CMA DIGEST

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From the Editor's Desk

Dear Readers,

Greetings from CMA!

The July 2026 issue of the CMA Digest brings together a stimulating collection of ideas, insights and conversations reflecting the changing landscape of management, business and industry.

A recurring theme across this issue is the importance of building people and organisations for the future. The featured 'Monday Musings' sessions emphasise the need for confidence, adaptability, continuous learning and the courage to embrace challenges. The discussions on behavioural assessment and the evolving workplace further remind us that understanding people goes beyond resumes, credentials and conventional measures. The perspectives on Finance 5.0, highlight how intelligent technologies are reshaping decision-making, productivity, quality and business processes. At the same time, the emphasis remained firmly on using technology to enhance human capability rather than viewing it merely as a substitute for people.

The issue also captures the session organised on the new labour codes and its implications for MSMEs, alongside an engaging interaction with Mr. Vikram Mohan, Chairman, Pricol Group, with his reflections on the importance of encouraging young people to experiment, learn from mistakes and develop the confidence to face challenges. The issue also highlights important conversations around women in entrepreneurship, in the programme jointly organised with FLO and hosted by GRG School of Management Studies, PSGR Krishnammal College for Women. The CMA Sports Meet added a lively dimension to the month's activities, providing an opportunity for camaraderie, participation and team spirit. Complementing this is the thought-provoking article by Dr. Nithyanandan Devaraaj on AI as “Alternative Intelligence” in the manufacturing value chain.

We hope this issue offers our readers not only valuable perspectives, but also ideas that inspire reflection, action and meaningful change.

Best regards,

Dr. Vandana Madhavkumar
Editor
CMA Digest

CMA
COIMBATORE MANAGEMENT ASSOCIATION

Monday Musings

Monday Musings – 06th July 2026 Speaker: **Prasanth Vedgarb**

Make Maximum out of Yourself

"Make Maximum Out of Yourself," will share practical lessons on self-development, leadership, productivity and the habits that help individuals unlock their full potential in both their careers and personal lives.

He spoke on business development in corporate and retail segment through recruitment of agents, training and coaching Tied Channel Agents, Corporate and institutional sales. He spoke on development of three Strategic Business Unit of the company viz., Security Solutions, Cash Services like Cash-in-Transit, ATM replenishments and Mechanised House Keeping Services.

Also highlighted across insurance, loans, mutual funds, tax planning, and business development by which we can build and lead a financial services organization. Through sales excellence, operational discipline, and leadership he believes that sustainable growth is driven by continuous learning, ethical practices and execution.

Through the entrepreneurial journey others can gain practical insights into starting, scaling and managing a business in a competitive environment.

As a speaker, Prasanth shares real-world experiences on entrepreneurship, sales strategy, leadership, business operations, and personal growth, inspiring students and young professionals to embrace challenges, think like business leaders, and create lasting value.

Monday Musings – 13th July 2026 Speaker: **Dr Karuppasamy Ramanathan**

Finance 5.0: How AI is Redefining Business Performance

Finance 5.0 marks a transformative evolution where artificial intelligence converges with financial systems to enable intelligent, agile, and value-driven enterprises. Moving beyond traditional automation, it incorporates advanced technologies such as machine learning, natural language processing, robotic process automation (RPA), blockchain, and cloud computing to enhance decision-making and operational efficiency.

AI-driven predictive analytics empowers organizations to forecast market trends, assess risks, and optimize capital allocation with unprecedented precision. Emerging areas such as decentralized finance (DeFi), embedded finance, digital currencies (CBDCs), and ESG analytics are reshaping financial strategies and governance frameworks. Additionally, real-time data intelligence and cognitive automation are enabling finance functions to shift from retrospective reporting to proactive strategic advisory roles.

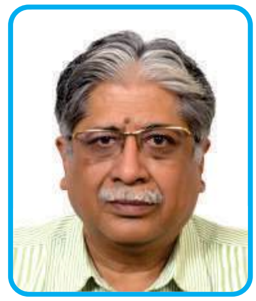
Across industries—including banking, fintech, manufacturing, retail, and healthcare—Finance 5.0 is driving performance by improving fraud detection, enhancing customer personalization, streamlining supply chain finance, and ensuring regulatory compliance. Intelligent financial systems are also enabling scenario planning and stress testing in volatile economic environments.

Furthermore, the integration of AI with big data platforms and IoT-enabled financial ecosystems is unlocking new dimensions of financial visibility and control. Organizations are increasingly adopting digital twins for financial modeling and leveraging AI-driven dashboards for real-time performance monitoring, thereby enhancing transparency, governance, and strategic alignment across enterprise functions.

Ultimately, Finance 5.0 positions finance leaders as strategic partners, leveraging technology to foster innovation, resilience, and sustainable growth. It redefines business performance by integrating financial intelligence with enterprise-wide digital transformation, ensuring long-term competitiveness in an increasingly complex global economy. "In the era of Finance 5.0, it is not data alone but the intelligence derived from it that defines the future of business performance."

Monday Musings – 20th July 2026

Speaker: **Ashok Gupta**



The Hidden Behaviour Behind Resumes and Interviews: Looking Beyond First Impressions for Better Hiring Decisions

THE HIDDEN BEHAVIOUR BEHIND RESUMES AND INTERVIEWS

Changing Trends in Behavioural Assessment: Will the Near Future Belong to GPS7?

THE SEARCH BEGAN CENTURIES AGO

Why do people behave differently? Chanakya examined motives, judgement and loyalty; Aristotle explored character and habit; and Confucius emphasised conduct and relationships. Long before psychology became a science, human behaviour was already being closely observed.

FROM OBSERVATION TO MEASUREMENT

The twentieth century brought structured assessment. Alfred Binet advanced intelligence testing, while Hugo Münsterberg applied psychology to work and employee selection. Psychometric assessments gradually became important in education, recruitment and organisational development.

Yet scores, interviews and resumes may not reveal the complete person. Gestalt psychology, pioneered by Max Wertheimer and his colleagues, offered a valuable principle: the whole is more meaningful than its individual parts.

BEYOND ISOLATED SIGNS

GPS7—the Gestalt Psycho-Graphology System—applies this whole-pattern approach to expressive behaviour. Rather than interpreting a single handwriting feature, it examines the relationships between form, movement, rhythm, pressure, spacing and spatial organisation before developing a behavioural hypothesis.

Through SAMUDRA, these observations are synthesised under seven management indicators: Social Intelligence, Accountability, Mental Clarity, Unbiased Judgement, Drive and Ambition, Resilience and Adaptability.

GPS7 is not intended to replace interviews, psychometric assessments or professional judgement. Its future credibility will depend upon responsible application, documented case experience and continued independent validation.

Management Quiz

Q1. Home Credit India has acquired which finance company in an all-cash deal worth 967 crore?

Q2. Which Spanish olive oil major is increasing investments behind its Figaro brand in India?

Q3. Swiggy Instamart has partnered with which company to enable quick delivery of LPG cylinders?

Q4. What is the name of HPCL's newly launched 10 kg composite LPG cylinder available on Instamart?

Q5. Open Secret is best known for offering ___________________

Q6. What is the name of Zepto's upcoming premium grocery service?

Q7. Which company is expanding its packaged snacks portfolio with products made from ragi and oats?

Q8. In the automotive industry, what does NEVs stand for?

For answers see page 10

Monday Musings – 27th July 2026

Speaker: **Sherly Jayanandaraj**

Build Yourself. Build Anything. Personal growth is the foundation of everything you build.

Every one of us is building something — a career, a business, a family, a dream, or simply a life that feels meaningful. But in the pursuit of all these goals, we rarely pause to ask a more fundamental question: Who is building the builder?

That question became the heart of Build Yourself. Build Anything. Every creation begins long before it becomes visible. Every invention, every business, every relationship, and every career starts as a thought. Those thoughts are shaped by our experiences, curiosity, opportunities, fears, and the world around us.

Today, we live in a world with unprecedented access to knowledge, people, and possibilities. While this opens doors like never before, it also shapes the way we think, make decisions, and choose what we build.

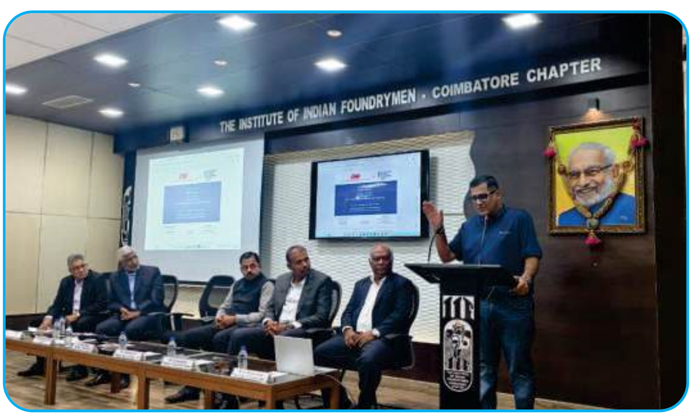
The session invited participants to look beyond their goals and reflect on what is quietly shaping them — their attention, conversations, experiences, habits, and everyday choices. Because before we build anything meaningful in the world, we are constantly building ourselves.

My hope was not to provide answers, but to leave everyone with a question they would continue to reflect on long after the session had ended: Whatever I choose to build, who am I becoming in the process?

Because the strongest foundation behind everything we build is ourselves.

Build Yourself. Build Anything.

Interactive Session with Mr Vikram Mohan, Chairman, Pricol Group



CMA and the Institute of Indian Foundrymen (IIF) jointly organised an interactive session on **17 July 2026,** from **4.30 p.m. to 5.30 p.m.,** at the IIF Hall. The session featured **Mr. Vikram Mohan, Chairman, Pricol Group,** who spoke on **SPEELT** and the profound impact of entrepreneurship on individuals and society. Mr. Vikram Mohan highlighted how entrepreneurship can shape an individual's mindset, confidence and approach to life. He emphasised the importance of creating an environment where young people are encouraged to **learn from their mistakes early rather than fear failure until later in life.** According to him, by allowing young minds to experiment, make mistakes and learn from them, companies can significantly transform their outlook and prepare them to face challenges with greater confidence.

Breaking New Ground : Women in Entrepreneurship

Coimbatore Management Association (CMA) and FLO (FICCI Ladies Organisation) in association with GRG School of Management Studies (GRGSMS), PSGR Krishnammal College for Women organised a panel discussion titled "Breaking New Ground: Women in Entrepreneurship" on 22 July 2026 from 2.30 to 4.30pm on the GRGSMS Campus.

The session was moderated by CA Meena Swaminathan and featured Ms. Dhivya Karthik (Director, Flowtech Poly Products Pvt. Ltd.), Ms. Sangeeta Chetan (CEO, Director & Co-founder, Zaveri Bros Diamonds and Gold Pvt. Ltd.), Ms. Parnika Gupta (Director, Sahuwala Grains Pvt. Ltd. & President, FLO), and Dr. Asha Venkatesh (Managing Director, VG Hospital) as speakers. The programme was attended by the President and Secretary of CMA, faculty members, and students from MBA and BBA depts of PSGRKCW and Avinashilingam University.

CMA Sports Meet 2026

The CMA Sports Meet 2026 was organized on 23 July 2026 at PSGR Krishnammal College for Women with the objective of promoting physical fitness, sportsmanship, teamwork, and professional networking among members of the Coimbatore Management Association and the faculty members of affiliated Institutions. This new initiative witnessed the enthusiastic participation of 25 men and women participants, with a total of 12 categories in four indoor games — Badminton, Table Tennis, Carrom, and Chess.

The programme commenced with an inaugural function. Dr. Vandana Madhavkumar, Associate Professor, Department of MBA, PSGR Krishnammal College for Women, graced the occasion as the Chief Guest for both the inaugural and valedictory functions. In her inaugural address, Dr. Vandana Madhavkumar highlighted the significance of maintaining a healthy lifestyle through regular participation in sports and physical activities. She encouraged the participants to balance their professional commitments with recreational and fitness activities for overall well-being. Mr. K. Seetharam, Chairman, CMA Sports Committee, graced the event as the Guest of Honour. Mr. Seetharam talked about his passion for sports right from a young age, and justified the introduction of sporting activities to promote fitness and networking among professionals and academicians. He motivated the participants to uphold the values of teamwork, discipline, and healthy competition.

The competitions were conducted smoothly with great enthusiasm and active participation. The participants exhibited remarkable

sporting spirit, determination, and camaraderie throughout the meet. The event not only encouraged physical fitness and healthy competition but also strengthened professional relationships and fostered unity among the participants.

The CMA Meet 2026 concluded successfully with active participation, excellent organization, and a vibrant sporting atmosphere. The valedictory function was presided over by Dr. Vandana Madhavkumar, who felicitated the winners and runners-up with prizes and certificates. She congratulated all the participants for their outstanding performances and appreciated their commitment, enthusiasm, and exemplary sporting spirit. Mr. Seetharam also gave away the prizes to some of the winners.

Here, a special mention must be made about the tremendous efforts put in by the organising team, headed by Dr. Jayachitra, Physical Director, PSGRKCW, ably assisted by Mr. Saju, Ms. Ameena, Ms. Tamarai, Ms. Surya, and Ms. Gayathri, and 20 enthusiastic volunteers, who coordinated all the events in a highly professional manner, and for arranging healthy and delicious refreshments and lunch for all participants and officials.

Our gratitude goes out to the CMA Managing Committee for granting permission to hold this event for the first time, and going by the response, it is planned to become an annual event, with more events and wider participation. Special thanks to Dr. Harathi, Principal, Dr. Sadasivam, and Dr. Vandana for accepting to host the events in their magnificent sports arena. We are thankful to everyone who contributed to the grand success of the event.

Results

Badminton:

Men's Singles

- Winner: Mr. Saju (PSGRKCW)
- Runner-up: Dr. G. B. Sabarirajan (GRGSMS)

Women's Singles

- Winner: Ms. Krithika (Avinashilingam Institute)
- Runner-up: Dr. Nandhini P (Avinashilingam Institute)

Women's Doubles

- Winners: Ms. Mary Glory & Ms. Preethi (Avinashilingam Institute)
- Runners-up: Dr. Nandhini P. & Ms. Krithika (Avinashilingam Institute)

Mixed Doubles

- Winners: Dr. G. B. Sabarirajan (GRGSMS) & Ms. Preethi (Avinashilingam Institute)
- Runners-up: Mr. Saju & Ms. Thamarai (PSGRKCW)

Table Tennis:

Men's Singles

- Winner: Mr. K. Seetharam (CMA)
- Runner-up: Dr. Baggam Seshu Sailendra (GRGSMS)

Women's Singles

- Winner: Ms. Mary Glory (Avinashilingam Institute)
- Runner-up: Dr. Nandhini P. (Avinashilingam Institute)

Women's Doubles

- Winners: Dr. Nandhini P. & Ms. Mary Glory (Avinashilingam Institute)
- Runners-up: Ms. Muneerswari & Mrs. R. Amsaveni (Avinashilingam Institute)

Mixed Doubles

- Winners: Mr. K. Seetharam (CMA) & Dr. Nandhini P. (Avinashilingam Institute)
- Runners-up: Mr. Ravi (CMA) & Ms. Preethi (Avinashilingam Institute

Carrom:

Men's Singles

- Winner: Dr. Baggam Seshu Sailendra (GRGSMS)
- Runner-up: Mr. K. Seetharam (CMA)

Women's Doubles

- Winners: Ms. Meena Maheshwari & Ms. Ameena (PSGRKCW)
- Runners-up: Ms. Mary Glory & Ms. Vanithamani (Avinashilingam Institute)

Chess

Women's Singles

- Winner: Dr. Ramya K. (Avinashilingam Institute)
- Runner-up: Mrs. R. Amsaveni (Avinashilingam Institute)

Open Chess

- Winner: Dr. Ramya K. (Avinashilingam Institute)
- Runner-up: Dr. Baggam Seshu Sailendra (GRGSMS)

K. Seetharam,
Chairman,
CMA Sports Committee

"Navigating the New Labour Code – Takeaways for MSMEs"

The Indian Institute of Foundrymen (IIF), in association with the Coimbatore Management Association (CMA), jointly organised a programme on "Navigating the New Labour Code – Takeaways for MSMEs" on Wednesday, 29 July 2026, at 4:30 p.m. The session was held at the CRS Seminar Hall, IIF Office, Coimbatore.

The programme featured Mr Ponmalar Vidhyasagar, M.Sc., MBA, M.Phil. (HRM), Diploma in Labour Law, PGDPM & IR, as the Guest Speaker. The session provided insights into the key provisions and implications of the new labour codes, with particular emphasis on their relevance and practical takeaways for Micro, Small and Medium Enterprises (MSMEs)

MANUFACTURING & AI - A SYNERGY

AI – Not Artificial, rather, Alternative Intelligence, matters the most now than ever, especially in the Manufacturing Value Chain. Necessity drives the adoption, as India embarks on its journey to ensure Manufacturing Contributes to atleast 25% of GDP, which shall make India more relevant in the Global Economy. Demographic Dividend, both Domestic and Global, determines the choices and preferences of emerging Society, and therefore, Technology Adoption.

In a Populous Country like India, the important benefits of the **Value Chain** are quintessential to gain **Social Equilibrium and Market Buoyancy.** India shadowed so far by the exuberant neighbour has to leverage all possible means to move up from being an Alternative to a Preferred Choice to Chinese counterparts.

Evolution of Manufacturing

From post war **Industrial Era** through **Consumer & Information Era,** the current era can be termed as **Intelligence Era.** GDP has grown to present levels, despite getting skewed towards Services, only because of the Growth in Manufacturing Value Chain, ably supported by Domestic Consumption - A stark difference to that of Export Oriented China, which also gives India a cushion from external turbulencs.

Automation

Transition though gradual, I sincerely believe adoption of Changes by Indian Organizations have been appropriate – **balancing the Societal Readiness and Investment Costs** (which is presumably highest amongst Industrialized Nations). Initial Choices of adoption were to improve productivity to match market consumption – focus was on numbers and hence automation was limited to increasing outputs. This is the time society was in need of a choice other than that of agriculture. Education level was moderate, relying on training and skilling. Automating production was the beginning of Artificial Alternative.

Computerization

Near saturation levels in market and availability of choices, brought in a need for Product Differentiation – **by means of Quality and Consistency, reflected by Branding.** Consumers sought to be identified with Brands. Need for containing Human Errors, supported by improvement in Societal Education Levels called for next level of Technology adoption. This is when Computerization happened in Manufacturing, aided by development of stepper motors. Second Level of

Artificial Alternative - technically known to be **Computer Aided Manufacturing (CAM),** online programming and consistent quality with improved productivity. Parallely, **Computer Aided Designing (CAD)** was automating the most people dependent process – Design.

Integration

By and large, though technology remained same, focus on further improving throughput times, resulted in **off-line programing, higher cutting speeds, feed rates and elimination of non-cutting times.** Cabling induced integration techniques **(Computer Integrated Manufacturing)** helped in integrating CAD-CAM, so as to eliminate the Lag Time and interpretation errors by direct on-line transfer of Data from Design to Manufacturing. Next level of Alternative Intelligence, focused on improving Quality and Throughput times, consistently. Manufacturing evolved into boundary-less.

Globalization

Universalization of Products called for Process Management requiring Quality Management Systems. Focus shifted from **Output Quality to Process Quality.** Beginnings were laborious documentation consuming precious human efforts, and most of the times creating a Parallel Organization. Audits were mostly fault finding rather than value adding, to begin with. Documentation accuracy mattered more than shop floor necessities. Over the years, as organizations matured, QMS became a powerful Process Management Tool, benefits compounded by **Six Sigma & TQM (Total Quality Management)/ TPM (Total Preventive Maintenance) practices.** And got integrated with CAM & MIS, seamlessly.

MIS

CIM facilitated automated Data Capturing. Parallel development of Information Technology helped in Automated Data Management (Management Information Systems) were the next level of Alternative Intelligence. Subsequent developments through **BPR (Business Process Re-engineering)** induced further improvements in Human Productivity by eliminating **NVAs (Non-Value Adding Activities).** In the process, **Speed and Accuracy** too improved, apart from eliminating the need for Physical Data Storage, saving costly storage space -next level of Alternative Intelligence.

FMEAs

VA (Value Analysis) – VE (Value Engineering) supported by developments in **CAE (Computer Aided Engineering)** facilitated **Product Design & Performance Optimization** through **Failure Mode Effect Analysis (FMEAs)** – both Products & Processes. Concept of **Value For Money** became a powerful differentiating tool. This was the next level of Alternative Intelligence.

IOT & Sensors

Sensors, all kinds, were beginning to be deployed liberally for Real Time Data Management, completely limiting Human involvement, thereby further improving Human Productivity, Quality and Consistency. Next level of Alternative Intelligence. Tangible benefits apart, IOT and Sensors also enhanced Management of Safety and Wastes, which became an integral part of **EMS (Environment Management Systems), OHSAS (Health & Safety Management Systems) & EnMS (Energy Management Systems).**

Extended Organizations

ICT (Information & Communication Technology) further supported Collaborative Commerce and Concurrent Engineering, making **QFD (Quality Function Deployment)** in which all stake holders are part of (Customers, Employees, Suppliers & Regulators) much easier. This helped to further cut down on Product Development and Commercialization times (nearly 75% improvement).

Next stage of integration through **CRM (Customer Relationship Management)** helped eliminate time lapses and improve speed & accuracy in Commercial Processes (Materials and Financial Management, including Banking and Regulatory Processes). Next level of Alternative Intelligence.

Summary

I believe, any discussion on AI has been and will be focused on using and adopting appropriate technologies enabling Human Performance, by all means (Quality, Productivity, Consistency and Safety) cutting down unwanted time and processes through automation. It is therefore AI – Artificial Intelligence as an Alternative Intelligence in Manufacturing that was and will always be in parallel development alongside technological improvements. Adaptation and Adoption, then, now and hereafter, will be dependent on Organizational & Market

Readiness – driven by **ROI (Return on Investment) and Pay Back Periods.**

However, moving forward, Demography induced challenges will hasten AI adoption as a replacement for Human Resources in mundane, repeated, hard labour processes. This is irrespective of Industrial Segments. **Its more a watch and wait than wait and watch!**

AI in Manufacturing is not new – it has been and will always be there, not as a substitute for Humans but as a necessary intervention to Leverage Human Performance.

Jai Hind!

Nithin.

Dr Nithyanandan Devaraaj
Managing Partner – SAA Enterprises
Qualified Independent Director/ Board Member,
Due Diligence & Capability Assessor
Former MD of German & Japanese MNCs

Quiz Answers

1. Varthana Finance
2. Deoleo
3. HPCL
4. HP Navya
5. Guilt-free snacks and cookies
6. Select
7. iD Fresh Food
8. New Energy Vehicles