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B-School

HEAR FROM THE BIGWIGS IN THE CORPORATES ON

- ➤ Leadership
- ➤ Entrepreneurship
- ➤ Dealing with failures
- ➤ Artificial Intelligence, technological evolution and future implications

RESILIENCE ROOM - ITS OKAY NOT TO BE OKAY

"TO ACHIEVE EXCELLENCE IN BIGGER THINGS, YOU NEED TO DEVELOP WINNING HABIT IN SMALLER MATTERS. EXCELLENCE NO LONGER REMAINS AN EXCEPTION THEN, BUT YOUR PREVAILING ATTITUDE."

MR. RAVI PRATAP SINGH
Executive Director/Partner at Deloitte South Asia

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From The President's Desk

It is with immense pleasure and enthusiasm that I extend heartfelt greetings to our readers. As a distinguished institution of higher education, I am delighted that the BUSIN publishing team is expanding its reach, capturing, and disseminating ideas across various domains.

Dr. D. Y. Patil B-School has consistently led the way in promoting innovation, entrepreneurship, and academic excellence. This recognition within the business community reaffirms our dedication to delivering a comprehensive education that prepares our students to excel in the corporate world.

I commend the tireless efforts and commitment of our faculty, staff, and students, whose pursuit of excellence has earned us this honor. Through their collaborative endeavors, we continue to make a positive impact on both society and the business landscape.

I urge all our stakeholders to celebrate this achievement and draw inspiration to further our mission of cultivating future leaders who will drive positive transformations in the business arena. I invite our readers to explore this issue and witness the outstanding work of our institution and the talented individuals shaping its success.

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

From The Pro Chancellor

I am deeply delighted and proud to witness the significant progress made by Dr. D. Y. Patil B-School through its esteemed publication, BUSIN. The magazine has proven a formidable platform, seamlessly uniting brilliant minds across diverse domains.

BUSIN has achieved tremendous success in curating insightful articles, thought-provoking ideas, and engaging interviews that have elevated its stature. It showcases the intellectual capabilities of our students and faculty while promoting a culture of knowledge sharing and scholarly exchange.

I sincerely appreciate all the contributors, editors, and the BUSIN team for their unwavering dedication and pursuit of excellence. Together, we celebrate the spirit of research and innovation that defines Dr. D. Y. Patil B-School. Looking ahead, I encourage everyone to continue supporting this outstanding initiative as it propels us toward new horizons of knowledge and empowers us to profoundly impact the business landscape.

Wishing you all enjoyable reading and a future enriched with abundant intellectual growth!

Dr. Bhagyashree Patil
Pro-Chancellor,
Dr. D. Y. Patil Vidyapeeth, Pune

From The Secretary's Desk

I am delighted and privileged to express my deep pride in the outstanding accomplishments of our esteemed magazine, BUSIN. It brings me great joy to witness the ongoing dedication of our Research and Publication Cell at Dr. D. Y. Patil B-School, as they create a platform showcasing brilliant and trending ideas across various fields.

In a world driven by knowledge and innovation, BUSIN has become an essential catalyst for intellectual growth and academic excellence. It acts as a conduit connecting ambitious minds with the wealth of knowledge and experience offered by accomplished professionals, educators, and industry leaders. Through BUSIN, we encourage our students, faculty, recruiters, and readers to expand their horizons, challenge norms, and embrace lifelong learning. The magazine serves as a fertile ground for pioneering ideas and cutting-edge research, propelling our institution to the forefront of academic achievement.

I extend my sincere thanks to the entire BUSIN team for their unwavering commitment and enthusiasm in curating content that keeps us at the forefront of groundbreaking developments. Together, we celebrate this remarkable endeavor that enhances the stature of Dr. D. Y. Patil B-School. Let us continue to champion and nurture this exceptional initiative as we strive towards a future of deeper intellectual exploration, innovative breakthroughs, and significant societal impact.

With immense pride and gratitude,

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

I am thrilled to present to you the latest edition of our Business magazine, filled with cutting-edge insights and thought leadership from across the globe. This issue dives deep into the ever-evolving landscapes of research, innovation, sustainability, and beyond.

You will find exclusive interviews with trailblazing leaders who have not only transformed their industries but have also redefined the global business ecosystem. As Henry Ford once said, "Coming together is a beginning; keeping together is progress; working together is success." Their journeys reflect this ethos, offering invaluable lessons on leadership, collaboration, and visionary thinking.

This edition also explores the pioneering technologies shaping the future of commerce, coupled with strategies for sustainable growth and effective market expansion. Our expert analyses on the latest economic trends will empower you with the knowledge needed to make informed and strategic business decisions. As Peter Drucker wisely noted, "The best way to predict the future is to create it."

We also shine a spotlight on startup success stories, showing how perseverance and innovation can overcome even the toughest challenges. Our expert panel shares actionable insights on how to navigate today's dynamic markets—fueling your entrepreneurial spirit and helping you drive your business forward. In the words of Steve Jobs, "Innovation distinguishes between a leader and a follower."

Thank you for your continued support. We hope this edition provides you with valuable guidance and inspiration on your journey of growth and discovery.

Happy Reading!

From The Director's Desk

Dr. Amol Gawande
Editor in Chief
Director, Dr. D. Y. Patil B-School

Preface

Welcome to BUSIN, your window into the ever-evolving business landscape. This edition features a collection of insightful articles spanning critical topics in modern business and leadership, aimed at equipping readers with knowledge to navigate today's complex environment.

Our editorial, Sustainable Business Management, emphasizes the importance of integrating sustainability into business practices for long-term success. Dr. Devi Premnath's piece, AI: The New Genie Revolutionising B-Schools, explores how artificial intelligence is transforming business education and leadership training. In Navigating Your 20s, young professionals receive valuable advice on career-building during their formative years.

Dr. Archana Singh's Bridging Bharat: The Rise of Phygital Retail in India showcases the transformation of India's retail landscape through the merging of digital and physical platforms. Meanwhile, Leadership Matters: It Starts from Within highlights the role of self-awareness in effective leadership.

We also take readers on a journey through global perspectives with Crossing Borders, Sharing Dreams, a reflection on student exchange experiences in Morocco. Additionally, Strategic Career Planning and Driving Digital Innovation offer strategies for career success and agility in a tech-driven world.

Finally, our Alumni Corner celebrates the cultural resurgence and economic success of the Ram Janmabhoomi Temple, while Resilience Room reminds us that "it's okay not to be okay."

We hope this issue of BUSIN inspires you to think innovatively, lead responsibly, and embrace the challenges of today's business world.

Happy Reading!

Editorial Team

Dr. Amol Gawande | Dr. Atul Kumar | Dr. Lokesh Arora
Dr. Arpit Trivedi | Ms. Geetika Jha

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Editorial: Sustainable Business Management

In today's interconnected global economy, sustainable business management has become a fundamental necessity for companies worldwide. Globalization has not only linked economies but also highlighted the interdependence of social equity, environmental sustainability, and economic viability. As these concerns converge, businesses are increasingly recognizing the crucial role they play in fostering a sustainable future.

Sustainable business practices focus on long-term social, environmental, and economic well-being rather than short-term profits. Companies are integrating these practices into every aspect of their operations—from strategic planning to day-to-day decision-making. This shift not only reduces environmental impact but also strengthens businesses against supply chain disruptions, regulatory changes, and shifting consumer preferences.

The rise of environmental concerns has pushed businesses to adopt eco-friendly initiatives such as recycling, resource conservation, and reducing carbon emissions. These efforts not only address urgent global challenges but also improve a company's public image, appealing to socially and environmentally conscious consumers.

Green Practices for Business Success

Green business strategies, aimed at minimizing the environmental footprint, are becoming standard practice. Companies are aligning these strategies with their core operations, such as supply chain management, product development, and eco-friendly packaging. By doing so, they enhance their brand reputation, attract customers who prefer sustainable products, and ensure alignment with long-term sustainability goals.

Green supply chain management has become a key focus for many businesses. Route optimization tools help reduce emissions, while adaptive technologies improve shipping efficiency and resource management. Eco-friendly packaging, using biodegradable materials, also plays a crucial role in reducing product-related environmental harm while satisfying the expectations of eco-conscious consumers.

Consumers today are showing a strong preference for sustainable products, prompting businesses to prioritize eco-friendly practices. Raising awareness of these initiatives is essential for companies to capture the growing market of environmentally conscious customers. This shift is proving to be a game-changer, helping businesses build loyalty and retain a competitive edge.

Driving Innovation Through Green Marketing and Energy Efficiency

Green marketing has become a powerful tool for companies aiming to promote sustainability. By using eco-friendly materials in product packaging, running environmentally responsible advertising campaigns, and engaging in green promotional activities, businesses are shaping a positive corporate image in the minds of their customers.

Energy efficiency is another area where businesses are making significant strides. Implementing LED lighting, investing in

energy-efficient machinery, and adopting smart technologies not only reduce energy consumption but also contribute to long-term cost savings and sustainability goals.

In the workplace, sustainable habits such as reducing paper use, promoting remote work, and implementing recycling systems are fostering a culture of environmental responsibility. These practices benefit both employees and customers, further driving the sustainability agenda forward.

Building a Sustainable Business Model

Transitioning to a sustainable business model requires leadership, stakeholder involvement, and a commitment to innovation. Business leaders must be fully invested in sustainability, integrating it into their vision and strategy. Engaging with employees, customers, and investors to align sustainability goals is essential, while ongoing collaboration with partners and institutions helps drive the development of innovative solutions.

To assess the success of green initiatives, businesses must measure and record their environmental impact. Regular evaluations provide transparency in achieving sustainability goals and offer insights into areas for improvement.

Adopting recognized green standards, such as ISO 14001, ensures accountability and demonstrates a company's commitment to sustainable practices. These certifications enhance the company's reputation and embed sustainability into its culture.

A Strategic Imperative for the Future

In today's competitive landscape, adopting sustainable business practices is no longer optional—it is a strategic necessity. Companies that embrace sustainability will not only thrive but also gain a competitive advantage. With consumers increasingly favoring eco-friendly products, businesses that align with this shift will be better equipped to navigate the challenges of a rapidly changing marketplace.

To conclude, by adopting green supply chains, addressing evolving customer expectations, and continuously measuring environmental impact, businesses can contribute to a sustainable future while ensuring long-term growth and success.

Dr. Lokesh Arora
BUSIN- Executive Editor

BUSIN THE BUSINESS MAGAZINE

BIZ watch

ITC, ZOMATO, 2 TATA COMPANIES AMONG TOP 10 LARGE-CAP STOCKS BOUGHT BY MFS IN DECEMBER

In December, mutual funds heavily invested in several large-cap stocks during a significant equity rally, with Zomato, Tata Steel, Tata Power, Axis Bank, and GAIL India being the top picks. Mutual funds increased their holdings in Zomato by 71 million shares, leading to a 19% rally in its stock price. Tata Steel and Tata Power also saw substantial buying, with ownership increasing by 33 million and 25 million shares, respectively. As a result, Tata Steel's shares rose by over 17%, and Tata Power's surged by nearly 24%. GAIL India, another favored stock, provided a 28% return since December. Additionally, mutual funds increased their stakes in Axis Bank, ICICI Bank, and State Bank of India. Other notable purchases included ITC, Samvardhana Motherson, and Mankind Pharma.

ZOMATO'S DEEPINDER GOYAL ANNOUNCES FREE WEATHER MONITORING SERVICE WITH 650 STATIONS

Zomato has collaborated with the Center for Atmospheric Sciences (CAS) at the Indian Institute of Technology (IIT) Delhi to develop the WeatherUnion.com system, and expects that this initiative will extend its benefits to more institutions and companies.

PE-VC INVESTMENTS SLOWS DOWN BUT INDIA REMAINS A BRIGHT SPOT IN APAC: BAIN & CO

"Even as the PE-VC investments declined on the back of global slowdown, India remained a bright spot in Asia-Pacific," said Prabhav Kashyap, Partner at Bain & Company, and co-author of the report.

NOKIA AND CHINA'S OPPO SETTLE DISPUTES WITH CROSS-LICENSE AGREEMENT
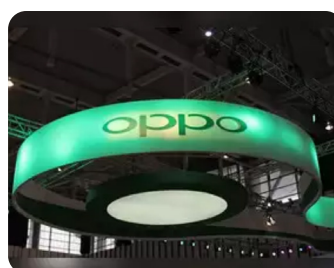
Finnish telecom equipment manufacturer Nokia announced on Wednesday that it has signed a 5G patent cross-licensing agreement with Chinese device maker Oppo, effectively resolving all patent litigation between the two companies. Nokia has faced legal disputes over patent payments with several Chinese tech firms, including Oppo. Recently, Nokia also reached an agreement with Chinese smartphone maker Honor. According to Nokia, Oppo will make both royalty and catch-up payments to cover previous non-payments, fully settling all pending patent disputes across all jurisdictions.

DISNEY STAR AND VIACOM18 COMPETE FOR IPL AD REVENUE AMID MERGER DISCUSSIONS

Disney Star and Viacom18 had a fierce competition over ad revenue for IPL 2024, even as their parent companies engage in merger discussions. Disney Star is actively pursuing sponsorships and offering ad packages for both SD and HD channels at set rates. Meanwhile, Viacom18 plans to continue offering free IPL streaming on JioCinema, maintaining its current advertising rates.

GLOBAL GENAI SPENDING BY BANKS TO HIT $85 BILLION BY 2030
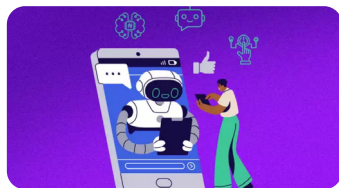
According to a report, banks' spending on generative AI (GenAI) is projected to surge from $6 billion in 2024 to $85 billion by 2030, marking a 1,400% growth. "Integrating AI at the core of operations will allow banks to offer a differentiated and personalized user experience while reducing costs. If banks do not prioritize AI now, they risk falling behind their competitors," said research co-author Nick Maynard.

Generative AI platforms, which learn patterns and structures from training data to create text, images, and other media, will drive significant changes in banking. The research found that GenAI will provide personalized spending insights and easier access to customer trends. As a result, banks will increasingly adopt AI-centric strategies, which are crucial for staying competitive in the rapidly evolving banking landscape.

RBI GOVERNOR STRESSES REGULATORY INTEGRITY AMID PAYTM PAYMENTS BANK CONTROVERSY

Reserve Bank of India Governor Shaktikanta Das delivered a clear message to the fintech sector, emphasizing that regulatory compliance is paramount, regardless of business success. His remarks came amidst controversy following RBI's decision to bar Paytm Payments Bank from operating starting February 29 due to persistent rule violations spanning seven years. The governor dismissed concerns over negative signals to entrepreneurs, asserting RBI's commitment to supporting innovation in financial technology.

The regulator's action against Paytm, which had been warned since its inception and banned from customer onboarding in 2022, underscores serious governance and compliance lapses. Despite silence from Paytm Payments Bank's board, concerns about its management have been raised by stakeholders like One 97 Communications.

Governor Das highlighted RBI's firm stance on regulatory enforcement, contrasting it with occasional exceptions made only after thorough review of reformative actions by the entity in question. He reaffirmed that supervisory actions are proportionate to the severity of non-compliance, a principle upheld consistently by the RBI.

MICROSOFT'S BIG PURCHASE! 48-ACRES OF LAND IN HYDERABAD FOR RS 267 CRORE

Microsoft reportedly has big plans to expand its data centre business in India and would be developing one of the largest data centres in the region.

APPLE AFTER TIM COOK? A LOOK AT THE LIKELY NEXT CEO JOHN TERNUS
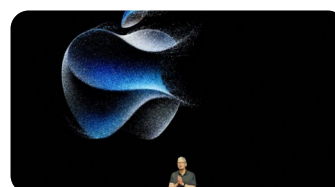
As Apple CEO Tim Cook is set to turn 64 this year, speculation has emerged about who could likely replace him at the helm of the tech giant. As per a recent Bloomberg report, the candidate most likely to take the post is long-time loyalist and hardware engineering chief John Ternus.

APPLE'S IPHONE LEADS GROWTH IN 2023, WEARABLES AND COMPUTERS LAG BEHIND

Apple's smartwatch business in India saw a modest 3% increase in revenues and shipments last year, according to International Data Corporation (IDC). However, iPad shipments and revenues declined by 11% and 27% respectively in 2023. MacBook shipments saw a sharp drop of 37%, with revenues falling by 49%. On a positive note, Apple desktop shipments grew by 7% as reported by the market tracker.

NAZARA TECH'S NODWIN AND SPORTSKEEDA VENTURES TO EXPAND ORGANICALLY AND THROUGH ACQUISITIONS

Nazara Tech, guided by Nitish Mittersain, is cautiously navigating post-IPO, prioritizing tax clarity before embarking on aggressive expansion in the gaming sector. The company's strategy emphasizes organic growth alongside strategic acquisitions, particularly in e-sports, leveraging recent additions like Ninja Global and PublishMe. Mittersain anticipates robust growth in FY25 driven by these acquisitions, aiming to capitalize on emerging technologies such as Web3, VR, and AI. Nazara Tech's focus remains on acquiring strong businesses and management teams to scale operations and generate sustainable cash flows for long-term growth.

INDIA MODIFIES AIR CARGO POLICY FOLLOWING EXPORTERS' CRITICISM

India, which previously had an open sky policy facilitating unrestricted movement for foreign airlines in air cargo, revised its regulations in 2020 to prioritize Indian carriers. This change came amidst minimal earnings from passenger flights during the pandemic, prompting airlines to rely on cargo operations for revenue.

CORPORATE SECTOR GROWTH IN PROFITS, SALES MODERATES IN MARCH QUARTER

As per an analysis of quarterly results of 378 companies done by Bank of Baroda, profit after tax (PAT) grew by 5.8 per cent in the March 2024 quarter, compared to a growth of 8.1 per cent in the same quarter of FY2023.

MAJOR GST RELIEF FOR HOLDING COMPANIES IN CORPORATE GUARANTEES

In a substantial relief for many of the holding companies in India, the Punjab & Haryana high court has stayed a circular that brought corporate guarantees under the ambit of GST.

News Source Credit to - The Economic Times, The Indian Express, Mint, Business today

Education is not employability; it helps employability : Mr. Ravi Pratap Singh

Mr. Ravi Pratap Singh, *Executive Director/Partner at Delloitte Asia* is an independent thinker with strong, confident opinions and a willingness to take risks, often pursuing unconventional ideas. He is determined and persistent, pushing hard to achieve his goals despite criticism or setbacks. While he is frank and outspoken in communication, his focus is on accomplishing tasks in his own way, often prioritizing the big picture over details. Ravi prefers to delegate minor tasks, emphasizing creativity and analytical problem-solving.

In this interview with him, get to know more about his thoughts on various current topics as well as get to know some personal side of him !!

We would love to hear more about your journey, your current role, and what motivated you to pursue this field.

My journey began long before my first job at IBM. At 17, while choosing an engineering college, I opted for a great institution over a specific branch of study. Though most suggested pursuing computer science or IT, I chose metallurgical engineering at MNIT Jaipur because I believed the place mattered more. Being surrounded by high achievers and top facilities helped shape my mindset. I was actively involved, even leading my college cricket team for two years, which boosted my confidence.

This belief in choosing the right environment carried over to my career. At IBM, I was given the opportunity to perform and grow. After 10 years there, I took a risk and joined a small start-up as the 19th employee. Over time, I scaled my role and eventually became the country head, leading a team of over 270 people.

Now, at Deloitte, I lead business functions and business units, a role that is both challenging and fulfilling. Throughout my journey, I've learned that choosing the right place can offer more opportunities and growth, just like a pond full of fish. The environment you choose plays a significant role in shaping your future success.

What's the biggest challenge you face in the consulting industry today, and how should leaders address it?

In my nearly two decades in the consulting industry, I've witnessed rapid changes in the landscape, often occurring without warning. One of the biggest challenges we face today is the increasing competition. With a global perspective, new players can swiftly enter the market and capture significant market share, intensifying the rivalry we encounter.

Alongside this competition, client expectations have evolved dramatically. Clients are becoming more educated and informed, which alters how we interact and deliver services. This shift necessitates that we adapt our approach to meet tougher client requirements. As clients become more knowledgeable about their options, we must find innovative solutions to complex problems and maintain a consultative approach throughout the sales process.

In consulting, it's not just about selling a solution; execution is critical. Many vendors can make promises, but delivering on those promises

is what truly sets us apart. Over the years, I have observed numerous challenges related to execution, yet organizations have developed innovative and thoughtful strategies to address these issues. As a result, we currently enjoy a strong position with clients globally. This continuous learning and adaptation have allowed us to thrive in a competitive and ever-changing environment, proving that while challenges exist, they also drive growth and improvement in our industry.

What's your view on the impact of technology and AI in transforming the consulting business? Are there any concerns regarding that?

When it comes to technology and AI, I believe we haven't truly grasped the full potential of what AI can offer. The tools we often hear about, like ChatGPT, are merely superficial examples of what AI really entails. The true impact of AI lies in the substantial investments organizations are making to leverage it for transformation and problem-solving at unprecedented speeds. For instance, I observed a company that swiftly transitioned to an AI-driven recruiting platform, drastically reducing its workforce from thousands to just a few hundred employees. This rapid change in roles and job functions reflects a significant trend that isn't going away. To thrive in this evolving landscape, we must embrace AI and adapt alongside it. My personal advice is to think about AI holistically and learn the underlying principles, such as programming languages and methodologies that drive it. Understanding these foundational elements is crucial, similar to how one must master C++ for mobile app development. As AI continues to reshape the consulting industry, it is essential for professionals at all levels to familiarize themselves with analytical tools and programming languages. The advancements being made by major firms are astonishing, and we are likely to witness significant changes in the coming years, not decades. It's crucial to be

proactive and prepared for the transformative impact AI will have on our industry.

While many people are aware of AI and tools like ChatGPT, there's a lack of understanding about how to create AI functionalities. How can we improve our knowledge of AI development rather than just its usage?

My approach to learning, including AI, begins with identifying a specific problem. For example, if I want to build a robot, I focus solely on the requirements for that task, not on unrelated areas like agriculture or wind turbines. By honing in on a problem statement—like improving customer service efficiency—I can research and gather the necessary knowledge and resources to address that issue effectively.

This method reflects the concept of on-the-job learning, which successful, growth-oriented individuals often embrace. They remain focused on their problem, seeking out books, experts, and courses to deepen their understanding and implement solutions. Without this targeted approach, the abundance of resources available online can be overwhelming and lead to confusion. I firmly believe that this focused, practical learning strategy will remain relevant, whether in the context of AI or any other field, even decades from now.

How can organizations foster innovation, particularly in a risk-averse industry like consulting?

From my perspective, fostering innovation within organizations begins with a fundamental acknowledgement: the need to innovate. While leaders frequently emphasize the importance of innovation, they often revert to familiar processes because they find comfort in them. Simply replacing a system for cost or efficiency does not equate to true innovation.

To spark genuine innovation, organizations

must cultivate a passionate group of individuals who truly understand what innovation entails. This requires creating a culture that embraces failure—not as a punitive measure, but as an integral part of the process. Innovation inherently involves a higher likelihood of failure, as it often entails exploring uncharted territories through research and development.

Leaders must invest not just financially but emotionally in their teams. It's about creating an environment where team members feel safe to experiment. Similarly, we can foster innovation at home with our children by allowing them to fail and encouraging them to tackle problems independently before seeking help. This principle can easily extend to the workplace, nurturing an atmosphere where creativity and experimentation thrive.

So, be open to failure and Embrace failure.

What role should sustainability and ESG factors have in financial decision-making, and how can industries effectively integrate these considerations into their strategies? Given their growing importance, what steps can companies take to prioritize sustainability and ESG in their decision-making processes?

When discussing ESG, which stands for environmental, social, and governance factors, it's essential to recognize that these three pillars are integral to any initiative in this space. Today, all organizations—regardless of size—must consider ESG not just as an afterthought but as a fundamental aspect of their operations. From the outset, companies should evaluate their environmental impact, social responsibilities, and governance practices. This includes assessing how they engage with different genders and various societal segments.

At Deloitte, for instance, we audit our suppliers—not just focusing on our performance but also examining how our partners operate. We hold them accountable for their governance and

financial practices, understanding that millions of suppliers impact our overall ESG performance.

ESG has become a significant business domain with numerous initiatives aimed at fostering sustainability. Achieving ESG goals is not merely a competitive advantage; it's a collective victory. When one organization succeeds in implementing effective ESG practices, it sets a precedent for others to follow, benefiting the entire industry.

I believe ESG should not be viewed as an isolated organizational responsibility but as a collaborative effort. When we prioritize ESG, it is a win for everyone involved, creating a ripple effect that enhances sustainability across the board.

What social or environmental causes are you most passionate about, and how do you integrate them into your professional activities?

I am passionate about both literacy and education, and I recognize that they are distinct yet interconnected. Education refers to the systematic learning we receive in academic institutions, while literacy encompasses a broader awareness that can exist outside of formal schooling. I strive to be literate in various fields where I haven't had the chance to get a formal education.

I actively support initiatives aimed at teaching younger generations essential life skills, working alongside various NGOs that are doing fantastic work in this area. My focus is on helping children understand the importance of building supportive communities and differentiating between right and wrong, as well as between societal expectations and their personal goals.

On the environmental front, I contribute by minimizing waste; I haven't printed anything in years. I advocate for walking instead of driving for short distances and try to plant trees whenever possible. I also remind my kids about the importance of conserving water and using

it judiciously. These small actions may seem insignificant, but I believe they contribute to a larger effort to protect our environment and foster a more literate, aware society.

At this level, while I'm making efforts to conserve water and engage in other basic sustainable practices, I acknowledge that these actions may seem minimal. However, I recognize the importance of doing my part. Regarding education and literacy, it's essential to understand that education is structured, whereas literacy involves acquiring knowledge in a less formal manner. Many students receive an education but lack true literacy in their fields because they do not possess the necessary knowledge. They may complete tasks, but without a deeper understanding, they struggle to apply what they've learned effectively. Consequently, companies are finding it challenging to hire candidates with the specific knowledge they need. While graduates may have impressive qualifications, they often lack the expertise required for practical application, which presents a significant challenge for organizations today.

I'm committed to conserving water and practising sustainability, though I recognize these efforts may seem minimal. Education is structured, while literacy involves gaining knowledge informally. Many students may be educated but lack true literacy in their fields, making it difficult for them to apply their learning effectively. This gap presents challenges for companies seeking candidates with practical expertise, as graduates often have impressive credentials but lack the necessary knowledge for real-world applications.

Education is not employability. It helps employability.

How do you view the role of criticism in personal and professional development? How do you typically respond to it?

I believe the key to handling criticism is to not take it personally. Culturally, we struggle to accept criticism, often viewing it negatively due to our upbringing. It's essential to remember that criticism isn't solely about us; it can pertain to our actions or organizations. Instead of seeing it as a personal attack, I view criticism as an opportunity for growth, providing valuable perspectives on how I can improve. By embracing criticism rather than personalizing it, I can learn and refine my approach in both my personal and professional life, making it a crucial tool for development.

And taking it positively as well.

When you don't take anything personally, I think the chances of taking it positively are much, much higher.

In our daily lives, students frequently encounter significant criticism, not only in organizational settings but also due to academic setbacks. Many young people experience stress and depression stemming from their educational challenges, which can profoundly impact their well-being. This environment of constant pressure deeply affects students. What are your thoughts on this? How should students approach such criticism?

I recognize that criticism can manifest in subtle ways, such as poor grades or exclusion from a team, and it's essential to understand these cues. While some factors, like the surrounding system, are beyond my control, I can always change my behaviour and reactions to criticism. I advise my students that self-doubt, although natural, should be short-lived. When facing challenges, like struggling with an English exam, the best approach is to take immediate action—like reading a newspaper or solving puzzles—until I regain my confidence. Restarting often leads to surprising accomplishments in less time than I expected.

Get up and start again.

What's one thing about you that most people won't guess from your professional profile?

Many people are surprised to learn that I'm a good cook. I cook frequently and have prepared meals for my family as well as for large groups of 50 to 80 people. Cooking is not just a passion for me; it's also a stress reliever. It allows me to take ownership and focus solely on the task at hand, treating each cooking session like a new project.

I've often been asked how I maintain the consistency of my signature dishes over the years. While there isn't a straightforward answer, I've managed to keep the flavours consistent in my cooking, which is something many find challenging to achieve.

That's a very big achievement in the kitchen section.

I came across a post on your LinkedIn that resonated with me regarding hobbies. I have a hobby that I feel passionate about, but I'm not currently pursuing it. Can you share your thoughts on this? It seems like my hobby is on the move, but I'm not fully engaging with it.

I consider my relationship with hobbies a bit of a failure, as I don't engage in activities merely for the sake of it. I strive for improvement in everything I do. When I began photography, I didn't have the best equipment, but I gradually invested in better gear and took a photography course to enhance my skills. This journey of self-improvement ties back to my desire for continuous growth.

I often explore various interests, from swimming to dancing, but I sometimes feel overwhelmed trying to focus on multiple hobbies at once. Balancing depth and breadth in my pursuits is challenging. I believe that any hobby involves a commitment of time and effort, along with the risks that come with investing in new interests.

Additionally, I recognize the importance of finding joy in these activities, even if it means taking time for introspection or simply enjoying a quiet moment. We all need to identify what energizes us and contributes positively to our lives. For students, it can be difficult to carve out time for hobbies amidst busy schedules, but it's essential to prioritize what brings us happiness. Ultimately, finding time for our passions can lead to greater fulfilment.

What advice would you give finance students aiming for a career in consulting, particularly in financial analysis and advisory?

As a finance student, the first expectation is that you possess a solid understanding of your subject. There's no room for excuses—your knowledge should be robust. But how do you stand out in a class of 100 with all A grades? My advice is to be a "safe pair of hands." This means delivering on your promises. Culturally, we often struggle with this, but in consulting, clients expect you to meet deadlines and stay within budget.

Being a safe pair of hands requires you to promise only what you can deliver. Overcommitting can lead to burnout and decreased motivation, ultimately harming your performance and the client relationship. It's vital to be reliable, especially in consulting, where clients notice if you're not meeting their expectations.

Punctuality is part of this. In a global environment, being late is not acceptable. For example, if you're working with partners in Japan or stakeholders in Europe, five minutes means five minutes. Respecting others' time is essential. People are always paying attention, whether in personal or professional settings. In a corporate environment, there will be consequences for not delivering on your commitments, so it's crucial to recognize the importance of being on time and responsible.

AI the new genie revolutionising the B-Schools - Dr. Devi Premnath

Dr. Devi Premnath is a distinguished academician committed to educational excellence and innovation. As the Head of Academic Collaboration at Jansons School of Business, Dr. Premnath is pivotal in fostering strategic partnerships and collaborative initiatives. An academician and writer by passion and by profession. Her core areas of interest lie in Marketing & Systems. A University rank holder, both at the postgraduate and undergraduate level, she has to her credit many articles in international & national journals of repute. Currently researching artificial intelligence and its applications in Marketing. She is an editor of many literary assignments and a speaker who has delivered lectures on various stages.

This semester, I devised an assignment with a research flavour for my students, spanning the diverse realms of management and requiring a sector-wise analysis. To my astonishment, well before the deadline, my LMS account was overflowing with submissions. Intrigued by this unusual promptness, I delved into the reports preemptively, only to find each one meticulously crafted, presenting a wealth of facts and figures that surpassed my expectations. It dawned on me then the transformative influence of ChatGPT in enhancing the quality of student work.

Although the idea of students utilising ChatGPT might typically incite concern among educators, I couldn't help but ponder how we could approach this phenomenon differently and harness it for their benefit. As the students were tasked with presenting their assignments in the classroom, they found themselves revisiting and reassessing the material they had autonomously generated a mere week prior. The subsequent presentations and evaluations catalysed further enrichment of their knowledge reservoirs.

The students' feedback echoed with booming endorsement of the exercise's educational value, illustrating how interventions and AI tools emerged as the unsung heroes of this narrative. This experience further propelled my contemplation toward AI mination, recognising its potential to revolutionise learning outcomes.

Artificial Intelligence (AI) 's swift advancement is reshaping the business education domain, compelling institutions to reevaluate and modernise their educational content, pedagogical techniques, and scholarly pursuits. The concept of "AI nomination" probably denotes AI's growing presence and sway across multiple industries, notably in academia. The article delves into how AI is revolutionising business schools across the globe.

In the ever-evolving landscape of education, one marvel stands out as the modern-day genie granting wishes to students worldwide: Artificial Intelligence (AI). From simplifying complex subjects to offering personalised learning experiences, AI has become indispensable for students striving for academic excellence. The AI algorithms personalise learning experiences, assess students' unique learning styles, and provide real-time feedback.

One of the most significant contributions of AI to education is the creation of **personalised learning pathways.** AI systems analyse individual learning patterns, strengths, and weaknesses to tailor educational content accordingly. This bespoke approach ensures students can learn

at their own pace, maximising their potential. AI-powered educational tools bring learning to life with interactive content. Three years ago, Deakin University in Australia introduced Deakin Genie, a cutting-edge AI application tailored for smartphones, serving as a personalised assistant for students. Deakin Genie assists students by reminding them of impending assignments and aiding in research tasks. Additionally, it facilitates group collaboration by scheduling meetings, arranging room bookings, and ensuring individual coffee preferences are met for each participant in seminar groups of 4 to 5 students. Through simulations, virtual labs, and gamified learning modules, students can engage with complex concepts hands-on. This enhances understanding and makes learning an enjoyable and memorable experience.

The **immediate feedback** provided by AI systems is invaluable for learning. Students can receive real-time assessments of their work, allowing them to understand and correct their mistakes promptly. This instant feedback loop accelerates the learning process and helps retain new information. AI has the power to bridge the accessibility gap in education. With tools like voice-to-text transcription and language translation services, learners with disabilities or those speaking different languages can access educational materials without barriers.

The other area of discussion would perhaps be the transformative change being brought in due to the **inclusion of AI in the business school curricula. Incorporating AI into business school curricula** marks a paradigm shift in how students learn and engage with course materials. Rather than relying solely on lectures and textbooks, AI-enabled platforms offer interactive learning experiences tailored to individual needs and learning styles. Adaptive learning algorithms analyse student performance and provide personalised recommendations, ensuring each student receives targeted support to master complex concepts.

One area where AI has made a profound impact is in **data analytics and business intelligence**

courses. With the exponential data growth in today's digital landscape, businesses rely on AI-driven analytics tools to extract actionable insights and drive informed decision-making. By teaching students how to leverage AI algorithms to analyse vast datasets and identify patterns, business schools equip them with the skills necessary to thrive in data-driven environments.

Furthermore, AI has revolutionised how business schools **approach case studies and simulations.** Traditionally, case studies were static scenarios presented to students for analysis. However, these simulations can become dynamic and responsive with AI, adapting to real-time student decisions. This immersive learning experience enhances critical thinking and problem-solving skills and provides students with valuable hands-on experience in managing complex business situations.

Moreover, AI has expanded the horizons of interdisciplinary studies within business school curricula. **Collaborations between business schools and other departments,** such as computer science and engineering, have developed specialised courses in machine learning, natural language processing, and robotics. These interdisciplinary programs foster innovation and prepare students for careers at the intersection of business and technology.

In addition to enhancing the quality of education, AI-driven technologies also offer **opportunities for business schools to optimise administrative processes and improve operational efficiency.** From admissions and enrolment management to student support services and alums engagement, AI-powered solutions streamline workflows, automate routine tasks, and enable staff to focus on more strategic initiatives.

However, despite the numerous benefits of integrating AI into business school curricula, trials remain. One primary concern is the ethical implications of AI, particularly regarding bias in algorithms and data privacy issues. Business schools must address these concerns proactively and incorporate discussions on ethics and responsible AI practices into their

courses to ensure that students are equipped to navigate these complexities ethically.

Furthermore, there is a growing demand for educators with expertise in business and AI technologies. Business schools must invest in faculty development programs and foster collaborations with industry partners to ensure their faculty members remain at the forefront of AI research and innovation.

Career prospects and student support are other realms where this genie seems to do wonders. Business schools and prospective students share a mutual goal: to find the perfect match between applicants and the school's culture and programs. A strong alignment ensures higher completion rates, practical application of learning, and personal success for participants. Achieving this ideal match involves several dimensions: (1) gathering data about individual applicants, (2) understanding the school's profile, and (3) utilising technology and reliable algorithms, especially in the admissions process.

While many schools recognise the potential of AI, only a handful have committed substantial resources to leverage it to enhance marketing, recruitment, and admissions procedures. Although numerous schools are exploring this avenue, they proceed cautiously due to concerns about introducing bias into AI-driven systems or inheriting bias from purchased solutions.

While AI presents numerous opportunities for enhancing education, it also poses challenges. Business schools must navigate ethics, privacy, and the digital divide. Integrating artificial intelligence (AI) presents challenges and opportunities for business schools in India, shaping their educational offerings, administrative processes, and strategic priorities. Speaking about the challenges. Many business schools in India may lack the necessary infrastructure and resources to implement AI technologies effectively. Limited access to cutting-edge AI tools and expertise can hinder their ability to innovate and stay competitive. There is a shortage of professionals with business and AI technologies expertise in India. Business schools face the challenge of developing curricula and hiring faculty members who can teach AI-related subjects while also understanding the intricacies of business management.

As AI becomes increasingly integrated into various aspects of education, concerns about data privacy, algorithmic bias, and ethical use of AI arise. Business schools must address these concerns proactively and ensure that AI technologies are deployed responsibly.

Opportunities provided by AI are many, to cite a few data analytics and research business schools to analyse vast amounts of data to derive actionable insights and conduct cutting-edge research. By incorporating AI-driven analytics tools into their curriculum, business schools can equip students with valuable data analysis and decision-making skills.

AI-powered solutions can streamline administrative processes such as admissions, enrolment management, and student support services. Chatbots, predictive analytics, and automation technologies can optimise workflows, reduce manual efforts, and improve operational efficiency. Business schools can collaborate with industry partners to develop AI-driven programs and initiatives that address real-world challenges. Business schools can ensure their curriculum remains relevant and up-to-date by working closely with companies and startups in India's thriving tech ecosystem.

As the business world becomes increasingly reliant on AI, business schools are responsible for staying ahead of the curve. AI prepares business schools for the future by fostering personalised learning, adaptive curriculum, data-driven decision-making, operational efficiency, research innovation, and industry collaboration. By embracing AI technologies and integrating them into their educational and administrative processes, business schools can stay ahead of the curve and continue delivering value to students, faculty, employers, and society.

Navigating your 20s!
- Devaki Purohit
(Soon to graduate the 20s)

Ms. Devaki Purohit is the author of two novels, published internationally when she was 16 (Zoriaver's Prophecy) and 20 years old (Hidden in the Scars). She has been a journalist for three years with over 50 articles published in various reputed newspapers such as Sakal Times, Pune Mirror, Pune Times, etc. She is also the founder of a startup called ClassApart, through which she has been conducting professional training courses for various Corporates and Colleges for over 6 years. With her post graduate diploma in psychological counselling, she focuses on the topics such as personality development, confidence building, communication, etc.

The 'Awe' Factor

There is always a perception that your 20s are meant to be the best years of your life. All the movies and TV shows certainly put up that picture. Wild times, late nights, hot dates, designer shoes, club parties and so much more. Above all - a tight knit group of friends who will be there with you through thick and thin. It does paint a really tempting picture, especially as a teenager. It is also not uncommon to believe that you'll have your life and career figured out, sorted, done and dusted.

But anyone who has graduated from their 20s will surely tell you that this defining decade is notorious for being unpredictable, challenging and disorienting. But hey, no matter what, it is without a doubt a crazy joy ride, not for the faint of heart!

Busting the Myth

So, sorry to burst that bubble, but you've been lied to my friends. Yes it's going to be new and exciting, yes it's going to be full of wonder, but it's not going to be perfect. You're not going to know what you're doing half the time and the other half you're going to spend wondering why time is flying by so fast. You're going to doubt all your chances, second guess every decision and severely question how they hung out every day in F.R.I.E.N.D.S when it takes three months for you to plan a coffee catchup with your old buddies. Adulting hits you like a truck, money never seems to be enough and you're going to feel like you're falling behind everyone. And the worst part – you're going to think you're the only one going through it.

But here's where it gets interesting, because it truly is the defining decade. We just forget to zoom out!

With Freedom comes Great Responsibility

Your 20s are a trial period before a permanent membership, your credit card already on record, just itching to be cashed in. So it's vital to use this period wisely. The reason most twenty year olds fumble the ball is because they forget to factor in the barrage of responsibilities that come flying in, only laser focused on the freedom part of it.

You can stay away from home – But you need to take care of your own food and laundry.

You can drive around on your own – But you need to pay for petrol.

You can meet up with your pals for a nice bite – But you can only afford cup noodles!

You are earning through internships and jobs – But work takes up all your free time.

You are building your career the way you want – But you're underpaid and overworked.

The dating pool opens up – But your family starts talking about marriage.

Either way, all the things that you looked forward to in your teens, suddenly don't give you the joy that you expected. For a simple reason – you forgot to factor in the responsibilities. There is no such thing as a free meal in life. No yin comes without a yang. And this realisation leads to disappointment, which leads to a sense of failure.

But stay with me, times makes everything better.

The Hustle is Vital

People come out of their 20s in only two ways after they realise that it's not all sunshine and roses –

> **1.** They come out swinging, or
>
> **2.** They come out defeated

Either way, they're setting themselves up for life. This era will either make you or break you.

Excuses are thrown around carelessly at this point in life. Excuses about time, about effort and about the ratio of investments to rewards. But, you're meant to be uncomfortable at this age, because that's when you get going and move in the right direction. No job is going to pay you enough as a fresher, but you've got to take it anyway. That's how you build your experience and exposure. Time is always going to feel limited, but that's when you stay up longer and wake up earlier. Sleep is important, but manageable. This is the time when you should be taking on projects that would scare someone in their forties, because the cost of failure is very low. These are the years when you should say 'Yes' to every opportunity that comes your way and make way for them in your daily life.

The first half of your twenties should be dedicated to horizontal growth – trying your hand at different things, figuring out your passion, understanding what excites you and finding out what you're good at. Your resume is going to thank you for it.

The second half of your twenties should be dedicated to vertical growth – honing in on the passions that you figured out previously, diving deep into the field that excites you, building your expertise, finding a stable ground and some stability that can make your ride into the next decade a lot smoother.

If you only spend your twenties wasting away, drowning your liver with booze, flitting from one relationship to another for no good reason and chasing money instead of knowledge, it's all going to come back to bite you on your bottoms. And that bite will leave a lasting sting.

Fruits of Fitness

Speaking of habits, the mind and the body that you build now, are going to carry you well into your eighties and nineties. Your future self is counting on you. Do you really want to be the one to disappoint yourself?

Invest in your health, both physical and mental. Join a gym or follow a good fitness channel on YouTube and avoid eating high carb, high fat foods every day. Save them for special occasions. Avoid ordering food on a whim, because you know you're going to regret temporarily satisfying your cravings. If you're an emotional eater or if you associate food as a pacifying mechanism, talk to someone about it and build a healthy relationship with food.

If you're dealing with any emotional distress, most colleges and corporates have a counsellor available. Getting help is nothing to be embarrassed about. You're playing the long game after all.

But the habits and the routines that you'll build in your twenties, will absolutely define your future, for without health, you have nothing.

Money Money Money

Whoever said money can't buy happiness was only partially right. Money is a dangerous game that most twenty year olds don't know how to play. Striking the balance between earning, saving and spending doesn't come naturally to a lot of youngsters. But it's a skill, and every skill can be learnt.

Giving up great work opportunities due to low pay, may not do you any favours in the long run. Knowing how to look at the bigger picture and make strategic choices is crucial. Getting your foot in the door is always the hardest, and money shouldn't be the first deciding factor in your twenties.

Knowing how much, when and on what to spend is of vital importance too. Learn to differentiate between needs and wants right away. Segregating money for needs and occasionally spending on wants is a sure shot way to find satisfaction with money.

And lastly, no one ever became a millionaire by earning alone. They knew how to use the money that was coming in. So, talk to experts in the financial world and understand everything that you can about investing your money wisely.

This is your moment. Strike while the iron is still hot!

Discipline v/s Regrets

Discipline is hard. Regrets are hard. Choose your hard.

As you get closer to your late twenties, a sense of panic begins to settle in. Time seems to be running out for everything. And then you reach a point where you look back and wish you had started earlier. Don't let this be your story, because regrets are very painful.

Waiting for motivation or inspiration will never work. Action is what leads to both those things. That's a hard pill most adults don't want to swallow. Get disciplined, get focused. Continuing on your horizontal explorations past a certain point in your twenties leads to paradox of choice and decision fatigue. Don't get stuck in that loop.

Keep your head down, your nose clean and your eyes sharp. Then watch how your life turns around.

Relationships and Repercussions

Let's talk about something juicy for a minute. Falling in love is beautiful. Meeting someone new is exciting. Going through that definitely gives you a high. The butterflies are fluttering, the sun is shining, the coffee tastes better and the world seems happier.

Then, that changes as everything calms down. Routine sets in. Things may even get a little boring. That is a crucial point that needs to be navigated with thought and clarity.

A twenty year old who is just out for fun without a care for the future, will mostly bolt at this stage, seeking that high with someone else. But if you're sensible and you think you're with a good person, you'll be patient to see it through.

Routine in a relationship is good. Boring bits in a relationship are good. They prove stability. And if you think about it, you need a stable person in your life to grow old with, through the good times and the bad. Not someone who runs at the first sign of slowing down.

Sure, the high is fun, but it is always short-lived. Decide now if you want to spend the rest of your life chasing the high, or you want to win at life.

Choices Define Everything

As we just saw, the choices that you make now are going to have a long lasting effect. Life will hand you second chances only so often. So, the actions that you take today, in your twenties, matter more than you realise.

Choose to be a good human being. Choose to let go of grudges. Choose to forgive. Choose to cherish. Choose gratitude over greed. Choose love over hate. Choose wisdom. Choose knowledge. Choose temporary pain over temporary gain. Choose growth. Choose well. Choose right.

Instant gratification ruins lives. Constantly feeding your dopamine receptors fries your brain. Choose to do the hard thing because you know it'll pay off in the end.

Don't ever play the blame game. You and you alone are responsible for the choices that you make in your life. And in the end, everyone has to lie in the bed that they make.

Hacks

Okay, maybe I wrote 'choose' too many times. Let me make up for that with some quick hacks for your twenties.

1) Be patient. Everything that you deserve and desire will come to you, with time. You can't fast forward.

2) Be kind to yourself. You'll start feeling confident in yourself as you get closer to your thirties. Your insecurities will fade.

3) Invest in good formal-wear. Trousers, a blazer or a coat, button down shirts and formal shoes. Colour options – solid black, navy blue, white, grey or any other pastel shade.

4) Always be well-groomed. You never know what the day is going to look like.

5) Build your network but don't depend on it.

6) Always look at the bigger picture. Shortsighted decisions will always come back to haunt you.

7) Treat your partner with respect and work at building a life together.

8) Become excellent at communication. Learn to express your thoughts, desires, problems and worries in a clear, calm and rational manner.

9) Don't try to be or act cool. That's lame and every one can see through the act. And you don't want to attract the crowd that can't.

10) Your group of friends matter a lot. You are absolutely judged by who you surround yourself with. Your actions will change depending on who you're sharing your life with. Choose wisely and cut out the rotten. They will serve no purpose.

11) Say yes till you earn the right to say no. Get off your high horse. You're at the bottom of the food chain right now. That's okay. Build your way up because the view is great.

12) Be kind and respectful to others. Always. It's a non-negotiable.

13) Read, please! Knowledge truly is power.

14) Be friends with the support staff, wherever you are. They are the backbone of the organization.

15) Learn professionalism and business etiquette. You'll be easily noticed if you're a well-polished individual.

16) Learn to accept mistakes and failure. Get back up, dust yourself off and keep moving forward. Don't let the fear of messing up have a chokehold on you. Mistakes make you a better human being.

17) Don't try to do the bare minimum. Always go above and beyond. It'll pay off.

18) Don't be afraid of hard work. There is literally no substitute.

19) If you don't know something, ask! Don't let your ego get in the way. Every problem usually has an easy solution, if you're willing to just ask.

20) Lastly, be humble. No matter how high you soar, keep one foot on the ground. Humility enables you to be lovable.

Well, that brings me to the end of this. Like I said at the beginning – your 20s are a crazy joy ride, not for the faint of heart. No matter how you choose to navigate it, make sure you make it count!

21st Century: Not An Era Of War
- Neeraj Kumar

Neeraj Kumar is a Dr. D. Y. Patil B-School student, currently working as an Officer Trainee in sales & Marketing at Dabur India Ltd, one of India's leading FMCG companies. He also serves as the editor-in-charge of the college newsletter, joint treasurer of the social committee, and sports coordinator for the Rotaract Club. Beyond his professional and personal pursuits, he is interested in geopolitics and international relations, which helps him understand the complexities of business dynamics and factors that influence market conditions and business strategies.

The war will end, and the leaders will shake hands.
The old woman will keep waiting for her martyred son.
The girl will wait for her beloved husband.
And those children will wait for their heroic father.
I don't know who sold our homeland.
But I saw who paid the price.

- Mahmoud Darwish

For centuries, war has been a tool for the imperialists to increase land, economic, and military power. Religious, Political and Ideological reasons also fueled these needless wars in the wake of Nationalism and humans were plagued by numerous battles for their survival. But the dynamics changed after the globe witnessed the two major World Wars, causing mass destruction of cities, millions of deaths, including civilian casualties and major economic fallouts. The 20th century witnessed various wars varying in impact, intensity and consequences, including the First World War (1914-18) and the Second World War (1939-45). Modern warfare and ammunitions completely changed how wars were fought, and the dropping of two atomic bombs on Japan by the US was the final blow which sent a shockwave around the world, realising the scale of destruction these bombs were capable of and how they could end the human society within seconds, compelling the world leaders to reconsider their grudges and come together for a peaceful co-existence and sustainable development. The end of both wars led to the consideration for the formation of a platform that would freely advocate for peace and encourage related mechanisms, with the United Nations coming into existence on October 24, 1945, after 29 nations had ratified the UN Charter. The establishment of the United Nations brought the whole world under a table to discuss future courses of action, and it fostered dialogue, diplomacy and peace through international treaties.

The latter half of the 20th century saw the

emergence of a bipolar world, constant tensions between the contrasting powers of the USA and the USSR and its allies, fluctuations and rampant threats to livelihood and the environment even without escalation to a hot war. However, the end of the Cold War in the 1990s led to the creation of a single-handed hegemon- The US

pointing out the usage of tactics of 'soft' influence, cultural hegemony, consumer culture, the opening of trade barriers, and relaxation in Foreign Trade Investments, thereby leading to 'McDonaldization', curbing down to the fact that diplomacy was the call of the hour to exacerbate hegemony.

Entering the 21st century, this era saw the emergence of a multiparty world order with various players like India and China engaging in attaining dominance owing to globalisation. However, the chase towards power did not land these nations to engage in conventional methods. For example - India's neutral stands on important issues like the Russia-Ukraine War and the Israel-Gaza conflict points out its protectionist tendencies so that it could extract benefits out of its neutrality and encourage peace-building mechanisms, resting these issues by building up an economy that allows India to exert substantial control.

Meanwhile, China seems to believe in exploiting resources to seep into the nation cleverly and exert its control steadily. The Belt and Road Initiative aims to build infrastructure across countries of Asia, Africa, and Europe, thereby overshadowing the formation of a debt trap for those countries and allowing China to take control.

The ever-encompassing market and the cheap labour that China provides also allow it to play an unfair game of entitling itself to power.

The formation of regional corporations like the BIMSTEC, IORA, EU, SAARC, and ASEAN gives us enough testimony about the immense faith that nations lay down in the ideals of cooperation and engagement, accompanying capacity-building measures, bandwagon strategies to counter to the ill effects of the emerging dominance of a country or for their own betterment.

Time to PONDER !!

Is the WORLD WAR 3 around the corner?

No

Moreover, it looks like today's conflicts may settle into a relatively safe pattern because of the following-

1. A war is fought between proxies

2. The scale of war is controlled by the opposing world powers as an elaborate, thoroughly managed dance (two-, three- or more parties)

3. Publicly, the world powers demonstrate cheeky taunts, sulky rumbles, moral indignation and defiant insults, but behind the colourful scenes and the entertaining noise, everyone is talking business to each other like normal people do in boardrooms and customer offices. It all cooks down to a bloodless backroom compromise.

Leadership matters: it starts from within - Dr. Amit Arun Medhekar

Dr. Amit Arun Medhekar is a seasoned academic and industry professional currently serving as a Professor at Arihant Institute of Business Management in Pune. A Research Guide under Savitribai Phule Pune University, Dr. Medhekar holds a B.E. in Production and an MBA in Marketing from Dr. Babasaheb Ambedkar Marathwada University. He earned his Ph.D. in Marketing Management from Savitribai Phule Pune University.

Dr. Medhekar has over six years of industry experience in Operations and Marketing and has dedicated the past 17+ years to academia, teaching Marketing Specialization and General Management subjects at MBA institutes affiliated with Savitribai Phule Pune University. In this article, he talks about various facets of leadership and how important it is to to transform oneself before transforming others.

We grow with our own viewpoints, dreams, and strengths. Sometimes, we attain the highest possible level in the field we are passionate about. It happens effortlessly. Others may wonder about the breaking of the spell. We, at times, astonish ourselves with our own accomplishments. We become natural leaders in that specific area. We enjoy the contribution we make in that sphere of life.

Some extraordinary people get connected with us. It proves to be a boon in the long run. With continual practice, we understand pits and falls. We emerge as leaders from whom others can learn and develop new skills. Leaders must lead. They must exercise the vision and mission of life. They should understand the importance of teamwork and delegation.

These qualities help in Business. Hence, whatever business we are in, it is about 'I' and 'WE'. Hence, we should allow them to have the authority to carry responsibility. A leader can be perceived as emotionally intelligent, with his emotions entwined with the social influence process. With logic and intuition, we have created varied disciplines in the world, which we have put forth through a combination of science and wisdom.

Some skills are still rare and hard to adopt. Those are exceptional ones as they require much more rigour and practice. Those are: "people skills". Influencing and motivating people is a remarkable quality of a leader. The touchstone of successful leadership is first to influence human networks and, secondly, well-developed communication skills.

The greatest challenge is persuasion and relationship acumen.

Leaders carry different attributes which make them popular among followers.

There are certain common attributes while we explore leadership:

1. **Motivation :** This strength must be at the core of a leader's personality. Effective leaders set benchmarks through his example. He understands the importance of teamwork and heightens the morale of the team. He creates a self-made path. Motivation leads to greater energy levels in others. Hence, it becomes an undeniable quality in every leader. Leaders

create their charisma through the ability to influence others. He should develop Esprit De Corps among employees.

2. **Communication :** Creating rapport and connecting with others is impossible without proper communication. There should be a dialogue among players with whom we are willing to share and exchange thoughts. We must articulate well. There should be a clear message adopted in one's action. It should be revealed with skilful expression and mutual ties built through it.

3. **Explicit purpose :** Everyone must understand the importance of changing roles in one's own milieu of influence and challenges. Organisations and individuals in it must know the clear and explicit intent that plays a pivotal role in the dynamism of leadership. It must be shared with others to align personal goals with organisational goals in the light of the purpose.

4. **Determination :** This is the most remarkable quality any leader should possess. It is almost contagious to observe and instil it in oneself. One must ponder to what extent we have gained this virtue. We must find within this quality to be self-willed. Dedication, commitment, confidence and determination should be practised by each of us.

5. **Decision making :** Leaders should control the helm of the organisation through the ability to make decisions at the right time and make a difference. He should direct the organisational employees through his abilities to foresee and forebode obstacles. Through his competence, he must provide long-term leverage to the business. He must surmount the present and future difficulties through his vision and sort out relevant imbroglios.

6. **Pro-activeness :** We must plan and address the problems beforehand. We must be smart enough to sense and resolve problems which may augment later. There is nothing as small a problem as it becomes large if unnoticed. Conflicts can be resolved by exhibiting

celerity through effective cooperation and collaboration with peers and subordinates. Do whatever you can do to exercise it proactively.

Leaders should direct in the right fashion, which matters in the long run. He may work as active agent or at times as catalyst. He should generate faith in others. The leadership principles mentioned above, if practiced well, we can reach new avenues. Leadership matters.

SEIZE THE OPPORTUNITIES

We need to keep an eye on opportunities. That leads and drives you towards short and intermediate goals. There is sometimes a vertical leap and sometimes a spiral growth. Life is full of possible tread-offs. We must evaluate the right opportunities and find out the best out of those alternatives. But we should be wise enough to grab the right one.

There is everything abundance in nature. We can find oysters, crabs, fishes, sea plants, shoals, and pearls as we advance into the sea. We must search for the best what comes in our way.

Your choice through the right search matters a lot. Hence, we must probe opportunities and judiciously make decisions that are most suitable for that time. Ask what options are available to me. What exactly do I want? What is the time horizon for me? How much impact that decision can have on my career? Pitch on the growth options, and you will feel rejuvenated.

Opportunities are seized through clear goals. Adversity can be hidden many a time by windfall. If you find your challenges being surmounted, your confidence grows. There is no alternative to face challenges, resolve conflicts and attain goals. We should avoid escape mechanisms and continue to access varied goals. We must manage our time. Set the schedule and keep our deadlines. Prioritisation is the key to deciding urgent vs. important goals.

We should choose the sequence and grasp it through intuitive competence. Looking around for an opportunity curiously is a sign of smartness. Tacitly acting on that gives us the best possible outcome. We must manage our abilities and reduce those to make our opportunities available.

OBSTACLES- THE STEPPINGSTONE OF SUCCESSFUL LEADERSHIP

Each day, we are hurled with obstacles either on the personal or professional front. If we sort it out by responding, those don't seem burdensome. If we focus on solutions, the problem will provide additional learning and sources of knowledge.

All problems are not failures. All obstacles are not adversities. All difficulties are not defeats. We should overcome the problems, face obstacles, and conquer the difficulties. We should be simple without being simplistic.

With personal aplomb, we may tread through a bunch of problems. With heightened awareness, we can bring about a change in our psyche and behaviour. With equanimity we can pave a path through the aquiline turns of Destiny. The key is how we perceive opportunities and are responsive to threats created by competition.

The crux is- to use obstacles to improve effectiveness and gain excellence. It is to find opportunity in adversity. We may work industriously and diligently to overcome hardships. We must keep on working until the goal is reached. Then let's take one step more towards life goal. The greater the difficulties the more powerful would be the success. The danger is not that we aim high and miss it, the problem is we aim low and get it.

One poet puts it remarkably:

Heights by great men reached and kept,
Are not attained by sudden flight.
But they while their companions slept,
Were toiling upward in the night.

We are alive and hence we can be bigger than the obstacles. We are here to contribute and perform our personal best. Go on grabbing higher avenues. We set our limits. We should permit ourselves to break the precincts. Do transcend the self-made ruts. We should not work like arid machines. It will emancipate you from your mind's clutches. Chase your dreams. Remember, Obstacle is the steppingstone of success.

SEIZE THE OPPORTUNITIES

We need to keep an eye on opportunities. That leads and drives you towards short and intermediate goals. There is sometimes a vertical leap and sometimes a spiral growth. Life is full of possible tread-offs. We must evaluate the right opportunities and find out the best out of those alternatives. But we should be wise enough to grab the right one.

There is everything abundance in nature. We can find oysters, crabs, fishes, sea plants, shoals, and pearls as we advance into the sea. We must search for the best what comes in our way.

Your choice through the right search matters a lot. Hence, we must probe opportunities and judiciously take decisions most suitable for that point of time. Ask what are the options available for me? What is that exactly that i want? What is the time horizon for me? How much impact that decision can have on my career? Pitch on the growth options and you will feel rejuvenated.

We should choose the sequence and grasp it through intuitive competence. The habit of looking around for an opportunity curiously is the sign of smartness. Tacitly acting on that gives us the best possible outcome. We must manage our abilities and prune those to avail our opportunities.

Leadership before transforming others first transform oneself. You should have a self-driven purpose in mind to solve the problem. Begin with yourself and free others once you have that ability.

Bridging Bharat : The Rise of Phygital Retail in India

Dr. Archana Singh & Dr. Atul Kumar

Dr. Archana Singh, a distinguished Professor at Dr. D. Y. Patil B-School in Pune and holds a PhD in Commerce and dual master's degrees in Cost & Management Accounting and Business Administration.

Additionally, she is UGC SET qualified and has a B.Ed degree. With a strong focus on Accounting, Higher Education, Business Administration, and Sustainability.

Dr. Atul Kumar is a Dean & Professor at Dr. D. Y. Patil B-School, Pune, India and a visiting professor at Boston International College. He holds a Faculty Development Programme certificate from the prestigious Indian Institute of Management Ahmedabad, where he honed his skills in teaching pedagogy and research methods.

His core competencies include quality assurance, accreditation, academic advising, and university teaching. He is passionate about creating and disseminating knowledge that contributes to advancing management and society. In this article, the authors try to show the readers the opportunities for India in view of the rise in Phygital Retail.

In the coming years, India's retailing will see significant changes. Retailers are adding a new character to their scheme's storyline of exploring and filling the gulf between India's urban and rural markets as the Indian economy rises. Through retail empowerment, we can achieve sustained development and reach a target rate of 5 trillion. Retail sector development is a blend of physical and digital. Leveraging its interaction with the traditional material living conditions as externalities advantages is largely self-taught. Retail is an evolving aspect of Indian culture and history. Retail's modern concept is to make markets more lively places to live, in a spirit delivered directly from physical to digital. After a certain stage of evolution, sustainability becomes the standard way to develop your business. As mentioned by

Jeff Bezos, founder of Amazon: "Phygital retail is the future of shopping, where convenience and personalisation come together to redefine the retail customer experience." This will reduce

economic disparities, and old trading patterns will be exchanged for new ones. When physical and digital retail converged, physical was born, giving consumers the best of both worlds - the tangibility of storefronts and the convenience that only web shopping can offer. Phygital retail means traditional retailing enhanced by digital technologies, such as increased customer connectivity and sales volume. Phygital retail combines the best of both physical and digital worlds. The retail industry is moving in the direction of bridging the physical and digital gap, helping consumers create an extensive, meaningful experience throughout every contact point with company brands. However, as the retail sector goes digital, according to the Financial Times, it provides an unprecedented opportunity for cities and the countryside to be linked with each other. That is why several agricultural companies have been working to merge together both physical trade outlets and online stores: by taking advantage of the internet but retaining their traditional retailing quadrant. Centres such as Digital India and Bharat Net, both of which are run by the government, have been trying to provide rural areas with online facilities. The aim is to enable small retailers to use digital tools and thus expand their markets. Besides, a rural consumer accessing phygital retail can choose from an unprecedented range of products and services. Thus, if India managed, through innovation and collaboration, to create a retail ecosystem that caters to everyone, the potential economic growth and social inclusion the country could achieve would be substantial, to say the least. The future of retail is one in which the wall between physical and digital channels is completely dismantled and authentic end-to-end customer experiences are forged at every interaction point. Mukesh Ambani, chair of Reliance Industries: "The emergence of phygital retail will be a powerful force in building sustainable growth in India through the 2020s and an important plank in the national vision for deepening resident livelihoods." Moreover, phygital retail in rural India is an important enabler for rural consumers to access a range of products and services, reducing geographical barriers and thus providing choice and convenience. India is currently at an inflexion point, and we can seize this opportunity to reimagine how retail can come together as a cohesive ecosystem that caters to the needs of its massive population in a manner that enables economic expansion and social inclusion to be a reality across the nation. The next frontier of retail will be about closing the gap between the physical and digital and providing relevance and meaning for consumers at each touchpoint. The Fujitsu Group considers sustainability to be an option and as essential as the continuance of its business activities over the long term into the future. As Microsoft CEO Satya Nadella puts it, "Retailers have an important advantage when they unite the physical and digital worlds, meaning customers will get more bang for the buck." Combining high-end technology and deep consumer engagement makes PHYgital retail a potent format. That form of shotgun retailing transcends place, even though you can employ any app anywhere.

In urban and rural markets, physical retail grows Bharat, empowering everyone. In this "Phygital Age" created by ever-advancing technology and people's accelerating pursuit of convenience, the most convenient fiscal and monetary systems will be rewarded. Byron Reese, Technology Officer at the Houston Energy Group, said," Phygital retail is not merely about technology.

So let's go phygital in the digital world to acquire sustainability in retail!

Read the best from Domestic Sphere

THE GOVERNMENT HAS RELEASED GUIDELINES FOR GREEN HYDROGEN USE IN THE TRANSPORTATION SECTOR.

Recently, the Indian government proposed a Rs. 500 crore initiative (until 2025-26) to assist pilot projects evaluating the potential of green hydrogen as a fuel for automobiles and heavy vehicles. The project, overseen by the Ministry of New and Renewable Energy (MNRE), seeks to test the technical feasibility, assess economic sustainability, and show the safe functioning of hydrogen-powered cars and refuelling facilities.

THE RBI HAS DECIDED TO KEEP THE POLICY RATES UNCHANGED.

The Reserve Bank of India's (RBI) Monetary Policy Committee (MPC), which met recently, opted to hold the repo rate, the primary policy rate, at 6.5 percent and continue the policy stance of 'removal of accommodation'. The six-member MPC, led by RBI Governor Shaktikanta Das, made both judgements with a majority of 5:1.

INDIA NEEDS 8-10% ANNUAL GROWTH TO TAP DEMOGRAPHIC DIVIDEND: RBI REPORT

According to a recent research, the Indian economy must develop at a pace of 8-10% each year over the next decade to profit from its demographic dividend. The RBI emphasises that India's long-term development plan should prioritise maximising the contribution of its youthful and rising labour population to GDP growth.

CURRENT FOREX RESERVES OF INDIA

According to the most recent data, India's foreign exchange reserves declined by $5.4 billion, to $643.16 billion. This fall comes after the reserves hit an all-time high of $648.56 billion after a seven-week rally. The fall in forex reserves was principally caused by a drop in foreign currency assets (FCAs), which declined by $6.51 billion to $564.65 billion. FCAs, the greatest component of forex reserves, take into account the effect of non-US currency appreciation or depreciation, such as the euro, pound, and yen held in reserve. Gold reserves, on the other hand, expanded by $1.24 billion to $55.8 billion during the same week. Special Drawing Rights (SDRs) decreased by $93 million to $18.08 billion, while the reserve position in the International Monetary Fund (IMF) dipped by $35 million to $4.63 billion

INDIA IS DEVELOPING INDIGENOUS HIGH-SPEED BULLET TRAINS

India has began constructing an indigenous bullet train capable of reaching speeds of 250 kilometres per hour (kmph), outpacing any existing train on the Indian railways network.

In the global context, high-speed trains are those that can move at speeds greater than 250 kmph, such as the French TGV and the Japanese Shinkansen. The Shinkansen E5 series bullet trains, which India intends to deploy on the Mumbai-Ahmedabad route, can travel at speeds of up to 320 kmph.

INDIANS PERMITTED TO HEDGE GOLD PRICE RISK OVERSEAS MARKETS

The Reserve Bank of India (RBI) allows Indian residents to hedge their gold price risk on IFSC-recognized exchanges. Governor Shaktikanta Das announced the decision during the Monetary Policy Committee (MPC) meeting, where the repo rate was lifted by 35 basis points to 6.25%.

IN FEBRUARY 2024, RETAIL INFLATION IN INDIA EASES TO 5.09%.

The Ministry of Statistics and Programme Implementation released data showing that in February 2024, India's consumer price index (CPI)-based inflation decreased to 5.09%.

Prior to January 2024, the retail inflation rate had decreased from 5.69% in December 2023 to 5.1%. According to the latest figures, the goal inflation has continued to remain within the 2–6% tolerance zone set by the Reserve Bank of India (RBI) for six months running. It is noteworthy, therefore, that this is the 53rd week in a row that the headline number has surpassed the 4 percent medium-target rate.

MISSION DIVYASTRA: INDIA USES MIRV TECHNOLOGY TO SUCCESSFULLY TEST THE AGNI-5 MISSILE

India tested an Agni-5 ballistic missile fitted with multiple independently targetable re-entry vehicles (MIRVs) on March 11, 2024, marking a noteworthy milestone. With this accomplishment, India joins the select group of countries that own operational missiles with MIRV technology, including the permanent members of the UN Security Council.

CENTRE SANCTIONS RS 21,253 CRORE TO ADDRESS KERALA'S CRISIS

The Indian Central Government provided the state of Kerala with a large sum of money towards the end of May 2024 to assist it in dealing with its economic issues. The Minister of State for Electronics and Information Technology announced the adjustment in a public post on platform X. Up till December 2024, the Centre has allowed Kerala to borrow up to Rs 21,253 crore.

Kerala's economy has been plagued by issues such as late payments to employees and stalled progress on numerous state projects. Employees of the Kerala State Road Transport Corporation (KSRTC) were severely impacted by the economic crisis, which disrupted their income streams.

INDIA'S MARKET CAPITALIZATION CROSSES THE $5 TRILLION MILESTONE.

The market capitalization of all companies listed on India's Bombay Stock Exchange (BSE) just surpassed $5 trillion, a significant milestone for the market. India is now the world's fifth most valuable country, trailing only the United States, China, Japan, and Hong Kong. The market's worth was $5.05 trillion. The substantial increase in value is primarily attributable to the strong performance of bank and automobile companies, which pushed benchmark indices to all-time highs.

RBI APPROVES THE HIGHEST-EVER DIVIDEND OF RS 2.11 LAKH CRORE FOR THE GOVERNMENT.

The Reserve Bank of India's (RBI) Central Board has approved a record surplus payment to the Central Government of Rs 2.11 lakh crore for the accounting year 2023-24. This massive transfer exceeds both what was budgeted for and what the market expected. It establishes a new benchmark for the RBI's financial transfers to the national treasury.

WHAT ARE THE ISSUES SURROUNDING ARTICLE 39(B) OF THE CONSTITUTION?

A nine-judge Supreme Court bench, led by Chief Justice of India D.Y. Chandrachud, is now hearing a case to interpret Article 39(b) of the Constitution. The primary question is whether the phrase "material resources of the community" in this Directive Principle of State Policy include privately owned resources and authorises the government to redistribute them for the common welfare. The bench observed that the Constitution, in its current form, does not support an unconstrained communist or socialist agenda.

The reference to the nine-judge bench came as a result of differing opinions in the 1978 Ranganatha Reddy case, in which the majority ruled that private property is not included in community resources, while Justice Krishna Iyer dissented, claiming that it does.

In 2002, a nine-judge bench was formed to resolve the dispute and establish a clear interpretation of Article 39(b).

Source : *Economic Times, Times of India, The Hindu*

Leadership and Organizational Development : Perspective on Talent, Technology, and Transformation - Mr. Sadashib Padhee

Dr. Sadashib Padhee is a highly accomplished executive with a rich and varied career in human resources, organizational development, and industry associations. Currently serving as the Executive Director at C4i4 Lab under the Ministry of Heavy Industry, Government of India, he leads efforts to advance India's industry 4.0 initiatives. Previously, Dr. Padhee held pivotal roles including Chief Human Resources Officer (CHRO) and Vice President at Kirloskar Pneumatic Co. Ltd., overseeing HR, IT, CSR, IEHS, and MarCom functions, and served as Director of HR at VISHAY India. He brings extensive expertise in leadership coaching, talent management, and learning and development, complemented by his affiliations with prestigious B-Schools as an educator and his Doctorate in HR from Dr. DY Patil Vidyapeeth. Actively engaged in industry associations such as CII and NIPM, Dr. Padhee plays a crucial role in shaping national HR policies and practices through leadership and mentoring initiatives.

What inspires a leader to pursue a career in Human Resources, and can you share some insight from your extensive experience as an HR leader?

During my MBA, I was inspired to pursue a career in human resources (HR) when I recognised the significant role people would play in the future. I was driven by the desire to positively impact people's lives, which HR allows through enhancing employee satisfaction, aiding career development, and resolving workplace challenges. Additionally, I was motivated by the importance of building a strong company culture, which HR can shape by developing policies, promoting diversity, and fostering inclusivity. I also appreciate the variety and challenges in HR, given its broad scope encompassing specialisations like talent acquisition and employee development. Each day presents new learning opportunities and unique challenges, keeping the role engaging and dynamic.

HR professionals significantly impact individuals' lives by enhancing their job satisfaction, assisting them in overcoming workplace challenges, and supporting their career progression. They also contribute to fostering a positive and thriving organisational culture by implementing policies, promoting diversity and inclusivity, and addressing conflicts effectively.

You have had extensive experience in organisation development leaders coaching and like high potential management, so how have these experiences saved your approach to leadership in the current role that you are in?

In my current role as the Executive Director for the Center for Industry 4.0, collaborating with the Government of India, the Ministry of Web Industries, and Kirloskar Pneumatic Co., my extensive past experiences have greatly influenced my leadership approach. I strongly believe in "employees first," as happy employees lead to happy customers. This principle has guided my work in this role. My varied background in electronics, IT,

manufacturing, and other industries has also equipped me with diverse insights. Drawing from the Dave Ulrich model, I focus on being an admin expert, a change agent, an idea champion, and, ultimately, a strategic partner. These roles shape my approach to leadership and help me effectively apply my past learnings to my current responsibilities.

How does the company approach talent acquisition and retention? As we know, different companies have adopted different retention strategies. So, how should the company approach talent acquisition and retention, and what methods should be employed to attract top talent and develop existing employees?

Over the past 50 years, three key elements have emerged vital for successful businesses: people, the planet, and profit. Among these, people come first. To become a talent magnet, companies must focus on:

- **Business Results and Reputation:** Strong business performance and a good reputation are crucial for attracting talent. Ethical practices, such as avoiding harmful industries (e.g., tobacco, liquor), play a significant role in building a reputable brand.

- **Equal Opportunity and Ethical Practices:** Providing equal opportunities to all societal sections and adhering to CSR and ESG practices, including promoting Diversity, Equality, and Inclusivity (DEI), are essential. These values create a positive workplace and enhance the company's appeal.

- **Comprehensive Attraction Strategy:** Companies should aim to attract talent at all levels and across all functions, not just at the top. This involves engaging Gen Z and experienced professionals through a blend of art and science, such as tailored courses and workshops.

By prioritising these strategies, companies can attract and retain top talent, fostering a positive, ethical, and inclusive work environment.

Post-pandemic, things have changed with the employees preferring to work from home or flexibility in their work, so how are the companies handling this now?

The pandemic led to significant cultural shifts within organisations, particularly regarding work arrangements. Many companies have adopted hybrid work models, allowing employees to work from home or anywhere, saving office space costs, and improving employee convenience. This change, however, brought challenges such as moonlighting, where employees worked multiple jobs simultaneously, causing issues for some companies. Despite these challenges, the hybrid model benefits sectors like IT, reducing commute time and stress for employees in congested cities.

Conversely, industries such as manufacturing, healthcare, and supply chain, where in-person work is essential, couldn't adopt remote work. This created disparities and some confusion among employees in different sectors. As the situation stabilizes, organisations are implementing more structured remote work policies based on their specific needs and the nature of their work.

How do you see the integration of technology such as Industry 4.0 impacting the HR field, which is required in the workforce?

Integrating technology, particularly Industry 4.0, is crucial and transformative for the HR field and the workforce. As highlighted in "Megatrend 2000" by James Nesbitt and Patricia Aburdene, technology is set to dominate the 21st century. Industry 4.0 significantly impacts manufacturing, supply chain, pharma, and IT sectors by enhancing productivity and efficiency. Despite initial fears of job losses,

technology has enabled employees to deliver better results instead.

Technological advancements have also improved the quality of human life, particularly in medical science, through innovations such as remote surgery and drone-delivered medicine. Apps now provide easy access to physical and mental health consultations. In transportation and non-manufacturing sectors, technology continues to create new opportunities. Technologies like robots, chatbots, and AI (e.g., Alexa, Sophia the Robot) enhance HR's role by adding value rather than posing threats. Overall, technology is set to positively influence our careers and lives, offering numerous benefits and opportunities.

Employee engagement is vital for organisational success. What methods have you discovered most helpful in engaging the employees across varied functions and levels?

In my opinion, employees stand first and play a vital role in an organisation's success, so it's the responsibility of the organisation to consider their holistic well-being, including family concerns. Employee engagement focuses on creating meaningful experiences beyond traditional activities like picnics and classes. As per my previous experience, the approach stresses empathy, compassion, and understanding of personal challenges such as health, financial, and commuting issues. Kirloskar Pneumatic Co. exemplifies this philosophy, which is recognised for its best HR practices, fostering loyalty and engagement by assuring employees' and their families' welfare. This holistic approach ensures sustained engagement and enhances employee experience across diverse business sectors.

Organizational development is crucial for staying agile and competitive. Could you please share a successful OD program you headed and its effect on the organisation?

I point out the significance of Organizational

Development (OD) in enhancing organisational agility and competitiveness. I believe OD is the crucial 5% difference that elevates human-centric development to a higher level. Effective OD transforms managers into efficient contributors who elevate organisational performance. In my previous experience leading the Leadership Potential Inventory (LPI) across 18 factories in the Asia Pacific region, a program aimed at creating a robust talent pipeline internally. This initiative ensured senior positions were filled from within, minimising dependence on external hires. I emphasise the importance of grooming talent through rigorous developmental processes like EMBA programs, fostering a culture of continuous learning and cross-functional collaboration. My approach exemplifies how OD initiatives can institutionalise a culture of growth and innovation within organisations.

We all know that continuous learning is vital for personal and professional growth. So, how do you stay updated with the latest trends and developments in your areas of interest?

I underline the importance of continuous learning for personal and professional growth. I can recall advice from a prominent figure that degrees and certifications have expiration dates, prompting me to adopt a lifelong learning philosophy. I actively encourage my colleagues to pursue further education, advocating for their growth from engineers to MBA holders and beyond.

I have been awarded a PhD in organisation development from D.Y. Patil University and regularly engage in self-study through e-books, TED Talks, and other educational platforms. I stress the necessity of leading by example, believing continuous learning sets a standard for colleagues to emulate. I have integrated my learning with professional demands, mastering Python programming and drone technology to lead a diverse team effectively. Throughout

my journey, I emphasise humility in learning, rejecting arrogance to share knowledge and foster respect.

My approach to continuous learning encompasses formal education, self-study, and practical skill development, all while inspiring others to embrace ongoing personal and professional development.

What do you believe are the rising trends and challenges in the field of HR, and how should the organisation address this?

I believe coaching and mentoring are indispensable practices that cannot be easily replaced by technology like AI or robotics. I emphasise the importance of mentoring across all levels, including reverse mentoring, where younger employees mentor senior executives, leveraging diversity in gender, geography, generations, and education within organisations.

I believe that human qualities such as imagination, emotional intelligence (EQ), intellectual quotient (IQ), and spiritual quotient (SQ) distinguish human capabilities from AI and technology. I encourage HR leaders to be empathetic listeners who can provide support and guidance in parallel with acting as mirrors for employees' experiences.

Moreover, I address the rising need for technological integration in HR processes, particularly in large organisations where manual handling of tasks like performance appraisals, career progression monitoring, and learning and development becomes impractical without digital solutions. I recommend organisations adopt mentoring practices and advanced technology to navigate current HR trends and challenges effectively.

Looking back on your experience and organisational change, what are some lessons you have learned or the best practices you would suggest others get on

similar initiatives?

My vast organisational change experience offers valuable lessons and best practices for taking new initiatives. I emphasise a hands-on approach, highlighting the importance of not depending on others and being actively involved in driving change. I love encouraging my colleagues to unlearn outdated practices and continuously relearn, fostering a culture of adaptability and growth. I advocate for cross-learning from diverse industries to incorporate best practices into their organisation.

Furthermore, I underline the importance of humility and openness to learning, drawing on the Zen theory that an empty cup can be filled. I want to acknowledge good mentors and bosses for encouraging their learning journey and recommend this approach to others. Additionally, I believe in breaking hierarchical barriers within organisations and promoting a "classless" environment where every individual's contribution is valued equally. My experiences at Kirloskar Pneumatic Co. highlight the success of this approach in fostering a collaborative and inclusive organisational culture.

What personal or professional motto do you live by, and what do you suggest for budding managers regarding the career choices they can make to give a perfect shape to their career in the HR area?

Compassion, empathy, and kindness are integral to effective HR management. I believe being a good human person lays the foundation for becoming a successful HR manager. Over the past two decades, the perception of HR has evolved, requiring HR professionals to embody these qualities rather than being seen as political or authoritative figures. Further, I would like to advise budding HR managers to prioritise acquiring deep knowledge within their domain and across various areas. Employees look up to HR managers as knowledgeable resources and encourage aspiring HR professionals to cultivate these qualities to shape a fulfilling career in HR.

HEAR FROM THE BIGWIGS IN CORPORATES

THEIR VIEWS ON :
LEADERSHIP IN A TIME OF CHANGE

Mr. Ravi Kodukula
Executive Director,
Head - Talent & Career
Development Experience at JP
Morgan Chase & Co

Mr. Viraj Kurani
Director,
Global Business Tax,
Deloitte Haskins & Sells

Mr. Hemant Kshirsagar
Senior Manager,
FS & FinTech Consulting

Mr. Sahil Nayar
Senior Associate Director
- KPMG

Mr. Sunil Beloshe
Assistant Vice President
Operation, Godrej &
Boyce Mfg. Co. Ltd

RAVI KODUKULA : It's a brilliant time for the Indian Economy as there is a definite shift in the Global landscape and International relations, where India is emerging as a hub for services, and it's a great opportunity for India.

VIRAJ KURANI : Whatever policies have come in recent times are very decisive and have given opportunity in India, where it is emerging as a capability generating centre and not just remain as leverage for cheap labour to the world. From the 'License Raj' we are now into an era where we can get any mobile in just one click.

SUNIL BELOSHE : I draw a parallel to the Indian Premier League (IPL) , noting how the sport evolved and transformed fan engagement in cricket. This change brought significant financial success and created opportunities for exciting developments across multiple industries. We live in a very agile world. Opportunities keep coming, and how we use them is more important. In a single lifetime, we can change our whole destiny. It's your capabilities and calibre which will decide your future.

HEMANT KSHIRSAGAR :
Change is constant, and employment is function of skill. Create a list of skills that is not affected by changing environment. Career is a factor of skills. Thus, stack the skills that will realise the maximum timespan.

SAHIL NAYAR :
We are experiencing three major tectonic shifts - we are living in an equal world where

technological advancement, globalization, and changing work dynamics are transforming society. In the future of work, leaders will need to be skilled at building resilience and agility to ensure that their firms stay inventive and competitive. He urged leaders to embrace these changes and actively guide their staff through continuous upheaval. Generation of adrenalin & Oxytocin inclusive workplace where all employees are encouraged to use their various talents and where different generations work together with the goal of innovation and success. This is the era of AI which we cannot forego and need to embrace. Reverse mentoring will be the future for people, not only closing the knowledge gap between generations but also promoting a climate of mutual respect and ongoing learning in which younger people help older ones with problems arising from changes in the technology environment.

ENTREPRENEURSHIP OF OPPORTUNITY FOR YOUNG GRADUATES

VIRAJ KURANI : India has a good policy and law framework for ease of doing business. The framework is strong, but the problem lies with implementation. Revenues from GST collection in the last few years have been 35% higher with increased transparency. End-to-end solutions have been developed by production to reach the customers. There is a beautiful framework put up. The government is very bullish about foreign funds getting back to India. Infrastructure towards it is very robust.

RAVI KODUKULA : In the entrepreneurship journey, you should ask yourself some questions, such as what defines you, your values, and your internal and external motivators. These determine what you are and what you are going to be. Gathering feedback, understanding

the game's laws and having a plan but being flexible to change as per the situation should also be considered for triumphing in one's entrepreneurial venture.

SAHIL NAYAR : There are a lot of opportunities, but to be able to tap them, one needs to "Jump into the well." For entrepreneurship, one needs to identify a problem that you can cater to. Unless you don't immerse yourself into the situation, you don't know if entrepreneurship is for you.

DEALING WITH FAILURES

SUNIL BELOSHE : Start celebrating your failures and appreciate your efforts rather than the results. I believe in celebrating failures as they represent courageous efforts and valuable learning experiences. Appreciating the dedication and hard work invested, regardless of the outcome is crucial. While efforts may not always yield the desired results, each attempt brings us closer to realising innovative ideas and achieving success in the long run.

SAHIL NAYAR : Starting point is different for every person. In the race, what you see- is what you believe. Hence, do not make comparison with others but with yourself but with yourself. Measure your improvements regularly. Choice of goal is yours!

RAVI KODUKULA : We are all a part of Bell curve in life. The bell curve serves as a tool for assessing and managing talent and informing decisions related to promotions, compensation, and professional development. However, it's essential to recognise the limitations of the bell curve, including its potential for bias and its inability to fully capture the nuances of individual performance and potential. As such, one must complement quantitative assessments with qualitative evaluations and seek personalised support to foster a path of continuous growth and development.

ARTIFICIAL INTELLIGENCE, TECHNOLOGICAL EVOLUTION AND FUTURE IMPLICATIONS

HEMANT KSHIRSAGAR :
Things will change and obsolete things will go out but if you are always going back to principles, its always doable!

VIRAJ KURANI : You need to be aware of the environment you work. In race of specializing, you tend to lose out the most. Be Jack of all trades. Technological intervention can be used for enhancement of skills but not as a substitute. Unless you are aware of major changes around you, you cannot really make most of the technological changes.

SUNIL BELOSHE :
Technology changes whole business cycle in totality. We need to understand and evaluate the impact of these changes because of technological interventions. Risk mitigation is very much dependent upon it.

RAVI KODUKULA : Humanoid is going to be the biggest innovation. With the advancements in artificial intelligence, these robots can learn, adapt, and make decisions, bringing unprecedented capabilities to various industries. The continuous technological evolution enables humanoids to become more sophisticated and versatile, making them invaluable in fields such as healthcare, customer service, and education. Looking ahead, the implications are profound: humanoids will revolutionize our interactions with technology, enhance productivity, and open up new opportunities for economic growth and societal development.
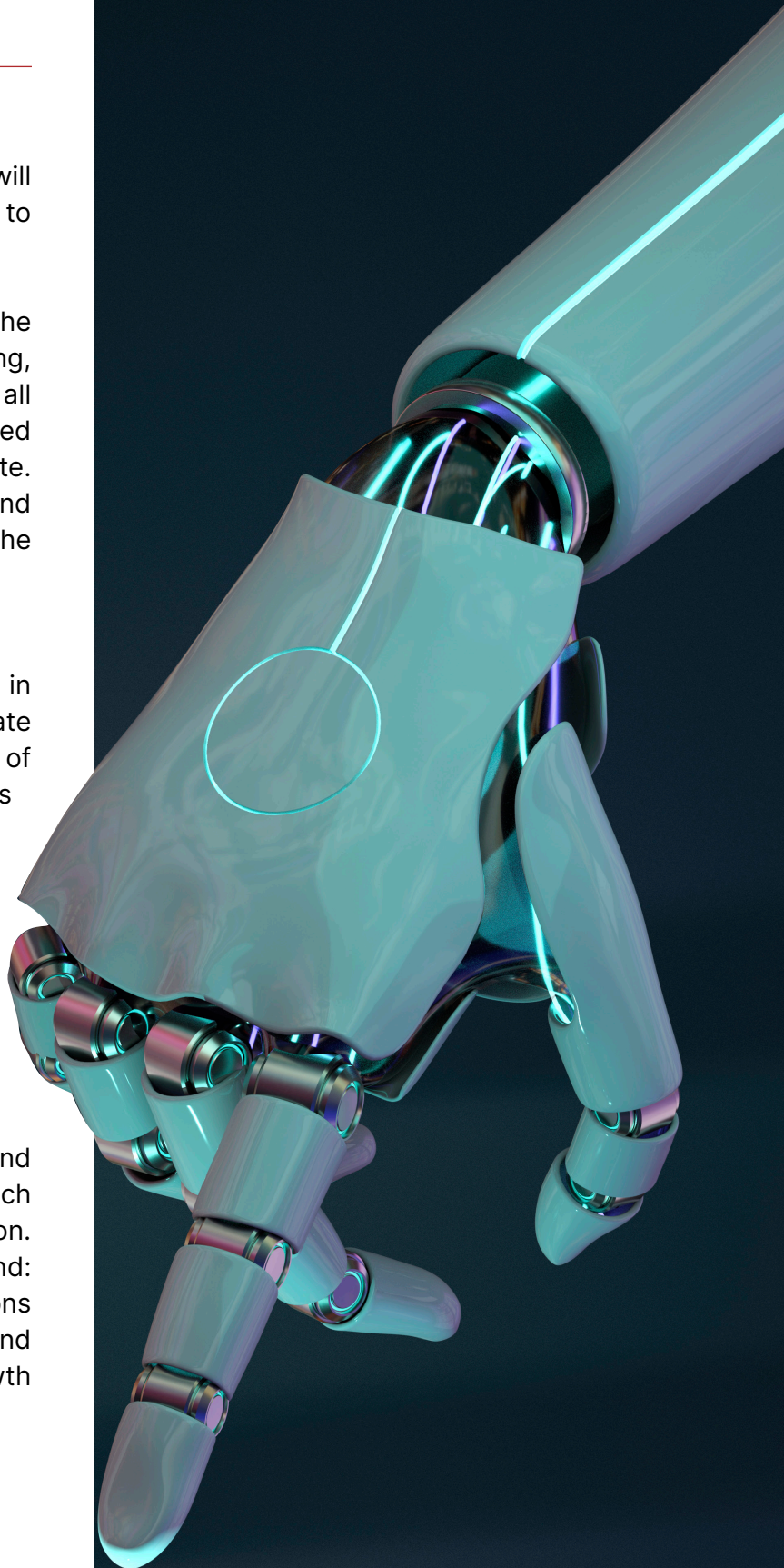
Bulletin from Business School

TETR COLLEGE OF BUSINESS LAUNCHES RS 2 CRORE SCHOLARSHIPS FOR GLOBAL BMT PROGRAM

Tetr College of Business has unveiled a prestigious scholarship program worth Rs 2 crore, aimed at supporting 15 Indian students in joining the inaugural cohort of its Bachelor's in Management and Technology (BMT) program. The scholarships, part of the Tetr Scholarship initiative, will enable students to pursue studies and entrepreneurial ventures across seven countries, including the UAE, India, Singapore, Ghana, the US, Brazil, and Italy, spanning a comprehensive four-year duration.

Furthermore, the college plans to offer full scholarships to 60 undergraduate students globally for its inaugural batch. Admission criteria will prioritize top SAT scorers (top 1 percentile) and candidates who have turned down offers from renowned universities.

## CHANDIGARH UNIVERSITY LAUNCHES INDIA'S FIRST HARVARD COLLABORATIVE BUSINESS MANAGEMENT PROGRAM

In a historic milestone, Chandigarh University has become the first university in India to launch a collaborative business management program with Harvard University. The partnership was formalized through a Memorandum of Understanding (MoU), offering aspiring business students unparalleled international exposure and perspectives. Under this initiative, Chandigarh University students will undergo grading alongside Harvard University peers and gain access to placements at leading global firms.

Kristen Maynard, Managing Director of Business Operations and Strategic Alliances at HBS Online, emphasized that Chandigarh University students will benefit from an equivalent learning experience to their counterparts on Harvard University's campus. This pioneering program aims to elevate educational standards and foster global opportunities for Indian business students.

RESILIENCE AND GROWTH: THE EVOLVING LANDSCAPE OF INDIA'S MBA EDUCATION
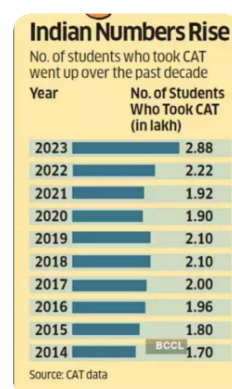
India's top business schools, from Ahmedabad to Kozhikode, are reevaluating the MBA amidst shifting global trends. Despite a 5% decline in global applications to graduate business schools in 2023, India saw a record 3.3 lakh candidates registering for CAT exams. With tuition fees up to Rs 25 lakh at IIMs, demand remains robust. Indians are also increasingly opting for online business degrees, with a 30% rise in Coursera enrollments. Directors from institutions like IIM-Bangalore and IIM-Ahmedabad cite India's projected economic growth, demographic dividend, and global business expansion as reasons for the MBA's continued relevance and evolving curriculum needs.

IIM BANGALORE INTRODUCES ONLINE BBA PROGRAM FOCUSED ON DIGITAL BUSINESS AND ENTREPRENEURSHIP

In May 2024, the Indian Institute of Management Bangalore (IIMB) launched an innovative online Bachelor of Business Administration (BBA) program focused on Digital Business and Entrepreneurship. The program, beginning in August 2024, aims to provide a comprehensive education in digital marketing, e-commerce, startup management, and financial technology, blending theoretical knowledge with practical applications. Dr. Pranjal Sharma, Director of IIM Bangalore, emphasized the importance of adapting business education to the digital age, preparing future leaders to leverage digital technologies for sustainable enterprise growth. The flexible, online delivery model allows students from various locations to access quality education, aligning with IIMB's mission to democratize education. The program includes live classes, interactive assignments, virtual simulations, industry expert engagements, and real-world projects. More details, including admission criteria and application deadlines, can be found on IIMB's official website. This launch signifies a significant step for IIM Bangalore in expanding its academic offerings to meet digital economy demands.

EMPOWERING PROFESSIONALS: IIMA'S NEW ONLINE MBA PROGRAM

The Indian Institute of Management Ahmedabad (IIMA) has launched a new two-year Online MBA programme tailored for working professionals and entrepreneurs with at least three years of experience. Combining online synchronous sessions with five on-campus modules, the programme emphasizes case-based learning for practical application in today's business landscape. Professor Bharat Bhasker, IIMA Director, highlighted the programme's flexibility and interactive approach, aiming to expand global educational outreach. Professor Joshy Jacob, Chairperson of the Online MBA, noted its focus on managerial skills and strategic decision-making. Admission requires a bachelor's degree, minimum work experience, and successful completion of an admission test and interview. This initiative underscores IIMA's commitment to accessible, high-quality education for global professionals.

ISB'S RANKS 31ST GLOBALLY IN GLOBAL MBA RANKING

The Financial Times MBA Rankings for 2024 have been released, highlighting top global MBA programs based on criteria such as salary, international exposure, and career advancement. The University of Pennsylvania's Wharton School leads globally, while among Indian institutions, the Indian School of Business (ISB) achieved the highest ranking.

The Indian School of Business (ISB) has been ranked as the best B-school in India and 31st globally in the Financial Times (FT) Global MBA Ranking 2024. Key evaluation factors included international experience, research impact, early career employment rates, and career progression of alumni. ISB leads in research and alumni network, and ranks first globally in salary percentage increase, highlighting its strong performance in career outcomes for its graduates.

BERKELEY HAAS LAUNCHES MBA/ MASTER OF CLIMATE SOLUTIONS DUAL DEGREE PROGRAM FOR FALL 2024

Berkeley Haas and UC Berkeley's Rausser College of Natural Resources have introduced a new MBA/Master of Climate Solutions (MCS) dual degree program starting fall 2024. This initiative aims to equip early-career professionals with leadership skills in business and climate solutions. Students will complete MBA core coursework in the first year at Haas, followed by MCS classes at Rausser. The curriculum includes climate data science, carbon accounting, and sustainability strategies. Dean Ann Harrison emphasizes the program's interdisciplinary approach to tackle global challenges, integrating business acumen with climate science. The initiative underscores Berkeley's commitment to sustainability and preparing future leaders in climate innovation.

HARVARD BUSINESS SCHOOL'S FOCUS ON DIGITAL ECONOMY

Harvard Business School has intensified its focus on the digital economy with new research centers and specialized courses. These initiatives aim to explore the impact of digital transformation on various industries and equip students with the necessary skills to thrive in a digital-first world. The school is also engaging in partnerships with tech companies to provide real-world insights and experiences to its students.

INSEAD'S SUSTAINABILITY AND LEADERSHIP INITIATIVES

INSEAD has been actively promoting sustainability and leadership through its curriculum and extracurricular activities. The school has introduced new courses and workshops that emphasize the importance of sustainable business practices and ethical leadership. This is in line with INSEAD's commitment to addressing global challenges and preparing students to lead in a socially responsible manner

HEC PARIS LAUNCHES EXECUTIVE EDUCATION PROGRAMS

HEC Paris has rolled out new executive education programs aimed at senior professionals. These programs focus on areas such as digital transformation, leadership, and sustainability. The initiative is part of HEC Paris's broader strategy to adapt to the evolving needs of global business leaders and provide cutting-edge knowledge and skills for today's dynamic business environment

WARWICK BUSINESS SCHOOL'S ENTREPRENEURSHIP AND INNOVATION INITIATIVES:

Warwick Business School (WBS) continues to strengthen its focus on entrepreneurship and innovation. The school has introduced several new programs and courses designed to foster entrepreneurial skills among students. This includes specialized tracks in innovation and entrepreneurship, which have become increasingly popular. WBS is also expanding its global presence through various exchange programs and partnerships.

RICE UNIVERSITY'S JONES GRADUATE SCHOOL OF BUSINESS EXPANSION

Rice University's Jones Graduate School of Business is in the midst of significant expansion and innovation. The school has started a new Hybrid MBA program, designed to offer a blend of in-person and online learning. This program is aimed at working professionals, allowing them to attend campus once a month while engaging in online coursework the rest of the time. The school has also seen improvements in its full-time MBA rankings across various platforms, reflecting its commitment to enhancing its educational offerings.

Source: Economic Times, Financial Times, HR Today, iima.ac.in, Poets & Quants, iimb.ac.in, clearadmit.com, India.com, NDTV, Indian Express

Crossing Borders, Sharing Dreams: Unforgettable memoirs from the student exchange program

CROSSING BORDERS, SHARING DREAMS:

Unforgettable Memoirs from the EMAA & Dr. D. Y. Patil B-School Student Exchange Program
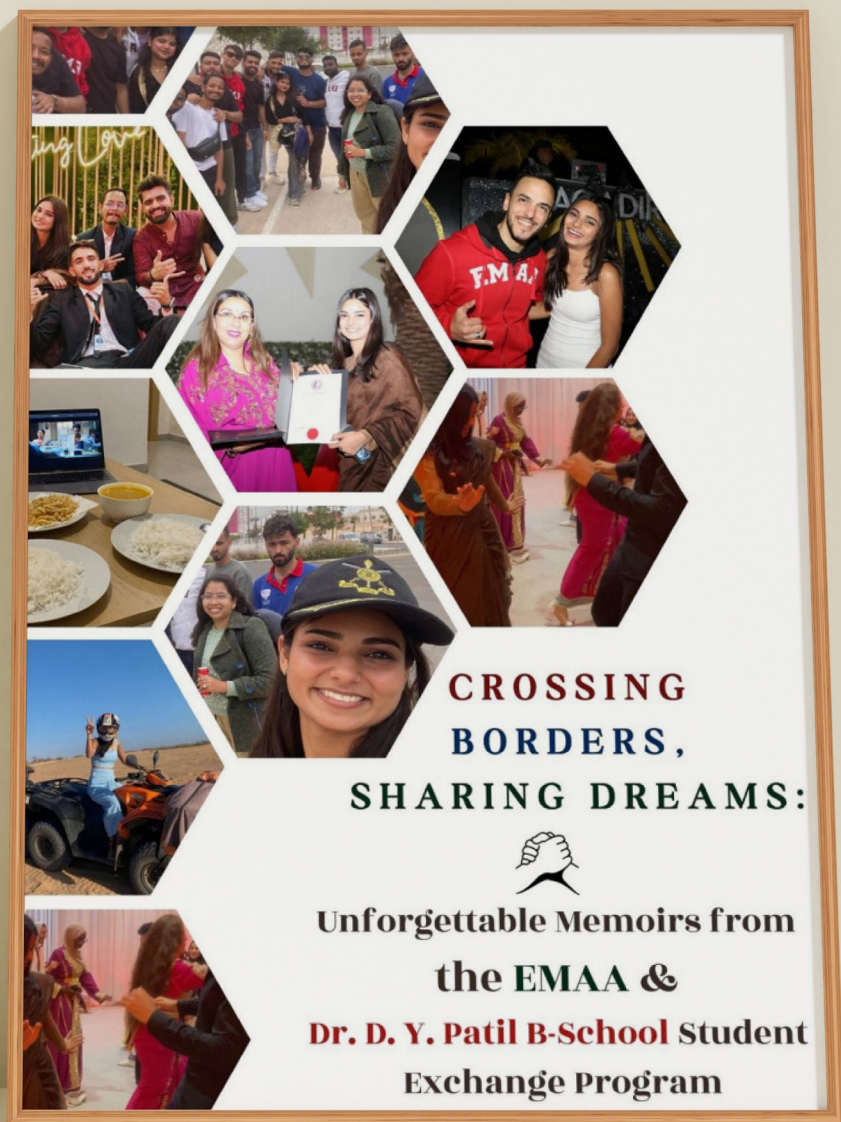
About DYPBS

Dr. D. Y. Patil B-School is among the prominent business schools in the country. It aims to become a leading global academic institution that imparts knowledge in management through research-led quality education to create the leaders of tomorrow.

The institute seeks to empower management aspirants through its programs. The Institute aspires to achieve the best possible standards in management education, imparting quality management education aligned to the industry's needs and build a cadre of professional managers ready to meet emerging challenges, contribute to nation-building, and evolve into a knowledge center recognized for academic excellence in India and abroad.

About EMAA

EMAA BUSINESS SCHOOL is a Higher School of Business and Management recognised and accredited by the Ministry of High Education, Research and Innovation.

EMAA BUSINESS SCHOOL was established in 2008 by professionals in the higher education sector. The mission of EMAA BUSINESS SCHOOL is to forge talented managers and leaders who have the potential to approach the world with its inherent complexity, sustain ethical and human values, develop a consciousness of global issues, and embrace the capacity for action and innovation.
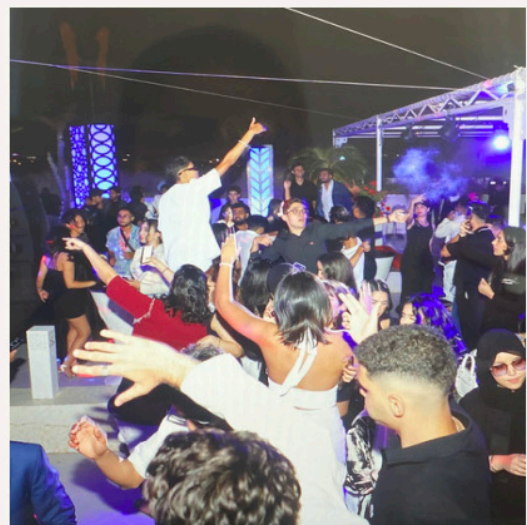
EMAA BUSINESS SCHOOL adopts an active learning pedagogy inspired by the American Business Schools, which significantly emphasizes students' personal development by delivering exceptional learning experiences inside and outside the classroom.

MY HOBBY

PIANO

THE LOVE
AND
AFFECTION

THE DANCE
PARTY

The Story Times - Himanshi Aggarwal

THE INDIAN AND MOROCCAN STORY

Himanshi Aggarwal, a student of Dr. D. Y. Patil B-School, who went to Morocco as a part of Student Exchange Program between India and Morocco, organized by DYPBS and EMAA. She has penned down her memoirs from this incredible journey where she and her colleagues learnt various cultural and business landscape.

This is an attempt of mine to shout it loud and give accolades to our institute for their efforts in giving us most memorable experience. We landed on April 14th, 2024, and although our travel was quite hectic, all my tiredness vanished like magic when we arrived. Upon arriving at our lodging room, I was impressed by its cleanliness and the warm welcome from the people there. They were extremely supportive and cooperative, which made our stay even more enjoyable.

As a student who participated in the Exchange Program between India and Morocco, specifically between DPU (Dr. D.Y. Patil B-School) and EMAA (École Marocaine des Arts et Métiers), my memories of Morocco are rich and vivid. The experience was a blend of academic growth and cultural immersion. Attended classes at EMAA exposed me to new teaching styles and cutting-edge Management concepts, broadening my academic horizon.

Outside the classroom, Morocco's vibrant culture left a lasting impression. I remembered exploring the bustling souks of Marrakech, where the air was filled with the scents of exotic spices and the sounds of lively bargaining. The intricated architecture of historical sites like the Hassan II Mosque in Casablanca and the ancient medinas of Fes showcased Morocco's rich heritage.

Interacted with Moroccan students and locals, I experienced unparalleled hospitality and made lifelong friends. The traditional Moroccan meals were communal and heartwarming moments, especially sharing a tagine or sipping mint tea. The exchange program was a transformative journey, blending academic enrichment with unforgettable cultural experiences, fostering a deep appreciation for Morocco's unique charm.

As a student, I found the souk markets to be a sensory adventure of colours, sounds, and smells. Bargaining for spices, textiles, and handcrafted items was educational and exciting, providing deep insights into Moroccan culture and commerce.

Taghazout Village was a surfer's paradise and a great place to relax. We enjoyed surfing lessons, mingled with locals and fellow travelers, and soaked in the laid-back beach vibe, making it a perfect getaway from academic stress

It is expected to be the most incredible day of the year. All the friends became family. We had lunch on the beach together. We enjoyed it a lot

I was invited by EMAA's Vice President as a guest at their college exhibition. I met many people, including one of the most famous personalities who runs the Robotics Academy in the US—the CEO and his team members. I felt like one of the luckiest students in the entire group

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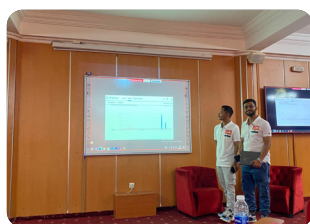

The Salam Market was a lively snapshot of Moroccan daily life. Engaging with vendors, tasting local foods, and observing market activities enriched our understanding of local culture and economic practices during our time in Morocco.

Now it's time to discuss about some learnings from this student exchange program

Key Features of the Program:

Academic Exchange : I enrolled at Dr. D. Y. Patil B-School through the partner program with EMAA B-School, where I took courses in human resource management. They also offered subjects in Finance and Marketing. I participated in research projects and interacted with faculty members, local people, and students. This exchange allowed me to study subjects and disciplines that differed from those at my home institution, enriching my academic experience. During our stay, we discussed the education systems of both countries, exploring how they operated smoothly. I wrote a research paper with the help of the EMAA Vice President, discussed practical cases related to Marketing, Finance, and HR, solved various case studies, and learned French with the help of a professor. We completed various assignments, presentations, lectures, and game activities. Additionally, we attended workshops, conferences, meetings, and panel discussions with EMAA faculty, students, US professors, and Chinese professional leaders

Cultural Immersion : The program encouraged students to engage with the local culture, traditions, and communities. This involved participating in local events, exploring historical and cultural landmarks, and understanding the societal context of Morocco and other countries.

Language Learning : As part of this exchange, I learned French, Arabic, and Spanish, which would benefit me. This had been an opportunity to improve my language skills, fostering better communication and deeper cultural understanding.

Reciprocal Exchange : The program had been based on reciprocity, meaning that for every student sent to the partner country, another was received in return. This structure supported a balanced exchange of students and ideas between India and Morocco.

Global Perspective : By experiencing life in a different country, I gained a broader understanding of global issues and diverse cultures. This perspective was valuable in a world that was increasingly interconnected and interdependent.
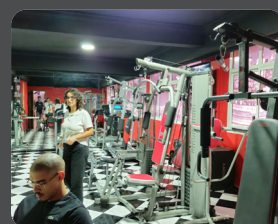
Increase Confidence : The program boosted my confidence level through communication. I shared my ideas, thoughts, and creative presentations related to the topic. I had presented myself in front of everyone.

Gain new Experience : I gained new Experience here. I have done various adventurous activities, participated in sports activities, and explored places like NGOs, Local streets, and Markets for shopping.

Why is it cool?

Experience a New Culture : You'll get to live in another country and learn about their food, traditions, and way of life. It will be like going on an adventure while studying!

Meet New People : You'll have the chance to make friends with other students from the host country and exchange students from around the world.

Learn a New Language : If you don't already speak it, you'll get to learn the local language. It will be a great skill to acquire, and you'll have fun practising with the locals.

Academic Growth : You'll be in a new university with different classes and teaching styles. It's a chance to study things that might not be available at your home university.

Boost Your Resume : Having international experience will look great on your resume and can be helpful in future job searches.

"END OF THIS BEAUTIFUL MOROCCAN JOURNEY WITH HUGE SMILE AND CONFIDENCE"

Strategic Career Planning: From Academic Success to Executive Leadership
- Mr. Parag Lokhande

Parag Lokhande is a seasoned BFSI professional with 17 years of diverse experience in strategy, analytics, risk, and product management. Currently, he serves as EVP at a leading capital markets firm, overseeing analytics and strategy, and driving business improvement projects. Parag is an industry thought leader, recognized with multiple awards from ICICI Prudential and AEGON Religare. In addition to blogging and avid reading, he enjoys teaching students in his spare time.

In this interview, gain insights from him about various current trends in the BFSI sector and other related aspects of the industry.

Could you please let our readers know about your journey in the BFSI sector and highlight key roles and milestones over your 17-year career?

I graduated in 2006 with a management degree and joined the BFSI sector, starting with ICICI in their IT team. After a few years, I transitioned into analytics, focusing on new products like health insurance and other insurance products. Then, I joined the Dutch company Aegon, where I spent five years working on strategy, analytics, cross-sell, up-sell, and rural business.

Next, I moved to the US-based company MetLife to set up their analytics unit. Following that, I joined Bajaj Finance in Pune, where I established their analytics unit for customer experience operations and oversaw their super app. I'm with Kotak Securities, heading their analytics in the capital market organisation.

As an industrial leader and speaker, could you share your experience speaking at various forums and the topics you typically address?

Given our immense potential, I strongly believe that we are on the verge of becoming the next superpower. We've already surpassed the UK in terms of GDP, and by next year, we will overtake Japan. By 2030, we'll be the third-largest economy in the world. This puts a responsibility on people like us to drive this growth effectively. The next decade belongs to us, and to achieve our goals, we need the right kind of resources, particularly human resources, who can utilise other resources such as money and materials. The world has evolved through different revolutions: the Industrial Revolution, which Britain led; the Computer Revolution, which was dominated by the US; and now we are in the age of data and information. India is poised to lead this era due to our large population and intellectual capital. Digital advancements have transformed how we live and work. For example, ten years ago, paying money through a phone was unheard of, but now e-commerce and digital payments are ubiquitous, even in the smallest locations. Investing has become easier, with accounts opening in minutes and trading possible with a click.

Given this ecosystem, the next generation, including those entering the workforce soon, will play a crucial role. It's important to understand the current landscape and prepare for the future. I want to share my knowledge and experience from my 15 to 20-year journey to guide and help the youth, doing my part in

steering them towards the right path.

If we talk about your current role and responsibilities as the EVP at a leading capital market firm, could you elaborate on your current role, leading analytics, strategy and cross-selling? Like what are your primary responsibilities and focus areas?

From an investment perspective, our market is at an all-time high, which is significant. When running a firm, raising money from the market is crucial. Previously, companies relied on banks or individual investors, but now, by offering a percentage of stocks in the market, the value of an organisation becomes prominent. This shift benefits industries by facilitating fund-raising and allows individuals to diversify investments beyond traditional assets like gold and land. Currently, India has around 8-9 crore Demat accounts, with about 3-4 crore unique investors, compared to 35% of the population in the US. As more people invest in the market, it helps organisations raise funds and individuals create wealth. Increased wealth and per capita income drive consumption, bolstering the economy and strengthening the country.

In my role at a capital market firm, our goal is to attract more customers. My team focuses on various stages of the customer journey: identifying leads, optimising conversions, activating new accounts to ensure trading, providing appropriate products based on customer profiles, retaining customers, and ensuring a superior experience. We implement strategic initiatives to support these efforts and enhance overall customer engagement.

You would have faced challenges in leading diverse terms during your current role and responsibilities. How do you address them to achieve project success?

As organisations, our primary challenge is understanding how to effectively deal with people and align them towards a common cause. The key is to break down our strategy into short-term, medium-term, and long-term goals, assign the right responsibilities, and establish checks and measures to identify when things are going wrong. We need to ensure we have a Plan B and conduct risk planning to handle deviations from the plan. This approach usually leads to the best results.

For individuals, it's essential to be clear about what you want to achieve. Start with a Plan A and break it down into short-term, medium-term, and long-term goals. For example, if you're pursuing a management degree and aim to become a CXO, your short-term goals should include getting good grades, understanding your subjects, and broadening your knowledge. As you progress, you should find a mentor, identify your strengths and weaknesses, improve your strengths, and work on your weaknesses. Regularly reviewing your progress is crucial.

Ultimately, having a clear goal, a structured plan to achieve it, and a backup plan in case things don't go as expected is vital for success. Aim for your Plan A, but always have a Plan B ready.

We have read about you and are glad you have received several awards for various projects. Sir, could you highlight one or two projects you are particularly proud of and their impact on the respective organisation?

I enjoy challenging the status quo and driving business results through new technology interventions or process changes. One project I am particularly passionate about involved leveraging machine learning models in my previous organization. We used to receive around 10 lakh emails, and with the rise in digital literacy, the volume was increasing. This required a human to read and respond to each email, consuming significant bandwidth from agents and increasing costs.

Let us know your thoughts on this industry and future trends as an industry thought leader;

what trends do you foresee shaping the future of BFSI, especially in areas such as analytics risk management and IT enablement?

Consumer behaviour is changing significantly. When we were your age, smartphones didn't exist, and the computing power we now have in our smartphones far exceeds what we had on our desktops back then. Today, people expect convenience, like ordering food from Zomato, which arrives at their doorstep. Thirty years ago, people had to physically go to a bank to withdraw money. Now, consumers prefer DIY services on digital platforms. We need to provide customised, personalised recommendations to meet these evolving expectations using data. For instance, if you have 10 lakh rupees in your account, offering you a personal loan is unnecessary; instead, a fixed deposit offer would be more relevant. We must create seamless digital journeys through apps and facilitate various transactions, especially during tax season.

From an analytics perspective, things are also changing. Previously, you asked for directions from point A to point B, but now you use Google Maps and voice commands. Technology is evolving, and so is our behaviour. With generative AI, like ChatGPT, users no longer need to sift through search results; they get specific answers to their queries. Understanding consumer behaviour and anticipating needs is crucial. For example, if it's Monday at 9 AM, you might be commuting to work, whereas on a Sunday morning, you might be going for a run. A map app could then suggest the best route for your run. This level of intelligence will become more prevalent as technology advances.

On a personal note, as a blogger and avid reader, I typically write about finance and technology. I read many subjects, including history, economics, tech fiction, and geopolitics, which are my favourite topics.

So, teaching students in your spare time is noteworthy. What motivated you to take up teaching, and what subjects or topics do you usually cover in your sessions?

To become a powerful nation, our human capital must understand and recognise what is truly valuable. When I was your age, I noticed a significant gap between what we learn in college and what happens in real life. The more insights you gain and the better prepared you are for real-world challenges, the more beneficial it will be. My sessions focus on applying data and strategy in the real world. I discuss how companies use these tools, the various activities involved, different ways to perceive and solve problems, and how to approach issues from a business perspective.

There are no shortcuts for aspiring professionals looking to build a successful career in the BFSI sector. Success requires hard work, dedication, and perseverance. Our nation is at a critical juncture with political stability and global recognition, making this our decade. My advice is to keep working hard and continue reading and learning, whether through books, blogs, or videos. Emulate great leaders who all share a common trait: hard work. Stay committed, and I'm confident you will succeed.

ALUMNI CORNER

Cultural Resurgence & Economic Triumph :
The Journey of Ram Janmabhoomi Temple
- Garima Joshi

Garima Joshi, is a finance aficionado from the heart of Jabalpur, now navigating the dynamic realm of Finance Transformation & Digitalization at Daimler India Commercial Vehicles Pvt. Ltd. Armed with a fresh perspective from her recent finance post-graduate studies, Garima is poised to drive innovation and efficiency in the Finance & Controlling department. With DICV as her first stage, she's ready to redefine success and accelerate towards future financial excellence.

She is always set to champion innovation, redefine standards, and steer towards unprecedented financial horizons. Beyond academic pursuits, she embodies the core qualities of a Chartered Accountant: integrity, analytical prowess, and a meticulous approach to problem-solving. These attributes and her natural leadership skills positions her as a catalyst for change in any professional setting. At the heart of her career aspirations lies a dedication to driving efficiencies, fostering teamwork, and achieving tangible outcomes that redefine industry standards.

In this article she discusses how the opening of Ram Mandir at Ayodhya is not only a cultural resurgence but also is an Economic Triumph.

Faith sees the invisible, believes the unbelievable, and receives the impossible.

Introduction

The Ram Janmabhoomi Temple is a testament to India's rich cultural heritage and spiritual legacy. Its construction signifies the fulfilment of a religious aspiration and a renaissance of cultural identity and economic vitality. In this exploration, we delve into the multifaceted significance of the Ram Janmabhoomi Temple, supported by factual data, highlighting its cultural richness, spiritual resonance, economic benefits, and potential transformative impact on Uttar Pradesh (UP) and India.

Cultural Richness and Spiritual Significance

The legend of Lord Rama, revered as the epitome of righteousness and virtue, has been celebrated for millennia through the epic Ramayana. The Ram Janmabhoomi Temple, commemorating Lord Rama's birthplace, serves as a spiritual nucleus, drawing millions of devotees annually. According to the Ministry of Culture, Government of India, the Ramayana is a cultural cornerstone, influencing literature, art, and society across the Indian subcontinent.

Architecturally, the temple reflects India's rich temple traditions, blending intricate craftsmanship with timeless design principles; as per archaeological findings from the Archaeological Survey of India (ASI), the temple complex showcases a fusion of various architectural styles, spanning

from the ancient to the medieval period, epitomising the syncretic nature of Indian civilisation.

The Ram Janmabhoomi Temple is not merely a religious edifice but a symbol of national pride and cultural unity. Its construction resonates deeply with millions of Indians who hold Lord Rama in high esteem, regardless of religious affiliations.

The devotion towards Lord Rama transcends caste, creed and language barriers, uniting people from diverse backgrounds in a shared reverence for the divine.

Spiritually, the temple serves as a pilgrimage site, attracting devotees from all walks of life. According to estimates from the Ministry of Tourism, Government of India, religious tourism contributes to India's economy with its aura of sanctity, enriching the spiritual lives of devotees and fostering a sense of reverence and devotion.

Economic Impact and Job Creation

The construction of the Ram Janmabhoomi Temple holds immense economic potential, particularly for Uttar Pradesh, one of India's most popular states. According to a report by Ernst & Young, the temple complex is projected to attract over 2 million visitors annually,

generating revenue streams for the state and local economies.

The influx of pilgrims and tourists will stimulate demand for various goods and services ranging from accommodation and transportation to food and souvenirs. As per the Ministry of Micro, Small & Medium Enterprises (MSME) data, the tourism sector multiplies employment generation, with every tourist creating additional job opportunities in related industries.

Furthermore, the construction phase of the temple itself employs a vast workforce. According to the National Sample Survey Office (NSSO), the construction sector significantly contributes to India's GDP and employment, employing millions of skilled and unskilled labourers.

The economic benefits of the Ram Janmabhoomi Temple extend beyond job creation to encompass broader macroeconomic indicators, such as GDP contribution and infrastructural development. As a magnet for religious tourism, the temple complex will generate significant revenue streams, directly and indirectly, contributing to the state and the nation's GDP.

Additionally, developing ancillary infrastructure, such as roads, airports, and hospitality facilities, to support the influx of tourists will catalyse infrastructural growth and modernisation in Uttar Pradesh. The infrastructural development not only enhances connectivity and accessibility but also lays the foundation for sustainable economic expansion and regional integration.

Cultural Heritage Preservation and Social Cohesion

Beyond its economic ramifications, the Ram Janmabhoomi Temple project underscores the importance of preserving India's cultural heritage and fostering social cohesion. As per UNESCO, cultural heritage sites promote intercultural dialogue and understanding, fostering peace and social cohesion.

Therefore, the temple's construction symbolises India's commitment to cultural pluralism and religious tolerance. It serves as a unifying force, bringing together people from diverse backgrounds in a shared celebration of faith and heritage.

Moreover, the Ram Janmabhoomi Temple project represents a triumph of justice and inclusivity. After decades of legal battles and societal tensions, the resolution of the Ayodhya dispute through judicial means exemplifies India's commitment to upholding the rule of law and fostering communal harmony. The temple's construction on the site, revered by millions of Hindus, represents a significant step towards healing historical wounds and building a more inclusive society.

Socio-Economic Development and Regional Growth

Establishing the Ram Janmabhoomi Temple complex is expected to spur socio-economic development and regional growth in Uttar Pradesh. Beyond its religious significance, the temple project catalyses infrastructural development, attracting investments and fostering regional entrepreneurship.

The tourism industry stands to benefit significantly from the influx of pilgrims and tourists visiting the temple complex. According to estimates by industry experts, the Tourism Sector in Uttar Pradesh is poised for rapid

expansion, with the Ram Janmabhoomi Temple acting as a major drawcard for domestic and international visitors.

Furthermore, developing ancillary services such as hotels, restaurants, and transportation infrastructure will create numerous job opportunities for residents. This inclusive approach to economic development ensures that the benefits of the temple project are widely distributed, contributing to poverty alleviation and improved living standards in the region.

Moreover, the construction of the temple complex provides a platform for skill development and capacity building among local artisans and craftsmen. Traditional arts and crafts, such as stone carving, woodwork, and painting, are integral to the temple's architecture and design, providing employment opportunities for skilled artisans and preserving indigenous knowledge for future generations.

Environmental Sustainability and Conservation

In addition to its socio-economic impact, the Ram Janmabhoomi Temple project underscores the importance of environmental sustainability and conversation. As custodians of the natural environment, the temple authorities and relevant stakeholders must implement eco-friendly practices to minimise the project's ecological footprint.

Measures such as rainwater harvesting, waste recycling, and energy-efficient lighting can help reduce the environmental impact of the temple complex. Furthermore, preserving green spaces and planting native trees contribute to biodiversity conservation and enhance the aesthetic appeal of the surrounding area.

Community Engagement and Empowerment

Community engagement and empowerment are integral to the success of the Ram Janmabhoomi Temple project. By involving local communities in decision-making processes and project implementation, the temple authorities can foster a sense of ownership and pride among residents, ensuring long-term sustainability and social cohesion.

Moreover, initiatives such as skill development programs, vocational training, and micro-enterprise development empower marginalised

groups, particularly women and youth, to participate actively in the economic and social development of their communities by investing

in human capital and promoting inclusive growth, the temple project contributes to poverty reduction and social empowerment in the region.

Cultural Exchange and Global Outreach

The Ram Janmabhoomi Temple is a cultural hub and centre for spiritual exchange, facilitating dialogue and understanding among people of different faiths and backgrounds. The temple complex promotes tolerance, diversity, and mutual respect through cultural festivals, educational programs, and interfaith dialogues, fostering peace and harmony in a multicultural society.

Furthermore, the Ram Janmabhoomi Temple project can potentially enhance India's global outreach and soft power. As a symbol of India's rich cultural heritage and religious diversity, the temple complex attracts attention and admiration worldwide. Foreign tourists and spiritual seekers visit the temple to pay homage to Lord Rama and to experience the vibrant tapestry of Indian culture and spirituality.

Through international collaborations and partnerships, the temple authorities can leverage the global interest in the project to promote tourism, trade, and cultural exchange. Initiatives such as heritage tours, academic seminars, and artistic exhibitions showcase India's rich heritage and traditions, fostering cross-cultural understanding and strengthening diplomatic ties with other nations.

Moreover, the construction of the Ram Janmabhoomi Temple reaffirms India's commitment to religious freedom and pluralism, sending a powerful message of tolerance and inclusivity to the international community. By embracing diversity and respecting different faiths, India emerges as a beacon of peace and harmony in a world marked by religious strife and conflict.

Conclusion

In conclusion, the Ram Janmabhoomi Temple project represents a transformative endeavour with far-reaching implications for India's cultural, economic, and social landscape. Supported by factual data and official statistics, constructing the temple complex premises will revitalise Uttar Pradesh's economy, preserve India's cultural heritage, and promote social cohesion and harmony.

As the temple takes shape, it is imperative that all stakeholders, including the government, local communities, religious institutions, and civil society organisations, work together to ensure its success and sustainability. By harnessing the power of faith, culture, and community, the Ram Janmabhoomi Temple has the potential to uplift millions of lives and inspire future generations with its message of peace to uplift millions of lives and inspire future generations with its message of peace, unity and divine love.

With careful planning, responsible stewardship, and inclusive development strategies, the Ram Janmabhoomi Temple can serve as a model for sustainable religious tourism and cultural preservation in India and across the globe. As the temple complex becomes a focal point for spiritual seekers and cultural enthusiasts worldwide, it reinforces India's timeless legacy as a cradle of civilisation and a land of spiritual enlightenment.

The Ram Janmabhoomi Temple is a testament to India's enduring spirit and timeless wisdom, beckoning humanity to embrace the values of love, compassion, and unity at the heart of all great religions and civilisations. As we embark on this scared journey of rediscovery and renewal, may the light of Lord Rama's divine grace illuminate our path and guide us towards a future filled with peace, prosperity, and spiritual fulfilment.

Photo Source: Aajtak, Awazthevoice.in, India today, Businessstandard, Swarajyamag.com

From Vision to Reality :
Ankit Sachdeva's Journey in Real Estate

Ankit Sachdeva, a visionary entrepreneur with over a decade of experience, has revolutionized real estate through Hobnob Realtech, where he serves as founder and CEO. Hobnob Realtech uniquely merges technology and real estate into a seamless platform, benefiting customers, developers, and consultants. The company simplifies the processes of buying, selling, and leasing properties, setting itself apart with a commitment to offering the right opportunities at the right prices. It also provides expert consultation, ensuring a precise and professional experience. By unifying consultants and developers, Hobnob Realtech addresses the challenges of tier 2 cities like Jaipur, making it a true game-changer in the industry.

What inspired you to start a technology based real estate startup?

The inspiration to start a technology-based real estate startup stemmed from the need to organize the highly fragmented real estate sector. Real estate involves multiple stakeholders, such as developers, customers, and brokers, who often operate in silos. Observing how e-commerce had unified various industries through technology, I saw a similar opportunity in real estate. By creating a unified platform, we aim to streamline the interactions among all stakeholders, making the market more efficient. This vision led to the founding of Hobnob Realtech, with a commitment to gradually bring significant technological advancements to the real estate industry.

How Hobnob Realtech can be differentiated with other listing aggregators?

Unlike listing aggregators, which are listing aggregators providing data, our platform offers comprehensive real estate services. These companies act as matchmakers, listing properties without engaging in the actual transaction process. In contrast, we provide end-to-end services, from showcasing properties to facilitating the entire purchasing journey. We focus on making real estate transactions easier for buyers, offering unified support from the initial property viewing to the final purchase. Additionally, we support developers and brokers by offering a large inventory, streamlined commissions, and full-service solutions, setting us apart as a service-oriented company in the real estate market.

How is your startup dealing with the widely unorganized real estate market in Tier II & III Cities of India?

Hobnob focuses on addressing the unorganized real estate market in tier two and tier three cities in India. Unlike metro areas like Gurgaon, NCR, Bengaluru, and Mumbai, which are already served by large companies like nobroker.com and squareyards.com, smaller cities are often overlooked. We aim to establish ourselves in these smaller cities—such as Jaipur, Indore, Chandigarh, Mohali, Ganga Nagar, and Kota—before expanding to metro areas. By concentrating on these unorganized markets first, we seek to create a strong foothold and gradually extend our reach. We have made significant achievements, including selling

Inventory worth 100 crore in the last F.Y.

What kind of challenges have been faced by you in the entrepreneurial journey and how you have addressed them?

As a first-generation entrepreneur, I faced numerous challenges, including limited resources, maintaining cash flow, and starting from scratch. The initial 11 months were particularly tough with no transactions and no access to capital. Coming from a humble background made it even more difficult to pursue a large vision. Overcoming these challenges required perseverance, consistency, and sticking to my vision.

Building from a single employee to a team of over 20, we faced challenges head-on with unique approaches and exceptional execution. Our breakthrough came after persistent efforts, leading to significant growth. Setting up post-COVID in Jaipur and expanding across Rajasthan, our work has been appreciated, motivating us to continue. Despite ongoing challenges, we have made significant achievements, including selling over 100 crore in inventory and maintaining our brand's vision and approach. This success has earned us recognition and opportunities in the market.

How is the security and privacy of user data preserved in your technology based business?

In our technology-based business, we ensure the security and privacy of user data by adhering to standard operating procedures and maintaining transparency. As a consultancy, not a developer, we emphasize high standards in documentation and due diligence. We carefully select and rate projects and builders based on stringent criteria, ensuring transactions with reputable developers. This rigorous process guarantees a smooth and secure experience for our customers. Additionally, we provide ongoing guidance to developers to help them enhance their practices and customer experiences, thereby maintaining high-quality standards.

How do you imagine the role of technology in shaping the future of the real estate market?

Technology, particularly AI, is poised to significantly shape the future of the real estate market by enhancing convenience and efficiency for both buyers and builders. Although the sector has been slow to adopt technology due to the challenges of physical execution, advancements like AI, virtual reality, and augmented reality are expected to transform the buying experience. These technologies can help with customer analysis, property searches, and overall user experience improvement. The industry is actively exploring innovative tech solutions to benefit all stakeholders and stay ahead of the curve.

What strategies do you involve in staying ahead of the curve in ever evolving business scenario?

Hobnob Real Tech prioritizes simplicity and customer-centricity in its strategies to stay ahead in the dynamic real estate market. While sticking to fundamental principles, the company constantly innovates to gain a competitive edge.

It focuses on understanding and addressing the challenges faced by both buyers and sellers in the real estate process. By conducting field research and gathering feedback, the company tailors its marketing communications to guide customers through the property selection process efficiently. Emphasizing the importance of ease and convenience for customers, Hobnob Real Tech aims to provide timely and relevant information without causing overwhelm. By offering consultative support and facilitating informed decision-making, the company aims to alleviate the complexity of purchasing a property, recognizing it as a significant life decision. Overall, Hobnob Real Tech's strategies revolve around simplifying the real estate experience and ensuring customer satisfaction, believing that convenience is key to success in any industry.

As you mentioned, listing aggregators provide a lot of option and actually creates a lot of confusion for the buyers. We would like to know your view on this.

The response highlights Hobnob Real Tech's comprehensive approach to real estate services, aiming to address the needs of both buyers and sellers across various property types and locations. While acknowledging the potential confusion caused by numerous options, the company emphasizes its role as a one-stop solution provider. With a consultative approach and a wide range of services, including assisting institutions like helping the university, Hospital, Hotel & MNCs in finding suitable land, Hobnob Real Tech aims to become a major player in the industry. Despite being in the early stages, the company envisions significant growth, focusing on providing maximum services and facilitating exchanges between stakeholders. Builders benefit from marketing and sales support, while brokers gain access to a larger inventory and higher commissions. Hobnob Real Tech's platform also enables brokers to serve clients across different locations efficiently. Overall, the company's vision emphasizes solving real estate challenges comprehensively and efficiently at a single point.

Scalability is indeed very crucial for a startup and how do you plan to achieve the scalability for your startup?

Achieving scalability is essential for startup success, and it requires strategic planning and continuous adaptation. Yearly planning, budgeting, and monitoring growth patterns are key components of this process. Flexibility in planning is necessary as theoretical projections may not always align with actual outcomes. Maintaining a mindset of aggressiveness towards growth is crucial, as scalability ensures the business can adapt and thrive in a changing environment. Delayed planning or failure to achieve scalability can hinder overall company growth and competitiveness in the market.

How do you see technology continuously disrupting the real estate market?

The real estate market is continuously being disrupted by advancing technology. However, it's crucial to assess how each technological innovation can be effectively integrated into the business to enhance user experience and convenience. Not all advancements may bring significant change, so it's essential to prioritise those that align with the business's goals and readiness to adopt them. Rather than blindly chasing technology, understanding its practical implications and planning accordingly is key to leveraging its potential for business growth and market disruption.

What is the significance of partnership and collaboration for the technology-based real estate business to meet the company's objectives?

Strategic partnerships and alliances play a vital role in the growth of technology-based real estate businesses. Entrepreneurs can glean

valuable insights and opportunities by venturing and engaging with various industry stakeholders. Collaborations offer multidimensional benefits, even if not immediately tangible, fostering indirect advantages and enhancing the core business. Participating in industry events, such as hosting startup gatherings or bridging connections between startups and established companies, can yield significant branding and networking opportunities. Through initiatives like " Startups Huddle 2024," where over 200 startups and 25 prominent companies convened, entrepreneurs can access platforms for learning, networking, and branding, establishing valuable connections with leaders and investors across different domains.

What do you suggest to aspiring young entrepreneurs starting their journey in technology-based startups?

The advice for aspiring young entrepreneurs starting technology-based startups is to identify a problem that leads to a viable business solution. It's crucial to focus on a domain of personal interest and to commit fully to it, avoiding excessive experimentation. The emphasis lies on execution rather than perfection, addressing problems as they arise and refining solutions iteratively. Starting with basic ideas and gradually building upon them is advocated, rather than waiting for large-scale plans or resources. Mentorship and guidance are essential for navigating the startup journey effectively, providing direction, and ensuring progress. Learning from industry experience, seeking guidance from mentors, and adapting strategies accordingly are emphasised as key components of startup success.

Marketing Theories in the Ad Industry : Bridging the Gap Between the Academic and Business Circles - Dr. Samira Raki

Dr. Samira Raki is currently associated with National School of Business and Management (ENCG), University of Ibn Zohr, Agadir, Morocco recognized for her exceptional expertise in business education and research. Her clear communication of complex concepts and commitment to student development set her apart. With impactful research published in high-impact journals, Dr. Raki significantly contributes to business practices. A collaborative leader, she fosters innovation and community engagement, making her a valuable asset to any institution striving for excellence in academia and research.

The relationship between academia and the business world has long been perceived as a complex and sometimes strained one. Nonetheless, remarkable innovations and practical advancements can be realized by synergizing these two areas, especially in advertising. Businesses can improve their strategies, achieve greater consumer engagement, and ultimately increase their bottom line by capitalizing on marketing theories that have been developed in academic circles. This article dwells on how bridging the gap between academia and business is transforming the advertising industry through the application of marketing theories.

The Academic Foundation of Marketing

Effective advertising strategies are founded on marketing theories. Simply put, academia teaches people how to understand consumer behavior, market dynamics as well as the psychological basis for decision-making. In other words, marketing education has adopted different learning theories such as Maslow's hierarchy of needs and, the affective, behavioral, and cognitive model also referred to as the ABC model among others to aid in comprehending consumer behavior.

Maslow's Hierarchy of Needs

Maslow's Pyramid of Needs is a theory that has been widely used in marketing. It states that human needs are hierarchal and range from basic physiological requirements to higher-level psychological needs like self-actualization. In the advertising field, this knowledge enables marketers to create messages that can resonate with their target market at a deeper level.
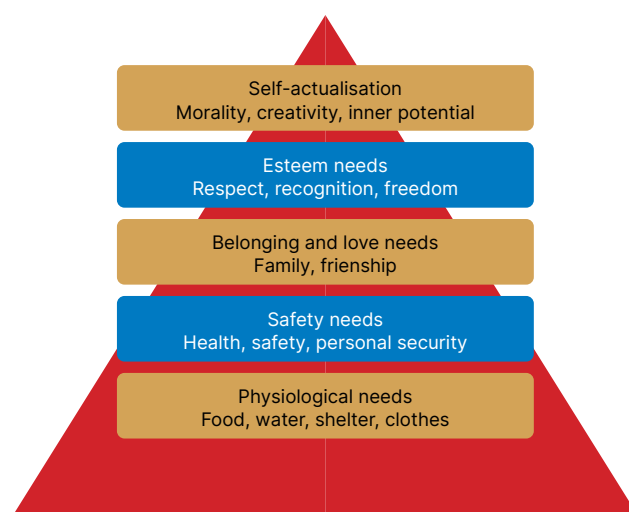

Figure 1: Maslow's Pyramid of Needs

Example: Ferrari's "A Whole New World" Ad

Ferrari's "A Whole New World" ad campaign exemplifies Maslow's hierarchy of Needs as it

targets the uppermost levels of the hierarchy such as esteem and self-actualization. The advert captures the luxurious and aspirational aspects of owning a Ferrari, focusing on themes related to adventure, personal accomplishment, and ultimate driving experience. This approach appeals to consumers' need for prestige and self-actualization.

The ABC Model

The ABC model stands for Affective, Behavioral, and Cognitive; it provides an overall framework explaining attitudes held by consumers. According to this model, consumer behavior is influenced by emotions (affective), actions (behavioral), and thoughts (cognitive). Effective strategies for advertising must consider all these components to fully engage the customers.
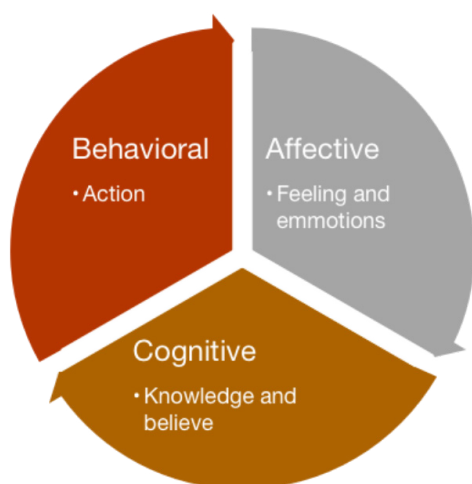

Figure 2: ABC model

Example: Nike "Just Do It" campaign

Nike's "Just Do It" campaign is a good example of Nike's ABC model in operation. This campaign generates intense emotions (affective) through inspirational stories and powerful visuals. It also encourages exercise and sports participation (behavioral) by displaying athletes who surmount obstacles. Furthermore, its cognitive aspect is strengthened by insisting that greatness can only be achieved with determination and Nike products are the way to do it. This comprehensive approach ensures that Nike

reaches its customers at different levels thereby boosting brand loyalty and affinity.

Learning Theories

Learning theories, such as classical conditioning and operant conditioning, offer valuable insights into how consumers acquire and change their behaviors over time. These theories emphasize the role of experiences, reinforcements, and social influences in shaping consumer habits.

Example: Intel's "Intel Inside" Jingle

Classical conditioning involves pairing a product with positive stimuli to create a positive response towards it. The Intel Inside jingle has successfully conditioned consumers' mindsets about high-performance computers associated with the Intel brand, demonstrating how strong associations between brands can be created using classic conditioning techniques such as jingle.

Example: Sephora's Loyalty Programs

Operant conditioning involves using rewards and punishments to influence behavior. Sephora efficiently employs operant conditioning through its loyalty programs. Therefore, by giving out rewards such as points that can be redeemed for products that have been purchased, the company is able to encourage customers' loyalty and desire to buy repeatedly. The same way, the program includes special discounts as well as exclusive deals for members to stimulate frequent shopping at Sephora.

The Persistent Gap: Challenges in Applying Theories

While marketing theories provide useful insights on consumer behavior and effective advertising strategies, their application in real-life situations has limitations leading to a persistent gap between academia and business. Among

these brands are those which fail to apply them effectively leading to scandalous or controversial advertisements.

Example: Pepsi's "Live for Now" Ad featuring Kendall Jenner

Pepsi's 2017 ad featuring Kendall Jenner was a striking example of a campaign that missed the mark in terms of aligning with crucial marketing theories like ABC model and classical conditioning. The advertisement failed to capture the holistic ABC framework. Instead of representing a united front during a protest, it aimed at evoking favorable emotions through this means but overlooked the complexity of the problems being protested. Consequently, rather than striking an emotional chord with consumers, the ad was accused of trivializing serious matters and cashing in on activism.

In terms of classical conditioning, the advert was not able to establish any meaningful connection between the consumption of Pepsi and the positive outcome. The attempt to project Pepsi as a brand that can defuse social tension and enhance unity in society was unconnected to reality. Instead of reinforcing positive feelings towards the brand through conditioned response, people reacted negatively to it resulting in widespread criticism and backlash; thus, more damage was done to Pepsi's brand image.

This example highlights the importance of applying marketing theories effectively in advertising campaigns.

Brands must always consider consumer reactions toward these strategies including cultural sensitivities and ethical aspects when developing and implementing marketing strategies. The absence of such considerations can lead to consequential damages like reputation losses or loss of customers' trust.

In conclusion, though marketing theories offer important frameworks for understanding consumer behavior and shaping effective advertising strategies, as demonstrated in the case of Ferrari and Sephora, applying them in the real world is very challenging. The examples discussed show how translating theoretical concepts into successful advertising campaigns is complex and needs to be done with great care. Omitting overall customer reactions as well as lacking meaningful connections often hinder the ability of companies to effectively apply marketing theories causing disjunctive messaging and negative perceptions. However, these challenges also bring forth opportunities for growth and improvement. Businesses can better navigate through the complexities of applying marketing theories by prioritizing interdisciplinary learning, gaining practical exposure, staying agile with industry trends, and fostering creativity while upholding ethical standards. To bridge the gap between academia and business entails addressing these issues head-on, collaborating across disciplines, and continuously refining advertising practices to meet changing consumer needs.

The Latest Global Scoop

FOUR EUROPEAN UNION BANKS SEEK RBI APPROVAL FOR CLEARING MODEL.

Four major European banks—Credit Agricole, Societe Generale, Deutsche Bank, and BNP Paribas—have asked the Reserve Bank of India (RBI) to allow them to continue buying and selling Indian government bonds and derivatives through third-party clearing. Due to issues with audit and inspection rights, the European Securities and Markets Authority (ESMA) revoked the Clearing Corporation of India's (CCIL) recognition.

The controversy began when the RBI refused to allow the ESMA to audit and examine the CCIL, which is a critical component of India's financial system for government bonds and derivatives. Because of this denial, the ESMA discontinued recognising the CCIL in October 2022. After October 2024, European banks will be unable to conduct business with it.

MYANMAR JUNTA REVIVES $3.6 BILLION CHINESE-BACKED DAM PROJECT

Myanmar's junta is resuming the $3.6 billion Myitsone dam project, which had previously been halted, with Chinese assistance. This action represents a significant shift in policy from when it was first placed on hold in 2011 due to substantial public opposition. The project is located along the Ayeyarwady River in northern Kachin state. It contains proposals for a 6,000-megawatt dam, which will generate almost 90% of China's power.

OPENAI OFFERS FREE GPT-4O AND UNVEILS NEW CAPABILITIES.
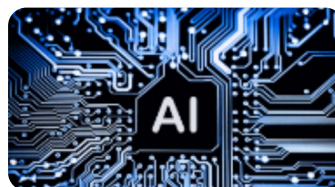
OpenAI, a prominent leader in artificial intelligence research, recently revealed significant enhancements to its AI models, including the introduction of the GPT-4o model. During a livestream event, OpenAI's Chief Technology Officer, Mira Murati, emphasised that this new model would be free because it is more efficient than previous models. People in the tech industry are paying close attention to advancements in AI technologies right now, especially because AI skills and applications are expanding so rapidly.

INDIA WILL MANAGE IRAN'S CHABAHAR PORT FOR TEN YEARS.

India is preparing to sign a 10-year management agreement for Iran's Chabahar Port. This initiative is part of India's strategic goal to improve connection with Afghanistan, Central Asia, and the larger Eurasian area. Shipping Minister Sarbananda Sonowal is expected to attend the signing ceremony in Iran.

THE EU ALLOCATES $1 BILLION IN FUNDING TO LEBANON.

The European Union, led by EU President Ursula von der Leyen, has given $1 billion in help to Lebanon. This commitment, announced during

her visit to Lebanon on May 2, 2024, intends to strengthen the country's socioeconomic stability, as it has been dealing with a severe economic crisis since late 2019. The funds, which are available until 2027, will be used to improve fundamental services like as education and health, as well as to boost economic growth through required changes.

This financial assistance is in response to Lebanon's simultaneous challenges of accommodating a large number of refugees and regulating growing irregular migration.

INDIA'S $61.5 MILLION GRANT FOR THE DEVELOPMENT OF KKS PORT, SRI LANKA

The Sri Lankan Cabinet has approved the reconstruction of the Kankesanthurai Port (KKS Port) in the Northern Province, with India covering the entire USD 61.5 million project cost. KKS Port, located 104 kilometres from India's Karaikal Port, provides direct passenger service to Nagapattinam, Tamil Nadu. Despite implementation delays due to higher expected expenditures, India's dedication demonstrates its "Neighbourhood First" philosophy. The port, which has been active since 1950, is expected to boost socioeconomic development and cultural relations between India and Sri Lanka, primarily aiding the Northern Province. The redevelopment will usher in a new age of regional cooperation and growth.

UK'S RWANDA SCHEME FACES LEGAL HURDLES DESPITE NEW TREATY TO SAFEGUARD ASYLUM SEEKERS

The UK's Rwanda Scheme, launched in April 2022 by Boris Johnson, seeks to dissuade unauthorised entries by deporting asylum seekers to Rwanda. The programme, which aims to disrupt human traffickers, has sparked widespread criticism and legal challenges. Critics claim that it jeopardises asylum seekers' rights and safety, citing concerns about Rwanda's political atmosphere under President Paul Kagame. In November 2023, the UK Supreme Court ruled that the policy was illegal. In response, Prime Minister Rishi Sunak signed a new deal that guaranteed asylum seekers could only be repatriated to the UK. Despite efforts to comply with legal norms, the amended Rwanda Bill faces persistent hurdles.

YOZMA 2.0: ISRAEL LAUNCHES A TECH INVESTMENT FUND.

Yozma 2.0, established by the Israeli government in April 2024, aims to encourage institutional investment in the high-tech sector. The fund incentivizes insurance companies and pension funds to engage in technology-focused venture capital funds by providing higher returns. Yozma 2.0, with the Israel Innovation Authority investing 30 cents for every dollar invested and waiving its return share, aims to promote early-stage innovation startups, particularly in the deep tech area. The programme, which will allocate $160 million over 20 months, aims to diversify funding sources and provide substantial support for Israel's tech businesses, thereby stimulating economic growth in the aftermath of the battle with Hamas.

## THE CRYPTOCURRENCY MARKET HAS SEEN RENEWED INTEREST.

The cryptocurrency market had fresh interest in April-May 2024, with Bitcoin and Ethereum values climbing considerably. Institutional investors and technology businesses have boosted their investment in the cryptocurrency area, noting its potential as an inflation hedge and a vehicle for financial innovation. Regulatory changes in many countries are aimed at ensuring market stability and protecting investors. This revival demonstrated the increasing widespread acceptance of digital assets

OIL PRICES FLUCTUATE AMID GEOPOLITICAL TENSIONS.

Oil prices fluctuated significantly from April to May 2024 due to persistent geopolitical concerns in the Middle East and supply chain disruptions. Prices temporarily reached $95 per barrel before stabilising at $85. The OPEC+ members discussed output modifications to control supply and stabilise markets. The volatility underlined the importance of diversifying energy sources, as well as the global economy's vulnerability to changes in oil prices.

ZIMBABWE INTRODUCES THE WORLD'S FIRST GOLD-BACKED CURRENCY (ZIG).
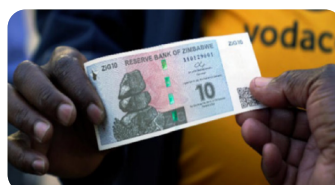
Zimbabwe has attempted to resuscitate its economy by introducing a new currency in April known as Zimbabwe Gold (ZiG). This is the sixth attempt to create a national currency in 15 years, following serious economic challenges and the collapse of previous currencies. In a controversial move, the government has forced people to use ZiG by making it difficult to transfer currencies on the underground market. Authorities apprehended currency dealers who traded at rates greater than the official exchange rate.

JAPAN'S INFLATION RATE STABILIZES.

Japan's inflation rate stabilised around 2% in May 2024, in line with the Bank of Japan's objective. This stability was ascribed to sustained consumer demand and government efforts to manage energy prices. The Japanese economy exhibited signs of steady expansion, boosted by strong exports and technological innovation. Policymakers aimed to maintain economic momentum while addressing long-term issues like an ageing population and labour market reforms.

Source: - Economic Times, Times of India, The Hindu

Empowering Young Minds
- Sarika Srivastava

Dr. Sarika Srivastava is an inspiring figure with 12 years of teaching experience across universities and management colleges. She has organized seminars, coordinated MDPs for exporters, and guided Ph.D. scholars. Dr. Srivastava also balances her academic career with her involvement in the fashion world, winning titles like Mrs. Confident 2019. She has worked extensively with NGOs like Florian Foundation and Giants Group, supporting underprivileged children, cancer patients, and HIV-positive kids. Known for her humanitarian efforts, she has led various projects, including donation drives and mental health sessions, showcasing her dedication to education and social activism.

"You have to be odd to be number one"

Dr. Seuss

The significance of empowering youth cannot be overstated. The young minds are not just inheritors of the world we create; they are future leaders, innovators and problem solvers of our society; whatever actions and decisions they take will shape the world in a positive way.

The youths of India are strong change agents. They are intelligent and kind, and their creative innovations and perspectives will shape the future trajectory of societies, industries, and policies.

We need to empower young minds, helping youths of India from all domains with knowledge, skills, resources, and confidence so that they can take control of their lives and contribute positively to the nation.

As we all know, empowering youth is an investment in the future of our society. If they are given proper direction and we implement effective strategies, we can create a generation that is capable of leading with strong leadership skills, fostering positive change, contributing to economic growth and building a more just and equitable world.

Strategies for Empowerment:

1). **To impart quality education-** The fundamental right of every child is to get an education. All government organizations should invest in educational infrastructure, teacher training workshops and proper documentation of curriculum development. So that youth can acquire the necessary skills for personal and professional growth.

2). **Skill Development-** Equipping youth with relevant skills for the modern job market is crucial. Highly intensive vocational training entrepreneurship programs and mentorship initiatives can empower young people to become self-reliant and contribute to economic development.

3). **Access to information and Technology–** Nowadays, it is very important to impart digital skills training to youth to engage with the global community and access educational and economic resources.

4). **Mental Health Support –** Due to a lot of work pressure and challenging tasks, youth face crucial problems. Providing them access

to counselling services, promoting mental health awareness, and creating safe spaces for expression can contribute to their overall well-being and empowerment.

Role of parents and educators in empowering young minds:

We believe that effective education begins when parents and educators are on the same page. Parents are the first teachers of the child. The second major role in children's education is that of a teacher.

Shaping behaviour and values Parents and educators play a pivotal role and serve as primary role models for children. Their actions, attitudes, and values significantly influence young minds. Educators who exhibit patience, curiosity, progressive and a growth mindset

inspire students to emulate those traits.

Encouraging curiosity, exploration, and experimentation, Parents, educators, and communities can nurture young generations' natural curiosity and creativity by providing them with opportunities to explore and experiment with different materials, ideas, and challenges.

Youth empowerment strengthens the social fabric of communities. A skilled and empowered young mind can drive innovation, boost productivity and lead to a more prosperous society.

It's clear that when we believe in our future generations and give them a proper environment where they feel valued, listened to and capable of making meaningful contributions, it fosters a sense of freedom within themselves that propels them toward success.

Driving Digital Innovation : A Leader's Perspective on Change and Agility
- Dr. Manoj K. Prasad

Dr. Manoj is currently with Jio Reliance Industries Limited as a VP - Digital Transformation & adoption bringing over 26 years of experience in managing complex global transformation and organizational change programs, focusing on business digitalization, corporate HR, culture transformation, and capability building. He has 7+ years of international experience in employee engagement, talent and capability building, and people change across the USA, Europe, and APAC countries.

He has led talent development, digital transformation, and culture change initiatives for Fortune 100 companies and managed organizational change and capability building for various government and IT organizations, including the Ministry of Industry & Commerce, Tech Mahindra, HCL Technologies, KPIT Commines, and ITC InfoTech in the USA and Europe. Dr. Manoj has received several accolades, including the Best HR and Learning Leader Award from the World HR Forum in 2020, the Brandon Hall Global HCM Excellence Award in 2021, and the Golden Peacock National Award in June 2022.

Based on your significant experience in organization development and digital transformation, what leadership practices or styles have you found most effective in successfully guiding and implementing these changes within an organization?

In leading digital transformation, the foremost task is understanding the anticipated benefits once the transformation is fully integrated and stable. Agility is crucial because technological advancements and disruptions can alter planned paths unexpectedly. For example, technologies like ChatGPT are significantly reshaping business models and strategic directions across industries, influencing both corporate conversations and organizational missions.

Leadership must prioritize agility, swiftly adapting to emerging technologies and market shifts. Equally important is a commitment to continuous learning and skill development. Leaders who do not continuously upskill and reskill themselves risk becoming outdated swiftly in a rapidly evolving landscape.

Therefore, effective leadership in digital transformation focuses on three core areas: defining clear short-term and long-term organizational visions, maintaining personal agility to adapt to technological changes, and actively supporting employees and stakeholders in acquiring essential skills and knowledge demanded by the evolving industry landscape.

You have been with Reliance for over seven years. Could you provide an overview of how Reliance approaches digital transformation and evaluates competitors' strategies to incorporate industry trends into its business operating model and execution? While specifics might be confidential, a general overview would be helpful.

Reliance is dedicated to advancing Digital India by focusing on customer-centric innovations

across its telecom and digital platforms. With a massive customer base of 492 million, the company integrates technologies like OTT services and Jio Air 5G to meet diverse enterprise and consumer needs. Central to their strategy is understanding and scaling to exceed customer expectations. They streamline employee services through the Employee Support System (ESS) mobile app, offering access to entertainment, learning resources, and essential services. Learning and development initiatives include partnerships with Coursera and LinkedIn Learning, alongside an in-house system for continuous education.

Furthermore, Reliance integrates retail and medical services into internal apps like the Jio Health App, enhancing convenience and efficiency. Their digital transformation is driven by well-defined metrics across business processes, ensuring ongoing operational enhancement and service excellence.

Considering your experience at HCL and now at Reliance, could you share how you have developed and implemented strategies to effectively manage and navigate organizational change and development?

It's quite simple. My approach revolves around customizing strategies to meet the specific needs of employees. When managing change as part of a transformation journey—whether due to mergers, acquisitions, business transformations, IT changes, digital transformations, or leadership changes—there are key areas to focus on: technology, processes, and people.

Firstly, we address changes triggered by technology. Secondly, we consider process changes, which can involve business or engineering aspects. Finally, and most importantly, we focus on the people. Technology and processes can be altered relatively quickly, but changing the mindset of people, who drive any transformation, takes more effort. Therefore, our strategy prioritizes educating

employees and demonstrating the benefits of new systems or processes to make their work easier.

In terms of intervention, the approach can vary. Sometimes, it involves process interventions supported by technology, while other times, it might be purely technology focused. For example, with ChatGPT, we implemented direct technology interventions without modifying processes first.

The type and scale of change influence our strategy. My experience includes managing complex changes impacting 194 countries, dealing with various time zones, and diverse cultural and social backgrounds. Such complexity requires a focus on people. The goal is to quickly bring employees into the central stage of the transformation, educate them, and address resistance to change.

Change is inevitable, and our primary focus should always be on people to ensure successful transformations.

Given the future of Reliance, how do you view digital transformation and change? As a leader, with AI and tools like ChatGPT emerging, do you foresee these trends continuing, or do you anticipate new developments replacing them in the future?

I believe several technologies are currently emerging and will play significant roles in the future. Blockchain and IoT are making their presence felt, while RPA (Robotic Process Automation) is already being implemented. Additionally, data analytics and data science are crucial as we strive to create a data-driven culture within our enterprise. This means having real-time data available on dashboards to facilitate immediate decision-making. For example, data generated from various locations, such as Jamnagar or Phoolpur in UP, can be accessed in real time, allowing leaders to make informed decisions promptly.

At Reliance, our goal is to become a digitally

enabled organization, and we've made significant strides in this direction. Our change management strategies are well-established and mature, thanks to a transformation program we initiated six years ago. We have a system called People First that manages end-to-end employee experience and empowerment. For instance, applying for leave or travel no longer requires approval, which streamlines processes and empowers our employees. This approach not only enhances employee engagement but also promotes empowerment across the organization.

As aspiring HR professionals from diverse backgrounds, we seek your advice on skill development, attitude cultivation, and career management. Based on your extensive experience, what suggestions do you have for us in these areas?

When I was studying for my bachelor's and master's degrees, our professors and the Training and Placement Unit (TPU) decided what we needed to learn to enter the job market. However, there was a significant disconnect between academia and the corporate world. We were unaware of the specific skills and knowledge that companies required because our curriculum was solely determined by the university.

I attended central universities where the curriculum was predetermined and had little to no input from corporate professionals. This lack of connection meant that we were often unprepared for the real demands of the job market. For instance, if I ask current HR students whether they have learned Python or Power BI, many will question the necessity of these skills, assuming they are only relevant to software professionals. However, with the increasing digitization in all fields, including HR, marketing, and finance, it is crucial to acquire such skills to stay relevant.

Students should not limit themselves to the prescribed curriculum by AICTE or any other educational body. It is essential to go beyond and seek additional skills and knowledge that are in demand in the industry. The gap between academia and the corporate world is significant, although efforts are being made to bridge it. Organizations like NASSCOM and UGC are trying to introduce more industry-related practices into education. For example, the UGC's initiative to bring in industry professionals as 'Professors of Practice' is a step in the right direction. However, there is still much progress to be made in aligning academic programs with the actual needs of the corporate sector.

The Impact of Artificial Intelligence on Search Engine Optimization
- Meriam Quessed and Maryam Akrarai

Meriam Quessed and Maryam Akrarai are the dynamic co-founders and managers of Call to Marketing, a cutting-edge marketing agency dedicated to simplifying the complexities of the digital marketing landscape. Both Meriam and Maryam hold Master's degrees in Marketing and Communication, equipping them with a robust academic foundation and practical insights into the evolving marketing domain. Their deep understanding of digital trends and consumer behavior has been instrumental in driving the success of Call to Marketing.

Search Engine Optimization remains one of the most essential parts of any present-day digital marketing strategy geared towards increasing the visibility of companies on the web. Over the years, it has evolved as a response to technological advancements, with artificial intelligence being one of the recent changes. AI brings new possibilities for businesses to make sure they are well-represented online, but, at the same time, it brings challenges with it. This article looks at how AI is changing SEO and what this means for businesses competing to stand out in this digital domain.

History of Search Engine Optimization (SEO)

During the early days, SEO was very basic, with the central concept being "keyword stuffing," where many keywords were inserted on a website to influence the search engine ranking. The primary theory was to trick the search engine into improving the page's ranking even if the quality of information was poor.

Initially, search engines relied heavily on keywords to index and rank web pages; thus, many website owners practice keyword stuffing. They would unnaturally use the keywords, repeating them countless times, whereas humans wouldn't be able to make good sense of them to enhance their rankings on search engines. This changed significantly with the launch of Google's PageRank algorithm in the late 1990s.

PageRank assessed the quality and quantity of links pointing to a website, with each link considered a vote of confidence. Therefore, a site at the receiving end of many high-quality inbound links will outrank one with a few or low-quality ones. This change increased the importance of building high-quality link networks and creating linkable content.

The next developments came with Google's Panda and Penguin, designed to penalize low-quality content and manipulative link-building practices. These changes, along with preceding ones, have signaled a user-centric SEO approach focused on delivering valuable, relevant content to searchers.

How AI Is Revolutionizing SEO?

Technologies in AI, such as Google's RankBrain, help to understand the intentions behind users' search queries. In other words, the machine learning algorithm RankBrain enhances search results to understand what users are truly

looking for. For instance, searching for "baked apple pie" will not only provide you articles with the exact phrase but also recipes, cooking guides, and video tutorials. RankBrain deciphers the intention behind searches, allowing Google to provide results that meet users' expectations.

AI can improve SEO with efficient and faster streamlining of back-end activities, including keyword research, content optimization, and site technical audits. This automation helps free marketers' time for more strategic planning and content creation. AI can produce a very in-depth analysis of the keywords used, spanning hundreds of thousands of different types. Solutions like Clearscope and MarketMuse leverage AI to analyze the content against the ranking pages and suggest more profound optimization steps.

Moreover, AI is changing the game in content creation. The algorithm spots trends and generates articles on pertinent topics, enabling content creators to easily produce new material. For example, AI tools could draft blog posts on "Easy Home Fitness," from workout routines and motivational tips to success strategies. Open AI's GPT-3, with its enhanced Natural Language Understanding System, can write human-like text with minimal input. However, human creativity remains indispensable.

Image source: Authors

Problems and Limitations of AI in SEO

While AI in SEO has its advantages, there are indeed, challenges and limitations to consider. The most significant one is the danger of over-reliance on automation. Even though AI can help with processing massive amounts of data and generating valuable insights, a severe lack of critical human superintendence may occur. Consequently, this over-reliance can lead to errors or missed opportunities that a human could have seized.

Another limitation is content quality. Even though AI can generate content quickly, in many cases, it lacks depth, creativity, and emotion. Unlike human-made content, these factors contribute to AI-generated content being generic and lackluster, failing to engage its audience effectively. Additionally, AI can only handle large amount of data analysis and text generation, while it lacks the emotional intelligence and more profound understanding that human writers put forth. Human writers can inculcate personal stories, humor, and cultural references into content in ways that AI-prepared drafts simply cannot.

Furthermore, AI algorithms require vast amounts of high-quality data to run effectively. For smaller companies or those with limited digital capabilities, collecting sufficient in-time data to train the AI models can be challenging. This can limit the effectiveness of AI tools and operate as a barrier to entry for these firms.

Moreover, AI still flounders in understanding and interpreting complex human emotions, cultural -nuances, and contextual subtleties. This limitation may impact the quality of the AI-driven SEO strategy, as these are some of the crucial factors in developing resonating content for diverse audience bases.

Ethical concerns revolve around the use of AI in these SEO tasks. AI could easily perpetuate any biases harbored in the training data, which has enormous potential for unfair and discriminatory practices. It remains an ongoing challenge to assure total transparency and freedom from
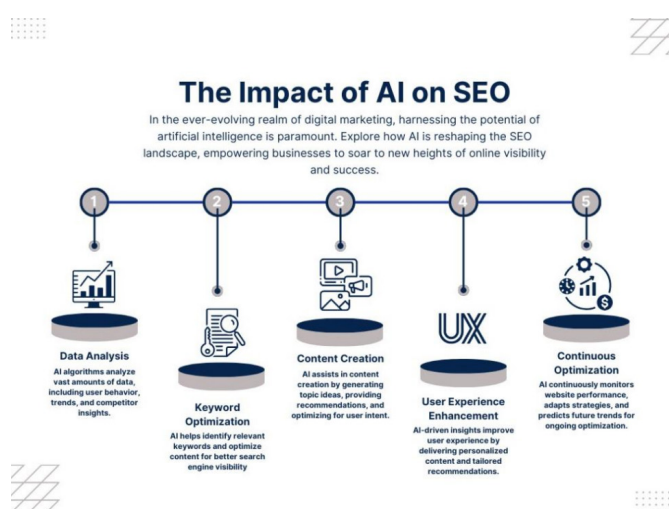
bias in AI tools, requiring continuous monitoring and regulation.

Looking Towards the Future: Artificial Intelligence in SEO

As AI advances, its integration with new-age technologies such as augmented reality and voice search will continue to redefine SEO strategies. Voice search is becoming immensely popular these days through smart speakers and virtual assistants. It will require a greater lean towards optimization of content for conversational keywords and phrases. While traditional text searches are not conversational, voice searches are highly conversational and almost always consist of an entire sentence.

AI may be functional in identifying natural language queries to target them by rendering keyword research and content creation differently. AR is another technology that is set to impact SEO. This technology layers digital information over the real world, making it engaging and interactive. For instance, a retailer may use AR to allow customers to virtually try on clothes or see how furniture would look in their homes. That means that as search experiences start adding elements of AR, businesses will need also to ensure they are optimizing their content for these interactivity elements: 3D models, and AR-supported product descriptions, all to enhance their visibility in search results.

Conclusion

Adding AI in SEO means new marketing strategies that are more revolutionary and sophisticated. The combination of AI with SEO, therefore, is a ticket for businesses to experience greater visibility and stronger relationships with their oriented clients. However, this success can only be possible with careful balancing of the technological revolution and human insight and creativity.

In general, SEO's future has to be defined by the growing evolution of AI and how it fits into the horizon of emerging tech. Those companies accepting the changes with an open heart and applying AI innovatively shall benefit the most in a competitive online landscape. But creating content that connects and activates audiences requires human creativity, empathy, and strategic thought. This is where combining AI excellence with human ingenuity can help businesses develop effective and sustainable SEO strategies in this rapidly growing digital landscape.
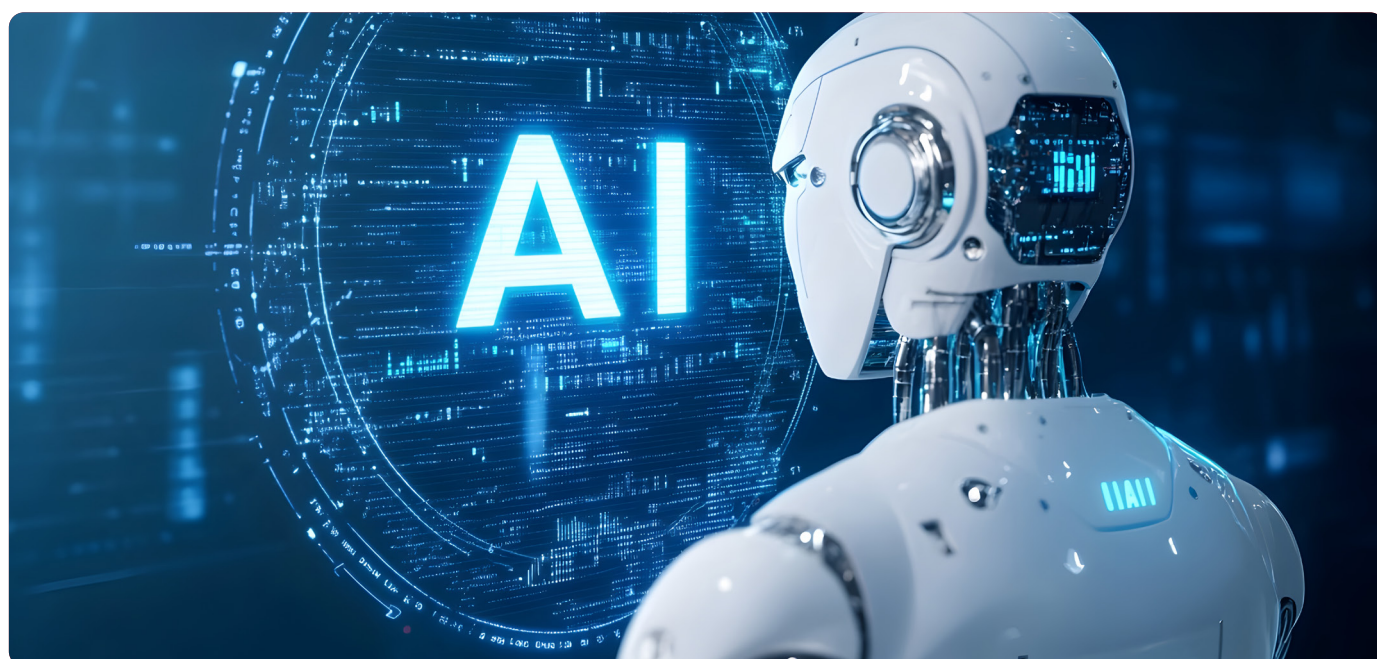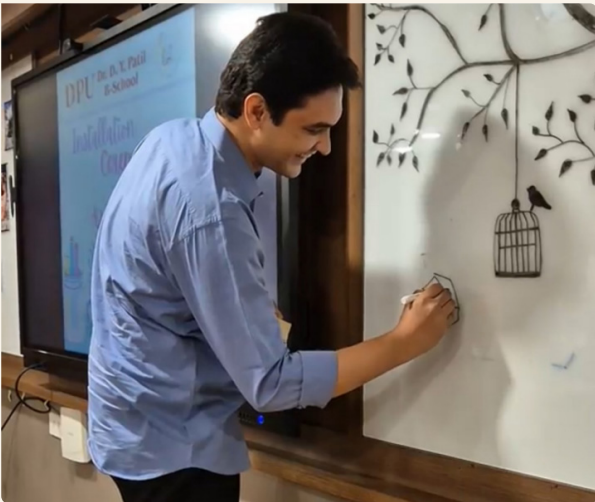
A Ride to
Best Moments

RESILIENCE ROOM

It's Okay to Not Be OKAY

In today's fast-paced, success-driven world, there's an overwhelming pressure to appear strong, capable, and unfazed by the challenges we face. The prevailing narrative often suggests that any sign of struggle or vulnerability is a weakness, and this mindset permeates our personal, professional, and academic lives. However, it is crucial to recognize that it is okay to not be okay. Acknowledging our struggles, embracing our vulnerabilities, and seeking help when needed are essential steps toward genuine well-being and resilience.

The Stigma Surrounding Mental Health

One of the primary reasons people hesitate to admit they are not okay is the stigma surrounding mental health. Despite increased awareness and advocacy efforts, misconceptions about mental illness persist. People fear being judged, labeled, or treated differently if they reveal they are struggling. This stigma can lead to feelings of shame and isolation, preventing individuals from seeking the help they need.

The Myth of Perfection

Social media and popular culture often perpetuate the myth of perfection. We are bombarded with images of flawless lives, successful careers, and happy relationships, creating an unrealistic standard of living. This constant comparison can make us feel inadequate and amplify our struggles. It's important to remember that what we see online is often a curated highlight reel, not an accurate representation of reality. Everyone faces challenges and setbacks, even if they are not visible on the surface.

The Importance of Emotional Honesty

Being emotionally honest with ourselves and others is a crucial step in acknowledging that it's okay to not be okay. Suppressing or denying our feelings can lead to increased stress, anxiety, and depression. By recognizing and expressing our emotions, we can begin to address the root causes of our struggles and take steps toward healing.

Embracing Vulnerability

Brené Brown, a renowned researcher on vulnerability and shame, argues that vulnerability is not a weakness but a source of strength. Embracing vulnerability means allowing ourselves to be seen as we truly are, with all our imperfections and struggles. It involves taking risks, being open to uncertainty, and acknowledging that we do not have all the answers. By embracing vulnerability, we create deeper connections with others and foster a sense of belonging.

Seeking Help

One of the most courageous steps we can take when we are not okay is to seek help. This might involve reaching out to friends or family members, seeking professional counseling or therapy, or utilizing resources available at our schools or workplaces. Seeking help is not a sign of weakness but a proactive step toward well-being. It shows that we value ourselves and are committed to taking care of our mental and emotional health.

Building a Support System

Having a strong support system is essential

for navigating life's challenges. This support system can include friends, family, mentors, and mental health professionals. Surrounding ourselves with people who care about us and who we can trust provides a sense of security and reassurance. It is important to nurture these relationships and be willing to lean on others when we need support.

Self-Care and Mindfulness

Self-care is an essential aspect of maintaining our mental and emotional well-being. It involves taking intentional steps to care for ourselves, both physically and emotionally. Self-care can include activities like exercise, healthy eating, adequate sleep, relaxation, and engaging in hobbies we enjoy. Mindfulness practices, such as meditation and deep breathing, can also help us stay grounded and present, reducing stress and promoting a sense of calm.

The Role of Institutions

Educational institutions, workplaces, and other organizations play a crucial role in supporting individuals' mental health. These institutions can create environments that promote mental well-being by offering resources such as counseling services, mental health awareness programs, and stress management workshops. By fostering a culture of openness and support, institutions can help reduce the stigma surrounding mental health and encourage individuals to seek help when needed.

The Power of Community

Communities play a vital role in supporting mental health. By fostering a sense of belonging and connection, communities can provide individuals with the support they need during difficult times. This can be achieved through peer support groups, mental health awareness campaigns, and creating safe spaces for open discussions about mental health.

Redefining Success

It is important to redefine what success means to us. Instead of measuring success solely by external achievements, we should consider our overall well-being and happiness. Success can be defined by our ability to navigate life's challenges, maintain healthy relationships, and take care of our mental and emotional health. By shifting our perspective on success, we can reduce the pressure we place on ourselves and acknowledge that it's okay to not be okay.

Practical Strategies for Managing Mental Health

While acknowledging that it's okay to not be okay is an important step, it is equally important to have practical strategies for managing our mental health. Here are some strategies that can help:

1. **Develop Healthy Coping Mechanisms:** Identify healthy ways to cope with stress and negative emotions, such as engaging in physical activity, journaling, or talking to a trusted friend.

2. **Set Realistic Goals:** Break down larger tasks into smaller, manageable goals. This can help reduce feelings of overwhelm and provide a sense of accomplishment.

3. **Practice Mindfulness:** Incorporate mindfulness practices into your daily routine. This can include meditation, deep breathing exercises, or simply taking a few moments to be present and aware of your surroundings.

4. **Prioritize Self-Care:** Make self-care a non-negotiable part of your routine. This includes getting enough sleep, eating nutritious foods, and engaging in activities that bring you joy and relaxation.

5. **Seek Professional Help:** If you are struggling with your mental health, consider seeking help

from a mental health professional. Therapy can provide you with tools and strategies to manage your emotions and navigate life's challenges.

6. **Build a Support Network:** Surround yourself with supportive and understanding individuals. Having a strong support network can provide you with the encouragement and reassurance you need during difficult times.

7. **Challenge Negative Thoughts:** Be mindful of negative self-talk and challenge these thoughts with more positive and realistic perspectives. Cognitive-behavioral techniques can be helpful in changing negative thought patterns.

8. **Stay Connected:** Maintain connections with friends and loved ones, even when you are feeling low. Social support is crucial for mental well-being.

Conclusion

In a world that often emphasizes strength and perfection, it is essential to remember that it's okay to not be okay. Acknowledging our struggles, embracing our vulnerabilities, and seeking help when needed are vital steps toward genuine well-being. By fostering a culture of openness and support, we can reduce the stigma surrounding mental health and create environments where individuals feel safe to express their true selves. Remember, you are not alone in your struggles, and it is okay to reach out for help. Your mental and emotional health matter, and taking care of yourself is a sign of strength, not weakness.

Self-Assessment: It's Okay to Not Be OKAY

Continuing from our exploration of the importance of acknowledging our mental and emotional health, this self-assessment is your next step in understanding your well-being. By taking a few moments to reflect on your feelings and experiences, you can gain valuable insights into your mental health and discover practical strategies to cope with life's challenges. Ready to delve deeper into your journey of self-discovery and resilience? Let's begin this meaningful reflection together.

Acknowledging Struggles						
	Particulars	1	2	3	4	5
1	I allow myself to acknowledge when I am not feeling okay.					
2	I feel comfortable admitting my struggles to myself.					
3	I recognize that feeling not okay is a normal part of life.					
Embracing Vulnerability						
4	I believe that being vulnerable is a sign of strength, not weakness.					
5	I am able to share my feelings and struggles with others.					
6	I feel a sense of relief when I express my vulnerabilities.					
Seeking Help						
7	I am open to seeking help from friends or family when I am struggling.					
8	I am comfortable seeking professional help (e.g., therapy, counseling) when needed.					
9	I know where to find resources for mental health support.					
Building a Support System						
10	I have a reliable support system I can turn to in times of need.					
11	I actively nurture my relationships with friends and family.					
12	I feel supported and understood by my community					
Self-Care and Mindfulness						
13	I prioritize self-care in my daily routine.					
14	I engage in activities that help me relax and de-stress.					
15	I practice mindfulness or meditation regularly.					
Redefining Success						
16	I measure my success by my overall well-being, not just external achievements.					
17	I set realistic and achievable goals for myself.					
18	I am kind to myself when I don't meet my goals.					
Personal Resilience						
19	I believe in my ability to overcome challenges.					
20	I learn from my setbacks and use them as opportunities for growth.					
21	I remain hopeful and positive, even during difficult times.					

Scoring

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

- ◆ **Acknowledging Struggles: __ / 15**
- ◆ **Embracing Vulnerability: __ / 15**
- ◆ **Seeking Help: __ / 15**
- ◆ **Building a Support System: __ / 15**
- ◆ **Self-Care and Mindfulness: __ / 15**
- ◆ **Redefining Success: __ / 15**
- ◆ **Personal Resilience: __ / 15**

Reflection

Consider the following questions based on your scores:

1. In which areas did you score the highest? How can you continue to support your strengths in these areas?

2. In which areas did you score the lowest? What steps can you take to improve in these areas?

3. What specific actions can you implement in your daily life to better acknowledge and manage your feelings?

4. How can you build or strengthen your support network?

5. What self-care practices can you prioritize to improve your well-being?

Remember, it's okay to not be OKAY. Assessing and understanding your mental and emotional health is a crucial step towards a happier, healthier you.

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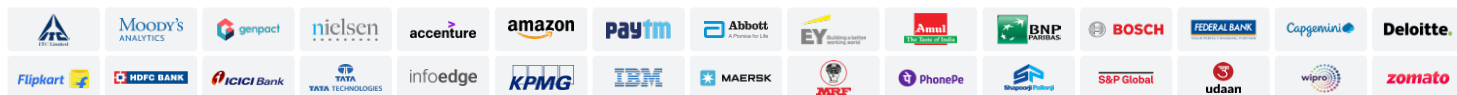
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Highest **CTC**

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