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Institute of Management Studies & Research

(An Autonomous Institute affiliated to Savitribai Phule Pune University)

SPECTRUM

360^0 MANAGEMENT DIGEST

VOL-01, ISSUE -01, AUG 2026

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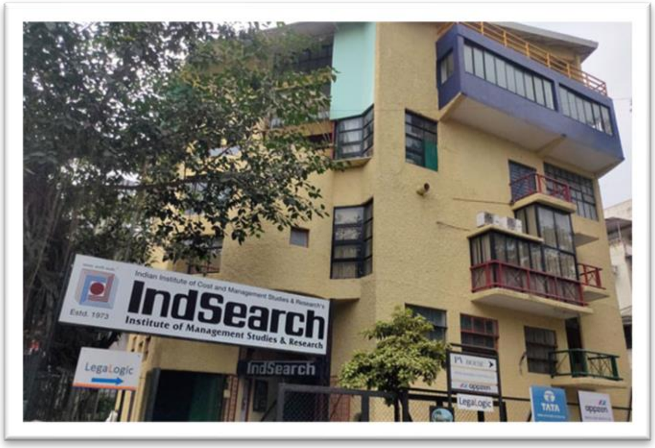
LAW COLLEGE CAMPUS



VISION

Develop world-class management professionals to meet the diverse and challenging demands of business, industry, and society.

MISSION

Provide international knowledge environment that will enthuse and encourage students and faculty to develop sustainable competencies in emerging global business scenarios.

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DIRECTOR GENERAL COMMUNIQUE

It is a matter of great pride to witness the launch of **SPECTRUM – A 360° Management Digest**, a knowledge initiative that reflects the academic vibrancy and intellectual culture of IndSearch Institute of Management Studies & Research.

Management education today has the responsibility to go beyond imparting functional knowledge. It must develop professionals who are intellectually curious, ethically grounded, socially responsible and capable of responding to the rapid technological and economic changes taking place in the country and around the globe. Initiatives such as this newsletter play an important role in fostering a culture of continuous learning by encouraging faculty and students to engage with contemporary issues, exchange ideas and contribute original thought.

The articles featured in this inaugural edition address themes that are highly relevant to today's business landscape—from Artificial Intelligence and sustainability to ethical leadership and the future of management education. Such discussions enrich classroom learning and help students to appreciate the broader responsibilities of management professionals in society.

I compliment the faculty and Student contributors, and the editorial team for their dedication and vision. I particularly encourage our students to actively participate in future editions by sharing their insights, research, experiences and innovative ideas

I extend my best wishes for the continued success of SPECTRUM and look forward to seeing it grow into a respected forum for knowledge sharing and intellectual excellence.

With warm regards,

Dr. Ashok Joshi

Director General

IndSearch Institute of Management Studies & Research

DIRECTOR'S MESSAGE

Dear Students, Faculty Members, Alumni and Esteemed Readers,

It gives me immense pleasure to present the inaugural edition of **SPECTRUM – A 360° Management Digest**.

At IndSearch, we firmly believe that the scope of management education extends beyond classrooms, examinations, and academic credits. It is about nurturing curiosity, encouraging informed debate, developing ethical leadership and preparing students to understand the dynamic business environment. Our faculty have conceived this newsletter as a platform to discuss ideas, share perspectives, and learn beyond the curriculum.

The title *SPECTRUM* symbolizes the diverse aspects of management. Every issue will bring together articles ranging from business, technology, sustainability, leadership, economics, public policy, innovation, entrepreneurship, to the emerging trends in the industry and economy, enabling our students to develop a holistic understanding of the world around them. **My Space – Students' Corner** is a special section in the newsletter dedicated to showcasing the voices, creativity and analytical abilities of our students.

I encourage every student to become an active contributor to this initiative. Read extensively, observe keenly, question assumptions, analyze contemporary developments and express your ideas with confidence. Writing is one of the most powerful ways to sharpen critical thinking and develop professional communication skills—qualities that every future manager must possess.

I congratulate all the faculty members and students who have contributed to this inaugural edition and thank the editorial team for transforming this vision into reality. I am confident that **SPECTRUM** will evolve into a valuable knowledge resource and become an enduring tradition at IndSearch.

Happy Reading!

Dr. Aparna Tembulkar
Director
IndSearch Institute of Management Studies & Research.

DEAN'S MESSAGE

Dear Students,

It gives me great pleasure to welcome you to the inaugural edition of **SPECTRUM – A 360° Management Digest.**

Your undergraduate years are a period of growth, discovery and exploration. While classroom learning provides the foundation, true learning happens outside the classroom. When you observe the world around you, ask meaningful questions, analyze current events, and develop informed opinions, you learn not just theory but the nuances of real life. This newsletter has been created to encourage exactly that.

The articles featured in this edition cover a wide range of contemporary topics—from Artificial Intelligence and sustainability to ethics, innovation and management practices. I encourage you to read them to broaden your perspective and connect classroom concepts with real-world developments.

As students, you each possess unique experiences, ideas and aspirations. I urge you to make MySpace – Students' Corner your own platform. Every contribution will help you strengthen your analytical thinking, communication skills and confidence—qualities that distinguish successful professionals.

I congratulate the editorial team on bringing this initiative to life and wish SPECTRUM every success in becoming a vibrant forum for knowledge sharing and intellectual engagement.

Happy Reading and Happy Learning!

Dr. Sunita Joshi

Dean – UG Programs, EC&IRC

IndSearch Institute of Management Studies & Research

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The Role of Emotional Intelligence in Modern HR

Suraj Misal, MBA- II (HR)

Listening carefully and speaking respectfully can make every day HR conversations better.

Emotional intelligence, or EI, is the ability to understand our own emotions and notice how other people may react in different situations. In HR, this is helpful because most of the work involves communicating with people. EI can be used during recruitment, onboarding, feedback, employee relations, leadership and employee engagement.

Why EI matters in HR?

HR professionals interact with employees at many stages, from recruitment and onboarding to feedback and employee relations. Some conversations, such as grievances or performance discussions, can be difficult. In these situations, knowing the policy is not enough. An HR professional should also listen carefully, remain calm and understand the employee's point of view before responding.

As an MBA-HR student, I believe that emotional intelligence cannot be learned only from books. It improves with experience. We learn it by listening to people, observing real situations and thinking before we respond.

Five Building Blocks of Emotional Intelligence

SELF-AWARENESS	SELF-REGULATION	MOTIVATION	EMPATHY	SOCIAL SKILLS
Know your emotions	Manage reactions	Stay focused	Understand others	Build relationships

Where HR can use EI

HR AREA	EI SKILL	PRACTICAL IMPACT
Recruitment	Listening	Better candidate interaction
Onboarding	Empathy	Stronger sense of belonging and support
Feedback	Self-regulation	Calmer, clearer conversations
Employee relations	Empathy	More constructive conflict handling
Leadership	Social skills	Stronger communication and relationships
Engagement	Motivation	Greater trust and meaningful recognition

What Research says?

Research also supports the importance of emotional intelligence at work. A 2022 meta-analysis found a positive relationship between EI and organizational commitment, job satisfaction, organizational citizenship behavior and job performance. It also found a negative relationship between EI and job stress. Another earlier study found a positive relationship between EI and job performance. This does not mean that EI alone decides performance, but it shows that emotional skills are useful along with technical knowledge.

JOB PERFORMANCE	JOB SATISFACTION	COMMITMENT	CITIZENSHIP BEHAVIOUR	JOB STRESS
↑ POSITIVE	↑ POSITIVE	↑ POSITIVE	↑ POSITIVE	↓ NEGATIVE

Research snapshot based on Doğru (2022) and O'Boyle et al. (2011).

EI and the future of work

The World Economic Forum's Future of Jobs Report 2025 includes empathy and active listening among the skills valued by employers. This is relevant to HR because AI and digital tools are taking care of more routine work. Technology can help with data and administration, but trust, understanding and difficult conversations still need a human approach.

TECHNOLOGY CAN SUPPORT	HUMAN-CENTRED HR REQUIRES
• Data processing	• Empathy and active listening
• Routine administration	• Trust-building
• Digital workflow support	• Context-sensitive judgement
• Access to workforce information	• Difficult human conversations

EI checklist for HR professionals

1. PAUSE Notice your reaction before responding.	**2. LISTEN** Ask questions and hear the full concern.	**3. UNDERSTAND** Consider the other person's point of view.
4. RESPOND Use calm, clear and respectful language.	**5. SUPPORT** Agree on a practical next step.	**6. REFLECT** Review what worked and what can improve.

Conclusion

In my view, emotional intelligence does not mean being emotional all the time. It means understanding emotions and handling situations sensibly. For an HR professional, this can mean listening before judging, staying calm during conflict and giving feedback with respect. Even as HR uses more technology, these human skills will remain important.

GOOD HR IS NOT ONLY ABOUT KNOWING POLICIES. IT IS ABOUT UNDERSTANDING PEOPLE.

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Festive Marketing in India

Ansh Singh, MBA-II (MKTG)

Every Year, somewhere between the first Ganpati idol and the last Diwali diya, India quietly turns into the world's most competitive marketplace. For a few months stretching roughly from August to December, the country's festive calendar – Onam, Ganesh Chaturthi, Navratri, Durga Puja, Dussehra, Diwali and beyond – becomes the single biggest opportunity window for Indian brands and increasingly the most closely studied consumer behaviour of the year.

Festivals are not just about lights and sweets anymore – they have become a full marketing fiscal year their own.

A Season, Not a Sale

Industry observes describe the Indian festive period as a cultural phenomenon rather than a mere promotional calendar, one where emotion, ritual and aspiration intersect with commerce. Because India's festivals differ sharply by region and community, brands get not one but several distinct touchpoints to engage consumers across the country, from Onam in Kerala to Durga Puja in Bengal. Categories such as beauty and lifestyle, jewellery and fashion and big-ticket purchases like automobiles and real estate consistently see the sharpest spikes, as festivals are widely linked in the Indian mindset with fresh starts, new homes and lifestyle upgrades. Many large retailers and corporates now run the season almost like a separate mini fiscal year, complete with dedicated budgets and marketing roadmaps.

The Digital Diwali

The most visible shift, however, is how thoroughly digital the festive shopper has become a widely cited 2025 consumer study on Diwali shopping found that almost all respondents intended to shop through major online marketplaces rather than physical stores, pointing a decisive move away from traditional festive retail. Notably, this shift is not impulsive: a large share of shoppers reported beginning their festive shopping two or three weeks in advance, with many others starting a full month ahead, suggesting planned indulgence rather than spontaneous splurging. For brands, this changes the game considerably – campaigns and offers now need to go live well before the festival itself to capture attention before consumer intent peaks. Separate industry reports covering the 2025 season note that festive shopping has been starting earlier each year, with meaningful spending activity visible as clearly as mid-august alongside a continued dominance of mobile first and app-based shopping journeys. Average festive spending per shopper has also been reported to be rising year on year, reflecting both higher aspirations and greater comfort with digital payments.

From Influencers to Intimacy

Perhaps the most interesting evolution is in tone. Influencer led festive content, once dominated by glossy, picture-perfect endorsements, is reportedly moving towards softer, narration-style storytelling – creators sharing personal rituals such as lighting diyas or getting ready for garba, rather than overtly selling a product. Commentators tracking this shift suggest that audiences have grown weary of polished advertising and now respond better to content that feels lived-in and authentic. At the same time, brands are increasingly abandoning one-size-fits-all "pan-India" campaigns in favour of hyper-local creative that speaks in regional languages and reflects local customs, recognising that a single festive message rarely resonates the same way from Punjab to Tamil Nadu.

Advertising strategies further point out that major festive purchases – electronics, jewellery, vehicles – are typically discussed within the family unit rather than decided individually, meaning campaigns aimed only at a single buyer often miss the real decision-making circle.

What Brands are Learning

Taken together, the emerging playbook for Indian festive marketing looks fairly consistent across agencies and platforms: start campaigns early rather than waiting for the festival week itself; be present where audiences already are, particularly mobile apps, short video and connected television; back creative instincts with real consumer data; and above all keep messaging human rather than purely transactional. As one industry report on India's 2025 festive advertising put it, campaigns that feel genuine now tend to resonate more deeply than those that simply shout the loudest.

For a market as vast, diverse and price sensitive as India, the festive season remains the clearest proof that marketing, at its best, is not about interrupting culture but about joining it.

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Why Every Management Student Needs a Strong LinkedIn Presence

Jyoti Patel, MBA- II (HR)

You may hear discussions about case studies, internships, and placement season in any management school these days. However, one technology subtly influences all three, and most students don't give it the credit it merits: LinkedIn.

For many years, businesses would visit business schools to directly find talent as part of campus recruitment. The world has evolved. A management student's LinkedIn page has essentially become their first impression on the professional world since recruiters now frequently look up candidates online before and occasionally instead of meeting them in person.

More Than a Digital Resume

A LinkedIn profile is more than just a CV on the internet. It's a dynamic, ever-evolving presentation of your projects, internships, developing talents, and how you discuss your own experience as a future professional. LinkedIn reveals your identity, while a resume highlights your accomplishments. Employers now look at how you promote yourself when reviewing a profile rather than just your qualifications. Your profile is frequently the first thing they see, and since it shows how you think, communicate, and add value, it can influence their impression before you ever speak to them.

LinkedIn has become the first professional impression management students make often before they ever speak to a recruiter.

Networking That Outlasts the Semester

Management education is built on relationships with classmates, professors, alumni, and the professionals met at seminars, internships, and conferences. The problem is that most of those connections fade once the semester ends, unless there's a way to stay in touch. LinkedIn solves exactly that. It lets students maintain a professional network that keeps growing long after graduation, so a contact made during a summer internship today could become a job lead, a mentor, or a business partner years down the line.

Building a Personal Brand Early

Perhaps the most underrated benefit is what LinkedIn does for personal branding. Management students are constantly told to develop a "unique value proposition," but few realize LinkedIn is where that proposition gets tested in public. Posting about a project, sharing a takeaway from an internship, or commenting thoughtfully on industry trends lets students start shaping their professional identity years before they officially enter the workforce.

The Takeaway

LinkedIn isn't a replacement for classroom learning, internships, or in-person networking but it's the connective tissue that makes all of them count for more. For management students preparing to enter a competitive job market, an active, well-built LinkedIn presence isn't optional anymore. It's part of the curriculum nobody grades, but everyone eventually needs.

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ACROSS THE SILK SEAS

Trade • Culture • Connections Across the Ancient Waterways

Spurthi Tatukula, BBA- II (IB)

THE MARITIME SILK ROAD

The Maritime Silk Road was a changing collection of sea connections used by merchants and sailors over many centuries. Instead of following one fixed path, ships moved between a chain of ports across South and Southeast Asia, East Asia, the Indian Ocean, the Arabian Peninsula and the western trading world. The network changed as trade centres, political powers and sailing practices changed.

A NETWORK, NOT ONE ROAD

Ships moved with seasonal winds and stopped at port cities where goods, languages, ideas and cultures changed hands.

Origins & Name

The maritime network developed over many centuries and expanded as shipbuilding, navigation and knowledge of monsoon winds improved.

The expression "Maritime Silk Road" is a modern term, named by analogy with the overland Silk Road. The wider term "Silk Road" was coined in the 19th century by German geographer Ferdinand von Richthofen.

Historical sea routes were also known by names linked to the goods or regions involved, including the Spice Route, Cinnamon Route and Monsoon Route.

How the Journey Worked

Sailors planned voyages around monsoon winds, which could carry ships across the Indian Ocean. Travel was not easy. Crews faced seasonal weather, dangerous waters, difficult coastlines, unfamiliar harbours and piracy.

Advances in shipbuilding and navigation allowed vessels to carry larger cargoes and travel farther, strengthening connections between distant ports.

THE TRADE NETWORK

Ports worked as meeting points where cargoes were bought, sold, stored and transferred. Successful harbours could grow from regional stopping places into major centres of international commerce. Because traders and sailors came from many communities, the ports also became places of cultural contact. Experience in ship construction, navigation and sea travel developed in different regions and was shared through repeated contact.

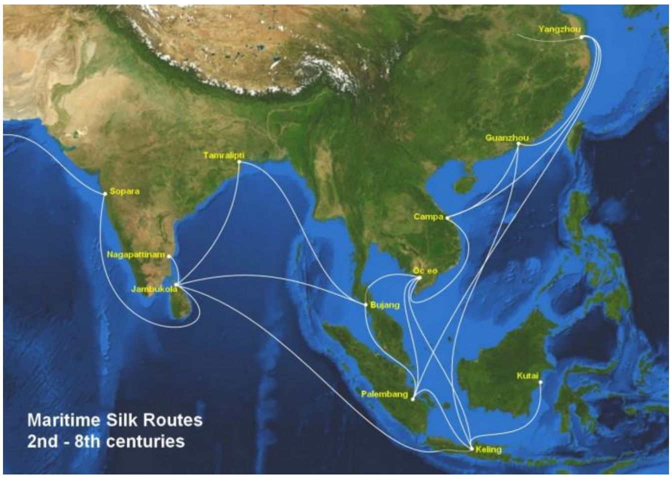
WHAT MOVED ACROSS THE SEAS?

Region / Trading Area	Important Goods
China	Silk, tea, ceramics, iron, jade, gold
India	Cotton textiles, spices and other manufactured goods
Roman Mediterranean	Glassware and other luxury products
Vietnam / Southeast Asia	Pearls, fruits, cotton and regional products
Melaka & regional ports	Rice, spices and other regional goods

THE JOURNEY CONTINUES

A ROAD ACROSS WATER

Sea routes connected the Indian Ocean with Southeast and East Asian trading centres and, through other links, with markets farther west. The pattern was never permanent. Maritime activity expanded during important periods of Chinese history, including the Tang and Song eras, while later political and economic changes altered the balance of the network.



Historical Maritime Silk Routes, 2nd–8th centuries

Map credit: Maritime Silk Routes, 2nd–8th centuries. Map supplied as a reference for this newsletter. Original creator/source should be credited according to the image's publication details.

Ancient Networks	Expansion	Long-term Impact
Sea links connected India, Southeast Asia, China, Arabia, East Africa and the Mediterranean.	Better ships, navigation and knowledge of monsoon winds expanded the range and volume of trade.	Ports became meeting points for commerce, culture, technology, languages and ideas.

WHY IT MATTERED

Made long-distance contact between distant coastal regions possible. Allowed valuable and everyday goods to move in substantial quantities between markets. Created opportunities for languages, customs, beliefs and everyday practices to cross regional boundaries. Gave producers and merchants' access to customers beyond their immediate surroundings. Helped knowledge, techniques and ideas travel along with commercial cargo. Encouraged better ships, navigation skills and practical knowledge of the sea.

PROS	CONS / CHALLENGES
• Connected regions and markets	• Dangerous sea conditions and storms
• Expanded long-distance trade	• Piracy and insecurity
• Encouraged cultural exchange	• Dependence on monsoon and maritime conditions
• Spread knowledge and technology	• Political changes could disrupt trade
• Supported the growth of port cities	• Benefits of trade were not equally shared
	• Cultural contact could also create conflict or disruption

THE MARITIME SILK ROAD TODAY

FROM ANCIENT SEA LANES TO MODERN TRADE

The idea has been revived in the 21st century through the Maritime Silk Road component of China's Belt and Road Initiative. Modern shipping routes, ports and international trade networks connect Asia with Africa, Europe and other regions. Although today's infrastructure and technology are very different, the underlying idea of linking regions through maritime trade remains.

A LASTING LEGACY

The story of the Maritime Silk Road is therefore not simply a story about silk. It is a story about movement: ships, merchandise, people, skills and ideas all travelled through the same interconnected world. The ports along these routes helped create relationships between societies that were separated by thousands of kilometres.

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Digital Transformation and Information Technology

Abhishek Kumar Pandey MBA- II (Marketing)

From Technology Adoption to Strategic Transformation

Digital transformation is really important for companies these days. It used to be about getting computers and software but now it is about changing the whole way businesses work. This includes how they are organized how they treat customers and how they make decisions.

Digital transformation and information technology work together to make companies better. Information technology gives companies the tools they need like computers and networks. Then digital transformation uses these tools to make changes to how companies work, their culture and what they do for customers.

Now we have technologies like Artificial Intelligence, Cloud computing, big data analytics, Internet of Things Block Chain and Automation that are changing everything. These technologies are changing how companies work and compete with each other. Just having these technologies is not enough. Companies also need to make sure they are using them in a way. They need to have control over their information technology so that it helps them meet their goals manage risks and create value that will last. Digital transformation is key, to making this happen. Companies need to focus on it to be successful.

The Evolution of Digital Transformation

The concept of digital transformation has evolved significantly over the past few decades. In its early stages, organization primarily focused on digitalization converting physical information into digital formats. This was followed by digitalization, where technologies were used to improve existing processes.

The current phase goes beyond process improvement. Digital transformation involves rethinking how an organization creates value. Companies are increasingly using technology to redesign customer experiences, introduce new products and services, automate operation and develop entirely new business models.

This evolution demonstrates that digital transformation is not simply an IT project. It is a strategic organization change.

The Rise of AI and Data driven Governance

One of the things happening in digital transformation is that people are using Artificial Intelligence more and more. Companies are using Artificial Intelligence for things like helping customers figuring out what to expect from marketing catching fraud finding employees managing supplies and making big decisions.

Artificial Intelligence also creates some problems for companies. Companies have to think about things like how good their data's if their algorithms are fair if they are being transparent if they are keeping people's information private if they are accountable and if they are using technology in a good way.

This means that the way companies manage their technology is changing. It is going from being about managing technology to being, about a bigger set of rules that includes doing the right thing with technology using Artificial Intelligence in a responsible way keeping people's information safe and managing data. Data is also becoming very important. Companies that can collect data look at it. Understand it can make decisions faster and make better decisions. However, if companies collect a lot of data without having rules in place they can put people's privacy and safety at risk.

IT Transformation vs. Digital Transformation

While closely related, these two concepts differ significantly in scope, execution, and objective:

Feature	Information Technology (IT) Transformation	Digital Transformation
Primary Focus	Modernizing technological infrastructure (networks, storage, hardware).	Rethinking business models, corporate culture, and customer experience.
Scope	Restricted to the internal IT ecosystem and infrastructure.	Encompasses every functional department and external touchpoint.
Ownership	Led by the IT department, CIOs, and technology teams.	Driven by executive leadership and adopted organization-wide.
End Goal	Operational efficiency, automation, and system stability.	Innovation, business resilience, and new value creation.
Timeline	Highly defined project milestones with clear end dates.	Continuous, evolving journey aligned with market trends.

The Future of Digital Transformation

Digital transformation is going to be more intelligent, connected and autonomous. We will see more of intelligence making decisions, cloud platforms, advanced analytics, internet of things and automation changing organizations.

At the time governance is going to be more important than ever. Organizations need to have frameworks that allow them to innovate while keeping customers employees and stakeholders

Conclusion

Digital transformation is changing in a way it is no longer just about using new technology it is about changing the whole organization. Information technology governance is also changing it is not about making IT work efficiently it is about aligning it with the organization's strategy, managing risks, encouraging innovation keeping things secure governing data and using technology responsibly. When we look at what expertise saying one thing is clear: digital transformation is not a one-time thing it is a long-term journey that needs good leadership organizations that can adapt digital skills and good governance.

For students today and future business leaders it is crucial to understand transformation. The organizations that will succeed in the age are not the ones that use the most technology but the ones that use technology in a smart and responsible way. Digital transformation is not about replacing people with machines it is about helping people changing organizations and creating value using technology. Digital transformation is about using technology to make things better for people it is, about redesigning organizations and creating value through digital transformation.

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The Rise of the Dark Warehouse

Automation Without Lights: A Strategic Paradigm Shift in Operations & Supply Chain Management

Daidipya Ashok Mane ,MBA II (OSCM)

EXECUTIVE SUMMARY

Walk into a modern fulfilment centre today and you might not see a single light switched on. A dark warehouse is a fully or near-fully automated logistics facility engineered to operate entirely without human presence on the picking floor. By eliminating human physiological requirements—such as ambient lighting, heating, wide aisles, and rest areas—dark facilities optimize space utilization, operate continuously 24/7, and achieve unprecedented levels of picking accuracy and throughput. What began as a curious engineering footnote has rapidly evolved into a mainstream operational strategy, reshaping how global supply chains approach labor, real estate, software orchestration, and capital investment.

1. From Aisles Built for People to Aisles Built for Machines

For decades, traditional warehouse design revolved strictly around the human body: wide aisles to allow workers to navigate pushing trolleys or driving forklifts, high-intensity overhead lighting to read labels, heating or cooling for human comfort, and dedicated break rooms and washrooms. A dark warehouse quietly eliminates all of these physical constraints. Robots navigate using LIDAR, computer vision, and pre-mapped digital layouts rather than visual line-of-sight. Consequently, they operate seamlessly in pitch darkness, sub-zero cold, or tight vertical structures where humans cannot safely go. Once the human constraint disappears, aisles shrink, shelving rises to the ceiling, and facilities can process orders continuously through the night.

Design Parameter	Traditional Human-Centric Warehouse	Dark Machine-Centric Warehouse
Environmental Control	High (Continuous lighting, heating/AC required)	Minimal (Robots operate in ambient darkness & sub-zero)
Spatial & Aisle Layout	Wide aisles for human workers, trolleys & forklifts	Ultra-narrow aisles, high-density vertical grid racking
Navigation & Guidance	Visual signage, printed barcodes, manual sight	LIDAR sensors, computer vision, digital mapping
Operating Continuity	Shift-constrained; limited by human fatigue & breaks	24/7 continuous operation without performance drops
Picking Cost Structure	Manual picking represents ~55% of total operating cost	Heavy upfront CapEx; negligible variable picking labor cost

2. Strategic Drivers: Why Automation is Accelerating Now

While automated storage and retrieval systems (AS/RS) have existed for decades, macroeconomic and operational pressures have combined to push global companies toward full-scale adoption:

- **Severe Labor Shortages:** Warehouse labor has become increasingly difficult to recruit and retain, particularly for unpopular late-night and weekend shifts. The International Federation of Robotics (IFR) reports steady double-digit annual growth in warehouse robotics installations worldwide.
- **E-Commerce Delivery Promises:** Consumer expectations have shifted dramatically toward next-day and same-day delivery. Manual picking operations simply cannot keep pace with the speed and volume requirements of modern quick commerce.
- **Cost Reduction Priorities:** Academic and industry research indicates that human picking alone accounts for approximately 55% of total warehousing operating costs in traditional setups. Automating the picking task yields the highest immediate financial impact.

3. Differing Corporate Strategies: Amazon, Ocado, and Symbotic

Automation is not a single, standardized technology. Comparing market leaders demonstrates how companies tailor robotics to their specific business models:

- **Amazon (Goods-to-Person Model):** Built on its acquisition of Kiva Systems, Amazon utilizes mobile Autonomous Mobile Robots (AMRs) to transport entire inventory shelving pods directly to stationary human pickers. The robot handles the walking, while the human performs the precise item picking.
- **Ocado (Grid-Based Hive Model):** The UK online grocery pioneer utilizes high-density grid hives where thousands of small robots travel across a honeycomb structure at speeds up to 4 m/s, extracting crates from ambient, chilled, and frozen zones. Ocado has transitioned into a tech licensor, selling its Smart Platform globally.
- **Symbotic (Full Fleet Automation):** Deploying fleets of autonomous robots that handle storage, retrieval, case picking, sorting, and pallet creation with minimal human intervention. Symbotic recently expanded its footprint by acquiring Walmart's Advanced Systems & Robotics division.

4. The Intralogistics Technology Architecture

A dark warehouse relies on a highly integrated, three-tiered technological stack where hardware and software operate in unison:

- **1. Physical Hardware Layer:** Autonomous Mobile Robots (AMRs), Automated Storage and Retrieval Systems (AS/RS), multi-axis robotic picking arms, LIDAR sensors, and vertical high-density racking.

- **2. Software Orchestration Layer (Fleet Control):** The central brain that acts like air traffic control, managing thousands of simultaneous robotic agents in real time, preventing grid collisions, dynamically rerouting around maintenance faults, and optimizing order priority.
- **3. Analytics & Demand Layer:** Cloud-based analytics that continuously analyze order trends and automatically re-organize inventory placement—moving high-velocity items closer to dispatch points and slow movers deeper into storage.

5. Business Function Impacts: Operations, Finance, and Real Estate

- **Accuracy & Quality Control:** Manual picking in high-volume operations carries error rates between 2% and 3%, leading to costly refunds and redeliveries. Automated facilities consistently maintain picking accuracy above 99.5%, performing with identical precision at 3:00 AM as at 3:00 PM.
- **Financial Models & RaaS:** Automation requires significant upfront capital (CapEx). To lower this barrier, Robotics-as-a-Service (RaaS) models allow mid-sized companies to rent robotic capacity as OpEx, making automation scalable and accessible.
- **Real Estate Optimization:** Because automated facilities store goods vertically without human reach constraints, they store significantly more inventory per square foot. This allows companies to build smaller, denser fulfilment centres inside expensive urban centers closer to end consumers.

6. Operational Risks and Technical Limitations

Despite rapid technological growth, dark warehouses are not without significant operational risks:

- **The Dexterity Gap:** Robotic arms still struggle with irregular, unpackaged, or fragile items (such as loose fresh produce). Human dexterity remains superior for diverse, non-standard SKUs.
- **Single Point of Failure (SPOF):** In a human warehouse, one sick employee slows output slightly. In a dark warehouse, a major software outage or fleet network failure halts the entire facility instantly.
- **Cybersecurity Vulnerabilities:** Connecting thousands of autonomous robotic agents to centralized networks creates a large attack surface requiring robust cybersecurity defences.

7. Workforce Shift and the Indian Logistics Context

Human roles do not simply vanish; they shift upward. Manual tasks like walking, lifting, and scanning are replaced by technical roles including robotics maintenance technicians, systems controllers, and exception management specialists. Reskilling workforce talent is now a strategic HR priority.

Perspective for Emerging Markets (India): In countries like India, lower relative labor costs alter the payback ROI for heavy automation. Indian operators are pursuing selective hybrid automation—automating high-speed sortation and high-density distribution hubs first, while retaining human-in-the-loop picking for complex items.

8. Strategic Conclusion: 'Dim' Facilities as the Real Target

Rather than going 100% lights-out overnight, most companies are creating progressively 'dimmer' warehouses—automating repetitive, predictable work while leveraging human judgment where flexibility is needed. Managing automation requires an integrated approach across workforce planning, capital investment, real estate strategy, and technology integration.

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IPL's impact on India's T20i batsmen

Rama Mandake, B.com(BFSI)

India got whitewashed by both Ireland and England in just the last 17 days. It comes from a place of embarrassment for the Indian team to lose so badly. The players not only did not perform at an individual level but also the teamwork was absent. We weren't playing like a team, rather like a group of 11 people. We were messed up the entire time and absurd changes were made in the playing 11 throughout. The catch drops, run-outs made the fans have an even harder time.

Now how exactly did this humiliating loss occur to a team like India? The IPL has had a major hand in this, raising the stakes for batsmen. The bowling department was flawed too, but today I will talk about our t20 batting. The t20 format has evolved into taking big hits from the first ball itself, leaving no place for any anchors in the team. Everyone goes out to bat and regardless of the scorecard commit to scoring quick runs to overturn the pressure in this fast moving format of the game. While this bold and aggressive approach does work, it has to be applied consciously and carefully. When the players know their teammates well enough and have years of experience on their hands, this approach becomes easier to execute. But we have a constantly changing team full of youngsters.

The IPL keeps producing new talents with a star batsman breaking into the scene nearly every year, as we can list Yashasvi Jaiswal, Abhishek Sharma and the 15-year-old prodigy Vaibhav Sooryavanshi in the recent years. There are others who have slowly and consistently performed and paved their way into the t20 side like Sanju samson, Ishan Kishan, tilak Verma, Dhruv jurel, Jitesh Sharma or talking with regard to T20is we can even say Sai sudarshan, Shubham Gill and Surya Kumar Yadav. There are many batsmen deserving to play for India, and the team is constantly changing to keep up with the best in-form playing 11 we can have. Thus there is no fixed core to the team like it used to be in the pre-lockdown era before the t20 scoring boom happened. With so many batsmen awaiting their chance, the batting positions of players are changing a lot than what is understandable. Also, the IPL where the talents gain popularity happens at home, by continuously changing the team you are not even letting the youngsters play, gain experience, calm their nerves and learn to play in away conditions like the SENA countries.

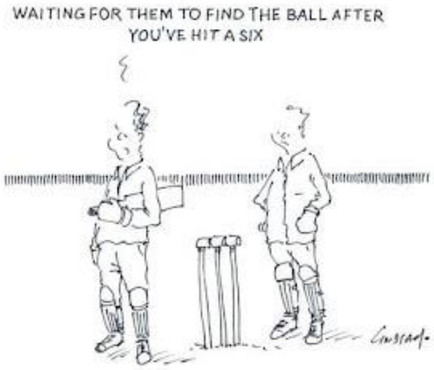
This is where we need to learn from the unanimously accepted as the world's best and most successful team, Australia. Apart from all their qualities, lies a selection process, a vision and their culture which makes everything work for them. They have a massive respect for their senior players. A prominent example of it is that 7 players from the 2015 ODI winning Ausie squad were the part of their side which won the 2023 world cup. Their team backs their senior players and trusts the experience they carry. We miss that badly. We have seen that happen with Virat and Rohit right now. The board raised doubts against them and put them in a place where they have to prove their worth every time they step onto the field, which became the reason for Virat's test retirement. I won't even talk about our other players and bowlers from the team few years ago. This is a system run by the rule of who can get the most trip for the board.

I would like to describe the current T20 scene like a soap manufacturing factory. All the batsmen have become nearly similar, from their approach to even their batting style and techniques. I feel that these batsmen play the same game on different pitches, in different weather conditions and against different bowlers. There are no characters in the team which can be distinctly recognised for their way of playing and attitude and form a base around which the others in the team can build upon. We have had such great characters in our team like Saurav Ganguly, Virender Sehwag, Rahul Dravid, Virat Kohli and many more who came along with their own way to go about things. There are so many players in today's date who even if are not there in the team anymore I won't even notice or even miss after some time.

Now with Virat Kohli retired from T20is, we have no safe anchor to fall on who also accelerate to win the game for us, KL Rahul losing his spot to the youngsters, and also no MS Dhoni to rely on since long where no one can take his place. The team is lacking stability which is needed even in the t20 format. Surely the team should evolve but shouldn't drop the proven match-winners which we ourselves have taken time to develop. They are dropped the moment some new shiny looking toffee is seen and the player fails in a series. If you are going to drop Sanju samson who is on a spree since the t20 wc and won you so many games, you are bound to face problems.

After everything, Shreyas Iyer, who captained the side for these 2 series pulled out a home test series losing captain Rohit Sharma and caught me off guard. After losing the 4th t20 against England, he said "This is a transition phase for the team." Like mate this is literally a world cup winning team!

All said, we will learn and move ahead. India has brilliant cricketing minds and talent to make that happen. Looking forward to amazing series, winning more world cups and wishfully some tri-series! We will dominate the world in T20s and maintain the pride India has since T20s first started and take our game to greater heights.



The numbers will change and records will be rewritten, but our love for the game is timeless. Cricket will keep weaving new stories—until the next one unfolds,

जसं पु.ल म्हणून गेलेत, "क्रिकेट हा फक्त खेळण्याचा विषय नसून बोलण्याचा विषय आहे"

Financial Literacy and the Future of India's Youth

From Earning to Investing: Why Financial Literacy Matters

Tripthi Devadiga, MBA II (Fin)

"An investment in knowledge pays the best interest." — Benjamin Franklin

1. The First Salary Dilemma & Core Concepts

Imagine receiving your first salary. Your phone lights up with a message: **"₹50,000 credited."** For a moment, it feels as if you can finally afford everything you have wanted—a dinner with friends, new clothes, a weekend trip, or perhaps a new smartphone. But by the end of the month, you look at your bank balance and wonder where the money went. Now imagine another young person earning the exact same amount but planning expenses, saving a portion of the income, investing carefully, and keeping an emergency cushion aside. The difference is not the income level—it is the way money is understood and managed. This is the essence of **financial literacy**. Financial literacy extends far beyond rudimentary saving. It is the ability to evaluate, navigate, and deploy financial resources effectively. Key pillars include:

- **Budgeting & Cash Flow:** Distinguishing between needs and wants to maintain positive monthly liquidity.
- **Saving & Investing:** Allocating surplus capital systematically to beat inflation and build long-term wealth.
- **Credit Management:** Understanding interest obligations, repayment schedules, and maintaining credit health.
- **Risk Protection:** Utilizing insurance, tax planning, and digital safety to safeguard assets.

For India's youth, financial tools have become ubiquitous through instant UPI transactions, mobile banking, and digital brokers. However, **easy access does not automatically create financial awareness.** A young consumer may execute a transaction in seconds but remain unaware of compound credit card interest, market volatility, or debt traps.

2. Navigating Modern Financial Decisions

Financial habits take root early. A college student managing a ₹15,000 allowance faces daily choices—food delivery, subscriptions, and social outings—that cumulatively impact cash flow.

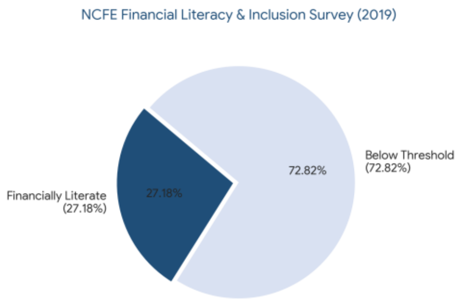
Entering the workforce amplifies these dynamics, introducing liabilities like EMIs, insurance, taxes, and investments. Rising income without structured budgeting frequently leads to lifestyle inflation rather than financial security.

Investing vs. Speculation & Credit Management

While retail investing platforms make stocks and mutual funds easily accessible, committing capital based on social media trends or quick-return promises exposes youth to severe losses. Sound investing requires analyzing personal risk tolerance, expected return, asset diversification, and time horizons. Similarly, credit facilities like Buy Now Pay Later (BNPL) and credit cards must be managed prudently to avoid converting short-term convenience into long-term financial pressure.

3. Current Landscape & Data Insights

To measure the current state of financial capability, national benchmark studies provide critical empirical evidence regarding awareness levels across demographics.



Metric Category	Percentage Share	Key Implications
Financially Literate	**27.18%**	Met minimum benchmark for basic financial understanding in NCFE-FLIS 2019 survey.
Below Minimum Threshold	**72.82%**	Lacked comprehensive understanding across saving, debt, and risk concepts.

Foundational Wealth Building Principles

- **Compounding Interest:** Reinvesting earnings to accelerate long-term capital growth over extended horizons.
- **Inflation Neutralization:** Deploying funds into inflation-beating asset classes to preserve purchasing power.
- **Asset Allocation:** Balancing portfolio risk across equities, fixed income, gold, and real assets.
- **Risk-Return Trade-Off:** Understanding that higher expected yields inherently carry greater capital risk.

4. Strategic Vision: Building the India of 2045

By 2045, today's students will serve as corporate executives, startup founders, institutional investors, and family decision-makers. India's demographic dividend provides an unparalleled growth window, but macro success requires transitioning from purely financial access to true financial capability.

Comparative Mindset Analysis

Financial Dimension	Speculative / Uninformed Mindset	Financially Literate Mindset
Income & Salary	Viewed strictly as disposable spending capacity.	Allocated systematically across needs, savings, and investments.
Credit & Debt Usage	Utilized for short-term consumption & lifestyle inflation.	Deployed strategically for value-accretive liabilities or working capital.
Investment Approach	Driven by social media hype, FOMO, and speculative schemes.	Guided by risk profiling, diversification, and long-term compounding.
Business & Cash Flow	Focuses solely on revenue, leading to liquidity bottlenecks.	Prioritizes working capital management and solvent growth.

5. The 'Wallet of the Future' & Final Outlook

Fast-forward to 2045. A young professional receives their salary, and an automated financial dashboard immediately allocates capital across savings, equity portfolios, insurance premiums, and debt obligations before disposable spending occurs. While technology simplifies transactions, it also lowers the friction to make financial errors.

CRITICAL EVALUATION CHECKLIST FOR YOUNG INVESTORS

- Is this financial product aligned with my personal investment horizon and goals?
- Can my current cash flow comfortably sustain this EMI without compromising emergency savings?
- Am I building productive wealth or merely inflating current consumption?
- Does this asset class offer real risk-adjusted returns above expected inflation?

Conclusion: The Choices Made Today

Financial independence is rarely the result of a single windfalls or lucky investment. It is built quietly through small, disciplined choices: opening a first savings account, initiating an automated SIP, resisting unneeded debt, and learning from early mistakes. The future of India will not be shaped merely by how much its youth earn, but by how wisely they manage what they earn. The India of 2045 begins with the choices made today.

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AI in Management Education: Should We Discourage It or Teach Students to Use It Responsibly?

Dr. Aparna Tembulkar, Director

Artificial Intelligence today has transformed the workplace. Whether drafting emails or summarizing complex reports, brainstorming for ideas, or creating engaging presentations, humans are turning to AI to get outputs that are effective and rich in quality. Organizations are no longer asking the question, "Whether we should adopt AI?"; rather, they are asking, "How can we use AI effectively and responsibly?"

Ironically though, in the realm of educational institutions, the conversation is moving in the opposite direction. A shared concern often voiced by the teaching fraternity is that students are increasingly depending on AI tools such as ChatGPT, Gemini, or Copilot to complete and submit their assignments. What is expected of students is that they read, analyse and write assignments independently and submit them; a process that will help them develop their thinking and analytical capabilities while also strengthening their articulation ability. What is observed, however, is that students generate answers using AI and submit them with almost no effort. This concern, therefore, is genuine. Learning is hampered when AI is used as a substitute for thinking. Given this scenario, we need to ask - should we discourage students from using AI, or should we teach them how to use it intelligently, responsibly and ethically?

The main objective of management education has been to prepare students to face the realities of the corporate world, armed with the right theoretical background and practical insights. We observe that managers today are expected to work in conjunction with intelligent technologies rather than compete against them. AI has become an ally rather than an enemy. Speaking from the standpoint of management professionals, be it Marketing professionals, HR professionals or Finance professionals, AI is being used to generate campaign ideas and create interesting content, to draft job descriptions, to screen resumes and for employee communications; for data interpretation and financial modelling, and to analyse information and prepare reports. Graduates who have never learned to use AI responsibly will certainly find themselves at a disadvantage in such a workplace. The challenge, therefore, is not AI itself—it is naive reliance on AI.

I believe that, as responsible educational institutions, we should shift the conversation from *"Don't use AI"* to *"Use AI responsibly."* Students must understand that AI is an aide, not an author; it's a starting point, and not the final answer.

Responsible usage of AI comprises several practices. Some of these are listed below.

- First and foremost, any output generated from AI must be evaluated and verified with a critical eye. If every output generated by AI is correct will lead to disaster.
- Secondly, students should develop their own ideas and thoughts and use AI to put these thoughts into the required structure and to improve grammar, clarity, and presentation, rather than having AI think on their behalf.
- Thirdly, it is advisable to use AI to summarise lengthy reports, brainstorm multiple perspectives, simplify complex concepts, or improve professional communication.

Yet, care should be taken to ensure that critical analysis, contextual understanding, creativity, and decision-making must continue to come from the learner.

The onus of preparing students to use AI effectively and responsibly lies with the faculty members. They do have an important role to play. Faculty can fulfil this responsibility by creating assignments that are application-oriented, that require reflection, field observations, situation analysis or case analysis, personal interpretation or personal viewpoints, or assignments that require working alongside local businesses and reporting. Such assignments will motivate students to combine their own reasoning and experiences with AI-assisted writing.

Another core aspect is AI ethics. Students must be educated to understand issues related to plagiarism, data privacy, and bias in AI-generated outputs. They should realise that while AI can generate wonderful and convincing responses, it may hallucinate and also produce inaccurate or fabricated information. The real skill lies in not accepting AI's first answer as it is, but in evaluating and improving it.

We have all seen Management education consistently evolve alongside technological advancements—from calculators, computers and spreadsheets to business analytics and cloud computing. Artificial Intelligence signifies the next stage of this evolution. Ignoring it will not make it go away and will certainly not prepare students for the future; but teaching them to use it wisely will. Perhaps, just as in the corporate world, in education, the question no longer is, “Whether AI should be allowed in classrooms?” but “Whether our classrooms are preparing students to work effectively in an AI-enabled world?” The future belongs to those who combine human judgment with artificial intelligence to make better decisions. As educators, our responsibility is to teach students what to think, along with how to think—even when AI is available at the click of a button.

Potential of Wind Energy option for residential societies in Maharashtra

Prof. Upendra Lele

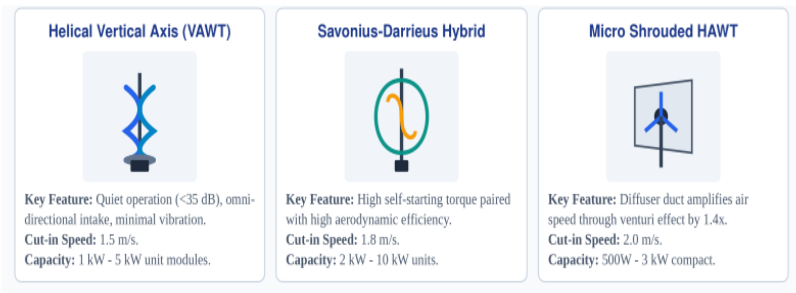
As cities across Maharashtra—such as Mumbai, Pune, Thane, and Nashik—experience rapid vertical expansion, Cooperative Housing Societies (CHSs) are seeking renewable energy solutions to offset escalating electricity tariffs. While rooftop solar PV has dominated the market, micro-wind turbines are emerging as a complementary clean energy alternative. This article explores the potential and limitations of wind energy for residential societies.

Potential for wind energy in Maharashtra

Maharashtra possesses a total commercial wind energy potential exceeding 45,000 MW at regions above 100m, largely concentrated along the Western Ghats (Satara, Sangli, Kolhapur) and the 720 km Konkan coastal strip. In urban residential contexts, micro-wind turbine technology leverages winds, particularly elevation-induced velocity boosts found on high-rise residential towers (15+ storeys) in the Mumbai Metropolitan Region (MMR) and Pune. Wind speed increases exponentially. High-rise rooftops in coastal zones like Mumbai (Colaba, Worli, Malad) experience mean annual wind speeds between 4.8 m/s to 6.2 m/s at heights above 50 meters. This ambient flow, amplified by sea-breeze effects, provides a viable option for small-scale wind energy conversion systems (SWECS). Architectural configurations of modern high-rise clusters create "canyon effects" and rooftop funnels that accelerate local wind velocity by 15% to 30%. This phenomenon converts turbulence into usable electrical output, helping supply continuous power for lifts, water pumps, and podium lighting.

Latest models of residential wind turbines in the market

Traditional utility-scale Horizontal Axis Wind Turbines (HAWTs) are unsuitable for residential roofs due to direction sensitivity and vibration. Modern urban deployments rely on specialized micro-turbines engineered for turbulent, multidirectional wind flows. Some latest available models are shown below:



Limitations & Challenges for wind energy in urban Maharashtra

Despite technological advancements, micro-wind energy faces severe constraints in urban housing environments across Maharashtra, limiting standalone viability:

• Urban Wind Turbulence & Boundary Layer Friction: High building density in cities like Mumbai and Pune creates extreme gust turbulence and boundary layer friction, causing rapid fluctuations in wind direction and reducing turbine efficiency by up to 40% compared to open-field ratings.

• Structural Dynamics & Dynamic Load on RCC Roofs: Micro-turbines transmit cyclic vibrational fatigue to structural slabs.

• High-rise RCC roofs require specialized damping mountings, localized structural retrofitting, and society approval to prevent micro-cracks and structural noise propagation.

• High Capital Expenditure & Extended Payback: Installed capital cost for urban micro-wind ranges from ₹1,400,000 to ₹2,200,000 per kW (including dampers, inverters, and mounting towers), resulting in a financial payback of 9 to 12 years.

• Regulatory & Net-Metering Gap under MSEDCL / MERC: While MERC (Grid Interactive Rooftop Renewable Energy) Regulations provide streamlined net-metering for Solar PV, procedures for residential micro-wind net-metering under MSEDCL/ BEST/Tata Power remain less standardized, resulting in delays in getting approvals.

Comparative analysis: Wind VS. Solar Energy for housing societies

Parameter	**Solar energy**	**Wind energy**
a) Resource availability	Highly predictable	Highly variable
b) Rooftop footprint	80-100 sqft/kW	<15-25 sqft/kW
c) Capacity utilization	18%-21% (9am-5pm)	12%-25% (24 hours)
d) Capital cost (Rs/kW)	Rs.45000-Rs.65000	Rs.1400000-Rs.2100000
e) Maintenance cost	Low (no moving parts)	High
f) MSEDCL Policy & Subsidy	Well established subsidy	Limited residential subsidy
g) Financial payback	3.5 to 4.5 years	8 to 11 years

Note: A hybrid option of Wind+Solar could be a viable solution that leverages the advantages of both options.

Conclusion:

Standalone rooftop wind is rarely a complete replacement for solar in Maharashtra due to urban wind shading and cost factors. However, for high-rise societies (12+ storeys) along Konkan coastal belts (Mumbai, Thane, Raigad) or wind-rich elevated zones (Pune, Satara), a Hybrid Solar-Wind System may turn out as a viable solution. Installing micro-VAWTs alongside rooftop solar maximizes terrace area productivity and smooths out daily power curves.

Tata Stories: JRD Tata's lost Ball Pen

Dr. Avinash Joshi

JRD Tata, Chairman of the Tata group, and senior Tata Directors used to meet for lunch at Bombay House (the Tata Group's headquarters) every day. One day, JRD came to lunch, and said that he had lost his favourite pen. He used to always carry a Parker pen set - a fountain pen and a ball pen.

"Look", he said sadly, "I have lost the ball pen. I don't know where it has gone. I have looked all over...but it's gone."

In that lunchroom there was one of the directors of Tata Steel, Dr. Jamshed (JJ) Irani of Tata Steel. He made note of JRD Tata's loss. A few weeks later, when he was visiting London, he went to a small shop near Selfridges specialising in pens and found a ball pen identical to the one JRD had lost. He bought it immediately. The next time he met JRD Tata, he presented that pen to him.

JRD was delighted. "Yes, Jamshed, it is exactly like the one I lost." For the first one or two minutes, he used it and tried it out. Then, Dr. Irani saw JRD's expression change slowly.

After a couple of minutes, he gave the ball pen back to Dr. Irani and said - "Thank you for the thought. This is exactly what I wanted, but I cannot accept it."

"Why?" asked Dr. Irani, "I thought you were looking for this."

JRD answered - "Yes, Jamshed. But it is a principle of mine not to accept any gifts from any of my colleagues at work. If I did, then I know my colleagues would try to outdo each other and give me exorbitant gifts."

Dr. Irani tried to persuade him. "But Sir, nobody would know that I have given you this pen. You can say that you found it in your room. I am not going to go around saying that I have given JRD an identical pen."

JRD responded - "Jamshed, I know you will not do any such thing. But I would know. I would know that I accepted this gift against my principles. I am sorry, but I cannot accept it."

This story of JRD Tata exhibits his unmatched ethical leadership. We should always strive hard to pursue our own principles we set to follow.

Dr. J.J. Irani and JRD Tata.

References:

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2] Harish Bhat – LinkedIn

GREEN BUILDINGS

Prof. Pradeep Deshpande

Rapid urbanization and industrial development have increased the demand for houses, offices, factories, roads and commercial infrastructure. Construction supports growth and employment, but it also consumes large quantities of energy, water, land and raw materials. The buildings and construction sector accounts for about 37% of global carbon-dioxide emissions and nearly 50% of global material extraction, making sustainable construction essential for climate control and resource conservation.

What is a Green Building?

A green building is planned, designed, constructed, operated, maintained, renovated and eventually demolished in a way that reduces environmental harm. It considers energy use, water consumption, indoor environmental quality, construction materials, waste and the relationship with the surrounding site. It is not simply a building surrounded by plants; its sustainability is judged across its complete life cycle—from extraction of materials and construction to operation and end-of-life recovery or demolition.

Core Characteristics

Area	Green-building approach
Energy efficiency	Passive design, correct orientation, daylighting, natural ventilation, insulation, efficient lighting and equipment, and renewable-energy systems reduce conventional electricity use and heat gain.
Water conservation	Rainwater harvesting, low-flow taps, dual-flush toilets, wastewater treatment, water-efficient landscaping and reuse of treated water reduce freshwater demand.
Sustainable materials	Fly-ash bricks, recycled steel, blended cement, certified timber, local stone and recycled products lower transport needs, waste and embodied carbon.
Indoor environmental quality	Fresh air, natural light, comfortable temperatures, low-emission materials, acoustic control and access to greenery support occupant health, satisfaction and productivity.
Responsible site planning	Protection of trees, limited soil disturbance, heat-island reduction, public-transport access, and space for pedestrians, bicycles and electric vehicles improve site sustainability.
Waste reduction	Construction and operational waste is segregated, reused or recycled wherever possible, reducing landfill disposal.

Advantages and Importance

- **Environmental:** Reduces carbon emissions, electricity and freshwater consumption, pollution and waste; conserves natural resources and biodiversity.
- **Economic:** Lower energy, water and maintenance costs can recover additional initial investment over the building's life. Certification can improve market recognition, occupancy and long-term asset value.
- **Social:** Better ventilation, daylight, thermal comfort, safety and reduced exposure to harmful chemicals create healthier, more comfortable and productive spaces.

KIRLOSKAR BROTHERS' "YAMUNA" OFFICE, PUNE

Qualified as 'Platinum' Rated green building & Highest level of LEED certification

Company	Kirloskar Brothers Limited (KBL)	**Company Estd**	1888; incorporated in 1920
Building	"Yamuna" corporate office and global headquarters	**Building inaugurated**	April 2009
Location	Survey No. 98, Baner, Pune	**Campus / built-up area**	Approx. 4.85 acres / 130,000 sq. ft.
Rating	LEED-certified Platinum-rated green building	**Capacity / form**	500+ employees; ground + three storeys

Background. The Yamuna office was created to bring KBL teams together under one roof in a contemporary and environmentally responsible workplace. Its inauguration coincided with the Kirloskar Vadi factory entering its centenary year. The company's establishment year (1888) and the green office's inauguration year (2009) should not be confused.

Size and layout. The campus includes an approximately 100,000-sq.-ft. corporate office block and a clubhouse of around 25,000 sq. ft. It contains meeting rooms, conference facilities, an auditorium, landscaped atriums, terraces and employee recreation facilities.

Major Green Features

1. **Climate-responsive architecture.** Skylights provide soft daylight; umbrella-like shading on the west blocks harsh afternoon sun. Smaller east-facing windows, larger north glazing and protected south glazing improve lighting and ventilation while reducing heat gain, artificial lighting and air-conditioning demand.
2. **Energy-efficient glazing and cooling.** Heat-resistant double glazing and a water-cooled Variable Refrigerant Volume air-conditioning system provide efficient, zone-based cooling. An intelligent Building Management System centrally monitors and controls building services.
3. **Renewable and cleaner energy.** Solar photovoltaic modules supply approximately 2.5% of total power consumption, and two main backup generators are designed to operate on biodiesel.
4. **Water conservation and recycling.** Water-efficient fixtures reduce consumption; 100% of wastewater is recycled and treated water is reused for landscape irrigation, lowering freshwater demand and avoiding unnecessary discharge.
5. **Sustainable landscaping.** Low-water plants, green terraces and internal landscaping improve the campus microclimate. Grass pavers in parking areas allow rainwater infiltration instead of creating fully impermeable surfaces.
6. **Responsible materials.** Regional and recycled-content materials include re-rolled steel, Portland Pozzolana Cement, fly-ash bricks and local stone. Local sourcing lowers transport energy, fly ash uses an industrial by-product, and FSC-certified wood was used in selected executive areas.

Advantages:

Yamuna achieves lower heat gain and cooling demand; greater daylight use; lower freshwater consumption; complete reuse of treated wastewater; reduced reliance on conventional electricity; central monitoring of energy and systems; a better indoor environment; reduced use of high-impact materials; and stronger corporate environmental credibility. It is a practical Indian demonstration of how sustainability can be integrated with the functional requirements of a large corporate office.

FUTURE OF GREEN BUILDING: EMERGING DIRECTIONS IN GREEN CONSTRUCTION

Green construction is expected to move from isolated energy-saving features to the normal method of planning, constructing and operating buildings. Its future will be shaped by the following developments:

1. **Net-zero energy and whole-life carbon.** Buildings will combine highly efficient design, solar roofs, energy storage and smart-grid links to produce as much renewable energy as they consume over a defined period. Assessment will also include carbon from cement, steel, glass, construction, operation, renovation and demolition—not only operational electricity.
2. **Low-carbon materials.** Low-carbon cement, recycled steel, fly-ash and slag products, engineered timber, recycled aggregates and local materials will become more common. Life-cycle assessments and environmental product declarations will guide selection of durable, repairable, reusable and recyclable materials.
3. **Circular construction.** Buildings will be designed for adaptability, disassembly and material recovery. Modular construction, prefabricated components and standardised elements will allow parts to be replaced, reused or recycled without demolishing the entire structure.
4. **Smart and responsive buildings.** Sensors, artificial intelligence, Internet of Things systems and digital building-management platforms will track occupancy, temperature, air quality, lighting, energy and water. Automated controls, predictive maintenance and digital twins will improve performance and prevent failures.
5. **Retrofitting existing buildings.** Upgrading existing homes, offices, hospitals, schools and factories will be as important as constructing new green buildings. Typical measures will include efficient lighting and cooling, insulation, cool roofs, high-performance windows, solar systems and intelligent controls. India's Energy Conservation and Sustainable Building Code 2024 defines ECSBC, ECSBC Plus and Super ECSBC performance levels.
6. **Water-positive and climate-resilient design.** As heatwaves, droughts, intense rainfall and flooding increase, buildings will use rainwater harvesting, onsite wastewater treatment, flood-resistant landscapes, permeable surfaces, shade, natural ventilation, cool roofs and drought-resistant planting. Some projects will aim to return more water to the environment than they consume.

7. **Healthy, people-centred buildings.** Indoor-air monitoring, toxin-free materials, daylight, thermal and acoustic comfort, greenery and spaces supporting physical activity will become mainstream. Buildings will be judged by occupant health and well-being as well as by low resource use.
8. **Stronger regulation and certification.** Governments will progressively tighten energy and sustainability standards. In India, ECSBC, Eco-Niwas Samhita, IGBC, GRIHA and LEED will influence projects. Eco-Niwas Samhita 2024 combines residential-envelope, electro-mechanical, renewable-energy and wider sustainability requirements, showing a shift from voluntary adoption towards regulation and national energy policy.

Conclusion

Green buildings conserve energy and water, reduce waste and carbon emissions, lower long-term operating costs and provide healthier indoor environments. The Kirloskar Brothers' Yamuna office in Baner, inaugurated in 2009, demonstrates these principles through climate-sensitive architecture, wastewater recycling, solar power, biodiesel backup, efficient cooling, responsible materials and intelligent controls. In the future, net-zero carbon, smart technologies, circularity, retrofitting and climate resilience will make green construction a basic requirement rather than a premium option. Early adopters will gain lower costs, stronger resource security, improved workplaces and greater brand credibility.

BOOK REVIEW: What Is Wrong with MBAs? Author: Dr. P.N. Singh

Dr. Harish K. Padmanabhan

Overview:

As management students, we often enter an MBA program viewing the degree as a golden ticket to a lucrative corporate career. However, as the corporate landscape evolves, a critical question emerges: *Are management programs truly preparing us for the realities of the business world, or is there a gap between what we learn in class and what industry expects?*

In his reflective book, *What Is Wrong With MBAs?*, Dr. P.N. Singh presents a candid evaluation of modern management education. This review explores the key lessons every student must grasp to transform from passive degree-seekers into agile, employable, and globally minded leaders.

1. Mindset Shift: "Vessel" to "Igniting Spark"

One of the most striking concepts introduced by Dr. Singh is how learning takes place in business schools:

- The "Vessel" Approach: Traditional teaching treats students as empty vessels to be filled with theoretical textbook knowledge using traditional "chalk and talk" lectures.
- The "Igniting Spark" Approach: True management education allows students to learn experientially—by analysing data, evaluating risks, and solving real-world crises.

Student Takeaway: An MBA shouldn't be treated as a mere career steppingstone; it requires a genuine passion for real-world problem solving. Instead of relying solely on classroom lectures, seek experiential learning opportunities that build critical thinking and decision-making skills under pressure.

2. Calculating Your Real ROI:

Return on Investment (ROI) in an MBA is often calculated purely in terms of starting salaries. In reality the notion of Capital is re-defined as true capital:

Capital = Talent + Ability + Skill + Knowledge (TASK)

To maximize your personal ROI:

- Continuous Introspection: Regularly assess your skill gaps throughout your academic journey rather than waiting for placement season.
- Avoid Destination Confusion: Many young grads become "job-hoppers," jumping rapidly from one firm to another out of over-ambition. Focus on long-term career destination and skill acquisition over short-term self-interest.

3. Decoding Industry Expectations: Public vs. Private Sector

A common challenge for management graduates is understanding what employers expects:

- The Industry Critique: Corporates frequently view fresh MBAs as theoretically overqualified but practically underqualified. There is often a tendency for grads to prefer individual contribution over collaborative teamwork.
- Public Sector Expectations: Public sector organizations seek Administrative Managers equipped with solid human relations skills to navigate structured environments.
- Private Sector Expectations: Private firms expect MBAs to act as Development Managers—catalysts who can proactively prevent or resolve organizational crises.

4. Rethink: Summer Internship

Summer internships are meant to bridge theory and practice, yet they often fall short due to mismatched expectations:

Common Internship Pitfalls	Solution for Students
Expecting a "red-carpet" corporate experience.	Approach the internship as a serious, hands-on learning lab.
Being treated as short-term assignment.	Proactively demonstrates value to showcase your problem-solving abilities.
Focusing solely on task completion.	Understand workplace dynamics, culture, and team behaviour's.

Key Takeaway: Treat your internship as a primary pathway to career readiness and potential pre-placement offers (PPOs) by establishing mutual trust, dedication, and adaptability.

5. Actionable Advice: How Students Can Bridge the Gap

Dr. Singh highlights experiential initiatives like the "Walkabout" model (pioneered at Simon Fraser University), where student teams run real self-enterprise projects to learn risk, practical skills, and practical enterprise management.

1. Leverage Peer Diversity: Form study and project groups with classmates from different academic, regional, and cultural backgrounds to sharpen cross-cultural communication and teamwork.
2. Engage with Alumni: Actively connect with alumni practitioners to understand real-world application of classroom theories.
3. Build Global Competencies: Go beyond standard coursework by learning foreign languages, participating in exchange opportunities, and studying international business negotiation dynamics.

Conclusion:

Dr. P.N. Singh's *What Is Wrong With MBAs?* serves as a realistic wake-up call and a guide for modern management students. He believes, Management graduates are naturally quick learners, ambitious, and proactive. However, succeeding in the modern corporate environment requires moving beyond routine clerical tasks and passive degree hunting.

By shifting our focus from passive absorption to active problem-solving, continuous self-introspection, and practical collaboration, we can transform ourselves into truly employable global managers.

The Rise of Skills-Based Hiring: Why Competency is Overtaking Credentials

Dr. Bidisha Sarkhel

The employment landscape is changing rapidly. A decade ago, a university degree was often considered the primary gateway to a successful career. Today, however, employers are asking a different question: "Can you perform the job?" rather than "Which degree do you have?"
This shift marks the emergence of skills-based hiring, a recruitment approach where organisations evaluate candidates based on their competencies, practical abilities, and demonstrated skills instead of relying solely on academic qualifications. As industries embrace digital transformation, artificial intelligence (AI), and automation, this hiring philosophy is redefining employability for students and young professionals.

What Exactly Is Skills-Based Hiring?

Skills-based hiring is a recruitment strategy that prioritises an individual's ability to perform job-related tasks over formal educational credentials. Employers assess candidates using practical assignments, technical tests, case studies, portfolios, internships, certifications, and behavioural interviews rather than using a college degree as the primary screening criterion.
Unlike traditional hiring, where a bachelor's or master's degree often acted as the first filter, skills-based hiring focuses on evidence of competence and the ability to deliver results.

Why Are Employers Shifting Away from Traditional Degrees?

The shift toward skills-based hiring has been driven by rapid technological advancements, widening skill gaps, and the growing use of AI in recruitment. As technologies such as artificial intelligence, data analytics, cloud computing, and cybersecurity evolve faster than academic curricula, employers increasingly seek candidates who can demonstrate practical skills, adaptability, and continuous learning. Organisations are also broadening their talent pool by valuing industry certifications, internships, online learning, freelance work, and project experience alongside formal education. AI-powered recruitment tools now assess candidates based on competencies, portfolios, and real-world performance rather than relying solely on academic qualifications. While a university degree remains valuable for providing theoretical knowledge, critical thinking, research skills, professional discipline, and credibility, it is no longer sufficient on its own. Today's employers expect graduates to complement their academic credentials with practical, job-ready skills, making the combination of education and competency the key to career success.

"A degree may help open the door to the interview room, but your skills are what actually secure the job."

The Skill Blueprint: What Employers Are Looking For?

The World Economic Forum and various employer surveys consistently highlight a combination of technical and human skills as essential for future careers.

Technical & Hard Skills	Human & Power Skills
• Artificial Intelligence (AI) Tools & Applications • Data Analytics & Visualisation • Microsoft Excel & Power BI • Digital Marketing & SEO • Agile Project Management • Programming & Software Development • Financial Analysis & Modelling • Cybersecurity Fundamentals • HR Analytics & People Metrics	• Effective Communication • Critical Thinking & Analysis • Complex Problem Solving • Emotional Intelligence (EQ) • Adaptability & Resilience • Leadership & People Management • Cross-Functional Teamwork • Creativity & Innovation • Time Management & Strategic Decision-Making

Strategic Roadmap for MBA Students & Graduates

For business students and young professionals, this evolution presents an exciting opportunity to stand out. Here is a practical roadmap to enhance your employability:

Key Focus Area	Strategic Action Required	Tangible Benefits & Deliverables
Build a Professional Portfolio	Document and showcase practical work rather than listing duties on a resume.	Live business projects, consulting assignments, case study wins, published research, capstone decks, active LinkedIn presence.
Earn Industry Certifications	Complete recognized, short-term specialized programs to validate niche domain knowledge.	Certifications from Google, Microsoft, Coursera, edX, PMI, SHRM, NPTEL, and LinkedIn Learning.

Gain Immersion via Internships	Participate in hands-on industry roles, apprenticeships, and company projects.	Real-world experience, workplace readiness, networking, and direct conversion to full-time roles.
Cultivate Digital Literacy	Master modern software, analytical tools, and workplace technology suites.	Fluency in Power BI, advanced Excel, AI tools, project tracking software, and collaborative platforms.
Refine Soft & Power Skills	Actively practice leadership, communication, and collaborative problem-solving.	Differentiates candidates in behavioral interviews and prepares graduates for rapid managerial growth.

The Imperative for Higher Education Institutions

Colleges and universities are actively restructuring their academic models to bridge the gap between classroom theory and corporate expectations. Leading institutions are embedding experiential learning components, such as:

- Industry-Driven Live Projects & Simulations: Immersing students in realistic business environments.
- Co-Designed Curricula & Capstone Work: Partnering with industry leaders to align coursework with market demands.
- Skill Workshops & Micro-Credentials: Integrating professional certifications directly into degree pathways.

Ultimately, the corporate world is moving toward a hybrid hiring model—one that respects academic qualifications while demanding practical skill verification, especially in specialized and regulated fields.

Conclusion :

The future of recruitment is not about choosing degrees over skills or skills over degrees. It is about combining both. For today's students, employability is no longer determined solely by academic performance. Success belongs to individuals who continuously learn, adapt, innovate, and demonstrate their capabilities through real-world experiences. As the workplace evolves, remember:

"Your degree opens the door. Your skills create opportunities. Your attitude determines how far you go."

References & Academic Further Reading

1. *Bone, M., González Ehlinger, E., & Stephany, F. (2025). Skills or degree? The rise of skill-based hiring for AI and green jobs. Technological Forecasting and Social Change, 214, 124042. ScienceDirect.*
2. *Patil, H., Kate, S., Kashid, S., Kawade, A., & Khaire, A. (2026). Skills vs. Degrees in Recruitment: An Empirical Analysis of Employer Hiring Preferences in the Indian Job Market. International Journal on Research and Development – A Management Review.*
3. *Sarangi, P., Mishra, R., & Padhi, A. (2025). Balancing skills and expectations: AHP analysis of competency-based recruitment in the EdTech sector. Future Business Journal, Springer.*

STUDENT’S ACHIEVEMENT

IndSearch Institute of Management Studies & Research proudly congratulates our talented BBA,BMS and B.Com students for their outstanding achievement at the **Udgaar Karandak – Natyavachan Spardha** with their performance of **“How May I Help You?”**
The production was directed by **Ms. Roma Devadhar** and **Ms. Jui Bhat**, with the script written by **Ms. Roma Devadhar**.
Participants:
Roma Devadhar , Jui Bhat, Harshita Ghate, Abhishek Shet, Shridhar Ursekar. Ishita Jain, Sarthak Gujar

Awards & Achievements:

- **3rd Place – Udgaar Karandak (IndSearch College)**
- **2nd Place – Best Writing (सर्वोत्तकृष्ट लेखन) – Roma Devadhar**
- **3rd Place – Best Direction (सर्वोत्तकृष्ट दिग्दर्शन) – Roma Devadhar & Jui Bhat**

Heartiest congratulations to the entire team! We wish them continued success in all their future creative endeavors !!

STUDENT’S ACHIEVEMENT

Vidula Kulkarni MBA- II (Human Resource Mgt.) HR Excellence Award	
Ansh Singh MBA- II (Marketing Mgt.) Excellent Marketing Communication & Initiative.	
Shravan Dalvi MBA- II (Marketing Mgt.) Exceptional Skill in Driving Sales Growth	

STAFF ACHIEVEMENT

Indsearch Cordially welcomes the new Joinee's

		
Dr. Harish K. Padmanabhan	Prof. Pradeep Deshpande	Prof. Santosh V. Chavan
MMS (HR), M.com, Ph.D (Mgt.)	MMS (OSCM), B.E. Ph.D (Pursuing)	MBA (MKT), M.Sc Ph.D (Pursuing)

Research Paper Publication:

Name of Author	Title of Article	Name of Journal
Dr. Harish K. Padmanabhan Prof. Santosh V. Chavan	Smart HR revolution: synthesizing AI capabilities across the employee lifecycle for workforce transformation.	Insula Journal (Scopus) Volume 19 Issue 7, 2026
Dr. Bidisha Sarkhel	Employee engagement and organizational commitment among nursing staff in private hospitals of India: an empirical study.	Insula Journal (Scopus) Volume 19 Issue 8, 2026

STAFF ACHIEVEMENT

Research Paper Reviewer:

Name of Reviewer	Recognition
Dr. Aparna Tembulkar	
Dr. Harish K. Padmanabhan	

GLIMPSES OF ACTIVITIES

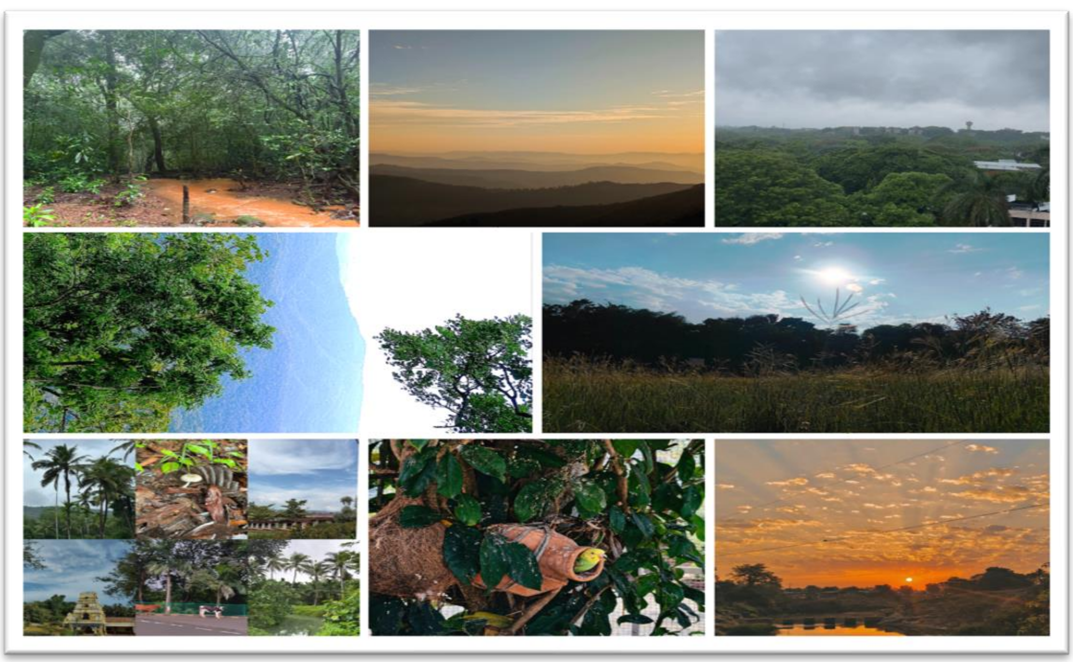
World Conservation Day Celebration

World Conservation Day was celebrated on 28th July 2026. The students actively participated in these following activities :

- Green Photography Contest on the theme "Nature Around Us." Students capturer photographs of biodiversity, trees, birds, water bodies, or eco-friendly practices.
- Campus Cleanliness Drive, Involving students, faculty, and staff to promote environmental awareness and responsibility.

Cleanliness Drive

Green Photography Contest



Kargil Vijay Diwas Programme

With the view to honor the heroism and sacrifices of the Indian Armed Forces during the 1999 Kargil War, ‘Kargil Vijay Diwas’ was observed in Institute on 31st July 2026 , an educational and patriotic documentary screening session was organized for students. The documentary highlighted the strategic challenges, tactical brilliance, and unparalleled valor shown during Operation Vijay. Faculty members joined the students for the event, fostering an interactive environment focused on national pride, leadership, and crisis management under high-pressure conditions.

Documentary Showcase

The Marketing Club : “Quick Cue”

On August 1, 2026, the Marketing Club organized an interactive "Quick Cue” Challenge (Cue card Activity) designed to test students' spontaneous thinking, core marketing acumen, and persuasive communication skills. Participants were drawn random cue cards containing real-world marketing prompts, crisis scenarios, or brand constraints, and were tasked with delivering a rapid pitch or solution with minimal preparation time.

Har Ghar Tiranga

All the faculties and students undertook the, “TIRANGA PLEDGE”- HAR GHAR TIRANGA

International Youth Day

International Youth Day observed on August 12th for empowering students and young leaders to share their perspectives, innovations, and aspirations for ‘India’s : Vision 2030’. Students are invited to voice their thoughts on what a sustainable, equitable world and paste in the board as ‘ Sticky Note’.

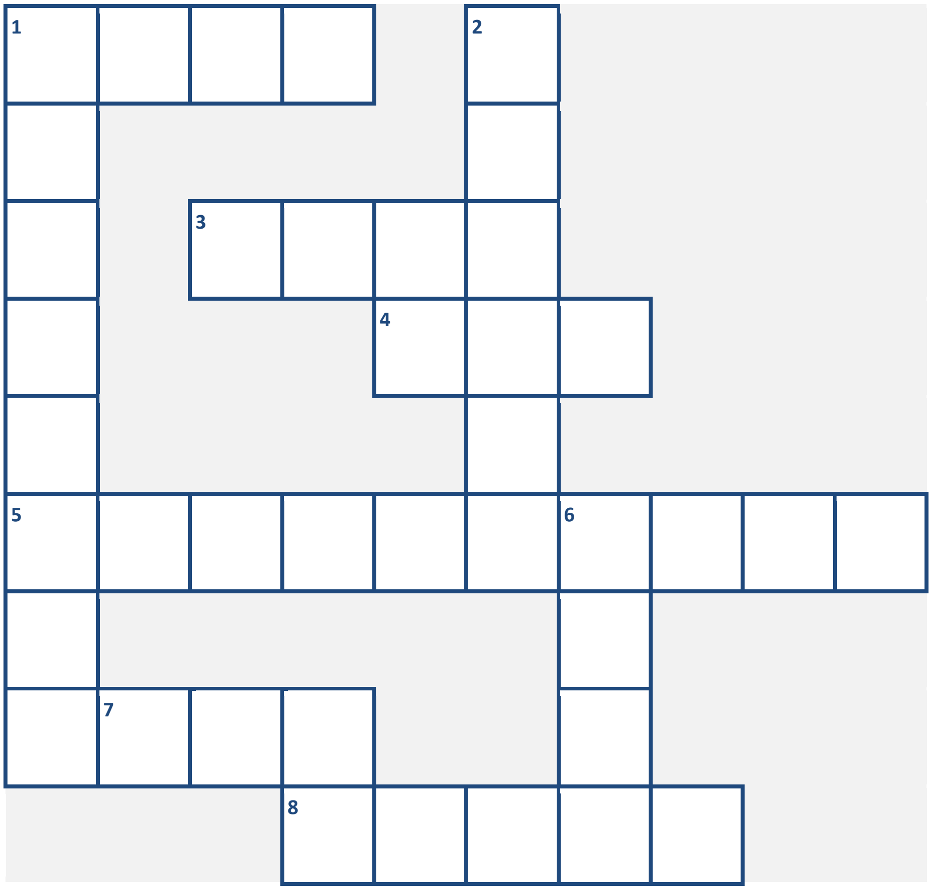
Placement Readiness Programme for MBA II

Placement Readiness Programme for MBA II Year students with the objective of preparing students for campus placements and helping them understand current industry expectations. The programme included an interactive Placement Readiness Talk delivered by Dr Harish Kumar, followed by an Aptitude Test and Subjective Assessment for the students. The session focused on developing a practical and industry-oriented approach towards career preparation.

Key Areas Covered:

- Mindset Shift towards experiential learning
- Understanding the ROI of an MBA
- Industry Expectations from MBA Graduates
- Importance of practical and professional skills
- Effective utilization of Summer Internship
- Common Placement Preparation Errors
- Resume Preparation and Job-specific Resume
- Communication Skills
- Interview Preparation : STAR Technique
- Real-Time Learning and Case Studies
- Alumni and Industry Networking
- Self-preparation and continuous learning
- Professional Behaviour and Attitude

STORM YOUR BRAIN



PUZZLE CLUES

ACROSS

1. Strengths, Weaknesses, Opportunities, Threats framework (4)

3. Chief Executive Officer abbreviation (3)

4. Return on Investment abbreviated (3)

5. Porter's sequence of activities adding product value (10)

7. Minimum Viable Product abbreviated (3)

8. Agile framework named after a rugby formation (5)

DOWN

1. High-level plan to achieve long-term organizational goals (8)

2. Japanese philosophy of continuous operations improvement (6)

6. Total revenue minus total expenses yields net ______ (6)

Note :

* Solved puzzles can be sent to official mail id. Mention your Name and Class

* Answers of this Puzzle and Name of winners will be published in next Issue.

Programmes Offered at Indsearch

Name of Programme	Eligibility	Specialization	Duration
	Postgraduate Programmes		
Master of Business Administration (MBA)	Bachelor's Degree in any discipline with min 50% marks (45% for reserved category) + valid score in MAH-MBA-CET / CMAT / CAT / MAT / XAT / ATMA.	Marketing, Finance, Human Resources (HR), Operations & Supply Chain, Business Analytics	2 Years
	Undergraduate Programmes		
Bachelor of Management Studies (BMS)	12th (HSC) Pass in any stream with min 45% marks (40% for reserved category) OR 3-year Diploma after 10th + MAH-B.BCA/BBA/BMS/BBM CET / Engg CET.	Marketing, HR, Finance, E-Commerce & Supply Chain, Computer Applications & Business Analytics	3 Years/ 4 Years (Hons.)
Bachelor of Business Administration (BBA - IB)	12th (HSC) Pass in any stream with min 45% marks (40% for reserved category) OR equivalent + Entrance CET score.	International Business	3 Years /4 Years (Hons.)
Bachelor of Commerce (B.Com - BA)	12th (HSC) Pass in Commerce/Science/Arts or equivalent.	Business Administration	3 Years
Bachelor of Commerce (B.Com - BFSI)	12th (HSC) Pass in Commerce/Science/Arts or equivalent.	Banking, Financial Services and Insurance	3 Years
	Post Graduate Diploma Programmes		
PG Diploma in Sustainability Management & CSR	Bachelor's Degree in any faculty OR State/Central Govt Diploma (Post SSC 3-yr diploma + 2 yrs exp OR Post HSC 2-yr diploma +	Sustainability Management & Corporate Social Responsibility	1 Year
PG Diploma in Financial Services (PGDFS)	Bachelor's Degree in any faculty OR recognized Diploma with relevant experience.	Financial Services & Wealth Management	1 Year
PG Diploma in Human Resource Management (PGDHRM)	Bachelor's Degree in any faculty OR recognized Diploma with relevant experience.	Human Resource Management	1 Year
PG Diploma in Operations & Supply Chain Management (PGDOSCM)	Bachelor's Degree in any faculty OR recognized Diploma with relevant experience.	Operations & Supply Chain Management	1 Year
PG Diploma in Marketing Management (PGDMM)	Bachelor's Degree in any faculty OR recognized Diploma with relevant experience.	Marketing Management & Digital Strategy	1 Year
PG Diploma in IT Services Management (PGDITSM)	Bachelor's Degree in any faculty OR recognized Diploma with relevant experience.	IT Services & Enterprise Management	1 Year

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