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# PRAYAS प्रयस्

## SCMS magazine

"A student driven INITIATIVE" of the  
School of Commerce & Management Studies



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Prof Silky Sharma

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Sub Editor

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**MESSAGE**

The ancient Indian education system, characterized by the Gurukul pattern, possessed remarkable resilience. Knowledge flowed seamlessly from teacher to pupil, residing within the student until a suitable successor was identified. The teacher, serving as the primary stakeholder, held the authority to determine eligibility for knowledge transmission. This tradition persisted until the emergence of ancient Indian Universities or Vishwa Vidyalyayas, boasting extensive libraries and resources, though much was lost due to invasions. The development of such vast resources was made feasible by a collective commitment to learning institutions, which invested in creating, storing, and disseminating knowledge, laying the groundwork for modern knowledge management.

While initiating endeavours is often straightforward, maintaining them over time presents a challenge. However, I am pleased to observe continual enhancements in the journal's quality and content across the past four issues. The broadened coverage, encompassing student-industry engagement and contributions from industry professionals, along with the selection of more relevant articles, serves as a source of encouragement. Encouraging literary contributions, particularly without tangible rewards, poses a daunting task. Yet, the editorial team has consistently risen to the occasion over the past five issues.

The School of Commerce & Management Studies (SCMS) has once again elevated standards, showcasing a diverse literary spectrum and contributions from budding authors. While some young writers reference public domain sources, the primary aim of nurturing reading, research, and professional writing skills is being successfully realized. The magazine's prominence within the School of Commerce and Management Studies speaks volumes about the credibility of its leadership. Commendably, the academic leadership pays meticulous attention to detail, and the continuous improvement in content quality reflects prospective authors' eagerness to contribute.

The current issue spotlights numerous AI-related articles, underscoring the school's commitment to remaining abreast of advancements and maintaining a competitive edge. Furthermore, the inclusion of contributions from professionals alongside student submissions underscores the magazine's relevance and timely nature. I extend my heartfelt congratulations to all involved and express my wishes for sustained success and further growth.

Dr. Amit R Bhatt  
Vice Chancellor

## MESSAGE



Careers are often discussed in a Business School such as ours. Most students have a single-minded purpose: to achieve a 'good' placement and join the great Indian workforce. However, the term career is being tested in the present age of change. Do we have careers or jobs? Does a linear progression in an industry exist anymore? Can we even hope to stay in one industry for a lifetime?

Many people in the present are already part of the giant melting pot that we call the 'gig' economy. You are in one industry today, only to do something very different tomorrow in an entirely different one. The antithesis of a career! The concept of a gig job makes some people uncomfortable, making them seem to have a sense of purpose. This was sacrosanct a few years ago. The focus has shifted to doing meaningful and impactful work. Amidst the ongoing changes, it's crucial for students to embark on a journey of self-discovery. These are not just questions, but tools that empower you to understand your interests, strengths, and aspirations. They are essential if you want to pursue meaningful work and take control of your career paths.

What do I like or enjoy doing?

If people introspect, they can arrive at what gives them enjoyment, and work is not drudgery. It does not mean that a person avoids challenges. Can you wake up and say: "This is what I want to do today" with some excitement. On the contrary, the job can become torturous and stressful for various reasons. But when your work aligns with your interests and strengths, it becomes a source of motivation and engagement.

What am I good at?

Efficacy at work is significant. You need some mastery at what you are doing, which only needs to increase. One cannot get into a job and wonder what's happening around you or that your manager will serenade you through work indefinitely.

Using and improving skills that you're already good at will energize you and provide you with a feeling of recognition and usefulness.

**MESSAGE**

Would this role provide growth and learning that I can use later?

The role and learning opportunities are of utmost importance. Industries are not static, and the skills and competencies required to navigate life are ever-evolving. It's crucial to be in a constant state of learning. If your role does not provide learning opportunities, it's time to explore new horizons, or else the risk of obsolescence looms. There can be nothing more detrimental than that.

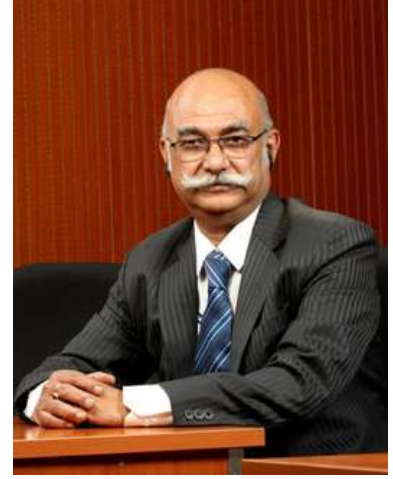
Growth in learning and mastering what you do is significant. However, growth is not limited to positional advancement, a misconception many young professionals hold. It can also be about job enrichment, where you seek and embrace more significant challenges. These challenges need not always be monetary. You can devote time to hobbies or social work, or even develop a side hustle if your organization allows it. I once met a former student who worked as an HR partner with a large MNC. He told me that he saw it as an alternative job. I found it fascinating!

The critical point is that a young person can find something meaningful to do, look back with pride, and say, "I did a good job!"

Best Wishes!

Capt. A. Nagaraj Subbarao, PhD, the Dean of SCMS, is an Ex-Merchant Navy Captain, Professor of Leadership, Strategy, and OB. He is a sought-after social media and blogging buff, a recognized sportsperson, and a keen student of history. He writes and consults extensively over a wide variety of issues.

# EDITOR'S VISION



The management of any performance is carried out after assessing the gaps in 'what is' and 'what should be'. This is the gap which must be filled. Plugging these holes is the function of any learning and development exercise. In learning establishments, particularly institutions of higher learning, the institution's focus rests on making the students aware of how a 'good learning attitude' and 'good learning practices' can bring about a difference in the effectiveness of organisations.

The above statement is made against the backdrop of the fact that this publication, namely, 'PRAYAS' is an outcome of such thinking. Over two and a half years back there was a gap felt. That gap or concern happened because there was a need to address the literary aspect of academic activity in this institution of higher professional learning, i.e. the School of Commerce and Management Studies, (SCMS) Dayanand Sagar University Bengaluru.

This itch gave birth to a small effort, merely a few pages. To begin with, the content was hard to come by, it covered mostly events that had transpired on the campus over the past few months. Encouraged by the response that the team got for their creation, better versions of the journal started shaping up every six months. It is a matter of great exultation for every one of us on the team to see how the student community of SCMS turned a small-time journal into a well-sought-after publication of a very professional nature. It gives me immense pride that we are climbing uphill with great stamina and a demonstration of determination to do better with every passing edition as we roll out the fifth one. This publication is now comparable to the best in class and a pride of every professional desk. So, a potential visitor awaiting her/his turn to meet the Chancellor or the Dean will certainly have a plateful of intellectual starters to consume.

In keeping with our ethos of continuous improvement, we have introduced certain new features between the covers. The cover page itself aligns with the government's policy of according prominence to the State's language and is different from the earlier fore editions.. Readers will find the interview section very interesting. In addition to the regular Faculty & Corporate, we have winners of professional competitions being interviewed by students. We have interviews go back go back go back. We have student entrepreneurs making waves in the business arena, and being interviewed by their junior counterparts. There is a visible excitement in the tone of the content that has been curated by the young authors. Additionally, the design of the publication has undergone a sea change. From a scroll-down PDF format, the publication is now a flip book so the reader can be at ease while navigating the content. We are now on 'Cruise Settings'. Jai Hind.



Prof. Cdr. Himanshu Joshi  
Editor

Assisted by a team comprising of Sub Editors viz. **Professors Shweta Tewari and Silky Sharma** and Student Editors of SCMS, DSU Bengaluru

The editor is an Indian Navy Veteran, an All-Weather Anti Submarine Warfare & Search And Rescue Helicopter Pilot. He is a specialist in Naval Logistics and Administration, and a specialized assessor of Group Behavior. He holds a dual MBA in HR & PM. Additionally, he is a Counselor and Psychotherapist. As an academic, he serves as a Professor of Communication and Learning & Development at SCMS and School of Law, Dayananda Sagar University.

**Dr. Shweta Tiwari** is an Associate Professor at School of Commerce & management studies, Dayananda Sagar University

**Prof. Silky Sharma** is an Assistant Professor at School of Commerce & management studies, Dayananda Sagar University

## DRONE: The Future Delivery Executive

The logistics industry is rapidly evolving with the integration of drone delivery, marking a major change in package transportation and business delivery methods in our fast-paced world. With the capability to offer unprecedented speed and efficiency, delivery beyond the visual line of sight is rapidly becoming an essential component of modern logistics.

The advantage of drone delivery service in modern logistics: The concept of drone delivery has quickly transformed from a speculative idea to a tangible, impactful reality within the logistics sector. Forward-thinking businesses are actively integrating this technology into their operations, recognizing the limitations of traditional delivery methods. Congested roadways, geographical barriers, and the escalating demand for rapid delivery services are some of the challenges drone delivery effectively addresses.

Benefits of a drone delivery system on business operations:

Integrating drone delivery into business operations creates a new era of logistical efficiency. Companies can now promise and deliver same-day, and sometimes, hour-specific delivery services. This level of service significantly enhances customer satisfaction and loyalty.

The environmental benefits of drone technology: In an age where environmental consciousness is paramount, drone operations present a sustainable alternative to traditional delivery methods. Electric drones, being emission-free, are a greener choice compared to traditional delivery vehicles. Drone delivery by trained and certified drone operators simplify inventory management. A parcel delivered by drone is no longer tied up in transit for extended periods, which means businesses can operate with leaner, more responsive inventory systems.



Ajaya IM  
1st Sem MBA

Minuses of drone delivery can include unauthorized surveillance, privacy violations, and interference with other aircraft. Additionally, drones can be used for malicious purposes such as smuggling contraband or conducting unauthorized aerial activities in restricted areas. Moreover, there are concerns about drones being hacked or hijacked, potentially causing damage or posing safety risks to people and property. As such, regulatory authorities and drone operators need to implement strict protocols and security measures to prevent and address these potential misuses.

Privacy is another significant concern. As drones often carry cameras and sensors, there is a risk of unintentional surveillance or data collection from private properties. Ensuring that drones operate with respect for individual privacy rights is imperative.

Drone delivery represents a groundbreaking shift in the logistics industry, promising unprecedented efficiency, speed, and accessibility. As we embrace this innovative technology, it is essential to recognize its potential to revolutionize last-mile delivery, particularly in remote areas or during emergencies. However, as with any technological advancement, there are considerations regarding safety, privacy, and regulatory frameworks that must be addressed. Otherwise, the prospect of drone delivery opens up new possibilities for enhancing the customer experience while reducing carbon emissions and congestion on our roads. As we move forward, collaboration between industry stakeholders, policymakers, and communities will be crucial in harnessing the full potential of drone delivery for a more connected and sustainable future."

Source: Workhorse Aero. The author gratefully acknowledges original contributors for the content. This article has been created after referring to information available in the public domain.



## "Guiding Growth: Unveiling the MBA Journey's Impact"

The journey through a Master of Business Administration program transcends mere academic pursuits. It stands as the quintessential cornerstone for individuals aspiring to ascend the ranks of corporate leadership or venture into entrepreneurship. Offering a comprehensive blend of theoretical knowledge and practical skills, the MBA equips students with a strategic toolkit essential for navigating the complexities of today's global business environment.

Through immersive learning experiences, collaborative projects, and exposure to diverse perspectives, students cultivate a holistic understanding of key business functions. Moreover, this experience extends beyond the classroom, fostering invaluable networks and mentorship opportunities critical for career advancement. It serves as a transformative catalyst, unlocking doors to a world of limitless possibilities and propelling individuals toward their aspirations in the dynamic realm of business for success. Through case studies and real-world projects, students develop a well-rounded skill set, fostering adaptability and versatility crucial for leadership roles.

Integral MBA experience is the cultivation of strategic thinking and decision-making prowess. By dissecting intricate business scenarios, students learn to craft innovative strategies, anticipate market shifts, and adeptly navigate challenges, laying the groundwork for effective leadership in competitive arenas.

A hallmark of MBA education is the opportunity to forge connections with a diverse array of professionals, including peers, alumni, and industry experts. These networks serve as invaluable sources of knowledge exchange, mentorship, and career advancement, enriching the educational journey and extending its impact far beyond graduation. In an increasingly interconnected world, global acumen is indispensable. These programs often integrate international components such as study abroad experiences, fostering cross-cultural competencies and a nuanced understanding of global markets, preparing students to thrive in diverse business environments.



Priyamvada  
Shah Deo  
1st Sem MBA

# 13

Whether propelling advancement within current organizations or venturing into new domains, an MBA catalyses career growth. Employers recognize and value the strategic insight and leadership potential cultivated through this education, translating into enhanced professional opportunities and heightened earning potential. For aspiring entrepreneurs, an MBA offers a structured platform to refine business concepts, develop robust strategies, and hone essential management skills. Entrepreneurship courses, incubators, and access to resources empower students to translate innovative ideas into thriving ventures.

Beyond formal education, the MBA journey instils a commitment to lifelong learning. The analytical prowess, problem-solving abilities, and adaptability honed during the program enable graduates to navigate evolving industries with agility, embracing continuous growth and innovation.

In today's dynamic global economy, obtaining a Master's degree is essential as it fosters leadership development and offers extensive networking opportunities critical for career advancement. Moreover, it provides aspiring entrepreneurs with fuelling entrepreneurial skills and knowledge necessary to succeed in startup ventures. This plug-in remains a valuable asset for professionals seeking to excel in their careers and thrive in a dynamic environment. Essentially, this sequencer transcends its academic designation, embodying a transformative experience that shapes perspectives, cultivates leadership, and empowers individuals to make enduring contributions to the ever-evolving business scenario.



## Built to Endure Crafted to Thrive - What separates Wildcraft from that of its Competitors?

Nowadays you find Wildcraft bags in every store and mall. What makes them different? You would say the texture, design, and aesthetics of the bags attract you. Then begins the wrangling with the store owner and it might or might not end in your favour. Why was it that you wanted the bag? Why not let's say the one by Mysore Tarpaulins even though they are sturdier than Wildcraft or the one by Sky Bags even though the texture looks similar? The uniqueness of every Wildcraft Bag is what make you own one!

How it all began?

It was the late 1990s. There's this decrepit garage, a group of like-minded individuals and passion. That was all it took for Wildcraft to start its spectacular journey. The country had just opened up the economy (Thanks to Rao and Singh) and was gearing itself for a tsunami of change. Gone were the days when trekking and outdoor adventure was something only the elite could talk about and undertake. Wildcraft started with Mr. Dinesh (Dini as he is affectionately called), Mr. Gaurav Dublish, and Mr. Sidharth Sood whose sole aim was to channel their energies and passion into creating something worthwhile. Lo and behold WILDCRAFT was born. The founders reminisce about a time when Mr. Dinesh got accidentally hurt during an excursion. This sparked the launch of the company. The mission of the company is "to engineer products for the savvy traveller with a backpacker's mindset. Products that are versatile, multi-functional, lightweight, weather-resilient products; that enable people's exploration of the outdoors."

How has it fared so far?

Now that it was ascertained that the company would specialise in outdoor adventure equipment it started off with a Dome Tent. Then came a whole range of outdoor gear and clothing. Expansion took place rapidly and soon Wildcraft established a headquarters at Bengaluru, Karnataka, India. A great push into their operations came in 2013 when Sequoia invested \$12 million. The very next year Wildcraft launched a variety of travelwear & footwear. Revenues of Wildcraft touched a new pinnacle in 2017 when it clocked ₹400 crore. Since 2020 Wildcraft has also supplied a 90 - Litre Technical Rucksack for the Indian Army. Wildcraft has clocked year-on-year growth due to a diversified product range. During COVID-19, Wildcraft started manufacturing masks and PPE kits allowing it to grow amidst pandemic uncertainties. 2020 saw a very substantial increase in the workforce of Wildcraft from 3700 to over 30000 workers



Ayush Immanuel  
1st Sem MBA

Wildcraft became one of the world's largest clothing and lifestyle brand in 2020 showcasing its resilience and strength. Wildcraft also has a presence in many countries today. From being an unknown brand with no market share (competing with global brands) Wildcraft has come a long way. We've seen global brands such as American Tourister and Decathlon losing out on market shares to Wildcraft. How did Wildcraft make it? The answer lies in Wildcraft's innovation and customer-centric approach to business.

What makes Wildcraft unique?

Wildcraft has taken innovation to another level. The amount of colour and detail that goes into making a Wildcraft product is amazing. Innovative design experimentation, quality material, and product marketing are some factors that makes Wildcraft stand out among its competitors. The positioning of Wildcraft among its competitive peers has helped it in the long run. Some Wildcraft products even have a 5-year warranty. One aspect of the product strategy of Wildcraft is worth mentioning. Wildcraft has a product for everyone. You might be a kid in your early schooling years: you have a great assortment of designs and products to choose from. You might be a teen in your late school years: get ready to show off your aesthetic bags. You name any segment, Wildcraft has a product catering to that segment. The durability of the bags is of special focus which adds value to the customer and this factor is singularly one of the most important factors which adds uniqueness to Wildcraft from that of its competitors. The price range is competitive which again is an added advantage to customers. Looking at all these factors it is with conviction that I can say that Wildcraft should be the go-to location for all travel, bags, and assorted needs.

Wildcraft is an example of how a start-up with humble beginnings can grow successful and create value. It's a textbook example of how being customer-centricity can go a long way in brand building.



## Accounting is a necessity, Audit is a luxury

In the business world, the roles of Accounting and Auditing are often different. Accounting is necessary in tracking and recording financial transactions of the business organizations. In other words, accounting can be treated as the art of recording, interpreting, and summarizing the books of accounts of the company. On the other hand, auditing is often viewed as an essential business component. It refers to verifying the financial statements and all the books of accounts of the business organizations. An audit plays a vital role as it detects fraud and error in the books of accounts. Therefore, accounting and auditing play pivotal roles, each serving different purposes.

The necessity of accounting:

Accounting serves as the backbone of financial management and plays a vital role in every business whether it may be a Sole proprietorship, Joint Stock Company, or Partnership. Accounting involves recording, classifying, and summarizing financial data of the business which tracks the financial health. The company uses accounting for recording the day-to-day transactions such as procurement of raw materials, sales, payment of salaries, purchase of fixed assets, loans, etc. Thus, documentation serves as evidence of business operations which is further used for regulatory compliance, audits, and financial analysis. Accurate records are essential for budgeting and future planning which sets realistic financial goals and allocates resources effectively which in turn develops the company's growth. Whether it is a small business or a large business unit, accounting is necessary. Moreover, the traditional system of accounting has been replaced by different software systems such as Tally ERP, and SAP, which makes recording transactions in books of accounts much easier and faster. Therefore, small businesses cannot afford these types of software systems because of the cost and complexity.

Without accurate accounting, a company would lack the framework needed for effective financial management. Moreover, schedule III of the Companies Act, 2013 provides brief information about the presentation of financial statements, it also provides guidelines for companies to ensure consistency, comparability, and transparency. With accurate information, auditors can easily go through the transactions in the books of accounts, at the time of auditing. Therefore, accounting is used to know about performance evaluation, creditworthiness, investor relations, resource allocation, risk management, tax compliance, etc. which helps in decision-making. Therefore, the financial records show the position of the business.



Bhavana P  
1st Sem MBA

### The Luxury of auditing:

On the other hand, auditing is an essential component of every business. Auditing involves an independent examination of financial books of accounts to ensure accuracy and compliance with various standards. It assures stakeholders, that it is often perceived as a luxury due to its additional costs and resources involved. There are various types of audits such as cash audits, final audits, balance sheet audits, interim audits, etc. Not all businesses may choose to undergo regular audits, especially smaller enterprises with limited financial resources. Even though auditing is a luxury, it brings significant benefits to businesses. It also helps to identify and mitigate potential risks. Auditing also plays an important role in detecting fraudulent activities and improves financial transparency. Some businessmen think audits are costly. The cost of expenses or the remuneration paid to auditors as professional fees is high as they are treated as professionals. By auditing, the firm cannot detect all the frauds and errors, but they can minimize the risks to some extent. Therefore, some firms treat auditing as a waste of time. Without auditing, a financial statement prepared by the accountants is not considered valid. Audited accounting statements are accepted by financial institutions, tax authorities, and other institutions.

Here, we can conclude that Accounting is a necessity for any business. On the other hand, auditing is viewed luxury due to additional costs in the case of small businesses. However, both play a vital role in the financial viewpoint where accounting provides a foundation, auditing adds a layer to it. So, we can say that accounting and auditing go hand in hand. And it also fosters transparency and trust. Without these, businesses cannot be stable and sustain consistent forward advance.



## Blockchain Technology

Blockchain technology, often referred to as distributed ledger technology (DLT), is designed to ensure the integrity and transparency of digital asset histories through decentralized networks and cryptographic hashing. Its core function is to record information in a manner that makes altering, hacking, or manipulating the system difficult or impossible. This is achieved by utilizing a distributed ledger that duplicates and distributes transactions across a network of computers. Each transaction is authenticated by the digital signature of its owner, ensuring its security and integrity against tampering.

The fundamental elements of blockchain technology are as follows:

1. **Distributed Ledger Technology:** This grants all network participants access to an immutable record of transactions, eliminating the duplication of effort seen in traditional business networks.
2. **Immutable Records:** All transactions are recorded. After that, the transactions cannot be tampered with. Errors necessitate the addition of new transactions to rectify the mistakes, with both the erroneous transaction and the corrective transaction remaining visible.
3. **Smart Contracts:** These are sets of rules stored on the blockchain, executed automatically to expedite transactions. Smart contracts can govern various activities like corporate bond transfers or insurance terms.

Blockchains are of two types: public and private. Anyone can participate in a public blockchain by reading, writing, or auditing the data on the network. Since there is no single controlling authority and the network is spread, public blockchains are extremely safe. A private blockchain, on the other hand, is managed by a company or group, extending them the power to restrict who has access to the network and alter the blockchain as needed.

Here's a breakdown of how blockchain operates:

1. Transactions are recorded as blocks of data, each containing details about the movement of assets, whether tangible (like products) or intangible (like intellectual property). This data includes who, what, when, where, how much, and any relevant conditions, such as the temperature of a food shipment.
2. Each block is linked to the ones before and after it, forming a chain that tracks the movement of assets or changes in ownership. This chain confirms the exact timing and sequence of transactions, and the blocks are securely linked to prevent alterations or the insertion of new blocks between existing ones.



**Marisree &  
Varun Tiwari**  
1st Sem MBA



3. Transactions are bundled together in an irreversible chain on the blockchain. Each new block added to the chain strengthens the verification of the previous blocks, ensuring the entire blockchain's integrity. This tamper-proof nature eliminates the possibility of malicious tampering, establishing a trusted ledger for all network participants.

Blockchain technology is applied in many different contexts, from voting system administration to financial services provision. Blockchain makes it possible for safe and transparent financial transactions to take place without the involvement of middlemen like banks or payment processors. Further uses for blockchain include voting systems, supply chain management, healthcare, and identity verification, where it provides improved efficiency, security, and transparency.

Although blockchain technology has great potential, there are obstacles and restrictions associated with it. The main concerns that must be resolved for broad adoption are interoperability, scalability, energy consumption, and regulatory ambiguity. Furthermore, blockchain is not impervious to flaws and assaults despite its security features, underscoring the significance of strong cybersecurity defences.

Blockchain technology has a lot of potential, but adoption will depend on upcoming laws and regulations as well as future government policies. As the internet did in earlier decades, experts believe blockchain technology will play a major role in revolutionizing how we transact and communicate with one another in the future. Blockchain-based investments can be an attractive prospect for investors who understand the potential of the technology, even though there are still obstacles to overcome

(Source: Forbes Advisor).



## Channelling Capital for Change: A Guide to Green Finance

Green finance is rapidly gaining traction as a crucial tool in our fight against climate change and the pursuit of a sustainable future. It encompasses a diverse range of financial instruments, products, and services specifically designed to support environmentally friendly and sustainable activities. The primary goal of green finance is to mobilize capital towards projects and businesses that contribute positively to the environment, while simultaneously fostering economic growth and social well-being.

The rationale for green finance is rooted in the increasing urgency of addressing environmental challenges. From extreme weather events and rising sea levels to biodiversity loss, the environmental crisis poses significant financial risks, impacting infrastructure, property values, and global supply chains. Green finance aims to mitigate these risks by promoting clean energy, encouraging sustainable practices, and facilitating adaptation to climate change.

To achieve these objectives, green finance utilizes a variety of instruments like green bonds, green loans, green investment funds, and green insurance products. Green bonds, for example, are fixed-income securities issued to finance green projects, while green loans offer preferential terms for projects aligned with environmental sustainability goals. Green investment funds pool investor capital to invest in a diversified portfolio of green assets, while green insurance products offer specialized coverage for climate-related risks.

The benefits of green finance extend beyond environmental protection. It fosters innovation and job creation in clean technologies and sustainable sectors, driving economic growth and diversification. Additionally, green finance contributes to improved public health by promoting cleaner air and water, and strengthens communities by building resilience to climate change impacts.



**Aakefa Sultana**  
1st Sem MBA

However, despite its significant potential, green finance still faces challenges. Lack of standardized definitions for "green" activities can lead to greenwashing, where investments are portrayed as environmentally friendly despite not meeting established criteria. Additionally, limited data availability and inconsistent methodologies for assessing environmental risks can hinder informed decision-making. Furthermore, inadequate government policies and regulations can hinder the growth and effectiveness of green finance initiatives.

To address these challenges, collaborative efforts are necessary. Governments, financial institutions, and international organizations need to work together to develop robust and standardized definitions for green activities, enhance data transparency and establish comprehensive methodologies for environmental risk assessment, and implement supportive policy and regulatory frameworks that incentivise green investments and mitigate related risks.

By channelling capital towards environmentally conscious projects and businesses, green finance has the potential to be a key driver in ensuring a sustainable and prosperous future for all. As we navigate the complex challenges of our time, embracing green finance and fostering its growth presents a powerful opportunity to build a better future for generations to come.



## Importance of Depreciation in Financial Decision Making

Depreciation is a financial concept with significant implications for both businesses and individuals. In essence, it's the methodical allocation of an asset's costs over its useful life. Understanding depreciation and its various types, methods, and implications is crucial for financial reporting and decision-making processes. This article aims to shed light on the importance of depreciation in modern financial contexts and why it's an integral part of financial planning and management.

### Depreciation Explained

In simple terms, depreciation represents the decrease in the value of an asset over time. This decline is attributed to various factors such as wear and tear, obsolescence, or changes in the market. While this process may seem straightforward, its accounting implications can be complex and have a profound impact on financial statements.

### Types of Depreciation

#### Straight-Line Depreciation:

This method is simple and even. The asset's cost is evenly distributed over its useful life, leading to a constant depreciation expense each year.

**Accelerated Depreciation:** Contrary to straight-line, accelerated methods allocate more depreciation expense in the early years of an asset's life. The Double-Declining Balance (DDB) and Sum-of-the-years digits (SYD) are two common accelerated depreciation methods.

### Implications for Financial Reporting

Understanding depreciation is crucial for preparing accurate financial statements. Depreciation expense directly reduces net income, which consequently impacts tax liability. Companies can deduct depreciation as an expense for tax purposes, thus reducing their taxable income.

### Decision-Making Implications

Depreciation has significant implications for investment and asset management decisions. The depreciation expense remains constant while the asset's market value may decrease. This difference can impact decisions on asset purchases or sales and budgeting for asset replacements or upgrades. Accelerated depreciation methods can affect cash flow and tax payments, influencing financial planning strategies.



Rihan Shaikh  
1st Sem MBA

Depreciation is an essential financial concept that has profound implications for both financial reporting and decision-making processes. It allows businesses and individuals to account for the decrease in the value of their assets over time, providing a realistic assessment of their financial health and aiding in strategic decision-making. By understanding the various types and methods of calculating depreciation, stakeholders can make informed choices that align with their financial goals and objectives.

In conclusion, a comprehensive understanding of depreciation is crucial in ensuring accurate financial reporting and informed decision-making. This knowledge equips businesses and individuals with the tools to navigate the complexities of modern financial landscapes, allowing for more strategic planning and management of assets. By recognizing the importance of depreciation, stakeholders can make better-informed decisions that ultimately contribute to their financial success.

Source:

[www.investopedia.com/terms/d/depreciation.asp](http://www.investopedia.com/terms/d/depreciation.asp)

<https://corporatefinanceinstitute.com/resources/accounting/types-depreciation-methods/>



## All about Fintech

Fintech, short for financial technology, represents innovation that harnesses the power of technology to revolutionize the way we manage, interact, and access financial services. It is a new force emerging in the dynamic landscape of modern finance that is reshaping the industry and challenging traditional norms. The rise of Fintech (Financial Technology) has been one of the most significant trends in the financial industry in recent years. Fintech refers to the use of technology to deliver financial services in innovative and efficient ways.

**Rise of Fintech:** Fintech exposed inefficiencies and shortcomings in the traditional banking sector after the 2008 financial crisis. This paved the way for start-ups and tech companies to leverage advancements in digital analytics, digital technology, and connectivity to offer alternative financial services. From peer-to-peer lending platforms to mobile payment solutions, Fintech innovations quickly gained traction, challenging traditional financial institutions and incumbents.

**Impact on Traditional Finance:** Fintech has significantly disrupted traditional financial institutions by challenging their monopoly on services such as lending, payments, and wealth management. It has created user-friendly alternatives to traditional banking services and this competition has forced traditional banks to adapt by embracing digitalization and enhancing their customer experience.

**Empowering Financial Inclusion:** Fintech companies are reaching underserved populations by leveraging mobile technology and alternative data sources and providing them with access to financial services previously out of reach. Fintech is bridging the gap between the unbanked and the traditional banking system by providing microloans for small businesses to mobile banking for remote communities.

### Potential benefits

- \* Speed and convenience- Fintech products tend to be delivered online and so are easier and quicker for consumers to access.
- \* Greater choice- Consumers benefit from a greater choice of products and services because they can be bought remotely, regardless of location.
- \* Cheaper deals- Fintech companies may not need to invest money in physical infrastructure like a branch network so they may be able to offer cheaper deals to consumers.



Sahana C H  
1st Sem MBA

\* More personalized products- Technology allows Fintech companies to collect and store more information on customers so they may be able to offer consumers more personalized products or services.

What are Fintech Apps?

Fintech apps are mobile applications that leverage technology to provide innovative and user-friendly financial services. They encompass a range of functions, such as digital payments, budgeting, investing, lending, and more. Fintech apps streamline financial processes, enhance accessibility, and often incorporate features like artificial intelligence and blockchain for secure and efficient transactions.

Phonepe, Grow, policybazar.com etc. are some examples

The Future of Fintech: McKinsey's research shows that revenues in the Fintech industry are expected to grow almost three times faster than those in the traditional banking sector between 2023 and 2028.

Finally, it appears that Fintech is democratizing access to financial services, driving innovation, and empowering individuals and businesses around the world. As Fintech continues to evolve and mature, its impact will be felt across industries and societies, ushering in a new era of finance in the digital age.

Reference: [www.investopedia.com](http://www.investopedia.com), zell education youtube channel, and chatgpt.





Saijal K Sharma  
1st Sem MBA

## The Dopamine Puzzle: Understanding Phone Addiction

Smartphones have become ubiquitous in today's environment, and many of us struggle to put them down. Ever wondered why? It turns out that dopamine, a neurotransmitter, plays a significant role in the addiction process in our brains.

**Understanding Dopamine:** Dopamine is a neurotransmitter that plays a crucial role in the brain's reward system. It is released when we engage in activities that we find pleasurable, creating a feeling of satisfaction and motivating us to repeat those behaviors.

How do phones hook us?

The ability of cell phones to manipulate this innate reward system is what makes them so alluring. Dopamine is released when we are constantly exposed to notifications, news updates, social media feeds, or even just the act of checking our screens. This creates a cycle of positive reinforcement. Each time we check our phones, we receive a "dopamine hit," motivating us to continue the practice.

**The Effects of Phone Addiction:** Excessive phone use can have various negative consequences:

1. **Reduced attention span and productivity:** Constant checking and multitasking associated with phone addiction can hinder our ability to focus on deep work or meaningful conversations.
2. **Sleep disturbances:** The blue light emitted from phone screens can disrupt sleep patterns, leading to fatigue and impacting overall health and well-being.
3. **Mental health concerns:** Studies have shown a correlation between excessive phone use and increased anxiety, depression, and feelings of loneliness.

**Breaking the Cycle:** Awareness of the dopamine dilemma is the first step towards a healthier relationship with your phone. Here are some strategies to break the cycle:

1. **Track your phone usage:** Use built-in phone features or apps to understand your usage patterns and identify areas for improvement.
2. **Set boundaries:** Schedule specific times for checking your phone and stick to them. Consider turning off notifications or putting your phone in airplane mode during focused work periods.
3. **Seek alternative rewards:** Find other ways to stimulate your dopamine system, such as spending time in nature, exercising, or engaging in hobbies you enjoy.

4. Seek professional help: If you struggle to manage your phone use independently, consider seeking professional help from a therapist or counsellor specializing in technology addiction.

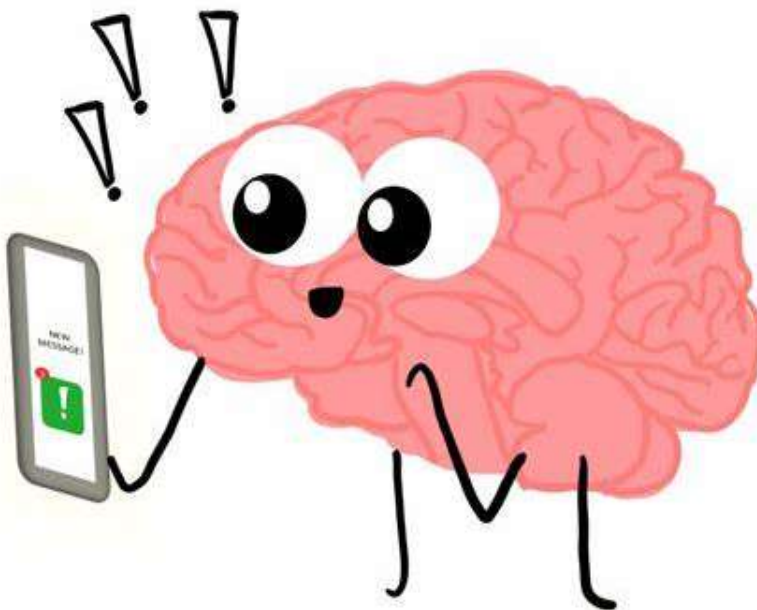
**The Importance of Mindful Technology Use:** While implementing strategies to manage phone addiction is important, practicing mindful technology is essential. Mindfulness involves being fully present and aware of your thoughts, feelings, and actions in the present moment. Applying mindfulness to technology can help reduce impulsivity, improve self-control, and enhance overall well-being. By consciously engaging with our phones and being aware of our intentions behind using them, we can develop a healthier relationship with technology and prevent it from taking over our lives.

Therefore, understanding how our brains react to smartphones is the first step to overcoming addiction. By setting limits, taking breaks, being mindful, seeking support, and finding other fulfilling activities, we can use our phones less and live happier, healthier lives.

[Sources: National Institute on Drug Abuse, <https://nida.nih.gov/publications/drugs-brains-behavior-science-addiction/drugs-brain>

Now Spark Creativity, <https://nowsparkcreativity.com/2022/08/let-s-talk-about-student-phones-with-students.html>

Psychology Today, <https://www.psychologytoday.com/us/blog/mindfulness-insights/202005/why-youre-addicted-to-your-phone-and-what-you-can-do>]



## The Critical Role of Resilience in Entrepreneurial Success

Resilience is a fundamental pillar of the entrepreneurial journey and has a significant impact on the trajectory of businesses and the ultimate success of entrepreneurs. This article delves into the multifaceted nature of resilience and its indispensable role in managing the challenges inherent in entrepreneurial activities.

At its core, resilience involves the ability to bounce back from setbacks, adapt to adversity, and persevere in the face of obstacles. In a business environment characterized by uncertainty, volatility, and a high probability of failure, resilience is emerging as a defining characteristic that separates businesses that thrive from those that falter. Entrepreneurs face a myriad of challenges, from funding constraints and market fluctuations to regulatory hurdles and fierce competition. In such an environment, resilience serves as a shield that fortifies entrepreneurs against the inevitable storms they encounter along the way.

A key aspect of resilience lies in its ability to shape the mindset of entrepreneurs. Resilient individuals have a growth-oriented perspective and view failures not as insurmountable obstacles but as valuable learning opportunities. Rather than succumbing to adversity in the face of adversity, resilient entrepreneurs use setbacks to iterate, refine strategies, and propel their businesses forward. This adaptive mindset fosters a culture of innovation where challenges are met with creativity and tenacity, leading to the development of disruptive ideas and solutions.

Additionally, resilience plays a key role in maintaining motivation and momentum during tumultuous times. The entrepreneurial journey is full of uncertainty, rejection and moments of self-doubt. In times like these, it is resilience that keeps entrepreneurs anchored to their goals and instil the determination needed to persevere against the odds. Whether facing funding rejection or product failure, resilient entrepreneurs remain steadfastly focused on their vision and propel themselves and their businesses forward with resilience as their guiding force.



Sridhar L  
1st Sem MBA



Resilience allows entrepreneurs to cultivate strong relationships and support networks, which are fundamental pillars of success in the entrepreneurial ecosystem. Building and sustaining a business requires collaboration, mentorship, and a robust support system. Resilient entrepreneurs are adept at making meaningful connections, seeking advice from mentors, and gathering support from peers and advisors. These relationships provide invaluable insights and resources and serve as sources of encouragement and motivation during challenging times.

Cultivating resilience is a journey in itself that requires intentional effort and practice. Entrepreneurs can increase their resilience by accepting failure as a natural part of the entrepreneurial process, cultivating a growth mindset, and prioritizing self-care and well-being. Additionally, seeking mentorship and building a strong support network can provide invaluable guidance and encouragement all the way.

Thus, resilience is a cornerstone of entrepreneurial success that has a profound effect on business outcomes and the trajectories of entrepreneurs. In a landscape marked by uncertainty and adversity, resilience enables entrepreneurs to master challenges, embrace setbacks, and persevere in achieving their goals. By cultivating resilience as both a mindset and a skill, entrepreneurs can not only weather the storms of business, but also thrive in them, realize their visions, and make lasting contributions to the world of innovation and entrepreneurship.

## Paving the Way: Domino's Creative Marketing Strategy

In the field of innovative advertising campaigns focussing on customer engagement and brand value, Domino's stands out with its unique approach to fixing potholes as part of its marketing strategy. While many companies focus on traditional methods, Domino's took a bold step by addressing a common problem in communities across the United States.

The "Paving for Pizza" initiative started in June 2018, targeting select cities and towns. Domino's message was clear: "We don't want to lose any great-tasting pizza to a pothole, ruining a wonderful meal." They encouraged customers and the general public to report potholes near Domino's outlets through their website, promising to fix them promptly. Domino's collaborated with municipal authorities, providing funding to repair potholes and adding their logo to the newly fixed areas. This initiative did two things. One, it addressed a tangible issue; two, it showcased Domino's commitment to customer satisfaction and community well-being.

One of the significant impacts of this stunt was the enhancement of Domino's brand image. The initiative portrayed Domino's as a company that cares about its customers beyond just selling pizzas. By addressing a common problem like potholes, which are often overlooked by authorities, Domino's positioned itself as a responsible and customer-centric brand.

Moreover, "Paving for Pizza" was a clever marketing strategy that garnered widespread attention and publicity. Fixing potholes resonated with people on a relatable level, making them appreciate Domino's efforts beyond their core business. This increased brand visibility and generated positive word-of-mouth marketing. It was a win-win as people shared their experiences of Domino's going the extra mile to ensure a smooth dining (and driving) experience.

As said earlier, the initiative also resulted in mutual benefits for Domino's as well as their customers. While Domino's gained publicity and strengthened its brand image, customers experienced improved delivery times due to smoother roads. This contributed to customer satisfaction and loyalty, reinforcing the positive relationship between Domino's and its consumers.



Srivathsa S  
1st Sem MBA



Furthermore, "Paving for Pizza" exemplifies the potential of corporate social responsibility (CSR) initiatives to drive positive change. By investing in local infrastructure and addressing community needs, Domino's showcased its commitment to making a meaningful impact beyond its core business operations. This resonated with customers and positioned Domino's as a socially responsible and ethical company, further enhancing its brand reputation.

Thus, Domino's "Paving for Pizza" campaign exemplifies the power of creativity and innovation in marketing. By addressing a real-world problem uniquely, Domino's enhanced its brand image and also gained valuable publicity. This helped in strengthening its bond with customers. The above serves as a testament to the effectiveness of out-of-the-box thinking in marketing strategies, showcasing how companies can make a meaningful impact while promoting their products or services.

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## Emotional Intelligence in Leadership: Why is it Important

Kathleen Spike, the Master Certified Coach says, "There are certain emotions that will kill your drive; frustration and confusion. You can change these to a positive force. Frustration means you are on the verge of a breakthrough. Confusion can mean you are about to learn something. Expect the breakthrough and expect to learn." Now let's talk about EI in Leadership.

Emotional Intelligence (EI) is the ability to manage both your own emotions and understand the emotions of people around you. There are five key elements to EI: self-awareness, self-regulation, motivation, empathy, and social skills. Emotional intelligence is the ability to understand one's own emotions or those of others and analyze how it affects and influences our social environment. In this fast-evolving world of business, leadership is the most important element which goes beyond strategic decision-making and effective management. An aspect that makes a person a successful leader apart is Emotional Intelligence (EI). This article explores why emotional intelligence is important for effective leadership and how it contributes to the overall success of an individual or an organization. Emotional Intelligence is the skill to recognize and manage your own emotions and those of others.

Goleman identified five main components of emotional intelligence: Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills. The more we as a leader excel in each of these areas, the more effective we will be. It involves various situations to regulate emotions like empathy, self-awareness, social skills, etc. In leadership, these qualities play a significant role in creating a positive work environment, building strong relationships with subordinates, and achieving sustainable success.

Identifying Lack of EI: Lack of critical emotions can lead to conflicts in the workplace without understanding or misinterpretation of emotions, causing an unwanted disturbance and making things worse in the environment. If we don't manage the feelings that we have with our goal we are losing the opportunity to understand better what we want. Our feelings may be an energizer and may help us to find our goal. How are we going to manage the energy of a team? if we don't know how they feel about goals, new challenges or new colleagues. For me managing a team without understanding its emotions is like driving a car without a license. While you may have better technical skills and you excel in your field of work and you don't communicate properly with your team then those skills get overlooked.



Yashaswini D  
1st Sem MBA



Application of Emotional Intelligence in Leadership:

- Connect with emotions from others. Listen, be present, respect and manage guide sharing, offer new perspectives, and empower the team.
- Create an environment for improvement and growth use mistakes for learning routine for group feedback embrace diversity and a positive atmosphere.
- Self-management is important because it shows the ability to manage our emotions in stressful situations and maintain a positive outlook despite setbacks.

Finally, we can say with some confidence that Emotional intelligence is the key factor of effective leadership. It enhances communication, builds trust, and reduces conflicts, builds trust between persons. This leads to an increase in the team's productivity. Leadership is more about creating connections, creating relations so you need to be able to manage emotions in any kind of environment. By mastering emotional communication, one can excel in her / his work, communicate well with subordinates, and bring a fruitful change in one's self.

Reference source: [Harvard Business School Online's Business Insights Blog](#)

## Rural Entrepreneurship

Rural entrepreneurship refers to business activities that generate wealth in rural areas and play a vital role in the socio-economic development of these regions. In a country like India, where the majority of the population resides in villages, fostering rural entrepreneurship becomes imperative to create employment opportunities, improve living standards, and bridge the urban-rural divide. Moreover, rural entrepreneurship presents a significant opportunity for individuals who migrate from rural to urban areas in search of better prospects. By promoting entrepreneurship in rural areas, we can address key challenges such as poverty, migration, unemployment, and infrastructural development.

Three crucial factors that see improvement through rural entrepreneurship are the standard of living, the purchasing power of rural communities, and the availability of employment opportunities for residents. When rural entrepreneurs invest in sectors like farm value addition through organic farming, forest-based products such as healthy fruits and medicinal plants, or mineral-based industries like mining and processing mineral ores, they contribute to economic growth while preserving local resources and traditions.

Government support and schemes are pivotal in nurturing rural entrepreneurship. Institutions like SIDBI (Small Industries Development Bank of India), NABARD (National Bank for Agriculture and Rural Development), and Regional Rural Banks (RRBs) provide financial assistance, subsidies, and guidance to aspiring rural entrepreneurs. Various schemes like the Entrepreneurship Development Institution Scheme, Rajiv Gandhi Udyami Mitra Yojana (RGUMY), and the Marketing Assistance Scheme aim to facilitate entrepreneurship development, skill enhancement, and market access for rural enterprises.



**Leelavathi D**  
**1st Sem MBA**



On another front, meat production plays a significant role in rural economies. Livestock farming not only provides livelihoods to rural communities but also contributes substantially to India's agricultural output. However, the meat industry faces challenges such as inadequate infrastructure, low productivity, and environmental concerns. Modernizing slaughterhouses, improving supply chain logistics, and ensuring compliance with quality and safety standards are essential steps to enhance the meat industry's efficiency and sustainability.

Market players like The Meat Products of India Ltd. (MPI), Venky's Exports Pvt. Ltd., Amrit Group, and Suguna Foods Private Limited are leading contributors to India's meat production sector. These companies play a crucial role in meat processing, retail marketing, and international trade, contributing to both rural employment and export revenue.

It would be a fair statement that rural entrepreneurship and meat production are integral components of India's rural economy. By fostering entrepreneurship in sectors like agriculture, food processing, and livestock farming, we can create sustainable livelihoods, improve rural infrastructure, and contribute to overall economic development. However, addressing challenges such as infrastructure gaps, regulatory compliance, and environmental sustainability remains crucial for the long-term success of rural entrepreneurship and the meat industry.

References: [Researchgate](#)

## Preserving Human Experiences in the Business World: Capturing the Essence of Success

In the fast-paced world of business, human experiences are often overshadowed by bottom lines and profit margins. Yet, these experiences are the foundation upon which successful enterprises are built. From employee interactions to customer relationships, every moment holds value, offering insights, lessons, and opportunities for growth. Preserving these human experiences becomes essential, as they not only contribute to the success of individual businesses but also shape the broader landscape of commerce and entrepreneurship.

At the core of preserving human experiences in the business industry lies the cultivation of a positive organizational culture. Companies that prioritize employee well-being, diversity, and inclusion create environments where individuals feel valued, motivated, and empowered to contribute their best. By fostering a sense of belonging and purpose, these businesses attract top talent and cultivate loyalty and dedication among their workforce. Furthermore, effective leadership plays a pivotal role in preserving human experiences within businesses. Leaders who lead by example, communicate transparently, and prioritize empathy and collaboration create environments where employees feel heard, respected, and supported. By nurturing meaningful relationships with their teams, these leaders inspire trust, loyalty, and commitment, laying the groundwork for long-term success.

In addition to internal dynamics, preserving human experiences in the business world extends to interactions with customers and clients. Companies that prioritise customer satisfaction, personalized experiences, and ethical practices build trust and loyalty among their clientele. By listening to customer feedback, adapting to their needs, and maintaining integrity in their dealings, these businesses forge lasting relationships that are mutually beneficial and sustainable.



**Bhavana N**  
1st Sem MBA



## Value Chain Analysis

The Value Chain framework, was devised by the eminent business strategist Michael Porter. It represents a pivotal tool for dissecting the intricacies of business operations. It systematically disentangles the interconnected series of activities that collectively deliver a product or service to the end customer. From the initial phases of planning and sourcing raw materials to the ultimate stages of delivery and post-sales support, each segment of the value chain contributes to shaping customer perceptions of the product's or service's worth.

At its essence, Porter's model categorizes value chain activities into two primary groups: primary and support activities. Primary activities are those directly involved in creating, delivering, and maintaining the product or service. These encompass inbound logistics, operations, outbound logistics, marketing and sales, and service. Conversely, support activities indirectly bolster primary functions and enhance their efficiency. These include infrastructure, human resource management, technological development, and procurement.

Conducting a comprehensive value chain analysis involves several critical steps. Initially, it necessitates the identification and mapping of each activity to create a visual representation of the value chain and its interdependencies. Subsequently, assessing the cost and value added by each activity is imperative. This analysis aids in understanding the contribution of each activity to the overall value proposition for the customer. Finally, identifying opportunities for improvement is crucial, whether it involves cost reduction, process optimization, or efficiency enhancement.

The benefits of value chain analysis are manifold. Firstly, it provides a comprehensive understanding of internal operations and their intricate relationships, thereby facilitating informed decision-making regarding resource allocation, investment, and outsourcing. Moreover, value chain analysis helps in identifying areas where value can be added more effectively than competitors, thus conferring a competitive advantage. Additionally, focusing on optimizing activities, enables cost reduction and efficiency improvement, ultimately leading to increased profitability and customer satisfaction.



**Dhilsha  
Kappadan**  
1st Sem MBA



In essence, value chain analysis serves as a valuable instrument for gaining insights into internal operations and identifying opportunities for enhancement. By leveraging this framework, businesses can streamline their processes, enhance value delivery, and fortify their competitive position in the market, ultimately driving sustainable growth and success.

Furthermore, value chain analysis can also aid in identifying potential risks and vulnerabilities within the supply chain, allowing businesses to develop contingency plans and mitigate disruptions effectively. By integrating risk management strategies into value chain analysis, companies can enhance their resilience and adaptability in the face of unforeseen challenges, thereby ensuring continuity of operations and maintaining customer satisfaction.

Overall, the Value Chain framework offers a systematic approach to understanding and improving business operations. By dissecting each activity's contribution to value creation, businesses can identify potential areas for improvement and gain a competitive edge in today's dynamic marketplace. Through continuous analysis and optimization, companies can enhance efficiency, reduce costs, and ultimately deliver greater value to customers, ensuring long-term success and sustainability.

## Navigating the Dynamic Landscape of the Indian Share Market

The Indian share market, often referred to as the stock market, is a vibrant and dynamic financial ecosystem that plays a crucial role in the country's economic development. With its ever-changing nature, it provides both opportunities and challenges for investors. Understanding the key aspects of the Indian share market is essential for anyone looking to participate in this complex yet rewarding financial arena.

The Indian share market operates through two major exchanges: The National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE). These exchanges facilitate the buying and selling of stocks, bonds, and other financial instruments. The market is further categorized into equity and derivative segments, catering to diverse investor preferences and risk appetites.

The Securities and Exchange Board of India (SEBI) serves as the regulatory authority overseeing the functioning of the Indian share market. SEBI's role includes ensuring transparency, protecting investor interests, and maintaining the integrity of the market. Compliance with SEBI regulations is crucial for listed companies and market participants. Key market indices, such as the Nifty 50 and Sensex, provide a snapshot of the overall market performance. These indices track the price movements of select stocks and are widely used as benchmarks for assessing the market's health and direction. Investors often use these indices as indicators to make informed decisions about their portfolios.

The Indian share market offers a plethora of investment opportunities. Investors can choose from a variety of stocks, mutual funds, and exchange-traded funds (ETFs) across different sectors. Diversification is a key strategy to mitigate risk, and thorough research is essential to identify promising investment avenues.

Volatility is inherent in the share market, and prices can fluctuate rapidly. Investors must be prepared to navigate these fluctuations and manage risk effectively. Setting realistic financial goals, diversifying portfolios, and staying informed about market trends are vital components of risk management in the Indian share market.



**Gururaj  
Khande**  
1st Sem MBA



Advancements in technology have transformed the way trading is conducted in the Indian share market. Online trading platforms provide investors with real-time market data, research tools, and seamless execution of trades. Mobile applications have further democratized market participation, enabling investors to trade on the go.

The Indian share market is not immune to global economic trends and geopolitical events. Factors such as international commodity prices, currency fluctuations, and global economic conditions can impact the Indian market. Investors should stay informed about global developments to make well-informed decisions.

Given the complexity of the share market, investor education and awareness are crucial. Understanding financial instruments, market dynamics, and the potential risks involved empower investors to make informed decisions. Various educational initiatives, seminars, and online resources contribute to enhancing financial literacy among market participants.

The Indian share market is a dynamic ecosystem that presents both opportunities and challenges for investors. Navigating this complex terrain requires a combination of knowledge, discipline, and a strategic approach. As the market continues to evolve, staying informed about regulatory changes, technological advancements, and global influences will be essential for investors seeking to capitalize on the potential offered by it.

## Understanding the Psychological Factors That Influence Effective Loyalty Programs

Customer retention has become an essential goal for organizations in today's competitive market, especially when they have an abundance of options. As a result, smart businesses have turned to loyalty programs as a way to build long-lasting connections with their customers. But these programs' success is supported by a fascinating network of psychological ideas that are hidden beneath the surface. Let's deep dive into the psychology of effective loyalty programs and delve into the intricate inner workings of the human mind.

Effective loyalty programs are built around the idea of reciprocity. This basic principle of human behaviour states that people feel bound to return favours when they are given to them. Customers feel bound to the business when they receive rewards for their loyalty, such as special benefits, points, or discounts. In exchange for the advantages they have gained, customers are encouraged to keep using the brand by this reciprocity, which creates a stronger emotional bond. Through the utilization of this fundamental psychological nature, companies can create a mutually beneficial connection that gradually enhances consumer loyalty.

Successful loyalty programs also relate to people's need for status and recognition. These programs provide individualized rewards, special access, or tiers of membership that help customers feel valued and appreciated by the brand. Because of our innate need for approval and recognition, loyalty programs offer a way to satisfy this desire. Businesses that recognize their loyal customers do more than just boost their self-confidence they also strengthen their loyalty to the brand.

The idea of gamification is another powerful psychological reason behind the success of loyalty programs. Games and challenges are naturally attractive to humans because they provide them with a sense of fulfillment, achievement, and advancement. Loyalty programs use the human drive toward playfulness through the use of gamified components, such as badges, point systems, and task completion prizes. Businesses connect consumers more deeply and inspire them to actively participate to reach the next milestone by turning the loyalty experience into a game-like journey. A sense of enthusiasm and commitment to the program is created by this higher level of participation, which eventually strengthens consumer loyalty.



Jayashruthi S  
1st Sem MBA



In addition, these programs make use of habit development. Businesses can assist customers in forming established buying patterns by creating loyalty programs that promote recurring purchases and consistent participation. These programs establish a pattern of behaviour that gets embedded in the everyday routines of its customers, by attaining points with each transaction or obtaining prizes for repeated visits. Customers develop these behaviours over time, strengthening their relationship with the brand and making it harder for rivals to win them over.

These programs also make use of the urgency and scarcity psychological concepts. FOMO, or the "fear of missing out," is a natural human hesitation to give up good possibilities. Customers are driven to act before it's too late by loyalty programs that give time-limited specials, exclusive offers, or seasonal prizes because they fear losing out. Businesses encourage customers to act spontaneously to obtain their incentives by instilling a sense of scarcity and urgency. This increases customer engagement and loyalty to the program.

In short, the psychology of effective loyalty programs is the result of a complex relationship between basic human desires and tendencies. Businesses can create loyalty programs that truly connect with their customers and encourage long-term loyalty by understanding and using concepts like reciprocity, recognition, gamification, and habit-building. Businesses that use psychology to their advantage in their loyalty programs will stand out in the crowded market and create long-lasting relationships with their customers as competition, as well as customer expectation, goes up.

## Innovation in Pedagogy

In today's rapidly evolving educational landscape, the traditional methods of teaching are being reimagined and supplemented with innovative approaches that cater to the diverse needs of learners. The concept of "innovations in pedagogy" encapsulates a range of transformative strategies aimed at enhancing the teaching and learning experience. From personalized learning to virtual reality integration, these innovations are reshaping education for the 21st century and beyond.

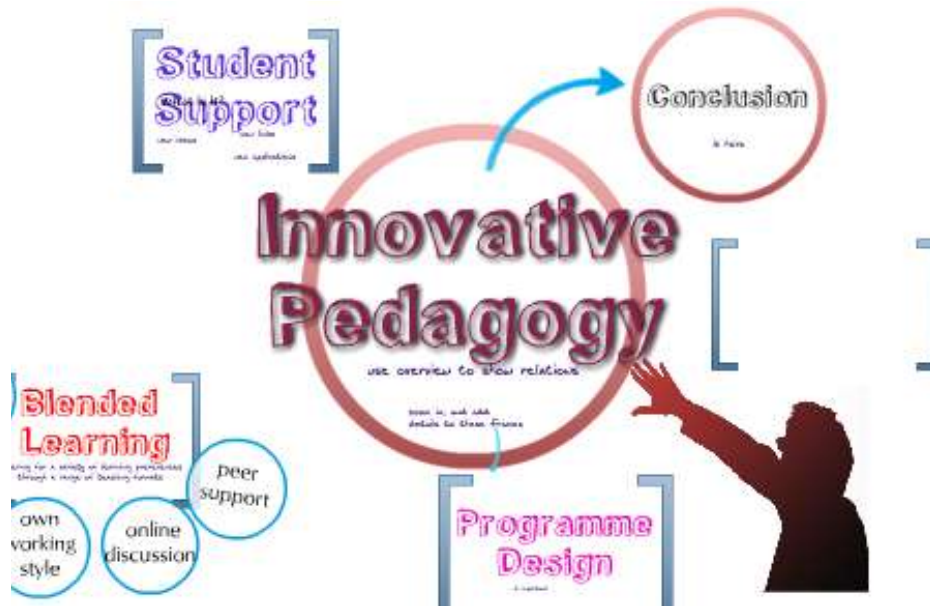
Personalized learning stands at the forefront of pedagogical innovation, offering a tailored approach to education that caters to the individual needs and preferences of each student. By leveraging technology, educators can create customized learning paths, provide real-time feedback, and offer resources tailored to students' unique learning styles. This approach fosters a sense of autonomy and ownership among learners, empowering them to take control of their education and progress at their own pace.

The flipped classroom model represents another innovative pedagogical strategy that challenges the traditional paradigm of education. In this model, students are introduced to foundational concepts through online lectures or instructional videos outside of class, freeing up valuable class time for interactive discussions, collaborative activities, and hands-on learning experiences. By flipping the traditional lecture-based approach, educators can promote active engagement and critical thinking skills while maximizing face-to-face interaction with students.

Project-based learning (PBL) offers yet another innovative approach to education, emphasizing hands-on, experiential learning through the completion of real-world projects. In PBL, students tackle authentic, complex problems that require them to apply their knowledge and skills in practical contexts. Through collaboration, inquiry, and reflection, students not only deepen their understanding of the subject matter but also develop essential 21st-century skills such as communication, teamwork, and problem-solving.



Kiran V  
1st Sem MBA



Gamification has emerged as a powerful tool for engaging students and enhancing their motivation to learn. By incorporating game elements such as points, badges, leaderboards, and rewards into educational activities, educators can create immersive learning experiences that captivate students' interest and drive their learning progress. Gamification fosters a sense of enjoyment and accomplishment, encouraging students to actively participate in their learning journey and persist in the face of challenges.

The integration of virtual and augmented reality technologies holds immense promise for revolutionizing education by providing immersive, interactive learning experiences. Virtual reality (VR) and augmented reality (AR) allow students to explore virtual environments, manipulate objects, and engage in simulations that enhance their understanding of complex concepts and phenomena. These technologies offer new opportunities for experiential learning, enabling students to visualize abstract concepts and bridge the gap between theory and practice.

In conclusion, innovations in pedagogy are reshaping the landscape of education, offering new opportunities to enhance teaching and learning experiences. Personalized learning, the flipped classroom model, project-based learning, gamification, and virtual/augmented reality represent just a few examples of innovative approaches that are revolutionizing education for the modern era. By embracing these innovations, educators can create dynamic, student-centered learning environments that empower learners to thrive in an increasingly complex and interconnected world.

## Strategic Talent Alignment: The Skill-Will Nexus

The essay delves into the significance of directly gauging workers' skill sets and aligning them with their provocation situations. It examines how relating high-skill, high-will individualities can lead to commission and advanced liabilities, fostering a culture of invention and excellence. Again, the challenges associated with managing low-skill, low-will contributors are bandied, emphasizing the need for targeted development programs and motivational strategies.

Matrix of Skill-Will : A useful frame that directors use to assess the amenability and skill position of their staff members is the Skill Will Matrix. This tool, created by Paul Hersey and Max Landsberg, assists directors in opting the stylish coaching styles and leadership doctrines for each unique hand. It has 2 × 2 quadrants and each quadrant indicates how the director should engage with or manage the workers that fall in that specific quadrant.

Quadrant 1 (high skill/ high will)- a person who has both skill and will to perform the task. This is frequently an educated person who's looking for further openings to grow and develop. Quadrant 2 (high skill/ low will)- a person who has the skill, but not the will and provocation to complete the task. This is frequently a professed, educated person who may have hit a table and needs a new challenge.

Quadrant 3 (low skill/ low will)- a person who has neither the skill nor the will to complete the task. This is frequently a person who has started a new task that they didn't ask. still, this may also be a freshman to a task who has low confidence and who's hysterical to fail.

Quadrant 4 (low skill/ high will)- a person who has the desire to complete the task, but lacks the necessary chops. generally, this is a person new to a particular task who's enthusiastic but lacks the chops or knowledge demanded.

How Does Will vs. Skill Differ? Knowing the distinction between skill and will is essential for effective leadership in the field of operation. The degree of capability and capacity a worker possesses to finish tasks and reach objects is pertained to as skill. This can involve experience, knowledge, and technological proficiency. Again, will refers to a person's drive, determination, and readiness to make the offerings necessary to achieve.



Ravi Kharwar  
1st Sem MBA



Directors & managers can more effectively acclimatize their approach to meet the specific demands of each hand by being apprehensive of these differences. To help people with low-skill situations increase their chops, it's critical to give them clear instructions, direction, and perhaps indeed formal training.

Directors should concentrate on adding provocation and barring any external or particular reasons that may be impeding the performance of low-will individualities. directors who have high-skill situations but warrant provocation can use guiding strategies to motivate and inspire their staff members. Setting SMART objectives, giving regular feedback, and erecting a development plan grounded on their interests and aspirations may all be part of this. Last but not least, those with great capability and determination ought to be allowed the freedom and room to enjoy their work.

Finally, the Skill-Will Matrix is a precious addition to the operation toolkit, furnishing a personalized approach to labour force operation. This essay seeks to give a full knowledge of the matrix, with counter accusations for commercial leaders, HR experts, and everyone interested in perfecting pool performance.

## The Rise of the Conscious Consumer: How Businesses are Adapting

Consumers are becoming increasingly conscious of their daily purchasing decisions and the impact those choices have on society and the environment. This trend, known as "conscious consumerism," is forcing businesses to adapt and prioritize ethical and sustainable practices for consumers to choose them.

These are consumers who actively seek out products and services aligned with their values. This could include concerns for environmental sustainability, fair labor practices, social responsibility, and ethical sourcing. They are willing to research brands, pay a premium for sustainable choices, and even actively boycott companies they perceive as unethical. This has impacted the business owners to change their way of selling products or even running the company.

The rise of conscious consumers presents both challenges and opportunities for businesses, shaping the landscape of modern commerce in profound ways.

On one hand, businesses that fail to adapt to the expectations of conscious consumers risk losing market share to competitors who prioritize ethical practices. Today's consumers are more informed and discerning, placing greater emphasis on factors such as sustainability, social responsibility, and ethical sourcing. Companies that disregard these concerns may face backlash from consumers who are increasingly vocal about their values. In the age of social media, even a small misstep can quickly escalate into a public relations crisis, tarnishing a company's reputation and eroding consumer trust. Negative publicity and social media campaigns can have far-reaching consequences, impacting sales, shareholder confidence, and long-term brand perception.

On the other hand, the rise of conscious consumerism presents significant opportunities for businesses that embrace these principles. By aligning their values with those of socially and environmentally conscious consumers, companies can gain a competitive advantage in the marketplace. Businesses that prioritize sustainability and ethical practices can attract and retain loyal customers who value their commitment to making a positive impact on the world. Moreover, embracing conscious consumerism can lead to increased employee engagement, as workers are more motivated to support a company whose values align with their own. This, in turn, can drive productivity, innovation, and overall organizational success.



Selvam S  
1st Sem MBA



Furthermore, adopting sustainable and ethical practices can enhance a company's brand image and reputation, distinguishing it from competitors and building trust with consumers. Brands that demonstrate a genuine commitment to social and environmental responsibility are perceived more favourably by customers, leading to increased brand loyalty and advocacy. Additionally, businesses that embrace conscious consumerism may find new opportunities for innovation and product differentiation, as they seek to meet the evolving needs and preferences of socially conscious consumers.

Businesses are adopting various strategies to cater to conscious consumers:

- **Transparency and Traceability:** Companies are becoming more transparent about their supply chains, production processes, and environmental impact. This allows consumers to make informed choices.
- **Sustainable Practices:** Businesses are focusing on reducing their environmental footprint by adopting renewable energy sources, reducing waste, and using eco-friendly materials.
- **Ethical Sourcing:** Businesses are prioritizing fair labour practices, ensuring fair wages and safe working conditions throughout their supply chain.
- **Social Responsibility:** Companies are actively engaging in causes aligned with their values, such as environmental protection, community development, and social justice initiatives.

So we now understand that conscious consumerism is not just a fad; it is a fundamental shift in consumer behaviour. Businesses that prioritize ethical and sustainable practices are more likely to thrive in this new landscape. By understanding and adapting to the values of conscious consumers, businesses can build trust, and loyalty, and achieve sustainable success.

## Tackling Fraudulent Calls: Strategies for Protection

We live in a time where technology advances at an unprecedented pace, one unfortunate consequence is the proliferation of fraudulent calls. Whether it's the infamous "IRS scam," fake tech support calls, or phishing attempts, fraudulent callers often prey on unsuspecting individuals, seeking to manipulate them into divulging sensitive information or parting with their hard-earned money.

Fraudulent calls can take various forms, but they typically involve a caller posing as a legitimate entity or authority figure to deceive their targets. These calls may claim that there's a problem with your bank account, offer fake tech support for non-existent issues, or threaten legal action if you don't comply with their demands. The tactics used by fraudsters can be convincing and coercive, making it easy for unsuspecting individuals to fall victim to their schemes.

So, how do we combat this pervasive problem of fraudulent calls?

One crucial step is education and awareness. Individuals need to be informed about the common tactics used by fraudsters and be cautious when receiving unsolicited calls, especially those demanding personal or financial information. Educating vulnerable populations, such as the elderly, about these scams can significantly reduce their susceptibility to falling victim.

Moreover, technology can be leveraged to mitigate the impact of fraudulent calls. Call-blocking apps and services can help identify and filter out suspicious calls, reducing the likelihood of individuals answering them. Additionally, advancements in artificial intelligence and machine learning can aid in the detection of fraudulent call patterns, allowing telecom companies to take proactive measures to block or flag suspicious numbers.

Regulatory measures also play a crucial role in combating fraudulent calls. Governments and regulatory bodies must enact and enforce laws that impose strict penalties on individuals or organizations found engaging in fraudulent call activities. By holding perpetrators accountable for their actions, these measures serve as a deterrent and help protect consumers from falling victim to scams.



**Bhagat  
Chaitanya**  
1st Sem MBA



Furthermore, collaboration between telecom companies, law enforcement agencies, and consumer advocacy groups is essential in tackling fraudulent calls effectively. Sharing data and intelligence about emerging scams can enable swift action to disrupt fraudulent operations and prevent further harm to consumers.

Individuals can also take proactive steps to protect themselves from fraudulent calls. This includes registering their phone numbers on "Do Not Call" lists, being cautious about sharing personal information over the phone, and verifying the legitimacy of callers before providing any sensitive information.

To conclude, fraudulent calls pose a significant threat to consumers, but by employing a combination of education, technology, regulation, and collaboration, we can work towards mitigating this problem. By raising awareness, leveraging technology, implementing regulatory measures, and fostering collaboration, we can better protect individuals from falling victim to fraudulent call scams and ensure a safer telecommunications environment for all.

## Adani Group's Response to Hindenburg Report: A Deep Dive into Crisis Management

After suffering a staggering blow from a short-seller report, Gautam Adani's conglomerate, the Adani Group, finds itself thrust into full crisis management mode. Accused by Hindenburg Research of accounting fraud and governance lapses, the group is employing a multifaceted approach encompassing legal, financial, and communication strategies to restore investor confidence and weather the storm.

To combat the accusations head-on, the Adani Group has enlisted the expertise of Wachtel, Lipton, Rosen & Katz, a renowned US law firm specializing in shareholder activism. This strategic move underscores Adani's determination to address the allegations and pursue legal recourse.

Recognizing the importance of shaping a positive narrative amidst the crisis, the Adani Group has engaged Kekst CNC, a global communications advisor. Kekst aims to assist the group in rebuilding investor trust by providing comprehensive context not only on the specific allegations but also addressing broader concerns about the strength and resilience of the business. Additionally, they may facilitate "situation rooms" to simulate crisis scenarios for Adani's executives, aiding in preparedness and response strategies.

In a bid to alleviate concerns regarding high leverage ratios and cash flow, Adani is actively working towards reducing the group's net debt to EBITDA ratio to below three times by the next year. Measures such as scrapping a coal plant purchase and prepaying borrowings signal the group's commitment to financial prudence and debt reduction.

Moreover, the Adani Group is signalling a shift in strategy towards a more measured and sustainable approach to growth, moving away from aggressive, debt-fuelled expansion. With a diversified portfolio encompassing sectors such as ports, coal, airports, and green energy, Adani aims to reassure investors about the long-term viability and resilience of its business model.



**Drumil Gohil**  
1st Sem MBA



Despite initial hesitation, the group is considering engaging independent firms to assess regulatory compliance and internal controls. This proactive step may help address calls for an investigation into corporate malfeasance and regulatory non-compliance, further bolstering investor confidence in the group's governance practices.

While the crisis has undoubtedly impacted Adani's market value and raised concerns about India's investment environment, the postponement of MSCI Inc.'s free float updates offers a glimmer of relief. Nevertheless, Adani faces the formidable challenge of navigating the evolving global funding landscape and effectively refinancing debt amidst the fallout from the short-seller report.

Adani's comprehensive approach, which blends legal defence, crisis communication, financial restructuring, and strategic recalibration, reflects a resolute effort to overcome the fallout from the Hindenburg Report. The group's ability to address investor concerns, rebuild trust, and adapt to the changing economic landscape will ultimately shape its trajectory in the post-crisis era.

## From Trash to Treasure: Innovative Approaches for Recycling in India

India grapples with a staggering amount of waste, generating over 62 million tonnes annually, which poses severe environmental and health risks as it accumulates in landfills and water bodies. However, amidst this challenge, India is witnessing a remarkable transformation as innovative approaches are turning waste into wealth, demonstrating the potential of a circular economy.

Saahas Zero Waste, a pioneering waste management social enterprise based in Bangalore, exemplifies this shift. Through partnerships across various sectors, Saahas Zero Waste segregates waste and converts organic waste into compost and biomethane fuel. Their decentralized model recycles over 2000 tonnes of waste monthly, contributing significantly to waste reduction and resource recovery.

Another notable initiative is Hasirudala, which repurposes scrap tiffin boxes into furniture and crafts, providing livelihoods for waste pickers and demonstrating the value of upcycling discarded materials.

Supporting these grassroots efforts are various government initiatives aimed at promoting recycling and waste management. The Swachh Bharat Mission targets 100% scientific waste management in urban areas, while the Smart City Mission integrates waste recycling and waste-to-energy systems into urban development plans. Additionally, the National Green Tribunal enforces compliance with waste management rules, ensuring accountability and environmental stewardship.

One critical area of focus is electronic waste (e-waste), driven by the rapid turnover of technology. Companies across India are leading initiatives to collect, dismantle, and repurpose old electronics, salvaging valuable components and metals while reducing the strain on natural resources.

Plastic pollution remains a pressing concern in India, but innovative solutions are emerging. Communities and organizations are melting down plastic waste to create tiles and roads, offering a sustainable solution for infrastructure development while addressing waste accumulation.



Fiza Mirzani  
1st Sem MBA



The fashion industry, notorious for its environmental impact, is also transforming. Brands like Plum incentivize customers to return packaging for recycling and actively support environmental causes. Programs like the Sustainable Fashion Initiative advocate for eco-conscious practices, urging designers and brands to embrace sustainable materials and manufacturing methods.

The impact of India's recycling and upcycling initiatives extends beyond waste reduction. By diverting waste from landfills, these efforts mitigate greenhouse gas emissions and preserve natural ecosystems. Additionally, the reuse of materials conserves resources and reduces the need for raw material extraction, thereby safeguarding precious habitats and biodiversity.

Moreover, India's focus on recycling and upcycling presents significant economic opportunities. The recycling industry generates employment across the value chain, stimulating innovation and entrepreneurship. By fostering a circular economy, India not only addresses environmental challenges but also promotes economic growth and social empowerment.

In conclusion, India's innovative solutions to waste management demonstrate the transformative power of recycling and upcycling. By turning waste into wealth, India sets a positive example for the world, illustrating that waste is not merely a problem but a potential resource. As these initiatives continue to evolve, they offer hope for a more sustainable and prosperous future.

## Personal Financial Planning

Personal financial planning is an encompassing term that entails managing various aspects of your finances, including savings, expenditures, investments, and insurance. It involves setting clear and realistic goals, budgeting wisely, establishing an emergency fund, managing debt effectively, crafting an investment strategy, obtaining adequate insurance coverage, and planning for retirement. Here's a detailed breakdown of each component:

**Setting Clear Goals:** Establishing clear and achievable financial goals is the cornerstone of effective financial planning. Whether short-term or long-term, goals provide direction and purpose to your financial decisions. Categorize your goals based on different time frames, such as saving for a vacation or funding your children's education. Clarity in your objectives helps prioritize and allocate resources efficiently.

**Budgeting:** Creating and adhering to a budget is fundamental to personal financial planning. Track your income and expenses meticulously to understand your spending patterns. Differentiate between necessities and discretionary spending to identify areas where you can cut back, save more, and allocate funds toward your financial goals.

**Emergency Fund:** Life is unpredictable, and unforeseen circumstances can arise at any moment. Establishing an emergency fund is vital for financial security. Aim to save three to six months' worth of living expenses in a liquid and easily accessible account. This safety net protects against unexpected events like medical emergencies or job loss.

**Debt Management:** Effectively managing and reducing debt is essential for financial freedom. Prioritize high-interest debts and develop a repayment strategy. Explore options such as debt consolidation or negotiating lower interest rates. Addressing outstanding debts frees up resources that can be redirected towards savings and investments.



Prajwal MS  
1st Sem MBA

**Investment Strategy:** Once you have a solid financial foundation, consider investing to grow your wealth. Diversify your investment portfolio across various asset classes to spread risk. Consider factors like risk tolerance, investment horizon, and financial goals when crafting your investment strategy. Regularly review and adjust your portfolio to align with changing circumstances and market conditions.

**Insurance Coverage:** Protecting your financial well-being requires adequate insurance coverage. Assess your needs for health insurance, life insurance, and property insurance. Having the right insurance policies ensures financial security for you and your loved ones in the face of unexpected events. Regularly review your coverage to make necessary adjustments based on changes in your life circumstances.

**Retirement Planning:** Planning for retirement is crucial for long-term financial security. Start early and take advantage of retirement savings accounts. Calculate your retirement needs considering factors like inflation and healthcare costs. Regularly review your retirement plan to ensure you're on track to meet your financial goals during your retirement years.

Personal financial planning is an ongoing process that evolves with your life. By setting clear goals, budgeting wisely, managing debt, making informed investments, obtaining the right insurance coverage, and planning for retirement, you can navigate the path to financial wellness. Regularly reassess and adjust your financial plan as your life circumstances change, ensuring you're well-prepared for the future. Remember, proactive planning and informed decision-making are key to financial success.



## Unveiling the Veil of Poverty: A Call to Action

In the fabric of society, poverty stands as a stark thread, weaving its way through the lives of millions around the globe. Defined not only by material deprivation but also by the erosion of dignity and opportunity, poverty casts a long shadow, perpetuating cycles of hardship and inequality. Yet, beyond the statistics and headlines lie the untold stories of resilience, courage, and hope. In examining the multifaceted nature of poverty, we uncover its root causes, its far-reaching implications, and the urgent need for collective action to address this pressing issue.

### Content:

At its core, poverty is a complex and multifaceted phenomenon, encompassing not only economic deprivation but also social, political, and environmental factors. While poverty is often measured in terms of income or material wealth, its impacts extend far beyond the realm of economics, shaping access to education, healthcare, housing, and employment opportunities. Moreover, poverty intersects with other forms of inequality, including gender, race, ethnicity, and geography, exacerbating disparities and further marginalizing already vulnerable communities.

The consequences of poverty are profound and far-reaching, affecting individuals, families, and communities in myriad ways. From malnutrition and inadequate healthcare to limited access to education and employment, poverty robs individuals of their basic rights and opportunities, trapping them in a cycle of deprivation and despair. Moreover, poverty can have intergenerational effects, perpetuating inequality and hindering social mobility for future generations.

Despite its pervasive nature, poverty is not an insurmountable obstacle. Through targeted interventions and comprehensive strategies, societies can work to address the root causes of poverty and create pathways to prosperity for all. This includes investments in education, healthcare, and social protection programs, as well as efforts to promote inclusive economic growth and employment opportunities. Moreover, addressing the structural drivers of poverty, including discrimination, corruption, and environmental degradation, is essential for creating a more equitable and sustainable future.



**Sandeep  
Kumar KR**  
1st Sem MBA



#### Conclusion:

As we confront the daunting challenge of poverty, we must recognize that it is not merely a question of economics, but a fundamental issue of human dignity and rights. By lifting the veil of poverty, we reveal the faces and voices of those who are often marginalized and forgotten, shining a spotlight on their resilience, strength, and aspirations. Moreover, by addressing the root causes of poverty and working to build more inclusive and equitable societies, we can create a world where every individual has the opportunity to thrive and fulfil their potential.

In this journey towards a more just and compassionate world, each of us has a role to play. Whether through advocacy, philanthropy, or grassroots activism, we can all contribute to the fight against poverty and inequality. By standing in solidarity with those affected by poverty and amplifying their voices, we can work towards a future where poverty is not a barrier to opportunity, but a chapter in humanity's ongoing quest for justice and equality. Together, let us heed the call to action and build a world where poverty is no longer a thread in the fabric of society, but a distant memory of our shared past

## Modernizing First Aid and Ambulance Services: Saving Lives through Technology and Collaboration

Ambulance services stand as the frontline warriors in medical emergencies, tasked with providing critical care and swift transportation to those in need. Yet, traditional ambulance systems grapple with various challenges, from response time delays to communication bottlenecks. In this article, we explore the transformative power of technology and collaborative initiatives in modernizing ambulance services, ultimately leading to more efficient and life-saving emergency medical care.

### Leveraging Technology for Efficiency:

**Advanced Dispatch Systems:** With the advent of artificial intelligence (AI), modern dispatch systems have undergone a paradigm shift. By analysing real-time traffic data, patient information, and ambulance availability, these systems make precise and swift dispatch decisions. This optimization ensures that the closest and most suitable ambulance reaches the scene promptly, significantly reducing response times and improving patient outcomes.

**Telemedicine Integration:** The integration of telemedicine capabilities into ambulances marks a revolutionary advancement in on-the-go medical care. Through telemedicine, remote medical professionals can assess patients in real-time, offering guidance and even initiating treatment before the patient reaches the hospital. This proactive approach not only enhances patient outcomes but also saves crucial time, especially in critical situations where every second counts.

**Remote Patient Monitoring:** Equipping ambulances with advanced monitoring systems enables the transmission of vital signs and other patient data to hospitals in real-time. This data empowers medical staff to prepare for the patient's arrival, anticipate medical needs, and initiate life-saving interventions promptly. Real-time monitoring enhances the continuity of care and significantly improves patient outcomes by ensuring timely interventions.

### Collaboration for Improved Care:

**Inter-Hospital Collaboration:** Standardizing protocols and fostering seamless communication between hospitals and ambulance services is paramount for optimizing patient handover and ensuring uninterrupted care. Collaborative efforts streamline the transition process, enabling smoother coordination and better outcomes for patients, particularly during critical transfers and emergencies.



Shreya E  
1st Sem MBA



**Community Partnerships:** Engaging with local fire departments, community organizations, and first responders creates a robust emergency response network. Collaboration among these entities enhances coordination, reduces response times, and improves the delivery of essential first-aid services. Community partnerships not only bolster the resilience of ambulance services but also contribute significantly to saving more lives within the community.

**Data Sharing and Analysis:** Sharing anonymized data on patient demographics, ambulance utilization, and response times facilitates evidence-based decision-making. By leveraging comprehensive data analysis, ambulance services can identify trends, allocate resources effectively, and implement targeted improvements. Data-driven insights drive continuous enhancement of services, ensuring optimal performance and patient care across the board.

Therefore, the modernization of ambulance services through technology integration and collaborative endeavours holds immense potential in saving lives and enhancing patient outcomes. Embracing innovative solutions and fostering partnerships between healthcare providers, technology developers, and policymakers are essential steps toward achieving this goal. While this endeavour demands ongoing investment and concerted efforts, the profound impact on public health and individual well-being justifies the commitment to advancement in emergency medical services. Through collective action and innovation, we can revolutionize ambulance services, making them more efficient, responsive, and life-saving than ever before.

## The Paradox of Time: Does the Future Already Exist?

The concept of time, a fundamental aspect of human existence, has long intrigued philosophers and scientists alike. The question of whether the past, present, and future coexist simultaneously challenges our conventional understanding of temporal dynamics. Let's embark on a journey through the theories of time, exploring their implications and unravelling the paradox.

The Block Universe theory presents a compelling metaphor: envision the universe as an immense block, wherein past, present, and future coalesce into a single entity. From this perspective, time appears static, akin to a series of paintings stacked atop each other. Each "slice" of the block represents a distinct moment in time, with the illusion of temporal progression merely a product of human perception. Contrastingly, the Growing Block Universe theory introduces a dynamic element. While the past remains fixed, the future unfolds continuously, akin to an expanding block of ice. This model posits that time is not immutable but subject to ongoing creation, with each passing moment adding to the evolving narrative of existence. Einstein's theory of Relativity further complicates the temporal landscape by asserting that time is not an absolute construct but rather contingent upon space and gravity. Consequently, individuals perceive time differently based on their relative motion and spatial context, challenging the notion of a singular, universal "now."

Consider three hypothetical alien spacecraft, each experiencing a distinct "now" relative to Earth. The first ship, stationary in space, shares a present moment with us, fostering the potential for instantaneous communication. Meanwhile, the second ship, hurtling away at considerable speed, accesses Earth's past, conversing with our ancestors. Conversely, the third ship hurtles towards us, glimpsing a future where humanity has expanded its domain to other planets. This multiplicity of "nows" underscores the principle of cosmic democracy, where the perspective of every observer holds equal validity. Consequently, the past, present, and future coexist as equally real entities within the cosmic tapestry, challenging conventional notions of temporal linearity.



Sumaiya Kauser  
1st Sem MBA



However, the conundrum deepens with the advent of quantum mechanics. Quantum processes, inherently unpredictable, introduce an element of randomness into the cosmic fabric. While classical physics implies a deterministic universe where the future unfolds inexorably from the past, quantum indeterminacy suggests an alternative reality where uncertainty reigns supreme. Consider the decay of a radioactive atom, a quintessential example of quantum randomness. The atom's fate remains uncertain until observed, with its decay potentially influencing future events in unpredictable ways. Thus, the future emerges not as a predetermined outcome but as a realm of infinite possibilities, shaped by quantum fluctuations and probabilistic outcomes.

In light of these complexities, the true nature of time remains elusive. Is it a static block where past, present, and future converge, or a dynamic tapestry constantly woven by the forces of creation and decay? Perhaps it is a blend of both, a paradoxical dance between determinism and uncertainty, where free will coexists with cosmic predestination. As we contemplate the enigma of time, we confront the limits of human understanding and the boundless mysteries that lie beyond. In this ever-expanding cosmos, where past, present, and future intertwine, the journey towards enlightenment is perpetual, and the quest for truth eternal.

## The Power of Unlearning: Letting Go to Embrace New Opportunities

In life, we accumulate knowledge, beliefs, habits, and assumptions over the years. Some of these serve us well. But others hold us back from growth and embracing new directions. That's where the power of unlearning comes in.

Unlearning is the intentional process of letting go of outdated, counterproductive beliefs and thought patterns to make space for new, more empowering ones. It allows us to challenge what we think we "know" that may be limiting us. Unlearning old ways of thinking and doing paves the way for positive change, fresh perspectives, and seizing new opportunities.

### Why Unlearn?

The world is rapidly changing. What worked well for us even five or ten years ago may no longer serve us. Holding on tightly to how we've always viewed life and done things can hinder us from innovating and adapting.

Here are some key reasons why unlearning is so valuable:

- It helps bust paradigms. Unlearning allows us to break free from limiting rules, assumptions, and habitual thinking. This frees us up to question norms and see possibilities outside our existing mental models.
- It allows growth. Assumptions we hold may have been helpful at one stage but have become roadblocks now. Unlearning lets us push past our mental barriers and expand our skills, abilities, and outlook.
- It reduces judgment. Long-held viewpoints often lead to hasty judgments about people or situations different from our experience. Unlearning can help us become more open, empathetic, and inclusive.
- It enables reinvention. People going through major life changes often find previous coping strategies are no longer effective. By unlearning what's ineffective, we clear the clutter for more constructive responses.

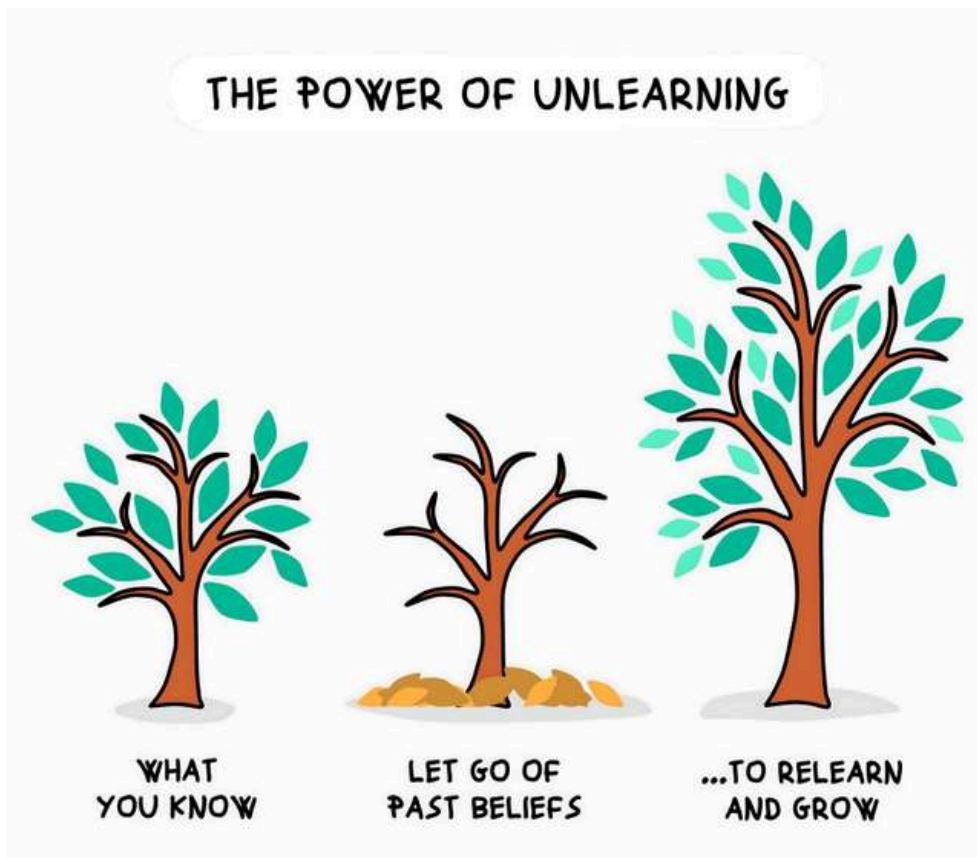
### Steps to Unlearn:

Unlearning takes self-awareness, courage, and determination to shake off old patterns. Here are steps to approach it:

- Identify beliefs to unlearn. Reflect on aspects of yourself you'd like to change. Which limiting assumptions or ways of thinking no longer serve your growth?
- Assess their impact. How have these beliefs negatively affected your life? What opportunities have they prevented you from pursuing?



Aswathy B  
1st Sem MBA



- Question their validity. Is this belief true and based on fact? Or is it an outdated assumption you've outgrown? Ask yourself: if I let this belief go, what's the worst that could happen?
- Allow uncertainty. Sit with the discomfort of not knowing. The idea you're unlearning may have provided a sense of certainty and security. Embrace uncertainty as part of the learning process.
- Adopt a beginner's mindset. Approach new ideas, skills and situations with an open, curious attitude instead of as an "expert." This allows you to truly absorb new information and change directions.
- Be patient with yourself. Old patterns can creep back in. Notice any backsliding without judgement, course correct patiently, and reinforce desired new beliefs through repetition.

By releasing rigid adherence to old ways of thinking and doing, we make space for flexibility, innovation and seizing new opportunities. Unlearning isn't about erasing our experience but rather shedding burdensome baggage to create a life of greater freedom and growth. The effort to unlock our potential through letting go of limiting beliefs is a worthwhile journey.

## Ministry of Corporate Affairs Examining Ethical Practices

Several Chinese companies, particularly those associated with loan apps, have come under scrutiny in India as the Ministry of Corporate Affairs intensifies investigations into alleged violations. With security agencies ramping up crackdowns on illegal loan app entities over the past few years, the probe into these companies has reached an advanced stage.

The Ministry of Corporate Affairs, responsible for implementing the Companies Act, is primarily focused on examining fraudulent activities within these companies. Some cases are also being investigated by the Serious Fraud Investigation Office (SFIO). Complaints from regulatory bodies like the Reserve Bank of India (RBI), the Ministry of Electronics and IT (MeitY), and other entities serve as triggers for inquiries against the accused companies. Despite challenges in tracing funding routes, efforts are being made to uncover beneficial ownership.

In January 2023, the Registrar of Companies (RoC) in Delhi and Haryana levied penalties of over INR 21 lakh on an Indian company and related individuals/entities for concealing beneficial ownership links to a Chinese conglomerate.

### Efforts to Combat Fraudulent Lending Apps:

Recently, the finance ministry reported to Parliament that between September 2022 and August 2023, Google removed over 2,200 fraudulent loan apps from its Play Store. The government continues to coordinate with regulators like the RBI to protect consumers and ensure a secure digital lending ecosystem.

The ministry leverages its powers under the company's law to investigate frauds perpetrated through corporate structures. However, establishing beneficial ownership and tracing overseas money trails remains a challenging task.



**P Abhishek**  
1st Sem MBA



#### India's Determination to Combat Predatory Digital Lending:

India has displayed firm determination to combat predatory digital lending facilitated by illegal apps. Chinese-backed companies have faced intensified scrutiny due to security concerns and past evidence of technology misuse, data breaches, extortionist lending practices, and borrower harassment.

While India welcomes foreign investments that drive innovation, stricter due diligence is imperative when risks emerge. Protecting citizen interests, safeguarding data, and ensuring national security are paramount as the country rapidly digitizes. Regulation and enforcement must keep pace with the fintech boom.

#### Promoting Collaborative Action and Public Awareness:

Collaborative action by government agencies, technology platforms, and public awareness campaigns can help curb unethical activities. India must promote financial inclusion without compromising on combating financial fraud. Maintaining vigilance alongside progress is key to securing digital advancement.

As India continues its journey towards digital transformation, it must remain vigilant against fraudulent practices, especially in the fintech sector. Strengthening regulatory frameworks, enhancing enforcement mechanisms, and fostering collaboration among stakeholders are essential steps towards creating a safer and more secure digital environment for all citizens.

For collective bargaining and job safeguards, the millions-strong Indian workforce is mostly dependent on labour unions. To be recognized legally, the procedure by which these unions must register with the legislature is under examination and may be altered. This article explores the current system, changes that have been suggested, and the ongoing discussion around this crucial point.

**The Current Situation: Judging Acknowledgment from Accountability.**

Earlier on, labour unions had to go through an arduous registration process with the Department of Labor. Documentation such as the union's constitution, thorough financial accounts, and leadership details are usually required to complete this registration. There are two main objectives to this process:

1. **Legal Recognition:** A union that successfully registers is granted legal recognition, which enables it to carry out its duties as an authorized representative of employees. In collective bargaining, where the union bargains on behalf of its members with employers over pay, benefits, and working conditions, this legitimization is essential.
2. **Accountability:** A certain amount of accountability is fostered by the registration procedure. The government keeps some monitoring and transparency by making unions reveal their financial situation and leadership structure.

**Suggested Modifications: A Range of Methodologies**

There are others that disagree with the current system. There are others who contend that the excessively laborious registration procedure impedes the establishment and expansion of unions. Others argue for stronger disclosure laws and voice worries about accountability. This has prompted suggestions for modifications over a range:

- **Relaxed Requirements:** Proponents of streamlined registration contend that the present procedures can be costly and time-consuming. By lowering the amount of information needed or developing online filing systems, they suggest streamlining paperwork.
- **Greater Transparency:** Those who argue for more stringent registration frequently highlight the opaque nature of union funds and internal operations. They support imposing more regulations on membership activities, leadership disclosures, and more thorough financial reporting.
- **Right-to-Work (RTW) Laws:** These laws present a more divisive strategy. These rules limit the power of unions to charge non-members who still gain from contracts (wages, benefits) negotiated by the union with fees.



**Ramya**  
1st Sem MBA



### Conflicts and Issues: Discovering Common Ground

The two main issues that drive the discussion regarding registration modifications are accessibility and accountability.

- **Accountability:** Proponents of more stringent registration contend that greater openness encourages improved union governance. They contend that thorough financial reporting minimizes the possibility of financial misappropriation and improves member supervision.
- **Availability:** However, proponents of expedited registration are concerned that needless obstacles may obstruct real worker representation, making it more difficult for unions to organize and advance better working conditions. They frequently make the point that unions can be weakened by bureaucratic red tape even before they enter the negotiation process.

### The Path Ahead: Maintaining Knowledge

The particular plans and how they progress will differ significantly between regions. It is imperative that you stay up to date on impending legislative changes. Here are some pointers:

- **Adhere to pertinent governmental entities:** Updates on pending legislation are frequently available on official websites, such as those run by your state or federal Department of Labor.
- **Look for trustworthy news sources:** Seek out reliable resources that are centered on legislative and labour matters.
- **Speak with the labour union council in your area:** These groups frequently monitor and assess proposed changes that could affect the rights of workers.

Legislative registration for labour unions is changing. You can create your own opinion about the best ways to improve ties between employees, unions, and the government by learning about the arguments made in support of proposed changes and keeping up to date.



Leander  
Aravind  
1st Sem MBA

## What is the Gig Economy?

The gig economy encompasses a flexible work arrangement where individuals are hired for specific projects or tasks, rather than employed full-time with benefits. This includes a wide range of work types, from freelance writing of content and graphic design to ride-hailing services and on-demand delivery.

### Opportunities for Businesses:

The rise of the gig economy presents numerous opportunities for businesses:

- **Access to a diverse talent pool:** Businesses can tap into a wider pool of skilled individuals beyond their immediate geographic location. This allows them to find specialists for specific tasks and leverage diverse perspectives.
- **Cost-effectiveness:** Hiring temporary workers can be more cost-effective than hiring full-time employees, as businesses only pay for the work completed or the time off work. This can be particularly beneficial for projects with fluctuating workloads or specific needs.
- **Increased agility:** Gig workers offer greater flexibility, enabling businesses to scale their workforce up or down quickly in response to changing market demands. This allows for faster adaptation and improved responsiveness.

### Challenges for Businesses:

While the gig economy offers advantages, certain challenges also need consideration:

- **Quality control:** Ensuring consistent quality of work can be more difficult with a transient workforce. Businesses need to establish clear processes and quality assurance measures for project completion. This can be different for each gig and in the hiring process.
- **Management complexity:** Managing a network of independent workers requires additional effort compared to a traditional workforce. Businesses need efficient systems for communication, project tracking, and performance evaluation.



- Employee engagement and loyalty: Building a strong company culture and fostering employee engagement can be challenging in a gig environment. Businesses need to find alternative ways to motivate and retain talent, such as offering competitive pay, clear communication, and opportunities for professional development.

Conclusion: The gig economy is fundamentally reshaping the work landscape, presenting both opportunities and challenges for businesses. By understanding these dynamics and implementing effective strategies, businesses can leverage the benefits of this flexible workforce model while mitigating associated challenges. This can allow them to adapt to the changing needs of the market, remain competitive, and thrive in the evolving business environment.

In the dynamic realm of business management, Agile Performance Management is reshaping how organizations evaluate and nurture their workforce, offering MBA students valuable insights into modern organizational structures. Agile Performance Management diverges from traditional models, emphasizing continuous improvement, frequent feedback, and adaptability throughout the year. This shift holds significant implications for MBA students seeking to understand the evolving nature of performance assessments.

Frequent Check-Ins facilitate ongoing dialogues between managers and employees, fostering continuous communication. These regular exchanges provide a platform for addressing immediate concerns and also contribute to building robust relationships within the organizational framework. Objectives and Key Results (OKRs) provide a clear framework aligning performance goals with organizational objectives for evaluation. This alignment ensures that individual efforts contribute meaningfully to the broader strategic direction of the company, offering students a firsthand understanding of goal setting in a dynamic business environment.

Continuous Feedback replaces traditional annual reviews, allowing immediate adjustments based on real-time insights. This immediacy in feedback not only aids in course correction but also contributes to a culture of continuous learning, aligning with the ethos of an MBA program. 360-degree feedback incorporates input from various sources for a comprehensive and unbiased performance assessment. This multi-perspective evaluation ensures a holistic understanding of an individual's contributions, mitigating biases and fostering a fair appraisal process.

Enhanced Organizational Agility is achieved through an emphasis on adaptability, positioning organizations to thrive in a rapidly changing marketplace. Students recognize the strategic advantage of organizational agility, especially in industries where responsiveness to market dynamics is paramount.

Navigating the transition from traditional to Agile Performance Management involves strategic steps. MBA students find alignment with the principles of effective change management by starting small, gathering feedback, and leveraging supportive technology. The gradual transition allows organizations to harness the strengths of Agile Performance Management while respecting existing workflows, ensuring a smooth integration.



**Vani Menon**  
1st Sem MBA



Tools facilitating Agile Performance Management, such as Totara Perform, offer MBA students insights into technological enablers of this paradigm shift. The integration of technology in performance management aligns with the contemporary reliance on digital solutions. MBA students can observe how technology acts as an enabler, providing data-driven insights and streamlining the implementation of Agile principles.

Integration of Agile Performance Management Practices: Agile performance management revolutionizes employee development and aligns it with organizational goals through continuous measurement and feedback. Unlike traditional approaches, it emphasizes frequent check-ins, setting Objectives and Key Results (OKRs), and continuous feedback. This approach offers numerous benefits, including increased engagement, improved productivity, and enhanced organizational agility.

To sum up, agile performance management offers a dynamic and responsive approach to employee development, providing tangible benefits for both individuals and organizations. It requires a thoughtful transition, incorporating tools and practices that align with the principles of agility and continuous improvement. MBA students equipped with an understanding of these methodologies become valuable assets in steering companies toward success in an ever-evolving business landscape.

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## Harnessing the Power of AI: Revolutionizing Marketing and Sales

Artificial Intelligence (AI) has emerged as a game-changer in the realm of marketing and sales, revolutionizing how businesses engage with customers, optimize processes, and drive revenue growth. From personalised marketing campaigns to predictive analytics, AI technologies are reshaping the landscape of marketing and sales in profound ways. One of the most significant impacts of AI in marketing and sales is its ability to enable hyper-personalization at scale. AI-powered algorithms analyze vast customer data, including demographics, behavior patterns, and preferences, to deliver targeted and relevant content to individual consumers. By understanding each customer's unique needs and interests, businesses can tailor their marketing messages and offers, leading to higher engagement, conversion rates, and customer satisfaction. AI enhances marketing and sales efficiency by automating repetitive tasks and streamlining workflows. Chatbots, powered by natural language processing (NLP) and machine learning algorithms, provide instant customer support and assistance, improving response times and freeing up human resources for more strategic initiatives. Additionally, AI-driven automation tools optimize lead generation, lead scoring, and lead nurturing processes, enabling sales teams to focus their efforts on the most promising opportunities. AI also plays a crucial role in predictive analytics, empowering businesses to anticipate customer behavior and market trends with greater accuracy. By analyzing historical data and identifying patterns, AI algorithms can forecast future outcomes, such as customer churn, sales trends, and demand fluctuations. With these insights, marketers and sales professionals can make data-driven decisions and implement proactive strategies to capitalize on opportunities and mitigate risks.

AI enhances the effectiveness of marketing and sales campaigns through advanced analytics and optimization techniques. Machine learning algorithms analyze campaign performance metrics in real time, identifying patterns and trends to optimize targeting, messaging, and channel allocation. This iterative approach enables marketers to continuously refine their strategies and maximize ROI across various marketing channels and touchpoints. In addition to enhancing customer engagement and driving sales, AI also facilitates deeper customer insights and relationship-building efforts. Sentiment analysis tools leverage AI to analyze customer feedback from various sources, such as social media, reviews, and surveys, to gauge customer sentiment and identify emerging trends.



Samiksha V  
1st Sem MBA



By understanding customer sentiments and preferences, businesses can tailor their offerings and communication strategies to better resonate with their audience, fostering stronger relationships and brand loyalty. While the potential benefits of AI in marketing and sales are immense, businesses must also address challenges related to data privacy, ethics, and transparency. With AI-powered technologies relying heavily on data, ensuring the responsible and ethical use of customer information is paramount. Businesses must prioritize data security, compliance with regulations such as GDPR, and transparency in how AI algorithms are used to avoid eroding trust and damaging brand reputation.

In conclusion, AI is transforming marketing and sales by enabling hyper-personalization, automation, predictive analytics, and optimization. By harnessing the power of AI technologies, businesses can unlock new growth opportunities, enhance customer experiences, and stay ahead of the competition in an increasingly competitive marketplace. However, businesses need to approach AI adoption thoughtfully, addressing ethical considerations and ensuring responsible use to maximize its benefits while mitigating potential risks.

## 76 Mental Health Awareness

What is mental health awareness?

Mental health awareness refers to understanding, mental health issues and general state of mind. Mental health awareness in workplaces and educational institutions is essential to create a healthier, more supportive, and productive environment for all individuals.

Why is mental health awareness needed in workplaces and educational institutions?

I believe it is needed to de-stigmatize the notion of mental health being something unorthodox or unnecessary as this leads to mental issues not being spoken about, but rather pushed aside and soon building up in an unhealthy manner. Reducing stigma also helps people to speak out without fear of judgement or discrimination. Raising awareness can lead to encouraging the well-being of an individual by increasing self-care and strengthening their support system.

Mental health awareness in workplaces and educational institutions helps us recognise issues that set us back which directly increases our productivity, motivation, and teamwork. It creates a supportive environment and helps individuals feel comfortable enough to raise their concerns.

Consistent workshops or initiatives help in recognising problems and symptoms early on and can be resolved easily. This leads to the implementation of a healthy work environment, making it easier for people. Doing so will prevent crises such as suicide, bullying, harassment, anxiety, and more. Hence I conclude with the further encouragement of increasing awareness for mental health.



Ananya M  
4th Sem BBA

## The Transformative Impact of Artificial Intelligence on the World.

Artificial Intelligence (AI) has emerged as a transformative force reshaping various facets of our world, from industries and economies to social interactions and daily routines. From how we work and communicate to the fundamental structure of our economies, AI is leaving an indelible mark on the world. Its impact on society is profound and far-reaching, revolutionizing industries, enhancing efficiency, and transforming the way we live our lives.

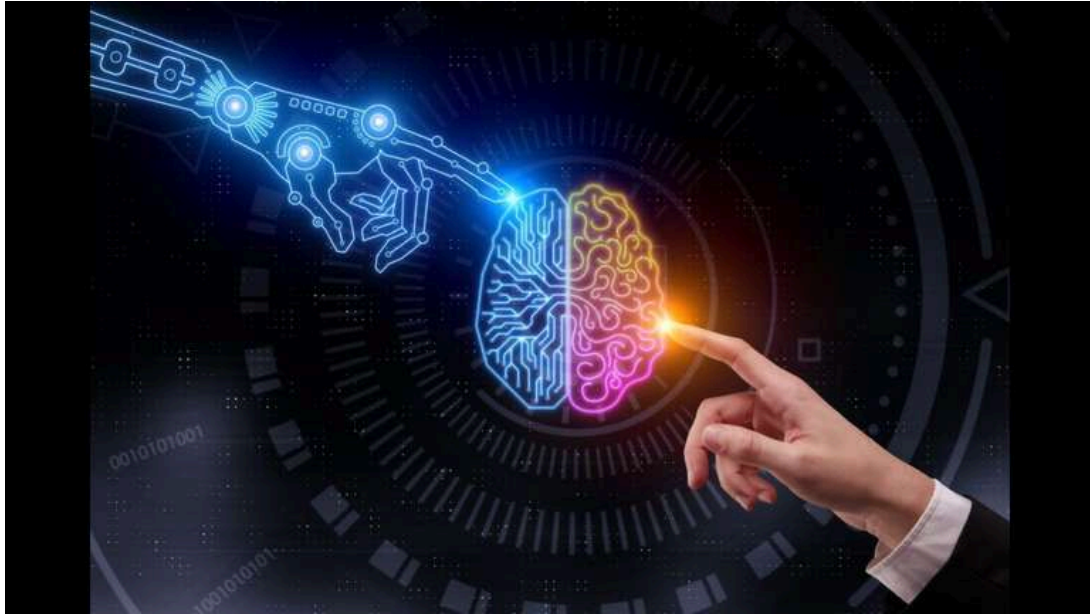
One of the most significant ways AI is changing the world is through automation. Industries ranging from manufacturing to finance are leveraging AI-powered systems to streamline processes, increase efficiency, and reduce costs. Automation not only improves productivity but also frees up human workers to focus on more creative and strategic tasks. Tasks once performed by humans are now being carried out by AI-powered systems, leading to increased efficiency, reduced costs, and higher productivity.

In the realm of finance, AI is transforming how businesses manage risk, detect fraud, and make investment decisions. AI algorithms can analyze vast amounts of financial data in real time to identify market trends and opportunities. This not only helps investors make informed decisions but also enhances the stability and efficiency of financial markets.

In the field of Education, AI is enhancing personalized learning experiences and expanding access to education. Adaptive learning platforms powered by AI algorithms analyze students' performance data to tailor learning materials and activities to their individual needs and preferences. This ensures that students receive targeted support and guidance, leading to better outcomes. Education is another domain where AI is transforming society. AI-enabled language translation tools are breaking down language barriers and facilitating cross-cultural communication, promoting global collaboration and understanding.



Aaradhya.B  
4th Sem BBA



Despite these challenges, the transformative potential of AI cannot be overstated. It has the power to drive innovation, enhance efficiency, and improve the quality of life for people around the world. AI is profoundly changing the world, driving innovation, and reshaping industries and economies.

From automation and healthcare to finance and education, the transformative potential of AI is vast and far-reaching. Realizing the full benefits of AI requires careful consideration of ethical, legal and social implications. We can create a future where technology serves to improve the human condition and enhance the quality of life for all. We must remain vigilant, ensuring that its benefits are accessible to all and that its impact on society is positive and equitable.

## Administration A key to a Professional Organisation

Any activity, well administered, is a sure shot for success. Be it a sporting event, a ball well played, a talk well delivered, or an office managed flawlessly. An interest in administrative work often stems from a desire for organization, efficiency, and the ability to support the smooth functioning of an organization or team. Here's an exploration of the professional interest in administrative roles:

1. **Organizational Skills:** Administrative roles require a keen sense of organization. From managing schedules to coordinating meetings and handling paperwork, administrative professionals are the backbone of an organization's daily operations. For those who thrive on creating order out of chaos and enjoy developing systems to streamline processes, administrative work can be highly satisfying.
2. **Problem-Solving:** Administrators often encounter a variety of challenges in their roles, ranging from scheduling conflicts to resolving conflicts between team members. This requires strong problem-solving skills and the ability to think on one's feet. Finding creative solutions to logistical problems can be intellectually stimulating and rewarding for those with a penchant for troubleshooting.
3. **Communication:** Effective communication is essential in administrative positions, whether it's through written correspondence, phone calls, or in-person interactions. Administrative professionals often serve as the primary point of contact for both internal and external stakeholders, requiring strong interpersonal skills and the ability to convey information clearly and professionally.
4. **Multitasking:** Administrative roles are often fast-paced environments where multitasking is a necessity. Balancing multiple responsibilities simultaneously, such as answering phone calls while scheduling appointments and managing incoming emails, requires strong multitasking abilities and the capacity to prioritize tasks effectively.
5. **Supportive Role:** Administrative professionals play a crucial role in supporting the efforts of their colleagues and superiors. Whether it's assisting with project management, coordinating travel arrangements, or providing administrative support during meetings, their contributions help ensure the success of the team and the organization as a whole.



Saranya Ravi  
EMBA



6. Opportunity for Growth: While administrative roles may be entry-level positions in many organizations, they often serve as a stepping stone to more advanced roles.

7. Variety and Adaptability: One of the appealing aspects of administrative work is the variety it offers. No two days are exactly alike, and administrative professionals may find themselves engaged in a diverse range of tasks and projects. This variety keeps the role interesting and allows individuals to continually learn and adapt to new challenges.

8. Adaptability and Learning Agility: This can be equated to the fluidity with which a cat settles in her environment. It's about being flexible to the developments around you.

- One is adaptable to changing priorities and therefore enjoys learning new skills.
- One is eager to stay updated on evolving technologies and administrative best practices.

9. Detail-Oriented and Organized:

- Administrative professionals possess strong organizational skills and enjoy keeping things in order.
- You have a keen eye for detail and accuracy, ensuring all tasks are completed meticulously.

In summary, the professional interest in administrative roles often stems from a combination of organizational skills, problem-solving abilities, strong communication, and a desire to support the functioning of an organization. For those who enjoy working in fast-paced environments, multitasking, and playing a supportive role in a team, administrative work can be both fulfilling and rewarding.

## Developing Skill: The Professional Interest of HR at Bosch

Human resources (HR) operations are critical to the success of organizations today because they go beyond traditional administrative tasks in the fast-paced commercial environment where innovation and adaptation are valued highly. This is never more apparent than at a company like Bosch, where the HR division is essential to developing talent and establishing an excellence-oriented culture.

HR specialists at Bosch are not just policy enforcers and recruiters; rather, they are the designers of the business's human capital strategy. Bosch depends on its HR department to draw in, nurture, and keep elite talent because of its heterogeneous workforce in terms of both geography and specialization.

The foundational element of Bosch's HR initiatives is recruitment. The company's stringent hiring practices, which go beyond evaluating technical competencies to examine cultural fit and alignment with Bosch's values, are a testament to its commitment to hiring the brightest minds. HR creates the conditions for long-term organizational success by ensuring that each new hire reflects the company's values of creativity, honesty, and teamwork.

Still, hiring is only the first step. Bosch is aware that it needs to make investments in its employees' ongoing professional development if it wants to prosper in a cut-throat industry. Here's where the HR division excels. HR enables Bosch employees to reach their maximum potential by providing a range of training courses, mentorship programs, and career development opportunities.

The importance Bosch places on lifelong learning is one of the pillars of its talent development strategy. Appreciating that in today's business dynamics, skills can soon become outdated. The organization supports its employees to upgrade taking up further education and upskilling. By offering subsidized degree programs, workshops, and online courses, Bosch makes sure that its employees are up to date on the latest technology advancements and industry best practices.

Furthermore, Bosch's HR specialists are aware that developing talent is a customized process. Each employee's individual and distinct goals and strengths are acknowledged, and development programs are adjusted accordingly. HR offers the support and direction required to enable a person's growth journey, regardless of their goals—climbing the corporate ladder, changing roles, or exploring new opportunities within the organization.



Anil Kumar  
EMBA



Another area where Bosch's HR procedures excel is retention. HR makes ensuring that workers feel appreciated and involved by promoting an inclusive, acknowledgement-based, and work-life balance culture. Bosch places a high priority on employee well-being, offering flexible work schedules and wellness initiatives that increase employee loyalty and lower attrition.

Furthermore, Bosch understands the importance of diversity and inclusion in driving innovation and creativity. HR actively promotes a diverse and inclusive workplace by providing training on unconscious bias and taking aggressive steps to ensure that all voices are heard. Bosch achieves a competitive edge in the global marketplace and fortifies its organizational culture by embracing diversity in all its forms.

In conclusion, Bosch exemplifies excellence in HR practices by prioritizing talent development, fostering a culture of innovation and inclusion, promoting employee well-being, and leveraging technology to enhance operational effectiveness. Bosch maintains its competitive edge and upholds its image as an employer of choice by making investments in its human capital and creating a positive work environment. The HR tactics implemented by Bosch are a testament to the transformative impact of human-centric approaches in generating organizational success, particularly as firms traverse the complexity of the digital age.

LinkedIn url: <http://linkedin.com/in/anilkumarn47>

Talent hunt is more than what reality shows have to talk about. In professional terms, a talent hunt as an exercise can take companies' places when done right. In the following paragraphs, I shall share insights on this great and satisfying aspect of corporate recruitment. Insights into a deeply challenging stint as a non-IT recruiter. I specialize in sourcing talent across various industries using portal search. While it has been teamwork involving seven members, the learning about finding the right people for the right jobs is immense.

1. Use of Job Portals: Job portals like Naukri, LinkedIn, and Found are our mapping grounds or green pastures to find our hunt and we use these portals extensively. Our purpose is to search for people with the skills and experience our clients need. It can sometimes be compared to shopping online, but the search is not for your favorite products. Instead, what you're looking for is live 'team makers' who can deliver.

2. Working Together as a Team: When we work together, we can do amazing things. That's how our team works as well. While each of us has different skills, put them together, we become formidable. For example, one team member is good at writing job postings, while another is great at talking to candidates over the phone. By sharing our abilities, we all become better recruiters. And that's what we do. We share ideas, help each other, and ensure we find the best candidates for our clients.

3. Emphasizing Candidate Experience: When we are hiring candidates on contract staffing, we prioritize transparency, responsiveness, and empathy throughout the recruitment journey. From the initial outreach to the final offer stage, we ensure that candidates feel valued, informed, and respected every step of the way. Timely communication, constructive feedback, and personalized interactions leave a lasting impression, elevating our employer's brand value, thereby attracting the 'crème de la crème' into our fold.

4. Balancing Quantity with Quality: While it's important to have a greater search span, compromising quality is a 'No-No'. We attach great importance to quality over quantity. That enhances our focus on finding the right fit for each role rather than simply filling vacancies. The end result is that both candidates and clients are satisfied with the outcome of the recruitment process.



Pradeep  
Srinivasan  
EMBA



5. Building a Strong Candidate Pipeline: A robust candidate pipeline is important for recruitment. Being proactive in our approach for good candidates helps reinforcing our pipeline continuously. For this we engage with passive candidates for future opportunities through personalized outreach, and networking events. This activity smoothens the flow and reduces the time to get high-quality candidates.

Lastly, we keep things simple. Recruitment can sometimes become overwhelming and complicated. However, at the end of the day, it's all about finding the right person for the clients. Especially when you are hiring Technical Support Engineers, Customer Support Executives, and Quality analysts for top-tier companies like HP, Accenture, Kennametal & UHG. There has to be a good marriage between their expectations and your credibility. We make it happen by keeping it simple, where everyone becomes a stakeholder.

The author, Pradeep Srinivasan is a Non-IT recruiter at Joules to Watts Pvt Ltd, Bengaluru. He is an alumni of the 23-24 Executive MBA batch specialising in Human Resource Development. He can be reached at [Linkedin](#).

## Embracing Change: Strategies to Overcome Resistance

In today's rapidly evolving business landscape, organizations are constantly in need of change and adoption. Whether it is implementing new technologies, reorganization, processes or systems change has been inevitable for staying competitive and relevant.

Even in IT companies where innovation is celebrated, resistance to change will pose a significant challenge to the successful implementation of new technologies, processes or systems. Overcoming this resistance requires a strategic approach and understanding what the end user needs.

The organizational culture also plays a major role in resistance to change. One that is leading the change must always consider these aspects along with thinking like the user, empower the user which creates a sense of responsibility among the end users.

Overcoming this resistance requires a strategic and proactive approach that addresses the unique dynamics of the organization culture and environment.

Following are few of the key factors that IT companies must inculcate in their change management plan:

- Communicate the Vision

Before implementing any change initiative, communication of the vision and value proposition must be clear. End users need to understand the objectives and benefits that the change will bring to themselves and the organization. Clear communication helps build trust and a successful change adoption.

- Stakeholder Engagement

Engaging the stakeholders from employees to vendors to the project team from the beginning is essential for gaining buy-in and commitment. Stakeholders play an important role in planning and decision making, share their inputs, address concerns which empowers them to take ownership of the change. This involvement fosters a sense of accountability.



Kruthika  
Nagaraj  
EMBA



- Providing adequate Training and Support

Resistance to change often stems from lack of knowledge and understanding. Comprehensive training programs aimed at empowering end users with the necessary knowledge and skills to embrace new technologies or processes should be prioritized, alongside continued support through resources like user guides, help desks, and tutorials.

#### Foster a Culture of Continuous Learning

IT companies must encourage a culture of continuous learning and development, where employees can explore new technologies, innovate, and stay relevant to industry trends.

- Lead by Example

Leadership sets the tone of organizational culture and behaviour. Leaders must lead by example, and demonstrate their commitment to change by embracing the technologies, processes, and ways of working.

In conclusion, overcoming resistance to change requires a strategic approach that addresses communication, stakeholder engagement, training and support, culture, leadership, and celebrating success. By embracing these strategies and fostering a culture of adaptability and innovation, IT companies can navigate change successfully and position themselves for future growth and success.

## Personal account of a Customer Support Executive at First Source Solutions Limited

The Vital Role of Customer Support Executives: Insights from a CSE at First Source Solutions Ltd

Customer Support Executives (CSEs) are pivotal to an organization's customer care team, handling the most challenging issues that basic representatives might not have the knowledge or authority to resolve. These executives play crucial roles across various industries, including retail, financial services, and technology, ensuring that clients' concerns are addressed efficiently and satisfactorily. At smaller companies, CSEs often directly field calls or emails from customers with questions or concerns. These queries can range from return policies and replacement of damaged items to specifics about insurance coverage or tech product upgrades. With their extensive knowledge, CSEs can typically handle these inquiries directly or know exactly who to contact within the company for precise answers.

When frontline customer care team members encounter issues they cannot resolve, they turn to CSEs. These leaders might engage with customers to clarify company policies or devise mutually beneficial solutions. For example, they might be authorized to grant store credit to a customer without a receipt who wants to return a gift. CSEs frequently develop methods to measure how effectively clients are being served. They might listen in on staff calls to ensure quality and provide feedback for improvement. Establishing metrics, such as the number of calls handled per hour, allows them to monitor performance and motivate the team to achieve set goals.

Recruiting, hiring, and training new customer service representatives are key tasks for CSEs. They also manage scheduling to ensure efficiency, determining how many staff are needed at any given time to maintain adequate customer service without unnecessary idle time. By analyzing recurring problems, CSEs can pinpoint areas needing improvement. For instance, if shipping issues repeatedly occur with a specific carrier, they might recommend discontinuing that carrier's services. During my 20 months as a CSE at First Source Solutions Ltd, I was responsible for handling client complaints, suggesting appropriate solutions within time constraints, and ensuring resolution follow-ups.



Supriya  
EMBA



My primary role involved interacting with customers to address their concerns, answer questions, and assist with their needs. Some of my key responsibilities included managing large volumes of incoming phone calls, generating sales leads, identifying and assessing customer needs to achieve satisfaction, building sustainable relationships and trust through open communication, providing accurate, valid, and complete information using the right methods/tools, meeting personal and team sales targets and call handling quotas, demonstrating strong phone contact handling skills and active listening, referring issues to managers when necessary, and attracting customers by promoting the company and product positively. In this role, I consistently demonstrated a strong track record of resolving billing and technical issues related to mobile phone contracts on first contact, ensuring high levels of customer satisfaction. I also effectively upsold during customer interactions, identifying opportunities for service upgrades and subsequently boosting revenue.

My education at St. Philomena College provided me with a solid academic foundation and helped me develop vital interpersonal and problem-solving skills essential for my role. As part of our company's initiative to reduce the First Time Resolution (FTR) metric, I worked collaboratively with colleagues to implement innovative strategies enhancing our customer support operations' efficiency. My commitment extended to conducting in-depth research to diagnose and resolve complex technical problems promptly. I also developed strong negotiation skills, tailoring solutions to meet individual customer needs and preferences, which increased both sales and customer satisfaction. Customer Support Executives are crucial in maintaining a company's reputation and ensuring customer satisfaction. Their roles, encompassing inquiry handling, problem-solving, performance monitoring, employee management, and pattern identification, are vital for effective customer support operations. My experience at First Source Solutions Ltd underscores the importance of these responsibilities and demonstrates the impact of effective customer support on overall business success.

# FACULTY/INDUSTRY SECTION



Capt. A. Nagaraj Subbarao, PhD, the Dean SCMS is an Ex Merchant Navy Captain, Professor of Leadership, Strategy and OB. He is a sought after social media and blogging buff, recognised sportsperson and a keen student of history

## A Wrestler And A King!

Wrestling, a sport deeply rooted in Indian culture, has a history that spans several millennia. It was not just a form of entertainment for the kings of India but also a way to display their physical prowess and engage in friendly competition. There are stories from the great Indian epic, the Mahabharata, where many heroes were great exponents of the sport, which included strength, skill, dexterity, and intellect. Wrestling, arguably mankind's oldest sport, traces its origins back to the dawn of civilisation. Carvings and sketches from 15,000 to 20,000 years old found in European caves illustrate wrestlers in different positions. Wrestling has evolved differently in various parts of the world, including Persia and India. The wrestling bout between the Pandava prince Bhima and Jarasandha, the king of Magadha, comes to us from the Mahabharata!

Ever been curious about the intriguing origins of the Sree Kanteerva stadium's name in Bengaluru? Beyond its recognition as a sports arena, the story behind its name is captivating and bound to ignite your curiosity! Sree Kanteerava Indoor Stadium is a sporting arena in Bangalore, near Cubbon Park. The stadium, with a capacity of about 4,000, is part of the Sree Kanteerava sports complex, which includes the athletics cum football stadium, among other sports. The stadium hosts various sports in the city of Bengaluru.



The year 1565 marked a pivotal moment in South India's history. The great Raya of the Vijayanagara Empire, Krishna, had died, and the empire was descending into decline. Due to the overconfidence and age of the incumbent Raya of the Vijayanagara Empire, a combined army of the Bahmani Sultans emerged victorious, causing widespread death and destruction. This once-magnificent empire, established by Hari Hara Raya and Bukka Raya in 1336 at Hampi (Karnataka), had stood as a formidable barrier against invasions from all directions, preserving the unique culture of Karnataka in particular and the South of India in general. The Vijayanagara Empire's influence extended across South India, leaving a lasting legacy of resilience and a way of life. As a point of comparison, the Mughals had begun their rule in Delhi in 1526 and in Europe, the reconquest of Spain was over, and the Spaniards, with religious zeal, were heading out to South America. The Portuguese had arrived in India half a century earlier.



After the cataclysmic defeat in 1565 at Rakshasatangadi, the Vijayanagara Empire struggled and straggled on, and many of its feudatories went their separate ways.

The greatness was gone in the blink of an eye! One such Kingdom was that of Mysuru! Narasaraja Wodeyar I (1638 – 1659), known as Ranadheera Kanteerava, was a king of the Mysuru dynasty. He was said to be a man of great physical strength and was known to be an avid wrestler.

He specialised in a form of wrestling called Vajra Mushti, which is practised to this day in Karnataka. He was also a man of letters, a musician who enormously liked arts and literature. It is said that news reached Kanteerava that a wrestler, Veeramalla, from Tiruchirappalli (Madurai Nayak Kingdom), a neighbouring kingdom, had hung his wrestling loin cloth at the gate of the city and that anybody entering had to pass underneath in humiliation or fight him in a wrestling bout. Kanteerava was aghast at the arrogance and decided to fight Veeramalla and reached the town disguised as a commoner. He challenged and defeated Veeramalla in a wrestling bout and later an elephant to boot, much to the people's surprise! He returned triumphantly to Mysuru and was soon called upon to rule the Kingdom amid political skulduggery. Soon after his accession in 1638 CE, he had to organise and defend his capital, Srirangapatna, against the marauding forces of the Adil Shahis of Bijapur. He mounted a stout defence and destroyed the invading army! Srirangapatna re-emerged a couple of centuries later when the British East India Company forces under Major General David Baird stormed it and ended Tipu Sultan's ambitions in the IVth Anglo-Mysore War.

In the path of the two Wodeyars before him, he continued to expand the Mysuru kingdom. This included various conquests in South India. Kanteerava Narasaraja I was also the first ruler of Mysore to create the symbols associated with royalty, such as the royal coats of arms, establishing mints, and issuing coins named Kanthiraya after him. These were to remain part of Mysore's 'current national money' for well over a century.

The next time you pass the Kanteerava stadium, silently salute the great wrestler who ruled with sagacity and strength.

Ref:

[Wikipedia.com](https://en.wikipedia.org/wiki/Narasimha_Wodeyar_I)

[Indianetzone.com](http://www.indianetzone.com)

## Crafting an Effective AI Policy Framework for Higher Education: Essentials and Considerations

In today's rapidly evolving technological landscape, Artificial Intelligence (AI) stands out as a transformative force reshaping all industry segments, economies, and societies. Institutions of higher academic excellence act as the incubators of future talent. Therefore, crafting a robust AI policy framework for higher education is essential. This would ensure students have the necessary skills, knowledge, and awareness to navigate and contribute meaningfully to the AI landscape. Here, we delve into the essentials and considerations for developing such a framework.

1. **Interdisciplinary Curriculum Integration:** AI is inherently interdisciplinary, drawing upon fields like computer science, mathematics, psychology, ethics, and more. An effective AI policy framework should promote the integration of AI-related concepts and skills across various disciplines. This integration fosters holistic understanding and prepares students for diverse AI applications on a wide industrial spectrum.

2. **Ethical and Social Implications:** AI raises complex ethical and social questions concerning privacy, bias, accountability, and job displacement. A comprehensive AI policy framework should incorporate modules or courses focussed on exploring these issues. Students must understand the ethical considerations inherent in AI development and deployment to become responsible AI practitioners and decision-makers.

3. **Hands-On Experience and Research Opportunities:** Theory alone is insufficient in mastering AI. Practical experience through hands-on projects, internships, and research opportunities is crucial. The policy framework should prioritize facilitating such experiences, including collaborations with industry partners, research institutes, and interdisciplinary initiatives.

4. **Diversity and Inclusion:** Ensuring diversity and inclusion in AI education is paramount for fostering innovation and addressing bias. Policies should promote initiatives to attract and support underrepresented groups in AI, including women, minorities, and individuals from non-technical backgrounds. Creating a supportive and inclusive learning environment stands to the advantage of students and the AI community equally.



**Prof. Silky Sharma**  
is an  
Asst. Professor  
at SCMS DSU.  
She teaches  
OB & HR.

5. Continuous Learning and Adaptation: The field of AI evolves rapidly, with new techniques, tools, and applications emerging regularly. A dynamic AI policy framework should emphasize the importance of lifelong learning and provide mechanisms for faculty and staff to stay updated with the latest advancements. This may include professional development opportunities, workshops, and collaborations with industry professionals.

6. International Collaboration and Standards: AI transcends geographical boundaries, and collaboration on a global scale is essential for advancing the field responsibly. In higher education AI policy frameworks should encourage international collaboration, exchange programs, and adherence to ethical and technical standards. This would enrich the learning experience and promote global cooperation in addressing AI-related challenges.

7. Entrepreneurship and Innovation: AI presents significant opportunities for entrepreneurship and innovation. Policies should support initiatives that foster an entrepreneurial mindset among students. This may be possible through start-up incubators, entrepreneurship courses, and access to funding opportunities. Encouraging students to explore AI-driven innovation prepares them for careers as creators and innovators in the AI ecosystem.

8. Transparency and Accountability: Transparency and accountability are critical to responsible AI development and deployment. The policy framework should emphasize the importance of transparency in AI algorithms, decision-making processes, and data usage. Additionally, mechanisms for accountability, such as ethical review boards and oversight committees, should be established to ensure that AI technologies serve the public good.



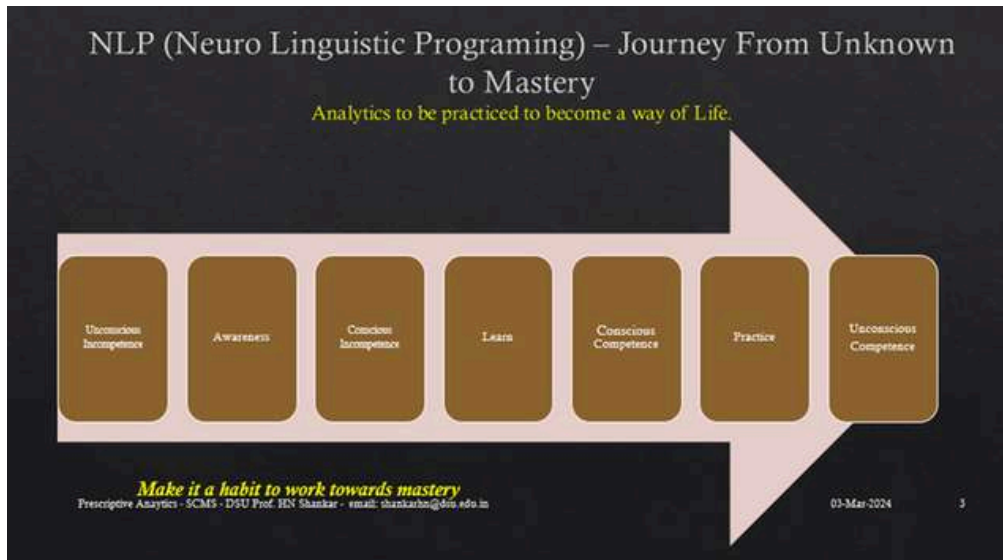
To conclude, crafting an effective AI policy framework for higher education requires a multifaceted approach to integrate interdisciplinary learning, ethical considerations, hands-on experience, diversity, continuous learning, international collaboration, entrepreneurship, transparency, and accountability.

By prioritizing these essentials and considerations, higher education institutions can play a pivotal role in preparing students to harness the potential of AI while addressing its challenges responsibly.

The author, Prof. Silky Sharrma is an asst. professor of HR & OB at SCMS, DSU. She is on her way to finalise PhD. She can be reached at [LinkedIn](#)

## Make learning a way of life and become a skilled learner.

I am sharing a picture related to competence development which I picked up while studying NLP (In this case Neuro Linguistic Programming) which I share among students in my class.



I am not getting into details of NLP because of the controversy surrounding it such as that it is a Pseudoscience, I am showcasing this slide as it clarifies that to become a champion one must go through these stages, in whatever field of endeavor from professional sports to being a professional domain expert. The last stage, 'Unconscious Competence' implies that the person is producing outcomes effortlessly as the competence is so internalized through various stages that the person doesn't feel the strain. But to be in a condition of being at ease to meet the high demands of life one must invest efforts in getting there. It is just like the ROI (Return on Investment) that all of us are familiar with.

In the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) world we live in today, the acronym clarifies the reality that we are in and yet thrive to be successful. Great organizations from Amazon to Google ended the employment of some of the most cherished and competent employees of yesteryears. The reason is that the company's business focus has changed or that they want to improve their profits by moving their jobs elsewhere, where it is less expensive to get the same things done.

All this makes it apparent that no individual can lean on any external prop such as an organization but lean on one's competence to stay relevant by continuously acquiring knowledge and skills that are relevant at present and in the foreseeable future. Skill is the outcome of exercising knowledge to create useful value. Knowledge by itself without useful application is a waste.



Prof Shankar  
HN BE from  
BU. Around five  
decades  
spanning  
several  
industries at  
different levels.  
President &  
CEO and  
Director on  
Board DDE  
ORG Systems,  
President TVS  
E-Technology,  
Group head  
Tech  
Mahindra.  
Currently, an  
entrepreneur  
and SRO. He is  
also an Adjunct  
professor in  
Business  
Analytics at  
SCMS, DSU

It is not going to be easy unless we make learning a personal goal of high priority. Given the constraints of time and energy we possess, we will be successful only when we make a conscious choice of what to learn that will keep us relevant.

To make the topic of learning purposeful, I would like to focus on 'relevance' in our learning processes in the following paragraphs.

Prioritized learning:

We all know that some fundamental domains of human expertise concern us viz.

1. Production and service through supply chain and logistics.
2. Marketing.
3. Finance.
4. HR
5. Services that deliver customer value.
6. Several more can be added while each domain can be broken up further.

The above are here to stay for a long time. They are essential. But all those functional domains have tremendous scope for improvement as customers who at the receiving end pay for it want better quality, lower cost, quicker response & fulfillment with no error. The cost of all errors, if any, is to be borne by the provider. The organizations and professionals who thrive are those who anticipate shifting customer needs ahead of the rest or better still provide unimagined improvements on their own by innovation. This involves continuous learning by being aware of the situation and anticipating emerging needs.

7. The domain of capabilities that provide high leverage to all the above does it by improving the value chain process. It is done by reducing steps and time, minimizing risks and costs, and enabling quick decision-making. IT, Data Science, and AI come under this category. As tools, they serve a purpose only when the user knows how to leverage factors using them. I like to break this domain into two parts.

a. Tool user. A domain expert from 1 to 6 categories above will be interested in enhancing the capabilities in that domain. This needs knowledge of leveraging capabilities of various tools in general and a strong desire for improvements. It is about staying relevant to the customer who pays. Can anyone aspire to a great career by refusing to accept this fact? The question is, have I harnessed the current state-of-the-art tool? If not, check if the value delivered to the customer by me is better than the competition.

b. Tool vendor. The customer for the tool vendor is the Tool user. Therefore, the same rules apply as in point 7a. There is no way the tool vendor would be able to deliver anything of value to the tool user unless there is clarity on the needs of the tool user, a domain specialist seeking to enhance the value delivery of the domain. The career of the tool vendor is relevant only when the needs of the tool user are met. As tool users are diverse and tools are evolving, the tool vendor needs to learn new tools as well.

Both domain experts 1-6 and tools expert 7 should communicate effectively between them to understand each other's needs. Effective business communication becomes vital as there is a demand for clarity.

To cite examples of tools evolution, the following list provides some cues.

- i. IT to address high volume data processing to inform meaningfully.
- ii. Data Science: to look at patterns in data, classification, and clustering to provide insights by surfacing vital information for reliable decision-making.
- iii. Automation: Data-driven automated Business Processes.
- iv. AI: Evolving rapidly: Data-based inferencing, recommendation, or even automated actions (Autonomous Processes), Machine learning by adaptation to changing patterns in the inputs.
  - a. AI is now classified further into 4 Waves. The first three are old, However, the fourth has been around for about three years. These 4 waves are:
    - i. Wave 1: Predictive.
    - ii. Wave 2: Generative.
    - iii. Wave 3: Autonomous.
    - iv. Wave 4: Artificial General Intelligence – Catching up the capability of human intelligence signified by the ability to learn multiple domains.

Of the tools cited earlier, all other than IT, have found application in management science in the last 20+ years. That is very steep. We are all benefiting from that evolution. Those who did not participate in the evolutionary trend of delivering better value to customers have disappeared into oblivion. In a changing world, the need to adapt is essential and adaptation cannot happen without learning. Knowledge gathered towards new skills is a new essential for survival.

## Podcast: A tool to enrich paedagogy

The term "podcast" is a combination of "broadcast" and "iPod," reflecting its origins in the early 2000s when iPods were popular devices for listening to digital media. A podcast is a collection of digital audio or video files that can be downloaded or streamed over the internet. It is typically episodic and often features conversations, interviews, storytelling, or presentations on various topics such as news, education, entertainment, or niche interests. Podcasts can be subscribed to and automatically downloaded or streamed to devices like smartphones, tablets, or computers, allowing listeners to enjoy them at their convenience. Irene Acevedo de la Peña, and Daniel Cassany (2024) of Spain made a study titled "Students podcasting for teaching - learning at university". They concluded that podcasting is an effective tool for student empowerment that can have a big impact on peer learning. Writing a script for their podcast involves a significant amount of the reading and writing abilities of the students. If the finished product is made available online on an open-access host site, students can also benefit greatly from the process of producing podcasts. Peers could be among the potential listeners who make critical comments to improve the quality of the podcast. As a result, students' dependence on instructors will reduce drastically. This approach can create positive discussions, cooperative projects, and peer engagements.

The drawback of having students create podcasts is that it takes a lot of time and planning on the part of both teachers and students. The podcast assignment may be difficult for students who are bashful or uneasy using technology. Unlike traditional assignments of writing answers for given questions, the podcasts will enhance the essential and desirable skills among the students. These skills are selection of the topic, preparation of script, time plan and recording with available resources, and sharing the podcast content on social media platforms. Higher education Institutions are encouraging student groups to produce podcasts as assignments on various subjects including current issues in business.



**Dr. Laxman Rao**  
is an Associate  
professor with  
DSU SCMS



Prominent universities are adopting this technique as the part of experiential learning. Content creation for podcast allows students with competency in exploring content through conversation, talking together will boost the confidence in the domain knowledge, understanding and meaningful engagement with learners which will fulfil attainment of blooms taxonomy learning objectives. Overall, podcasts offer a versatile and engaging medium for educators to enhance their teaching and for students to broaden their learning experiences. Podcasts empower students to take control of their own learning which enrich the cultural and linguistic capabilities of students. The podcasting technique can be used as supplementary learning tool to enhance the students' critical thinking and situation analysis skills.

## Longitudinal Research in Marketing - Tracking Communication and Branding Effects

Why do we track research outcomes in marketing?

Different rival players engage in advertising and promotional activities at other times. Competitive interference and media clutter affect the noticeability and memorability of marketing communication. Further, digital media and social media inputs occur in real time, influencing brand outcomes or performance outcomes, which consist of sales, market share, awareness, and profitability. Because of the uncertainty of different events occurring at various points, we need to capture insights regularly over time for which tracking research is used. Tracking research is done every day of the year, and the results are analyzed by resorting to various modeling technologies periodically over time. In tracking research, we compute six intermediate measures: awareness index, affinity index, stature index, vitality index, cost of contact index, and cost of conversion index. There are many variables in a tracking research study, and they are parsimoniously summarized by these six indices, along with other intermediary variables and performance measures—the awareness index deals with the breadth and breadth of knowledge about the saliency of the brand.

The affinity index relates to feelings generated by an incumbent's advertising execution elements and promotional activities. Further, stature describes the competitive position of a brand based on brand knowledge and widespread awareness of the brand. At the same time, vitality refers to the growth directions of the brand due to differentiation elements, the persuasiveness of its communication elements, and product persuasion elements. In this model, the awareness and stature indexes are collapsed to form one brand equity index. The cost of a contract measures the number of resources spent to create a 1 % level of awareness about the brand, and the cost of conversion measures the strength of that effect in converting it based on the bond with the brand. This research aims to see how these six brand indices affect performance, which is this study's central point of modeling. These six indices affect an incumbent's market and financial performance vis-à-vis rivals. Strong communication effectiveness and brand goodwill based on intangibles affect market and financial performance. This is the basis of a tracking model developed by Dr. S. Vasudevan.



Dr Vasudevan is a marketing professional with over three decades in industry. Served in management positions at Mudra, BPL & HSBC. He holds an MBA from IIM(B) a PhD from Purdue University. Currently he is a Professor at SCMS DSU



The above model is illustrated based on the author's book *Longitudinal Models in Marketing*. Our B-MON model represents the whole model compared to competing brand equity models. Brand competitive position (stature) comprises brand esteem and knowledge. This dimension is followed by vitality composed of brand relevance and consumer involvement dimensions multiplied by the edge of the brand due to differentiation and growth directions of the brand due to differentiation and consumer relevance. The brand equity index is calculated as the product of the stature X vitality index and modeled along with bond, advocacy, commitment, and leadership variables in a causal model. Here, leadership is measured by price premium leadership, revenue premium, or brand premium measures. The BE index calculated from the above dimensions depends on the advantages a brand derives from the company's communication and brand-building efforts. Shareholder wealth maximization and book-to-market valuation are performance measures that can be used in addition to the above three measures. Our brand equity model is a pyramid consisting of stature, vitality, bonding, advocacy, commitment/loyalty, and price premium. Unlike competing industry and academic models, we use a mean deviation model to study the performance consequences of the model.

The Mean Deviation model compares several levels of the brand pyramid to the category average elasticity composed of the top 5 or 6 players. Positive differences favor the brand, while negative differences summarize potential hazards to the brand. We provide modeling details and outputs of the measurement process's descriptive and causal modeling stages and relate them to market share/ sales response modeling using the brand pyramid and mean deviation models.

## Lessons on Leadership on the Highway

These days it is quite common to be driving on a nonstop highway at speeds exceeding 100KMPH. Driving is not a simple skill. If you have ever conversed with a cab driver, you will notice some common traits in them:

Modesty

Trustworthiness

Philosophical thoughts

Respect for fellow drivers.

Observe your cab driver not within the city but on the highway. On the highway the cab drivers are a totally sorted out lot. They do their job with full dedication. And they get it right every time.

The reason for these personality traits is that cab drivers on the highway are constantly navigating in a highly challenging and testing atmosphere. Navigating their path among other vehicles which are also hurtling at high speed. At high speed you ought to be at your best to even stay alive. And that is the skill that every cab driver has. The skill to be safe at high speeds.

How do we equate this to the leadership lessons?

Leaders are always navigating through challenging situations. They have the challenge to keep their team on track in an ever changing business context. This is not an easy feat. Those who can do it right, will realise soon that they are a cut away from the rest and become a leader due to this exceptional skill. But many never realise this and just keep groping for answers

Take a look at the kind of unique skill driving needs: keep your eyes on the road, navigate through obstructions and finally, you cannot ignore the possibility that, even when you have everything under control, someone else may make a fatal mistake. When driving, I am so conscious of my environment, I am subconsciously assessing the intent of drivers around me. Once I have understood that I am driving near a rash driver, I slow down and let them pass. Because it saves me the energy lost in road rage and also keeps my mind on the latest book I am listening to on audible.



**Prof. Rajat Rashmi** is a qualified Chartered Accountant, Trainer & coach. She is founder Director of Samvaad - The Leadership Dialogues Llp. In addition she is an Adjunct faculty at SCMS DSU

Paying attention to every aspect of the interplay happening on the road, is the job of a driver, while also keeping an eye on the final destination. Isn't that the leader's role too?

A leader is not someone who delivers, but someone who delivers quality while managing all the dynamics of the team. The limitations of each team member, the ups and downs in their own lives and those of the team members, unexpected occurrences such as riot, death, pandemic, disease and many more. It is not easy to navigate these resistances, but if you do you naturally become a leader!

So here is a suggestion to each of you who would like to become a leader someday:

Do this to become an important part of the team - you don't drive on the road by taking too many breaks or by honking and getting honked at by others. The only way to drive is to silently drive, without disturbing other drivers. Similarly, when you find a job, try to keep the following in mind:

Be dedicated to your work, this makes you your manager's ally, because she / he will know that if a work is allocated to you, you will do it with dedication and reliability.

Remember to not have too many personal limitations shadowing your work. 'Will not travel', 'will not come to networking events' etc are seen as an affront to the team members and manager. Try to be more liberal with these limitations.

Don't compromise your personal space, but also don't let your personal life compromise your work. Strike a balance.

Have clear personal and career goals chalked out and review them every year.

Remember to keep your objective in mind whenever you face a dilemma of 'To do or not to do'

Do this and get noticed by your peers and subordinates: Just like on the highway if you want other driver's to follow traffic discipline, you follow them too. So be the change that you wish for in the organisation, do exactly what you wish for, from others, they will follow you sooner or later.



Do this to get noticed by the organisation as a whole: This is like coming to work on a Mercedes. Help your manager. Support them in building the team's reputation across departments and maybe even build your organisation's reputation across organisations.

Before you know it you will have become a leader. I can tell you this, I find that I am mostly ahead of most vehicles on the highway, even though I am not the fastest driver on the road. This is because I maintain a constant speed. I notice many drivers speed up and overtake me, only to get overtaken down the road by my car a little distance ahead.

So whatever you choose, just stick to your choices, you will notice that all the people who have left you behind when the going was easy, are getting overtaken, when the going gets tough.

Make the best of your corporate career. It is mind blowing, how rewarded you will feel when you have followed your heart when managing yourself in your corporate journey.

And then you will look back at your journey one day and be amazed at how far you have come!

## TRIZ – An Inventive Problem-Solving Method



Arvind Venkatadri,  
Adjunct Professor,  
SCMS, DSU.  
He can be reached @  
arvindvenkatadri.com

In an earlier article, we introduced TRIZ, a system of Inventive Problem Solving created by Genrikh Altshuller. Altshuller, was born in Russia in 1926, made his first invention at age 14 (9th Grade), and was later educated as a mechanical engineer. TRIZ is actively used in many Companies, Bridgestone, Eastman Kodak, Ford Motor Company, and Harley-Davidson Motor Company, among others.

In the earlier article we took up the problem of the Pizza Box, and developed a Problem Statement, an Administrative Contradiction for it. In this article we will develop the Technical Contradiction and solve the problem using TRIZ Inventive Principles and the Contradiction Matrix.

### What was the Administrative Contradiction?

What sort of Contradictions did we see in the Pizza Box? What is good and what is not so good? Could that be the source of a problem to solve?



Figure 1 Problem of the Pizza Box

The pizza box lid collapses on the pizza when it is hot and spoils the topping.

## Stating a Technical Contradiction (TC)

Now that we know how problems can be stated as simple \*Administrative Contradictions (AC)\*, we need to take the next step and make what TRIZ calls Technical Contradictions (TC).

Altshuller found that problems across domains could be expressed in a "TRIZ Language," a set of metaphoric phrases that are an integral part of (classical) TRIZ. We will call these the 48 TRIZ Parameters. Some examples of TRIZ Parameters: Weight of a stationary Object, Loss of Substance, and Temperature.

Every problem could be described as a contradiction using some pair of these 48 parameters. These metaphoric phrases are simple enough and provide rich troves for imaginative problem solving. Expressing our specific problem in this way allowed us to see the similarity it has with problems in other domains and helps us to leverage solutions from there.

**STEP 2:** Take the AC and state it in terms of these 48 TRIZ Parameters, for example:

Improve Loss of Substance and not worsen Weight of a Stationary Object

Improve Loss of Information and not worsen Power

## Using the TRIZ Contradiction Matrix

Armed with our TCs, we plug them into the TRIZ Contradiction Matrix. The TRIZ Matrix is a 48 X 48 structure, with every possible TRIZ Parameter being paired with every other TRIZ Parameter.

**STEP3:** One chooses one TRIZ Parameter from the TC as the ROW and the other as the COLUMN in the TRIZ Matrix. At their intersection lies a single cell which contains one or more TRIZ Inventive Principles. These Inventive Principles have been derived as solutions from hundreds and thousands of patents.

**STEP4:** These Inventive Principles must now be applied into our Problem to solve it. This is the TRIZ Contradiction Matrix Workflow.

## So What about the Pizza Box?

Let us consider the example of the pizza box that we saw at the start of this article. (We will not trouble to make the Ishikawa for this simple problem)

Here is our AC:

AC: The pizza needs to be hot but the steam it gives off must not make the lid collapse

We can convert this into a TC by choosing several pairs of TRIZ Parameters:

TC: Improve 21(Temperature) while not worsening 22(Stability)!

Looking up the TRIZ Contradiction Matrix (Row#21 Col#22), we get the TRIZ Inventive Principles:

24: Intermediary

35: Parameter Change

32: Colour Change

3: Local Quality

Looking at IP 24 (Intermediary) we need to think of something between the pizza and the lid, and IP 3 suggests that it should be quite small, or "local" compared to the size of the pizza! What could that be? This!



Figure 2 Pizza Saver or Pizza Table

## Conclusion

The TRIZ process allows us to leverage solutions that have been obtained from a vast number of patents. The TRIZ language allows us to access these solutions by expressing our specific problem in terms of the TRIZ Parameters, which makes us access the TRIZ Inventive Principles in the TRIZ Contradiction Matrix!

Worth mastering!!

## Delicate State of the Global Economy- Prof Anant Pophali

The global economy is navigating a difficult path marked by multiple, intersecting crises that have severely disrupted global economic stability. It began with the COVID-19 pandemic, which swept the globe from 2020 to 2022, paralyzing businesses and putting economies in distress. The resulting economic shockwaves are still reverberating today, compounded by subsequent challenges that have emerged in the post-pandemic era.

### Pandemic-Induced Economic Stress

The COVID-19 pandemic brought unprecedented economic disruptions. Lockdowns and social distancing measures meant to curb the virus's spread simultaneously curtailed economic activity. Businesses, especially in sectors like hospitality, travel, and retail, faced catastrophic losses. Supply chains were disrupted, labor markets were dislocated, and many countries faced their deepest recessions in decades. Governments worldwide had to intervene massively to prevent total economic collapse.

### Excessive Monetary Stimulus

In response to the economic fallout, governments and central banks injected substantial liquidity into the financial system. Interest rates were slashed to near-zero levels to encourage borrowing and investment. This approach, though necessary to avert immediate economic disaster, had significant long-term consequences. The injection of excessive liquidity, while cushioning the short-term blow, laid the groundwork for future economic instability. Central banks around the world, including the Federal Reserve in the United States, maintained low interest rates for an extended period, which contributed to an environment ripe for inflationary pressures.

### Stubborn Inflation

The abundance of cheap money and the reopening of economies led to a surge in demand that supply chains, still reeling from the pandemic, could not meet. This supply-demand mismatch sparked inflation that has proven remarkably stubborn.



Anant Pophali is a Global IT Executive, a career consultant, and an Associate Professor at SCMS DSU [Linkedin Link](#)

Traditional policy interventions, such as incremental interest rate hikes by central banks, have not been able to rein in rising prices. The cost of living has escalated globally, eroding purchasing power and creating economic uncertainty. The persistence of inflation has become a formidable challenge, indicating that the economic measures initially designed to combat the pandemic's effects are now part of the problem.

### **Geopolitical Tensions and Wars.**

Adding to the complexity are geopolitical tensions and conflicts. The war in Ukraine, which began in 2022, and ongoing conflicts in other regions have further destabilized the global economy. This was followed by the war in the middle east, which is not showing any signs of resolution in the near future. These wars have disrupted energy supplies, leading to significant fluctuations in energy prices and contributing to inflation. They have also strained global trade networks and caused disruptions in the supply of essential goods, from food to technological components. The instability and unpredictability engendered by these conflicts prevent economies from fully recovering and returning to pre-pandemic normalcy.

### **Impact of AI on Employment**

Meanwhile, the rapid adoption of artificial intelligence (AI) across various sectors is contributing to a phenomenon known as jobless growth. While AI drives efficiency and innovation, it also leads to the displacement of jobs. Automation and AI technologies are being integrated into manufacturing, service industries, and even creative fields, reducing the demand for human labor. This shift is creating a paradox where economic growth does not translate into proportional employment opportunities, exacerbating unemployment and underemployment issues.



## Conclusion

The global economy is caught in a delicate and precarious state, compounded by the aftershocks of the pandemic, the unintended consequences of monetary policies, geopolitical disturbances, and technological advancements. Addressing these challenges requires a coordinated and multifaceted approach. Policymakers need to balance the tightening of monetary policies to combat inflation with measures to support economic growth and stability. Additionally, there must be a focus on creating new employment opportunities and reskilling the workforce to adapt to the AI-driven future. Only through such comprehensive strategies can the global economy hope to navigate these turbulent times and move toward a more stable and inclusive future.

## e-Learning: The Rising Star of L&D

**“We need to bring learning to people instead of people to learning.” – Elliot Masie**

The world of education has evolved from chalkboards to chatbots. As a millennial, one of my first stints with learning was using the “Oxford English Dictionary” found in most households back in the day. Today with 7 years of field experience in eLearning I decided to go back and look into the dictionary for the word “Learning”. Sadly, I didn’t have a dictionary and so I dived into the online version of the Oxford dictionary. The world renowned “word keepers” of Oxford define learning as the act of acquiring knowledge. And that’s it! That’s all learning is all about – acquiring knowledge or skill from any source possible. The idea of limitless and accessible source of learning is the core theme behind establishment of eLearning.

eLearning as an industry has experienced an increased relevance in our world post the pandemic laden lockdown era. At a time when the entire world was shut in doors, eLearning sprung up with an assurance that echoed the fact that the world can shut down, but education must go on. It started with the use of online platforms for ILT’s or Instructor Led Trainings, recorded and live online classes and availability of online written material. Today we’ve reached a stage where eLearning gives us numerous options to widen our skill sets by using courses integrated with Virtual/Augmented Reality technology to increase interactive learning experience, using AI to increase the turn around time needed to create learning content, introducing bite-sized learning modules called Microlearning and Nano learning modules, etc.

These quick and interactive methods are making sure that the “learner” population is not limited to school/college students, but also includes the corporate L&D driven workforce. The corporate work environment is a dynamic and fast paced territory where continuous learning is as important as breathing. There’s always a need to upskill, re-skill, and cross-skill to grow in any industry. But not just growth, today the corporate world offers flexibility to people to restart their careers after a long stint in one domain, or for mothers who’ve decided to take a dig at the second innings of their career – paving the way for non-linear career growths. Increasing expectations from the L&D departments of various companies has made the need for eLearning even more relevant than it was before. The flexibility and convenience combined with vast pool of resources offered, has increased the dependance of L&D professionals on eLearning to hire and grow an efficient set of human capital.



**Nirjhari Joshi**  
Project  
Manager -  
Production  
and Digital  
Studios,  
Pearson  
Publication.



With growing investment in an infrastructure that support fast internet, and digital devices becoming common in every household, the dissemination of education and skill refinement has become much easier than it was before. Platforms like Coursera, Udemy, edX, LinkedIn learning, etc., have made it easier to provide the workforce with a wider range of upskilling option without really investing a lot. The L&D team can train a large set of leaders and executives with a small number of L&D professionals, guiding employees on the courses or options that can be utilized using eLearning. This has indeed made eLearning the rising star in the domain of Learning and Development, by reducing the efforts that an organization must put into L&D activities and parallely providing an array of methods to increase the efficiency of their workforce.

Today the world has education at its behest, learning is not just limited to the learned. Today learning belongs to all, not just the limited few. Today, like yesterday, knowledge is power, distributed amongst all!

The author can be reached on :

[https://www.linkedin.com/in/nirjhari-joshi-she-her-her-s-1636108a/?utm\\_source=share&utm\\_campaign=share\\_via&utm\\_content=profile&utm\\_medium=android\\_app](https://www.linkedin.com/in/nirjhari-joshi-she-her-her-s-1636108a/?utm_source=share&utm_campaign=share_via&utm_content=profile&utm_medium=android_app)

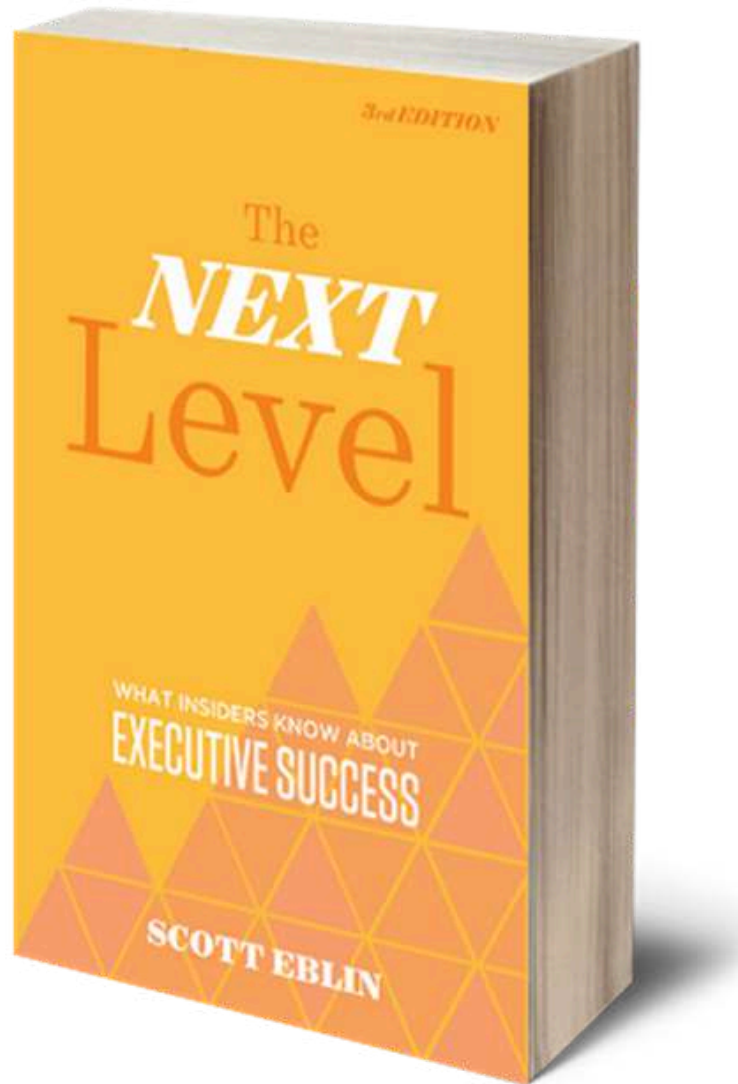
## Taking us from Here to There

What Every New Appointee and Executive Needs for Success  
 Book Review: The Next Level ~ What Insiders Know About Executive  
 Success by Scott Eblin  
 Reviewer: Prof Archie D'Souza



Archie D'Souza is an LSCM professional with over three decades experience. Has held several senior/management positions. He is an Adjunct Professor at DSU, SCMS

# BOOK REVIEW



### Dedication

I dedicate this book review to everyone at Dayananda Sagar University (DSU) especially the School of Commerce and Management (SCM). The DSU leadership has been relentless in the pursuit of taking the University and with it, every faculty member, staff, and student to a higher level from where they start at the beginning of the academic term. Captain Dr Nagaraj Subbarao has been a source of inspiration to every member of the team and every student. This book being reviewed is just about that – taking ourselves to The Next Level



I've deliberately started this review with the famous quote by Marshall Goldsmith. It's a well-known fact today that what brought us to the level we are at today will not take us higher. Scott Elbin's "The Next Level" says just this. It has an apt sub-title "What Insiders Know About Executive Success." The book was first published in 2006 with new editions in 2010 and 2018. Says the author in the Introduction. When I wrote the first edition of The Next Level in 2004 and 2005, I never imagined that I'd be sitting down one day, thirteen years later to write the introduction to the book's third edition.

Before reviewing the book, let's look at the author's background. Scott Elbin is president of the Elbin Group, a leadership development firm committed to helping clients lead and live at their best. As a leadership expert, global speaker, best-selling author, and executive coach, Scott works with some of the best-known companies and organisations in the world. For more about him read "About the Author" on page 287.

So, what makes "The Next Level", special? Unlike most self-help books, "The Next Level" is based on the experiences of the executives who have been coached /mentored and interviewed by Elbin himself. He has interviewed several of his successful protégés and used their experiences as examples/case studies for executives intending to take their careers to a higher level.

Here is an excerpt from the back cover:

Drawing on the secrets of a top executive coach, and advice from senior executive “insiders”, *The Next Level* is an indispensable guide to executive success. It is full of simple, beneficial, practical, and immediately applicable insights and tools for leaders who need to get bigger and better results. With an emphasis on achieving results that last, *The Next Level* is a playbook of what it takes to lead at your best level and live at your best.

For over a decade, *The Next Level* has helped readers understand what separates leadership success from failure. Elbin’s clear practical advice, reinforced by interviews and case studies from executives who have “made it” will help you achieve success at the executive level and beyond.

I picked up the third edition of *The Next Level* when it was first published in 2018. I have since read it several times, including in April '24, to review it for PRAYAS. I’ve used my learning from the book and continue to do so, to raise my levels. He says “one of the greatest challenges in life is to pick up new behaviours and mindsets when things change” as we encounter more challenges. For example, when you, a hard-core operations person, good at your job, are promoted to a leadership position, your technical skills will not make you a successful manager. Several programs, including DSU’s own Executive MBA, exist. *The Next Level* will do well to raise your standard and help groom you into an effective successful manager/leader.

After the Introduction and Chapter 1 entitled ~ *Defining Reality, Offering Hope*, the book is divided into three parts:

- One, Building Personal Presence
- Two, Building Team Presence
- Three, Building Organisational Presence

A total of ten chapters are followed by an Afterword entitled ~ *Lead at Your Best, Live at Your Best*. Yes, it deals with the so-called work/life balance as well.

Appendix A explains how to create your Executive Success Plan™ (ESP™). it tells you how to deal with the following:

1. Choose your focal points
2. Ask for action step ideas
3. Choose two to four Action Step Ideas
4. Tell and ask
5. Lather, rinse and repeat

It tells you to “revisit the ESP™ every six to twelve months or whenever expectations of you change in a significant way. If you don’t have a coach or your company does not train personnel for the next level, get the services of a coach cum mentor. Also remember, the coach doesn’t play the game, you the player do.

Appendix B is a Situations Solutions Guide, which tells you where in the book you will find solutions to situations encountered in the following circumstances:

- First-time executives
- An executive promoted to a more senior position
- Executive entering a new company
- Feeling overwhelmed
- Leading disruptive change
- Trouble with executive peers
- Having a new boss
- Stepping into a new executive role before you feel fully prepared
- Leading into an environment of job elimination and downsizing
- Leading former peers and friends
- Working for a difficult executive
- Starting a new organisation or business
- Transition from operations executive to a more senior role
- Your industry, company, or agency experiences a downturn or setback

Yes, in every situation, it tells you to look for a solution within the book. I wish we had such a guide during our corporate days.

The book provides valuable insights to freshers and experienced executives. Insights that will prove very useful to them. This is a must-read for every student and practitioner of management. Don’t wait to be promoted. Be prepared before it happens.

We end with a quote from the book, “How do I need to perform to do that? These athletes have trained themselves to create a rich mental picture of what they’re doing and how they’re doing it when they’re performing at their best. This mental visualization process makes them feel more confident and primes them to physically do their best in the actual event.” Unlike athletes, for corporate executives, every day is an event in which they have to perform at their best

## Campus to Corporate- DSU - MBA placement report

The placement season at Dayananda Sagar University for the year 2024 has been exceptionally successful, showcasing our students' talents and the strong industry connections we have developed over the years. This success can be attributed to several key factors:

**1. Large Number of Participating Companies:** A total of 147 companies participated in the placement drive, indicating a robust demand for our graduates across various industries. This wide participation reflects the university's strong reputation and effective engagement with industry partners

**2. Impressive Offer Statistics:** Our students received 111 job offers, demonstrating their competitiveness and readiness for the professional world. The ability to attract a high number of job offers underscores the effectiveness of our academic and training programs in preparing students for the job market.

**3. Attractive Salary Packages:** The highest salary offered this year was Rs. 14 lakhs, while the average salary stood at Rs. 6.1 lakhs. These figures highlight the high value that employers place on our graduates and their skills.

**4. Top Recruiters:** Ernst & Young emerged as the top recruiter, hiring 18 students. Other major recruiters included Société Générale, PWC, KPMG, Niva Bupa Health Insurance, HDB Finance, Piramal Consumer, and ICICI Lombard. The presence of these prestigious companies indicates our strong industry connections and the trust these firms place in our institution to provide quality talent.

**5. Comprehensive Placement Support:** The MBA Placement team at Dayananda Sagar University plays a crucial role in facilitating these successful placements. The department provides a range of skill-based training and support to ensure students are well-prepared for their careers.

**6. Consistent Performance:** Over the years, our university has consistently demonstrated strong placement records. This sustained performance is a testament to our commitment to excellence in education and our proactive approach to building and maintaining industry relationships.

**7. Training Initiatives:** To further enhance student preparedness, the placement team has implemented several key training initiatives. Some of the key initiatives are:



Sanjay K,  
is the Director  
Placement  
Cell at DSU. He  
is also an Asst  
Professor at  
DSU, SCMS

**(A). Placement Orientation Program:** This program is conducted for 1st semester students.

A placement orientation program is crucial for first-semester MBA students for several reasons:

**1. Understanding Strengths and Weaknesses:** The program helps students identify their personal strengths and weaknesses. This self-awareness is vital for their personal and professional development, allowing them to focus on areas that need improvement while leveraging their strengths to their advantage.

**2. Career Preparation:** The program provides insights into how to prepare for various career paths. It includes guidance on setting career goals, understanding industry expectations, and developing the necessary skills to meet those expectations. This preparation is critical for students to be competitive in the job market.

**3. Role of the Placement Team:** Students learn about the role of the placement team and how it supports their career aspirations. The placement team acts as a bridge between students and potential employers, providing resources, organizing placement activities, and offering support throughout the job search process. Understanding this role helps students effectively utilize the available resources.

**4. Holistic Development:** Beyond technical and academic skills, these programs focus on developing a holistic personality. This includes improving communication, leadership, and problem-solving abilities, which are essential for success in any career.

**B. Industry Preparedness Program:** An Industry Preparedness Program plays a crucial role in the placement process for MBA students by bridging the gap between academic knowledge and industry expectations. Here are the key benefits of such a program:

**1. Career Awareness:** Many MBA students are not fully aware of the diverse career paths available to them. An Industry Preparedness Program introduces students to various roles they can pursue, helping them understand potential career trajectories.

**2. Smooth Transition:** This program facilitates a smoother transition from campus to corporate life by providing insights into the working environment, expectations, and culture of different industries. This helps students adapt more quickly and effectively.

**4. Informed Career Choices:** By providing detailed information about different roles and their requirements, the program helps students make informed decisions about their careers. This guidance ensures that students choose paths aligned with their skills, interests, and long-term career goals.

**5. Enhanced Employability:** Understanding industry requirements and expectations improves students' employability. They become better prepared for job interviews and other selection processes, which increases their chances of securing desirable positions.

**C. Aptitude Training Program:** Aptitude training is crucial for MBA students, particularly because aptitude tests are a significant hurdle in the placement process. These tests assess a candidate's logical reasoning, quantitative ability, and verbal skills, which are essential for success in various roles.

**1. Initial Screening:** Aptitude tests are often the first stage in the recruitment process, serving as a primary screening tool for employers. Many students fail to clear this stage, thus missing out on valuable job opportunities. Effective aptitude training can significantly improve the chances of passing these tests, ensuring students proceed to further stages of the recruitment process.

**2. Employability:** Employers use aptitude tests to gauge a candidate's potential for success in the role. High scores in these tests can significantly enhance a student's employability, making them more attractive to potential.

**3. Competitive Edge:** In a highly competitive job market, having strong aptitude skills gives students a significant edge over others. Well-structured aptitude training programs can help students stand out in placement drives and secure better job offers.

These training initiatives helped our students secure high-paying jobs in good companies.

In conclusion, the exceptional success of the 2024 placement season at Dayananda Sagar University is the result of our students' talents, the university's strong academic programs, our well-established industry connections, and comprehensive training initiatives. This achievement reinforces our position as a leading institution in higher education and paves the way for continued success in future placement seasons.

# CORPORATE INTERVIEW

The panel conducting interview comprises Sumaiya Kauser, Sushanta Banik, Sowndarya Mishra, Sneha Nair, and Priyamvada Shah Deo.

**Q1. Sumaiya: Sir! Please tell us about yourself.**

**A1.** Good morning. I have about 25 years of experience in IT and Technology across Sales, Pre-Sales/Proposal Design, Project Delivery and Consulting. I am an engineer and have an MBA. Have worked for clients across 4 continents and travelled for work to 30 countries.

I graduated in Electrical & Electronics Engineering from REC (NIT) Trichy in 1999. I joined Infosys from campus as a software engineer. I did S/W design and implementation for a Telecom client. I worked there for 7 Years and became a Project Manager.

Then I left Infosys and did a full-time one-year MBA (Majoring in IT and Marketing) at ISB Hyderabad. I joined Wipro in their Direct Sales team for telecom in the U.S. Did that for 2.5 years. I came back to India during the 2008 Lehman Brothers crisis when many US clients went bankrupt. I did a small Pre-sales stint in telecom testing services with Wipro.

Then I joined a boutique telecom software product company called Subex, in Direct Sales. I used to be based in India, but I used to constantly travel to different countries in Africa, selling the licensed software product to various telecom service providers in Africa.

I then moved with few of my Subex colleagues to a firm called Bankai Group, which had telecom & banking S/W products. I was heading Sales for them in Middle East and Africa.

For my next job change, I joined a Big 4 Consulting firm called KPMG. This was via few connects at KPMG I had developed when they were running a tender for an African telecom service provider which I had won with Subex's sales team. At that time around 2015, I did not find a Sales Head role in Bangalore which I wanted, and hence I went for this Consulting role as a kind of happenstance. KPMG recruited me given my Sales background and my IT Delivery experience. I did Telecom Revenue Assurance Consulting work for clients at KPMG first and then went on to do Data and Analytics Consulting work.

As part of learning to be panelists, students conduct interviews in different formats. The interviewee here is Mr. Vijay Gopalakrishnan, Partner at Deloitte.



Mr Vijay Gopalakrishnan, Partner Deloitte with PRAYAS interview panel

Around 7 Years back, a huge team including me and our current Data and Analytics leader at Deloitte, Prashanth Kaddi, moved under the current Deloitte India CEO Romal Shetty, from KPMG to Deloitte. We were supposed to help grow the Consulting business in Deloitte India in a big way. As a team, we are happy that, we have been able to do that. E.g., I, Prashanth Kaddi and our team have been able to grow our Data and Analytics team multi-fold doing great client work in India and abroad across Data Engineering, BI/Dashboarding, AI ML and Gen AI, and RPA.

I am a Partner in the Deloitte India Partnership. I am part of the Leadership team for our Data and Analytics Technology Consulting practice. I sell and deliver client engagements.

I would say that while I changed my roles across business functions e.g., Project Delivery, to Sales, to Pre-Sales, and Consulting, I always worked for companies in the Technology area as a common theme. Other than working hard with sincerity and staying close to clients and the market, I invested in a full time MBA after 7 years of work experience, tried to stay flexible to adapt to inevitable and unexpected changes in the external macro environment etc, and also maintained good personal relationships and a good network within and outside the Org which continue to help me.

## Q2. Sumaiya: What is your role at Deloitte?

A.2. Deloitte India is a Partnership firm (Some other types of firms are Public Ltd firms, and Private Ltd firms). Many Consulting and law firms are Partnership firms. The Netflix series "Suits" on Netflix is about a law firm which is a Partnership. The Partners of a firm lead the firm and do so working with their staff. Partners could be individual line Partners who sell and get their clients and run projects for those clients and bring in revenue for the Partnership firm in a profitable manner. There are other Partners who could have P&L and other CXO leadership roles.

I am a Partner who is part of the Consulting function/business vertical at Deloitte India. In Consulting, there are both Advisory and Technology teams/practices. I am an individual line Partner and a Leader in one of the biggest Consulting practices at Deloitte – The Technology Consulting practice for Data and Analytics. This includes Advise/Design, Implement/Develop, and Operate/Support work in Data engineering on all 3 Cloud and many On-Premise Data Platforms, BI Reporting/Dashboarding, AI ML and Gen AI, and RPA. This is work done for clients in India and abroad across industries and Data and Analytics use cases are implemented to support in different business function areas for clients like Sales & Marketing, Finance, Supply Chain, HR, Manufacturing etc.

As a line Partner in a Consulting firm, I have to get and manage my own book of business to help get profitable revenue for the Partnership on a sustainable basis. So, I have to make business proposals to sell and get new work on a regular basis, and also work with my teams to manage delivery of the client projects I win. In Consulting firms (Big 4 firms like Deloitte, PwC, EY, and KPMG. MBB firms like McKinsey, BCG, Bain. Even firms like Accenture), Partners and teams have to do Sales, Pre-Sales/Proposal making and Project Delivery themselves. In most other non-Consulting companies, there are separate Sales, Pre-Sales and Project Delivery teams. This is what makes Consulting an exciting and financially rewarding career. However, that as you can expect also means not just business travel a lot of times, but also a lot of hard work and need to manage our schedules and our personal wellbeing.

I do other additional roles for Consulting and the firm and the Data and Analytics practice as well e.g. focusing on growing few key Client accounts or helping boost overall Sales for the Data and Analytics practice, being a tenured Partner in the firm and being a part of the Data and Analytics practice.

Few other points related to Deloitte: -

- Deloitte has Statutory Finance Audit, Tax Advisory, Risk Advisory, Finance Advisory, and Consulting work functions or business verticals.
- Deloitte and the other 3 Big 4 firms which do Statutory Finance Audits for clients, are prevented by laws and regulation from doing non-Audit work like Consulting for Audit clients. This is to prevent conflict of interest from stopping a thorough audit from happening, as was determined to be the case by courts in e.g., Enron and Satyam scandals.
- Deloitte India is a separate legal country entity just like all Deloitte country entities. The Deloitte country entities work with each other using Inter-Firm agreements. We also have a Global Project Delivery Centre as well in India called Deloitte USI which supports Deloitte India and all global Deloitte entities.

**Q3. Sowndarya: Can you describe your career journey within Deloitte. What, according to you, are the key factors that contributed to your growth and success in the organization?**

A3: I joined Deloitte India as a Director and worked to become a Partner in the firm about 4-5 years back. Now I am a Partner who is part of the Leadership team of the Data and Analytics Technology Consulting practice at Deloitte.

I am proud that I played a key part in the growth of our Data and Analytics practice multi-fold, which helped with my above stated journey at Deloitte.

Few of the aspects which helped in my journey at Deloitte: -

- (1) Helped get new clients and to get additional revenue from existing clients, for the firm. Thus, helping grow the firm's business. As a business leader, that is key.
- (2) Helped build a good team, which helped me do more sales and to do great client engagement/client project delivery and helping solve complex business problems for clients leveraging technology. As a leader, having a good team is key.
- (3) Helped not just my own Data and Analytics practice, but as a true Partner of the entire firm, helped other practices and business verticals to also win business in my clients. Helped expand my network within the firm, which always helps me and my teams.

**Q4. Sushanta: Can you share any one memorable success story or project that you've been involved in?**

A4. Sure. There are many such memorable success stories at Deloitte over my stint here for 7 years. I would like to mention my first big sized win of client work despite all odds, at the start of my career at Deloitte.

I was a Director then, and among other things, this big win despite odds was one of the key factors for me eventually getting elevated to the position of a Partner in the firm. On a side note, for your information, Director to Partner elevation in a Big 4 Consulting firm like Deloitte involves consistently good Sales and Delivery Revenue performance by the Director over a 2–3-year period and also involves the promotion candidate to clear a 4-step stringent internal interview process.

Coming back to the memorable success story, it is related to me working with my colleagues to win a big technology project with a leading bank in the Middle East region. This was despite Deloitte India, not having a lot of client testimonials in the relevant technologies at that time. Due to that and other reasons, both people at the client's end and within Deloitte, were not very sure that we could win the deal especially given tough competition from other firms.

I worked with my colleagues to go to teams in the Deloitte global network, to get relevant client testimonials. Then also stayed in regular touch with client including traveling to the Middle East to better understand their ask and to build the client's confidence in Deloitte. Also, helped get together experts from across Deloitte in India and outside, to work on a compelling business proposal and to present that well to the client. As a result of this great hard work by the team, we won a big and multi-year deal across the multiple technology areas.

**Q5. Sushanta: How did this winning of the deal help you and Deloitte?**

A5. On the back of the deal won with the bank in Middle East, we started three new technology business verticals in Deloitte India. The work also helped us win more business in Middle East and in the banking industry.

The client account itself has continued to grow and is able to give revenue to multiple Partners.

Personally, as mentioned, the winning of this deal was one of the key aspects of my elevation to a Partner in the firm.

**Q6. Sumaiya: How many Partners are there in Deloitte currently? Can you tell us about the career progression and skill set requirements for MBAs in consulting firms like Deloitte, especially in India?**

A6. There would be approximately 600+ Partners in Deloitte India. People in Consulting (or even outside) would surely aspire to be a Partner in a firm like Deloitte due to the kind of leadership responsibilities and financial rewards which come with Partnership.

The designations at a firm like Deloitte are as follows through levels of progression: -

Analyst -> Consultant -> Senior Consultant -> Manager -> Senior Manager / Associate Director -> Director -> Partner (Or Executive Director)

An MBA fresher could start as an Analyst or Consultant. If they do the right things consistently, they could make a Partner in as less as 12 years also.

Consulting is a rewarding career but is also a lot of hard work and multi-tasking. Few inputs I would give for what could help a person in Consulting to grow are listed below.

(1) In Consulting, client delight is key. If client is happy with the analysis and work that a Consulting firm's team member does for them, the team member's career is on an upward trajectory. So good domain skills (Technology, Business Process skills) and good analytical ability to solve client problems is needed.

(2) At the start of the career, a large part of your focus would be on the client delivery work you do for a client on an engagement/project. So do well consistently on that

(3) Additionally, you do even better if in parallel to great client project delivery work, you also stretch yourselves and do e.g., work on business proposals to support Partners, Directors, Associate Directors to win more deals and new work, and help with hiring etc. If you are able to identify a sales lead for a new business opportunity, then you are a super star. Good presentation making and great communication skills are a big plus.

(4) As you grow more senior and enter the Managerial designations, you are expected to do more of Sales and Business development, in addition to client project delivery and management.

(5) Eventually, as I said a Director who is able to consistently surpass his or her Sales and Project Revenue targets year on year for 2-3 years and has shown great client impact, is considered for elevation to Partnership.

Nowadays, almost all consulting client engagements involve leveraging IT/Technology in some form or the other. So, a decent appreciation of the same, is a big help to someone in Consulting.

**Q7. Sumaiya: You told us what you do as a Partner at Deloitte. Can you tell us kindly about the different kinds of roles a Partner at Deloitte might play?**

A.7 As stated earlier, the Partners in a partnership firm like Deloitte are the firm's leadership team.

There could be line Partners who do not e.g., carry a P&L Leadership role or a CXO role.

A line Partner sells and gets his or her clients. Then they have to deliver the client projects they have won in a profitable way and bill the client and collect money. They would have built a team for doing all of this. The line Partner has to take care of the team members' careers and ensure that they keep selling and delivering work. So, the practice or business vertical would give a line Partner individual sales and revenue number targets, which they have to meet every by concentrating on the clients for sales and by getting teams to do great project delivery for clients. A line Partner could do additional roles like e.g., leading Sales for his or her practice etc, other than their main line Sales and delivery role.

Then there are Partners who while they do have individual clients, have additionally their main officially designated role as the P&L Leader of a business vertical/division. E.g. Prashanth Kaddi is the P&L Leader for the Data and Analytics business at Deloitte India. He has to work with the other line Partners in the business vertical and ensure that that entire business division meets its Profit, Sales and Revenue targets. There could also be those Partners who are only P&L Leaders e.g., Sathish Gopalaiah who is the P&L Leader for the entire Consulting function/business.

Then we have the Partners who have CXO roles in the firm. E.g., Romal Shetty who is a Partner and is also the CEO of Deloitte India.

**Q8. Priyamvada: Sir, what does it take to become a Partner who is a P&L leader? After what role/designation, can one become a Partner?**

A8. A line Partner who consistently meets and surpasses his or her sales and revenue targets year on year, and also is seen to be able to work well with other Partners to get things done in the business vertical, has a strong chance to be considered for the role of a P&L Leader who leads that business vertical.

As described before, the hierarchy in Deloitte is growth across roles starting as an Analyst all the way to becoming a Partner, by doing great client project delivery, business development and Sales. The level or designation just before becoming a Partner, is a director. A Director who meets and surpasses his or her sales and revenue targets for 2-3 years and makes great client impact, could be considered for elevation to a Partner. Then he or she has to go through a stringent elimination process of a 4 round internal interview process conducted by Partners who are senior leaders.

A Partner could be recruited directly laterally, from outside the firm, as well.

**Q9. Sumaiya: Sir, since we are just starting off as a fresher, how would you advise us in that domain? About what are the skills that we need, or we should develop to make a career out of consulting?**

A9. As stated before, a person can be good at Consulting if he or she (list is not exhaustive):

- (1) has good analytical skills, presentation and communication skills
- (2) is good with clients and helps solve client's business and technology problems well
- (3) is ready to work hard and multitask consistently across client project delivery, Pre-Sales/Proposal making/Business Development and Sales,

MBA freshers join Deloitte as a Consultant or Analyst. They are recruited on college campus, or they can join Deloitte as an intern and get a full-time job offer after internship. Limited internship slots at Deloitte open up for applications in February timeframe usually.



Mr Vijay Gopalakrishnan, Partner Deloitte with PRAYAS interview panel

Interviews for freshers for Consulting jobs, could include business case study resolution to evaluate problem solving and analytical skills. It could include queries around the domain in Consulting you are being interviewed for e.g., for a Technology Consulting role in say Data and Analytics (Not coding queries, but overall questions around domain and trends), Or queries around domain for say a Supply Chain or Finance Advisory team role.

The Consulting job options would be with: -

- (1) Big 4 firms like Deloitte, KPMG, EY, and PwC
- (2) MBB firms like Mckinsey, BCG, Bain
- (3) Accenture
- (4) Consulting arms of Infosys, CTS etc.
- (5) Booz and Allen, AT Kearney

In areas of Technology Consulting, these companies could compete with IBM, Indian IT vendors etc.

Few inputs on what anyone should keep in mind to do well in their professional career (not just in Consulting): -

- (1) Core Skills and Professionalism: This is non-negotiable and considered as basic hygiene. Need to have good skills in the relevant domain and technology and need to be professional, hard-working, and someone who gets things done.
- (2) Good Emotional Quotient (EQ): Need to be good in dealing with people both within and outside the firm, to get things done by getting people on your side e.g., sales, approvals etc. A low EQ can negate great talent and skill.
- (3) Importance of Health: Professionals need to take care of their own physical and mental health, because without that the ability to put in right focus and energy is not there. Needless to say, this effort needs to be put in more as one gets senior. One should try to the extent possible to inculcate same in one's team and family, since their well-being has a bearing on one's mental state of mind as well.
- (4) Good Relationships with Family and Community: A supportive and happy family and community, can be a greatly positive supporting boost to one's peace of mind to focus on professional growth. If things are wanting on this front, sadly, reverse is also true. Hence professionals should work on this as well.
- (5) Overall: Be a sincere and hard-working professional and importantly be a good human. Always helps in near and long term. Also be adaptive, realistic, flexible, and easy to work with.

When looking for jobs post MBA, I suggest that stay a bit focused. Based on your interests, pre-MBA experience, your access to job market within college campus and outside etc, identify realistically early enough 2 areas of work: 1 Primary and 1 Secondary areas of jobs e.g. Sales and Marketing as Primary and IT/Technology as Secondary.

Then work on your resume/CV and interview preparations, early onwards, and stay focused on that. Use elements of your Pre-MBA experience, courses, internships, projects, skills, and know how in resume and interview answer preparations towards this primary and secondary job areas.

Speak to your college alumni and others and research on the internet, and use any other means, to collect more information on what each of these job areas are like. Also then ask what employers in your primary and secondary job areas of interest, look for in CVs and interviews and seek best means of targeting jobs in those areas. Work towards that.

Broadly the areas of jobs, for MBAs are as follows, in no particular order: Finance, Sales and Marketing, Consulting, IT/Technology, HR, Traditional Industries – CPG/Retail, Manufacturing etc.

You are living in great times when there are multiple jobs and job options. You are studying in a great university, and you are living in a city like Bangalore which has lots of job options in industries like IT/Technology across Captives/GCCs, Indian IT firms, Consulting firms like Deloitte, Global IT firms like IBM, Accenture, and Start-ups and Boutique firms etc. So, keep your confidence up which is key and decide your goals and plan and work towards them.

Industries, many times, do tend to be in certain geographies/cities e.g., Mumbai has a lot of Manufacturing/CPG HQs and Finance firms and Banks. Pune has many Auto and Manufacturing firms. Hyderabad has IT and Pharma Cos. Chennai has Auto, Manufacturing, and IT companies. So when deciding your career, you can consider same.

Thanks a lot to each one of you, and to your college. Best of luck to you for a bright future.

**Sumaiya:** Thank you so much sir! It was a pleasure listening to you. Great learning from your experiences and expertise. We appreciate it immensely.

# DEAN'S INTERVIEW

Good afternoon, Sir! Thank you for taking the time for this interview. Since you've been awarded a position in the case study competition conducted by AIMA, held at Delhi, we would like to publish this interview in our magazine PRAYAS.

May we start?

Yes!

**Q. Please tell me about the case study and what inspired you to write it?**

A. Thank you! This takes me back several years and it's nostalgic. Some of you may be aware that I played cricket at a very serious level and I represented the state in the 'under-19' for the Cooch Bihar trophy which was an interesting experience. I was about 15 years old and it's been quite a journey since then but cricket has always been of great interest. This is about a very intense episode of India getting a foreign coach from Australia a great cricket player called Greg Chapel who was a legend and had a fantastic record of playing. He was also a part time bowler who came and coached India between 2005 and 2007 on invitation of the Board of Control of Cricket in India (BCCI) and it was something that was looked at very favourably. People expected great results, but contrary to many expectations there was great turmoil between the then-captain Sourav Ganguly and Greg Chapel. It resulted in poor performance. So eventually outcomes are important to match, personalities don't matter too much. But, in this particular case it resulted in very poor outcomes so that was the case and that was what I wrote about.



Interview in progress

**Q . Please tell us about this competition.**

A. This is a national-level competition conducted by the All India Management Association in Delhi. It is conducted under the aegis of the India Case Research Centre and this is where I participated in from the 9th to the 11th of May.

**Q. Thank you, Sir! Now please tell me, whom did you complete against in this competition?**

A. Well! this I understand drew several case studies from all over India. Both academicians as well as industry folk participated. This was represented by almost every major B-school in the country, including the IIMs. We had participation from IIM Bangalore, IIM Calcutta, IIM Indore, and several other IIMs as well as other major schools from across the country. They were shortlisted from the several cases received. They shortlisted about 80 cases that were up for presentation and I was one of them. This went on for a length of time across several tracks. There was a jury from several esteemed academicians, members of the 'All India Management Association' as also the industry. So, it was an interesting format because I presented my case for about 20 minutes and then there was a Q&A session by the judges as well as the audience. So each of us got to present our case study across 40 minutes. It was a great experience for me. The results were announced next day after careful consideration and my case study on the 'Culture Conflict' was the fourth best case. I was awarded a 'certificate of excellence'. Of course! I would have liked to be in the top three, but this was my first shot at writing in a case competition so I'm pretty satisfied.



**Q Congratulations! So where does it pitch you and the institution on the academic canvas?**

A. It's a very interesting question. As you know we are a private university. We are a young university and with an old legacy. We are a young B-school in that sense. As I said, we are very well known in the state of Karnataka and maybe South India, but, many people in the North India are not fully cognisant of the Dayananda Sagar University. They may be cognisant of the Dayananda Sagar Engineering College but not necessarily the university so I think, in a sense with great humility, I would say that this event put us on the map to some extent. Because, it got other academicians from good B-schools to recognise the fact that Dayananda Sagar University was an entity that was progressive, that was competent and it is making an impact in the academic front. Then we have good academicians, if I can be taken as a representative of the academic community, so in that sense it was a great event for us to showcase our talent. More importantly, me as the first amongst equals or the Dean, I would sort of label myself I felt it was important both personally for me as well as the school to lead from up front. As you know, I take leadership very seriously and I think it is very satisfying both for me and to be present in Delhi and being awarded a position in the top ten. In fact 4th position.



Interviewer & Interviewee

**Q. Any advice that you would give us?**

A. Thank you again. I think that's an interesting question coming from a student. I would advise both students and faculty as well to adopt the case research method because the case research method here in this particular case I dealt with cross-cultural management based on the conceptual model of Geert Hofstede which is over a half-century old it has been validated. So this is great learning. Both for the students as well as the faculty. Today the lecture mode is passe. You know people are tired of listening to lectures. The case method provides a much better avenue as a pedagogical tool for students to learn and faculty to test their conceptual understanding of real-world applications. So, I would urge the students to get into the realm of writing cases and publishing them. This would hone their own problem-solving and decision-making skills. This is very important in the industry today. These are competencies that we're trying to build. This advice is not only for our faculty but it is also for our students who should adopt both learning from cases, as well as writing cases for other people. It will help to develop their writing skills, communication skills, problem-solving skills, and their decision-making skills. Eventually, these are the critical competencies that allow them to flourish in their careers.

Thank You, Sir!

# FACULTY INTERVIEW

Dr Nisha Goyal, was interviewed by a panel of student editors, viz. Sneha Nair, Sowndarya, Priyamvada & Tharun: Following transpired

## Q1. Sneha: Please tell us about yourself

I am Dr. Nisha Goyal, associate professor at SCMS, Dayananda Sagar University. I have 13 and half years of teaching and research experience. I am a NET-JRF recipient and I completed PhD from Malaviya National Institute of Technology in 2017. I teach Financial Management, Statistics, Business Research Methods, and other finance specialisation courses. My research area is Behavioural Finance, Corporate and Sustainable finance.

## Q2. Sneha: How did you take up this role?

I pursued academia straight after my MBA. Research and teaching is my passion. Because of that, I completed my PhD in my early career. While the journey has been immensely fulfilling, I know I still have much to learn when it comes to being an effective professor and scholarly voice. I feel fortunate to have found an avenue that allows me to pursue my passions while playing a part in educating our future leaders and innovators.



**Q3. Sowndarya:** Does any faculty with industry exposure teach the subject of your expertise? If so, what is the differential value addition that an industry expert brings to the table?

Yes! Sometimes... having faculty with industry exposure can provide a valuable perspective when teaching subjects aligned with their areas of professional experience. An instructor who has worked directly in a given field or industry can offer some key benefits for example: In practical applications, they can illustrate how theories and concepts get applied in practice. They may share situations they encountered and talk through their decision-making process. They can share the current business context, emerging technologies, regulatory shifts, and competitive dynamics that students need to be aware of as they prepare to enter that domain themselves. In Career Guidance those with industry backgrounds can guide students on potential career paths, in-demand roles, professional development advice, and making productive career transitions. Their experience gives students an inside perspective to be better prepared. So, while permanently academically-tracked professors provide deep subject-matter mastery, those who have been in an applied industry setting can add valuable experiential knowledge. It creates a richer educational experience.

**Q4. Priyamvada:** How is your expertise helping in shaping the curriculum vis a vis industry demand?

My expertise in both research and academia has allowed me to shape the curriculum in a way that bridges theoretical knowledge with practical, industry-relevant applications. As an active researcher, I stay immersed in the latest findings, methodologies, and future directions within my field. I can identify emerging theories and discoveries that have potentially transformative impacts on the industry. By integrating this cutting-edge research into the curriculum, I ensure students gain exposure to the advancements that will shape the professional landscape they are entering. Taking a hands-on research approach to address real-world challenges, students build critical experience by applying theoretical frameworks, collecting and analyzing data, developing recommendations, and presenting findings.

**Q5. Sushanta:** What potential do you see for students choosing the area of your expertise?

As a faculty member with expertise in finance, I see tremendous potential for students pursuing this field of study. Finance plays a vital role across all sectors of the economy, and graduates with specialized financial knowledge are in high demand. Some of the key opportunities like Corporate Finance Roles, investment management, financial advisory, fintech innovations, Entrepreneurial Ventures

**Q6. Priyamvada: Any advice that you would like to give the students concerning your specific expertise?**

As a finance professor, I would offer to students pursuing expertise in this field to:

(a) Gain Practical Experience through internships, case competitions and various campus-organised events. Seek out opportunities to analyse actual financial data, build models, manage investments, and participate in simulated trading platforms. This hands-on training makes you more job-ready.

(b) You can develop Quantitative Skills because finance requires strong quantitative and analytical abilities using statistics, modeling, coding, and Excel. The ability to interpret and leverage data to drive decisions is highly prized.

(c) Stay Current on Financial News /Trends. Read financial publications, monitor markets, and follow influencers to maintain awareness of developments shaping the industry.

(d) Network and Explore Roles

**All:** Thank you Ma'am for your valuable time and great insights.



# STUDENT ENTREPRENEURS' INTERVIEW

The PRAYAS team interviewed Student Entrepreneurs Kruthika N Gowda and Aashish N, from Executive MBA. The interview was conducted by Sneha Nair, Komathi, Yashwin and Tharun. Here are the extracts of the interview:

In a candid interview with PRAYAS, the student magazine of Dayanand Sagar University, Krutika N Gowda and Ashwin N, current Executive MBA students, shared their experiences and insights into launching a business venture while pursuing their Executive MBA. Their journey highlights the intersection of academic rigor, practical business acumen, and personal growth, providing valuable lessons for aspiring entrepreneurs.

## The Decision to Pursue an Executive MBA

For Krutika and Ashwin, the decision to pursue an Executive MBA was driven by a desire to bridge the gap between technical expertise and management skills. As Krutika explained, "I felt this was the right time as I had almost eight years of work experience. Coming from a mechanical engineering background, I had the technical skills but lacked management skills. An Executive MBA fit the bill perfectly, allowing me to continue working while gaining essential business knowledge."



## Birth of a Business Idea

The spark for their business idea ignited during their coursework. Krutika shared, "We had no specific plan initially. The idea emerged while engaging with professors and course mates about market niches and unmet needs in various sectors. We identified a segment in the stationery market—small notebooks in spiral bound formats—that was not being catered to. This gap became our opportunity."



## Inspiration and Initial Struggles

The inspiration to start their own business came during the lockdown period, a time of introspection and new perspectives. Ashwin recounted, "I started journaling and began looking at the world differently. Despite being a total beginner with no guidance, I struggled to make headway but eventually realized this could be my future."

Starting the business came with significant challenges, particularly in marketing and customer outreach. "Having an idea is one thing, but executing it and making profits is another."

We faced difficulties in coordinating production and reaching customers. The main challenge was managing multiple aspects of the business, from printing to distribution," Krutika noted.

### **Funding and Learning**

Initial funding for the start-up was sourced from personal savings. Ashwin explained, "It wasn't that difficult since the business required minimal investment. We reinvested any revenue back into the business, allowing us to scale gradually."

The entrepreneurial journey taught them invaluable lessons. Krutika emphasized, "The biggest learning is that while the grass seems greener on the other side, once you get there, it's just grass. The real challenge is managing everything yourself—from being your own boss to handling sales and marketing. Failures are inevitable, but they are also the best teachers. Success comes from perseverance and the ability to rise after failing."

### **Balancing Studies and Business**

Balancing their studies and entrepreneurial ventures has been demanding. Ashwin shared, "Managing studies, a full-time job, and a business leaves little time for socializing or hobbies. Every available moment is devoted to work." Despite the challenges, their passion and commitment have kept them on track.

### **Advice for Aspiring Entrepreneurs**

Their advice to fellow students aspiring to be entrepreneurs is straightforward: Krutika advised, "If you have an idea, no matter how big or small, pursue it. Understand its value and try to execute it. Time is precious, and the earlier you start, the better. Don't fear failure; it is part of the learning process and can lead to eventual success."



### Future Aspirations

Looking ahead, they have ambitious goals. Ashwin shared, "In five years, we aim to be recognized among the top suppliers of niche stationery products. We plan to register our company, use eco-friendly materials, and create a sustainable manufacturing and delivery ecosystem. Our goal is to compete with top brands and bring manufacturing back to India, generating employment and promoting a green economy."

The journey of Krutika N Gowda and Aashish N at DSU is a testament to the power of combining education with entrepreneurial spirit. Their experiences offer a roadmap for others looking to navigate the complex but rewarding path of entrepreneurship. Through dedication, resilience, and continuous learning, they are turning challenges into opportunities and paving the way for a brighter future.

## Winning Shot- Case Study winner's interview

Raj Shekhar Reddy, a student of MBA 2023-25 won the 'Business Standard Case Study Competition'. He was interviewed by the lead Student editor. His analysis of Zomato's "PURE VEG FLEET" initiative provides valuable lessons on marketing strategy and stakeholder management in sensitive contexts. Here are the extracts: "Congratulations! On your achievement".

### Description of the Case Study

The Zomato case study focused on the "PURE VEG FLEET" initiative, which aimed to serve India's vegetarian population. However, the initiative faced backlash due to segregating delivery personnel based on food preferences. Raj's task was to identify challenges, assess Zomato's response, and draw lessons for effective marketing strategy and stakeholder management.

### Approach to the Case Study

Raj prioritized understanding the context, identifying stakeholders' perspectives, and analyzing the marketing strategies and implications. He carefully evaluated the social and cultural sensitivities surrounding the segregation feature and assessed Zomato's response to the backlash. His goal was to provide insights into effective marketing strategy, communication, and stakeholder management in sensitive contexts.

### Problem-Solving Method

Raj used a structured problem-solving approach to tackle the case study. He began by defining the central issue surrounding the "pure vegetarian mode" feature and the subsequent backlash. Through detailed analysis, he examined various factors such as market dynamics, stakeholder perspectives, and social implications.

This thorough evaluation of Zomato's strategy and response enabled him to formulate practical recommendations aimed at mitigating risks, promoting inclusivity, and safeguarding the company's brand reputation.



### Identified Problems and Proposed Solutions

The main problems identified in the case study included the backlash against the "pure vegetarian mode" feature due to concerns about reinforcing caste norms, discrimination, and potential social implications.

Raj proposed a strategic rollback of the segregation strategy and a shift towards a unified approach that ensured inclusivity and respected diverse dietary preferences. His recommendations emphasized transparent communication, stakeholder engagement, and continuous evaluation to navigate sensitive issues effectively and uphold Zomato's brand reputation while addressing customer needs.

Raj Shekhar Reddy's approach and insights from the Zomato case study highlight the importance of considering social and cultural factors in business decisions and demonstrate how structured problem-solving can lead to effective and inclusive strategies.



# DAYANANDA SAGAR UNIVERSITY

## VISION

To be a centre of excellence in education, research & training, innovation & entrepreneurship and to produce citizens with exceptional leadership qualities to serve national and global needs.

## MISSION

To achieve our objectives in an environment that enhances creativity, innovation and scholarly pursuits while adhering to our vision

# 'THE FINAL WORD' !

At about the time when this publication is released, there will be a new government in place at the centre. Whether it is the same old team playing a fresh innings or a new one is not material. What is important is that the country is delivered good governance. There are immense challenges that the country faces both internally as well as on the global front. This is the time for everyone to put our acts together to ensure that the nation gets the best of what the country deserves. From what is happening around us on the international front, to what is happening on distant shores but impacting us there are challenges of a varied nature.

It becomes pertinent for every citizen of this great nation to remain alive to the developments around us. I state with a lot of responsibility that the pride and growth of a nation rests squarely upon the shoulders of the youth and the student community. I say so because they are the ones who eventually are going to lead the nation to glory. While the current generation of leadership is busy laying robust foundations for future leaders to assume the helm, future leadership cannot remain complacent. The moot point is, remaining alive to our immediate and distant environment. That can happen by developing the attributes of 'Readership' and 'Authorship'. Till the next issue, so long...

**DISCLAIMER:** This publication is purely for the purpose of encouraging student participation to help them evolve as future thought leaders. Views published in this journal are of the contributors, sometimes sourced from public domain also, and may not echo those of SCMS Dayanand Sagar University, Bengaluru

For feedback, mail to: [editorprayas@dsu.edu.in](mailto:editorprayas@dsu.edu.in)

