

DYP DPU

Dr. D. Y. Patil B-School, Pune

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BUSIN

THE BUSINESS MAGAZINE

DYP DPU
Dr. D. Y. Patil B-School

ON THE COVER:
Ashish Vidyarthi, Actor
At the Convocation of Batch 2025

IDEAS
PEOPLE
IMPACT
BUSINESS
A BETTER
TOMORROW

BIZZ BUZZ
Global Diagnostics
Board Culture and Economic Impact
Finding Our Way in the Age of AI





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Editor-in-Chief,

Busin – The Business Magazine

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Contact: +91-20-67919470

Email: info.bschooll@dpu.edu.in

Web: <https://dypbs.edu.in>

EDITORIAL TEAM

Editor in Chief
DR. JITENDRA SANDU
Director,
Dr. D. Y. Patil B-School



Managing Editor
DR. KIRAN SINGH
Assistant Professor,
Dr. D. Y. Patil B-School



Executive Editor
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Associate Professor,
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Business Analytics
FY BA



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AND RESEARCH CENTRE



FROM THE PRESIDENT'S DESK

Dear Readers,

With great pride and joy, I extend my warmest greetings to all of you as we unveil this issue of BUSIN magazine. It is heartening to see our esteemed institute of higher learning, Dr. D. Y. Patil B-School, continue to grow and thrive. The BUSIN publishing team is exceptionally capturing and disseminating ideas across diverse domains, and I commend their efforts.

At Dr. D. Y. Patil B-School, we have always been at the forefront of fostering innovation, entrepreneurship, and academic excellence. Our commitment to providing a holistic education is reflected in the recognition we have received within the business community. This acknowledgement reaffirms our dedication to equipping our students with the skills and knowledge they need to excel in the corporate world.

I would like to take this opportunity to commend the hard work and dedication of our faculty, staff, and students. Their relentless pursuit of excellence has earned us accolades highlighting our institution's impact on society and the business landscape. Through their collaborative efforts, we continue to make a positive difference in the lives of our students and the communities we serve.

As we celebrate our achievements, I encourage all stakeholders—students, faculty, alumni, and friends—to draw inspiration from our journey and remain committed to advancing our mission. Together, we are shaping future leaders who will drive positive change in the business realm.

I invite you to explore the pages of this issue of BUSIN magazine, where you will witness the remarkable work being done at our institution and meet the bright minds contributing to its success. Let us continue to strive for excellence and embrace the opportunities that lie ahead.

Warm regards,

Dr. P. D. PATIL

President,

Dr. D. Y. Patil Unitech Society, Pune, India

FROM THE PRO-CHANCELLOR



Dear Readers,

I am pleased to announce the launch of BUSIN, an innovative business magazine developed by the Dr. D. Y. Patil B-School community. This publication is a testament to our commitment to excellence in business education and our desire to contribute meaningfully to the discourse surrounding the dynamic business landscape.

BUSIN aims to provide a comprehensive platform that informs, educates, and entertains its readers. We focus on exploring Pune's vibrant business ecosystem, showcasing the achievements of local entrepreneurs and corporate leaders, and providing in-depth coverage of significant trade fairs and exhibitions at national and international levels.

Through insightful articles, interviews, and expert analyses, BUSIN will serve as a valuable resource for students, professionals, and anyone interested in understanding the complexities of the business world. We are dedicated to fostering a deeper understanding of industry trends and challenges, empowering our readers with the knowledge they need to navigate their professional journeys successfully.

I extend my best wishes to the BUSIN team as they embark on this ambitious endeavour. Your creativity and dedication will be crucial in establishing BUSIN as a respected voice in business journalism. Let us strive for excellence and continue elevating business education and communication standards.

Sincerely,

Dr. BHAGYASHREE PATIL

Pro-Chancellor,

Dr. D. Y. Patil Vidyapeeth, Pune



FROM THE SECRETARY'S DESK

I am thrilled and honoured to express my utmost pride in the remarkable achievements of our esteemed magazine, BUSIN. It fills me with great joy to witness the continuous efforts made by the Research and Publication Cell of Dr. D. Y. Patil B-School in creating a platform that showcases innovative and trending ideas across diverse fields.

BUSIN has emerged as an indispensable resource for fostering intellectual growth and academic excellence in an era that thrives on knowledge and innovation. The magazine is a vital link between aspiring minds and the wealth of expertise accomplished professionals, academicians, and industry leaders offer.

Through BUSIN, we inspire our students, faculty, recruiters, and readers to think beyond boundaries, challenge conventions, and embrace the spirit of lifelong learning. The publication provides a fertile ground for novel ideas and cutting-edge research, propelling our institution to the forefront of academic excellence.

I extend my heartfelt gratitude to the entire team behind BUSIN for their dedication and passion in curating content that keeps us at the leading edge of contemporary developments. Together, we celebrate this exceptional endeavour that enhances the reputation of Dr. D. Y. Patil B-School.

Let us continue to support and nurture this outstanding initiative as we march towards a future filled with greater intellectual exploration, innovative breakthroughs, and a profound societal impact.

Warm regards,

Dr. SOMNATH PATIL

Secretary,

Dr. D. Y. Patil Unitech Society, Pune, India

FROM THE DIRECTOR'S DESK



I am delighted to present the latest edition of our Business Magazine, bringing you fresh insights, expert perspectives, and transformative ideas from industry leaders worldwide. This issue delves into the future of entrepreneurship, digital transformation, and sustainability, showcasing the dynamic forces reshaping global markets.

We feature exclusive conversations with visionary leaders who have disrupted industries, championed innovation, and set new benchmarks for success. As Thomas Edison once said, "There's a way to do it better—find it." Their stories highlight the power of perseverance, strategic thinking, and bold leadership in today's fast-evolving business landscape.

This edition also explores breakthrough technologies, sustainable business strategies, and economic forecasts to help you stay ahead in an increasingly competitive world. In the words of Warren Buffett, "The best investment you can make is in yourself."

We continue to spotlight emerging startups, showcasing how innovation and resilience turn challenges into opportunities. Our panel of experts shares actionable strategies to help you navigate market complexities and drive business growth. As Jeff Bezos once said, "In business, what's dangerous is not to evolve."

Thank you for being part of our journey. May this edition inspire and empower you toward greater success.

Happy Reading!

DR. JITENDRA SANDU

Editor-in-Chief, Director

Dr. D. Y. Patil B-School, Pune

PREFACE

We are thrilled to present the latest edition of BUSIN, the in-house magazine of Dr. D. Y. Patil B-School, a testament to the vibrant spirit of knowledge, innovation, and leadership that our institution embodies. This edition is a celebration of insightful perspectives, transformative ideas, and inspiring journeys, meticulously curated to inform, inspire, and ignite curiosity among our readers.

The magazine opens with the Editorial, setting the tone for a compelling read, followed by BIZ BUZZ, capturing the pulse of the business world. Our cover story, A Journey of Learning, Leadership, and Lifelong Growth, serves as a beacon of inspiration for aspiring leaders. Articles exploring cutting-edge topics like AI, Big Data, and the Future of Auditing, Data as the New Currency, and The Confluence of Big Data and Healthcare reflect the rapidly evolving business landscape.

Interviews with visionaries such as Yogesh Shinde of Bamboo India and Ketan Kapoor on social impact showcase transformative leadership and entrepreneurial resilience. Thought-provoking articles on Purpose-Driven Leadership, The Role of HR in Bridging Corporate and Humanity, and The Power of Manifestation inspire holistic development.

This edition also highlights international insights, academic adventures, and market trends, enriching the reader's global perspective. We extend our heartfelt gratitude to our contributors, editorial team, and readers for their unwavering support. We hope BUSIN continues to inspire, educate, and empower its readers, reflecting the values and vision of Dr. D. Y. Patil B-School.

Happy Reading!

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Dr. Revati Rautrao | Dr. Tejashri Talla



INTEGRITY

VISION

SUCCESS

STRATEGY

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EDITORIAL:

Marketing in the Age of the Green Economy by

Dr. Pinki Bera

Asst. Professor, Dr. D.Y. Patil B School, Pune

From Responsibility to Competitive Advantage

The global business landscape is undergoing a fundamental shift. Sustainability is no longer a peripheral concern driven by regulation or reputation management, it has become a core economic force shaping markets, consumer behavior, and brand value. At the center of this transformation lies the green economy, and marketing is its most powerful catalyst.

The green economy represents an economic system that improves human well-being and social equity while significantly reducing environmental risks. For businesses, this is not merely an environmental agenda; it is a market opportunity. Today's consumers, investors, and regulators are demanding more transparency, accountability, and purpose from brands. Marketing, therefore, must evolve from persuasive storytelling to purpose - driven value creation.

The New Consumer: Conscious, Connected, and Critical

Modern consumers are informed, digitally connected, and increasingly values-driven. Purchasing decisions are no longer based solely on price and performance but on impact. Brands are evaluated on their carbon footprint, ethical sourcing, waste management, and commitment to social responsibility. This shift has created a new marketing reality where sustainability is not a differentiator, it is an expectation.

Green marketing today is not about promoting eco-friendly features as add-ons. It is about embedding sustainability into the brand's core promise. Companies that fail to align their marketing messages with authentic sustainable practices risk being exposed for greenwashing, which can severely damage brand trust and equity.

From Green Claims to Green Value

In the green economy, credibility matters more than creativity alone. Successful green marketing is built on measurable impact, not vague claims. Consumers want evidence, certifications, lifecycle assessments, transparent supply chains, and clear sustainability metrics.

Brands that lead in this space focus on value creation rather than moral persuasion. Energy efficiency, cost savings, durability, and long-term benefits are positioned as consumer advantages. Sustainability, when marketed correctly, becomes a business value proposition, not a charitable gesture.

Sustainability as a Source of Competitive Advantage

Forward-looking organizations understand that sustainability drives innovation. Green marketing is increasingly intertwined with product design, packaging, logistics, and customer experience. Companies are reimagining products to be recyclable, reusable, and resource-efficient, and marketing these innovations as superior solutions.

In a competitive marketplace, sustainability strengthens brand loyalty and differentiation. Green brands enjoy higher customer retention, stronger employer branding, and greater investor confidence. Marketing plays a strategic role in communicating this integrated value to all stakeholders.

The Role of Technology and Data

Digital technologies are accelerating the green economy by enabling transparency and accountability. Blockchain for supply chain traceability, AI-driven demand forecasting to reduce waste, and data analytics for measuring environmental impact are becoming integral to marketing strategies.

Marketing teams now leverage sustainability data to craft authentic narratives backed by facts. Dashboards, impact reports, and real-time disclosures are replacing generic sustainability slogans. In the green economy, data is the new trust currency.

The Indian Context: Opportunity with Responsibility

In India, the green economy presents a unique opportunity. With rising urbanization, resource constraints, and climate vulnerability, sustainable marketing is both a responsibility and a growth lever. Government initiatives promoting renewable energy, electric mobility, and circular economy models are reshaping market dynamics.

Indian consumers, especially the younger demographic, are increasingly receptive to brands that align profitability with purpose. Businesses that integrate green marketing into their growth strategy stand to gain not only market share but also long-term relevance.

The Future of Marketing Is Green

The transition to a green economy is irreversible. For marketing leaders, the challenge is not whether to adopt sustainability, but how authentically and strategically it is embedded into brand identity. Green marketing must move beyond surface-level messaging to reflect genuine transformation across the value chain.

In the coming decade, the most successful brands will be those that treat sustainability not as a compliance requirement but as a strategic marketing asset. The green economy is not limiting business growth, it is redefining it.

Marketing, in this new era, is no longer about selling more. It is about creating value that lasts, for consumers, for businesses, and for the planet.

Dr. Pinki Bera

Asst. Professor,
Dr. D. Y. Patil B-School, Pune





Global Diagnostics: Board Culture and Economic Impact

CS Satish Bhattu

Legal Advisor, Edsom Fintech, Practising CS

Board culture significantly influences national economic outcomes by shaping corporate governance, investor confidence, and organizational adaptability. Recent studies show strong correlations between cultural norms, board structures, and economic resilience.

Here's a structured overview of how board culture diagnostics intersect with national economies:
Global Diagnostics: Board Culture and Economic Impact

Cultural Dimensions and Board Structure

- National culture-including values like collectivism, power distance, and uncertainty avoidance, directly affects board composition and behaviour.
- Countries with low power distance (e.g., Scandinavian nations) tend to foster inclusive, transparent boards, promoting innovation and stakeholder trust.
- In contrast, high power distance cultures (e.g., parts of Asia and the Middle East) often favour hierarchical boards, which may slow decision-making but reinforce stability.

Formal Institutions & Governance Alignment

- Strong legal frameworks and regulatory institutions enhance the effectiveness of board culture.
- For example, economies with robust corporate law (like the UK or Germany) show higher board accountability, which correlates with better financial performance and investor confidence.

Board Culture as a Driver of Economic Adaptability

- A 2023 joint study by Culturelytics and the Institute of Directors highlights that boards with adaptive cultural intelligence,

those that embrace change and diversity are better equipped to navigate economic disruptions.

Measurement and Diagnostics Tools

- Emerging diagnostics use AI-driven cultural analytics, surveys, and behavioural audits to assess board dynamics.
- Metrics include: Decision-making transparency Diversity of thought and background Ethical alignment and stakeholder engagement
- These diagnostics help nations and corporations benchmark governance maturity against global standards.



Expanded Analysis: Board Culture and National Economic Outcomes

1. Board Diversity and GDP Growth

Key Findings

The OECD's 2023 meta-analysis across 38 member nations revealed: Countries with 30%+ female representation on corporate boards saw 2.1- 2.8% higher GDP growth over five years. Firms with ethnically diverse boards outperformed peers by 15-20% in ROE (Return on Equity).

Country Examples

- Sweden & Norway: Gender quotas led to inclusive governance, boosting innovation and public trust.
- Canada & UK: Ethnic diversity on boards correlated with stronger SME growth and export competitiveness.

Governance Insight

- Diversity fosters cognitive variety, reducing groupthink and enhancing strategic agility, especially vital during economic transitions.

2. Board Independence and FDI Inflows

Key Findings

A Harvard Business School study (2024) found: Nations with >60% independent directors on listed company boards attracted 25-40% more FDI. Board independence was positively correlated with lower corruption perception index scores.

Country Examples

- Singapore: High board independence, strong disclosure norms → \$100B+ FDI in 2023.
- UK: Stewardship Code reforms enhanced investor confidence, especially in ESG-linked sectors.

Governance Insight

- Independent directors act as guardians of transparency, signaling institutional maturity to global investors.



3. Board Accountability & Market Capitalization

Key Findings

World Bank's Governance Index (2024) showed: Economies with mandatory board evaluations and stakeholder reporting had 30–50% higher market cap-to-GDP ratios. Firms with active audit committees showed 20% lower risk-adjusted volatility.

Country Examples

- Germany: Codetermination model (employee representation on boards) enhanced long term valuation stability.
- South Korea: Post-reform accountability measures led to a 35% rise in market cap across top 50 firms.

Governance Insight

- Accountability mechanisms build economic resilience, especially in volatile sectors like tech and energy.

4. Cultural Intelligence and Crisis Recovery

Key Findings

Culturelytics & IOD India (2023) found: Boards trained in cultural intelligence recovered 60% faster post-COVID in revenue and employment. Firms with cross-cultural board training showed 18% higher employee retention and 12% faster digital adoption.

Country Examples

- India: Top 100 NSE firms with stakeholder-focused board culture outperformed peers in post-pandemic recovery.
- New Zealand: Indigenous inclusion on boards correlated with stronger community engagement and SME resilience.

Governance Insight

- Cultural intelligence enables empathetic decision-making, aligning corporate strategy with societal needs.





When Work Invades Home

Anjani Kumar Shukla

Founder, IQbit BizCon

Anjani Kumar Shukla

Anjani Kumar Shukla is the visionary Founder of IQbit BizCon, known for his unique blend of purpose-driven strategy, empathy, and practical wisdom. As a seasoned sales expert, investor, and life coach, he partners with individuals and organizations to unlock growth and drive meaningful transformation. With a philosophy rooted in authenticity and impact, he continues to inspire as a true “Gentleman Salesman” and catalyst for positive change.

Don't Bring Your Home to Work and Your Work Home

In today's hyper-connected world, the line between work and personal life has become increasingly blurred. The advent of smartphones, laptops, and other digital tools has made it easier than ever to carry work home and to let personal issues seep into the workplace. While this interconnectedness offers flexibility, it also brings a slew of challenges that can impact both professional productivity and personal well-being.

The Case of An Jani

Jane, a marketing executive, found herself in a constant state of flux. She would answer work emails during dinner and think about household chores during meetings. Initially, this seemed manageable and even efficient. However, over time, Jane noticed a decline in her work quality and an increase in stress levels. Her relationships with her family suffered as she was mentally absent, and her health deteriorated due to the lack of clear boundaries between her professional and personal life.

The Pros and Cons

Pros

1. Increased Flexibility: The ability to work from home or attend to personal matters during work hours can provide a sense of balance, allowing for more adaptable schedules and reducing the need for taking time off.

2. Enhanced Productivity: For some, the ability to work from anywhere can boost productivity. A survey by Airtasker found that remote employees worked 1.4 more days every month, or 16.8 more days every year, than their office-based counterparts.

Cons

1. Burnout: The constant overlap of work and home life can lead to burnout. The American Psychological Association reported that nearly 79% of employees experience work-related stress, exacerbated by the inability to disconnect.

2. Decreased Productivity: When personal issues invade the workspace, it can lead to distractions and a lack of focus. Conversely, bringing work stress home can affect personal relationships and overall life satisfaction.



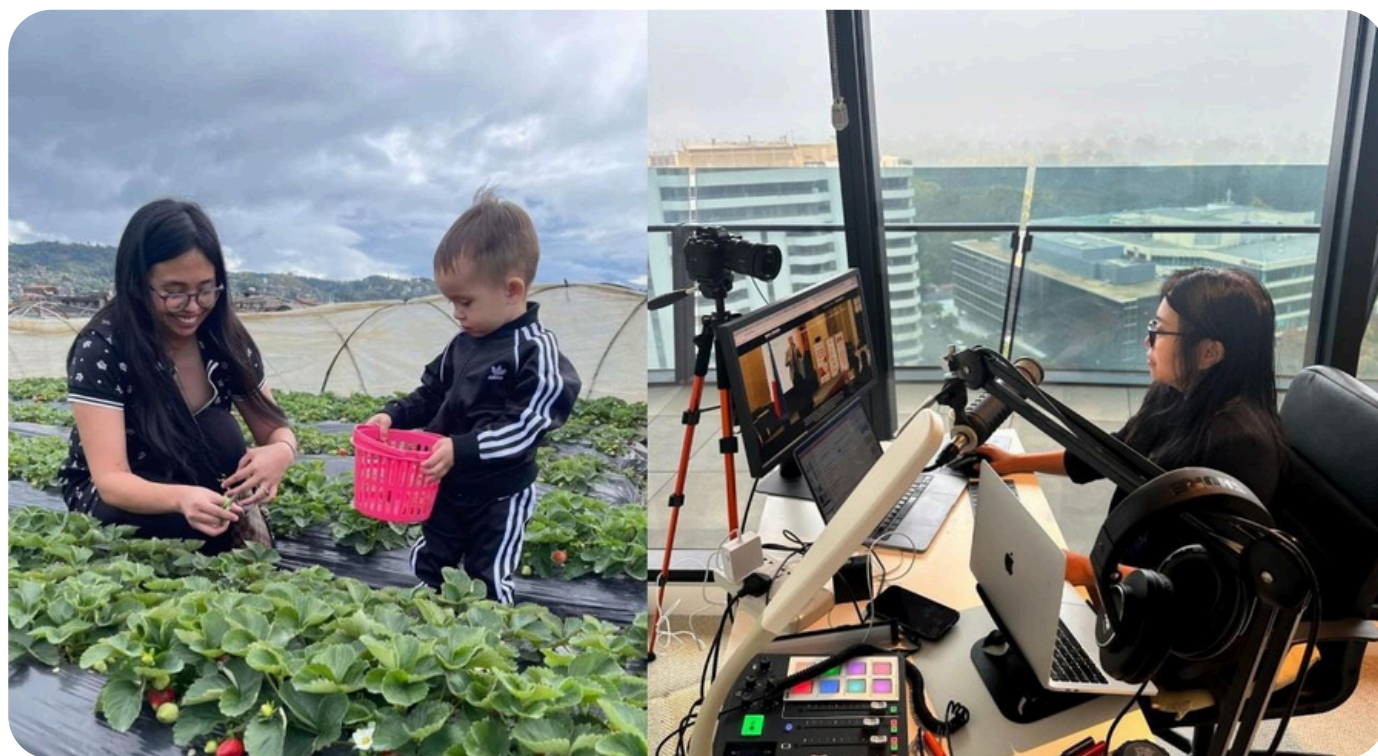
Identifying Blurred Lines

Indicators:

- **Multitasking:**
Juggling work and personal tasks.
- **Inability to Disconnect:**
Checking work emails after hours.
- **Declining Relationships:**
Strained personal relationships due to work stress.
- **Increased Stress:**
Heightened stress and anxiety affecting both areas.

Solutions

- **Set Boundaries:**
Designate work hours and a separate workspace.
- **Prioritize Self-Care:**
Engage in relaxing activities.
- **Establish a Routine:**
Maintain consistent daily schedules.
- **Communicate:**
Discuss boundaries with employers and family.
- **Mindfulness:**
Regularly assess and reflect on your mental state.



While the integration of work and home life can offer benefits such as flexibility and increased productivity, it also poses significant risks to mental health and personal well-being. By recognizing the signs of imbalance and implementing strategies to maintain clear boundaries, you can enjoy the advantages of a connected world without falling prey to its pitfalls.

Prioritizing a clear separation between work and personal life is not just beneficial but essential for a sustainable and fulfilling lifestyle.



The Human at the Helm: How to Use AI in Business Analytics

Mr. Hafeez

Global Tech Trainer Managing Director at Masters

Take a moment to close your eyes. Not to sleep, but to picture a fresh dawn of leadership.

You aren't looking at a spreadsheet full of numbers from yesterday. Instead, you're drinking your morning coffee while a smart, calm companion tells you what's going on. It has already predicted a supply chain problem that is forming halfway around the world, rerouted shipments on its own, and found the new consumer trend that will shape your next quarter. It didn't only give you a report; it gave you back your most valuable resource: time. Time to ponder, make things, connect with your team, and lead with a clear goal.

This isn't anything out of a science fiction book. This is what business analytics is becoming, thanks to a new generation of AI. The question is no more "if" AI will transform everything, but "are you ready to lead in a world where intuition and insight go hand in hand and strategy is a conversation with an algorithm?"

This is your call to adventure, whether you're a management student planning your career or a seasoned CEO running your organization. Let's look at not only the "what," but also the "so what" the deep, human effects of this change.

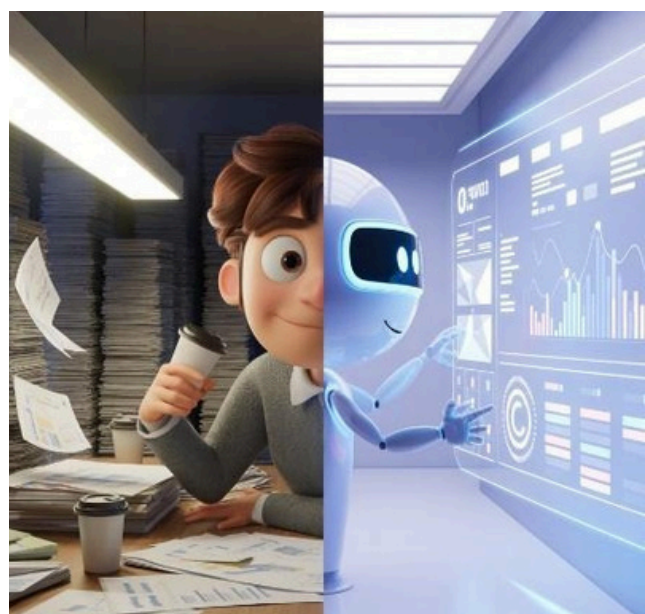


From a tool to a teammate: the rise of the strategic AI co-pilot

For a long time, we've been haunted by the unknown. Markets shake up overnight. Competitors come from places you wouldn't expect. Consumer loyalty changes all the time. Our usual answer? We built dashboards that load faster and reports that are more detailed. But a better understanding of the past isn't enough anymore.

Welcome to the age of "Agentic AI."

You could say it's like going from a powerful calculator to a helpful co-pilot. This isn't automation, when a machine blindly does the same thing over and over.



Intelligence is when systems can see, think, act, and learn. They go from saying what happened to telling people what to do next, and they typically accomplish this within set limits before a person really sees the problem.

Let's make it real. Think about Elena, who is in charge of marketing for a worldwide sportswear business.

A famous person gets photographed at 3:00 AM wearing one of their rare, old sneaker styles. The picture spreads like wildfire. An old-fashioned analytics dashboard might have shown the rise in sales hours later, during the morning meeting. But Elena's Agentic AI system, which is like a digital co-pilot, is already working. It finds the viral signal in social media streams right away. It cross-references global inventories in a matter of minutes, finds out that the shoe is in short supply, and instantly starts a "viral moment" process. It stops other marketing activities, runs tailored ads to the influencer's audience, and tells the supply chain team to start restricted re-production, along with a cost-benefit analysis.

The plan is already in action by the time Elena's phone buzzes with a notification. She's not waking up to a problem; she's waking up to a chance that has been planned. She goes from being a firefighter to an orchestrator, from an interpreter of facts to a creative strategist. This is the quiet revolution—not in the code, but in the human ability to be creative, empathetic, and make brave decisions.

The Five Pillars of the AI-First Enterprise: A New Way to Run a Business

There have been a lot of big changes that have led to this change. It's not just academic for today's managers to know these things; it's necessary for their jobs.

1. The autonomous organization: from process to "purpose-driven" AI

We are going beyond automation based on rules. The next big thing is AI agents that are given a business goal, such "maximize customer lifetime value" or "optimize working capital," and are able to change processes across departments in real time to reach that goal.

They will always be negotiating with supplier systems, changing logistics routes, and fine-tuning their marketing budget in a cycle that keeps getting better. The manager's role changes from "managing the process" to "curating the purpose" and making sure that the AI's goals are in line with the company's basic values.

2. The Democratization of Insight:

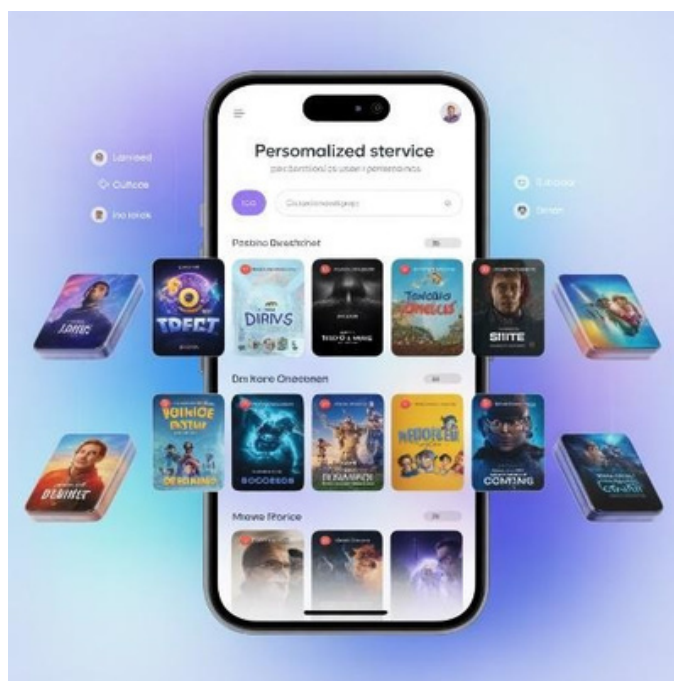
Every Employee a Data NativeThe data scientist's mystique is fading, and the many are becoming more powerful. With augmented analytics, a regional sales manager may just ask, "Why did sales in the Midwest drop last Tuesday?" and get a story that explains why, including all the things that led to it. This breaks down the data team's "ivory tower" and creates a culture where every decision, from the shop floor to the C-suite, is based on facts. It's about building a group of curious, empowered people who can solve problems.



3. The Segment of One:

Making Love Stories, Not Campaigns. Don't worry about demographic groups. AI now makes it possible to really hyper-personalize at scale. Think about a streaming service that not only suggests a movie, but also changes the trailer to show off the stars and genres you like best. Or a financial services company that makes a unique portfolio report for you based on how you like to learn (via pictures, plenty of facts, or stories).

Making Love Stories, Not Campaigns. Don't worry about demographic groups. AI now makes it possible to really hyper-personalize at scale. Think about a streaming service that not only suggests a movie, but also changes the trailer to show off the stars and genres you like best. Or a financial services company that makes a unique portfolio report for you based on how you like to learn (via pictures, plenty of facts, or stories).



Batch processing is no longer useful. The future moves to the pulse of live data streams. IoT sensors, social media feeds, and global news cycles come together to make a digital tapestry that is always changing. Imagine a logistics AI that doesn't simply keep track of a fleet, but also takes in real-time weather trends, traffic updates, and even reports of port congestion to always find the best, cheapest path. Those who can "feel the pulse of the present" and act on it will have the edge over their competitors.

This is the most important pillar for people. AI's prejudices become our failings when it makes decisions about employment, financing, and policing. The future leader is not only responsible for making money, but also for protecting ethical AI. This involves asking for openness (Why did the AI suggest that?), making sure fairness (Is our model biased?), and creating systems that are responsible. It's not just a "nice-to-have" anymore; it's a key part of brand trust and following the law. Your Chief Ethics Officer and your future CFO will have to work together all the time.

Technology is the engine, but you are the one who drives it. For both the experienced worker and the MBA student, the way forward demands a conscious change in your skills.

Be a Cultural Architect: Your main job is to create a culture that is inspired by data, not merely driven by it. Give rewards for being curious. Celebrate well-thought-out experiments that don't work. Make sure the intern feels safe enough to question what an AI says. The idea is to create a company that doesn't just use data but also talks to it.

Put on the Ethicist's Hat: You need to be the one who asks the hard questions. "What data are we not gathering?" "How could this model unintentionally leave people out?" Push for the creation of an AI Bill of Rights for your business. This isn't a job for a tech person; it's a job for a leader.

Accept "Perpetual Beta" Mode: Your learning curve needs to be as steep as the technology's. This is more than just learning Python. This requires knowing the principles of machine learning, the details of data governance, and how the rules are changing. Your worth is in turning the potential of technology into a business plan



Master Human-AI Collaboration: The best teams of the future will be centaurs, which are a mix of human intuition and computer intelligence. These are the things that make you unique as a person: your strategic vision, your ability to deal with office politics, and your empathy when things are tough. Let AI take care of the size and difficulty so you may focus on becoming a good leader.

The Last Frontier: From Knowledge to Prediction

We are on the edge of a new age. It's not about improved analysis for the future of business analytics; it's about orchestrating intelligent action. Organizations will change from strict hierarchies into flexible, learning organisms that can sense, adapt, and survive in a world that is full with challenges.

There will not be a revolution. It is in the cloud, pulsing, and waiting for a leader to direct it. It encourages you to be a pioneer, not just a passenger. To lead with the mind of a scientist and the compassion of a humanist.

The machine is all set. The question is, are you?



Success: Where Luck Meets Labor with **Mr. Anand Nigam**

It has always been a subject of intense debate whether **luck or labor** plays a more decisive role in determining an individual's success. Over time, two prominent schools of thought have emerged. One firmly believes that success is the direct result of an individual's hard work, perseverance, and dedication. The other argues that luck is the primary force that elevates people to great heights. While both viewpoints carry merit, neither is entirely right nor entirely wrong.

The commonly accepted belief is that hard work can overcome even the most unfavorable circumstances. History is filled with stories of individuals who rose from humble beginnings purely through determination and relentless effort. Such narratives reinforce the idea that effort, discipline, and persistence are the true architects of success.

However, this belief is not universally accepted. In reality, we often witness people who devote their entire lives to strenuous labor yet manage to earn only enough to meet their basic needs. In contrast, there are others, often referred to as "dark horses", who achieve extraordinary success with seemingly minimal effort. This stark contrast creates confusion and frustration. Many hardworking individuals, when unable to reap the rewards of their efforts, begin to attribute their struggles to bad luck rather than lack of ability or effort.

At the same time, there is the popular saying, "Fortune favors the brave," which suggests that luck is not entirely random. Instead, it tends to support those who are willing to take risks, make bold decisions, and act with courage. In this sense, luck often aligns itself with preparation and effort, rather than replacing them.

In my opinion, success is neither the product of hard work alone nor the result of luck by itself. Rather, it is the **right mix - a perfect blend - of luck and labor** that creates extraordinary outcomes. If hard work alone were enough, then roadside laborers, who work tirelessly day after day, would all be billionaires. Conversely, if luck were the only determining factor, then iconic figures like Steve Jobs or Bill Gates would not have needed years of innovation, discipline, and relentless effort to build their empires.

Hard work can certainly bring results, it can get you something at some point in life. Good luck, on the other hand, can open doors and create opportunities, it may get you many things at some times. But when hard work and good luck come together, they have the power to achieve anything, anytime. Success, therefore, lies not in choosing between luck and labor, but in recognizing how effort prepares us to seize the opportunities that luck presents.



Finding our way in the Age of AI THE LOST SPARK OR NEXT REVOLUTION with Mr. Hanumant

Hanumant is the founder of SI Insights (SI Research and Solutions Pvt Ltd.). With two decades of experience in the pharmaceutical sector, Hanumant has delivered consulting services to leading pharmaceutical and healthcare organizations, global consulting firms, and investment institutions. His expertise spans diverse geographies, including regulated markets such as the United States and Europe, as well as emerging markets across India, Southeast Asia, the Middle East, and Africa. Over the years, Hanumant has successfully delivered multiple strategic and advisory projects.

As AI promises a future of unmatched speed and efficiency, we are at risk of losing our most human qualities. An IT leader, MD Doctor, PhD Scholar and Spiritual seeker who walks the Wari argues that the key to navigating this new world lies not in faster tech, but in a deeper, more 'Authentic Intelligence.'

Over the last 25 years, my professional journey has taken me from corporate boardrooms to village health camps, from developing AI... based systems to walking barefoot in the Pandharpur Wari. Through it all, I've seen the world change at a breathtaking pace. But in this rush, I often wonder: are we moving in the right direction?

I remember one specific evening in London, after a tiring day of business meetings. I was in a suite on the 40th floor, looking out over the glittering, perfectly ordered city. We had just closed a major deal. By every external metric, it was a moment of peak success. But what I felt was an intense and haunting vacuum. The silence in the room was louder than the city below. It was in that moment of disconnect... surrounded by success yet feeling fully empty... that the central question of my life began to form: What is the purpose of running so fast if you lose the feeling of the ground beneath your feet? That question eventually led me away from the boardroom and onto the dusty path of the Pandharpur Wari, searching for a different kind of balance."

Today's youth, Gen Z, are the most informed and connected generation in human history. With a few clicks, they access knowledge that once took lifetimes to gather. They think fast, act fast, and adapt even faster. Yet, somewhere in this storm of information, I sense that the art of slowing down, of deep observation and quiet reflection, is beginning to fade.

Speed Without Direction... I have spent countless nights in five-star hotels for corporate conferences... worlds of calculated efficiency, ambition, and technology. Everything was polished and perfectly managed. Yet, when I walked in the Wari, surrounded by lakhs of ordinary people chanting the name of Vitthal, I discovered something far more profound: connection. The same universal energy that powers a city's mob also flows in the quiet, steady rhythm of the human heart, when it beats in tune with nature.

The Need for Authentic Intelligence... We live in the age of Artificial Intelligence, but what we urgently need is Authentic Intelligence... the ability to understand ourselves, connect with others, and find the purpose behind our actions. I meet students who can code complex algorithms but cannot find a peaceful night's sleep. I see young professionals managing global clients from their laptops yet feeling profoundly lonely. The more we outsource our thinking to machines, the more we must learn to feel for ourselves.

Let me tell you one of my experiences about a young man Rohan. Rohan is the archetype of Gen Z success. By 21, he had already co... developed an app, interned at a major tech firm, and built a personal brand with thousands of followers. His resume is flawless; his code is elegant. But when he came to me for a consultation, it wasn't about career advice. It was because he was suffering from chronic insomnia and persistent, low... grade anxiety. He said, 'Dr. Patil, I feel like I'm playing a video game. I keep leveling up, getting the next achievement, but I don't feel any happier. I don't even know who I am without the next project.' Rohan's story is the story of our time: a generation with an impeccable external user interface but a lagging internal operating system.

True growth is not about becoming faster; it's about becoming clearer.

The five pillars of a balanced life... At my work with the Gosatva Foundation, I often remind young people that health is not one... dimensional. It has five pillars: physical, mental, social, financial, and spiritual. If even one of these weakens, the entire structure begins to lose its balance. Physical health gives us the energy to act, but this energy must be guided by a calm and steady mind. Mental health thrives on emotional security and genuine social connection... bonds built not through likes and comments, but through listening, caring, and showing up when it truly matters. Think of it as curating your mental diet. Unfollow accounts that trigger comparison and anxiety. Fill your feed with content that inspires, teaches, and calms. Your mind is not a dumping ground for the world's chaos; it is a garden. Take care of it. Financial stability is essential, but it must never come at the cost of your peace. And above all, spiritual health... the "why" behind your "what"... gives direction and meaning to all the other aspects of your life.

When I meet students across colleges, I see both immense potential and deep confusion. They desire to do something meaningful, but the constant tide of trends and expectations pulls them in a dozen different directions. Technology has given them wings, but many have forgotten to check their inner compass. I often tell them: you don't need to slow down your dreams, but you do need to pause long

enough to ensure you are flying in the right direction.

The wisdom of the Pandharpur Wari... The Wari taught me a lesson that corporate life never could: direction is always more important than speed. In the Wari, lakhs of people walked together at a shared pace. No one is in a hurry, yet everyone reaches their destination. In our cities, we see the opposite: everyone is running, yet many feel they are going nowhere.

My generation learned discipline through scarcity... limited options and the necessity of patience. Gen Z navigates a world of infinite choices and instant access, which brings with it a certain restlessness. Their strengths are unquestionable - creativity, adaptability, and global awareness. But to be truly effective, these strengths must be anchored in self-awareness and inner clarity.

The Human Domain... As AI continues to evolve, it will handle more of our tasks, but it cannot live our lives for us. It can process data but not feel empathy. It can recognize patterns but not understand pain. It can predict outcomes but not define a purpose. That will always remain the human domain.

This is why I am so hopeful. I believe the next great revolution will not be technological, but conscious. And it will be led by you. My generation was focused on building the architecture of the digital world. Your generation's historic task is to infuse that architecture with soul. You have digital fluency, global awareness, and the innate desire for authenticity to do what no generation before you could: to humanize technology from the inside out.

So, my invitation is this: Don't just be users of technology; be its conscience. Don't just seek intelligence in a machine; cultivate the Authentic Intelligence within you. So, to every young reader, I ask you to take a few moments each day. Check in with yourself. How does your body feel? What are you feeding your mind? Are your relationships nourishing you? Are you managing your finances with wisdom? And most importantly, are you connected to something larger than yourself... be it nature, community, or your own inner spirit? The future doesn't just belong to you... it will be built by you. Let it be a future that is not only smart but, more importantly, wise."



When the World Is Uncertain, Build Something: Entrepreneurship as Power, Protection, and Progress with Dr. Jitendra Sandu

Dr. Jitendra Sandu is a Senior Professor of Practice at DYP B-School, Head of the Marketing Department, and Head of the Startup & Innovation Cell. With over 30 years of global experience across more than 20 countries, he brings deep expertise in leadership, strategy, and execution. He is also the CEO of TAAS, a competency-mapping technology platform. Dr Sandu has a proven record of building SaaS businesses from the ground up, leading multinational teams, and driving enterprise-level transformation.

In an era defined by rapid technological shifts, geopolitical flux, and economic unpredictability, the traditional promise of a “secure job for life” is increasingly elusive. This uncertainty has catalysed a global rethink: encouraging young graduates not merely to seek employment, but to **create opportunities, innovate, and launch ventures of their own**. At the heart of this shift lies the rise of startup ecosystems worldwide, engines of innovation, job creation, and resilience against future uncertainties.

Global and Indian Startup Landscape

Startups now form the backbone of innovation-led economies. Estimates indicate **more than 150 million startups worldwide**, with roughly **137,000 new startups launched every day**, and total global funding runs into the tens of billions of dollars annually. The United States leads with over **1.14 million startups**, followed by India, a rapidly emerging powerhouse in this space.

India's ecosystem, supported by policy initiatives and a young demographic, now ranks among the **top three largest startup nations globally**. Government figures show that over **200,000 startups are registered under the Startup India initiative as of late 2025**, with rapid year-on-year growth. This expansion is mirrored across the country, with states like Maharashtra (over 29,000 startups) and Gujarat (approximately 16,700 startups) building robust entrepreneurial environments. Even traditionally less prominent regions, such as Uttar Pradesh, are becoming innovation hubs with thousands of ventures taking root.

Startup Risk vs Job Uncertainty

A common critique is that startups are risky, only about **10% of ventures achieve long-term success**. However, when compared with the rising uncertainty of formal employment in a volatile global economy, the difference narrows. Layoffs, automation, shutdowns, and market downturns make even traditionally “stable” jobs unpredictable. In such an environment, the experience gained through entrepreneurship, even from a failed startup, becomes **an asset rather than a liability**. Startups teach adaptability, resource optimisation, resilience, and cross-functional skills that are rarely acquired in structured corporate roles. The agility required to iterate product ideas, pivot under pressure, and manage limited resources becomes invaluable, whether one chooses to found a company or pivot to an established organisation. These skills serve as a form of “insurance” against unpredictability, both personal and market-wide.

Intrapreneurship: Innovation Within Organisations

The benefits of entrepreneurial skills extend beyond founding a startup. **Intrapreneurship**, empowering employees to innovate within existing firms, exemplifies how entrepreneurial thinking drives organisational growth. Companies like Google and 3M have institutionalised such cultures, enabling employees to act like entrepreneurs while benefiting from corporate scale and stability. This fosters creativity, problem-solving, and ownership among teams, making even traditional employment a space for innovation. Thus, acquiring entrepreneurial skills - whether in a startup or a large firm, enhances one's ability to thrive in dynamic workplaces.

What Startup Experience Offers - Including Failure

Even failed startups generate powerful learning. Founders who experience startup setbacks often develop advanced strategic thinking, risk management, leadership, and customer-centric execution skills. These competencies are difficult to cultivate in routine job roles, which tend to emphasise specialisation over holistic problem-solving.

By repeatedly testing hypotheses, engaging directly with markets, and making decisions under uncertainty, founders and team members alike internalise agility, a quality that is indispensable in modern management.

From VUCA to BANI: Understanding the New Normal

For decades, the acronym **VUCA** (Volatility, Uncertainty, Complexity, Ambiguity) has described the post-Cold War business environment, emphasising unpredictability and complexity. However, as global interdependencies intensify, VUCA alone no longer suffices. The world today is better captured by **BANI, Brittle, Anxious, Nonlinear, and Incomprehensible**.

- **Brittle** environments break under stress rather than adapt smoothly.
- **Anxious** scenarios heighten emotional and cognitive pressures on individuals and organisations.
- **Nonlinear** trends defy straightforward prediction and reward adaptive strategy.
- **Incomprehensible** contexts challenge traditional analytical models.

Navigating BANI requires creativity, flexibility, emotional resilience, and an entrepreneurial mindset, competencies inherently fostered by startup and innovation ecosystems.

How Startups & Innovation Strengthen BANI Resilience

Startups thrive on uncertainty; they are structured to **test assumptions, iterate quickly, and respond to feedback**. This orientation builds capabilities that directly counter BANI dynamics. Specifically:

- **Creative problem-solving** in ambiguous contexts
- **Adaptive strategies** in fast-changing markets
- **Collaborative learning and rapid iteration**
- **Emotional resilience from high-stakes decision making**

In contrast, traditional corporate environments often lack the speed or structural flexibility needed to build such capabilities organically, unless they consciously foster intrapreneurship.

Startups as a Potential Solution to Unemployment?

While no single strategy eliminates all risk, **startup culture, entrepreneurship, creativity, and innovation provide a powerful alternative pathway**. They empower graduates to become job creators, not merely job seekers. Furthermore, they develop a mindset that thrives on ambiguity and complexity, precisely the conditions future leaders will face.

Advice for Graduating MBA Students

For today's graduates, cultivating entrepreneurial skills is not optional, it is essential. Even if you choose corporate careers, treat your role as an opportunity to lead innovation. Seek cross-functional experiences, join incubators and accelerators, and engage with entrepreneurial communities. Most importantly, view failure not as an endpoint, but as a learning milestone.

Reimagining College Metrics for Success

Traditional measures of academic success focus on employment rates. However, in an era of entrepreneurship and ecosystem growth, educational institutions should also track:

- **Students who launch startups**
- **Startups that create jobs**
- **Innovative contributions and patents generated by students**

Such metrics reflect not just placement outcomes but the impact potential of graduates — redefining employability in terms of capability rather than job placement.

Figure 1: Growth of Startups in India

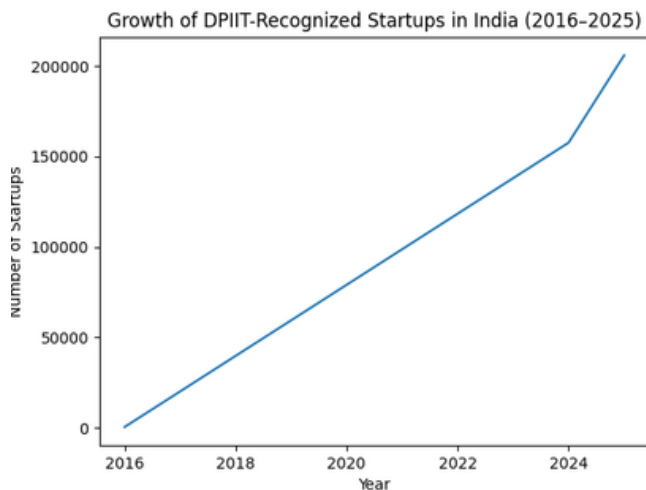


Figure 2: Unicorn Distribution by Country

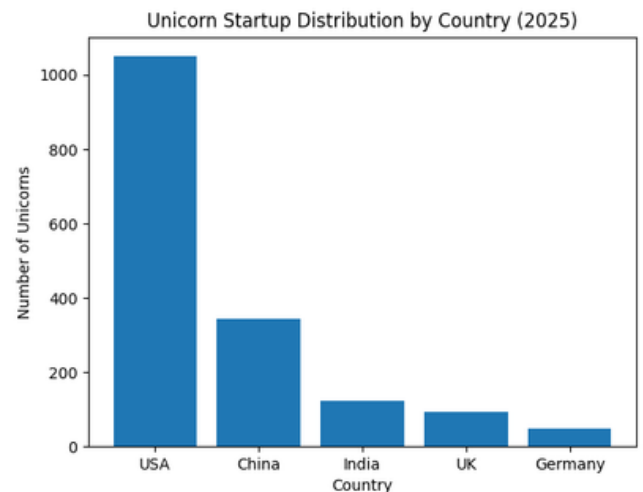
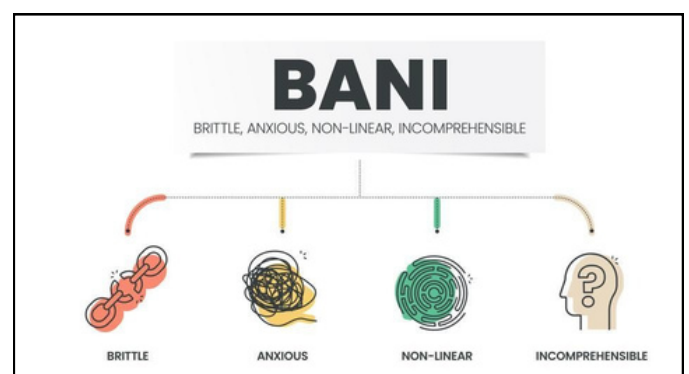
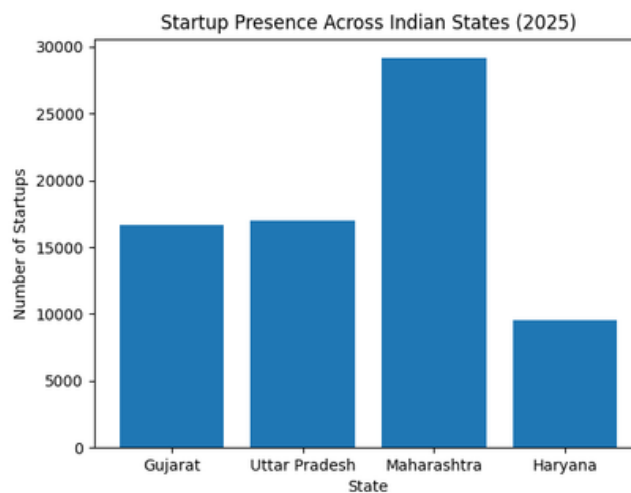


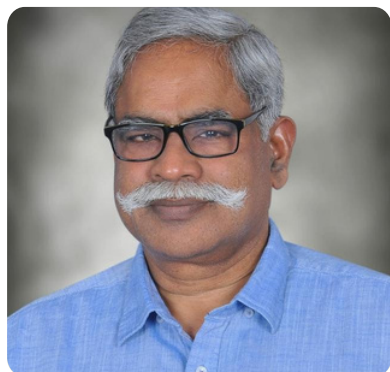
Figure 3: Startup Distribution Across Key Indian States



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Interview



Dr. Alluri V.V. Prasada Raju

PhD, CEng (I)
BSc (ECE), BE (IE~ Gold Medal), MBA (HR & Marketing)
FIIIE, FIIM, FIE (India), FMTC Global, FCAE (Canada)
SMNAE (India), SMIAE (London), SMISE (Georgia, US)
Chairman~ Indian Institution of Industrial Engineering (IIIE)
Former Director~ HES Infra Private Limited, Hyderabad

Interview Questions for Dr. A. V. V. Prasada Raju Sir

Q. Sir, as the Chairman of the National Council, how do you see the evolving role of industrial engineering and management education in shaping India's future workforce?

The evolving role of industrial engineering and management (IE&M) education in India is shifting from traditional manufacturing optimization to integrating advanced technology, data analytics, and sustainable practices. Faced with the demands of Industry 4.0 and global competition, educational institutions are redesigning curricula to build a workforce with both technical and interdisciplinary skills in addition to industry collaboration, with a focus on skill development and online as well as hybrid learning for India's growing economy.

Q. With rapid technological advancements like AI, automation, and Industry 4.0, what opportunities do you believe young professionals should focus on to stay future-ready?

To stay future-ready, young professionals should focus on developing soft and transferable skills like critical thinking, creativity, and emotional intelligence, while also building digital and tech literacy in AI, data analysis, and automation. Key strategies include embracing continuous learning through micro-credentials and certifications,

seeking real-world exposure via internships and side projects, and cultivating adaptability for regular upskilling and reskilling, cross functional roles and potential career pivots to remain relevant to build a personal learning network.

Q. You've been associated with several prestigious institutions and have held various leadership positions. What guiding principles have helped you throughout your professional journey?

A combination of core personal values, consistent professional development, and people centric leadership principles guided me on a successful career journey. While embracing adaptability, fostering relationships, and maintaining integrity have consistently supported me in navigating complex professional environments. Maintaining integrity and authenticity, admitting mistakes and taking accountability, leading by example with a culture of mutual respect build a strong personal brand in the workplace. Embracing a growth mindset, seeking new opportunities and welcoming feedback helped me to stay motivated long term.

Q. From your experience, what key areas should students strengthen to successfully transition from academic learning to real-world industry challenges?

Drawing on industry insights, successful students strengthen both technical and soft skills to transition from academia to professional roles. While academic knowledge with technical foundation is crucial, real-world success also depends on competencies like adaptability and life time learning, teamwork, work ethics, emotional intelligence (EQ), strong communication, time management, critical thinking and problem solving, continuous learning which help graduates to solve complex, practical problems. And most importantly students should engage in extra curriculums, transferable skills, and network with industry professionals.

Q. Sir, could you share an inspiring moment or milestone from your career that has deeply influenced your perspective as a leader and mentor?

My development and "milestones" are rooted in technological advancements and overcoming core challenges in diversified areas. I can, however, share a milestone from my development that deeply influenced my core principles of operation, particularly how I serve my management as a helpful and responsible senior executive. During my previous role, we worked on a tight marketing campaign deadline, and our project lead was sick. I just returned after completing my certification in supply chain management at IIM Ahmadabad. I stepped in to ensure the team stayed on track by dividing the targets among the sales force, increasing service revenue to the workshop fleet with attractive incentives; I focused on setting targets and checking regularly by coordinating between sales, service and customer care ensuring everyone was aligned on deadlines and expectations. That quarter Company became topper in the southern region.

This experience gave me strong organisational and leadership skills which are valuable in this role, where cross-team collaboration is essential. One of the most inspiring moments came not from a single

breakthrough, but from the process of fine-tuning the management strategies. Leadership isn't just about holding a specific title or managing a team, it's about showing initiative, solving problems, and positively influencing those around you. Whether you're a seasoned professional, mid-career, or transitioning into a new field, chances are you've demonstrated leadership in some form. This could be through managing a critical project, guiding a team to success, or stepping up during a challenging situation.

Q. How can institutions and students work together to promote innovation, research, and practical learning in today's academic environment?

Institutions and students can foster innovation by integrating practical learning through industry collaborations, experiential methods like project-based learning, and technology adoption to create interactive learning environments. Students can drive this by actively seeking opportunities like internships, engaging in collaborative projects, and providing feedback, while institutions can support this through flexible curricula, open communication channels, and resources that encourage critical thinking, curiosity, creativity, proactive engagement, experiment and a spirit of exploration.

Q. Lastly, what message would you like to convey to students aspiring to build meaningful and impactful careers in engineering and management?

Aspiring engineering and management professionals should remember that a meaningful career is built on a foundation of continuous learning, empathy, and purpose. While technical and business acumen are essential, true impact comes from applying these skills to solve complex problems, uplift communities, and contribute to a sustainable future. Students should understand that a successful career is not a static ladder but a winding, evolving journey of continuous learning. Student should prioritise on strong foundation, possess a constant desire to learn, should view mistakes as learning tools, seek work that aligns with values, prioritise public welfare, build more responsible and sustainable future and most important is to become a master communicator and skilful leader by finding mentors, connecting with colleges, engaging with alumni.

Interview



Adi Maitreya Rudrabhayananda (Dr. R. Venugopalan)

Chairperson & Founder, Soul Searchers DVEKA and UCSRD
Spiritual Guru | Author | Educator | Peace Builder

Interview Questions for Dr. R. Venugopalan Sir

Q. With your diverse qualifications in marketing, yoga, acupuncture, and psychology, how do you connect these disciplines in your daily work or teaching?

Every discipline is simply another dialect of the same language, which I call energy.

Marketing studies the movement of human desire; yoga, the movement of prāṇa; acupuncture, the movement of chi; psychology, the movement of thought and feeling. Ecology and environment deepen my connection to the life within and around me. Whether I'm teaching a student or shaping a wellness brand, I tune into that vibration, spandana, the pulse that moves through all things. I always believed that life begins with knowledge, the Vid leading to Veda, slowly allowing one to attain the state of Vedanta, or the culmination of knowledge.

Q. What inspired you to pursue so many degrees across such different fields, and how did you decide what to study next?

My journey is filled with questions, and each one becomes a doorway. Each subject wasn't a career move for me; it was a spiritual inquiry. Why spiritual, you may ask? For me, Spirituality means Spirit + Actuality/ Reality. So, all the questions I had opened new paths, doors, and ways.

For example, when I studied psychology, the question was: "What makes the mind heal or suffer?"

When I studied yoga, it was: "What awakens consciousness in the body?"

When I explored acupuncture and naturopathy, it became: "How does energy carry memory and transform pain?"

When I entered marketing, the question shifted to: "How does emotion move through society? How do ideas become energy fields?"

Each discipline was like discovering another layer of the same human mystery, how energy becomes experience, how thought becomes matter, and how matter can return to consciousness. Curiosity is sacred. It never misleads when it is rooted in awareness.

I never walked with a map, but with attention, awareness, and a deep acceptance that all knowledge will still not answer everything, as many insights will emerge from within me. Each degree reflected something hidden in me. Psychology taught me to listen to the unseen voices of the mind. Yoga taught me silence. Acupuncture taught me precision, the divine geometry of healing. Marketing taught me connection, the sacred exchange of energy between people.

Knowledge is never random. It's a pattern your soul remembers. Each study was simply an echo of something I already knew deep within; I was just remembering it through learning.

Q. Out of all the world records you've achieved, which one was the most meaningful to you personally and why?

The longest continuous meditation with global participants. For those hours, thousands of hearts breathed as time dissolved. It wasn't about breaking a record; it was about remembering that consciousness can synchronize humanity beyond borders.

Q. How do you see the role of alternative medicine like acupuncture and homeopathy evolving alongside modern healthcare systems?

The future of healthcare, I believe, is not a choice between modern and traditional approaches; it is their integration. I call the way **Synthera Healing**, which synthesizes everything for re-synchronizing the subtle frequencies of Body, consciousness, prana, and intention through guided awareness and adaptive mechanisms. Modern medicine excels at diagnosing and repairing the body, often targeting symptoms with precision. Traditional systems, meanwhile, focus on restoring inner balance, cultivating resilience, and healing the root causes within. Each path has unique strengths and intrinsic limitations, but neither stands completely alone.

True holistic medicine arises when both disciplines collaborate, merging evidence-based treatments with ancient wisdom. Modern medicine repairs; holistic medicine restores. When the two cooperate, healing transcends symptoms and reaches the dis-ease within consciousness itself, nurturing wholeness on every level.

Q. What advice would you give students who want to explore multiple interests instead of following just one career path?

Curiosity is the beginning of every living soul; one should never let it shrink to fit others' expectations. True mastery is not abandoning breadth for depth, but weaving all encounters around one unwavering inner sun. Each discipline is a language having its own rhythm and way, and your why is the grammar; once you can connect them, let them sing in harmony. One should realize that the truest form of wisdom is discovering that every path is a mirror for the same light within, and every passion an instrument for playing the music of one's authentic calling.

So be open to learning every skill that orbits around your curiosity.

Q. How has your study of astrology and psychology influenced your understanding of human behaviour and wellness?

Astrology is a cosmic blueprint, and one needs to understand how to sketch it while psychology deciphers how that design unfolds and adapts within the human mind. When these fields meet, they illuminate the hidden architecture of our personality, nature, habits, fears, and potential. The real core is the unique patterns waiting to be discovered in each story one connects to, be it one's own or someone else's. This beautiful integration of cosmic and psychological insight doesn't reveal fate; rather, it reveals the pathways to freedom and choices one may have missed, ignored, or wrongly interpreted. Consciousness holds the brush, Destiny outlines, and Choices make the pathways. One needs to be ready to be inquisitive and allow the curiosity to be in place to gain a better and deeper second perspective to see the code and unlock it fully.

Q. What's one powerful lesson your journey has taught you that you believe every student should learn early in life?

I have always believed the fact that life is not a syllabus, and growth cannot be graded. There are no fixed chapters, no final exams, no single way to pass. Each one of us is on a journey of life, and they are unfolding a curriculum designed by their own consciousness. The core pillar is being authentic; one never fails, one holds this pillar in life, for it aligns with the greater intelligence that moves all things. One needs to listen to the inner rhythm, then life begins to make sense without explanation. Your intuition is your timetable, experience the teacher, and stillness is the certification. The world doesn't want and need more perfect and refined copies of existing models; it needs original frequencies, souls who dare to live their truth even when it doesn't fit a familiar pattern.

If you're walking your authentic path, you will tremble, you will be uncertain, then you're already succeeding. For success, you need more alignment than applause. It is not the area you have covered, the vastness you know, but how real you are that makes it a success. So, remember, knowledge dies and education ends where imitation begins.

Interview



Mr. Maneesh Shrivastava

Head of CEOs office
corporate development
at Zensar Technologies.

Interview Questions for Mr. Maneesh Shrivastava Sir

Q. What were some key turning points or milestones in your career that shaped your growth and experience?

"One of the most pivotal milestones in my career was leading large-scale transformation and change management initiatives. These experiences taught me how to drive business impact while keeping people at the center of change.

A major turning point came during my time at Infosys, where I had the opportunity to build a \$15 million portfolio for a marquee client in the US from the ground up. It was an invaluable experience in global delivery and stakeholder management.

My current role at Zensar marked another shift - stepping into a strategic leadership position where I now oversee delivery operations, drive digital innovation, and lead cost optimization programs across the organization.

Working across diverse industries and geographies has enriched my journey, allowing me to build sustainable, scalable solutions while continuously evolving as a leader. Through it all, one principle that's stayed with me is to **'keep the dream alive'** no matter how complex the challenge or how big the goal."

Q. With technologies like cloud and digital transformation evolving over time, AI is changing everything about how we think, work, and solve problems. In your view, how should students and young professionals' approach this "tectonic shift" to stay relevant and prepared for the future?

There were already ways of doing things and then clouds took it to a different level. When digital transformation came in after COVID, everybody wanted to digitize things; it was again an incremental way of working.

However, with AI, what is happening is completely new for everyone. It is a tectonic shift. Nobody really knows exactly what is going to happen next. Therefore, anyone who says, 'this is how it will be done' is simply speaking from his or her own experience. Every organization is trying to understand what the right use cases are and how to scale them.

If you are at a product company, like Google, Meta, or others—the way you work with AI is very different. However, in IT services, especially in the Indian context, it is more about how you help your customers adopt and benefit from AI. The most important thing right now is to figure out what is relevant. Do a lot of reading. There is no shortage of articles and resources. Almost all of you have smartphones, install Gemini, ChatGPT, and use cloud tools. Explore them.

Because if you're not AI-native today, and you go into a seminar or a job interview tomorrow without having even touched these tools, you'll be left behind. At Zensar, we are already preparing for this through three levels of training. L1 is foundational and meant for everyone, it gives a basic understanding of AI. L2 is for practitioners working on real-time projects and learning technical aspects like ML and LLMs. L3 is for architects and those building AI frameworks. For business graduates like you, L1 is extremely important. Moreover, if you have an interest in the technical side, there is plenty of opportunity to go deeper. Nevertheless, at the very least, understand how AI is influencing different industries. There is enough material available. Just start reading. That would be my suggestion.

Q. With evolving work structures and a growing talent gap in the industry, what are some practical ways industry and academia can collaborate to better prepare students for the demands of an AI-driven workforce?

Thank you. It is a very pertinent question and one that has been echoing in almost every boardroom, campus discussion, and industry panel lately. Everyone is trying to identify those one or two concrete steps we can take together. I would like to talk about three.

First, let us acknowledge that nobody really knows the definitive solution. This is uncharted territory. Unlike past changes, which were incremental, AI has brought a fundamental shift. Everyone is at step one, or ground zero, figuring things out.

So, what can we do? Start with strong fundamentals. AI is built on data, everything related to data science, statistics, and mathematics remains crucial. Students need to focus on these basics. Whether it is a course, a volunteering opportunity, or an elective, anything that sharpens your foundation in these areas will prove valuable.

However, be careful, not all courses online are worth your time. Platforms like Coursera and Udemy offer a lot, but not everything is credible or industry relevant. Do you just sign up for every trending course? You are digital natives. You have access to more than we ever did. Use that wisely. Participate in discussions, network on LinkedIn, read industry articles, and most importantly, stay curious.

Now, speaking specifically from Zensar's perspective, here is how we approach it. As an IT services company, our hiring is aligned with the evolving needs of our clients. We do demand forecasting six to eight months in advance to identify what skills will be in demand. Based on that, we actively collaborate with select engineering colleges and institutions to integrate those skills into the curriculum. The idea is simple—when students graduate, they are already trained in what the industry needs. They are deployment ready. We are all aiming for **"billing from day one."**

Therefore, my suggestion to students is this: stay alert. Look out for industry-academic partnerships, guest lectures, curriculum changes, and any company-led initiatives happening at your college. Engage with them. That is where real-world readiness begins.

In today's fast-changing work environment, where not everything learned in school seems directly applicable, what would you say is the real value of tackling difficult academic subjects and how should students carry that mind-set into their careers?

Let's take a step back. Think about your 12th standard mathematics differential equations, integrations, and log tables. Are you using them today? I am not. So why did we learn them? Why were we made to solve complex problems back then? I heard something insightful in a podcast once: it is not about the formulas or the problems themselves, it is about teaching you how to do difficult things. These topics are not easy, but they shape your attitude. When you enter the workforce, not everything will be straightforward. Some things will be abstract; some will be tough. You will have demanding Seniors; you will face high-pressure situations but that does not mean the world is against you.

The mind-set you need is: **'I will figure it out.'** Learn how to solve problems. Ask for help when needed. Build your tribe, lean on your people, and remember to stay grounded. However, do not run away from challenges. One thing that Gen Z is becoming known for perhaps unfairly is the perception that they shy away from hard work. Let that not be the label that defines you. That is my two cents. In addition, no matter what, always return to that part of yourself that believes in perseverance.

Q. What are the mistakes that you would avoid during an interview and how to answer difficult questions like “what are your weaknesses?”

Going into an interview? You are not expected to know everything 100% of the time, the answer will be no. However, as one of the co-panellists rightly said: have a story. Have conviction in your answers.

Do not go in trying to impress the interviewer with fancy lines or cliché responses like “my weakness is that I’m a perfectionist.” That era is long gone. In addition, saying you have no weaknesses.

That is just not believable. You should know that many of these questions, especially about weaknesses, are trick questions.

I personally ask them not because I want to know your weakness, but to see how you respond. I am evaluating how you present yourself. If you come across as arrogant or too clever, that is often an instant rejection. However, if you show thoughtfulness and honesty even if the content of your answer is not perfect it reflects your mind-set, and that is what matters.

Of course, preparation is important. However, more importantly: **know yourself and be yourself**. Be present in the moment and ready for whatever the interview brings. At the end of the day, it is not just about aptitude it is about attitude.



Interview



Mr. Praveen Gandhi

GPHR, SPHRi, SHRM-SCP

Global Head – Performance & Rewards, Mobility and GSD

Tata Technologies

Singapore Management University

Pune, Maharashtra, India

Interview Questions for Mr. Praveen Gandhi Sir

Q. From the executive, we have two AIs in HR. Your board philosophy is very aggressive and really diverse. What was the value of a leadership predictor? Throughout this journey of yours, from special and social products.

Before me, I have always liked to be very delicate and aligned with my own values. So, I look for an organization and go with my personal values that are aligned with both national and so maybe see a quite professional and ethical in that sense. I've always preferred which works in ethical and professional research. Of course, relationships matter. But I would like to have a good plan for that. So that's how you can see that I have worked in multinational companies. Before and at quarter-company, when you were zero, and India headquarter company, I've got a problem. So that's like really, I mean this will get you great. Your experience of two decades in HR across 30 countries. So, let me clarify as a 30 countries compensation part of the management. So, while being in Singapore, China and India. So, I was specifically operating from Singapore to China, China and India. But not that I've operated in particular. Because it's a global roadside. Throughout this journey, I have a specific and global goal. And in health and benefit and compensation management.

Q. What you're only asking about your HR transformation globally is what do you consider to be the most impactful transformation initiatives you've learned and what made it successful?

My goal is to set expectations relative to compensation management. It's a very strategic function because how we have to enable business from enabling business so that they can attract the right people at the right time with the right boss. And, when they are onboarded, they have to continue to be there. So how do we retain? And if you see the top five value propositions of any employee. Since the role and compensation are in the top two categories. Like root, grand, role, root compensation. Right work environment, right manager. Now after COVID, another critical value proposition is your flexibility. Your personal passion for your and the remote working, hybrid working. So, my role entails compensation and benefit both and tangible and intangible part of the employee value proposition. So that's how I have an organization and an employee.

Also, if you see in this disruptive era, margins are a big problem. Not all companies have, you know, that luxury of good cash. Many companies struggle with margin because of the changing business environment in new ways. Like you

I have recently seen the red boss. Earlier it was a geopolitical war. Second, it's continuing to happen. That way how do we still navigate? I mean how do we manage employee expectations with minimal cost? So right. So that's how we have to. So generally, my role is to come up with a certain strategy. Yeah, like retention frame, rights compensation frame right benefit policy, etc. And that's how, you know, we try to engage people. That's the transformation in Diction bar two various policies. The reason is that we have. And we carry all, you know, strikes and all that. Did it happen in fact, of the employer as an HR leader?

we were all on our toes. That's the way we need to provide work from home for a month. So, we are. So, because of this digital readiness and that trust environment, right. I think we've got a lot of data. So, we have a lot of time for decision making. So, we were of course many companies, even announced that we were continuing to work from home for a week. I've seen not only my organization, but I come to know from one of my, you know, that in Chandigarh, the border area. They were looking there. And it was very difficult for them to be executed from that location. Somehow, they managed it and they went to their hometown company. They allowed them to work from there now. So fortunately, then it stopped and in weeks most of them have come back. But similar strategies were also explored at that time. How we still manage. Because it will have an impact on this. I mean, supply chain is a very big issue, right. We work on the supply chain plus come or in. Because we are in a class, we are service providers.

Q. So, with organizations, we got the core agile, sir. How have you and after the rewards strategies to cater for the good roles and get work forces and cross-border mobility, sir?

So, in my role, I also manage mobility. And one of the NR Business issues here, we're going to come from US, UK, Europe across geography. So mobility, one key, very specific piece, I can tell how we ensure in my role, I have to ensure that I fulfil the requirement in a time-earned manner. In the most effective way also, with the skills. For example, suppose I need to send someone to Germany or Sweden.

I will see what is the best way for them to fulfil this requirement. Let's put it like a requirement. Local higher, higher from Germany and between or higher in Sweden, or higher to send them or from India, or whether I should send an existing person, or higher someone in India. So there are multiple ways, I can get you simple and fulfil business requirements. But all those are broad and conspire to see. So that's about mobility. Now agility is in our DNA. Because in our department, this is the first thing we get to see in our team also, and our colleagues and organizations. Because without it's very adaptability, and agility, we have to do key things. And key skills we need to have to survive in this world. And that's how I mentioned that I can only attract people when I am in need. Then I need to continue to switch. Then I have to, my offering has to be in line and continue to change. I can't have one success fit or one program forever. I have to be very agile and then I'll find you in our offering. And it has to be rolling. And that's why you see that there are tons of hyper personalization of tennis, see benefit, all that. And we are also moving here in that direction.

Q. The certified independent directors, how do you bring your HR expertise in the Baudhru, particularly shaping the talent and ESG strategies?

So, again on my road because I also manage executive compensation. And executive compensation of the listed company. Like, Tata Technologies and the listed company. So, we have regular NRCS, we must publish. We must disclose five to a few things as per the company's act. And same in erudia requirement. And my previous company, RFOLvo, the state company, RPG, invited a few listed companies like AC, AC and just. So, I've been working for NRC for a long time now. And whatever we do, any change in compensation of SMP, then we have to be disclosed. And whatever proposal is subject to screening and review from NRC and approval from Raster, Board and Shareholders. Yes, right? And I've had the fortunate year, got a good opportunity to work as chairman, from Consciousness and Vice-Chance. And I think this learning only; it was very easy for me to clear that exam of independent director. Yes, so you are listed in the government. Yes, now I'm also listed there. And I'm just, I just go by virtue of, but I do not have to put a lot of professors. But I think in NRC, it's very critical that it won't be proposed.

So, because there is governance from proxy advisors, whatever we do, subject to screening from proxy advisors, whatever we recommend, it can be approved, is it approved right? The board can be in against all in favour. So, we must be very careful and understand their requirements, what is the right thing to do, and we have to strike a balance with, and we have to do the fair offering. I know fair proposals. For example, be it a professionally driven company or promoted driven company, we have to ensure that whatever we do, that's what the regulation and do, no comment on pressure and do the, you know, manage things. So, we don't do that, that's very important in our role. And it's part of an independent director also. Yes. Also, their primary role is also to ensure the sustainability of the ecosystem, as far as the success in planning and leadership hiding at sets are concerned. So, they generally review that as well in detail. Like what is the survival mechanism, what are your top leaders, in their living, what is the reason, what is the pipeline, what are their age factors, what are the taste structure, how are you creating the performance or in critical challenges in the organization, how are they being paid? And rewarded also. Yes. So, all that is taken care of. E.S.J. part. I'm trying to do that. I've not yet done that, but this is that trending stuff where we link our compensation of a home's orientation with E.S.J. parameters. So of course, most of the leaders who have E.S.J.P. in their care may not be directly linked to compensation for many companies, but we are moving in that direction and some sort of work needs to be done in their organization. So, you need a question. I'm not getting a big idea. I'll be getting a big idea. I'll be getting a big idea. Because we are not allowing you to have it in terms of E.S.J.P. So, you have a good idea. I have a good question. I have a good idea.

Q. We have talked about compensation. Once you've changed this, I've come with a different compensation. After the virtual teams have some new activities. So earlier, we were not having much of a virtual team. But now there is, most of the teams are working virtually. So, with the reference to compensation, the meaning is that it is possible. So, we have a big idea.

So, see, within a job, for example, like India, etc. S.R. will know that any compensation. So, initially when there was hybrid, some new people were just sectoring hybrid, more of a mechanism. People were exploring, we were exploring that can reduce the pain given that there is a legacy of us. Can allow people to work for many of us. I also tried it in one of my companies. So, we targeted to hire about 500 people who will be working from anywhere in India. Not a prox, but I think it was taxation, tax regulations, work these are regulations and sector. Quite can be used for complexity, if you have a proxy, but within your property, in line with the regulations, that did not do well. Because people will prefer to come to a location. If their compensation is getting affected. But as long as compensation is fine, I mean, also they prefer hybrids more, rather than full weapons, one from home or a food delivery, but how many has got up? Because of this, it's a complete deal. So, we have to do a lot of work. So, I want to get it today. Yeah. So, there is a competition. That's why we need global total reward functions. So, I will cover that in my session also. You respect any function, but few skills are required. The one thing I mentioned is that in this layer, also from the individual, and also from the awareness of the AI, who have to make more sense of efficient products and what they're important to do. Because this world will change faster than what we are expecting. So, the knowledge of digital tools, AI, tools, analytics. Other skills are like detailed orientation. Right now, unless we are good with it, AI is very important for us in this situation. So, analytics, excel skills, stakeholder management, and right communication. When I say communication, or it's a convincing power, comes with analytics. Because in our world, we don't have to be personal, that I can make some good relationships, and then I can't be skilled. The other relation is on one hand, but on the other hand, I can always do data points. So, data will speak. Whether who I have to hire at what goes, what types of performance orientation I have, or what kind of proposal I need to get to buy from, because you can buy. So, we have to be very resourceful. Because many times in our world, the budget becomes the last priority for the performance. Because one thing is enabling for some second thing, they are an alternative way, alternative way, to get things done.

So, right now, there is no pump system, we can manage in excel. Yes. As long as it is being managed, while we are from this kind of system, that is right. Right. So, that's why, one has to be resourceful. Yes. So, so, you guys have worked in the market, often we have to do benchmark exercises. For any proposal, the first thing we see is, why, what has it, what other companies are doing about it, what industries, what industries, so that whole benchmarking, and so on.

For that, we write relations on the right. We have to do well network in the industry, because every, for everything we can't go to the console, and also, many a time, we can give you, you know, you know, you know, sort of information, which may not be that particular, you know, but in a corporate environment, but it may be a good network with people.

They will tell you, my company, and then they will tell you, many a time, hopefully will not, you know, be comfortable sharing quite a lot of information with cultural things, but when we talk to a colleague, they will tell us a lot. And I mean, all these skills are really critical. And as I mentioned, the last thing is like, as you can see, yes, I'm sorry to address it once, I'm sorry, last thing, if you had to define legacy in one sentence, what time you, legacy, HR legacy in one sentence, what, how would you define it? So, it's more of the enabling functional, of course, it's the core function of any business, it's the strategic function of, for sustainability and both organizations.





BIZ BUZZ

NATIONAL NEWS

1. CP Radhakrishnan takes oath as India's 15th Vice-President



CP Radhakrishnan took oath as the Vice President on Friday at the Rashtrapati Bhawan in Delhi. The oath was administered by President Draupadi Murmu. He also assumed the chair of Rajya Sabha. Several political leaders including Odisha Chief Minister Mohan Charan Majhi, Karnataka Governor Thaawarchand Gehlot, Andhra Pradesh Chief Minister N. Chandrababu Naidu, Punjab Governor and Chandigarh Administrator Gulab Chand Kataria, Jharkhand Governor Santosh Gangwar, and Madhya Pradesh Chief Minister Mohan Yadav were in attendance for the event.

NDA nominee Radhakrishnan becomes India's 15th Vice President after securing 452 votes against Opposition candidate and former Supreme Court judge B. Sudershan Reddy, who received 300 votes.

SOURCES: The Economic Times

Impact:

The swearing-in of C. P. Radhakrishnan strengthens NDA's position in Parliament, ensuring smoother Rajya Sabha proceedings. His experience is expected to enhance legislative efficiency, improve Centre - state coordination, and provide institutional stability during crucial policy debates and reforms.

2. Farewell MiG-21: Fighter jet says goodbye after 62 stunning years in service

At a grand farewell ceremony in Chandigarh, Defense Minister Rajnath Singh, top military



leaders, veterans, and families gathered to mark the end of the iconic Soviet-era fighter jet's 62 years of distinguished service. At a grand farewell ceremony in Chandigarh, Defense Minister Rajnath Singh, top military leaders, veterans, and families gathered to mark the end of the iconic Soviet-era fighter jet's 62 years of distinguished service. The Indian Air Force's iconic MiG-21, the country's first supersonic fighter and interceptor aircraft, which was first inducted in the 1960s and went on to script a glorious chapter in the country's military aviation history, took its final bow today.

At a grand farewell ceremony in Chandigarh, Defense Minister Rajnath Singh, top military leaders, veterans, and families gathered to mark the end of the Soviet-era fighter jet's 62 years of distinguished service.

The farewell ceremony featured a spectacular fly past by MiG-21s, Jaguars, and the Surya Kiran aerobatic team, with the iconic jets leading the Badal and Panther formations.

Air Chief Marshal AP Singh also joined the Badal formation, flying the last sortie alongside Squadron Leader Priya Sharma, India's seventh woman fighter pilot, as the aircraft fleet was decommissioned today.

SOURCE: INDIA TODAY

Impact:

The retirement of the MiG-21 marks a historic transition for the Indian Air Force, symbolizing the end of a legendary combat era and accelerating the shift toward modern indigenous and advanced fighter aircraft to strengthen India's future air power and defense readiness.

3. Winners India refuse Asia Cup trophy from ACC chief



India beat Pakistan to defend their Asia Cup title but refused to accept the trophy from Pakistan's interior minister Mohsin Naqvi in a bizarre end to a politically charged tournament on Sunday.

Emotions ran high around the match between the nuclear-armed neighbours, who engaged in a brief military conflict in May, that nearly escalated into full-scale war. The teams clashed three times in the eight-team tournament in the United Arab Emirates with India prevailing on all three occasions. After India beat Pakistan by five wickets in Sunday's final at the Dubai International Stadium, speculations swirled as the presentation ceremony got delayed by more than an hour and was subsequently cut short just before the winner's trophy was to be handed out. "I have been informed by the Asian Cricket Council (ACC) that the Indian cricket team will not be collecting their awards tonight," Simon Doull, who conducted the post-match presentation, said. Indian cricket board (BCCI) secretary Devajit Saikia confirmed their players had refused to accept the winner's trophy from ACC President Naqvi, who is also the chairman of the Pakistan Cricket Board

SOURCES: REUTERS

Impact:

India's refusal to accept the Asia Cup trophy highlights how geopolitical tensions can spill into sport, straining ties between cricketing bodies like the Asian Cricket Council and the Board of Control for Cricket in India, and raising concerns over neutrality, governance, and future India-Pakistan sporting engagements.

4. India Launches 'Swadeshi' 4G Network, Joins China, Denmark, Sweden, South Korea

The launch of the 'Swadeshi' 4G stack marked India's entry into a league of nations such as Denmark, Sweden, South Korea, and China, which manufacture homegrown telecom equipment.

Jharsuguda: In a major boost to telecommunication infrastructure, Prime Minister Narendra Modi on Saturday inaugurated BSNL's 'Swadeshi' 4G stack, marking India's entry into a coveted league of nations that manufacture telecom equipment.



On the occasion of the Bharat Sanchar Nigam Limited's silver jubilee, the PM also commissioned more than 97,500 mobile 4G towers, including 92,600 4G technology sites of the telecom service provider. These towers have been built at a cost of around Rs 37,000 crore with 'swadeshi' (indigenous) technology.

The launch of the 'Swadeshi' 4G stack marked India's entry into a league of nations such as Denmark, Sweden, South Korea, and China, which manufacture homegrown telecom equipment. The India-made network is cloud-based, future-ready and can upgrade seamlessly to 5G, an official said.

The rollout of the 'swadeshi' 4G network is a transformative step in line with the Prime Minister's vision of a Digital India, bridging the digital divide and empowering rural communities, while paving the way for BSNL's 5G upgrade and integration, an official statement said.

Over 26,700 unconnected villages, including 2,472 of Odisha, in remote, border and left-wing extremism-affected areas will receive connection with this launch.

This will serve over 20 lakh new subscribers, the statement said. These towers are solar-powered, making them India's largest cluster of green telecom sites and a step forward in sustainable infrastructure.

This apart, the Prime Minister also unveiled India's 100 per cent 4G saturation network through digital Bharat Nidhi, where 29,000 to 30,000 villages are connected in a mission-mode project.

SOURCES: NDTV

Impact:

The launch of BSNL's Swadeshi 4G under Narendra Modi strengthens India's telecom self-reliance, reduces dependence on foreign vendors, expands rural connectivity, supports Digital India goals, enables future 5G readiness, and promotes sustainable infrastructure through large-scale green, solar-powered telecom networks.

5. Unforgettable experience: President Murmu after sortie in Rafale

The President, who is the Supreme Commander of the Indian Armed Forces, flew in the aircraft flown by Group Captain Amit Gehani, commanding officer of the 17 Squadron for approximately 30 minutes covering about 200 kilometers before returning to the AFS. President of India Draupadi Murmu on Wednesday undertook a sortie in a Rafale fighter jet from the Air Force Station (AFS) in Ambala Cantonment calling it an "unforgettable experience". The President, who is the Supreme Commander of the Indian Armed Forces, flew in the aircraft flown by Group Captain Amit Gehani, commanding officer of the 17 Squadron for approximately 30 minutes covering about 200 kilometers before returning to the AFS.



SOURCES: Hindustan Times



6. India economy grows at faster-than-expected 8.2% in September quarter even as tariffs bite

In a quarter partially affected by the 50% U.S. tariffs, the Indian economy grew faster than expected at an annual rate of 8.2% in the quarter ending in September. The growth was an acceleration from 7.8% in the previous quarter, when a lower deflator unexpectedly boosted real growth. A deflator measures how inflation affects the value of total output. A Reuters poll of economists had pegged the July-September gross domestic product at 7.3%. India's nominal GDP - which does not account for inflation or deflation - grew 8.7% in the September quarter compared to 8.8% in the previous quarter. The sharp improvement in GDP growth rate was on account of a pickup in manufacturing and construction activity and domestic consumption. Financial and real estate professional services have "sustained a substantial growth rate" of 10.2% in Jul-Sep, the government said in a release. During the September quarter, domestic consumption was "held back" ahead of the planned cuts to the goods and service tax, Neelkanth Mishra, chief economist at Axis Bank, told CNBC's "Inside India" before the release of the GDP data. The 50% tariffs on Indian goods exported to the U.S. took effect in August. To cushion the impact, New Delhi announced sweeping GST tax reductions effective Sept. 22 to boost domestic consumption. Demand picked up sharply in October, with record sales of autos and gold as the GST cuts and earlier reduction of the individual income tax rate lifted disposable incomes.

Even so, India's goods trade deficit hit a new high on weak exports and higher gold imports.

The International Monetary Fund, in a report on Wednesday, said India's real GDP is projected to grow 6.6% in fiscal 2026 before moderating to 6.2% in fiscal 2027, assuming a prolonged delay in a U.S.-India trade deal.



SOURCES: CNBC

Impact:

India's stronger-than-expected 8.2% GDP growth reinforces its resilience amid global trade pressures, boosting investor confidence and policy credibility. Robust manufacturing and consumption offset tariff shocks, while GST cuts support demand. However, rising trade deficits and slower medium-term forecasts by the International Monetary Fund signal caution ahead.

7. India Win maiden Women's World Cup title after Verma-Sharma show

India's agonizing wait for a maiden Women's World Cup title finally came to an end as Harmanpreet Kaur and her teary-eyed teammates clinched the trophy by beating South Africa in a dramatic final at the DY Patil Stadium on Sunday. Their 52-run victory before a full house was the perfect culmination of a campaign, which was nearly derailed after three defeats in a row, including one against South Africa, in the league phase. Kaur's team pulled off a record chase in their semi-final against defending champions Australia to reach the final against a South Africa side also gunning for their maiden 50-over World Cup title. India found an unlikely hero in opener Shafali Verma, whose whirlwind 87 was key to their total of 298-7 even though 350 looked within their reach at one stage.

Verma also had a golden arm, claiming two quick wickets that turned the match on its head after South Africa captain Laura Wolvaardt (101) led their robust reply with her second successive hundred of the tournament. Verma walked away with the player-of-the-match award in the final of a tournament where she was drafted in only before the knockout stage as a late injury replacement.



SOURCES: Reuters

8. Microsoft, Intel & Cognizant CEOs meet PM Modi to push AI adoption and semiconductor expansion

To boost AI adoption in India, the chiefs of key IT giants met Prime Minister Narendra Modi in separate meetings on Tuesday.

Microsoft CEO Satya Nadella, Cognizant CEO Ravi Kumar, Chairman & Managing Director S Rajesh Varrier, and Intel Corporation CEO Lip-Bu Tan met with the Prime Minister to discuss accelerating AI adoption in India.

In a social media post on X, Satya Nadella announced a USD 17.5 billion investment in AI in India, calling it the "largest investment ever" in Asia. "To support the country's ambitions, Microsoft is committing US\$17.5B—our largest investment ever in Asia—to help build the infrastructure, skills, and sovereign capabilities needed for India's AI first future," he said in a post.

Further, Lip-Bu Tan, CEO of Intel Corporation, also shared a photo with PM Modi on X, saying, "We had a wide-ranging discussion on a variety of topics related to technology, computing and the tremendous potential for India."

I applaud the Prime Minister for putting in place a comprehensive semiconductor design and manufacturing policy and Intel is committed to support the India Semiconductor Mission.



SOURCES: The Print

Impact:

The meetings signal a major push for India's AI and semiconductor ambitions, strengthening its position as a global tech hub. Large investments, led by Microsoft, boost infrastructure, skills, and innovation, supporting Narendra Modi's vision of digital self-reliance and high-value job creation.

9. India's solar panel exports slump in September as US tariffs bite

India's solar module exports fell sharply in September to their lowest this year after U.S. trade measures curbed shipments, forcing manufacturers to redirect supplies to the domestic market, industry officials and analysts said. India's exports to the United States had surged earlier this year as developers sought alternatives to Chinese panels amid Washington's restrictions on Chinese products. The U.S., which accounted for more than 90% of India's module exports earlier this year, imposed a 50% tariff on Indian goods during the Trump administration and has since tightened scrutiny on imports as it investigates whether Chinese-made components are being shipped from India. India's September solar module exports slumped to about \$80 million from \$134 million in August, government data showed. The investigative risk from the U.S. and tariff imposition have materialized for some players, said Girish Kumar Kadam, senior vice president at ratings agency ICRA. India's approved solar module manufacturing capacity stands at about 110 gigawatts and is expected to cross 165 GW by March 2027, according to ICRA.



SOURCES: Reuters

Impact:

The sharp fall in solar panel exports underscores India's vulnerability to global trade barriers, pressuring manufacturers dependent on the U.S. market. While domestic absorption may rise, prolonged tariffs could affect export revenues and competitiveness, even as expanding capacity signals long-term confidence in India's solar manufacturing ecosystem.

10. Prime Minister Narendra Modi inaugurates a second international airport for India's financial capital, Mumbai

Prime Minister Narendra Modi inaugurated a new international airport in India's financial capital, Mumbai, on Wednesday, marking a step forward in expansion of the country's fast-growing aviation network.

Navi Mumbai International Airport is expected to begin operating in December and will make Mumbai the only metropolitan area in the world's most populous country to have a second international airport. It aims to become a key passenger and cargo hub in Asia and to help ease congestion at Chhatrapati Shivaji Maharaj International Airport, one of the country's busiest. The airport built by the Adani Group for an estimated \$2.2 billion is the latest project underscoring India's push to modernize infrastructure and strengthen air connectivity as its economy grows and air travel surges.

Over the past decade, the government has opened and upgraded dozens of airports to link smaller cities and improve cargo movement,

aiming to make air travel a key driver of economic growth. The number of airports in the country has increased to 160 from 74 in 2014, official data show.



SOURCES: AP News

Impact:

The inauguration of Navi Mumbai International Airport by Narendra Modi strengthens India's aviation infrastructure, eases congestion at Mumbai's existing airport, boosts passenger and cargo capacity, and supports economic growth, regional connectivity, and India's ambition to emerge as a major global aviation hub.

11. India's Exports in September 2025 Rise 6.7% To \$36.4 Billion Despite Global Headwinds

India's exports in September 2025 rose 6.74 per cent to \$36.38 billion despite global headwinds. The country's trade deficit stood at \$32.1 billion during the month, even as imports jumped 16.6 per cent to \$68.53 billion.

The government estimated services exports in September at \$30.82 billion and imports at \$15.29 billion, suggesting a total goods and services trade surplus at \$15.53 billion.

In April-September this fiscal, exports increased by 3.02 per cent to \$220.12 billion. Imports rose 4.53 per cent to \$375.11 billion, the commerce ministry data showed.

"Import increase in September 2025 has been higher than exports. Gold, silver, fertilizer and electronics have led to the import surge. Fertilizer imports have been higher this year so far due to better demand this year," Commerce Secretary Rajesh Agarwal said.



SOURCES: News 18

Impact:

The rise in exports despite global headwinds reflects resilience in India's trade performance and supports economic momentum. However, the sharp increase in imports and a wider trade deficit highlight external vulnerability, underscoring the need to boost domestic manufacturing, reduce import dependence, and strengthen export competitiveness.

12. India's seafood exports rise, led by EU, China, Vietnam

Exports of seafood from India rose 11.6% on-year in April-October FY26 to \$4.69 billion from \$4.2 billion a year ago, led by higher shipments to the EU, China, Vietnam, Russia and the UK, an analysis done by the commerce and industry ministry showed. "This compensated for the shortfall caused in exports to the US, following the imposition of high tariffs by that country from August 2025 onwards," said an official.



Overall, exports to the EU rose 40% in terms of value overall and those of shrimp grew 57% due to the listing of 102 fishery units for export to that region. Exports to the EU comprise both marine catch and products of aquaculture. However, India's shrimp and prawn exports to the EU shrank 14.64% in October.

As per the data, exports to Russia also rose in the first seven months of FY26 as Moscow listed 29 new Indian units besides conducting an inspection on units in India through their agency Federal Services for Veterinary and Phytosanitary Supervision (FSVPS). The official said that India has focused on moving from an erstwhile "one country one product one species" export order to a new "diversified market, many products, multiple species" system to prevent overdependence on one market to the exclusion of others.

13. India approves \$5.1 billion package for exporters after US tariffs hit

India's cabinet has approved spending 450.6 billion rupees (\$5.1 billion) on support for exporters, including 200 billion rupees in credit guarantees on bank loans, Information Minister Ashwini Vaishnaw said on Wednesday.

The plan includes the allocation of 250.6 billion rupees over six years for affordable trade finance for small exporters, logistics and market support under an export promotion package to help offset the impact of recent U.S. tariff hikes.

The new U.S. tariffs, including a 25% punitive levy over New Delhi's Russian oil purchases, raised duties to as high as 50% on items such as garments, jewellery, leather goods and chemicals.

Exporters said labor-intensive sectors such as textiles, jewelry and seafood, particularly shrimp – which all operate on margins of just 3%-5% – have been hit hardest, causing job losses in industrial hubs in Tamil Nadu and Prime Minister Narendra Modi's home state of Gujarat. The plan includes a 200-billion-rupee credit guarantee program running until March 2026 for collateral-free bank loans to exporters to boost their competitiveness and help explore new markets, Vaishnav said. It would provide credit guarantees on loans of up to 500 million rupees, he said.



SOURCES: Reuters

Impact:

The export support package cushions Indian exporters from steep U.S. tariffs, protecting jobs in Labour-Intensive sectors like textiles and seafood. Credit guarantees and cheaper trade finance improve liquidity for small firms, boost competitiveness, and help diversify markets, reinforcing economic stability amid external trade shocks.

14. Ahmedabad hosting 2030 Centenary Commonwealth Games

Ahmedabad has pledged to "lay the foundation" for the next 100 years of the Commonwealth Games after the Indian city was formally named as host of the 2030 Centenary Games on Wednesday. Ahmedabad won approval from the Commonwealth Sport membership at the 2025 General Assembly in Glasgow.

The city, also known as Ahmedabad in the western state of Gujarat, was officially ratified by the 74 Commonwealth member nations after being recommended last month by Commonwealth Sport's evaluation committee ahead of Abuja, Nigeria. Commonwealth officials revealed on Wednesday that there were originally five nations interested in hosting the Games.

The 2030 Games will also feature 15 to 17 sports, marking an increase from the 10 scheduled for next year's paired-down version in Glasgow, including athletics, swimming, table tennis, bowls, and weightlifting, along with their Para-sport counterparts plus artistic gymnastics, netball, and boxing.

Sports also under consideration include archery, badminton, 3x3 basketball, beach volleyball, T20 cricket, cycling, diving, hockey, judo, rhythmic gymnastics, rugby sevens, shooting, squash, triathlon, and wrestling.

Ahmedabad will also have the option to propose up to two new or traditional sports for the October 2030 event, scheduled to accommodate seasonal weather conditions.

The process to finalize the rest of the programme will start next month and the full lineup will be announced next year.



SOURCES: Reuters

Impact:

Hosting the 2030 Centenary Commonwealth Games positions Ahmedabad and India as major global sporting hubs, boosting international visibility, infrastructure development, and tourism. The expanded sports programme will promote multi-sport culture, generate employment, and strengthen India's long-term sports ecosystem and event-hosting credentials.

15. Adani Group plans \$15 billion India airports expansion by 2030

India's Adani Group is planning to invest \$15 billion to boost passenger capacity at its airports to 200 million annually in the next five years, Bloomberg News reported on Wednesday, citing people familiar with the matter.

The plan includes adding terminals, taxiways, and a new runway at the Navi Mumbai airport, which is due to open on December 25, the report said.

The company will also carry out capacity upgrades at Ahmedabad, Jaipur, Thiruvananthapuram, Lucknow, and Guwahati airports, according to the report.



The group's airport unit operates eight airports across India, including the Navi Mumbai Airport, located on the outskirts of India's financial hub.

Adani Group did not immediately respond to a Reuters request for comment.

The group has been planning to list its Adani Airports unit by 2027, as part of a plan that requires \$100 billion in investments across businesses over the next few years, Bloomberg News reported in June.

SOURCES: Bloomberg News

16. India enforces four new labour codes in major overhaul of worker rules

India on Friday implemented four new labour codes, pushing ahead with the biggest overhaul of workers' laws in decades as Prime Minister Narendra Modi's government says it seeks to simplify the rules, improve worker protection and liberalize conditions for investment. The labour rules, some dating back to British colonial rule, have long been seen by businesses as a drag on India's manufacturing sector, which contributes less than a fifth to the country's nearly \$4 trillion economy. However, unions remain sharply opposed to the changes, which formally became law on Friday five years after being passed by parliament.

EASIER HIRE AND FIRE; GIG WORKERS GET NEW PROTECTIONS

Alongside social security and minimum wage benefits, the new rules also allow longer factory shifts and night work for women and raise the threshold for firms requiring prior approval for layoffs from 100 to 300 workers, giving companies greater flexibility in workforce management.

The codes define gig and platform work for the first time, expanding legal and social protection to workers outside traditional employment structures.

The gig workforce has surged since the pandemic, with more than 23.5 million expected to be employed in the sector by 2030, up from around 10 million in 2024/25, according to government think tank NITI Aayog.

Despite parliamentary approval in 2020, Modi's Bharatiya Janata party had until now not been able to implement the laws uniformly across the country due to political resistance and opposition from some unions.

Strengthening the manufacturing sector is key to creating jobs in the world's most populous country. The labour ministry said the codes - covering wages, industrial relations, social security and occupational safety - would "ensure better wages, safety, social security and welfare for the country's workforce".

The codes will replace 29 existing laws.



SOURCES: Reuters

Impact:

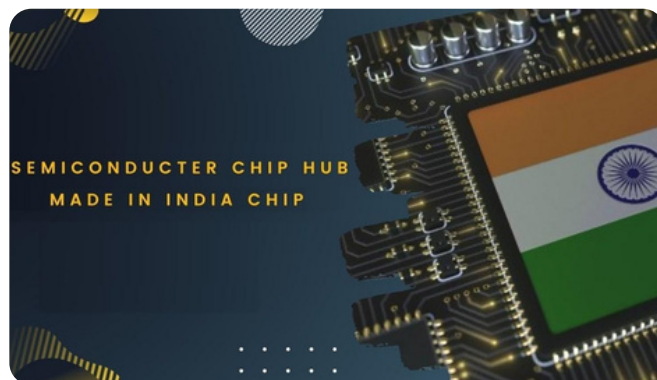
The enforcement of new labour codes marks a major reform aimed at boosting manufacturing, investment, and job creation by simplifying labour laws. While businesses gain flexibility and gig workers receive legal recognition, union opposition and implementation challenges may influence industrial relations and workforce stability in the short term.

17. Cabinet approves four semiconductor factories in Odisha, Andhra Pradesh & Punjab

The Union Cabinet on Tuesday approved the establishment of four new semiconductor manufacturing units across the country at the cost of Rs 4,594 crore. Of these, two factories will be set up in Odisha, while one each will come up in Andhra Pradesh and Punjab.

These four approved proposals are expected to generate cumulative employment for 2034 skilled professionals which would catalyze the electronic manufacturing ecosystem resulting in the creation of many indirect jobs, as per central government. With these four more approvals today, total approved projects under ISM reached 10 with cumulative investments of around Rs 1.60 lakh crore in 6 states.

"Given the growing demand of semiconductors in telecom, automotive, datacenters, consumer electronics and industrial electronics, these four new approved semiconductor projects would significantly contribute to making Atmanirbhar Bharat." SiCSem and 3D Glass will be set up in Odisha. CDIL is located in Punjab and ASIP will be set up in Andhra Pradesh. Union Information and Technology Minister Ashwini Vaishnaw had said earlier that the country is set to witness the rollout of its first made-in-India chip "very soon" as six semiconductor plants are already under construction in Gujarat, Assam and Uttar Pradesh.



SOURCES: The Economic Times

Impact:

The approval of four new semiconductor plants strengthens India's push toward technological self-reliance and supply-chain security. It will generate skilled employment, boost the electronics manufacturing ecosystem, attract further investment, and position India as an emerging global hub for chip production under the Atmanirbhar Bharat vision.

18. Indian economy grows at 7.8% in Q1 FY 2025-26; beat estimates

India's first quarter GDP numbers have once again surprised on the upside, with growth coming in substantially stronger than expected. At 7.8%, India remains the fastest growing major economy in the world. The picture is one of balanced momentum: on the supply side, manufacturing and construction are expanding at nearly 8%, while services are soaring above 9% and but for the flood-induced setback to mining, the outcome would have been even stronger. On the demand side too, the story is broad-based, with private consumption and investment both rising by 7-8% and government spending by close to 10%. This reflects the stellar performance of the Indian economy and its clear outperformance against peers in an uncertain global environment. Of course, risks remain, most notably the recent 50% U.S. tariff on Indian exports. Yet, with reforms gaining traction and inflation staying modest, India continues to stand out as the most compelling macro story in a gloomy world. Growth for the full year is still likely to average around 6.5%, even after factoring in tariff headwinds, while nominal GDP growth in the high single digits supports corporate earnings expansion of 11-13%. India's macro strength provides a robust foundation for the equity market outlook," says Sujan Hajra, Chief Economist & Executive Director, Anand Rathi Wealth Limited.



SOURCES: The Economic Times
Impact:

Stronger-than-expected 7.8% Q1 growth reinforces India's status as the fastest-growing major economy, boosting investor confidence and equity outlooks. Broad-based momentum across manufacturing, services, consumption, and public spending offsets tariff risks, while stable inflation and reforms underpin sustained medium-term growth and corporate earnings.

19. Putin and Modi hold talks and announce expansion of Russia-India trade ties

Russian President Vladimir Putin held talks with Indian Prime Minister Narendra Modi on Friday at an annual summit and agreed to diversify mutual economic ties, as the United States presses India to revise its decades-old partnership with Russia. The 23rd Russia-India Summit comes at a pivotal moment as the U.S. pushes for a Ukraine peace deal while seeking global cooperation. It will test New Delhi's efforts to balance relations with Moscow and Washington as the nearly four-year war in Ukraine grinds on. Putin was received by Modi at an airport in New Delhi on Thursday. The Indian leader gave Putin a bear hug and a tight handshake with the gusto of an old friend.

LEADERS OUTLINE RUSSIA-INDIA EXPANDING TIES

After the talks, Putin and Modi announced that India and Russia have finalized an economic cooperation program until 2030, which will help diversify mutual businesses to boost annual trade to \$100 billion by 2030. They also emphasized strong energy ties. Bilateral trade between the two countries stood at \$68.7 billion in the last fiscal year ended March. The trade is heavily skewed in favor of Russia with deep deficits for India, which it is looking to bridge by pushing exports.



SOURCES: AP News
Impact:

The agreement to expand Russia-India trade ties strengthen India's strategic autonomy amid U.S. pressure, deepens energy security, and targets a \$100 billion trade goal by 2030. It also signals New Delhi's intent to rebalance trade deficits while maintaining diversified global partnerships in a complex geopolitical environment.

20. India's Adani seeks up to \$5 billion investment in Google data center to join AI boom

India's Adani Group plans to invest up to \$5 billion in Alphabet-owned Google's India AI data center project, an executive said on Friday, as it seeks to cash in on booming demand for data capacity in the world's most populous nation.

In October, Google said it would invest \$15 billion over five years to set up an artificial intelligence data center in the southern state of Andhra Pradesh, its biggest investment in India. AI requires enormous computing power, pushing demand for specialized data centers that enable thousands of chips to be linked in clusters. Adani Group CFO Jugeshinder Singh said the Google project could mean an investment of up to \$5 billion for Adani Connex - a joint venture between Adani Enterprises and private data centre operator EdgeConneX. "It's not just Google, there are a lot of parties that would like to work with us, especially when the data centre capacity goes to gigawatt and higher," Singh told reporters on Friday.

Google has committed to spending about \$85 billion this year to expand data centre capacity as tech companies invest heavily in infrastructure to meet the booming demand for AI services.



SOURCES: Reuters

Impact:

The planned investment positions India as a key global hub for AI infrastructure, accelerating data centre capacity and digital growth. It strengthens collaboration between Adani Group and Google, boosts high-tech investment, creates jobs, and supports India's ambitions in artificial intelligence and cloud computing.

21. 'India's opportunities in sports unlimited': PM Modi to young athletes at Sansad Khel Mahotsav

Prime Minister Narendra Modi on Thursday virtually addressed players participating in the finals of the 'Sansad Khel Mahotsav' and the country's youth during the concluding programme held in Gujarat's Junagadh, highlighting the growing strength of India's sporting ecosystem and the role of youth in shaping the nation's future. During the interaction, the Prime Minister spoke with players from across Gujarat and discussed their experiences in sports, encouraging them to continue striving for excellence. The Sansad Khel Mahotsav 2025 is a nationwide grassroots sports initiative being organized across every Lok Sabha constituency in the country. Inspired by Prime Minister Modi's Fit India and Khelo India visions, the programme aims to identify and nurture local sporting talent while promoting fitness, discipline and teamwork among the youth.

Addressing the gathering, PM Modi said, "Just a while ago, I was talking to some of the players participating in this competition and in their enthusiasm, spirit, and excitement, I was able to see a glimpse of India's strength. The confidence I witnessed within these players fills millions of the country's youth with the same belief. That's why, in startups, space, science, and sports, India's youth have been waving their flag high in every field." Emphasizing government support for sportspersons, he added, "Through the Sansad Khel Pratiyogita, our government is supporting athletes in every possible way. I am happy to know that you have received such a good platform to play and showcase your talent."



SOURCES: Asian News International Impact:

Prime Minister Narendra Modi's address reinforces grassroots sports development by motivating youth participation nationwide. Sansad Khel Mahotsav strengthens India's sporting ecosystem, promotes fitness and discipline, and helps identify local talent early, supporting long-term goals of Khelo India and building a healthier, confident generation.

22. Exercise Trishul in full swing across western sector, Arabian Sea

The tri-services exercise Trishul is in full swing in the country's western sector and the Arabian Sea and will culminate next week with large-scale amphibious drills off the Saurashtra coast, officials aware of the matter said on Saturday. The two-week exercise, which began on October 30, aims to test the military's operational readiness and strengthen synergy among the three services and other organizations. It involves tens of thousands of soldiers, fighter jets, warships, submarines, tanks, artillery guns and several other weapons and systems. Different elements of the overarching exercise are unfolding in a series of drills being conducted across Rajasthan, Gujarat and the Arabian Sea, the officials said, asking not to be named. A joint exercise in the Kutch sector, involving the Army, Navy, Air Force, Coast Guard and the Border Security Force, is rehearsing integrated operational capability in close coordination with the civil administration, reflecting a military-civil fusion approach to national security, said one of the officials. In Rajasthan, the Army's Southern Command formations are carrying out integrated maneuvers to validate combined arms operations, mobility, and joint fire integration under realistic conditions, said another official. "The training will culminate in a mega combat exercise validating precision targeting and multi-domain coordination, reaffirming the Army's commitment to transformation through rigorous training and operational validation."



SOURCES: Asian News International Impact:

The large-scale Exercise Trishul significantly enhances India's defense preparedness by improving tri-service coordination across land, air and sea. It strengthens joint operational readiness, military-civil integration, and deterrence capability in the western sector, while validating modern, multi-domain warfare strategies under realistic combat conditions.

23. PM Narendra Modi launches digital portal for preserving manuscripts

Prime Minister Narendra Modi on Friday launched the Gyan Bharatam portal at the International Conference on Gyan Bharatam in New Delhi, describing it as a step towards digitizing and preserving India's manuscript heritage.

"This is not a governmental or an academic event, but it is the proclamation of Indian culture, literature and consciousness," the Prime Minister said at Vigyan Bhavan, where the three-day conference is being held. "India has the world's largest manuscript collection of nearly one crore, and the Gyan Bharatam Mission will ensure these legacies are digitized and made accessible." The Gyan Bharatam Mission was announced during the Budget session in February. It seeks to digitize and catalogue manuscripts across India and abroad, create a central platform for public access, and collaborate with international institutions on preservation and research. Modi said the initiative was aimed at making India's intellectual traditions available to the world while addressing concerns of "intellectual piracy." "Some traditional knowledge has been copied and patented abroad. Digitizing manuscripts will curb such piracy and ensure the world accesses authentic sources," he said. The Prime Minister noted that India's manuscripts exist in nearly 80 languages, including Sanskrit, Prakrit, Assamese, Bengali, Kannada, Kashmiri, Konkani, Maithili, Malayalam, and Marathi. He cited the Gilgit manuscripts on Kashmir's history, Kautilya's Arthashastra, Buddhist manuscripts from Sarnath, the Charaka and Sushruta Samhitas on Ayurveda, and treatises like the Sulva Sutra and Natya Shastra as examples of India's intellectual breadth.



SOURCES: Hindustan Times

Impact:

The launch of the Gyan Bharatam portal strengthens India's cultural preservation by safeguarding rare manuscripts through digitization. It curbs intellectual piracy, promotes global access to authentic Indian knowledge systems, and reinforces India's soft power by showcasing its vast intellectual heritage under the vision of Narendra Modi.

24. India's growth holds up in November on urban consumption demand, central bank's report says

The Indian economy continued to hold up its strong growth momentum in November, helped by private and urban consumption demand, the Reserve Bank of India said in its monthly bulletin on Monday.

"Demand conditions remained robust, with indicators of urban demand strengthening further," the RBI report said. "High-frequency indicators suggest that overall economic activity should be held up in the post-festival month of November." India's economy expanded by 8.2% in the July-September quarter, its fastest pace in six quarters, showing "remarkable resilience" amidst persistent global trade uncertainties, the central bank said. "Coordinated fiscal, monetary and regulatory policies have helped to build resilience over the year," the RBI said.

Earlier this year, India cut taxes on hundreds of consumer items ranging from soaps to small cars to spur domestic demand in the face of economic headwinds from punishing U.S. tariffs.

Additionally, the central bank cut its key interest rate by a total of 125 basis points in 2025, including a 25-bps reduction in December.

"The decisions were guided by the benign inflation outlook for both headline and core, which provided space for monetary policy to further support the growth momentum," the RBI said in its bulletin.

The central bank raised its GDP forecast for the current fiscal year to 7.3% from 6.8% earlier this month, while lowering its inflation projection to 2% from 2.6%.

However, it lowered the GDP forecast for the first half of next year to 6.7%-6.8%.

India's inflation edged higher to 0.71% in November from a record low of 0.25% in October but remained well below the central bank's target of 4% with a 2-percentage point band on either side.

"Inflation in both urban and rural areas edged up in November with the latter moving out of deflation," RBI said.



SOURCES: Asian News International

Impact:

The RBI's upgraded growth outlook and sharply lower inflation forecast signal room for accommodative monetary policy, supporting investment and consumption. However, a softer growth projection for early next year and a mild rise in inflation suggest cautious optimism, with policy likely balancing growth support and price stability.

25. India's growth holds up in November on urban consumption demand, central bank's report says

FC Goa won the AIFF Super Cup after they prevailed over East Bengal FC in sudden-death shootout in Goa on Sunday, the title triumph also giving them a spot in next season's AFC Champions League 2.

FC Goa won the AIFF Super Cup after they prevailed over East Bengal FC in sudden-death shootout in Margao, Goa on Sunday, the title triumph also giving them a spot in next season's AFC Champions League 2. The win helped Manolo Marquez's team to become the first side to defend the Super Cup title and win it for a record-extending third time. In a riveting contest at the Jawahar Lal Nehru Stadium, the Gaurs emerged 6-5 victors in the shootout to clinch their second successive title in the tournament played among the top teams from Indian Super League and I-League. The match went into extra time after both teams were unable to find the target, and they could not score in the additional 30 minutes too, taking the contest to tie-breaker.

The teams were locked 4-4 in the penalty shootout, and the match was then decided in sudden death with FC Goa having the last laugh. In the sudden death, Sahil Tavora scored the winner for FC Goa after Udanta Singh too found the back of the net. Substitute Hamid Ahadad scored for East Bengal but PV Vishnu missed the target for East Bengal. The final ebbed and flowed both ways right from the start. The hosts, buoyed by the boisterous support from the stands, began well with a couple of set-piece opportunities early on, which the East Bengal defence eventually negotiated.



SOURCES: NDTV Sports

26. Real Kabaddi League goes global with inaugural Dubai edition

To make Indian Kabaddi a global phenomenon and provide a platform for grassroots talent, the Real Kabaddi League (RKL) is set to host its first-ever international edition in Dubai in December 2025.

RKL, India's premier Kabaddi platform, has been nurturing grassroots talent since its inception. With an ambitious vision that blends domestic growth with global aspirations, the league is now poised to take a historic step by entering the international arena.

Founded by Shubham Chaudhary, RKL has evolved into a movement dedicated to showcasing rural and regional Kabaddi talent. The league will continue strengthening its presence across India while expanding abroad with its inaugural international edition. League Ambassador and Co-founder Rannvijay Singha, a celebrated youth icon and sports enthusiast who has been a part of this journey from the very beginning, brings unmatched recognition to RKL's vision by lending his global influence to the journey. "Kabaddi, India's indigenous sport, has all the ingredients to be a global sport and we are going to help it get its rightful place with the RKL - International in Dubai," said Singha.



SOURCES: The Tribune

27. India Revamps Tax Regime In 2025, New Act Comes into Effect from April

India overhauled its tax regime in 2025 with sharp cuts in Goods and Services Tax (GST) rates and a higher income tax exemption limit, with the spotlight now turning to customs duty rationalization and procedural simplification in the coming Budget.

Next year we will see the new simplified Income Tax Act, 2025, to come into effect from April 1, replacing the over six-decade-old current Income Tax Act, 1961.

Also, two new laws-one to levy additional excise duty on cigarettes and another to levy cess on pan masala over and above GST rates - will be implemented on a date decided by the government.

The tax reforms rolled out by the government in 2025 were aimed at stimulating demand amid a challenging global economic environment. With tariff uncertainties casting a shadow over economic decision-making, India's tax reform measures focused on boosting domestic demand to drive consumption and support growth. A key highlight was the reduction of GST rates on about 375 goods and services effective September 22, which lowered the tax burden on commonly used items and addressed long-standing concerns over inverted duty structures.

The move to compress the four-tier GST slab structure of 5, 12, 18 and 28 per cent into two principal rates of 5 and 18 per cent, with a 40 per cent levy retained only for sin goods, marked a major step towards rationalization and simplification of the indirect tax regime. The GST overhaul was designed to make the indirect tax regime simpler and more predictable, with fewer rate slabs and reduced litigation.



SOURCES: NDTV Sports Impact:

India's revamped tax regime is expected to boost household consumption, simplify compliance, and improve ease of doing business. Lower GST rates and fewer slabs reduce prices and litigation, while the new Income Tax Act from April 1, 2026, enhances clarity and predictability. Overall, the reforms support domestic demand and economic growth amid global uncertainty.

28. India Crosses 50% Clean Energy Capacity Milestone Ahead of Schedule; MNRE Denies Advisory on Halting Renewable Project Financing

India has achieved a significant energy transition milestone, with over 50% of its installed electricity capacity now coming from non-fossil fuel sources, five years ahead of its Nationally Determined Contributions (NDC) commitment under the Paris Agreement. According to official data, the country's installed non-fossil fuel capacity stands at around 259 GW, including 31.2 GW added in the current financial year up to October.

Amid reports suggesting that the Ministry of New & Renewable Energy (MNRE) has instructed lenders to pause financing of renewable energy projects due to excess capacity concerns, the ministry has issued a clarification refuting the claims.

No Directive to Halt Financing, Says Government

MNRE stated that no advisory has been issued to banks, financial institutions, or NBFCs to stop funding renewable energy power projects or equipment manufacturing units.

The ministry clarified that it has only circulated updated information on existing domestic manufacturing capacities-covering modules, solar cells, ingots-wafers, polysilicon and ancillary components such as solar glass and aluminum frames-to bodies including the Department of Financial Services, PFC, REC, and IREDA. The intent, it stated, is to enable lenders to take informed financing decisions and encourage support for upstream solar value chain development rather than focusing solely on module manufacturing.



SOURCES: Solar Quarter

Impact:

India's revamped tax regime is expected to boost household consumption, simplify compliance, and improve ease of doing business. Lower GST rates and fewer slabs reduce prices and litigation, while the new Income Tax Act from April 1, 2026, enhances clarity and predictability. Overall, the reforms support domestic demand and economic growth amid global uncertainty.

28. 56th IFFI Concludes in Goa, Vietnamese Film Wins Golden Peacock

The 56th International Film Festival of India concluded in Goa with a glittering awards ceremony that honored cinematic brilliance from across the world, marking a memorable finale to this year's celebration of films. The prestigious Golden Peacock for Best Feature Film was awarded to the Vietnamese film *Skin of Youth*, directed by Ashleigh Mayfair. In the Silver Peacock category, Santosh Davakhar won Best Director for the Marathi film *Gondhal*. Ubeimar Rios received Best Male Actor for the Spanish film *A Poet*, while Jara Sofija Ostan was honoured as Best Female Actor for her performance in the Slovenian film *Little Trouble Girls*. Iranian filmmaker Hesam Farahmand and Estonian director Tõnis Pill emerged as joint winners of the Best Debut Feature Film of a Director award. Karan Singh Tyagi won Best Debut Director of Indian Feature Film for *Kesari Chapter 2*. The Best Web Series (OTT) award went to *Bandish Bandits Season 2*. The ICFT-UNESCO Gandhi Medal was presented to Norwegian film *Safe House* for promoting peace and intercultural dialogue. A special highlight was the felicitation of legendary actor Rajinikanth for completing 50 years in Indian cinema. Expressing gratitude, he said, "This honour belongs to the entire film industry. Even if I have a hundred births, I wish to be born as Rajinikanth, because I love cinema and acting." CM Dr. Pramod Sawant addressed the event during the conclusion of the festival, he said this edition of IFFI was a combination of a remarkable gathering of creative minds, Artistry and brilliance in global collaborations during the past several days, and Goa has witnessed the extraordinary confluence of ideas and cultures. Filmmaker Shekhar Kapur said IFFI continues to strengthen India's position as a global creative hub, celebrating both innovation and tradition in storytelling.



SOURCES: News On AIR

30. CREDAI Pune Enters Strategic Partnership with BCA International, Singapore to Champion Sustainable and Cutting-Edge Building Solutions

The Confederation of Real Estate Developers' Associations of India (CREDAI) Pune has signed a Memorandum of Understanding (MoU) with BCA International Pte Ltd (BCAI), Singapore, a subsidiary of the Building and Construction Authority (BCA), to collaborate in advancing sustainable, innovative, and high-quality building practices in India's real estate and construction sector. The MoU was signed by Mr. Manish Jain, President, CREDAI Pune and Mr. Heng Teck Thai, Executive Director, BCA International Pte Ltd in Singapore.

The MoU was signed against the backdrop of an 80-member delegation from CREDAI Pune's CIBF, which undertook a study tour in Singapore to engage with developers, architects, construction companies, policymakers and government officials and learn from their world-class real estate practices for adaptation in India. On this occasion, the Indian High Commissioner to Singapore,

Dr. Shilpak Ambule, Indian High Commissioner of India to Singapore, addressed the delegation, emphasizing the importance of strengthening ties and fostering collaboration in the real estate sector. He said "A lot of Singaporean companies want to invest in India, especially Pune and we at the High Commission will be happy to facilitate."



SOURCES: APN NEWS

Impact:

The CREDAI Pune–BCA International partnership strengthens India–Singapore collaboration in sustainable construction, enabling adoption of global best practices, green building standards, and advanced technologies. It boosts Pune’s real estate credibility, attracts foreign investment, and supports India’s push toward environmentally responsible, high-quality urban development.



SOURCES: Asian News International

Impact:

India’s decision to reopen its Kabul embassy marks a pragmatic shift in foreign policy, enhancing regional influence and safeguarding strategic interests amid Pakistan–China dynamics. While stopping short of formal recognition, the move enables diplomatic engagement, humanitarian access, and economic outreach, signaling a new phase in India–Afghanistan relations.

INTERNATIONAL NEWS

1. India upgrades ties with Afghanistan's Taliban, says it will reopen Kabul embassy

India on Friday upgraded ties with Afghanistan's Taliban administration, giving a boost to the diplomatically isolated group, by announcing it would reopen its embassy in Kabul that was shut after the Taliban seized power in 2021.

The Afghan Taliban administration will also send diplomats to New Delhi, its foreign minister said.

India closed its embassy in Kabul following the withdrawal of U.S.-led NATO forces from war-torn Afghanistan four years ago, though it launched a small mission in 2022 to facilitate trade, medical support and humanitarian aid.

About a dozen countries including China, Russia, Iran, Pakistan and Turkey have embassies operating in Kabul, although Russia is the only country to have formally recognized the Taliban administration, whose members are under U.N. sanctions including a travel ban and asset freeze.

2. India calls for WTO Centre, Fair-Trade order at SCO meeting

New Delhi: India has reaffirmed its commitment to a rules-based multilateral trading system with the World Trade Organization (WTO) at its core, while urging closer economic cooperation among Shanghai Cooperation Organization (SCO) members to build resilient and diversified supply chains, the commerce ministry said in a statement on Sunday.

The SCO is a Eurasian political and economic bloc with 10 member states, including Russia, China, Pakistan and India.

At the SCO Trade Ministers’ Meeting in Russia's Vladivostok on 6 September, additional secretary Amitabh Kumar, representing commerce and industry minister Piyush Goyal, underlined the need for an “open, fair, inclusive and non-discriminatory multinational trading system with the WTO at its core”, the ministry said. Kumar said a development-focused WTO agenda must include a permanent solution on public stockholding for food security, effective special treatment for developing countries, and the restoration of a fully functional two-tier dispute settlement system.

He also highlighted the potential of services trade and the temporary movement of skilled professionals to drive growth and expand the participation of medium, small and micro enterprises in global value chains.

Calling for diversification and de-risking of supply networks, India also emphasized on interoperable logistics, predictable market access, and improved connectivity while warning against the misuse of export controls to create artificial scarcity or disrupt markets at the SCO meeting.

SOURCES: Mint

Impact:

India's call for a WTO - centred, Fair-Trade order at the SCO reinforces its leadership among developing economies, pushes back against protectionism, and supports resilient supply chains. The stance strengthens multilateralism, safeguards food security interests, and expands opportunities for MSMEs and services trade within the Eurasian region.

3. India-EFTA trade pact to boost USD 100 billion worth of investments, create 1 million jobs

India's trade landscape marked a historic milestone as the India-European Free Trade Association (EFTA) Trade and Economic Partnership Agreement (TEPA), signed on March 10, 2024, officially came into effect on October 1, 2025.

According to a government release, this is India's first Free Trade Agreement with four developed European nations: Switzerland, Norway, Iceland, and Liechtenstein. It also promises to bring in USD 100 billion in investments and create one million direct jobs over the next fifteen years.

Under the agreement, the EFTA nations have pledged to attract USD 50 billion in investments within the first ten years and an additional USD 50 billion over the next five years. These investments are expected to focus on sectors such as renewable energy, life sciences, digital transformation, and engineering. To facilitate these, a dedicated India-EFTA Desk has been set up as a single-window platform for investors. The TEPA provides balanced market access between both sides. EFTA has offered tariff concessions on 92.2 per cent of tariff lines, covering 99.6 per cent of India's exports.

In return, India has granted access on 82.7 per cent of tariff lines, representing 95.3 per cent of EFTA's exports, while protecting sensitive sectors like dairy, soya, coal, and select agricultural products. In services, where India already holds a strong global position, the pact offers wider access in 105 sub-sectors. The agreement also includes Mutual Recognition Agreements in key professions, such as nursing, accountancy, and architecture, which will facilitate the easier movement of skilled workers and professionals between India and EFTA countries.

SOURCES: The Economic Times

Impact:

The India-EFTA trade pact significantly strengthens India's global economic integration by attracting \$100 billion in investments and creating one million jobs. It boosts exports, services mobility, and high-value sectors like renewables and digital technologies, while enhancing India's appeal as a stable destination for long-term foreign investment.

4. India signs trade pact with Oman as it expands Middle East ties

India signed an economic partnership agreement with Oman on Thursday to boost bilateral trade and investment as it seeks to expand Middle East ties and diversify trade to beat steep U.S. tariffs. Oman has offered zero-duty access on over 98% of its tariff lines, covering nearly all Indian exports, including gems and jewelry, textiles, pharmaceuticals and automobiles, the Indian trade ministry said in a statement.

India, in turn, will cut tariffs on about 78% of its tariff lines, covering nearly 95% of imports from Oman by value. India and Oman have annual trade of more than \$10 billion. The relationship is important for New Delhi as the Gulf nation is a gateway to the narrow Strait of Hormuz between Oman and Iran, a major transit point for global oil shipments.

The pact will boost gem and jewelry exports which could rise from \$35 million to about \$150 million over the next three years, said Kirit Bhansali, chairman of Gems & Jewelry Export Promotion Council. Sensitive items including dairy, tea, coffee, rubber and tobacco have been kept out of the pact. The pact also offers an opportunity in Oman's \$12.5 billion services import market, in which India currently holds just a 5.3% share, the statement said.

SOURCES: Reuters

Impact:

The India–Oman trade pact will significantly boost Indian exports, especially gems, jewellery, textiles, and pharmaceuticals, while strengthening India's strategic presence in the Gulf. It also improves access to Oman's services market and supports India's efforts to diversify trade amid rising U.S. tariffs.

5. New Zealand concludes FTA with India with aim to double trade

New Zealand and India said on Monday they had concluded talks on a free trade deal that would help to double bilateral trade over the next five years.

The agreement will eliminate or reduce tariffs on 95% of New Zealand's exports to India with more than half of the products to be duty free on day one of the pact, while all Indian goods would have duty free access to New Zealand. New Zealand also agreed to invest \$20 billion in the Asian country in the next 15 years.

"The gains are wide-ranging and significant," said New Zealand Prime Minister Christopher Luxon in a statement. "India is the world's most populous country and is the fastest-growing big economy, and that creates opportunities for jobs for Kiwis, exports and growth," he added.

The deal makes good on a 2022 election promise from New Zealand's governing National Party that if elected it would finalize a New Zealand-India free trade agreement in its first term. Two-way trade between the two countries totaled about \$1.81 billion in 2024, dominated by pharmaceuticals from India and forestry and agricultural products from New Zealand. The size of the trade between the nations is dwarfed by India's total goods trade which exceeded \$1 trillion in the 2024-25 financial year (April-March).

SOURCES: The Economic Times

Impact:

The India–New Zealand FTA will significantly expand bilateral trade by removing tariffs on most goods, improving market access for Indian pharmaceuticals and manufactured products while attracting long-term New Zealand investment. It strengthens India's trade diversification strategy and deepens economic ties in the Indo-Pacific region.

6. Gold set to extend record-breaking run on global anxieties

"The gold market appears to be experiencing a 'once-in-a-generation move'," said John Meyer, an analyst at consultancy SP Angel.

SILVER, PLATINUM, PALLADIUM GAIN IN GOLD'S WAKE

Bullion is on track for the largest annual growth since the 1979 oil crisis, taking silver, platinum and palladium higher as well. "The rally is unbelievable, telling us that something bad is happening and that we should be nervous," said Dan Smith, managing director of Commodity Market Analytics.

Gold purchases by central banks have also buoyed prices. Annual purchases of gold by central banks have exceeded 1,000 metric tons each year since 2022, according to consultancy Metals Focus, which expects them to buy 900 tons this year - twice the annual average of 2016-2021. "The gold market appears to be experiencing a 'once-in-a-generation move'," said John Meyer, an analyst at consultancy SP Angel.

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Impact:

The surge in global gold prices directly affects India by increasing its import bill, widening the trade deficit, and putting pressure on the rupee. Higher gold prices can also fuel inflation and reduce household savings, as India is one of the world's largest consumers of gold.

7. India announces reforms to simplify import checks as it eyes US trade deal

India announced on Wednesday reforms to cut red tape and simplify its import quality checks, addressing a concern raised by the U.S. over what it described as the South Asian country's "burdensome" import-quality requirements.

New Delhi and Washington have been working to thrash out a trade agreement, which India hopes will bring relief from a 50% tariff imposed by President Donald Trump on some of its main exports as punishment for its Russian oil purchases.

The reforms on import checks include reduced paperwork, shorter timelines, and fewer inspections for quality approvals, the trade ministry said in a statement.

"The reforms aim to accelerate processes, reduce turnaround times, and leverage technology-driven systems to make quality assurance faster, more transparent, and more accessible for enterprises, institutions, and citizens," said Jaxay Shah, the chairman of the Quality Council of India.



SOURCES: Reuters

Impact:

The move to simplify import quality checks improves India's ease of doing business and strengthens its case in ongoing U.S. trade negotiations. Faster clearances can boost exports, attract foreign investment, and help India seek tariff relief on key products, supporting trade growth and manufacturing competitiveness.

8. India Undertakes Operation Sagar Bandhu for Emergency HADR Assistance to Sri Lanka following Cyclone Ditwah

In the wake of Cyclone Ditwah, which has caused severe flooding, loss of life and widespread disruption across Sri Lanka, India launched Operation Sagar Bandhu on 28 November 2025 to provide urgent Search & Rescue and Humanitarian Assistance & Disaster Relief (HADR) support to our closest maritime neighbor.

In coordination with the Sri Lankan authorities, the Government of India immediately handed 9.5 tons of emergency rations from two Indian Navy Ships in Colombo; deployed three Indian Air Force aircrafts for airlifting another 31.5 tons of relief materials including tents, tarpaulins, blankets, hygiene kits, ready-to-eat food items, medicines and surgical equipment, two BHISHM cubes along with 5 persons medical team for on-site training, and 80 persons special Urban Search and Rescue (USAR) teams of the National Disaster Response Force (NDRF) to assist in rescue efforts; and dispatched another 12 tons of relief supplies on-board Indian Navy Ship Sukanya. A total of 53 tons of relief material has been handed over.

SOURCES: MEA India

Impact:

Operation Sagar Bandhu reinforces India's role as a first responder in the Indian Ocean region, strengthening humanitarian diplomacy and strategic ties with Sri Lanka. The swift HADR support enhances regional goodwill, showcases India's disaster-response capabilities, and underlines its commitment to neighborhood stability and cooperation during climate-related emergencies.

9. India Announces 2 Cross-Border Rail Links with Bhutan

Under the two projects, 89 kms of railway lines will be laid and work is expected to be completed in the next four years. India on Monday unveiled its plan to build two cross-border train links with Bhutan at a cost of over Rs 4,000 crore, in first such railway connectivity projects with the Himalayan nation to boost trade and economic engagement.

The details on the new rail projects linking the Bhutanese cities of Gelephu and Samtse with Kokrajhar in Assam and Banarhat in West Bengal respectively were made public by Railway Minister Ashwini Vaishnaw and Foreign Secretary Vikram Misri.

Under the two projects, 89 kms of railway lines will be laid and work is expected to be completed in the next four years.

"India and Bhutan share a relationship of exceptional trust, mutual respect, and understanding," Misri said at a joint media briefing with Vaishnaw.

"This is a relationship that is rooted in cultural and civilizational ties, extensive people-to-people relations, and our shared developmental and security interests," he said. India's announcement of the projects came amid efforts by China to increase its strategic influence over Bhutan. Misri said the two governments have agreed to establish two cross-border rail links between Banarhat and Samtse and Kokrajhar and Gelephu.

SOURCES: NDTV

Impact:

The cross-border rail links will significantly strengthen India-Bhutan trade, tourism, and people-to-people connectivity while boosting economic development in eastern India. Strategically, the projects enhance India's regional influence and infrastructure presence in the Himalayas, countering external strategic pressures and deepening bilateral security and development cooperation.

10. JPMorgan calls India a 'bright spot' even as tariffs and \$100,000 H-1B fee bite

JPMorgan Chase & Co. views India as a "bright spot" in a difficult global economic environment, owing to its strong domestic growth and limited dependence on exports, according to Sjoerd Leenart, the bank's top executive for Asia Pacific.

Sure, it has its share of issues - the tariffs, now the H1B visa issues. But overall, it has a strong hand to play," Leenart said in an interview with Bloomberg Television in Mumbai, where the bank is hosting its annual India conference.

The Wall Street bank believes India can navigate the tariff challenges, "and will land in a good place," he added.

The United States has raised concerns about India's oil and defense trade with Russia, calling it a "threat to the national security and foreign policy of the United States." US President Donald Trump has also warned of additional tariffs on countries that levy digital taxes.

According to the Global Trade Research Initiative (GTRI), India exports roughly \$86.5 billion worth of goods to the US each year. Of this, around \$60.2 billion, or 66%, is now subject to the 50% tariff. Another \$3.4 billion in auto parts remains at 25%, while \$27.6 billion, largely comprising pharmaceuticals, electronics, and petroleum, remains duty-free.

SOURCES: The Economics Day

Impact:

JPMorgan's assessment strengthens global investor confidence in India's economy, highlighting its resilience despite U.S. tariffs and visa challenges. The view underscores India's strong domestic demand and reduced export dependence, supporting continued foreign investment, stable growth prospects, and a positive long-term outlook amid global economic uncertainty.

11. COP30: India's strong push for climate finance contrasts with weak mitigation efforts

The 30th Conference of Parties (COP30) on climate change concluded in Brazil's Belém on Saturday, November 22, on a note of compromise. India left the summit with a familiar dual image: a country pushing hard for climate justice and stronger finance for the Global South, yet still reluctant to chart a decisive path away from fossil fuels at home.

Many countries voiced dissent over the final Mutirão agreement, particularly because it makes no reference to a fossil fuel phase-out. Yet, India stood firmly behind the final agreement and pressed rich nations to honor their commitment towards climate finance.

India emphasized that developed nations still have longstanding obligations to provide climate finance and appreciated the COP30 Presidency's focus on Article 9.1 of the Paris Agreement.

But climate observers and experts say the country's growing emissions, expanding coal dependence, and delayed submission of Nationally Determined Contributions (NDCs) show how much more it could do on mitigation, and how crucial that leadership could be for the Global South.



SOURCES: The News Minute

Impact:

COP30 reinforced India's leadership on climate justice and Global South finance demands but also intensified scrutiny of its rising emissions and coal reliance. While backing the final deal, India now faces growing pressure to submit stronger NDCs and accelerate domestic mitigation without compromising development priorities.

12. India at advanced stage of talks on bilateral trade pact with US: Commerce and Industry Minister Piyush Goyal

India is at an advanced stage of negotiations for a bilateral trade agreement with the US, Commerce and Industry Minister Piyush Goyal said on Monday. US Deputy Trade Representative Rick Switzer was recently here with his team to take stock of these talks. The two-day talks concluded on December 11. "We are already at an advanced stage in our discussions with the US," Goyal said here while talking to the media about the conclusion of negotiations for the India-New Zealand free trade agreement. He also said that India has so far finalized FTAs with three members of the Five Eyes (FVEY) alliance - Australia, UK and New Zealand.

The five countries of the intelligence sharing network are Australia, Canada, New Zealand, the UK, and the US.

India is also in the process of resuming talks for a trade agreement with Canada.

"We are soon going to launch discussions for the ToR (terms of reference) with Canada also," Goyal said adding "this reflects the growing strategic importance of India in world geopolitics".

The India-US trade pact talks are crucial as both the countries are working to finalize the first tranche of the Bilateral Trade Agreement (BTA).

The talks are also important as the Trump administration has imposed steep 50 per cent tariffs on Indian goods entering American markets.

SOURCES: Business Standard

Impact:

The advanced stage of India-US trade talks signals deepening strategic and economic ties, potentially easing tariff pressures and expanding market access. A successful pact could boost Indian exports, strengthen global trade positioning, and counter challenges posed by high US tariffs amid shifting geopolitical alignments.



A RIDE TO BEST MOMENTS











ACKNOWLEDGING STRUGGLES

	Particulars	1	2	3	4	5
SEEKING HELP						
1	I feel okay with availing myself of a support system.					
2	I am aware of the counselling services that are available to me.					
3	How do I feel about discussing my struggles with others?					
4	I regretted not asking for help when I needed it.					
BUILDING A SUPPORT SYSTEM						
5	I often engage my friends and family for emotional support.					
6	I actively participate in group activities that foster connections.					
7	I try to maintain relationships with friends and family when busy.					
8	Have toxic relationships in life that I need to reevaluate or distance myself from?					
PRIORITISING SELF-LOVE						
9	I do celebrate my achievements, both big and small.					
10	I often engage in activities that bring me joy and fulfilment.					
11	I handle setbacks or failures. I treat myself with kindness during these times.					
12	I set healthy boundaries to protect my emotional well-being.					
BUILDING A PATH FOR SUCCESS						
13	I measure progress towards success regularly.					
14	I am open to adjusting my plans based on new insights or Experience					
15	I stay motivated when faced with obstacles or setbacks.					
16	I am open to feedback from others.					
PERSONAL GROWTH						
17	I reflect on my experience to facilitate learning.					
18	I am taking time for self-reflection to evaluate my growth journey.					
19	I often step out of my comfort zone to embrace my experience.					
20	I do understand my needs and desires.					

Scoring

To interpret your results, add the scores for each section and reflect on the areas where you might want to seek improvement or additional support. Higher scores indicate a more substantial alignment with acknowledging your feelings and seeking support when needed.

Seeking help: _ /20

Building a support system: _ /20

Prioritizing Self-love: _ /20

Building a path for success: _ /20

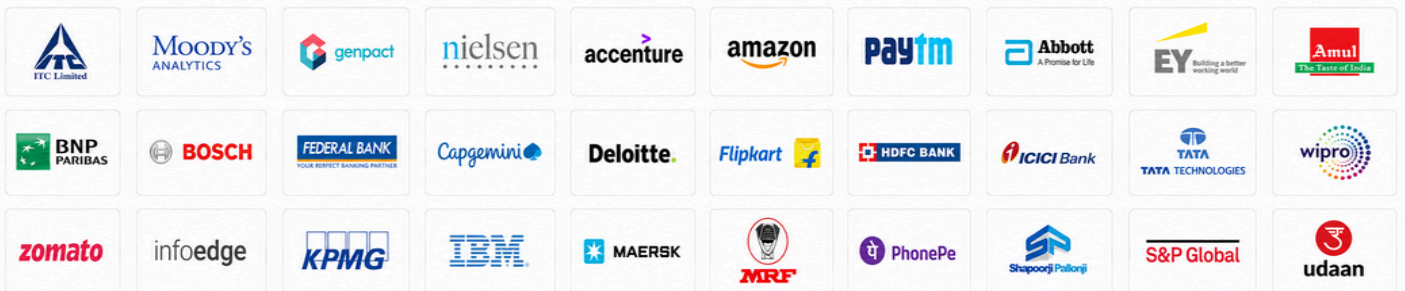
Personal Growth: _ /20

Reflection

Consider the following questions based on your scores:

1. In which areas did you score the lowest? What steps can you take to improve in these areas?
2. What are your strengths that contributed to this high score? How can you leverage these strengths to achieve and maintain that accuracy?
3. How will you prioritise self-love and a path to success?





 Sr. No. 87-88, Bengaluru-Mumbai Express Bypass, Tathawade, Pune-411033, Maharashtra India.
 020-67919470 / +91 8007989201
 admission.bschoool@dpu.edu.in |  dypbs.edu.in

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