

# CMA DIGEST

March 2026, Issue - 113, Volume 67

## ED VOICE – From the Editor's Desk

Dear Readers,

Welcome back to CMA Digest!

We hope all of you had a great ending to the financial year 2025-26, despite the volatile situation that our world is facing today due to the continuing war in Iran. There is no light at the end of the tunnel right now, with the war likely to continue for a few more months. We can only hope and pray for better times.

It was a routine month for CMA. Five episodes of the popular Monday Musings series went on with great participation. This month, I was privileged to represent CMA at the Investiture Ceremony of the Student Chapter at Sri Ramakrishna College of Engineering. The students showed great interest and have been motivated to involve themselves in all the initiatives of CMA.

Please continue to contribute to our newsletter and send us your feedback for making our newsletter more relevant and engaging.

More in the next issue!

**Mr. K. Seetharam**

Editor

CMA Digest



## Editorial Team

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COIMBATORE MANAGEMENT ASSOCIATION

Monday Musings – 02<sup>nd</sup> March 2026

Speaker: **Meena Swaminathan**

## *The Discipline of Progress: How Goals Become Reality*

During the Monday Musings held on 2nd March 2026, Meena Swaminathan delivered a compelling session on why ambitious goals so often fall short - and what it takes to make them stick. Drawing on research showing that 92% of personal goals are never achieved and 67% of well-formulated strategies fail in execution, Ms. Meena made the case that the problem isn't ambition - it's the absence of disciplined systems.

The session walked through four proven goal-setting frameworks - SMART, OKRs, WOOP, and the Balanced Scorecard - each suited to different contexts, from individual clarity to enterprise alignment. Real-world examples brought these frameworks vividly to life. The

session also tackled the hardest part: consistent execution. Key insights included focusing on no more than 2-3 wildly important goals per quarter, tracking lead indicators over lag measures, and building accountability rhythms into everyday operations.

The closing message was clear: progress isn't the product of inspiration - it's the product of discipline, visible scorecards, and relentless repetition. As the presentation put it, goals become reality when they are specific, visible, measured, and embedded in systems that make execution inevitable.



Monday Musings – 09<sup>th</sup> March 2026

## *Panel Discussion: Role of Women in Amplifying Networth*

### Speakers

### Moderator



**Dr. K. Ramya**



**Akila.S**



**Vanisree Gopalakrishnan**



**K. Seetharam**

On the occasion of Women's' Day, a special panel discussion on "The Role of Women in Amplifying Networth" was arranged, moderated by Managing Committee member, Mr. K. Seetharam. The participants were Dr. K. Ramya from the Avinashilingam Group of institutions, Ms. Akila (DGM & HR of Messer Cutting Systems India (P) Ltd., and Ms. Vanisree Goplalakrishnan, international facilitator.

The questions were varied, ranging from a comparison of past and present trends of women as wealth creators, to social impact and future trends. Here are the key points that came out of the discussion. Women have always been the quiet architects of wealth, amplifying net worth with grit and grace—from our great-grandmothers turning household gold and savings into family

businesses, to today's powerhouses like Malavika Hegde, steering Café Coffee Day back from crisis, Sudha Murthy seeding Infosys' empire, and beauty trailblazers Falguni Nayar with Nykaa and Vandana Luthra's VLCC building billions from bold visions. It's in our blood, this legacy of turning challenges into legacies.

Women today are not just participants in the financial ecosystem, but powerful drivers of wealth creation, through six key dimensions that women contribute to financial growth—wealth creation through investing, entrepreneurship, asset building, leadership in financial decision-making, technology adoption, and holistic wealth management. Women are increasingly moving beyond saving to strategic investing, building enterprises, and leveraging digital financial platforms to strengthen their financial

independence. Amplifying net worth is not just about earning more, but about converting income into sustainable assets.

Women in Manufacturing: From shop floor to C-suite, women are revolutionizing factories—leading lean ops, innovating sustainable tech, and boosting profits. There a million success stories of women in shop floor / grass-root level, single-handedly building homes, securing world class education for their children and changing the destiny of future generations. Women Entrepreneurs are not just starting businesses; but scaling empires, securing funding, and mentoring the next wave for exponential growth. From converting homemade snacks and pickles to a million dollar export business or building a niche market for organically grown farm produce, examples are abundant.

Tips for Young Women

- Choose frugality—it's your superpower.
- Financial freedom is non-negotiable.

- Be a lifelong learner.
- Save, invest—let money work for you.
- Control your money; don't let it control you.
- Get financially literate.
- Lead planning at home or office.
- Craft your destiny with secured freedom.

Sisters, rise together—your wealth story starts now

A simple money tip is to try T. Harv Eker's "6 Jars System". Divide your income: 50% for necessities (bills, food), 10% Financial Freedom (invest, never touch), 10% Long-Term Savings (dream buys), 10% Education (books, courses), 10% Play (fun without guilt), 10% Give (bless others). Use jars or apps, and watch discipline spark abundance!

The interesting session, which also included probing questions from the audience, ended with a consensus that when women earn, families survive. When women invest, families build wealth.

Monday Musings – 16<sup>th</sup> March 2026

Speaker: **Gokul K**

## *Dream, Decide, Deliver: A Roadmap for Young Professionals*



The session titled "Dream, Decide, Deliver: A Strategic Roadmap for Young Professionals" focused on guiding MBA students and early career professionals in navigating their career journeys with clarity and purpose. The speaker emphasized that career success is not accidental but a result of conscious planning, informed decision-making, and consistent execution.

focusing on meaningful impact. The "Decide" phase explored the significance of making strategic career choices using an opportunity evaluation approach based on learning, skill development, exposure, and value creation. Participants were encouraged to prioritize long-term growth over short-term comfort. Finally, the "Deliver" phase underlined the importance of execution through competence, consistency, and credibility. The session concluded with a practical growth model encouraging continuous learning and reflection. Overall, the session provided actionable insights, enabling participants to approach their careers with greater clarity, confidence, and discipline.

The session began by highlighting the current career paradox—while opportunities have increased, many young professionals face confusion due to lack of clear direction. To address this, a structured framework was introduced. The "Dream" phase stressed the importance of developing a clear career vision by identifying one's domain, building deep capabilities, and

### Management Quiz

- Q1. What does the term "Double Wristing" refer to?
- Q2. Which aftermarket automotive brand has re-entered the Indian market through a licensing pact with Assurance International?
- Q3. Reliance Retail acquired which brand to strengthen its presence in the beauty and wellness segment?
- Q4. Which edtech company has signed a term sheet to acquire Unacademy?
- Q5. By 2030, what percentage of India's population will Gen Z comprise?
- Q6. Which company launched the Oura Ring 4 in India?
- Q7. Bajaj Electricals acquired the IP and brand rights of which company in India?
- Q8. The Oura Ring 4 is primarily used to \_\_\_\_\_



For answers see page 08

Monday Musings – 23<sup>rd</sup> March 2026Speaker: **Prof. Sreeraman Nandhi**

## *Future-Proofing Your Career, thriving in a Job Market Shaped by AI*

An interesting talk on the above topic on “Future-Proofing Your Career, Thriving In A Job Market Shaped By AI” was held on 23rd March, 2026, delivered by Prof. Sreeraman Nandhi. Here is the gist of his talk: For a long time, the idea of having a stable career meant finding one's lane and staying in it. One would learn the job, gain some experience, and then build a resume and climb the ladder. However, at present, this career path is not that simple, due to the advent of AI. AI has become a prominent subject of discussion, attracting much interest owing to its possible impact on employment, labour market, and future work. AI has the extraordinary capacity to revolutionize a variety of industries and improve operational efficiency; which raises concerns regarding the possible displacement of humans and the subsequent need to acquire new skills and training.

He gave a few pointers regarding the benefits and concerns of AI in the workplace. In the services sector, AI Powered chatbots efficiently manage customer queries and provide customer support around the clock, thereby reducing the workload of customer service representatives and allowing them to intervene when appropriate human interventions are required for complex issues. The development, maintenance and management of AI systems will require skilled workers in the fields such as data analysis, programming, and engineering. New industries will emerge, such as autonomous transportation, personalized medicine, etc.

He gave the following pieces of advice on preparing for the future of work in the age of AI:

- Stay relevant and competitive in the AI driven world
- Embrace change: Technological advancements are constantly reshaping industries and employment positions. It necessitates

a willingness to adjust career trajectories as needed, taking proactive approach to learning new tools and methodologies, this empowers them to sustain in the dynamic labour market

- Upskill Yourself: Aligning oneself with emerging technological trends mandates new competencies and knowledge – data science, machine learning, cybersecurity, etc. The demand for advanced technological skills will significantly increase, making upskilling a crucial strategy for job security and career advancement
- Develop Soft Skills: Communication, leadership, teamwork, EI, etc. cannot be replicated by AI. HBR article mentions employers are looking for individuals to complement AI with their unique human capabilities owing to their soft skills
- Collaborate with AI: Successfully integrate AI into operations and organizations. Individuals can flourish in their career by leveraging AI technologies and understanding its potential applications in their jobs
- Emphasize on creativity and innovation:
- Embrace life-long learning
- Develop technological proficiency
- Foster a growth mindset
- Stay informed about AI industry trends
- Seek mentorship and guidance

In an AI-driven world, staying competitive and relevant necessitates a multifaceted strategy that includes upskilling, developing soft skills, collaborating with AI, constant learning, technological proficiency and focus on creativity and innovation.

Monday Musings – 30<sup>th</sup> March 2026Speaker: **Rtn. N. Janakiram Raju**

## *SMART Marketing with ESG is in focus*

SMART Marketing with ESG is in focus In a VUCA World, which is characterised by Volatility, Uncertainty, Complexity, and Ambiguity, Change is constant. Changing scenario includes a shift in market focus, from urban to rural markets. purchases moved from grocery stores to convenience stores to online, competition to collaboration, and digital transformation. red ocean to blue

ocean advocates, creating uncontested market space, making the competition irrelevant, and capturing new demand. In this backdrop, SMART Marketing addresses how to be successful, with

Specific (customer segments and targets), Measurable, Achievable, Reliable, and Time-bound strategies and implementation, with the help of relevant tools, talents, skill sets, by considering the environment. Accordingly, an appropriate market study is essential to assess felt & unfelt needs, market characteristics, and channel profiles. SMART marketing is to increase the number of users and usage, and promote different uses, if any, through appropriate brand positioning, value pricing and brand promotion, thereby achieving customer loyalty and retention. A prudent blend of IQ, EQ, AQ, and AI would supplement the success. While doing so, it is inevitable to integrate factors like the environment, and social governance for a sustainable future. Environment care includes climate change, energy emission, water use efficiency, and waste management.

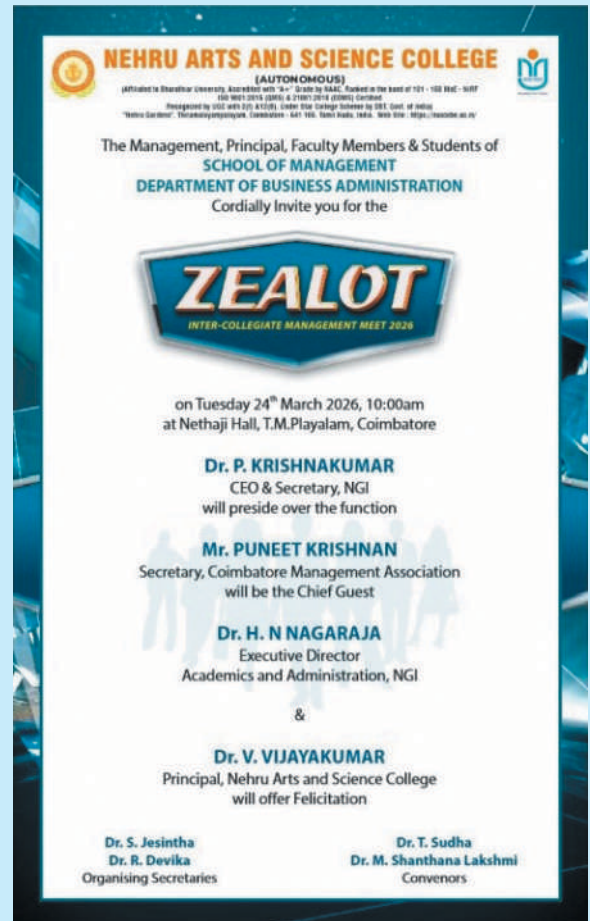
Social requirements encompass health & well-being, safety, employee relations, diversity, and impact on communities. Governance includes corporate governance, audit, business ethics, executive pay, shareholder rights, and board diversity. ESG compliance in our country would enhance investor confidence, global capital access, and corporate competitiveness. Business responsibility and sustainability reporting have become mandatory now, for the top 1000 listed Companies in India, based on their market capitalisation. Carbon Credit, by reducing greenhouse gas emission, through renewable energy, energy efficiency, afforestation (assessed by Carbon Verification Agency), and CSR compliance, would accelerate the process of ESG integration towards a sustainable future.

## Investiture of the CMA-SREC Student Chapter & Xestor Association



CMA-SREC Student Chapter & Xestor Association held the Investiture of Office Bearers on 23rd March 2026 at Sri Ramakrishna Engineering College, MBA Conference Hall from 2.30 to 4pm and our MC Member Mr. K. Seetharam was the Chief Guest. He inducted the new office bearers and gave a talk on how to plan activities and collaborate with CMA for meaningful growth of the chapter.

## Zealot – Inter-collegiate Management Meet 2026



Our Secretary Mr. Puneet Krishnan was the Chief Guest for the Intercollegiate Management Meet on 24th March at 10am in Nehru Arts and Science College.

## National Industry Institute Collaboration Conclave



Our President, Dr. Nithyanandan Devaraaj, participated in the National Industry Institute Collaboration Conclave on 24th/ 25th March 2026 at VIT – Vellore.

## Decentralised Energy Intelligence: Integrating Agentic AI and Blockchain for Autonomous Demand Coordination

**INDUSTRY 4.0**  
Fostering Manufacturing

WE COVER LATEST **TECHNOLOGIES** AND **TRENDS** IN MANUFACTURING

**Decentralized Energy Intelligence**

integrating agentic AI and blockchain for autonomous demand coordination

Source : <https://industry4o.com>

What if your appliances could haggle over the electricity bill so you don't have to? Think of a following scenario: your EV needs a charge immediately, but the dishwasher you just loaded can easily run later tonight. Instead of both drawing heavy power at the same time and straining the system, the EV essentially tips the dishwasher a digital energy token to hold off for a few hours. It all happens in milliseconds, completely behind the scenes, without a

central hub directing traffic and without any human intervention.

This is not an imaginary scenario. It is the core premise of a new energy management framework that combines Multi-Agent Reinforcement Learning (MARL) with a blockchain-enforced token economy to bring truly autonomous, fair, and privacy-preserving energy distribution to the smart home.

**The Problem with the Existing Smart Home Solution**

**FIVE FAILURES OF CENTRALISED EMS**

- Single point of failure — one crash disables all management
- No appliance autonomy — passive command-receivers only
- Cannot guarantee budget compliance — violations detected too late
- Privacy exposure — granular usage data reveals occupant routines
- Algorithmic opacity — no proof that curtailment was fair

In today's world, home energy systems are generally managed by a central controller. The central controller can be remote devices coordinating between different appliances through individual instructions. This kind of architecture has an inherent flaw – single point of failure e.g. with the absence of a remote, you may not be able to turn on a dishwasher remotely. Imagine central controller going offline during a heat wave or grid emergency. This can have catastrophic effect as the entire system will fail in the absence of a controller.

Also a centralised controller usually processes requests from dozens of appliances sequentially, introducing decision latency of 200–500 milliseconds per cycle. In a world where grid-frequency events demand sub-second responses, this is simply too slow. As appliances passively wait for commands, the system misses the flexible value they inherently hold e.g. an EV that could defer charging for thirty minutes or a water heater coasting on thermal mass has no mechanism to express that flexibility.

***“Each appliance becomes an economic agent — not a passive switch, but an autonomous negotiator with its own wallet, its own urgency, and its own strategy.”***

— MARL-PoN Framework Design Principles

**Every Appliance Becomes an Agent**

Instead of a central controller giving instructions to other devices, every device acts as its own independent agent, constantly reading the room—checking real-time electricity prices, grid frequency, and what else is running in the house. Based on that data, the appliance calculates how badly it needs power using a straightforward formula:

**PROOF-OF-NECESSITY FORMULA**

$$N = ( \text{Safety} \times \text{Urgency} \times \text{Unmet\_Duration} ) / \text{Token\_Cost}$$

A medical ventilator, with a safety priority of 10, always scores highest — it receives energy unconditionally. An EV with a depleted battery scores high on urgency. A dishwasher mid-cycle scores low on time sensitivity. These scores drive an encrypted

auction, run every sixty seconds, in which appliances bid for energy tokens using zero-knowledge proofs — mathematical techniques that allow an appliance to prove its bid is valid without revealing the amount, preserving the occupant's privacy completely.

This paradigm — known as Centralised Training, Decentralised Execution (CTDE) — means agents are trained on rich global data but execute their policies independently at runtime. No server, no cloud dependency, no single point of failure.

**What the Published Evidence Shows**

A growing body of peer-reviewed research supports the performance case for MARL-based energy management. A 2025 study spanning more than 1,200 buildings across three metropolitan areas found that MARL coordination reduced peak demand loads by approximately **23%** and cut energy consumption costs by nearly **19%** compared to traditional centralised control [C1]. On the standardised CityLearn benchmark — the field's primary evaluation platform — the attention-based AAC-MADRL algorithm achieved energy cost reductions of up to **18%** and improved self-sufficiency by up to 10.5% during periods of limited solar generation, while deploying 40% faster than decentralised deep RL alternatives [C2].

<b>23%</b>	<b>18%</b>	<b>39%</b>
PEAK DEMAND REDUCTION	ENERGY COST SAVINGS	ATTACK RESILIENCE RECOVERY
<small>Computer Life Journal, 2025 [C1]</small>	<small>Applied Energy, 2025 [C2]</small>	<small>Applied Energy, 2022 [C3]</small>

Adversarial robustness is equally critical for real-world deployment. A 2022 study found that the Robust Adversarial MARL framework (RAMARL-DR) recovered approximately 39% of grid-ramping performance degraded by cyber-attacks [C3] — a result directly relevant here. The Proof-of-Necessity consensus tolerates up to 33% Byzantine (malicious) nodes by slashing the staked tokens of any appliance found misrepresenting its priority, achieving equivalent resilience through economic incentive rather than trusted hardware.

**Blockchain: Not Hype — Hard Mathematics**

The blockchain layer does something that very few software policy can. It can make budget violation mathematically impossible, not just unlikely. Every day, the household receives exactly B energy credit tokens from the utility company, where each token corresponds to a watt-hour. Appliances spend tokens to activate. Since the ledger enforces the constraint  $\Sigma(\text{active allocations}) \leq B$  through distributed consensus, there is no race condition, no double-spending, and no way for a software bug to allow simultaneous overconsumption.

Tokens have a time decay property so that if a household or agent tries to hoard them, the value decays exponentially, which in turn ensures energy credits circulate like actual energy rather than being stockpiled by greedy agents. But what is more important is that this creates a cryptographic audit trail. Households participating in demand-response programmes can prove to utilities that they did indeed curtail demand by the promised amount; thus, unlocking incentive payments that soft-enforcement systems cannot access.

**What This Means for Smart Homes**

The broader significance reaches beyond the home. The same architecture can be scaled for neighbourhood micro-grids. Households with rooftop solar can sell surplus tokens to neighbours, enabling peer-to-peer energy trading without an intermediary. As building electrification accelerates in terms of EVs, heat pumps, grid-connected batteries, etc., the number of negotiating agents grows, but so does the available flexibility. A 2020 study estimated that demand response programmes hold the potential to cut electricity peaks by around 20% in the building

sector alone.

This opens new avenues of opportunity for different kinds of stakeholders. For appliance **manufacturers**, this can mean a new **agent-enabled appliance** that ships with a reinforcement learning policy, a cryptographic wallet, and a smart-contract execution environment built into its firmware.

When it comes to grid **operators**, it is a population of millions of autonomous demand-response participants who can react in under 100 milliseconds without a single manual override.

Last but not least, for **the residents, it's a home that optimises** itself, proves its fairness, and never shares its data.

The self-negotiating home is not a distant vision. The mathematics is settled, the benchmarks are encouraging, and the architecture is ready for pilot deployment. The only remaining question is how quickly the industry is prepared to stop thinking of appliances as passive loads — and start treating them as agents.

**UPCOMING AIMA EVENTS**

Topic : International Case Writing Workshop Mastering Teaching Case Writing & Publication Pathways  
 Date : 17<sup>th</sup> April 2026  
 Venue: AIMA, Lajpat Nagar

Topic : AIMA's 29th Student Management Games (2025-26)  
 Date : 30<sup>th</sup> April 2026  
 Venue: Pune

**Quiz Answers**

- 1. Wearing a watch on both wrists
- 2. ACDelco
- 3. Pahadi Local
- 4. upGrad
- 5. 27%
- 6. OURA
- 7. Morphy Richards
- 8. Monitor health and wellness indicators