



Indian Institute of
Corporate Affairs
Partners in Knowledge, Governance, Transformation



Corporate Odyssey

Newsletter

कॉर्पोरेट ओडीसी - मासिक पाठिका

December 2025

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(Centre of Excellence in Alternative Dispute Resolution)

MOU Signing Programme

IICA Signs MOU with Indian Railways Institute of Financial Management (IRIFM)

The Indian Institute of Corporate Affairs (IICA) signed a Memorandum of Understanding (MoU) with the Indian Railways Institute of Financial Management (IRIFM), Secunderabad, on 22 December 2025 at the IICA Campus, Manesar. IRIFM is an autonomous institution under the Ministry of Railways, Government of India, and a key constituent of the network of Centralised Training Institutes (CTIs) of Indian Railways. **Shri Gyaneshwar Kumar Singh**, Director General & CEO, IICA, welcomed and felicitated **Shri S. Santhi Raju**, Additional Director General, IRIFM.

engagement and long-term cooperation. Shri S. Santhi Raju expressed IRIFM's keen interest in working closely with IICA to leverage mutual institutional strengths for developing structured training programmes, joint initiatives, and policy-oriented research. He noted that the MoU aligns with the broader objective of enhancing professional excellence, promoting best practices, and fostering innovation in railway sector training and institutional development. The MoU will be operationalised initially through a customised long-term arbitration training programme for officers of Indian Railways



The MoU was formally signed, in the august presence of the Director General & CEO, by **Shri Col. Amandeep Singh Puri**, Chief Administrative Officer, IICA, and **Shri S. Santhi Raju**, on behalf of their respective institutions. In his address, Shri Gyaneshwar Kumar Singh emphasised the importance of institutional collaboration between IICA and IRIFM in advancing the vision of Viksit Bharat @2047 through knowledge dissemination and capacity building. He highlighted that the partnership would focus on designing customised short-term and long-term programmes, workshops, seminars, and skill development initiatives for officers of Indian Railways and executives of Railway PSUs, fostering sustained

and executives of Railway PSUs. Both institutions will also collaborate on additional capacity-building programmes as mutually agreed. The MoU signing ceremony was attended by **Shri Neeraj Anand** (IRPS), Professor (Relations Management), IRIFM; **Col. (Dr.) Gulshan Khajuria**, Chief Finance Officer, IICA; **Prof. (Dr.) Naveen Sirohi**, Head, School of Finance & Management, IICA; **Shri Sudhaker Shukla**, Centre for Insolvency and Bankruptcy, IICA; **Dr. Garima Dadhich**, School of Business Environment, IICA; **Dr. Niraj Gupta**, Head, School of Corporate Governance & Public Policy, IICA; and **Dr. Pyla Narayana Rao**, Head, School of Corporate Law, IICA.

Centre for MSME

Capacity & Building Training Programme

IICA Organises Three-Day Capacity Building Programme on GeM and Strategic Procurement in Goa

In line with India's vision of becoming a developed nation by 2047, the Indian Institute of Corporate Affairs (IICA), through its Centre for MSME, successfully organised a three-day capacity building programme titled "Navigating Procurement via Government e-Marketplace (GeM) and Strategic Contracts in Procurement - Negotiation, Enforcement & Risk Mitigation" from 22 to 24 December 2025 at Hotel Grande Delmon, Goa. The programme aimed to strengthen institutional capabilities in public procurement, with a special focus on enhancing efficiency, transparency, inclusivity, and compliance in line with the Government of India's digital governance and public financial management reforms. Through practical discussions, case studies, and experience sharing, participants gained valuable insights into managing contemporary procurement challenges and adopting best practices within their respective organisations. The programme witnessed participation from nearly 25 officers and professionals representing Public Sector

(India) Ltd., SAIL, and the Department of Science and Technology, among others. Each day featured interactive sessions, encouraging dialogue, questioning, and peer learning. The structured presentations and curated study materials served as practical references for participants to strengthen procurement processes and tools in their organisations. The programme commenced with opening remarks by Shri Rajesh Batra, Head - Centre for MSME, IICA, who highlighted the transformative role of GeM as a digital public procurement platform, emphasising its contribution to transparency, accountability, and standardisation in government procurement. The sessions were delivered by experienced subject matter experts, including **Shri Kush Tyagi**, Subject Matter Expert - Government e-Marketplace (GeM) **Shri Rajesh Batra**, Head - Centre for MSME, IICA - Strategic Contracts in Procurement. The programme concluded on 24 December 2025 with a valedictory address and vote of thanks by **Shri Rajesh Batra**. Participants highly appreciat-



Undertakings, Government Departments, and Corporates, including organisations such as Reserve Bank of India, Indian Oil Corporation Ltd., Bharat Electronics Ltd., NHPC Ltd., Power Finance Corporation Ltd., NBCC

ed the programme's relevance, practical orientation, expert facilitation, and interactive design, noting its usefulness in strengthening procurement competencies and decision-making in their organisations.

Centre for MSME

Capacity & Building Training Programme IICA-ESIC conduct Three-Day Capacity Building Programme on Gem and GFR at Manesar



The Indian Institute of Corporate Affairs (IICA), through its Centre for MSME, organised a three-day Capacity Building Programme on "Government e-Marketplace (GeM) and General Financial Rules (GFR)" for officials of the Employees' State Insurance Corporation (ESIC) from 16 to 18 December 2025 at the IICA Campus, IMT Manesar, Gurugram, in alignment with India's vision of becoming a developed nation by 2047. The programme focused on strengthening public procurement competencies by providing a comprehensive understanding of the GeM platform, its operational framework, and the regulatory environment governing government procurement. Participants were trained on GeM operations from both buyer and seller perspectives, including registration, exploration of product categories, floating tenders, customised bid preparation, tender evaluation, award of contracts, and utilisation of advanced platform features. The sessions were highly interactive, marked by in-depth knowledge sharing, vibrant discussions, and practical problem-solving. The structured presentations and curated study materials served as practical reference resources, enabling participants to design and implement efficient, transpar-

ent, and compliant procurement processes within their organisations. The programme commenced on 16 December 2025 with Opening Remarks by **Shri Rajesh Batra**, Head - Centre for MSME, IICA. This was followed by a Keynote Address by **Shri Gyaneshwar Kumar Singh**, Director General & CEO, IICA, who highlighted the transformational role of GeM in enhancing transparency and accountability in public procurement. He emphasised GeM's contribution through real-time price discovery, end-to-end digital audit trails, and reduced human interface, while also underscoring its impact in empowering MSMEs, startups, and local suppliers, in alignment with national priorities such as Make in India and Vocal for Local. The programme was delivered by a team of experienced subject matter experts, including **Shri D.P. Sen, Shri Aman Sharma, Shri Rishiraj Singh, and Shri Rajesh Batra**. It concluded on 18 December 2025 with a Valedictory Address by Shri Rajesh Batra, followed by the distribution of participation certificates. Participants expressed strong appreciation for the relevance of the content, expertise of the resource persons, and the practical orientation of the training sessions.

Centre for MSME

IICA-ESIC conduct Three-Day Capacity Building Programme on GeM and GFR at Manesar



In support of India's vision of becoming a developed nation by 2047, the Indian Institute of Corporate Affairs (IICA), through its Centre for MSME, organised a three-day Capacity Building Programme on "Government e-Marketplace (GeM) and General Financial Rules (GFR)" for officials of the Employees' State Insurance Corporation (ESIC) from 08 to 10 December 2025 at the IICA Campus, IMT Manesar, Gurugram. The programme was designed to enhance institutional capacity in public procurement by strengthening participants' understanding of digital procurement systems, financial compliance, and regulatory frameworks, thereby promoting efficiency, transparency, inclusivity, and fiscal discipline in government procurement processes. The training covered comprehensive operational aspects of the GeM portal from both buyer and seller perspectives, including registration, exploration of product categories, floating tenders, customised bid preparation, tender evaluation, and award of contracts. Participants were also introduced to advanced GeM features, public procurement regulations, and the General Financial Rules (GFR) framework to ensure compliance and audit preparedness. The programme witnessed active and engaged participation from ESIC officials, with interactive sessions, spirited discussions, and practical problem-solving exercises. Structured presentations and curated study materials served as valuable reference resources, enabling participants to design and implement effective

procurement processes within their respective organisations. The programme commenced on 08 December 2025 with Opening Remarks by **Shri Rajesh Batra**, Head - Centre for MSME, IICA. This was followed by a Keynote Address by **Shri Gyaneshwar Kumar Singh**, Director General & CEO, IICA, who highlighted the transformative role of GeM as a Digital Public Infrastructure, marking a shift from compliance-driven procedures to outcome-oriented governance. He also elaborated on IICA's role as a premier institution under the Ministry of Corporate Affairs, contributing to governance, policy advisory, capacity building, and stakeholder engagement. A Special Address by Dr. Sunita Chaudhary, Director, National Training Academy (ESIC) emphasised the importance of integrating digital procurement platforms with financial rules, noting that the IICA-ESIC collaboration would strengthen administrative efficiency, reduce procedural delays, and mitigate vigilance and financial risks across ESIC operations. The programme was delivered by a mix of in-house and external subject matter experts, including **Shri Bhaskar Narang**, **Shri Aman Sharma**, **Shri Rishiraj Singh** and **Shri Rajesh Batra**, Head - Centre for MSME, IICA. The programme concluded on 10 December 2025 with a Valedictory Address by **Shri Rajesh Batra**, followed by distribution of participation certificates by the Director General & CEO, IICA. Participants expressed strong appreciation for the content relevance, expert facilitation, and practical orientation of the programme.

School of Sustainable Business Environment

Stakeholder Engagement & Policy Dialogue

Stakeholder Consultation on Responsible Business Conduct in the Automotive Sector

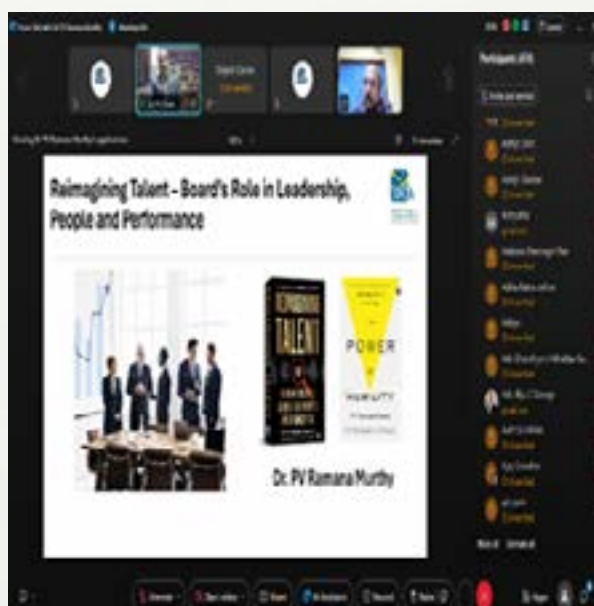
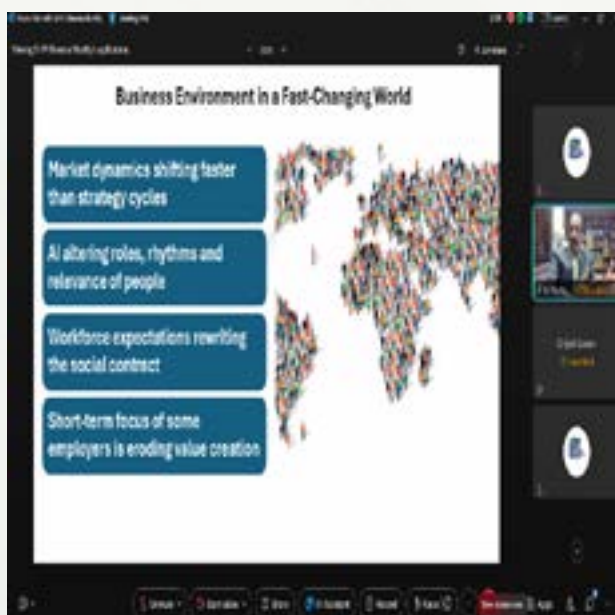


To strengthen dialogue on Responsible Business Conduct (RBC) within India's automotive ecosystem, the School of Business Environment, IICA, in collaboration with the Safe in India Foundation (SIIF), organised a Stakeholder Consultation on Responsible Business Conduct in the Automotive Sector on 11 December 2025 at Chakan, Pune. The consultation brought together over 50 participants from automotive manufacturers, suppliers, inspection agencies, civil society organisations, and government institutions. The consultation opened with a Special Address by **Dr. Garima Dadhich**, who highlighted IICA's role in advancing responsible business practices through capacity building, research, and policy advisory, with particular emphasis on sector-specific implementation of the Business Responsibility and Sustainability Reporting (BRSR) framework. This was followed by remarks from **Dr. Swapnil Deshmukh**, Deputy Director, Industrial Safety and

Health, Government of Maharashtra, and **Mr. Sandeep Sachdeva**, Co-founder & CEO, Safe in India Foundation. **Ms. Shivangi Vashishta**, Senior Research Associate, SBE-IICA, presented on the Adaptation of the National Guidelines on Responsible Business Conduct (NGRBC) for the Automotive Sector, outlining their evolution, principles, and alignment with BRSR. Ms. Sheetal Agrawal, Research Associate, SBE-IICA, shared findings from a study analysing BRSR disclosures of the top 80 listed automotive companies, highlighting reporting gaps, key trends, and the way forward. The consultation witnessed participation from leading automotive companies, including Mahindra & Mahindra, JBM Auto, Bajaj Auto, Uno Minda, Imperial Auto, IAC International Automotive Components, Tata Motors Passenger Vehicles, and representatives from RSJ Inspection, facilitating meaningful sectoral exchange on strengthening RBC practices.

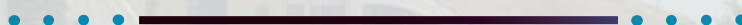
Centre for Independent Director (CID), IICA

Power Talk With Dr. P.V. Ramana Murthy



The Centre for Independent Directors (CID), IICA hosted a virtual Power Talk with **Dr. P. V. Ramana Murthy** on 18 December 2025 for the members of the Independent Directors (ID) Databank. Dr. Ramana Murthy is a seasoned professional with nearly four decades of leadership experience across India, Europe, and the United States. A lawyer by training and a renowned thought leader in human capital and organisational transformation, he has served as CHRO and senior leader in Fortune 500 companies, Independent Di-

rector on corporate boards, and a trusted advisor to CEOs and leadership teams. The session focused on key insights from his books on leadership and talent development, offering practical perspectives on building high-performance organisations and future-ready leadership. The event witnessed enthusiastic participation from around 600 ID Databank members and was moderated by **Dr. Niraj Gupta**, Nodal Officer, ID Databank. The programme was successfully coordinated by the ID Databank team.



Centre for Post Graduate in Insolvency and Bankruptcy

Academics

PGIP HIGHLIGHTS

The Post Graduate Insolvency Programme (PGIP) witnessed an intensive phase of academic and practical engagement during December 2025, combining doctrinal legal instruction with advanced finance, structured finance, and hands-on insolvency practice. The month's programme deepened participants' understanding of corporate and insolvency law, financial viability assessment, resolution planning, avoidance transactions, and professional conduct under the Insolvency and Bankruptcy Code, 2016 (IBC).



Key Academic and Professional Engagements

Corporate Law I & II 22 November – 2 December 2025

Dr. **Pyla Narayana Rao**, Associate Professor, delivered comprehensive sessions on corporate law with a focus on its interface with insolvency proceedings. The module covered corporate governance, shareholder and creditor rights, management responsibili-

ties, oppression and mismanagement, and statutory compliances under the Companies Act, 2013, with special emphasis on legal issues critical to the Corporate Insolvency Resolution Process (CIRP).

Audit & Finance 3rd December 2025

Mr. **Ashok Haldia**, Former Secretary, ICAI and former CEO & MD of PTC India Financial Services Ltd., provided insights into assessing financial health and viability of distressed companies. The session addressed financial statement analysis, early warning

signals, evaluation of resolution plans, and the role of audit discipline in value preservation and successful resolution outcomes.



Structured Finance

4-5 December 2025



Sessions on structured finance were conducted by **Mr. Rahil Sogani** and **Mr. Nitin Jain** (EY), followed by an online session by **Mr. Nilang Desai**, Senior Partner, AZB & Partners. Participants were introduced to

securitisation, credit enhancement, risk allocation, documentation, regulatory considerations, and enforcement challenges, with clear linkages to insolvency resolution, asset monetisation, and restructuring strategies under the IBC framework.



M**r. Ravindra Beleyur**, Whole-time Director, Beleyur Resolutions Pvt. Ltd., conducted highly practical sessions on asset custody and control, handling non-cooperation, and identification of avoidance transac-

tions. Through case studies and judicial precedents, participants examined preferential, undervalued, extortionate, and fraudulent transactions, enhancing their practical problem-solving capabilities.

Corporate Finance 10th-20th December 2025



Mr. **Sunder Ram Korivi**, Adjunct Faculty, IICA, delivered an extensive module covering cost accounting, break-even analysis, working capital management, cash flow analysis, financial restructuring, ratio

analysis, and introduction to derivatives. The sessions effectively linked financial theory with insolvency practice, enabling participants to assess business sustainability during CIRP and liquidation.

Finance Modelling 8-9th December 2025

Mr. Vikas Gangwal, former Vice President, EY, conducted in-depth sessions on financial modelling, focusing on valuation, cost of capital, leverage, capital structure, and feasibility assessment of resolution plans. The module

strengthened participants' quantitative and analytical skills essential for advising Committees of Creditors.

Industrial Visit 22 December 2025

PGIP participants undertook an industrial visit to interact with **Mr. Anil Kohli**, Partner, ARCK Resolution Professionals LLP. The visit provided first-hand exposure to insolvency

professional entity operations, case management, stakeholder coordination, and on-ground challenges during CIRP and liquidation, effectively bridging classroom learning with real-world practice.

Weekend Wisdom- Meet the Legend

6th December 2025



Under the Weekend Wisdom series, **Ms. Pooja Mahajan**, Managing Partner, Chandhiok & Mahajan, engaged with participants on the evolution of insolvency law in India.

She discussed international best practices, creditor-in-control models, and the development of IBC jurisprudence, highlighting the ethical and professional responsibilities of insolvency professionals.

Faculty Engagement & Representation

Dr. Garima Dadhich represented IICA at the 7th CII Pharma & Life Sciences Summit 2025



Dr. Garima Dadhich, Associate Professor and Head - School of Business Environment (SBE), IICA, represented the Institute at the 7th CII Pharma & Life Sciences Summit 2025, held in New Delhi. She participated as a Special Speaker in the Plenary Session on "Strategic Convergence of Growth, Profit, and Sustainability", alongside senior leaders from the pharmaceutical and life sciences sector. In her address, Dr. Dadhich emphasised that sustainability must be embedded as a core business strategy rather

than treated as a compliance obligation. She highlighted the importance of aligning profitability with environmental stewardship, social responsibility, and robust governance practices. She further underlined the role of transparent ESG reporting, responsible innovation, and thoughtful regulation in enhancing the global competitiveness of Indian pharmaceutical companies, improving public health outcomes, and positioning India as a trusted and sustainable life sciences hub.

Dr. Garima Dadhich addressed Mahindra Automotive & Farm Sector CSR Conclave



Dr. Garima Dadhich represented IICA at the Mahindra & Mahindra Automotive and Farm Sector (AFS) CSR Conclave 2025-26, held on 15 December 2025 in Mumbai. The Conclave brought together CSR and sustainability leaders from across Mahindra & Mahindra's AFS businesses. During her address, she highlighted the evolution of CSR from philanthropy to a strategic, evidence-based instru-

ment for national development. She emphasised the need for systemic, multi-year, impact-driven CSR programmes aligned with national priorities such as health equity, quality education and skilling, climate resilience, and digital inclusion, in furtherance of the vision of Viksit Bharat @2047. She also outlined IICA's role in strengthening CSR effectiveness through capacity building and SDG-aligned CSR and ESG frameworks

Dr. Garima Dadhich addressed AMCHAM India's CSR Committee



Dr. Garima Dadhich represented IICA at the HCL Foundation E-HAAT event, where she highlighted CSR under Section 135 and Schedule VII of the Companies Act, 2013 as a strategic lever for transforming India's cultural heritage into sustainable and dignified livelihoods. Drawing from insights of NCCSR 2025, she emphasised CSR support for artisan producer groups, particularly women-led collectives, through interventions such as design innovation, story-

telling and branding, digital market access, and alignment with initiatives like One District One Product (ODOP) and tribal development programmes. She outlined an ecosystem-based approach where government, corporates, NGOs, and institutions such as IICA collaboratively strengthen heritage-based livelihood models through multi-year, district-level craft cluster interventions.

Dr Lata Suresh at PULSE 2025: Advancing Academia Industry Collaboration in Cybersecurity



Dr. Lata Suresh participated as a speaker and discussant at #PULSE2025 - From Classrooms to Cyber Excellence on December 5, 2025, a high-level forum organised by the Data Security Council of India (DSCI/DISC). The session brought together distinguished leaders and domain experts to deliberate on strengthening academia-industry collaboration for building India's future-ready cybersecurity ecosystem. Dr. Suresh shared the panel with Prof. Anil Sahasrabudhe, Chairman, NAAC, and Dr. Sandeep Shukla, Director, IIISD, Hyderabad, with the session being exceptionally moderated by Dr. Shukla, whose insights and facilitation enriched the discussions. The deliberations underscored the urgent need for systemic convergence between education, policy, and industry to address the rapidly evolving cyber threat landscape. The session highlighted that India's cybersecurity future depends on creating a robust pipeline that connects classrooms with real-world capability. It emphasized that academic institutions can no longer function in

isolation; curricula must continuously evolve in alignment with industry requirements, emerging technologies, and global cyber standards to ensure that graduates are both job-ready and innovation-ready. During the fireside chat, Prof. Anil Sahasrabudhe, Dr. Sandeep Shukla, and Dr. Lata Suresh collectively emphasized that meaningful convergence among policymakers, academia, and industry is essential to nurture a workforce equipped with hands-on expertise, strong research foundations, and global exposure. The panel noted that collaborative programmes, experiential learning models, and international partnerships will be decisive in shaping whether India emerges merely as a consumer of cybersecurity solutions or as a global creator and leader in cybersecurity innovation. The session proved to be a rich learning experience, marked by thoughtful dialogue, shared vision, and actionable insights, reinforcing the importance of sustained collaboration to build a resilient and future-ready cybersecurity ecosystem for India.

Faculty Publication

1. Suresh, L. (2025). A study of library talent management: Strategies for attraction and retention. In B. Raoutaray et al. (Eds.), *Marching beyond libraries: Talent, technology and transformation* (Vol. 1, pp. 3-16). Overseas Press India Pvt. Ltd.
2. Suresh, L., et al. (2025). Talent management practices as strategic drivers of retention and attraction: Evidence from the healthcare sector. In B. Raoutaray et al. (Eds.), *Marching beyond libraries: Talent, technology and transformation* (Vol. 1, pp. 31-42). Overseas Press India Pvt. Ltd.
3. Suresh, L., et al. (2025). Generation Z in global and Indian contexts: A bibliometric and thematic review. In B. Raoutaray et al. (Eds.), *Marching beyond libraries: Talent, technology and transformation* (Vol. 2, pp. 1101-1111). Overseas Press India Pvt. Ltd.
4. Suresh, L. (2025). Information equity: Ethical, legal, and policy dimensions of artificial intelligence (AI) in libraries. In M. K. Verma et al. (Eds.), *Transforming libraries with artificial intelligence: Global goals, ethics, and capacity building* (pp. 247-264). Shree Publishers & Distributors.



Campus Safety Initiative

FIRE MOCK DRILL

A fire mock drill was organized at IICA on 31st December to enhance awareness about fire-fighting techniques and prompt response during emergency situations. The drill included live demonstrations on the

use of fire-fighting equipment, along with sensitization on life-saving and rescue procedures in the event of a fire. Officers and staff from IICA, CRC, ICLS, C-PACE, and CPC actively participated in the exercise, reinforcing a culture of safety and preparedness.







School of Business Environment

1. Workshops on Strategic Climate Risk Management & Sustainable Finance
 - Date: 9 January 2026
 - Venue: GIFT City, Gujarat
2. ESG Professional: Impact Leader Programme
 - Last date for registration: 20 January 2026
 - Details & Registration: <https://iica.nic.in/esgcsr/>
3. BRSR Core - Regional Advocacy Workshop
 - Date: 21 January 2026
 - Venue: Lucknow
 - Register: <https://iica.nic.in/sobeRegistration/>

School of Finance & Management

1. Financial Intelligence for Directors (FID) - Batch
 - Date: 7-9 January 2026
 - Venue: GOA

Centre for MSME

1. DoE-endorsed Five-Day Familiarization Capacity Building Programmes on "Public Procurement (Policy and Procedures)"
 - Date: 19-23 January, 2026
 - Venue: Goa
2. DoE-endorsed Five-Day Familiarization Capacity Building Programmes on "Public Procurement (Policy and Procedures)"
 - Date: 02-06 February, 2026
 - Venue: IICA, IMT Manesar, Distt. Gurugram
3. Three Day Capacity Building Program: "Navigating Procurement via Government e Marketplace (GeM), Strategic Contracts (including EPC) - Dispute Resolution & Risk Mitigation"
 - Date: 23-25 February, 2026
 - Venue: Puri, Odisha
4. DoE-endorsed Five-Day Familiarization Capacity Building Programmes on "Public Procurement (Policy and Procedures)"
 - Date: 16-20 March, 2026
 - Venue: Pune

HAPPY NEW YEAR 2026



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For further queries please contact:-
Head- Institutional Partnership and Corporate Communication
Email : ipcc@iica.in / lata.suresh@gov.in

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INDIAN INSTITUTE OF CORPORATE AFFAIRS
Plot No. P 6,7 & 8 | Sector 5 | IMT Manesar | Gurugram
122052

