form the foundation of your destiny. Vision is not about unrealistic dreams; it is about purposeful imagination grounded in reality.



Setting Goals: Turning Vision into Reality

Vision alone is not enough. It must be translated into actionable goals. Goals act as stepping stones that bridge the gap between where you are and where you want to be.

Effective goals are:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

For example, instead of saying, "I want to be successful," define what success means to you. It could be academic excellence, financial independence, or making a difference in society.

Breaking down long-term goals into short-term tasks makes them manageable. Each small achievement builds confidence and momentum, gradually shaping your destiny.

The Role of Discipline and Consistency

Designing your destiny is not a one-time decision; it is a daily practice. Discipline and consistency are the tools that turn goals into achievements.

Motivation may initiate action, but discipline sustains it. There will be days when you feel tired, discouraged, or distracted. In such moments, discipline ensures that you continue moving forward.

Consistency, on the other hand, compounds results. Small efforts repeated over time lead to significant outcomes. Just as a river carves through rock not by force but by persistence, consistent action shapes your destiny.

Embracing Failure as a Teacher

Failure is often feared, but it is an essential part of growth. Every successful person has faced setbacks. What distinguishes them is not the absence of failure but their response to it.

Failure provides valuable lessons. It reveals weaknesses, highlights areas for improvement, and builds resilience. Instead of viewing failure as an endpoint, see it as feedback.

When you embrace failure, you remove the fear that holds you back. You become willing to take risks, explore new paths, and push beyond your comfort zone.

The Importance of Self-Belief

One of the most powerful forces in designing your destiny is self-belief. If you do not believe in your potential, it becomes difficult to achieve your goals.

Self-belief is not arrogance; it is confidence in your ability to learn, grow, and overcome challenges. It is the inner voice that says, "I can do this," even when circumstances are uncertain.



Building self-belief requires:

- Positive self-talk
- Learning from past successes
- Surrounding yourself with supportive people

When you believe in yourself, you unlock your true potential.

Adapting to Change

Life is unpredictable. Plans may not always unfold as expected. In such situations, adaptability becomes crucial.

Designing your destiny does not mean rigidly sticking to a single path. It means being flexible and open to change while staying true to your core values.

Adaptability allows you to:

- Navigate uncertainties
- Seize new opportunities
- Learn from diverse experiences

Those who adapt thrive, while those who resist change often struggle.

The Role of Education and Learning

Education is a powerful tool in shaping destiny. It equips individuals with knowledge, skills, and critical thinking abilities.

However, true learning extends beyond textbooks. It involves curiosity, exploration, and continuous improvement.

In a rapidly changing world, lifelong learning is essential. New technologies, industries, and opportunities emerge constantly. Staying updated ensures that you remain relevant and capable.

Investing in your education is investing in your future.

Building Meaningful Relationships

No one designs their destiny alone. Relationships play a significant role in shaping our journey.

Family, friends, mentors, and peers provide support, guidance, and inspiration. They influence our decisions, perspectives, and growth.

Building meaningful relationships involves:

- Communication
- Trust
- Empathy

Surrounding yourself with positive and motivated individuals creates an environment that nurtures success.



Staying True to Your Values

In the pursuit of success, it is easy to lose sight of values. However, values act as a moral compass, guiding decisions and actions.

Designing your destiny should not come at the cost of integrity. True success is not just about achievements but also about character.

When your actions align with your values, you experience a sense of fulfillment and authenticity.

Taking Responsibility

One of the defining aspects of designing your destiny is taking responsibility for your life.

Blaming circumstances, luck, or others limits growth. While external factors do influence outcomes, your response to them matters more.

Taking responsibility empowers you. It shifts the focus from what you cannot control to what you can.

It encourages proactive behavior, accountability, and personal growth.

The Role of Hard Work and Smart Work

Success requires effort. Hard work lays the foundation, while smart work enhances efficiency.

Hard work involves dedication, persistence, and effort. Smart work involves strategy, planning, and innovation.

Combining both ensures optimal results. It allows you to achieve more with less wasted effort.

Balancing Ambition and Well-being

While ambition drives success, it is important to maintain balance. Overworking can lead to burnout, affecting both physical and mental health.

Designing your destiny includes taking care of yourself. Health, relationships, and happiness are integral components of a fulfilling life.

Balance ensures sustainability. It allows you to pursue goals without compromising well-being.

The Influence of Environment

Your environment shapes your mindset and behavior. A positive environment fosters growth, while a negative one can hinder progress.

If possible, choose environments that inspire and challenge you. This could be:

- Educational institutions
- Workplaces
- Social circles

If changing your environment is not possible, focus on changing your perspective and habits.



The Courage to Take Risks

Designing your destiny requires stepping out of your comfort zone. Growth happens when you challenge yourself.

Taking risks involves uncertainty, but it also opens doors to new opportunities.

Calculated risks, based on analysis and preparation, can lead to significant breakthroughs.

Gratitude and Positivity

Gratitude shifts focus from what is lacking to what is present. It fosters positivity and contentment.

A positive mindset enhances resilience, creativity, and motivation.

Even in challenging times, finding reasons to be grateful can provide strength and perspective.

Leaving a Legacy

Ultimately, designing your destiny is not just about personal success. It is about the impact you leave behind.

A meaningful life contributes to others, through knowledge, kindness, innovation, or service.

Ask yourself:

- How will I be remembered?
- What difference will I make?

Legacy gives purpose to your journey.

Conclusion

A valedictory moment is not an end; it is a beginning. It is a reminder that while one chapter closes, another awaits your authorship.

Designing your destiny is a continuous process. It involves vision, effort, resilience, and integrity. It requires you to take control of your life, embrace challenges, and stay committed to growth.

You are the architect of your future. Your choices, actions, and mindset shape the path ahead.

As you step into the next phase of your journey, remember: destiny is not something you wait for, it is something you create.

Design it with purpose, pursue it with passion, and live it with courage.



ADAPTIVE LEADERSHIP MODELS OVER THE PAST CENTURY: NAVIGATING A CENTURY OF CHANGE, RESILIENCE, AND DISRUPTION

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Abstract

Leadership theory has evolved across roughly a century from the assumption that effective leaders are born with a fixed set of innate traits to the contemporary view that leadership is an emergent, adaptive process distributed across complex systems. This paper traces that arc from Stogdill's 1948 dismantling of trait theory, through behavioral and contingency models, to Burns' and Bass's transformational paradigm, Heifetz's adaptive leadership framework, and the complexity, agile, and digital leadership models that now dominate scholarship. Synthesizing more than twenty seminal and recent peer-reviewed sources, the paper argues that adaptive leadership has become the connective tissue across modern theories because it directly addresses the volatility, uncertainty, complexity, and ambiguity (VUCA) that defined the COVID-19 pandemic, the digital transformation acceleration, and the AI-augmented workplace. Empirical studies from 2020–2024 consistently show that crisis-tested organizations rely on a hybrid of transformational, complexity, and adaptive behaviors to build resilience and, increasingly, antifragility.

Keywords—*adaptive leadership, transformational leadership, complexity leadership theory, VUCA, organizational resilience, digital transformation, crisis leadership, antifragility*

I. INTRODUCTION

The most durable insight of a century of leadership scholarship is that no single leadership style is universally effective, and the gap between formal authority and the capacity to mobilize change has only widened. The COVID-19 pandemic, accelerating digital transformation, and the rise of generative AI have revived interest in adaptive leadership precisely because these disruptions present what Heifetz [1] termed *adaptive challenges*—problems whose solutions require new learning rather than existing expertise. This matters because organizations that misdiagnose adaptive problems as technical ones fail systematically, as documented across pandemic-era empirical studies [2], [3].

The historical backstory begins with Carlyle's 1841 “Great Man” thesis, which framed history as the biographies of exceptional individuals [4], and proceeds through six broad paradigms: trait, behavioral, contingency, transformational, adaptive, and complexity. Each new paradigm did not erase the prior one; it absorbed it. The modern leader is expected to be simultaneously trait-aware, behaviorally flexible, situationally calibrated, transformational in



vision, adaptive in diagnosis, and capable of enabling distributed, complex networks. These layered demands explain why the field has converged on adaptive leadership as the central frame for navigating disruption.

II. FROM INNATE TRAITS TO OBSERVABLE BEHAVIORS

The earliest formal leadership theories assumed that leaders were born, not made. Galton's *Hereditary Genius* (1869) argued for the heritability of leadership capacity, and through the early twentieth century researchers compiled catalogs of traits—intelligence, dominance, self-confidence, sociability—presumed to predict leader emergence [5]. Ralph Stogdill's 1948 review of 124 trait studies effectively ended the dominance of this paradigm when he concluded that the qualities required in a leader are determined to a large extent by the demands of the situation [6]. Persons who led in one context did not necessarily lead in another, a finding that pivoted the field toward situated, observable behavior.

The behavioral turn took shape almost immediately. Lewin, Lippitt, and White's 1939 experiments at the Iowa Child Welfare Research Station identified three social climates—autocratic, democratic, and laissez-faire—and demonstrated that democratic leadership produced higher quality work and greater satisfaction even when authoritarian leadership maximized short-term output [7]. The Ohio State studies of the late 1940s, anchored by Hemphill and Coons's Leader Behavior Description Questionnaire, distilled leader behavior into two independent dimensions, initiating structure and consideration, which remain validated in modern meta-analyses [8]. Parallel work at the University of Michigan under Likert produced the employee- versus production-oriented distinction [9]. Blake and Mouton's 1964 Managerial Grid synthesized these into a 9×9 matrix in which the (9,9) “team management” position was identified as universally optimal [10], [11].

The behavioral paradigm's central limitation, like trait theory before it, was its search for a universal best style. Real organizations confounded that search.

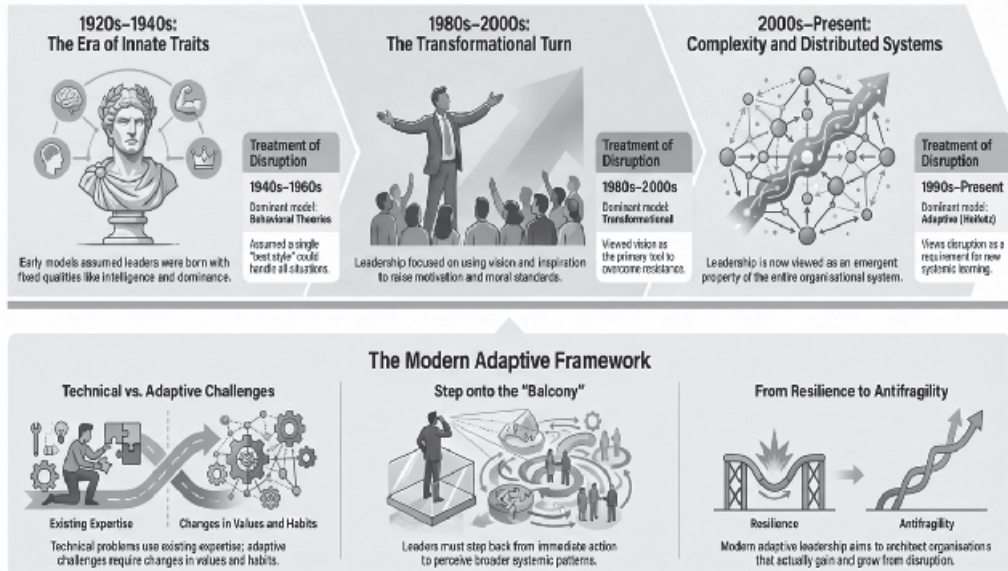
III. CONTINGENCY AND SITUATIONAL REASONING

By the late 1960s, scholars accepted that effective leadership was contingent on context, but disagreed sharply on which contingencies mattered. Fiedler's 1967 contingency model proposed that leadership style, measured by the Least Preferred Co-worker (LPC) scale, is relatively fixed and that effectiveness depends on the match between style and situational favorableness, defined by leader-member relations, task structure, and position power [12]. Task-oriented leaders performed best in highly favorable or highly unfavorable contexts; relationship-oriented leaders dominated in moderate contexts.

Hersey and Blanchard's situational leadership theory, articulated in 1969 and refined through 1977, took the opposite stance: leaders should and can flex among four styles—directing, coaching, supporting, and delegating—based on follower readiness [13]. House's 1971 path-goal theory framed the leader's task as clearing obstacles between subordinates and their goals, with directive, supportive, participative, or achievement-oriented behaviors selected based on subordinate and environmental characteristics [14]. Vroom and Yetton's 1973 normative decision-tree model formalized when leaders should decide alone versus consult or delegate [15].

A Century of Leadership: From Innate Traits to Adaptive Systems

Leadership theory has evolved from the belief that leaders are "born" with fixed traits to the modern understanding that leadership is an adaptive process distributed across a system. In today's volatile environment, the most effective leaders distinguish between technical problems and adaptive challenges that require collective learning.



IV. THE TRANSFORMATIONAL TURN

Burns's 1978 book *Leadership* introduced the most influential conceptual division in modern leadership scholarship: transactional leadership, which exchanges valued things between leader and follower, versus transforming leadership, which raises one another to higher levels of motivation and morality [16]. Burns treated transforming leadership as fundamentally moral, exemplified by Gandhi and Roosevelt rather than the brokered exchanges of routine politics.

Bernard Bass operationalized and broadened the framework in *Leadership and Performance Beyond Expectations* (1985), retitling Burns's construct transformational and treating transactional and transformational as complementary rather than mutually exclusive [17]. Bass and Avolio later codified transformational leadership as the Four I's: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, measured through the Multifactor Leadership Questionnaire [17]. Judge and Piccolo's 2004 meta-analysis of 87 sources reported a corrected validity of $\rho \approx .44$ for transformational leadership across outcomes [17]. The framework absorbed earlier charismatic leadership work by House and Conger and Kanungo, with charisma reinterpreted as one component of a broader transformative process.

Transformational leadership dominated empirical research for two decades. Its limitation, however, was that it remained leader-centric. A vision is articulated, followers are inspired, performance follows. When the problems facing organizations became too unstructured for any single vision to organize, a different theory was required.



V. ADAPTIVE LEADERSHIP: DIAGNOSIS BEFORE PRESCRIPTION

Ronald Heifetz's *Leadership Without Easy Answers* (1994) and the subsequent practitioner volumes with Linsky and Grashow [1] reframed leadership as an activity, not a position or personality. Heifetz's central distinction is between technical problems, which can be solved by existing expertise and authority, and adaptive challenges, which can only be addressed through changes in people's priorities, beliefs, habits, and loyalties. Adaptive challenges are the real source of organizational failure because authority figures instinctively try to solve them with technical fixes—what Heifetz calls work avoidance.

Six interlocking practices define the adaptive leader's craft. The leader must get on the balcony, stepping back from the dance floor of immediate action to perceive systemic patterns. The leader must identify the adaptive challenge, distinguishing value conflicts from operational gaps. The leader must regulate distress, holding the system within what Heifetz, Grashow, and Linsky call the productive zone of disequilibrium. The leader must maintain disciplined attention, countering denial, scapegoating, and externalizing blame. The leader must give the work back to the people, resisting the temptation to provide answers that only the stakeholders themselves can generate. Finally, the leader must protect voices of leadership from below, shielding dissenters whose questions reveal what authority figures cannot see [12].

Adaptive leadership is therefore less a style than a diagnostic discipline: a way of asking whether the present problem can be solved with what is known, and if not, how to mobilize a system to learn its way forward. The empirical base for adaptive leadership remains thinner than for transformational leadership; Northouse's recent Adaptive Leadership Questionnaire is one of the few validated instruments [4]. Yet the framework's diagnostic power has made it the default reference frame in healthcare, education, and crisis management literatures [15], [16].

VI. COMPLEXITY, DISTRIBUTED, AND AGILE EXTENSIONS

If Heifetz's framework provides the diagnostic vocabulary, complexity leadership theory (CLT) provides the systems-theoretic foundation. Uhl-Bien, Marion, and McKelvey's 2007 paper argued that bureaucratic, top-down leadership models were products of industrial-age paradigms ill-suited to the knowledge economy. CLT reconceptualizes organizations as complex adaptive systems and identifies three entangled leadership functions: administrative leadership, which provides hierarchical coordination; adaptive leadership, which is the emergent, interactive dynamic from which learning and innovation arise; and enabling leadership, which catalyzes adaptive dynamics and manages the tension between bureaucratic order and emergent change [7]. Uhl-Bien and Arena later operationalized this through the concept of adaptive space [17].

Parallel streams in distributed and shared leadership reached complementary conclusions. Pearce and Conger defined shared leadership as a dynamic, interactive influence process among individuals in groups, in which lateral influence among peers complements vertical hierarchy [9]. Spillane's distributed leadership argued that practice is stretched over leaders, followers, and aspects of the situation [30]. Day, Gronn, and Salas reframed leadership as both an input to and an output of team processes, introducing the construct of team leadership capacity. Agile leadership emerged from the 2001 Agile Manifesto, which codified four values that quickly migrated into general management. Agile's elevation



of self-organizing teams drew explicitly on Greenleaf's earlier concept of servant leadership. The synthesis is unmistakable: complexity, distributed, and agile models all push leadership out from the individual and into the system.

VII. DISRUPTION STRESS-TEST: COVID-19, DIGITAL TRANSFORMATION, AND AI

The COVID-19 pandemic constituted what Uhl-Bien (2021) called the largest natural experiment in adaptive leadership in modern history. Her CLT analysis showed that effective pandemic leaders co-created adaptive responses by opening adaptive space rapidly, while failed leaders retreated to order responses that denied the underlying complexity. Bauwens et al.'s 2022 bibliometric mapping identified six post-pandemic research clusters and confirmed that pandemic shock accelerated interest in less hierarchical, person-centered, adaptive approaches.

Empirical work consistently supports the adaptive frame. Bartsch and colleagues surveyed 206 service employees through pandemic-era virtualization and found that both task-oriented and relation-oriented leadership behaviors maintained performance, mediated by work tension, autonomy, and group cohesiveness. Förster, Paparella, Duchek, and Güttel's interview study identified paradoxical behaviors—balancing rational and intuitive decision-making, structure and flexibility, top-down and empowering action—as the signature of effective crisis leadership. Dirani et al. distilled seven essential pandemic leadership characteristics, including emotional stability, effective communication, and explicit promotion of organizational resilience. Laur et al. applied Heifetz's framework directly to a Toronto remote-monitoring program, demonstrating that repeated pivots succeeded only when leaders correctly diagnosed adaptive rather than technical challenges.

The digital transformation literature has converged on parallel findings. Avolio, Sosik, Kahai, and Baker's reconceptualization of e-leadership defined it as social influence mediated by advanced information technology. Cortellazzo and colleagues' 2019 systematic review concluded that digital leaders are central actors in building digital culture across dispersed stakeholders. The artificial intelligence wave has pushed these models further: Van Quaquebeke and Gerpott argue that AI may meet some psychological needs better than human leaders, recommending that human leaders concentrate on adaptive work that algorithms cannot perform. Cameron and colleagues' algorithmic management agenda details how direction, evaluation, and discipline functions are migrating from humans to systems, redefining what is left for human leadership to do.

TABLE 1
EVOLUTION OF LEADERSHIP PARADIGMS

Era	Dominant Model	Locus of Leadership	Treatment of Disruption
1920s–1940s	Trait theory	Innate qualities of individual	Largely ignored
1940s–1960s	Behavioral theories	Observable behaviors	One best style assumption
1960s–1980s	Contingency, situational	Match of style to context	Static contextual variables
1980s–2000s	Transformational	Vision and inspiration	Vision overcomes resistance
1990s–present	Adaptive (Heifetz)	Process of mobilizing learning	Disruption demands adaptive work
2000s–present	Complexity, distributed	Emergent system property	Disruption is the steady state



The progression demonstrates two consistent shifts. First, the locus of leadership has migrated from the individual to the system. Second, the treatment of disruption has migrated from incidental noise to the defining problem leadership exists to address. Adaptive leadership occupies the pivot between these shifts because it operationalizes what complexity theory describes: how a leader, embedded in a complex system, can deliberately mobilize that system to learn under stress.

VIII. CONCLUSION

A century of leadership scholarship has produced a layered architecture in which diagnosing problem type now matters more than selecting a leadership style. The trait, behavioral, contingency, and transformational paradigms each captured a real dimension of effective leadership, but each presupposed a relatively stable environment in which the problem set was knowable. The pandemic, digital transformation, and AI revolution have made that presupposition obsolete. What remains is the work of distinguishing technical from adaptive challenges, regulating the distress that adaptive work generates, and giving the work back to the people who must change.

The empirical literature of 2020–2024 vindicates this synthesis. Crisis-tested organizations did not succeed by adopting a single style; they succeeded by combining transformational vision with complexity-aware enabling leadership and Heifetz-style adaptive diagnosis, calibrated daily through paradoxical decision-making. The next research frontier is the integration of adaptive leadership with antifragility theory and AI-augmented work, where the central question is no longer how leaders survive disruption but how they architect organizations that gain from it. The most important shift of the last century may be that leadership is no longer something a person has. It is something a system does, and the leader's craft is to keep the system learning faster than the world changes.

FUTURE-READY ACADEMIC ECOSYSTEM AMID TECHNOLOGICAL DISRUPTION

Dr. Sudhir Gaur

Chief Education Officer, VSERV Infosystems P Ltd



As we navigate the unfolding narrative of the Century of Change, the global landscape is being continuously reshaped by technological disruption, geopolitical shifts, and evolving socio-economic paradigms. In such an environment, uncertainty is not a phase—it is the prevailing reality. This calls for a new form of leadership anchored in resilience, foresight, and adaptability. Within this broader context, academic ecosystems carry a profound responsibility: to prepare individuals not just for employment, but for relevance in an ever-evolving world order.

The question before us is not whether change is necessary, but whether our academic institutions are equipped to anticipate, absorb, and lead this change.

Reimagining Education: From Knowledge to Capability

Historically, education has been structured around the dissemination of knowledge. However, in a digitally empowered world where information is abundant and accessible, the value of education must shift from what students know to what they can do with what they know.

A future-ready academic ecosystem must prioritize capability development—critical thinking, problem-solving, collaboration, communication, and adaptability. Equally important are human-centric competencies such as emotional intelligence, ethical reasoning, and cultural awareness.

At GMA, and across forward-looking institutions, there is a growing recognition that education must evolve from static curricula to dynamic learning journeys that prepare students for roles that may not yet exist.

Technology Integration: Moving Beyond Adoption to Transformation

The discourse around technology in education often centers on adoption. However, the real opportunity lies in transformation. Artificial Intelligence, data analytics, and immersive technologies are not just tools—they are catalysts for redefining pedagogy.

Personalized learning pathways, enabled by AI, can address individual learner needs at scale. Data-driven insights can empower educators to make informed interventions. Virtual and experiential learning environments can bridge the gap between theory and practice.

Yet, it is critical to underscore that technology cannot replace the human dimension of education. Faculty members will



continue to play a pivotal role as mentors, facilitators, and enablers of holistic development. The future lies in a synergistic model where technology amplifies human potential rather than substitutes it.

Lifelong Learning: From Degree to Continuum

In an era where the shelf life of skills is rapidly diminishing, the traditional model of education as a one-time phase is no longer sustainable. Lifelong learning has emerged as a strategic imperative.

Academic institutions must reposition themselves as continuous learning partners, offering flexible, modular, and industry-aligned programs. Micro-credentials, executive education, and blended learning formats will define the next phase of academic engagement.

For management professionals and leaders associated with GMA, this shift is particularly relevant. The ability to continuously learn, unlearn, and relearn will be a defining characteristic of effective leadership in the coming decades.

Strengthening Industry-Academia Synergy

One of the most pressing challenges in the current academic landscape is the disconnect between academic outputs and industry expectations. Bridging this gap requires structured and sustained collaboration.

A future-ready ecosystem must embed industry engagement into its core design—through co-created curricula, live projects, internships, mentorship programs, and applied research initiatives. Such integration ensures that learning remains contextual, relevant, and outcome-oriented.

Institutions that proactively engage with industry will not only enhance employability but also contribute to innovation and economic growth.

Leadership & Resilience: The Core of Transformation

The transformation of academic ecosystems is fundamentally a leadership challenge. It demands leaders who are not only visionary but also resilient in the face of ambiguity and resistance.

Resilient leadership is characterized by the ability to make informed decisions under uncertainty, foster a culture of trust and collaboration, and remain committed to long-term institutional goals while navigating short-term disruptions.

At a broader level, leadership must also ensure that technological advancements are inclusive. As we digitize education, we must remain conscious of accessibility and equity, ensuring that no learner is left behind.

Fostering a Culture of Innovation and Entrepreneurship

Innovation must move from being an initiative to becoming an institutional mindset. Academic ecosystems should actively promote interdisciplinary thinking, experimentation, and entrepreneurial pursuits.



Innovation labs, incubation centers, and startup ecosystems within campuses can provide students with platforms to translate ideas into impact. Such environments not only enhance learning outcomes but also nurture job creators rather than job seekers.

For management professionals, fostering innovation is not just an academic exercise—it is a strategic necessity in an increasingly competitive global economy.

Ethical Foundations in a Digital Era

As technology becomes deeply embedded in education, ethical considerations assume greater importance. Data privacy, algorithmic bias, and responsible use of AI are critical issues that must be addressed proactively.

A future-ready academic ecosystem must embed ethics at its core, ensuring that learners are not only technologically proficient but also socially responsible. The goal is to develop leaders who can balance innovation with integrity.

Conclusion: Shaping the Future, Not Just Preparing for It

The evolution of academic ecosystems is not a destination—it is an ongoing journey. In a world defined by disruption, the ability to adapt is important, but the ability to lead change is transformational.

As members of the GMA community and the broader leadership ecosystem, we have an opportunity—and a responsibility—to shape the future of education. By embracing technology with purpose, fostering collaboration, and anchoring our efforts in human values, we can build institutions that are not only future-ready but future-defining.

In this Century of Change, resilience will sustain us, but leadership will define us.

INDIAN KNOWLEDGE SYSTEM AND CONTEMPORARY EDUCATION

Dr. Alka Agarwal

Director, Mewar Institute of Management



India has always been a land of knowledge, wisdom, cultural heritage, and deep learning. The Indian Knowledge System (IKS), or Bhāratīya Jñāna Paramparā, is a comprehensive framework which includes India's diverse intellectual, cultural, and scientific heritage such as Yoga, Ayurveda, Vastu Shastra, astronomy, astrology and Mathematics along with philosophies, aiming to integrate this traditional wisdom into modern life and education.

Our current education system is compartmentalised and focus on excellence in specific field. But the IKS is based on holistic learning. That means it does not just focus on books and exams, but also on personal growth — physically, mentally, emotionally, and spiritually. It believes in experiential learning, where students learn through real-life experiences and practical skills. One of the best examples of this is the Guru-Shishya Parampara, where knowledge was passed from teacher to student through close personal interaction, discipline, and real-life experience — not just by reading, but by living the knowledge

In today's fast-moving and digital world, many students face stress, pressure, and anxiety. The integration of IKS can help to solve these problems. IKS focuses on mental and emotional well-being. Practices like yoga, meditation, and pranayama help students to stay calm, focused, and healthy. Our these practices are now being accepted all over the world.

IKS places a strong emphasis on self-realization and transformation. The best revolution we can do is changing our self. Indian philosophy, especially from the Upanishads and Bhagavad Gita, teaches us deep lessons about life, purpose, and dharma, which are very relevant still today.

How this IKS suddenly came in to discussion everywhere though it was there from the ancient time itself. It is because of the New Education Policy 2020, the IKS came in to limelight. The NEP 2020 has taken a big step to bring back the Indian Knowledge System into our classrooms. It talks about promoting our traditional knowledge, culture, and languages, while also connecting with global education.

IKS encourages us to learn in our mother tongues, and to respect and revive our local arts, music, dance, drama, crafts, and community knowledge systems. These are not just cultural activities but powerful methods of learning and expression. Our epics like the Ramayana and Mahabharata are not just stories — they are full of knowledge about governance, ethics, strategy, family, relationships, and human behaviour. There is so much to learn from these texts if we approach them with the right mind-set.

We are living in the technological era. We use this technology to preserve and promote our Indian knowledge. Many parts of our knowledge system are not documented or are limited to certain languages, which cannot be accessed by



all. Today's students — the Gen Z — are not very interested in reading books or traditional documents. Here comes the importance of ICT.

Through ICT, we can document, preserve, and share the Indian Knowledge System in digital formats like podcasts, videos, documentaries, and e-books. Students love to watch or listen this. ICT makes this knowledge accessible to students across the world too.

The news headlines we hear now days are about wars, conflicts among people and countries, and environmental issues. IKS teaches us to live in harmony with others, with nature, and within ourselves. It promotes global peace, sustainable living, and intercultural respect — values that are essential for building a better world. By engaging with Indian knowledge systems, students develop a deeper appreciation for diverse cultures, histories, and worldviews. This awareness fosters cultural sensitivity, empathy, and respect for different ways of life, promoting social cohesion and intercultural interaction.

Our concepts like "Vasudhaiva Kutumbakam" and "Atithi Devo Bhava" reflect how Indian knowledge promotes global harmony and respect.

It also teaches us to care for the environment. We watch news in Uttarakhand, Jammu and other regions about the natural disasters happening. Why it's happening? It is mainly because of our life style or activities which cause damage to environment. But Our ancestors always lived in a way that respected nature and its resources. Today, we are facing problems like climate change, global warming, pollution and many other. We can learn a lot from IKS for a sustainable living.

The Indian government actively promotes IKS through the Ministry of Education to preserve and spread this knowledge, address contemporary issues, and inspire a new generation of students and professionals rooted in Indian traditions.

Though we speak about the importance of integrating IKS with current education, it is not very easy. There are many challenges. Our current system is more focused on exams, marks, and fixed syllabus. Some people consider IKS outdated or unscientific —. But that is not true. Many scientific ideas in the West today were already known to our scholars thousands of years ago. For example, Vedic Mathematics offers brilliant techniques that make calculations faster and easier, which can be very useful even today.

We need to change mind-sets and bring balance between traditional and modern ways of learning.

To make this successful, teachers need proper training. They must understand how to teach IKS in meaningful and interesting ways. Only then can we truly connect our students with the roots of Indian wisdom.

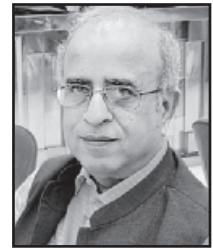
IKS is not just about the past — it is a guide for the future.

By bringing it into modern education, we are not going backwards — we are moving forward, with stronger values, deeper understanding, and a better connection with life. The young generation have a big role to play in this. With their energy, curiosity, and open minds, they can rediscover, respect, and share this valuable knowledge with the world.

CENTURY OF CHANGE - LEADERSHIP AND RESILIENCE IN AN UNCERTAIN AND DISRUPTIVE WORLD ORDER

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The global industry is operating within a permanent state of **disruption**. The conventional Leadership is being replaced by a new mandate: **Strategic Resilience**.

In a world defined currently by geopolitical destruction, volatile supply chains, and the rapid changes in global trade, resilience is not merely the ability to recover from a shock, it is the capacity to internalize disruption as a Competitive Advantage. For the modern leader, this requires a fundamental shift in three key areas:

1. Efficiency

The "Just-in-Time" era has changed into a "Just-in-Case" reality. Building a resilient enterprise today means diversifying supply chains and regionalizing production to mitigate systemic risks. True leadership now lies in creating "non-fragile" organizations that grow stronger through stress and market volatility.

2. The Software Driven Technology

The industry's core value proposition is shifting from hardware to intelligence. Leadership must bridge the gap between traditional manufacturing excellence and agile software development. Embracing Software-Defined Technology and AI-driven operations is no longer optional—it is the baseline for survival in an uncertain situation.

3. Decisive Agility

In an era of development at a faster pace, waiting for perfect data is a main cause to failure. Today's leaders must foster cultures that value speed, adaptability, and mission-driven focus over rigid hierarchy.

Conclusion

The coming decade will separate those who are disrupted from those who lead the disruption. By blending technological innovation with operational resilience, we can transform this era of uncertainty into a century of unprecedented opportunity. The scenario of world is changing and our task is to lead the way.



FROM CLASSROOMS TO SMART LEARNING ECOSYSTEMS: PREPARING FOR A DISRUPTIVE FUTURE

Shashank Naruka, Tushar Goswami, Shriyansh Pandey, Rashi Goel

Scholars, Ajay Kumar Garg Institute of Management, Ghaziabad

1. Introduction

Education is rapidly transforming due to advancements in AI, automation, and digital platforms, shifting focus from whether change will occur to how quickly institutions can adapt. Traditional systems with rigid structures and standardized approaches are increasingly misaligned with evolving industry needs and fast-changing skill requirements. A future-ready academic ecosystem is adaptive, technology-driven, and learner-centric, integrating digital tools, data insights, and industry relevance. It promotes flexibility, continuous learning, and essential skills like problem-solving, creativity, and digital literacy. Building such systems requires strategic innovation, addressing challenges, and ensuring institutions remain relevant, responsive, and resilient in a dynamic and technology-driven world.

2. Understanding Technological Disruption in Education

Technological disruption is transforming education by redefining how learning is delivered and experienced. Artificial intelligence (AI) enables intelligent tutoring, automated assessments, and personalized learning pathways. Big data and learning analytics help institutions monitor performance, predict outcomes, and support data-driven decisions. Cloud computing and digital platforms provide scalable, accessible, and cost-effective learning environments, allowing anytime, anywhere access. Generative AI further enhances content creation through instant notes and interactive materials. As a result, education is shifting from a teacher-centric to a learner-centric model, promoting personalization, flexibility, and self-paced learning aligned with evolving workforce needs.

3. Key Pillars of a Future-Ready Academic Ecosystem

A future-ready academic ecosystem is built on a set of core pillars that ensure adaptability, relevance, and sustainability in an increasingly digital and dynamic environment.

(a) Technology Integration

The foundation of modern education lies in the effective integration of technology into teaching and learning processes. Smart classrooms equipped with interactive tools, Learning Management Systems (LMS), and AI-powered platforms enhance engagement and streamline content delivery. Automation in assessments, including online evaluations and instant feedback systems, not only reduces administrative burden but also improves accuracy and efficiency. Technology thus enables a seamless and enriched learning experience.

(b) Skill-Based & Industry-Oriented Learning

To remain relevant in a rapidly evolving job market, academic institutions must shift their focus from theoretical



knowledge to practical, skill-based learning. Emphasis on employability skills such as critical thinking, communication, data literacy, and problem-solving is essential. Incorporating real-world projects, case studies, and internships bridges the gap between academia and industry, ensuring that students are job-ready and capable of addressing real business challenges.

(c) Data-Driven Decision Making

The use of data analytics in education empowers institutions to make informed decisions. Learning analytics helps track student progress, identify learning gaps, and predict outcomes. Performance tracking systems enable personalized interventions, ensuring that no student is left behind. Data-driven insights also assist educators in refining teaching strategies and improving overall academic effectiveness.

(d) Flexible & Hybrid Learning Models

Flexibility is a defining characteristic of a future-ready ecosystem. Hybrid learning models that combine online and offline methods provide convenience and accessibility to diverse learners. Students can learn at their own pace through recorded lectures, digital content, and interactive sessions. Moreover, the concept of lifelong learning encourages continuous skill enhancement, allowing individuals to upskill and reskill throughout their careers.

(e) Inclusive & Accessible Education

An effective academic ecosystem must be inclusive and accessible to all. Digital inclusion ensures that students from diverse socio-economic backgrounds have access to quality education. Affordable learning solutions, scholarships, and open educational resources play a crucial role in reducing barriers. By promoting equity and accessibility, institutions can create a more diverse and empowered learning community prepared for the future.

4. Redefining Roles in Academia

The shift toward a future-ready academic ecosystem is both technological and human, requiring a redefinition of roles. Teachers are evolving from knowledge providers to facilitators and mentors, using digital tools and AI to promote critical thinking, creativity, and personalized learning. Students are becoming active, self-directed learners who engage in collaboration and problem-solving beyond traditional methods. Institutions are transforming into innovation hubs that support research, experimentation, and industry collaboration. Importantly, AI serves as a collaborator, not a replacement for educators, enhancing efficiency while preserving the human element. This transition underscores the need for continuous faculty upskilling to remain effective and relevant.

5. Challenges in Building Future-Ready Ecosystem

While a future-ready academic ecosystem is promising, its implementation faces key challenges. Resistance to change among educators and institutions slows adoption of new technologies and pedagogies. Inadequate infrastructure, especially in developing regions, limits access to high-speed internet, devices, and digital platforms. Additionally, a skill gap among faculty hinders effective use of AI and data-driven tools. The digital divide further creates unequal learning opportunities for underprivileged students. Ethical concerns, including data privacy, misuse of AI, and



academic dishonesty, also pose risks. Addressing these barriers is crucial to ensure an inclusive, responsible, and sustainable transformation in education.

6. Strategies & Solutions

Building a future-ready academic ecosystem requires a strategic, multi-dimensional approach addressing both technology and human factors. Investment in digital infrastructure-high-speed internet, smart classrooms, cloud platforms, and secure systems-forms the foundation for scalable learning. Continuous faculty development is essential, enabling educators to effectively use AI, analytics, and digital tools through training and certifications. Strengthening industry-academia collaboration ensures curriculum relevance by offering practical exposure via internships and live projects. Policy support, such as National Education Policy (NEP) 2020, promotes flexibility, multidisciplinary learning, and technology integration. Additionally, establishing ethical AI frameworks ensures responsible use, addressing data privacy and academic integrity. Together, these strategies foster an inclusive, adaptive, and sustainable academic ecosystem aligned with evolving global demands.

7. Case Examples

India's education ecosystem is rapidly transforming through technology adoption. Universities are integrating AI tools for personalized learning, automated assessments, and performance tracking, enabling targeted student support. Government platforms like SWAYAM and NPTEL have expanded access to quality education through flexible online courses. The growing EdTech sector, led by BYJU'S and Unacademy, further enhances learning with interactive content, live classes, and AI-driven recommendations. Together, these advancements are making education more accessible, engaging, and aligned with modern learner needs.

8. Conclusion

The transformation of education highlights a key reality-adaptability is essential. Institutions that embrace change, integrate technology, and evolve their teaching practices will thrive in a dynamic environment. A future-ready academic ecosystem goes beyond tools; it reimagines education to meet modern learner and workforce needs. However, technology alone is insufficient. True transformation requires balancing digital innovation with human elements, where educators mentor and inspire while technology enhances efficiency and personalization. This synergy fosters holistic development. Ultimately, agile and innovative institutions that experiment and collaborate will lead the future of education by effectively integrating technology with human intelligence and purpose.

SUSTAINABLE PRODUCTION PLANNING USING AI: BALANCING PROFITABILITY WITH ENVIRONMENTAL RESPONSIBILITIES

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Abstract

The challenge of conventional production planning has always been in balancing economic viability with social and environmental goals. The objective of this study is to investigate the role of artificial intelligence (AI) in providing sustainable production solutions by using the triple bottom line (TBL) concept to integrate economic, social and environmental goals into the production process. Industry can maximize resource utilization and reduce waste by utilizing advanced AI technologies.

Introduction

When it comes to how industries produce their goods and services, sustainable production encompasses many different aspects. The objective of sustainable production is to find a suitable balance between resource efficiency, economic viability, and social accountability. Moving toward sustainability in terms of provisions will require updated ways to approach traditional business management and production planning by including sustainability into every aspect of the value chain from raw material acquisition to product delivery ("Sustainable Production", 2023) (Trost, et al., 2023).

Key Aspects of Sustainable Production Planning

Triple Bottomline Approach

The TBL strategy allows companies to evaluate their business profit, social impact, and environmental impact as a function, which can assist them in promoting a more sustainable economy (Hartmann, 2020). In India's Public Distribution System, the use of the TBL was associated with lowering costs and emissions, as well as contributing to the well-being of the community through job creation.

Environmental Dimension: The TBL method advocates for sound environmental practices through restoring ecosystem function and using resources sustainably (Nurrahman et al., 2024). The TBL framework can also be used to establish smart cities that value long-term sustainability and liveability.

Social Dimension: The Sustainability will be considered how we can best utilize our employees. Products produced with a balanced focus on each of these sustainability components will enable the effective utilization of our employees.

Techniques of Artificial Intelligence in production planning

Historical data is typically analysed by machine learning algorithms and trends are identified, allowing factories to



minimize waste by maintaining a proper level of inventory. Using algorithms, these computer systems can predict the future demand of goods for their customers one week or one month in advance. The accuracy of predictions increases when artificial intelligence (AI) systems work together to use machine learning, which can be connected to manufacturing workflows.

Waste Reduction: Utilizing machine learning algorithms to forecast machine downtimes for maintenance purposes decreases the amount of energy wasted by factories, resulting in more environmentally friendly processes.

Integration with Simulation: When AI teams up with simulation software like Microsoft Project Bonsai, schedule can shift on the fly. These live changes help fine tune how much power factories use while running. Bandinelli and Fani noted this in 2024.

Managing environmental responsibilities in production planning

Carbon Markets and Tech Funding

Some systems allow businesses to trade pollution allowances, which encourages them to reduce emissions. By employing new technology, cutting carbon can also decrease expenses. Machines that consume power can replace hogs, and sunlight and wind can replace fuel. Efficiency not only makes things cleaner but also saves money in the long run.

The use of solar or wind power leads to a reduction in fossil fuel consumption. Starting fresh each time, using less stuff happens when old things get reused instead of tossed Vangeri, A. K., along with Bathrinath, S., then joined by Anand, M. C. J., brings together insights on sustainable manufacturing practices.

Green supply chain management principles

The way consumers make their choices now can take shape following a path set forth by Adebo in 2019 in regard to sustainable manufacturing. Our recycled materials or an 'Earth sale' are used to generate new products from recycled materials. Rather than throwing things away, we are reusing them. The items that are able to be used more than once reduce waste.

Profitability and Sustainability Balancing Act

Running on smart algorithms, these tools balance power needs while cutting down on waste. Less drain means batteries last longer. As machines use only what they need, costs decrease.

Firms that use artificial intelligence to support eco-friendly goals experience stronger profits than those that stick to older tech upgrades in one out of every two cases. Many businesses are unable to make the change because going green with technology requires a significant upfront investment. Green initiatives are impeded by profitability concerns.

Industry Applications

Artificial intelligence has led to a 25% increase in efficiency in operations in certain companies, demonstrating its impact clearly. Patterns begin to form on most days when devices start tracking routines through quiet observation. Machines spot issues faster by reading data clues, rather than sitting around until something fails. Concrete producers have been able to achieve cleaner results using advanced controls through technology, resulting in



a reduction in emissions (approximately 16%) for concrete production. The concrete production process has seen an increase in forecasting capabilities (about 11.5) in addition to reducing emissions. The increase was made more visible by Singh's published observations that were released just before 2025.

Challenges and Limitations

When machine learning is suddenly linked to eco-friendly production lines, there are implementation barriers that arise. Integration is prone to failure when funds run low or old setups are outdated. Peeling into these snags reveals clearer paths through sustainable manufacturing.

The addition of AI to today's systems can create technological barriers that make things more complicated. Sometimes it's necessary to change the way technology is set up, including the way work is done (Patalas.Maliszewska et al., 2024).

AI tools are expensive to run and can be difficult to fund on a limited budget. Without being able to see a price tag, buyers cannot move forward. Uncertainty about the return on investment keeps companies from moving forward. The green initiatives have made the situation worse, reducing companies' trust in AI technology. In 2025, wobbly data will further confuse the landscape for companies trying to assess the cost of investing in AI.

Organizational Barriers The transition to new technologies is often unsettling as it creates hesitation among employees when first utilizing new tools, and along with that a sense that they will have to take on more than they can handle, or worse, there will be the possibility of being replaced (Velev et al., 2024).

Discussion

Out there, tools like machine learning dig through mountains of information pulled from factories, delivery routes, and customer habits. The reason for this improvement in guessing what sells is because there is less guesswork, which leads to less clutter pile up. When making things matches real buying patterns, extra stock fades away. Less sitting around unused means fewer materials pulled from the ground. By detecting flaws in the production process, artificial intelligence can improve material, power, and worker efficiency.

When using AI to plan greener production methods, managers encounter new challenges. One shift follows another as choices evolve around smarter tools. Decisions now flow through systems that are shaped by data patterns. Tools learn, routines change, oversight grows more complex. Outcomes tie closely to how well leaders adapt their thinking. When machines are learning, they rely on accurate data to learn from. If they receive dirty or poor-quality information, it will hinder their ability to perform effectively later.

There are still some areas that need to be investigated further because although progress is continuing, we still have outstanding questions regarding those areas with efforts made in them. Developing lower-cost AI solutions for small and medium-sized businesses may be a positive next step in this process of developing new products. Companies with greater financial resources tend to access new technology first; and so, it makes sense that small and medium businesses also have alternate solutions available for them to use at an affordable rate. Once these companies can start using AI-based processes, developing more sustainable practices will become easier.



GLIMPSES OF GMA ACTIVITIES 2025-26



Session on "Mental / Brain Health" on 4th April 2025 at IPEM



HR Conclave 2025 "Future of HR: Talent, AI & Skills" on 12th April 2025 at IPEM



Cervical Cancer awareness session on 19th April 2025 at RCCGVC



Refresher Course of Energy Auditors & Energy Managers on 19 – 20th April 2025 at IMT



Cervical Cancer Detection Camp on 23rd April 2025 at CARTE



2nd International Conference on Sustainable business Practices & Innovative Models on 23-24th April 2025 at CHRIST



Glimpse



The AGI Race: Balancing Technological Advancements, Geopolitical Stability, Economic Security and Environmental Sustainability on 25-26th April 2025 at IMS Ghaziabad



Session The AI Generation: Leading, Living & Learning with AI on 29th April 2025 at Mewar Institute



Industrial Visit on 6th May 2025 at WIKA



Industrial Visit at WIKA



Cervical Cancer Vaccination Camp on 19th May 2025 at Modinagar



Cervical Cancer Vaccination Camp on 19th May 2025 at Modinagar

Glimpse

glimpses

35th Annual Convention on Embracing the Future – India Together on 24th May 2025



Glimpses of

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GMA



SHODH: RKGIT, Inter-Institute Paper Presentation Competition
on 4th April 2025 at RKGIT

Seminar on Building Digital Confidence in MSMEs
on 21st June 2025 at Hotel Ramada

mposes



YOGA DAY Celebration on 21st June 2025 at IMS UC



YOGA DAY Celebration on 21st June 2025 at IPEM



Inter-Institute Paper Presentation Competition – SHODH
on 4th June 2025



International Conference on Convergence of Applied Science in Engineering Technology (COASET)
On 27-28th June 2025 at AKGEC



The Leadership Code – A Workshop on Leadership Competencies
on 12th July 2025 at ABES Business School



The Leadership Code – A Workshop on Leadership Competencies
on 12th July 2025 at ABES Business School



42nd Annual General Body Meeting on 3rd August 2025



Glimpses of

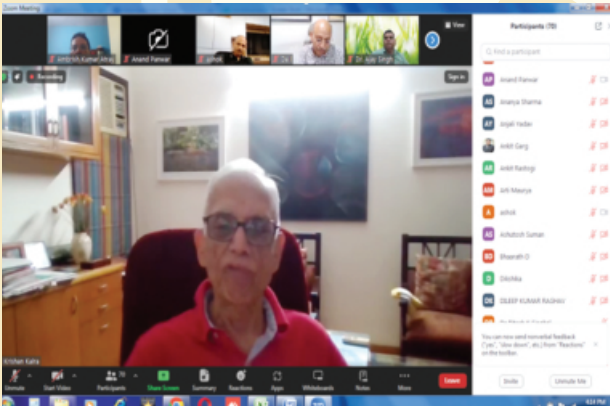
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A vendor meet on **Strategic Collaboration** for PPM Reduction on 7th August 2025 at WIKAI



The AI Generation: learning with AI on 17th September 2025 at Mewar Institute



Online session on **'What Needs to Be Done to Meet the National Target of Becoming a Developed Country by 2047'** on 19th September 2025



Discussion on Ghaziabad Entrepreneurship Mission on 24th September 2025



44th GMA Foundation on 25th September at CARTE



MDP on **'Leading for Today and Tomorrow'** on 26th September at AKGIM



Gen Ed



Industry visit of IPEM students on 27th September 2025 At Shriram Pistons and Rings Ltd



Session on The AI Generation: Leading with Artificial Intelligence on 30th September 2025 at BBDIT



Awareness Session on GEM on 9th October at RKGIT



Industrial Visit of IPEM students on 11th October 2025 at SPRL



Vishleshan on GST 2.0 on 14th October 2025 at IMS Ghaziabad



Awareness Session on GEM on 28th October 2025 at AKGEC

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Awareness Session on GEM on 29th October 2025 at INMANTEC



Awareness Session on GEM on 30th October 2025 at IPEC



**MDP on Finance for Non-Finance
on 6th November 2025 at GMA Office**



**International Conference IC-BRIGHT 2025
on 13th November 2025 at AKGEC**



**Awareness Session on Disha-GSTAT
on 13th September 2025 at INMANTEC**



**SPECTRA 2K25: An Inter Institutional Management Fest
on 14th November 2025 at IPEM**



Badminton Tournament on 15th November 2025 at RKGIT



Awareness Session on GEM at AKGIM
on 18th November 2025 at AKGIM



Hindon River Bank Clean-up drive with Hope foundation
on 16th November 2025



Industry Visit of AKGIM Students at Wika instruments
20-21st November, 2025



ACET 2025 - Advanced Computing and Emerging Technologies on 20-21st November 2025 at AKGEC



Business Quiz Competition – MANTHAN 2025
at AKGEC on 26th November 2025 at RKGIT

glimpses



Industry Visit - RKGIT Students on 28th November 2025 at Dabur India Limited



Best Practices on Processes Of Improvement for Sustainability on 5th December 2025 at IMT



Winner Team Member – Cricket Tournament On 7th December 2025 at ABES Cricket Ground



Industry visit of AKGIM Students on 12th December 2026 at SPRL



Awareness Camp on ESI on 17th December 2025 at SPRL



Industrial Visit of EC members on 19th December 2025 at ITC



MDP on **Finance for Non-Finance** on 23rd December 2025 at GMA Office



MDP on **Personal Branding** on 27th December 2025 at KIET



Inauguration of **Ghaziabad Entrepreneurship Mission (GEM)** on 10th January 2026 at RCCVGC

m p o s e s



Chanakya 2026 Winner Team from AKGIM
on 15-16th January 2026 at KIET



Appeal for Help in Saving River Hindon
on 22nd January 2026 at Hindon River Bank



MDP :Hands-on training program in Industrial Robot Programming & Operation
on 28 – 30th January 2026 at AKGEC



Budget Conclave on 6th February 2026 at AKGEC



Cervical Cancer Awareness Session
on 9th February 2026 at WIKA



Table Tennis Tournament on 14th February 2026 at RKGIT



Budget 2026 towards Viksit Bharat on 20th February 2026 at RKGIT



Awareness Session on Labour Law on 28th February, 2026 at SPRL

mposes

Family Get-Together 2026 on 7th March 2026 at Chokhi Dhani Meerut





Gallery



Awareness Session on POSH on 12th March 2026 at WIKA



Awareness Session on Self Defense Techniques
On 14th February 2026 at RCCGVC



Awareness Session on Finance Literacy for Females
on 14th March 2026 at Hotel The Walk



Celebration of International Women's Day
on 19th March 2026 at IMS UC campus



SHODH: Inter-Institute Paper Presentation Competition on 26th March 2026 at RKGIT



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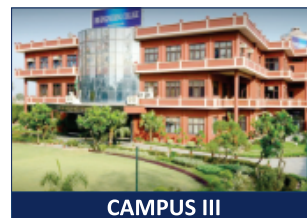
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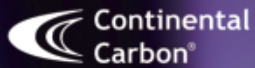
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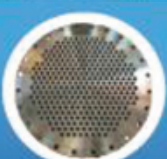
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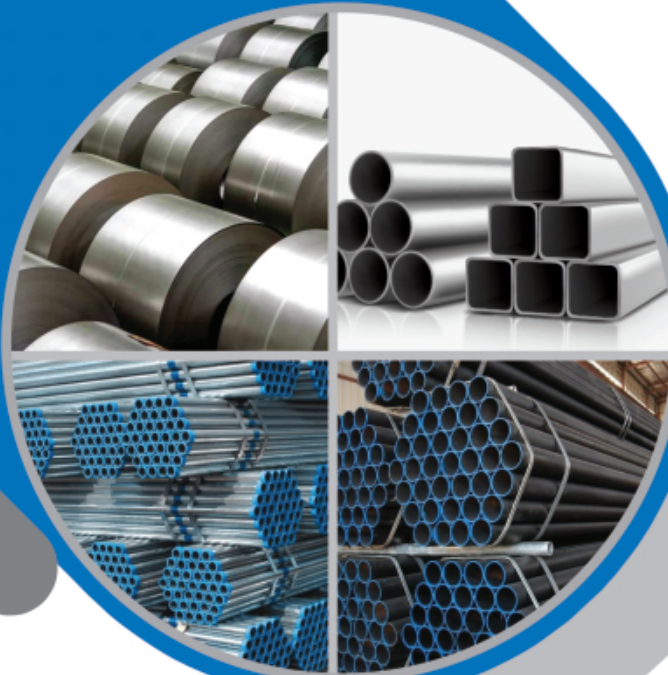
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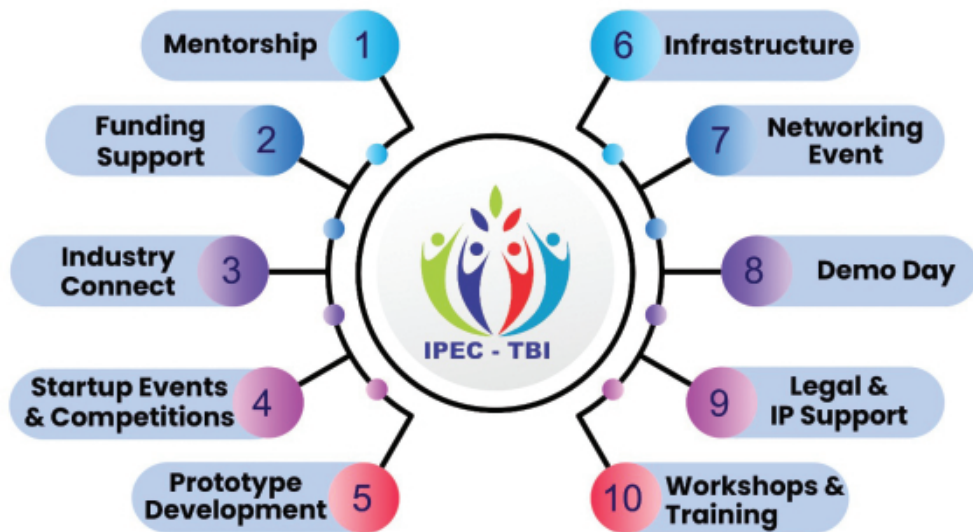


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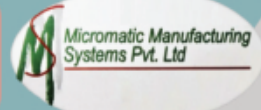
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7.	Continental Carbon India Ltd. A -14, Industrial Area No. 1, South Side of GT Road, Ghaziabad E-Mail- apandey@continentalcarbonindia.com sgoyal@continentalcarbonindia.com Phone - 0120-2840505- 510 Mr. Achal Pandey, President & Director Ms. Shagun Goyal, Production Coordinator	III/13		GMA/24/89
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10.	DKY Sales Pvt. Ltd. A-10/58, 10/59, Meerut Road Industrial Area, Opp. DPSG Gate No. 1, Ghaziabad E-Mail - garg_sanjay@ymail.com Mr. Sanjay Garg, MD	IV/388		GMA/144/14
11.	Dynamik Finchain Pvt. Ltd. T-12A, 3rd Floor, Devsha Business Park D-215, Noida – 63. E-mail : prashant@finvoic.com Mr. Prashant Kumar, Director (M) 9289620272	V/319		GMA/201/25
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14.	Good Luck Steel Tubes Limited Good Luck House II F - 166-167, Nehru Nagar, Ambedkar Road Ghaziabad E-Mail - manishgarg@goodluckindia.com Phone - 0120-4196600, 4196700 Mr. Manish Garg, Unit Head	IV/383		GMA/139/13
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19.	Micromatic Grinding Technologies Ltd. C - 27, Meerut Road Industrial Area Ghaziabad E-Mail - nkdhand@micromaticgrinding.com, kdhand@micromaticgrinding.com Phone - 0120-271237, 2712169, 2712179 Mr. N. K. Dhand, Chairman Mr. Kapil Dhand, Managing Director	IV/331		GMA/31/92
20.	N. K. Industries Plot No. 5, 20 Futa Road, Opp. Jain Tube Co. Near Mahendra Tractor Agency Meerut Road, Ghaziabad E-mail: nkindustriesgzb@gmail.com Mr. Nand Kishor, Proprietor (M) 7011490126	V/323		GMA/205/26
R				
21.	Rimaco Industries S-45, South Side G. T. Road Indl. Area Ghaziabad E-Mail - rimaco@rimacoindustries.com Phone - 0120-9717592140, 9910156355 Managing Director	III/306		GMA/92/06
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23.	Spacechem Engineers Pvt. Ltd. C-120, Bulandshahr Road Industrial Area, Ghaziabad E-Mail - garg@spacechemgroup.com, priyam@spacechemgroup.com Phone - 9810135304 Mr. Krishana Avatar Garg, MD Mr. Priyam garg, Director	V/308		GMA/190/23



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28.	Utsah Engineering P. Ltd. Khasra No. 605 to 612, 615 & 618, Village - Khera, Dholana Road, Pilhkuwa Distt. Hapur E-Mail - info@utsahengineering.com, rk.mittal@utsahengineering.com Phone - 0120-7534818255, 7534818256 Mr. R. K. Mittal, Director-Admin	IV/324		GMA/171/18

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Co	M-20	1621184	BHATNAGAR VAIBHAV KUMAR Flat No. 024, Siddhi Tower, Mahagunpuram, NH – 24, Near Columbia Asia Hospital, Hapur Road Ghaziabad – 201002 (M) 9716803970, 9971010680 E-mail : vaibhavincontact@gmail.com, gmmarketing@santosh.ac.in
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III/55		GMA/256/89	MITTAL ARUN KUMAR 1, Bhatia Protégé Road Ghaziabad. (M) 9818385858 E-mail: akm@garnetworld.com	IV/190	CO/LM	GMA/1080/12	PANDURANGAN RAJESH Dy CFO Steria India Ltd Sea View SEZ Building No 4 Plot No 20 & 21, Sector 135, Gautam Buddha Nagar (M) 09871127799 E-mail : rpandurangan@gmail.com
II/127	LM	GMA/717/01	MITTAL SUDHIR MOHAN Managing Director Sukriti Vidyut Udyog Pvt. Ltd. D-39, Meerut Road Indl. Area III, Ghaziabad-201003 Ph.: (O) 2712015 (M) 9810068634 E-mail: sudhir1948@gmail.com	III/241		GMA/831/04	PRABHAKAR J P 109, Sector 10, Chiranjeev Vihar, Ghaziabad 201002 Ph- 0120-4113109 (M) 9818195129 E-mail: prabhakar_jp@rediffmail.com prabhakar.jp1402@gmail.com
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V/103	LM	GMA/1310/20	SINGH DR. SURABHI Dean-MBA IIMT College of Engineering, Greater Noida, E-Mail - surabhi777@gmail.com (M) 8178257958
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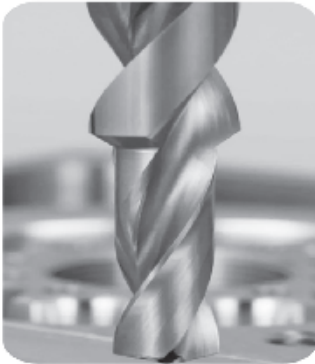


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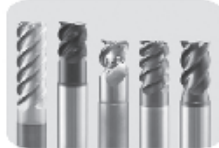
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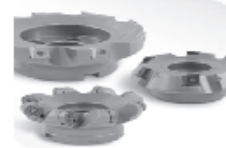
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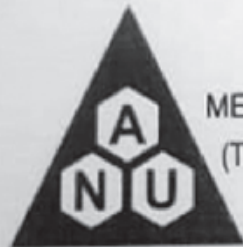
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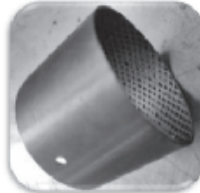
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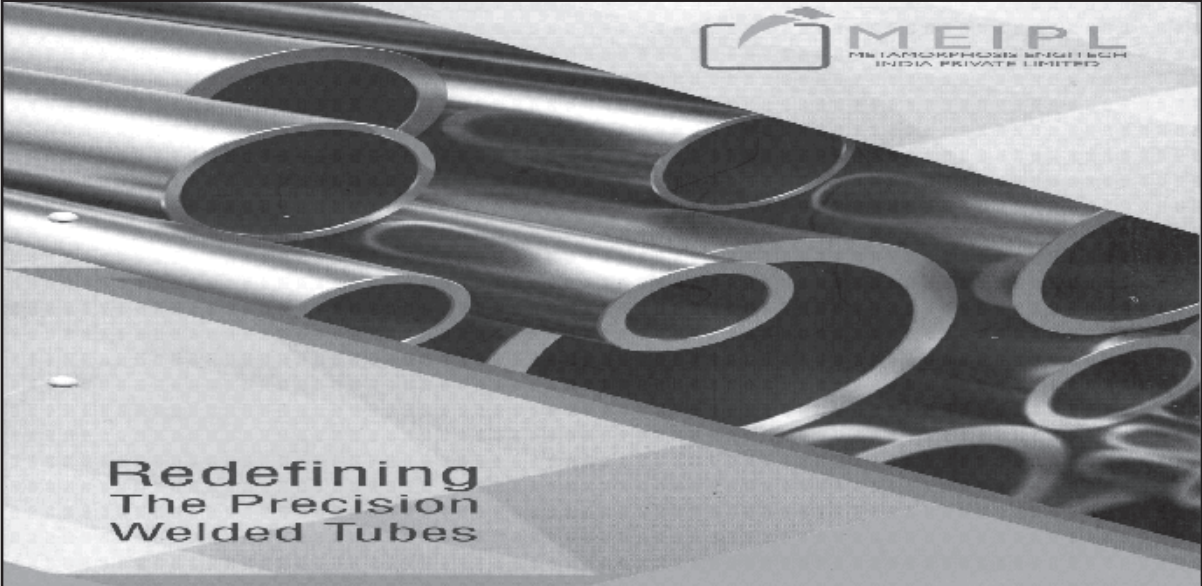


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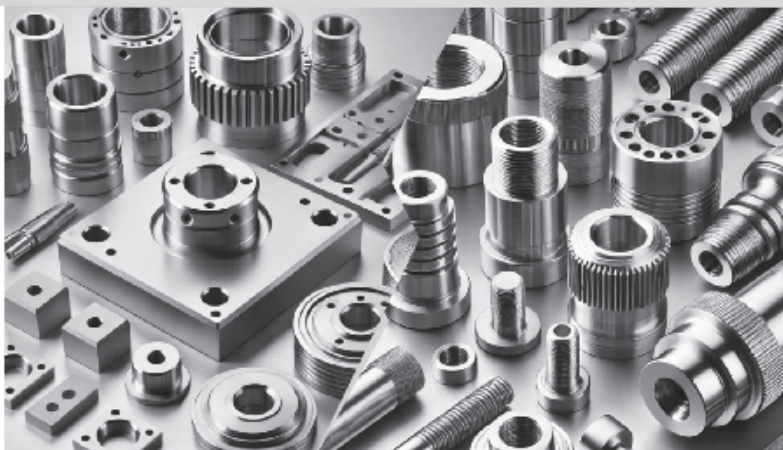
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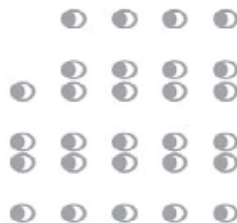


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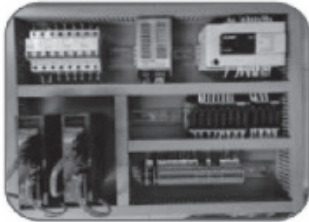
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