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VOL-01, ISSUE -02, SEPT 2026

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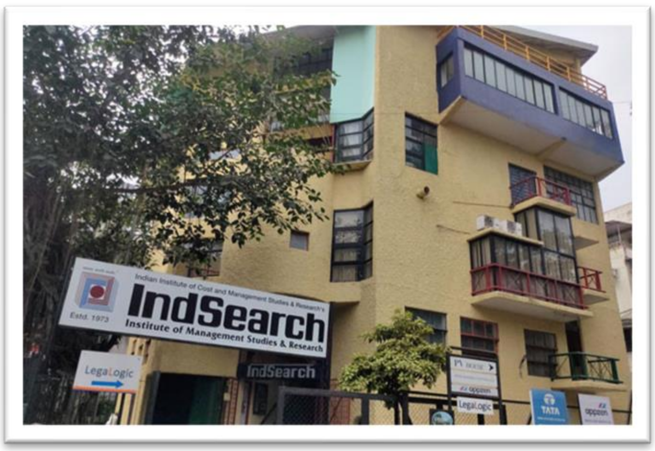

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Develop world-class management professionals to meet the diverse and challenging demands of business, industry, and society.

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06 Benefits of working at Google

Ms. Vidula Kulkarni MBA-II (HR)

Google is a global technology leader that fundamentally transformed how the world accesses information. Founded in 1998 by Stanford University students Larry Page and Sergey Brin, the company began as an innovative web search engine designed to organize the word's information and make it universally accessible. Today operating as the largest subsidiary of its parent company, Alphabet Inc., Google has ecosystem of digital products, including the Android operating system, YouTube, Gmail and Google Maps, alongside advanced hardware and cutting-edge artificial intelligence initiative.

What are the benefits of working at Google?

Google takes care of its employees, going above and beyond in both financial and health benefits. The tech titan, founded in 1998, strives to provide a holistic work environment that fuels innovation through its many employee perks. Google earned a spot on Forbes' 2026 list of America's Best Large Employers and Glassdoor's Best Places to Work 2026. Competitive pay, robust health insurance, generous time off and extra perks that other companies simply don't offer, like free food and nap time, make up an impressive list of appealing employee advantages.

As you might expect, given these alluring rewards, you'll be up against significant competition to earn a spot working here. However, if you're fortunate enough to apply, complete a rigorous interview process, and earn a spot, the benefits available to you go well beyond the basics.

Benefits	What each benefit includes
Health & wellness **Moto: Keeping Googlers healthy is our priority.**	• Medical, dental, and vision insurance for employees and dependents • Employee assistance programs focused on mental health & Onsite wellness centers • Workplace accommodations for physical or mental health concerns • Second medical opinion for you and your loved ones • Medical advocacy program for transgender employees • Support programs including menopause benefit
Financial wellbeing **Moto: Providing compensation /**	• Competitive compensation • Regular bonus and equity refresh opportunities • Generous 401(k) and regional retirement plans • Student loan reimbursement

programs that give our employees financial peace of mind.	• 1-on-1 financial coaching
Flexibility & time off **Moto: The time you need to recharge, and the flexibility to get your best work done.**	• Paid time off, including vacation, bereavement, jury duty, sick leave, parental leave, disability, and holidays • Hybrid work model with remote work opportunities also available • Four "work from anywhere" weeks per year • Part-time work and job-sharing options
Family support & care **Moto: How we support your loved ones**	• Fertility and growing family support • Parental leave and baby bonding leave • Caregiver leave • Elder care and support • Backup childcare • Survivor income benefit
Community and personal development **Moto: Providing room and opportunities to grow — on your own and with your teammates**	• Educational reimbursement • Googler-to-Googler peer learning and coaching platform • Donation matching and time off to volunteer • Employee resource groups • Internal Googler community groups and local culture clubs
Googley extras **Moto: Programming, spaces, and resources to support your growth, productivity, and wellbeing.**	• Inspiring spaces to work, recharge, and collaborate with fellow Googlers • On-site meals and snacks • Fitness centers, massage programs, and ergonomic support • On-demand fitness, wellbeing, and cooking classes • Art programs, Talks @ Google, legal services… and of course, Dooglers

Monetary Benefits VS Non-Monetary Benefits

Google provides a comprehensive total rewards package that spans high-value financial payouts and famous quality-of-life office perks.

Strengths in comprehensive health coverage, family support, and formal pay equity practices are accompanied by challenges in pay growth, incentive predictability, and perceived fairness. Together, these dynamics suggest a total rewards package that is strong overall but whose satisfaction can fluctuate with raises, equity performance, and policy shifts. The total package is cleanly split between monetary compensation (cash, stocks, and direct financial incentives) and non-monetary benefits (health, workplace convenience, and lifestyle assets)

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The Pink Tax: An Invisible Price Tag on Gender

Kunal Yeole, MBA-II (MKTG)

Take a stroll down any personal care aisle. It's hard not to notice-razors for women, all pink and lavender, nearly always cost more than the men's versions sitting right next to them. Shampoos, deodorants, even kids' clothing follow the same pattern. There's a name for this: the "Pink Tax." And let's be clear, it's not a real tax. It's just a weird market thing where products and services aimed at women are priced higher, even when there's barely any difference in how they're made or what they do. What seems like just another marketing gimmick digs into some bigger issues-like gender fairness, how businesses split up their market, and whether anyone's regulating this stuff. So, it's worth looking at closely, especially from a management viewpoint.

Where Did It Come From?

The Pink Tax really hit the headlines after a big 2015 study by New York City's Department of Consumer Affairs. They compared almost 800 products-everything from toys to personal care, clothing, and even items for seniors-and found women's products cost more than men's about 42% of the time. This wasn't just one category; the price gap showed up everywhere.

Just to clear things up, don't mix the Pink Tax with what folks call the "tampon tax"-that's an actual sales tax on menstrual products in places where they aren't considered essential goods. Both issues hit women in the wallet, but the tampon tax comes from government policy. The Pink Tax, though, is all about how companies decide to price things.

Why Do Companies Do This?

If you look at it through a marketing and economics lens, the Pink Tax makes a weird kind of sense. Businesses like to split the market into segments, and they figure women are less sensitive to price hikes on stuff like grooming products-thanks to social pressures about appearance. If companies think a group will pay more for basically the same thing, they go for it. That's just classic price discrimination at work. They often justify the higher prices with things like fancy packaging, floral scents, or slightly smaller sizes. Sometimes, the "women's" razor only differs from the "men's" razor by colour and fragrance.

Even if it's made on a different production line, industry insiders say that barely explains the huge price gap. Critics argue these changes are mostly superficial, and the real reason is simply that they believe women will pay more.

What It Means for Consumers and Companies?

Individually, the extra cost per item isn't huge-but it adds up. Analysts estimate women spend hundreds more every year just because their products and services are priced higher. Dry cleaning's a classic example. A woman's blouse often costs more than a man's shirt, even when they take the same amount of work to clean.

For companies, this isn't just about money-it's about reputation. As people get wise to the Pink Tax, especially with social media blowing up every controversy, brands can face serious backlash. Some businesses are flipping the script and pushing gender-neutral products as cheaper and fairer, using it as a selling point. What started as a sneaky pricing tactic has turned into a whole branding strategy.

What's the Government Doing About It?

Governments haven't really landed on one solution. California made gender-based price discrimination illegal for services way back in 1995. New York City followed up in 2020, forcing retailers to explain any price differences between similar products marketed to different genders. The EU's talking about protecting consumers from gender-based pricing, but there's not much well-enforced law there yet.

In India, there's no specific law tackling the Pink Tax. The Consumer Protection Act, 2019 covers unfair practices, but doesn't say anything about gender-based pricing directly. So, it's up to consumers and market pressure to push back. There's still a regulatory gap.

Why Management Students Should Care?

Management students can learn a ton from the Pink Tax. Strategically, it raises big questions-is segmentation-based pricing sustainable now that people can instantly compare prices online? From a marketing angle, there's a tricky balance between customizing for different groups and not coming off as exploitative. Ethically, there's growing demand for fairness, not just prices based on cost.

There's also the people angle. Teams with more diverse voices-especially women-tend to catch pricing bias before it blows up publicly. Smart companies pay attention to this, so their pricing decisions don't end up in the headlines for the wrong reasons.

Conclusion

The Pink Tax isn't just about a few expensive razors. It's a sign that small pricing decisions can roll up into bigger issues about fairness. Even if it's not always illegal, the mix of government scrutiny, consumer activism, and the risk of brand damage is pushing companies towards more transparent pricing. For managers, the lesson is clear: segmentation strategies that seem to single people out based on identity, not real differences in cost or value, are risky. Consumers are watching-and speaking up-more than ever. Illustrative Price Comparison

The table below presents a simplified, illustrative comparison of typically observed price differences across common product categories, based on patterns widely reported in consumer studies.

Product Category	Typical "Women's" Price Premium	Common Justification Cited by Firms
Razors & Shaving Products	8% – 11% higher	Packaging, fragrance, colour
Personal Care (shampoo, deodorant)	5% – 13% higher	Formulation, packaging design
Dry Cleaning (shirts/blouses)	Up to 100% higher	Perceived garment complexity
Children's Clothing & Toys	4% – 7% higher	Design, colour variants

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Sustainable Tourism in India

Janhavi Borwankar, B.com- I (BFSI)

Indian Tourism is majorly driven by its rich heritage, diverse landscapes, vibrant traditions and cultures. Indian Tourism has shown a higher growth rate leading to significant economic development by ensuring cultural exchange and global recognition. (Deb Pamela, 2015) (Shah, n.d.)

TOURISM

Tourism means travelling different destination for the purpose of pleasure, commercial activity etc.

SUSTAINABLE TOURISM

Sustainable Tourism refers to the sustainable practices in & by the Tourism Industry. Sustainability promotes responsible tourism development that conserves natural resources, preserve cultural heritage & benefits local communities.

National Framework

The National Strategy & Roadmap for Sustainable Tourism in 2021of 'The Ministry of Tourism, Government of India' placed a significant focus on Sustainability. There are some official plans created by Government on Sustainable Tourism to protect nature, culture and local jobs as well. (GSTC (Global Sustainable Tourism Council), 2021)

Frameworks:

1. Comprehensive Sustainable Tourism Criteria for India (STCI): Ministry of Tourism lunched the STCI covering 3 major segments of tourism industry, Tour Operators, Accommodation and Beaches, Backwaters, Lakes and River Sectors. This has been undertaken to ensure sustainable tourism practices, consistent with best environment and heritage protection standards. (Sunil, 2025)
2. Swadesh Darshan 2.0: This scheme is the revamped version of the Swadesh Darshan scheme for integrated development of tourism destinations in partnership with the State/UTs and local governments for promoting sustainable and responsible tourism in India. (Sunil, 2025)
3. Travel for Life (Lifestyle for Environment): Travel for Life is envisioned by Hon'ble Prime Minister of India Shri Narendra Modi, to bring large-scale behavioural change amongst the tourists and tourism businesses, significantly impacting environmental protection and climate action. (Ministry of Tourism, n.d.)

Preservation:

Today, INDIA has emerged not only as one of the world's richest repositories of cultural heritage. Tourism being an ever-expanding industry, can both be support to the economic development and as well endanger the cultural heritage. "Reclaiming INDIA's lost HERITAGE" India has accelerated efforts to recover antiquities and sacred relics taken abroad through colonial-era removal or illicit trafficking. Major achievements include return of Piprahwa Relics of Lord Buddha in 2025 after127 years, Goddess Annapurna Idol from Canada in 2021 after 108 year and idol of Lord Rama, Sita and Lakshmana from UK in 2020.

'As of May 2026 India has repatriated 653 antiquities since 2014'. India's international heritage standing has strengthened significantly over the last decade.

The country now boasts 44 UNESCO World Heritage Sites, up from year 2014. ***"Preserve the Past, Protect the Present & Create a Sustainable Future".***

Key Measures for Preservation:

- Conservation & Restoration – regular maintenance and scientific restoration of monuments such as the Taj Mahal, Red Fort, Hampi and Ajanta Ellora can protect deterioration and excessive tourism.
- Sustainable Infrastructure – heritage destinations need environmentally responsible facilities such as waste management systems, clean water etc.
- Awareness & Education – signboards, museums, digital guides and education programmes can help visitors understand the importance of historical and cultural sites.

Green Pathway Destinations

- ◊ **Mawlynnong, Meghalaya** – Famous as 'Asia's Cleanest Village'. Uses community managed zero-waste systems, bamboo dustbins, rainwater harvesting and living root bridges built naturally from tree roots.
- ◊ **Khonoma, Nagaland** – India's first Green Village. The local Angami tribe banned hunting and commercial logging, creating 20,000-hectare Blyth's Tragopan Sanctuary funded by eco-tourism.
- ◊ **Spiti Valley, Himachal Pradesh** – Led by local initiatives like Ecosphere. Promotes solar-powered homestays, carbon-offset travel and water conservation in a high-altitude cold desert environment.
- ◊ **Nilgiri Biosphere & Ooty, Tamil Nadu** – Enforces strict plastic bans along the entire hill stretch, promotes the heritage electric toy train and protects sensitive Western Ghats Forest corridors.
- ◊ **Kumarakom, Kerala** – Pioneer of the Responsible Tourism (RT) Mission. Focuses on village life experiences, prohibiting plastic in backwaters and directly linking local farmers and artisans to luxury resorts.

Traveler's Do's & Don'ts

DO'S	DON'TS
Environment & Resources	
Carry reusable water bottles, cloth bag and eco-cutlery.	Don't buy single-use or disposable plastic bottle.
Stay on a marked trails during hikes to prevent soil erosion.	Don't waste water, especially in hill station or cold region.
Segregate waste and carry your trash back from sensitive zones	Don't litter organic wastes – it attracts wildlife.
Wildlife & Nature	
Use reef-friendly snorkeling gear and maintain a safe, non-disruptive distance from animals.	Don't touch stand-on or kick coral reefs, a single step can destroy centuries of growth.
Use a red flash or low light during night safaris to avoid blinding nocturnal animals.	Don't use drone cameras over nesting grounds, national parks or dense forest areas.
Respect animal nursery and nesting seasons by honoring temporary zone closures in sanctuaries.	Don't set up camps or build bonfires outside the designated campsites, fire destroys ground nesting micro-habitants.
Culture & Society	
Dress modestly at places which are religious and cultural heritage sites.	Don't climb, touch or crave ancient structures and ruin.
Ask for clear permission before photographing local people.	Don't use flash photography where prohibited.
Follow site rules, noise limit at quite zones at monuments	Don't ply loud music in natural habitats or quite villages.
Local Economy & Ethics	
Eat at local family-run eateries and stay at certified homestays.	Don't bargain aggressively with small, local street vendors.

Buy souvenirs directly from local artisans and craftsmen.	Don’t buy goods made from endangered plants, shells or wildlife.
Pay fair prices and tip appropriately for local services.	Don’t hand out cash sweets or gifts directly to local children.
Digital & Social Ethics	
Tag broad regions or official tourism boards on social media instead of geo tagging precise, fragile spots.	Don’t post exact GPS coordinates of vulnerable, hidden natural spots that can cause geo-tag driven overcrowding.
Respect ‘no photography’ signs at sensitive religious or military sites.	Don’t film or photograph individuals in vulnerable or distressful life situations.

In Conclusion, Sustainable Tourism in India is a pathway towards balancing tourism development with the protection of nature, culture and local communities. By adopting responsible practice, preserving heritage sites, supporting local businesses and reducing environmental impact, tourism can contribute to greener and more inclusive future.

“PRESERVE PAST, PROTECT PRESENT AND CREATE A SUSTAINABLE FUTURE”.

Fintech: How Technology Is Changing the Way We Handle Money.

Sayali Bhoi MBA-II (FIN)

A few years back, opening a bank account meant standing in a long queue, filling out a stack of forms, and then waiting days just to get it approved. Now, someone sitting in a small town can open a digital wallet, take a loan, buy insurance, and invest in mutual funds, all from their phone, in a few minutes. This shift is basically what fintech is about - technology and finance coming together to change how people and businesses deal with money.

What is Fintech?

Put simply, fintech is when companies use technology like mobile apps, AI, cloud systems, and data analytics to offer financial services in a way that's quicker, cheaper, and reaches more people than a traditional bank usually can. This covers a lot of ground: digital payments, lending apps, wealth management platforms, insurance (often called Insurtech), and even compliance tools for regulators.

Why India is a big part of this story?

India is one of the fintech markets everyone's watching right now, and for good reason. The market here is expected to touch around $148 billion in 2026, and it doesn't look like it's slowing down anytime soon. A lot of this comes down to the digital infrastructure the government has built over the years — UPI, Aadhaar-based KYC, Digi Locker, and the Bharat Bill Payment

System. UPI especially has become such a normal part of daily life that it's processing billions of transactions every single month now. It's not just about payments anymore either. Apps that started out as simple money-transfer tools have slowly turned into these big "super-apps" that handle insurance, lending, investments, even salary advances, all in one place.

And on the business side, things like GST filings and digital invoicing are creating a paper trail (well, a digital one) that lenders can use to judge whether a small business is creditworthy - something that was hard to do before.

What's driving this growth?

There's a handful of trends worth knowing about here.

Embedded finance is a big one — you see it when an online shopping site offers "buy now, pay in instalments" right at checkout, or when a cab app throws in trip insurance without you even asking. Finance is quietly becoming part of other apps instead of being its own separate thing.

AI has also become a central piece of the puzzle. It's used for spotting fraud, scoring credit risk, verifying customers, and even giving basic financial advice — which matters a lot for people who don't have a traditional credit history to fall back on.

Then there's BNPL (buy-now-pay-later) and other alternative lending models, which have really taken off, especially with younger users. Regulators are keeping a closer eye on this space now though, tightening disclosure rules and how much risk lenders can pass on.

Neobanks are another piece — these app-only banks that don't have physical branches but offer budgeting tools, easy credit, and business accounts, competing with traditional banks mostly on convenience.

And maybe the most important trend of all is inclusion. Fintech has managed to reach people who banks never really bothered with before — daily wage workers, small vendors, people in rural areas who don't have easy access to a bank branch.

But it's not all smooth sailing

With this much growth comes some real problems too. Fraud is getting more advanced, partly because scammers are also using AI now. Data privacy is a constant worry, and regulation still hasn't fully caught up with how fast this space is moving. A lot of smaller fintech startups that were surviving on regulatory loopholes are struggling now, and the market seems to be consolidating around a few big, well-funded players who can specialize in a specific area rather than trying to do everything.

Wrapping up

Fintech has moved well past being a "disruption" — at this point it's turning into the actual backbone of how financial services work. Going forward, the companies that manage to combine new technology with real trust and genuine accessibility are probably the ones that'll end up winning over the next set of users.

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Lean vs. Agile Operations: Which Fits Which Industry?

Jagdish Patil, MBA- II (OSCM)

If you ask an operations manager whether they would prefer a faster process or a smarter one, the answer is not always simple. That question captures the basic difference between lean and agile. Both aim to improve performance, but they approach the problem in different ways. Lean and agile are often treated as if they are competing approaches, but in reality, they are designed for different situations. A business performs better when it understands which approach is more suitable for a particular part of its operations.

Lean: Getting Rid of Waste

Lean thinking goes back to the Toyota Production System of the 1950s, and most people encountered it for the first time through Womack, Jones and Roos's book on Toyota's manufacturing methods. The idea at its core is almost too simple: find anything in a process that doesn't add value for the customer and cut it out. Taiichi Ohno's list of seven wastes overproduction, waiting, transport, over-processing, excess inventory, unnecessary motion, and defects is still the checklist most lean practitioners reach for. In practice this means standardised work, smaller batch sizes, quicker changeovers, and constant small improvements (kaizen), all pointed toward one goal: a smooth, predictable flow with as little buffer as possible.

Lean works especially well when demand is relatively stable and the product or service is well understood. It depends on consistent specifications, which makes standardised work, reliable suppliers and disciplined processes worthwhile. When requirements change frequently, however, too much standardisation can become a limitation.

Agile: Building In the Ability to React

Agile came from a completely different place. It was formalised in 2001 when a group of software developers, tired of rigid, step-by-step development methods, put together the Agile Manifesto. Where lean tries to perfect a process you already understand, agile assumes you don't fully know where you're headed yet. Work gets broken into short, time-boxed cycles sprints each one ending with something usable, feedback comes in from real users, and the plan stays open to change.

The manifesto sums up the mindset well: people and interactions matter more than rigid processes, a working result matters more than exhaustive documentation, working with the customer matters more than locking down a contract, and responding to change matters more than sticking to a plan.

In practice, agile accepts that some process efficiency may be sacrificed in return for greater flexibility. This makes sense when learning and adapting are more important than getting everything right the first time. That is why agile practices are now used beyond software, including product development, marketing and innovation.

Where the Two Really Diverge?

1. What they're optimising for: lean chases down waste and cost in a process you already know; agile chases speed of learning when you don't.
2. Where they work best: lean suits stable, repeatable, high-volume operations; agile suits novel, fast-changing, or loosely-defined work.
3. How improvement happens: lean improves the value stream as a whole; agile improves in short bursts, checked against real customer response.
4. The risk each one manages: lean guards against inefficiency; agile guards against building the wrong thing entirely.
5. How each one tends to fail: force lean onto volatile demand and you get rigidity and stockouts; force agile onto stable, high-volume flow and you get needless cost and inconsistency.

So Which Industry Should Use Which?

Automotive and heavy manufacturing are still lean's natural home. Producing standardised parts at high volume against demand you can actually forecast is exactly what takt time, just-in-time supply, and defect-elimination were designed for. Aerospace components and process industries like chemicals and steel look much the same once a specification is qualified, it rarely changes, so consistency and cost control are what matter most.

Software and digital product development sit at the other end entirely. Requirements shift as markets and users change their minds, so being able to release something, learn from it, and adjust within a couple of weeks matters far more than squeezing cost out of a process that won't stay fixed anyway.

Healthcare is a good reminder that this is rarely an all-or-nothing choice within one organisation. Routine, high-volume work out patient scheduling, pharmacy dispensing, lab testing responds well to lean's waste-cutting tools, and hospitals that have applied Toyota-style process mapping have seen real drops in patient waiting time. Emergency and critical care is a different story: patient load and condition are unpredictable by nature, which calls for flexible staffing and rapid escalation protocols that look a lot more like agile thinking than lean standardisation.

Retail, fashion, and fast-moving consumer goods increasingly run both at once, in what's usually called a leagile model. Zara is the textbook example: fabric and garment components move through lean, cost-efficient upstream production, while the final styles, colours, and print runs are held back and decided close to the point of sale, so the company can react to actual demand within weeks instead of months. Consumer electronics firms follow a similar pattern lean procurement of common components, agile, late-stage configuration for different markets. Construction and large infrastructure projects tend to blend the two as well. Lean construction principles govern the repeatable parts site logistics, material flow while iterative, agile-style planning increasingly handles design changes and stakeholder input on the messier, one-off parts of a project.

The Leagile Approach: Finding the Decoupling Point

Most of the supply-chain literature on combining the two approaches converges on one idea: the decoupling point. Everything upstream of it where the product is still generic and demand is reasonably forecastable runs on lean principles to keep cost down. Everything downstream where the product gets customised for a specific order or market runs on agile principles so the business can still respond. Deciding where exactly to put that decoupling point is arguably the real strategic question in operations design. Push it too far upstream and you lose the ability to customise quickly; push it too far downstream and you give up the cost benefits of scale and standard work.

A Practical Way to Decide

Three questions tend to settle the matter for a given operation. How predictable is demand is this a known quantity, or something you genuinely can't see coming? How expensive is a wrong first attempt a small bit of rework, or a real loss of time and investment?

And how much is the customer willing to pay for speed versus a lower price? Operations with predictable demand, costly iteration, and price-sensitive customers do better leaning into lean. Operations with volatile demand, cheap iteration, and customers who'll pay for responsiveness do better leaning into agile. Most real businesses will find different parts of their operation landing in different places on that spectrum at the same time which is really why leagile has become the practical default across so many industries, rather than either approach winning outright.

Conclusion

Lean and agile aren't rival philosophies so much as two tools built for different kinds of uncertainty. Manufacturing-heavy, demand-stable industries will keep relying on lean's discipline. Software, product innovation, and anything facing genuine market uncertainty will keep relying on agile's feedback loops. And industries that straddle both retail, healthcare, electronics, construction will keep finding that the real advantage isn't in picking one label over the other, but in knowing exactly were, within their own operations, to draw the line between the two.

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Bridging The Gap: Why Management Education Must Evolve in the Age Of AI

Prof. Ritesh Giri

We are progressing in every field. Whether it is farming, marketing, business. Technology has changed our perspective.

As artificial intelligence reshapes industries and employer expectations, management education stands at a critical crossroads. With India's B-schools operating at only 14.34% seat utilization despite an MBA application surge of 26%, the market has delivered a clear verdict: traditional management programs are being rejected by students and employers alike. This article examines the widening gap between academic curricula and industry requirements, analyses global trends in management education transformation, and proposes a framework for reinventing B-schools to prepare graduates for an AI-native business landscape.

Introduction

In early 2026, a striking paradox emerged in management education worldwide. The Emlyon's business school's Observatory of Transformations found that 80% of companies are significantly changing their strategy to integrate technological developments, particularly artificial intelligence—a dramatic increase from just two in three managers reporting such changes in 2024. Yet India's management institutes, numbering 8,489 with a combined intake capacity of nearly 500,000 seats, filled only 14.34% of those seats.

These numbers do not contradict each other. They describe a market simultaneously growing in demand and hollowing out in the middle. Students and employers are not rejecting management education—they are rejecting management education that has failed to keep pace with changing realities.

The industry-Academia Mismatch: The Skill Gap Crisis

The World Economic Forum projects that two-fifths of current professional skill sets will be transformed or rendered obsolete between 2025 and 2030. For India, where skill gaps are consistently identified as a significant barrier to business transformation, this pressure is already reshaping hiring decisions.

Employers increasingly find that graduates from traditional management programs arrive with theoretical frameworks but lack the applied skills, digital literacy, and cross-functional thinking required in contemporary workplaces. A January 2026 Team Lease EdTech study found that 75% of India's higher education institutions are not industry-ready, with only 8.6% reporting full curriculum alignment with employer needs.

Why Traditional Curriculum Fall Short?

Traditional management programs face several structural challenges:

- Rigid Academic Structures: Curricula struggle to keep pace with industry change because academic approval processes are often too slow and bureaucratic. By the time a course is approved, the industry landscape may have shifted again.
- Theory Over Execution: Students often graduate with conceptual understanding but little exposure to real-world tools, AI workflows, or collaborative decision-making environments.
- Isolated AI Treatment: Many programs still treat AI as a standalone subject rather than embedding it across the curriculum. As Columbia Business School professor Dan Guetta notes, "AI fluency will not mean simply knowing how to prompt a chatbot. It will mean understanding enough to work with their teams to create AI systems and integrate them into their company"

Global Trends: How Leading Schools Are Responding

Going "One Level Deeper"

At MIT Sloan, Professor Rama Ramakrishnan has developed a course called "Hands-On Deep Learning" (HODL) designed to teach MBA students how deep learning systems work—not just how to use them. His guiding principle is to teach students to go "one level deeper" than expected. This depth matters because AI is increasingly embedded in products, operations, analytics, marketing, healthcare, finance, and entrepreneurship. Future business leaders will need to ask better questions of technical teams, evaluate AI-enabled products, and make well-informed decisions about systems.

Ramakrishnan notes that this approach "develops a granular understanding that allows them to put things together in creative ways to solve hard problems and pursue ambitious projects. It also makes them much, much more credible with technical colleagues".

AI as Infrastructure

McKinsey's "State of Organizations 2026" report identifies AI as one of three "tectonic forces" reshaping organizations. Leaders now recognize that technology is "leading organizations to reimagine how work gets done, redefine domains and end-to-end processes, and rethink traditional structures".

At Columbia Business School, students can choose from nearly 30 AI-related courses. Professors are rethinking how they approach and engage with material, moving beyond seeing AI as a tool to understanding it as embedded infrastructure.

The "Double Transformation"

Emlyon's Observatory research suggests a path forward through what researchers call a "double transformation" or dual transition—simultaneously addressing technological and ecological challenges rather than treating them as separate priorities.

This approach recognizes that the most successful organizations will be those that integrate AI capabilities with sustainability and responsible leadership—not as add-ons, but as core strategic imperatives.

The Indian Context: A Market in Transition

India's higher education system has expanded from fewer than 200 universities in 1990 to 1,395 today, with private institutions accounting for roughly 73% of the sector. Management education rode this wave aggressively, with most of the 3,516 management institutes currently operating established during the expansion of the 2000s .

That demand has since become sharply selective. Students now evaluate programs based on placement outcomes, industry integration, and return on investment within three years. Institutions that cannot demonstrate these strengths are being bypassed.

Building the Foundation of a Successful Investor

Dr. Rupali Gupte

Investment means committing resources today with the expectation of receiving returns in the future. In today's world, becoming a good investor is as important as being a good professional and earning a regular income. Rising living costs, healthcare expenses and changing financial needs make systematic investing an important part of financial well-being.

However, successful investing is not about simply choosing an investment product. It requires **knowledge, planning, discipline and self-awareness**. Before starting a regular investment journey, every aspiring investor should build a strong foundation.

Five Steps to Prepare for Your Investment Journey

1. Build Basic Financial Literacy

You do not need to be a finance expert to become an investor. However, understanding basic concepts such as **risk and return, time value of money, inflation, liquidity and taxation** is essential. Investors should also become familiar with major asset classes such as equities, bonds and other fixed-income instruments, real estate, commodities and derivatives. Learning to read a company's basic financial statements and fact sheets is particularly useful for making informed decisions.

2. Define Your Investment Goals

Investments should be linked to your **life goals**, not just to the desire to earn high returns. Consider short- and long-term requirements such as an emergency fund, healthcare expenses, education, debt repayment, retirement and future lifestyle needs. Your investment plan should also reflect your income stability, expected working life and family responsibilities.

3. Understand Your Risk Profile

Every investment involves some degree of risk. More importantly, every investor has a different **risk appetite and capacity**. Your financial resources, liabilities, career plans and personal goals should be considered before selecting investments. Understanding both the risk of the investment and your own ability to bear that risk is essential.

4. Arrange and Allocate Funds

Investment requires committing money for a certain period. Therefore, identify the source of funds and understand how investing them may affect your future liquidity. Investments should ideally be made from planned surplus funds rather than money required for immediate or essential expenses.

5. Complete Documentation and Choose the Right Platform

Before investing, keep essential documents such as KYC details, bank information, nominee details and ownership records ready. Maintain an organised record of all investments and related documents. You must also decide whether to invest independently or seek assistance from a qualified advisor or broker. Consider factors such as cost, convenience, transparency and ease of transactions.

From Investor to Astute Investor

Once the groundwork is complete, the next step is to make judicious and suitable investment choices. Good investing is not about chasing quick profits; it is about making informed decisions consistently and staying aligned with financial goals.

A well-prepared investor is more likely to avoid impulsive decisions, misinformation and unsuitable advice. More importantly, the process develops financial discipline and confidence.

The journey to becoming a successful investor begins long before the first investment is made. Build the foundation first—and let informed decisions build your financial

.

A Corporate Tale

Dr. Harish K. Padmanabhan

The Mystery of the Missing Lunch

Characters: Priya: HR Specialist, Sanjeev: Logistics Coordinator

(Scene: A small conference room. Priya is holding a manila folder labelled "Operation Tupperware.")

Priya: Sanjeev, thanks for coming in. We need to talk about the breakroom refrigerator.

Sanjeev: Oh, good! Did you finally catch the guy who's been eating my Grill Sandwich? I've lost three Tuesdays' worth of noodles, Priya. Three.

Priya: Well, Sanjeev, we reviewed the security footage outside the kitchen yesterday at 12:30 PM.

Sanjeev: And? Who's the thief? Is it Steve from Accounting? He has a guilty face.

Priya: Sanjeev, in the footage, a man wearing a blue hoodie walks up to the fridge, takes out a glass container of Grill Sandwich, eats it at the high-top table, washes the container, and puts it in his backpack.

Sanjeev: I knew it! The blue hoodie! Wait... I own a blue hoodie.

Priya: Yes.

Sanjeev: And... I sat at the high-top table yesterday.

Priya: Yes, Sanjeev. You brought your own lunch, ate your own lunch, forgot that you ate your own lunch, and then submitted a formal HR harassment complaint against yourself.

Sanjeev: I've been working too much overtime, haven't I?

Priya: I'm approving your vacation request starting today.

(Moral: Make sure you have a problem before you look for someone to blame.)

Characters: Sayali: HR Specialist, Vikram: Logistics Coordinator

[SCENE 1: Campus Placement Interview]

Sayali: Well, Vikram, your technical rounds were outstanding. We're ready to offer you the standard package, including the ₹50,000 joining bonus.

Vikram: Respectfully, Sayali, can I trade the joining bonus for a specific contract clause?

Sayali: A clause? What kind of clause?

Vikram: I need a daily allowance of four cups of custom ***Chai***. Freshly brewed, extra ginger, low sugar. Delivered directly to my bay.

Sayali: You want to give up fifty thousand rupees... for ***Chai***?

Vikram: Money comes and goes, Sayali. Code runs on caffeine and morale. Four cups a day keeps production bugs away.

Sayali: Deal. I'm literally typing 'Tea Token Clause' into your annexure right now.

[SCENE 2: Three Years Later, Server Room]

Sayali: *(Rushing down the corridor, panicked)* Vikram! The main database node crashed, and the server room team locked the doors for maintenance! The US client is calling in fifteen minutes!

Vikram: Relax, Sayali. Watch this.

(Vikram taps on the heavy glass door. Suresh, the notoriously strict Head System Admin, cracks it open, looking furious.)

Suresh: I told you, no entry till 4:00 AM! We are restoring— *(pauses, sniffing the air)* —is that ginger-cardamom?

Vikram: Four cups for you, four for your team, and four for us. Freshly brewed from the special vendor down the street.

Suresh: Get in here. I'll run the database override script myself while we drink this.

Sayali: Did you just bribe the most unapproachable admin in the company with tea?

Vikram: Never underestimate the power of the Tea Token Clause.

Moral: Small, unusual perks often build stronger loyalty, culture, and team morale than standard monetary incentives.

Eco-Packaging and Pricing Power in Urban FMCG Market

Prof. Santosh V. Chavan

Sustainable packaging has evolved from an eco-friendly alternative into a strategic differentiator for brand positioning. Sustainable packaging influences consumer perceptions of product quality and their willingness to pay a premium price. Brand trust emerged as a significant moderating variable, enhancing the relationship between eco-labelling and purchase intent. The eco-friendly packaging acts as a high-quality signal, enabling firms to leverage sustainability as a competitive advantage rather than a cost burden.

Introduction

Modern consumer markets are undergoing a fundamental shift driven by environmental awareness and heightened ethical standards. Fast-moving consumer goods (FMCG) firms face increasing regulatory and public pressure to reduce non-biodegradable waste. In response, sustainable packaging—defined as packaging materials optimized for minimal environmental footprint across their lifecycle—has become a central focal point for corporate sustainability strategies.

While early research framed green packaging primarily through an ethical lens, contemporary strategic management views it as a source of market differentiation. Packaging acts as the primary tangible interface between a brand and a buyer at the point of sale. Consequently, structural and aesthetic cues embedded within packaging send powerful implicit signals regarding the brand's core values and product craftsmanship. Sustainable packaging creates a measurable competitive advantage by positively influencing perceived product quality and enabling premium pricing strategies.

Despite the environmental necessity of reducing single-use packaging waste many enterprises view sustainable packaging primarily as an operational cost driver that erodes profit margins. While consumers express strong environmental concern, a persistent "say-do gap" exists regarding purchasing behaviour when sustainable options carry higher prices. Companies lack empirical clarity on whether eco-friendly packaging can serve as an intrinsic signal of product excellence, thereby justifying higher price points and offsetting production costs. Without rigorous data on how eco-packaging affects perceived product quality and pricing tolerance, managers struggle to frame sustainability investments as value-generating strategic initiatives.

Intrinsic product quality is difficult to evaluate prior to consumption, consumers rely on extrinsic signals such as brand name, price, and packaging design. Recent research highlights that eco-friendly packaging materials—such as FSC-certified cardboard, melded fibre, or recycled PET—serve as high-order cues signalling corporate capability, care, and premium manufacturing standards. When a firm invests in sustainable packaging, consumers infer superior attention to detail across the entire value chain.

On willingness to pay (WTP) indicate that eco-conscious consumers are receptive to modest price premiums ranging from 10% to 16% for sustainable packaging alternatives. However, price sensitivity and consumer scepticism regarding potential "greenwashing" remain critical barriers. Establishing a direct link between sustainable packaging, perceived quality, and price acceptance is vital for formulating effective brand strategies.

Strategic Positioning Vector.

1. Packaging operates as an implicit quality cue. When consumers observe sustainable material properties (e.g., natural textures, minimal processing, eco-certifications), they transfer these positive attributes directly to the underlying core product, elevating perceived craftsmanship.
2. High perceived quality acts as the primary justification for price premiums. Consumers do not pay more simply because packaging is eco-friendly; they pay more because eco-friendly packaging signals a superior, higher-tier product.
3. The strong empirical support for mediation indicates that managers can leverage sustainable packaging to build a sustainable competitive advantage in FMCG markets, directly enabling margin expansion via premium pricing strategies.

Conclusion

Sustainable packaging provides FMCG firms with a measurable competitive advantage by increasing perceived product quality and enabling price premiums. Empirically, sustainable packaging directly and significantly improves perceived product quality confirming that structural eco-cues serve as strong implicit signals of craftsmanship. Furthermore, mediation testing confirms that perceived quality significantly mediates the path between green packaging and price premium acceptance successfully addresses.

Sustainable packaging offers a viable path to achieving a differentiated competitive advantage by enabling brands to command price premiums that effectively offset higher sustainable production and raw material expenses. Consequently, strategic marketers should not position green packaging as an added operational cost passed down to buyers, but rather as an integral component of a high-value, premium product experience that serves as a tangible visual signal of excellence to unlock crucial pricing power at the point of sale.

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AI and HR: The Future Is Human + Machine

Dr. Bidisha Sarkhel

Imagine an HR manager receiving 500 resumes for a single job opening. Traditionally, the recruiter would spend hours reviewing resumes, preparing interview questions, responding to candidate queries, and preparing reports. Now, Artificial Intelligence (AI) can support many of these tasks. In a matter of minutes, AI can help screen resumes, draft job descriptions, generate interview questions, summarize employee feedback and even create training content.

This does not mean that HR is becoming a machine-driven function. In fact, the opposite may be true. **As technology takes care of repetitive work, HR professionals have more time to focus on what makes HR truly human—people, relationships, empathy, judgment and decision-making.** The attached HR guide highlights this shift, describing AI as a working tool that can reduce repetitive HR work while allowing professionals to concentrate on relationships, strategy and human judgment.

From Recruitment to Employee Experience

AI is already finding its place across different stages of the employee lifecycle.

In **recruitment and selection**, Generative AI can assist HR professionals in creating job descriptions, preparing social media recruitment posts, screening resumes and generating role-specific interview questions. It can also support virtual interviews by generating questions, converting spoken responses into text and analyzing responses against the requirements of a role.

For an HR student, imagine a simple situation. The company is hiring an MBA graduate for an HR Executive position. Instead of starting with a blank screen, the recruiter can provide AI with the job title, required skills and experience and ask it to prepare a draft job description. AI can also help create Behavioral interview questions based on competencies such as communication, problem-solving and stakeholder management.

AI can assist the recruiter, but the recruiter still needs to decide whether the job description accurately represents the organisation and whether the interview questions genuinely assess the required competencies.

The role of AI extends beyond recruitment. In **Learning and Development**, AI can help create training modules, quizzes, microlearning content and personalized learning paths based on employee skill gaps.

This opens an interesting possibility for organisations: instead of giving every employee exactly the same learning programme, training can increasingly be designed around individual needs.

Similarly, AI can support **employee engagement and experience** through survey analysis, employee query chatbots and personalized learning or career recommendations. In performance management, it can help summaries manager feedback and identify patterns or inconsistent language.

When an HR Policy Can Answer Back

One particularly interesting application discussed in the presentation is the use of Generative AI for answering routine employee questions.

Think about the number of questions HR departments receive every day:

"How many days of leave can I take?"
"What is the work-from-home policy?" "How can I claim my benefits?"
"What is the process for performance appraisal?"

An AI-enabled HR chatbot can provide quick responses by accessing relevant HR documents. This can make HR services faster, more consistent and scalable.

However, there is a catch. A general AI model may provide information based on its pre-trained knowledge, which may be outdated or inaccurate. The presentation therefore discusses **Retrieval-Augmented Generation (RAG)**, where AI retrieves information from an organisation's approved documents and generates a response based on that information.

For HR, this distinction is important. An employee asking about company leave policy does not need a generic answer from the internet. They need **their organisation's actual policy**.

AI Can Be Fast, But HR Must Be Responsible

The biggest mistake an HR professional can make is to assume that an AI-generated answer is automatically a correct answer.

AI can save time and improve consistency, but it can also reproduce bias, misunderstand context or generate inaccurate information. In recruitment, for example, historical data containing past biases can influence AI outputs. Candidate data can also raise privacy and security concerns when third-party AI tools are used.

This is why human oversight is not optional in HR.

The presentation specifically emphasizes monitoring AI outputs in recruitment. HR professionals need to check whether AI-generated content is fair, relevant and aligned with organisational requirements, while protecting sensitive candidate information.
The same principle applies to employee relations, performance management and disciplinary decisions. AI can provide suggestions, summaries or patterns, but decisions affecting people's careers should not simply be handed over to an algorithm.
In simple words:

In simple words:

AI can assist the HR manager. It should not become the HR manager.

AI can analyses an employee survey.	**But an HR manager must understand why employees feel the way they do.**
AI can generate a training programme.	**But an LGD professional must understand whether the programme will actually change behavior.**
AI can answer a policy question.	**But HR must ensure that the answer is accurate, fair and appropriate.**

What Does This Mean for MBA Students?

For management students preparing to enter the corporate world, AI literacy is becoming an important professional skill. But learning to use AI does not mean simply knowing how to type a question into ChatGPT or another AI tool.

Students need to develop **"prompt literacy"**—the ability to clearly communicate what they want from an AI tool. They also need to learn how to interpret data, identify possible bias and question AI-generated outputs rather than accepting them blindly.

At the same time, students should not forget their HR fundamentals.

A future HR professional still needs to understand **Organisational Behaviour, Human Resource Management, Labour Laws, Compensation, Performance Management and Employee Relations**.

AI can enhance good HR judgment, but it cannot replace the foundation on which that judgment is built.

For example, an MBA student who knows both **labour law and Generative AI** can use AI to simplify a lengthy policy document—but must still understand the law well enough to identify whether the AI's explanation is accurate.

That is where the real competitive advantage lies.

A Final Thought for Management Students

As management students, you are preparing for workplaces that may look very different from those your seniors entered. Your future job may involve working alongside AI tools every day. Therefore, the question is not simply, *"Will AI take my job?"*

A better question is:

> **"How can I become an HR professional who knows when to use AI—and when the human touch matters more?"**

The answer lies in building both sides of the skill set: strong management fundamentals and responsible **AI capability.**

The future HR professional will not necessarily be the person who knows the most about technology. It may be the person who knows how to combine technology, business.

STUDENT'S ACHIEVEMENT

<table>
<tr>
<td>Isha Gawai
MBA- II (Human Resource Mgt.)
Outstanding Performance</td>
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</tr>
</table>

STAFF ACHIEVEMENT

Best Teacher Award:

Name of Faculty	Prof. Santosh Chavan

Certification: Cambridge International Qualification, UK

Name of Faculty	Dr. Harish K. Padmanabhan

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Research Paper Publication:

Name of Author	Title of Article	Name of Journal
Dr. Harish K. Padmanabhan Prof. Santosh V. Chavan	Eco-Packaging and Pricing Power: A Mediation Analysis of Perceived Product Quality in Urban FMCG Market.	International Journal for Multidisciplinary Research, Volume 8, Issue 4, July-August 2026
Dr. Harish K. Padmanabhan Dr. Suwarna Shidore	Workforce Mind Health of Higher Education Institution (HEI) Teaching Faculty in India: An Empirical Investigation	Insula Journal (Scopus) Volume 19 Issue 8, 2026

GLIMPSES OF ACTIVITIES

MBA- I Orientation Programme

As part of the Orientation Program for the newly joined junior students, a Games and Team-Building activity session was organized to help the juniors settle into college life, break the initial hesitation, and bond with their peers and seniors. The orientation session included sessions, ice-breaking games, poster competition, Management Fun Games, Quiz Competition, Showcasing Web-series and Review to build interactive format, combining physical games with activities that encouraged trust, coordination, teamwork and quick thinking.

Corporate Quiz Competition

Corporate Quiz Competition as part of its student engagement and co-curricular activities during Orientation Programme. The competition was designed to create awareness among students about the business work in context of India and Global. The Quiz Competition was conducted in Five Rounds. All the students actively participated in the competition and explored the new insights.

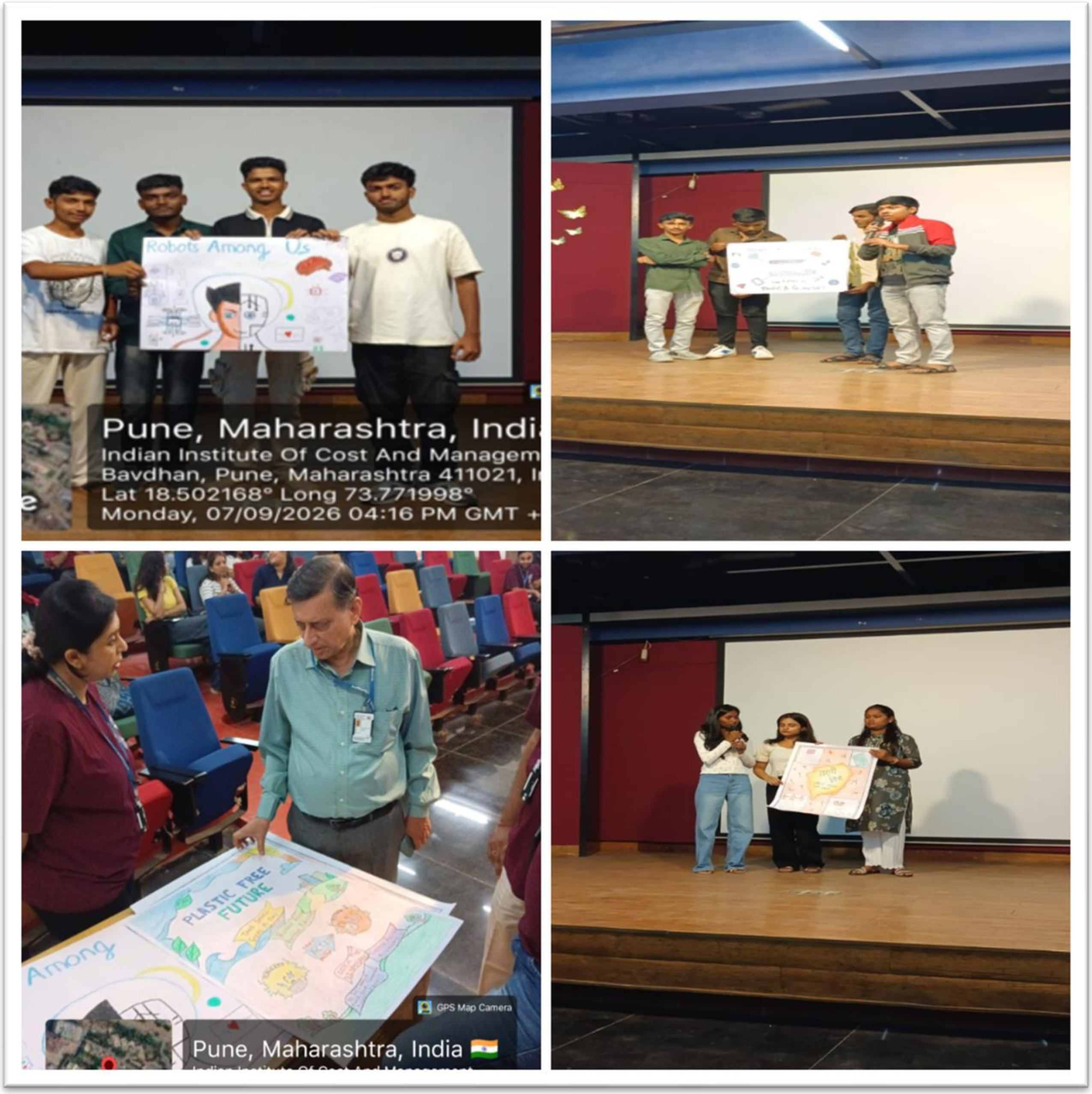
POSH Awareness Session

The POSH Awareness Session was organized to create awareness among MBA students and faculty members regarding workplace sexual harassment, its prevention, prohibition, and redressal mechanisms. The session aimed to sensitize participants towards maintaining a safe, respectful, inclusive, and professional environment at the workplace.

The session provided participants with an understanding of the **Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013** and its significance in the professional environment. The session covered the evolution of the POSH framework, including the **Vishaka Guidelines**, and explained the objectives of prevention, prohibition, and redressal.

Poster Competition

Poster Making Competition was designed to provide students with an opportunity to express their creativity, ideas, and knowledge through visual communication. The activity encouraged students to think creatively, present information in an attractive manner, and communicate meaningful messages through posters. It also helped students develop skills such as teamwork, time management, presentation, creativity, and visual design.



CSR Week

CSR Week 2026 from September 7 to 12, 2026, engaging students in meaningful social and environmental initiatives. Fourteen student groups participated in activities including **tree plantation, plastic-free awareness, cloth bag distribution, waste management, animal welfare, visits to old-age homes and orphanages, career guidance, financial literacy, cyber and road safety, health awareness and book donation**.

The week provided students with an opportunity to move beyond classroom learning and develop empathy, teamwork, leadership and a sense of social responsibility. Groups including R.A.A.H, ECO-Guardians, Down to Earth, Renew Crew, Project Aasra, Book Cycle, Operations Oxygen, Terra4 and Safe Street Initiative, among others, actively contributed to the initiative.

The **Valedictory Ceremony** was graced by **Mr. Ambar Gokhale**, **Director of Business Development for Strategic Accounts (India, China & Southeast Asia), KPIT Technologies Ltd.**, with expertise in emerging areas such as **software-defined vehicles, connected mobility, AI and digital transformation**. The second guest, **Mr. Sandeep Gohad**, Founder of **Kalpak Solutions and Be OnTrack Solutions Pvt. Ltd.**, is an entrepreneur with experience in **innovation, business solutions and leadership**. Both guests shared valuable insights on entrepreneurship, industry and creating meaningful social impact

इंडसर्च तर्फे सीएसआर वीक २०२६ निमित्त विविध उपक्रम

पुणे, १६ सप्टेंबर २०२६ : इंडसर्च इन्स्टिट्युट ऑफ मॅनेजमेंट स्टडीज न्ड रिसर्च तर्फे ७ ते १२ सप्टेंबर २०२६ या कालावधीत सीएसआर वीक २०२६ निमित्त विविध उपक्रमांचे आयोजन करण्यात आले होते. यामध्ये १४ विद्यार्थी गटांनी वृक्षारोपण, प्लास्टिक मुक्ती जनजागृती, कापडी पिशव्यांचे वाटप, कचरा व्यवस्थापन, प्राणी कल्याण, वृद्धाश्रम व अनाथाश्रम भेटी, करिअर मार्गदर्शन, आर्थिक साक्षरता, सायबर व रस्ता सुरक्षा, आरोग्य जनजागृती आणि पुस्तक वाटप यांसारख्या उपक्रमांमध्ये सहभाग घेतला.

या सीएसआर वीक मुळे विद्यार्थ्यांना केवळ वर्गाच्या पलीकडे जाऊन प्रत्यक्ष सामाजिक कार्याचा अनुभव घेण्याची संधी मिळाली. या माध्यमातून त्यांच्यात सहानुभूती, सांघिक कार्य, नेतृत्वगुण आणि सामाजिक बांधिलकीची भावना विकसित होण्यास मदत होईल. आर.ए.ए.एच इको-गार्डियन्स, डाऊन टू अर्थ, रिन्यू क्रू,प्रोजेक्ट

आसरा, बुक सायकल, ऑपरेशन्स ऑक्सिजन, टेरा४ आणि सेफ स्ट्रीट इनिशिएटिव्ह यांसह विविध विद्यार्थी गटांनी या उपक्रमात सक्रिय योगदान दिले.

सीएसआर वीक २०२६ च्या समारोप समारंभाला प्रमुख पाहुणे म्हणून केपीआयटी टेक्नोलॉजिज लि.चे स्ट्रॅटेजिक अकाऊंटस (भारत,चीन आणि साऊथ ईस्ट एशिया) व्यवसाय विकास विभागाचे संचालक अंबर गोखले उपस्थित होते. तसेच कल्पक सोल्युशन्स आणि बीऑनट्रॅक सोल्युशन्स प्रा.लि.चे संस्थापक संदीप गोहाड उपस्थित होते. दोन्ही पाहुण्यांनी उद्योजकता, उद्योगक्षेत्र तसेच समाजावर सकारात्मक आणि अर्थपूर्ण प्रभाव निर्माण करण्याबाबत विद्यार्थ्यांना मार्गदर्शन केले.

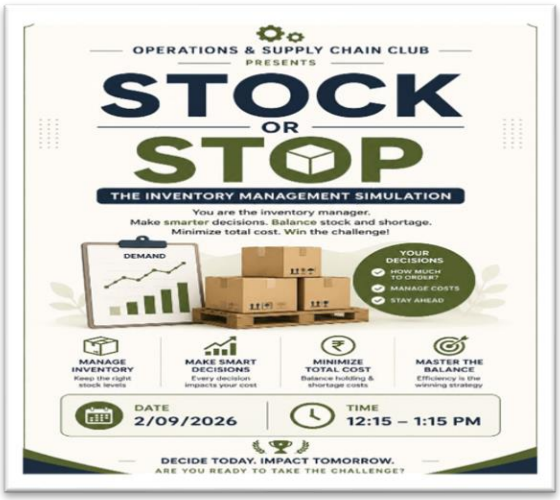
हा उपक्रम इंडसर्चच्या संचालिका डॉ. अपर्णा टेंबूलकर यांच्या मार्गदर्शनाखाली पार पडला. सीएसआर वीकच्या समन्वयक डॉ. बिदिशा सरखेल यांनी या संपूर्ण उपक्रमाचे समन्वय साधत उपक्रमाच्या यशस्वी आयोजनात महत्त्वपूर्ण भूमिका बजावली.

समारोप समारंभात उत्कृष्ट कामगिरी करणाऱ्या विद्यार्थी गटांचा गौरव करण्यात आला. यामध्ये आर.ए.ए.एच ला बेस्ट सीएसआर प्रोजेक्ट पुरस्कार, ईको - गार्डियन्सला बेस्ट कम्युनिटी इम्पॅक्ट पुरस्कार, डाऊन टू अर्थ ला बेस्ट प्रेझेंटेशन फॉर सीएसआर पुरस्कार, रिन्यू क्रू यांना बेस्ट टीमवर्क साठी आणि बेस्ट डॉक्युमेंटेशनसाठी रिश्ता ग्रुपला पुरस्कार प्रदान करण्यात आले.

सीएसआर वीक २०२६ सकारात्मक वातावरणात संपन्न झाला. या उपक्रमातून सामाजिकदृष्ट्या जबाबदार, संवेदनशील आणि भविष्यातील आव्हानांसाठी सज्ज व्यावसायिक घडवण्याच्या इंडसर्चच्या वचनबद्धतेला अधोरेखित करण्यात आले.

सहभागी व्हा.स्वयंसेवक बना.सक्षम करा.चला,एकत्रितपणे सकारात्मक बदल घडवूया !

The Operations Club : "Stock OR Stop"

On : 2nd September 2026, the Operations Club organized "Stock or Stop-The Inventory Management Simulation is an interactive operations management activity designed to help MBA students grasp the practical obstacles of inventory management and decision-making under uncertain demand.


Campus to Corporate

IndSearch Institute of Management Studies and Research organized a Campus to Corporate – A Session. The session explored the importance of student role in campus and skills to build for corporate world. The session included insights on: Skill Development, Industry / Sector Profile , Manager's Competence, Brainstorming Activity, Corporate Stories – Mgt. Lessons, Campus- Corporate Mindset,	
	

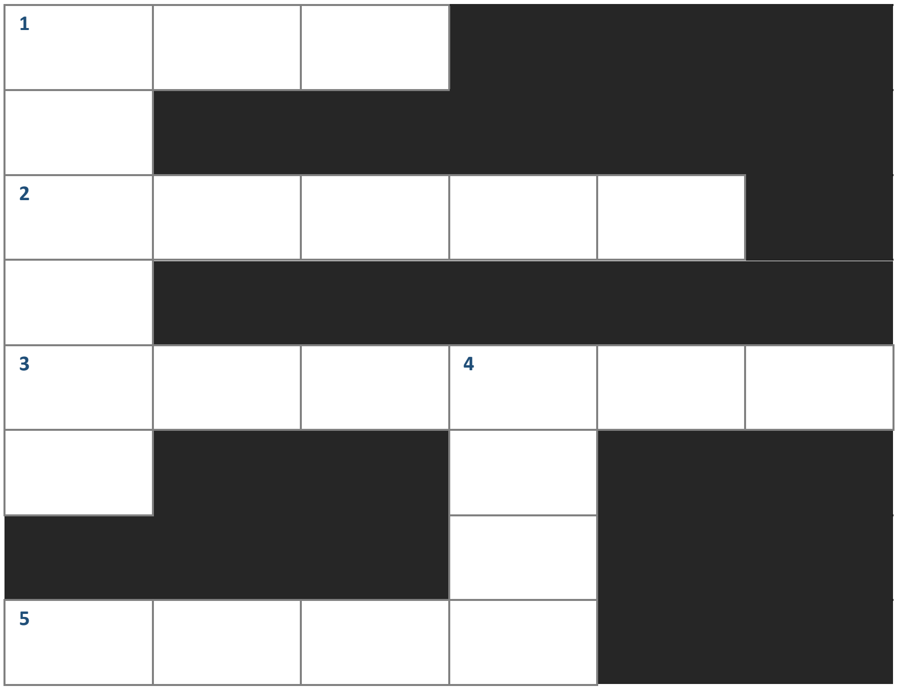
World Ozone Day

IndSearch Institute of Management Studies and Research Showcased a Video for “World Ozone Day”. The session explored the importance of protecting and preserving Trees, Water and measures to be taken for sustaining environment. The video depicted the impact of Ozone Layer on Earth towards Human, Animal, Trees & Plant and measures to be taken for protecting Earth.

“Global Opportunity Youth Network” Awareness Session

A session on awareness about, “Global Opportunity Youth Network” was organized on 3rd September,2026. The information about the foundation of Lighthouse communities was shared with the students. Global opportunity youth Network (GOYN) is a community of partners and young leaders who are breaking down barriers to economic opportunity by engaging local public, private and civil society partners alongside young people to collaborate at the community level, building pathways to dignified employment and entrepreneurship opportunities and changing entire systems to ensure young people realize their full potential.

STORM YOUR BRAIN



PUZZLE CLUES

ACROSS

1. Quantifiable performance metric abbreviation (3)
2. Resources or effort put into a system or process (5)
3. Moral principles guiding business behavior and decisions (6)
5. Facts and statistics collected for analysis and planning (4)

DOWN

1. Japanese philosophy of continuous operational improvement (6)
4. A creative thought, concept, or potential solution (4)

Note :

* Last Puzzle Answer : ACROSS : 1. SWOT 3. CEO 4. ROI 5. VALUE CHAIN 7. MVP 8. SCRUM

DOWN: 1. STRATEGY 2. KAIZEN 6. PROFIT

* 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 (PGDSMCSR)	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 + 1 yr exp).	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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