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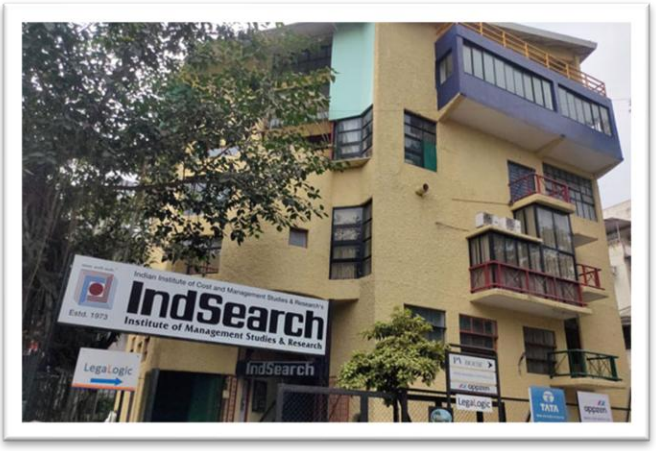


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Cybersecurity in the AI Era: Protecting Trust in a Connected Business World

Komal Behaniya MBA- I

1. Introduction

Artificial Intelligence (AI) is increasingly embedded in business operations. Banks use automated systems to monitor transactions, retailers analyse customer behaviour to improve recommendations, manufacturers use connected equipment to monitor production, and logistics companies apply data analytics to plan deliveries. These applications can improve speed, consistency and decision-making. However, greater dependence on digital systems also increases the consequences of cyber incidents.

Cybersecurity refers to the practices, technologies and processes used to protect networks, devices, applications and information from unauthorised access, damage or disruption. In the AI era, the relationship between AI and cybersecurity is two-sided: AI can strengthen threat detection, while malicious actors can misuse AI to make certain attacks more convincing and scalable. This makes cybersecurity a strategic management concern involving technology, people, processes and governance.

2. The Dual Role of AI in Cybersecurity



AI-based security tools can analyse large volumes of network, login and transaction data to identify patterns that may indicate suspicious activity. For example, a financial institution may flag a transaction that differs significantly from a customer's normal pattern for further verification. AI can also help security teams organise alerts and focus attention on higher-risk events. These tools support human analysts; they do not remove the need for human review, sound data and clear accountability. The same capabilities can be misused. Generative AI may help criminals prepare convincing phishing messages, translate fraudulent communications, imitate voices or create manipulated images and videos. AI does not make every cyberattack successful, but it can reduce the effort required to produce personalised deception. Therefore, organisations must assess both the benefits and the risks before adopting AI-enabled systems.

3. Emerging Cybersecurity Risks

3.1 Phishing and social Engineering: Phishing attempts to deceive people into sharing passwords, financial details or other confidential information, often through emails, messages or fake websites. AI can make these communications more fluent and tailored to the recipient. Employees should examine the sender, context, links and requested action instead of relying only on spelling mistakes as warning signs.

3.2 Deepfakes and identity impersonation: Deepfakes are synthetic or altered audio, images or videos produced using AI. A fabricated voice message or video call may appear to come from a senior manager asking for an urgent payment or confidential file. An organisation should not treat a familiar voice or appearance as sufficient proof of identity. Unusual instructions should be verified through a separate, established communication channel.



Figure 2: Synthetic media increases the importance of identity verification.

3.3 Data privacy and information exposure: AI applications may process customer records, employee information, financial data and internal business documents. If confidential information is entered into an unapproved platform, shared too widely or retained without suitable controls, it may be exposed. Organisations need policies that define which tools may be used, what data may be entered, who can access it and how long it should be retained.

3.4 Ransomware and operational disruption: Ransomware is malicious software that can encrypt or block access to an organisation's information and demand payment. A successful incident may interrupt production, delay deliveries, affect customer service and create recovery costs. Secure backups, timely software updates, access controls and tested incident-response plans can reduce the impact.

4. Business Impact: A Cross-Functional Perspective: Cybersecurity incidents can affect several business functions at the same time. In finance, they may lead to fraudulent payments, recovery expenses or cash-flow pressure. In marketing and customer service, exposure of customer information can weaken confidence and damage brand reputation. In human resource management, employee records and payroll information require protection. In operations and

supply chain management, system downtime can delay production, inventory movement and deliveries. Legal and compliance teams may also need to assess reporting duties and contractual responsibilities.

5. Managerial Measures for a Safer Digital Organisation

- **Risk assessment and governance:** Identify critical information and systems, assign clear responsibility, review vendors and AI tools, and periodically assess cyber risks.
- **Access and authentication:** Apply role-based access, use strong unique passwords and enable multi-factor authentication for important accounts.
- **Employee awareness:** Train employees to recognise phishing, suspicious attachments, deepfake impersonation and unusual requests. Encourage prompt reporting.
- **Data protection:** Use approved platforms, limit access to sensitive information, maintain secure backups and follow data-retention policies.
- **Verification and response:** Verify payment or data-sharing instructions through a second trusted channel. Maintain an incident-response plan and test it through exercises.
- **Continuous improvement:** Review incidents and near misses, update controls and measure whether training and security procedures are effective.

6. The Role of Future Managers

Future managers do not need to become cybersecurity engineers, but they should understand the business implications of digital risk. They must ask practical questions: What information is critical? Who can access it? Is an AI tool approved for this purpose? What happens if a key system becomes unavailable? Who is responsible for communicating with customers and employees after an incident?

Managers also shape organisational culture. When employees can report suspicious activity or mistakes without fear of unfair blame, organisations may identify problems earlier. Effective cybersecurity therefore depends on leadership, employee participation and coordination across departments, supported by appropriate technology.

7. Conclusion

AI offers organisations valuable ways to analyse information, improve services and strengthen security monitoring. At the same time, it can be misused to support phishing, impersonation

and other cyber threats. The appropriate response is neither to reject AI nor to depend on technology alone. Organisations need responsible AI adoption, clear governance, trained employees and tested security processes.

For management students and future business leaders, cybersecurity is an essential part of understanding modern organisations. Protecting digital information helps preserve operational continuity, customer confidence and business reputation. In a connected economy, cybersecurity is not simply a technical safeguard; it is a foundation of responsible and sustainable business.

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Sustainable Business Strategies In the modern era

Priyanka Dhage, MBA-I

Introduction

Business is changing with new technology, changing customer needs, environmental issues and increasing competition. Today, companies cannot focus only on profit. They also need to think about how they use resources and how their business affects people and the environment. This is why sustainable business has become an important part of modern management.

For an MBA student, this topic is useful because managers have to take decisions that help a company grow for a long time. A good business strategy should look at profit as well as customers, employees, society and the environment.

What is Sustainable Business?

Sustainable business means running a business in a way that supports long-term growth while also taking care of people and the environment. It does not mean that a company should ignore profit. The main idea is to earn profit while reducing unnecessary harm to society and the environment.

Sustainability can be understood through three simple areas: People, Planet and Profit. People includes employees, customers and society. Planet means natural resources and the environment. Profit shows the financial health and growth of the business.

Why is Sustainability Important for Modern Businesses?

Customers are now more aware of how products are made and how companies treat their employees and the environment. Because of this, responsible business practices can help a company gain customer trust and build a better brand image. Sustainable methods can also reduce waste, save energy and help a business use its resources properly.

Sustainability is also connected with the United Nations Sustainable Development Goals. The UN promotes development that balances economic growth, social well-being and environmental protection. Businesses can contribute through responsible production, innovation, decent work and better use of resources.

Key Sustainable Business Strategies

1. Green Operations: Companies can reduce electricity and water use, avoid unnecessary paper and packaging, and use energy-efficient equipment. These changes can reduce costs and also lower the impact on the environment.

2. Responsible Supply Chain: Companies should select suppliers carefully and check their quality, working conditions and environmental practices. A responsible supply chain can make business operations more reliable and can increase customer trust.

3. Technology and Digital Transformation: Technology can reduce paperwork, help manage stock, understand customer demand and improve daily work. Using data properly can help managers take better decisions and avoid unnecessary waste.

4. Circular Business Practices: Businesses can promote reuse, repair, recycling and refurbishment instead of simply following a make-use-dispose system. This can reduce waste and may also create new business opportunities.

5. Employee and Social Responsibility: Employees are an important part of a sustainable business. Safe working conditions, fair treatment, training and opportunities to grow can improve employee satisfaction and productivity.

6. Sustainable Marketing: Companies should be honest when they talk about their products and sustainability efforts. Customers are more likely to trust a company when its actual work matches what it communicates.

Role of Technology in Sustainable Management

Technology is becoming an important part of sustainable management. Artificial intelligence, cloud systems, automation and data analytics can help businesses use resources better and make decisions faster. For example, better demand forecasting can help a company avoid keeping more stock than it actually needs.

At the same time, technology should be used carefully. Businesses also need to consider data privacy, cybersecurity, the effect of automation on employees and the amount of energy used by digital systems.

Case Study: IKEA – Sustainability as a Business Strategy

IKEA is a good example of a company that connects sustainability with its business activities. Its sustainability efforts include renewable energy, responsible sourcing, circular products and the use of more sustainable materials. This shows that sustainability can be included in product design, sourcing, operations and customer experience. The main lesson for managers is that sustainability should not be treated as a separate activity. If responsible practices help a company reduce waste, improve efficiency, strengthen its brand or provide value to customers, they become a part of the overall business strategy.

Challenges in Implementing Sustainable Strategies

• The starting cost of new technology or environmentally friendly systems can be high.

• Employees and suppliers may need time to adjust to new methods.

• It can be difficult to measure the exact social and environmental impact.

• Some businesses may give more importance to short-term profit than long-term benefits.

• Companies need to make sure that their sustainability claims are genuine and supported by actual work.

Conclusion

Sustainable business is becoming an important part of modern management. A company can grow successfully while also taking care of its employees, customers, society and the environment. Sustainable practices can help businesses reduce waste, improve efficiency, build trust and prepare for future challenges.

For MBA students and future managers, one important point is that business success should not be measured only by today's profit. A strong business is one that creates value and continues to grow in a responsible way over the long term.

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Rise of Dark Warehouses: Redefining Logistics Through Automation

Harshad Bagde, MBA- II (Operations)

Lights Out, Robots In: Inside the Warehouses Nobody Works at Anymore

"The next big shift in logistics isn't a faster truck. It's an empty room."

Welcome to the world of the "dark warehouse." And whether you've heard the term before or not, it's coming for the logistics industry whether we're ready or not.

So, what exactly is a dark warehouse?

Strip away the buzzword, and it's simple: a facility so automated that it doesn't need people — or light — to function. Robots don't need to see, so why waste electricity lighting an aisle for nobody? That's the entire logic behind it. It sounds almost too obvious once you hear it explained, which is probably why it took the industry this long to get there.

Ocado's system, called Hive, is the poster child for this shift. Thousands of robotic unit's zip across a 3D grid at roughly four meters per second — that's faster than most people jog — retrieving storage bins and racing them to picking stations. An AI system talks to every single robot ten times a second, coordinating the whole chaotic-looking dance without a single collision. The payoff? A 50-item grocery order that would take a human over an hour gets assembled in about five minutes.

Five minutes. Let that sink in.

But here's the catch nobody tells you: even Ocado's system isn't actually dark in the purest sense. Humans still pack fragile or oddly shaped items, and quality checks still need eyes. Mark Richardson, CEO of Ocado Intelligent Automation, has been refreshingly honest about this — the near-term reality isn't warehouses going fully unmanned overnight. It's automation quietly creeping into corners of the operation that companies once assumed would always need a person.

Why now? Why is this happening so fast?
A few things collided at once, and none of them are going away anytime soon.
Labor is the big one. A 2024 Descartes study found that 76% of supply chain and logistics operations were struggling with workforce shortages — and warehousing got hit hardest.

Separately, industry surveys show over half of companies now call talent retention "extremely challenging." When you can't hire enough people to run a facility, automating it stops being optional and starts being survival.

Then there's speed. Customers don't want their order "soon" anymore — they want it now. Same-day, next-day, sometimes even ten-minute delivery has become the baseline expectation, and no amount of human shift-scheduling can realistically keep up with that kind of demand around the clock.

Add to that the fact that robotics and AI have simply gotten good enough — reliable enough to trust with split-second coordination across thousands of moving parts. A decade ago, this level of precision was a research-lab fantasy. Today it's a Tuesday at Ocado. And don't underestimate real estate. Dense robotic storage systems pack far more inventory into the same square footage, which matters enormously as warehouse land costs keep climbing.

Where's this heading? Gartner predicts that by 2030, half of all new warehouses built in developed markets will be designed around robots first, humans second. Interact Analysis is more cautious, estimating only about 13% of warehouses will even have a single autonomous mobile robot by then. Reality is probably somewhere between those two — but the direction is not in question.

It's not all upside, though let’s not romanticize this. Building a highly automated warehouse costs a fortune upfront, and the payback period can stretch for years — which is exactly why this trend, for now, remains a big-player game. Smaller operators simply can't front that kind of capital.

There's risk, too, beyond the balance sheet. In 2019, a fire broke out at an Ocado facility after a fault in a robot's battery charger. When you pack thousands of high-speed machines into a dense grid, you're not eliminating risk — you're just trading old risks for new ones.

And then there's the question everyone wants answered: are robots taking our jobs? The honest answer is — it's complicated. Some projections suggest robotics could displace up to 40% of warehouse jobs by 2030. But here's a number that should give you pause before you panic: U.S. warehouse employment grew by 140% between 2012 and 2021 — the exact same period automation investment exploded. So, either the doom predictions are overblown, or we haven't hit the tipping point yet. I'd bet it's a bit of both.

India's version of this story is more interesting than you'd think

Here's where I want to push back on a common mix-up — because it's one I think most people writing about this topic get wrong.

India's quick-commerce boom has given us over 6,000 "dark stores" across the country. Flipkart alone has crossed 800 and is racing to double that by the end of 2026. Amazon has reportedly been opening roughly two dark stores a day since December 2025, pushing its network toward 500 locations and processing 300,000–350,000 orders daily.

Impressive numbers. But here's the thing — these are not the same as the dark warehouses we just spent this whole article talking about.

India's dark stores are small — 3,000 to 4,000 square feet — hyperlocal spaces closed to walk-in shoppers and built purely for lightning-fast last-mile dispatch. They're "dark" because customers can't see inside them, not because robots are running the show in pitch blackness. Calling them the same thing as Ocado's Hive is like comparing a neighbourhood Kirana store to an Amazon fulfilment mega centre — technically both are "shops," but that's about where the similarity ends.

That said, real automation is creeping into India's bigger fulfilment centres. Flipkart has deployed automated guided vehicles that boosted sortation efficiency by nearly 60%, leaning on robotics know-how from parent company Walmart. Homegrown players like Grey Orange and Addverb Technologies are increasingly powering AI-driven systems at facilities including Amazon's Manesar and Bengaluru centres.

So really, India is quietly building two separate tracks at once: hyperlocal dark stores optimized purely for speed, and larger fulfilment centres slowly inching toward genuine robotics. They'll probably converge eventually. They haven't yet — and conflating the two, as a lot of coverage does, overstates just how "automated" India's delivery boom currently is.

Where does this leave us?

I don't think the right question is "when will warehouses go fully dark?" That framing makes it sound like a light switch — on one day, off the next. It won't happen that way. It'll happen function by function: storage first, then picking, then sorting, then packing, each getting automated in its own time, at its own pace, industry by industry. The companies that win here won't necessarily be the ones that automate fastest. They'll be the ones that figure out which parts of their operation benefit from going dark — and which still need a human in the loop.

For now, the warehouse of the future has the lights off. But someone, somewhere inside it, is still very much awake.

Conclusion

The rise of dark warehousing reflects a broader transformation in logistics, driven by labor scarcity, automation-ready technology, and relentless consumer demand for speed. While fully unmanned "lights-out" facilities remain the exception rather than the rule, the direction of travel is clear, and the pace of change is accelerating. Understanding this shift — its capabilities as well as its limits — will be essential for anyone studying the future of operations and supply chain management.

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The Future of HR … From Traditional to Strategic HR

Rushikesh Natkar, MBA- II (HR)



Human Resources has moved far beyond paperwork, attendance and routine employee administration. Modern HR is increasingly expected to connect people, technology and talent with the organization's long-term goals. Strategic HR focuses on workforce planning, employee development, culture, analytics and business performance.

Why the shift matters

Organizations operate in a rapidly changing environment shaped by technology, new employee expectations and changing skill requirements. This means HR professionals need to understand not only employees, but also how people decisions influence productivity, innovation, retention and organizational growth.

1. TRADITIONAL HR VS STRATEGIC HR

The role of HR has evolved from an administrative support function into a strategic business partner. The difference is mainly in the purpose and perspective of HR.

TRADITIONAL HR	STRATEGIC HR	VALUE TO ORGANIZATION
Focus on rules and procedures	Focus on business strategy and people outcomes	Better alignment
Administrative and transactional work	Workforce planning and decision support	Better decisions
Recruitment to fill vacancies	Talent acquisition for future needs	Stronger talent pipeline
Annual performance reviews	Continuous performance and development	Improved capability
Manual records and processes	HR technology and analytics	Faster insights
Policy enforcement	Employee experience and culture	Higher trust and engagement

FROM SUPPORT FUNCTION TO BUSINESS PARTNER

Traditional HR often measures activity: how many people were hired; how many forms were processed or how many training sessions were completed. Strategic HR also asks what these activities achieve. Are the right skills available? Are high performers being retained? Does the workforce support the organization's future plans?

2. KEY SHIFTS SHAPING THE FUTURE OF HR

DATA & HR ANALYTICS : Support workforce planning, recruitment, retention and performance decisions.	AI & AUTOMATION: Reduce repetitive work and give HR more time for strategic activities.	EMPLOYEE EXPERIENCE: Focuses on engagement, well-being, growth and the overall employee journey.
LEARNING & DEVELOPMENT: Upskilling and Reskilling employees for changing jobs and technologies.	FUTURE OF WORK: Hybrid and flexible work require HR to redesign policies, communication and workforce practices.	PEOPLE & CULTURE: Trust, inclusion, leadership and a positive culture for organizational strength.

3. HR PROFESSIONAL OF THE FUTURE

Future HR professionals will need a blend of business understanding, digital capability and strong human skills.

STRATEGIC THINKING Align HR initiatives with organizational goals.	DATA LITERACY Understand workforce data and use insights for decisions.
TECHNOLOGY ADAPTABILITY Use HR technology, automation and AI responsibly.	COMMUNICATION Communicate clearly and build positive relationships.
CHANGE MANAGEMENT Help employees and organizations adapt to change.	EMOTIONAL INTELLIGENCE Build trust, empathy and constructive workplace relationships.

4. CONCLUSION

The future of HR is not about choosing between people and technology. It is about using technology and data to strengthen human decision-making. HR professionals are moving from routine administration toward workforce strategy, talent development, employee experience and organizational performance.

In my view, the successful HR professional of the future will be a bridge between people and business. The ability to understand employees, interpret data, manage change and contribute to business goals will make HR a true strategic partner.

“The future of HR is not only about managing people; it is about creating the conditions in which people and organizations can grow together.”

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KANO MODEL & QUALITY FUNCTION DEPLOYMENT (QFD)

Aniket Pasare, MBA – II (MKT)

1. Introduction

In today's competitive market, understanding customer expectations is essential for successful product development. For college and MBA students, a backpack is not only a product for carrying books and laptops but also an important part of their daily academic and professional lifestyle.

The purpose of this assignment is to develop a new backpack specifically designed for college and MBA students by applying two important product-development tools: the Kano Model and Quality Function Deployment (QFD). The Kano Model identifies which features are basic, performance, attractive or less important, while QFD converts customer expectations into measurable technical and product characteristics.

2. Kano Model Analysis

The Kano Model classifies customer requirements according to their impact on customer satisfaction.

Customer Requirement	Kano Category	Reason
Comfortable shoulder straps	Must-Be	Expected for comfortable daily use.
Dedicated laptop compartment	Must-Be	Essential for students who regularly carry laptops.
Waterproof material	Performance	Higher water resistance improves usefulness.
Lightweight design	Performance	Lower weight improves carrying comfort.
Multiple compartments	Performance	Improves organization of books and accessories.
Anti-theft pocket	Attractive / Delighter	Adds security and differentiation.
USB charging port	Attractive / Delighter	Adds convenience and modern functionality.
Attractive appearance	Attractive / Delighter	Improves visual appeal and purchase intention.

Kano Classification

Must-Be Requirements

- Comfortable shoulder straps
- Dedicated laptop compartment

Performance Requirements

- Waterproof material
- Lightweight design
- Multiple compartments

Attractive / Delighter Requirements

- Anti-theft pocket
- USB charging facility
- Premium attractive appearance

3. QFD / House of Quality

The QFD uses customer requirements (WHATs), importance ratings, technical characteristics (HOWs), relationship scores and technical priorities.

3.1 Customer Requirements – WHATs

No.	Customer Requirement	Importance (1–5)
1	Comfortable shoulder straps	5
2	Laptop protection	5
3	Waterproof material	4
4	Lightweight design	5
5	Multiple compartments	4
6	Anti-theft pocket	4
7	USB charging facility	3
8	Attractive appearance	4

3.2 Technical / Product Characteristics – HOWs

Customer Requirement	Wt.	Weight	Padding	Water Resistance	Laptop Size	Strap Width	Pockets	Cost
Comfortable	5	1	3	0	0	9	0	1
Protection	5	0	9	3	9	0	1	3
Waterproof	4	0	1	9	1	0	1	3
Lightweight	5	9	1	3	1	1	1	3
Multiple compartments	4	3	1	1	3	0	9	3
Anti-theft	4	3	1	3	1	0	9	3
USB facility	3	3	0	1	1	0	3	3
Attractive appearance	4	3	1	1	1	3	3	1

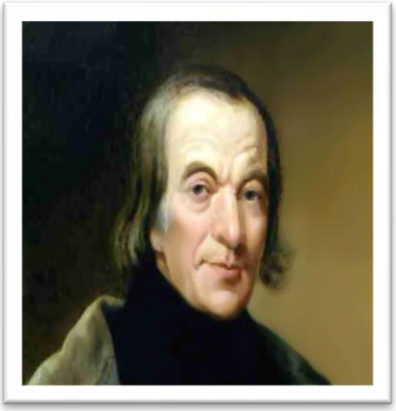
Conclusion

The Kano Model and QFD provide a systematic approach to developing a customer-focused backpack. Kano identifies essential, performance and delighter features, while QFD translates these expectations into measurable technical characteristics and priorities.

Series on Management Philosopher - II

Dr. Harish K. Padmanabhan

Contributions of Robert Owen to Management Thought



Name: Robert Owen
Born: May 14, 1771
Founder: Co-operative Movement Community in Britain
Achievement: Humanitarian Approach in Management Operational Practices.
Identity: "Pioneer of Personnel Management"
Passed on: November 17, 1858.

Robert Owen (1771–1858), a Welsh industrialist, social reformer, and management thinker. Born in Newtown, Wales, Owen began working as a shop apprentice around age nine or ten and later rose to manage and co-own cotton mills in Manchester. In 1799–1800, he became manager and part-owner of the New Lanark cotton mills in Scotland, turning them into a profitable model industrial community. He later founded the cooperative community of New Harmony in Indiana (1825) and helped to organize early trade union and cooperative movements in Britain. He widely recognized as a pioneer of personnel management and one of the most influential pre-Taylor management thinkers.

Major Contributions to Management Practices:

A. Human Resource Welfare and "Vital Machines"

In his 1813 *Address to the Superintendents of Manufactures*, Owen urged fellow factory owners to devote at least as much care to their human workforce as they did to their mechanical equipment. He famously referred to workers as "vital machines," arguing that while owners routinely oiled, cleaned, and repaired inanimate machinery to maximize output, they neglected the far more complex and valuable human beings operating them.

At New Lanark, Owen translated this idea into concrete operational practices:

- Elimination of Young Child Labor: He stopped hiring children under age ten and ended the practice of importing pauper apprentices.
- Reduction of Working Hours: He reduced the workday from 13–14 hours down to 10.5 hours (and advocated for an 8-hour day), proving that shorter hours reduced fatigue and maintained high output.
- Job Security During Crisis: During the 1806–1807 U.S. embargo on cotton exports, when raw material shortages forced mills to close for four months, Owen continued paying full wages to idle workers—earning enduring trust and loyalty.

B. Workplace Performance Monitoring: The "Silent Monitor"

While best known for humanitarian reform, Owen was also an innovative operational manager who sought objective, non-punitive ways to track productivity and discipline. He eliminated physical beatings and harsh fines, replacing them with a visual feedback system known as the Silent Monitor.

- Above each worker's station hung a four-sided wooden block painted in four colors: black (bad performance/conduct), blue (indifferent), yellow (good), and white (excellent).
- Supervisors rotated the block daily so the color reflecting the previous day's performance faced outward, recording the results in "books of character."
- Workers could appeal ratings they considered unfair.

In modern management terms, the Silent Monitor anticipated visual performance management, regular feedback loops, and non-coercive behavioural reinforcement, balancing accountability with psychological respect.

C. Corporate Social Responsibility and Community Infrastructure

Owen recognized that factory productivity depended heavily on workers' lives outside the mill gates. He pioneered what would today be called employee benefit programs and corporate social responsibility (CSR):

- Company Stores: He opened cooperative-style stores that bought food, fuel, and clothing in bulk and sold them to workers at near-cost prices, eliminating price-gouging by local merchants and effectively raising real wages by about 25%.

- Housing and Sanitation: He built clean, well-ventilated housing, paved streets, and established community sanitation systems.
- Healthcare and Sickness Funds: Workers contributed a small fraction of their wages into a mutual sickness and old-age fund, supported by the company, providing early social insurance.

D. Workplace Education and Early Childhood Development

Owen viewed education as the primary engine of both social progress and industrial competence. In 1816, he opened the Institute for the Formation of Character at New Lanark, which included:

- Britain's First Infant School: Serving children aged one to six, it abolished rote memorization and corporal punishment in favor of play, music, nature study, and cooperative learning.
- Day and Evening Schools: Older children attended daytime classes before entering the workforce, while adult workers attended evening lectures and literacy classes after shifts.

By educating both current employees and the future workforce, Owen pioneered organizational training and human capital development.

Career Opportunities for MBA Freshers in India

Prof. Upendra Lele

India's corporate landscape offers one of the most rewarding entry points globally for MBA graduates. Due to rapid digital transformation, expanding Global Capability Centers (GCCs), domestic consumption growth, and formalization across manufacturing and financial services, recruiters increasingly seek management graduates who combine cross-functional agility with analytical rigor. Rather than hiring for purely administrative support, leading enterprises place MBA freshers into Management Trainee (MT), Business Analyst, and functional leadership tracks.

1. Core Specialisation Tracks & Industry Opportunities

Marketing & Brand Management

India's booming digital economy, tier-2/3 consumer expansion, and multi-channel retail have transformed traditional marketing into a blend of brand storytelling and performance analytics. Beyond classic sales territories in FMCG and consumer durables, freshers are heavily recruited into product marketing, growth management, and B2B enterprise account management.

Key Roles: Management Trainee (Sales & Marketing), Brand Executive, Product Marketing Manager, Digital Growth Analyst, Key Account Manager. | **Top Sectors & Skills:** FMCG, E-commerce, EdTech, SaaS; Consumer insights, MarTech tools (GA4, HubSpot), GTM strategy, channel distribution.

Finance & Corporate Advisory

With deepening capital markets, fintech innovation, and India's emergence as a global hub for financial shared services, Finance remains a high-compensation pillar. Freshers enter corporate treasury, financial planning and analysis (FP&A), credit underwriting, equity research, and deal advisory.

Key Roles: Financial Analyst (FP&A), Credit Manager, Investment Banking / Valuation Analyst, Corporate Treasury Associate, Risk Consultant. | **Top Sectors & Skills:** BFSI, Big 4 Advisory, FinTech, GCCs; Financial modeling, valuation, Excel/VBA, SAP FI/CO, regulatory compliance.

Human Resources (HR) & People Strategy

Modern HR has evolved from compliance administration into a strategic driver of organizational culture, workforce planning, and employer branding. Companies seek MBA-HR graduates capable of designing agile talent acquisition pipelines, managing hybrid employee engagement, and leveraging people analytics to curb attrition.

Key Roles: HR Business Partner (HRBP) Trainee, Talent Acquisition Specialist, Compensation & Benefits Analyst, Learning & Development (L&D) Associate. | **Top Sectors & Skills:** IT/ITeS, Consulting, Manufacturing, Retail; HRIS platforms (Workday, SAP SuccessFactors), labor laws, psychometric assessment, HR analytics.

Operations & Supply Chain Management

National logistics modernization, quick commerce fulfillment networks, and 'Make in India' manufacturing investments have elevated Operations to a boardroom priority. MBA freshers tackle inventory optimization, vendor procurement, lean manufacturing, and last-mile delivery efficiency.

Key Roles: Supply Chain Analyst, Operations Manager Trainee, Procurement & Sourcing Executive, Logistics Planner, Quality & Process Consultant. Top **Sectors & Skills:** E-commerce/Quick-Commerce, Automotive, Pharma, FMCG; Lean Six Sigma, ERP (SAP MM/PP), demand forecasting, warehouse management.

Business Analytics & Consulting

As organizations transition toward AI-assisted decision-making, Business Analytics bridges raw data engineering and executive strategy. Graduates translate complex datasets into actionable revenue, pricing, and customer-retention recommendations across consulting and tech firms.

Key Roles: Business Analyst, Management Consultant, Strategy & Insights Associate, Product Analyst, Data Visualization Consultant. | **Top Sectors & Skills:** Management Consulting, IT Services, FinTech, Healthcare; SQL, Python/R basics, Power BI/Tableau, statistical modeling, structured problem-solving.

2. Indicative Compensation & Hiring Landscape in India

Starting packages for MBA freshers vary significantly based on B-school tier, prior internship pedigree, and city tier. The table below outlines typical annual CTC benchmarks across Tier-2/3 institutes versus premier Tier-1 campuses:

Specialisation	Tier-2 / Tier-3 B-Schools	Tier-1 / Premier Campuses	Primary Hiring Hubs
Marketing	₹4.0 – ₹8.5 LPA	₹15.0 – ₹28.0+ LPA	Mumbai, Bengaluru, Pune, Gurugram, Delhi NCR
Finance	₹4.0 – ₹9.5 LPA	₹16.0 – ₹32.0+ LPA	Mumbai, Bengaluru, Pune, GIFT City, Hyderabad
Human Resources	₹3.5 – ₹7.5 LPA	₹14.0 – ₹25.0+ LPA	Bengaluru, Mumbai, Gurugram, Pune, Chennai
Operations & SCM	₹4.0 – ₹9.0 LPA	₹15.0 – ₹26.0+ LPA	Bengaluru, Chennai, Pune, Mumbai, NCR
Business Analytics	₹4.0 – ₹10.5 LPA	₹16.0 – ₹30.0+ LPA	Bengaluru, Hyderabad, Gurugram, Pune, Mumbai

3. High-Impact Resume Writing Tips for MBA Freshers

For candidates entering the corporate arena without full-time pre-MBA work experience, the resume must prove business readiness through Summer Internship Projects (SIPs), live industry assignments, case competitions, and quantifiable academic rigor.

1. **Stick Strictly to a One-Page Format:** Recruiters and placement committees spend under 15 seconds on an initial screen. Use clean typography (10–11 pt Calibri, Arial, or Garamond), 0.5–0.7-inch margins, and generous white space without multi-column clutter that breaks Applicant Tracking Systems (ATS).

2. **Lead with Your Summer Internship & Live Projects:** Position your 8-to-10-week Summer Internship prominently right after Education. Frame every bullet using the Action + Context + Quantified Result formula (e.g., 'Analysed 12,000+ SKU transactions in SQL/Excel to identify stockout bottlenecks, reducing regional order fulfilment delays by 14%').

3. **Tailor Keywords to the Target Role & ATS:** Mirror exact terminology from the job description. A Finance resume should highlight DCF modelling, ratio analysis, and variance reporting; a Marketing resume should emphasize CAC, ROAS, primary market research, and channel activation.

4. **Elevate Academic & Case Competition Wins:** Highlight top percentiles (e.g., 'Top 5% of 240 students'), relevant electives, certifications (NISM, CFA Level I, Lean Six Sigma Green Belt, Google Analytics, Power BI), and national corporate case podiums (such as HUL LIME, Tata Crucible, or Mahindra War Room).

5. **Showcase Leadership Through Positions of Responsibility (PoRs):** Committee leadership—such as Placement Coordinator, Finance Club Secretary, or Fest Sponsorship Head—signals stakeholder management. Quantify budgets managed, corporate sponsors onboarded, or event footfall achieved.

6. **Eliminate Fluff & Generic Objectives:** Replace vague 'Career Objective' paragraphs with a sharp 2-line Professional Summary tailored to your specialisation. Avoid listing unsubstantiated soft skills like 'hardworking' or 'team player'; let project outcomes demonstrate them.

Pre-Submission Resume Checklist

- **Zero Grammatical or Formatting Errors: Ensure consistent date formats (e.g., May '26 – Jul '26), uniform bullet alignment, and active past-tense verbs for completed projects.**
- **Verifiable Links & Naming: Include a customized LinkedIn URL and portfolio/GitHub link (for Analytics), and save the file as FirstName_LastName_MBA_Specialisation.pdf.**

The Debt Trap: Reshaping Young India's Financial Future

Dr. Megha Bagade

1. Introduction: The New Culture of Instant Borrowing

India's financial ecosystem is undergoing a rapid digital transformation driven by smartphones, fintech innovations, and online lending apps. Services that once required extensive paperwork and bank visits are now accessible within minutes.

Today, young professionals buy smartphones on EMI, college students take small personal loans via apps, and first-time borrowers access short-term credit effortlessly. This ease has normalized borrowing, shifting credit away from traditional major goals—like housing, higher education, or business—toward everyday consumption, travel, entertainment, and lifestyle expenses. Ultimately, the core concern is not the availability of digital credit, but how it is accessed and utilized.

Young India is gradually moving from a savings-oriented mindset towards an instant-consumption and credit-driven lifestyle.

This shift raises an important question: Is digital credit empowering young consumers financially, or is it creating a generation that begins its working life with unnecessary debt?

2. Understanding Unsecured Digital Credit

Unsecured digital credit refers to loans and credit facilities provided without requiring borrowers to pledge physical assets or property as collateral.

Fintech companies, banks, and Non-Banking Financial Companies (NBFCs) offer various digital credit products through mobile applications and online platforms.

The major forms include:

1. **Instant Personal Loans:** Short-term loans approved digitally with minimal documentation.
2. **Buy Now Pay Later (BNPL):** Consumers purchase products immediately and repay the amount later.
3. **Credit Card-Based Digital Lending:** Credit facilities used for online and offline purchases.
4. **Digital Consumer Loans:** Loans offered for smartphones, laptops, appliances, and other consumer products.

5. **Salary Advance Applications:** Platforms offering early access to a portion of an individual's expected salary.
6. **Small-Ticket Digital Loans:** Low-value loans used for immediate consumption or emergency requirements.

These products have made borrowing faster and more accessible. However, the absence of collateral does not mean the absence of financial risk. Borrowers remain legally responsible for repayment, interest, and applicable charges.

3. Why Are Young Indians Becoming Dependent on Digital Credit?

Several economic, technological, and behavioural factors are contributing to the growing dependence on unsecured digital credit.

3.1 The Influence of Social Media and Lifestyle Aspirations

Social media platforms have significantly influenced the spending behaviour of young consumers. Influencers, celebrities, and digital advertisements continuously promote premium lifestyles, expensive gadgets, branded fashion, international travel, and luxury experiences. Young consumers may feel pressured to maintain a lifestyle that exceeds their actual financial capacity. Digital credit allows them to purchase these products immediately without having sufficient savings.

3.2 The Attraction of Instant Loan Approvals

Traditional bank loans generally involve documentation, eligibility verification, and assessment of repayment capacity. Digital lending applications offer a comparatively convenient borrowing experience. The possibility of obtaining credit within minutes creates a perception that borrowing is simple and financially harmless. However, quick approval should not be confused with affordability.

3.3 Lack of Financial Literacy

Many young borrowers understand how to use UPI, digital wallets, and online shopping applications but may not fully understand:

- Annual Percentage Rate (APR).
- Compound interest and effective borrowing costs.
- Credit scores and credit reports.

- Late payment penalties.
- Debt-to-income ratios.
- Minimum repayment obligations.

This gap between digital awareness and financial knowledge can expose young borrowers to unnecessary debt.

3.4 The Buy Now Pay Later Culture

BNPL services have changed the psychology of purchasing. Instead of asking whether they can afford a product today, consumers increasingly ask whether they can pay for it later. Small instalments can make expensive products appear affordable.

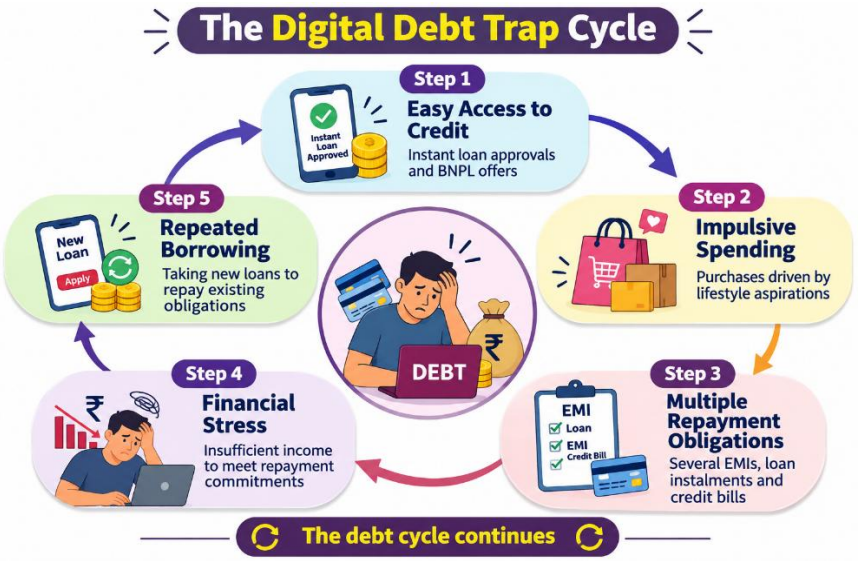
However, multiple BNPL purchases across different platforms can accumulate into a substantial repayment burden.

3.5 Irregular Income and Employment Uncertainty

Students, freelancers, gig workers, and young professionals may experience irregular income patterns. Digital credit can provide temporary financial support, but borrowing without a stable repayment plan can increase financial vulnerability.

4. How the Digital Debt Trap Develops

A debt trap generally develops when an individual repeatedly borrows money to manage existing financial obligations or consumption expenses. The following cycle explains how unsecured digital credit can become a long-term financial problem.



5. The Hidden Financial Cost of Instant Credit

One of the biggest challenges associated with unsecured digital credit is that borrowers may focus on the loan amount rather than the total repayment cost.

Consider a hypothetical example of a young professional borrowing ₹20,000 through a digital lending platform.

Particulars	Amount
Loan amount	₹20,000
Illustrative annual interest rate	24%
Loan tenure	12 months
Approximate monthly EMI	₹1,891
Approximate total repayment	₹22,692
Approximate interest cost	₹2,692

Note: Illustrative calculation assuming a reducing-balance interest rate, excluding processing fees, taxes and other charges

The New-Age Leader: Leading with Empathy, Emotional Intelligence and Purpose

Dr. Bidisha Sarkhel

Imagine two managers leading the same team. Both are equally qualified, intelligent and experienced. The first manager is excellent at analysing data, solving problems and making quick decisions. However, whenever an employee makes a mistake, the manager becomes impatient, criticises the individual and creates an atmosphere of fear. The second manager also has strong professional knowledge, but listens to employees, understands their challenges, communicates respectfully and motivates them to improve.

Who would you prefer to work with? Most of us would choose the second manager. This simple example highlights an important truth about modern leadership: **being intelligent may help you get a leadership position, but understanding people helps you become a good leader.**

In today's rapidly changing business environment, leadership is no longer just about giving instructions, achieving targets or managing resources. It is about managing people, building relationships, inspiring confidence and creating a positive work environment. This is where Emotional Intelligence (EI) becomes essential.

I.IQ Can Make You Intelligent, but EI Makes You an Effective Leader.

Intelligence Quotient (IQ) reflects a person's cognitive abilities, such as logical reasoning, analytical thinking, problem-solving and learning capacity. These qualities are undoubtedly important for managers. A leader must understand business situations, analyse information and make informed decisions.

However, leadership involves much more than technical knowledge and intellectual ability. Managers work with people who have different personalities, expectations, emotions, opinions and personal challenges. A person with a high IQ may understand a business problem, but a person with high Emotional Intelligence can also understand how that problem affects the people involved.

Emotional Intelligence is the ability to recognise, understand and manage our own emotions while also recognising and responding appropriately to the emotions of others.

Psychologist Daniel Goleman popularised the concept of Emotional Intelligence in the workplace and identified five important components:

1. **Self-Awareness:** Understanding our own emotions, strengths, weaknesses and behaviour.
2. **Self-Regulation:** Controlling emotional reactions, particularly during stressful situations.
3. **Motivation:** Maintaining enthusiasm, commitment and a positive attitude towards goals.
4. **Empathy:** Understanding the feelings, concerns and perspectives of others.
5. **Social Skills:** Building relationships, communicating effectively and managing conflicts.

These qualities help leaders connect with their teams at a deeper level.

II. Why Emotional Intelligence Matters More Than IQ in Leadership.

1. Understanding People Beyond Performance

An emotionally intelligent leader looks beyond performance numbers and tries to understand employees' challenges and concerns. Rather than immediately criticising an employee for missing deadlines, an empathetic manager communicates with them, identifies the reasons and offers appropriate support.

2. Building Trust and Relationships

Employees perform better when they feel valued, respected and heard. Effective leaders build trust through fairness, open communication and genuine concern for their team rather than relying solely on authority.

3. Managing Conflicts Effectively

Disagreements are common in every workplace. Emotionally intelligent leaders remain calm, listen to different viewpoints and handle conflicts constructively. Their ability to manage emotions helps maintain healthy workplace relationships.

4. Motivating Rather Than Controlling Employees

Modern leadership focuses on collaboration, encouragement and empowerment rather than strict supervision. Good leaders recognise employees' strengths, appreciate their efforts and motivate them to take responsibility and perform better.

5. Leading Through Change and Uncertainty

With rapid developments in AI, automation and changing workplace expectations, employees often face uncertainty. Emotionally intelligent leaders acknowledge their concerns, communicate openly and guide their teams towards adapting to change with confidence.

III. The Role of Purpose in New-Age Leadership

Apart from empathy and emotional intelligence, purpose is another important quality of modern leadership.

Employees today increasingly want to understand why their work matters. They want to feel that their contribution is meaningful and connected to something larger than individual targets or monthly salaries. A purpose-driven leader provides direction by connecting organisational goals with shared values and a meaningful vision.

For example, a manager in a healthcare organisation should not focus only on revenue and operational efficiency. The leader must also remind employees that their work contributes to patient care, safety and well-being. When people understand the purpose behind their work, they are more likely to feel connected and committed to the organisation.

IV. Can Emotional Intelligence Be Developed?

The good news is that Emotional Intelligence is not limited to a few naturally gifted individuals. It can be strengthened through conscious effort and regular practice.

Future managers and MBA students can begin developing EI through simple habits:

- **Listen more, speak thoughtfully:** Give others an opportunity to express their opinions before responding.

- **Pause before reacting:** Avoid making decisions or responding emotionally when angry or frustrated.
- **Accept feedback:** Be open to constructive criticism and use it as an opportunity to improve.
- **Practise empathy:** Try to understand a situation from another person's perspective.
- **Appreciate others:** Recognise small contributions and celebrate team achievements.
- **Reflect on your behaviour:** Ask yourself how your words and actions affect the people around you.

These small practices can gradually transform the way we communicate, collaborate and lead.

V. A Message for Future Managers

As MBA students, many of us dream of becoming successful managers, entrepreneurs, HR professionals, marketing leaders or business heads. We spend considerable time developing our technical knowledge, improving analytical abilities and preparing for corporate careers.

However, we must remember that our professional success will also depend on how we treat people.

The workplace of the future will certainly require intelligent professionals who understand technology, data and business strategies. But it will also need leaders who can listen, understand emotions, manage differences and inspire people.

Artificial Intelligence may help organisations make faster decisions, analyse information and improve productivity. But human understanding, compassion and genuine connection remain essential elements of leadership.

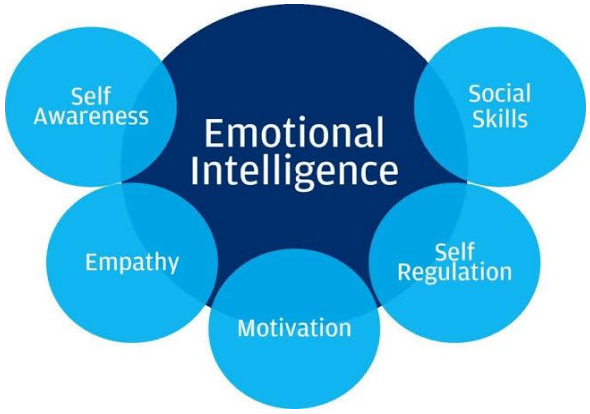
A truly successful leader is not the person who knows everything or has an answer to every question. It is someone who creates an environment where people feel confident enough to share ideas, learn from mistakes and grow together.

After all, people may forget the instructions you gave them, but they will remember how you made them feel.

The new-age leader is not simply a boss who manages work. A new-age leader is a person who understands people, leads with empathy, acts with integrity and works with purpose.

The future belongs not just to those who are intellectually brilliant, but to those who are emotionally intelligent enough to bring out the best in others.

"A great leader does not simply manage performance; a great leader develops people."



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Artificial Intelligence in Modern Management

Prof. Ritesh Giri

Introduction

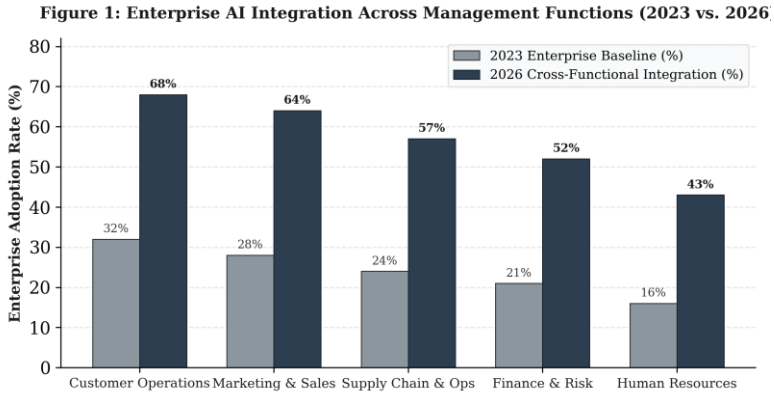
As global enterprises navigate rapid digital transformation, a central strategic question emerges: Is artificial intelligence merely an operational automation tool, or has it become the foundational architecture of cross-functional management decision-making? Over the past decade, artificial intelligence has transitioned from experimental research laboratories into everyday boardroom operations. Rather than functioning in isolation within information technology departments, modern AI systems now connect finance, supply chain operations, human resources, and marketing into unified analytical workflows. Understanding this shift is essential for management scholars and practitioners seeking sustainable competitive advantage in data-intensive markets.

1. The Evolution of Artificial Intelligence in Enterprise Strategy

Early enterprise software relied primarily on deterministic rules and historical reporting, enabling managers to diagnose past performance through descriptive analytics. Contemporary artificial intelligence—encompassing machine learning, natural language processing, and predictive modelling—shifts organizational focus from hindsight to foresight. By processing structured transactional records alongside unstructured text, sensor telemetry, and market signals, algorithmic models uncover latent patterns that traditional statistical tools frequently overlook. Consequently, managerial decision-making is evolving from periodic, intuition-driven reviews toward continuous, evidence-based optimization (Davenport & Ronanki, 2018).

2. Cross-Functional Management Applications

The strategic value of artificial intelligence becomes most visible when examined across core management disciplines. Instead of creating isolated efficiency gains, cross-functional integration allows insights generated in one business unit to inform resource allocation across the entire value chain.



(Source: Compiled from McKinsey Global Survey on AI & Industry Benchmarks, 2023–2026)

Table 1: Cross-Functional Applications and Measurable Outcomes of Enterprise AI

Management Function	Primary AI Capabilities	Key Organizational Outcome
Finance & Risk	Automated anomaly detection, credit scoring, dynamic cash-flow forecasting	Reduced audit cycle times and stronger fraud mitigation
Supply Chain & Operations	Predictive demand sensing, route optimization, preventive maintenance	Lower inventory holding costs and minimized downtime
Marketing & Customer Ops	Customer churn prediction, dynamic pricing, conversational virtual agents	Higher customer retention and personalized engagement
Human Resources	Skill-gap mapping, resume screening analytics, attrition risk modeling	Data-backed workforce planning and improved retention

(Source: Author's synthesis based on Brynjolfsson & McAfee, 2017; Davenport & Ronanki, 2018)

In supply chain management, predictive algorithms synchronize procurement schedules with real-time point-of-sale velocity, dampening the bullwhip effect across multi-tier supplier networks.

Simultaneously, finance departments utilize machine learning models to stress-test liquidity scenarios under fluctuating macroeconomic conditions. When marketing analytics feed demand elasticity projections directly into production planning, organizations achieve a level of operational agility that siloed management structures cannot replicate.

3. Implementation Challenges and Governance Imperatives

Despite compelling technological potential, empirical industry surveys consistently show that scaling artificial intelligence beyond pilot projects remains a substantial managerial challenge. Three structural barriers require disciplined executive oversight:

4. Data Quality and Infrastructure Readiness: Algorithmic models are only as reliable as the underlying data infrastructure. Fragmented legacy databases, inconsistent record-keeping, and unverified third-party inputs can produce biased or inaccurate outputs. Organizations must establish rigorous data governance frameworks—defining clear data ownership, validation standards, and privacy safeguards—before deploying automated decision tools.

5. Algorithmic Transparency and Accountability: As predictive models influence credit approvals, hiring decisions, and resource allocation, stakeholders demand transparency regarding how automated recommendations are generated. Complex neural networks often operate as opaque systems, creating accountability gaps. Adopting explainable AI practices and maintaining human-in-the-loop oversight ensures that managerial accountability remains intact.

6. Organizational Culture and Talent Upskilling: Technological deployment frequently outpaces workforce readiness. Resistance to algorithmic recommendations often stems from limited analytical literacy among middle managers rather than technical flaws in the software. Sustained investment in cross-functional upskilling enables managers to interpret probabilistic outputs critically and combine quantitative insights with domain judgment (Brynjolfsson & McAfee, 2017).

4. Conclusion and Future Outlook

Artificial intelligence has redefined the operational boundaries of modern management, transforming data from a passive byproduct of business transactions into a core strategic asset.

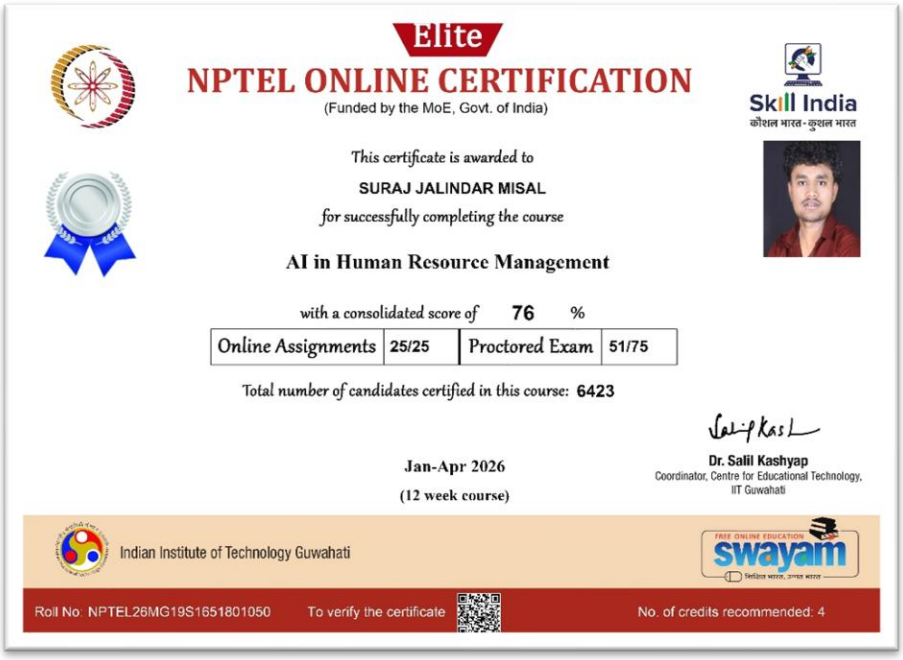
However, technology alone does not guarantee superior performance. Enterprises that realize lasting value from artificial intelligence are those that align analytical capabilities with clear business objectives, robust governance standards, and continuous human capability development. For future managers, success will depend less on writing algorithms and more on asking rigorous strategic questions, interpreting model limitations, and leading collaborative human-machine teams.

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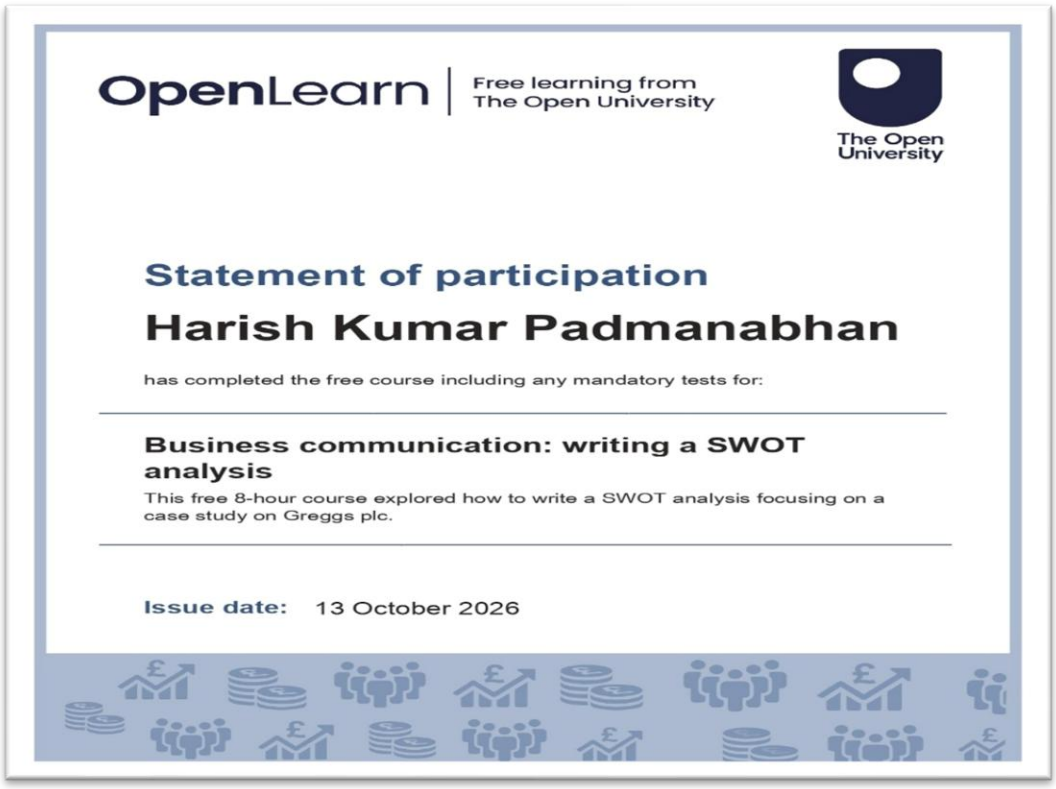
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Name of Faculty	Dr. Harish K. Padmanabhan



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Statement of participation

Harish Kumar Padmanabhan

has completed the free course including any mandatory tests for:

Business communication: writing a SWOT analysis

This free 8-hour course explored how to write a SWOT analysis focusing on a case study on Greggs plc.

Issue date: 13 October 2026



CERTIFICATE OF PARTICIPATION

Ministry of Youth Affairs & Sports

Congratulations

HARISH PADMANABHAN

for successfully participating in the

Online Quiz on

National Education Day Quiz

conducted on MYBharat

We appreciate your enthusiasm and acknowledge your valuable participation.
Keep contributing towards a Viksit Bharat.

Participation Date: 2026-11-21 10:22:37.157738

Research Paper Publication:

Name of Author	Title of Article	Name of Journal
Mrs. Shital Danekar	Mapping Scholarly Research on the National Education Policy 2020: A Dimensions Database-Based Bibliometric Study	A Multidisciplinary Interlink International Research Journal, Volume38, Issue 9 (I)



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A Multidisciplinary Interlink International Research Journal
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Certificate of Publication

This is to certify that

Shital S. Danekar
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has successfully published a research paper titled

Mapping Scholarly Research on the National Education Policy 2020: A Dimensions Database-Based Bibliometric Study

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The paper was peer-reviewed and accepted for publication on the basis of its academic merit, originality, and relevance to the field.

We congratulate the author(s) on this scholarly contribution

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GLIMPSES OF ACTIVITIES

National Unity Day

To commemorate the birth anniversary of Sardar Vallabhbhai Patel—the Iron Man of India—National Unity Day (Rashtriya Ekta Diwas) was observed at IndSearch Institute of Management Studies & Research on 31st Oct 2026. The program commenced with the screening of a documentary detailing Sardar Vallabhbhai Patel's pivotal role in unifying the princely states to build a cohesive nation. The video highlighted his vision, leadership, and unwavering commitment to national security and unity.



Women Entrepreneurship Development Program

Empowering women to achieve economic independence is one of the key focus areas of *IndSearch Society for Advanced Studies*. In line with this mission, a two-day training program on ***"Empowering Women through Enterprise"*** was conducted on October 30 & 31, 2026. The initiative aimed at equipping underprivileged women with essential entrepreneurial and management skills to start or sustain their small businesses. The program was supported by *Jagruti Seva Sanstha* (NGO) and *Rotary Club of Pune Metro*.

The workshop was inaugurated by **Rtn. CMA Amit Apte**, *President of Rotary Club of Pune Metro*, in the presence of **Dr. Ashok Joshi**, *Director General of IndSearch*, who presided over the function. In his address, Dr. Joshi highlighted the challenges women face in balancing household responsibilities with entrepreneurship and emphasized the role of management training in enhancing their confidence and capabilities. He also shared practical guidelines to help participants run their enterprises more effectively. The sessions covered a wide range of topics, including **Basic Management and Entrepreneurship Concepts, Quality and Time Management, Finance and Accounting Practices, Marketing Strategies, Stress Management, and Banking facilities for Women.** In addition, an interactive panel discussion featured three successful women entrepreneurs who shared their personal journeys and insights into building sustainable businesses.

This marked the **27th consecutive year** of IndSearch successfully conducting the Women Entrepreneurship Development Program.

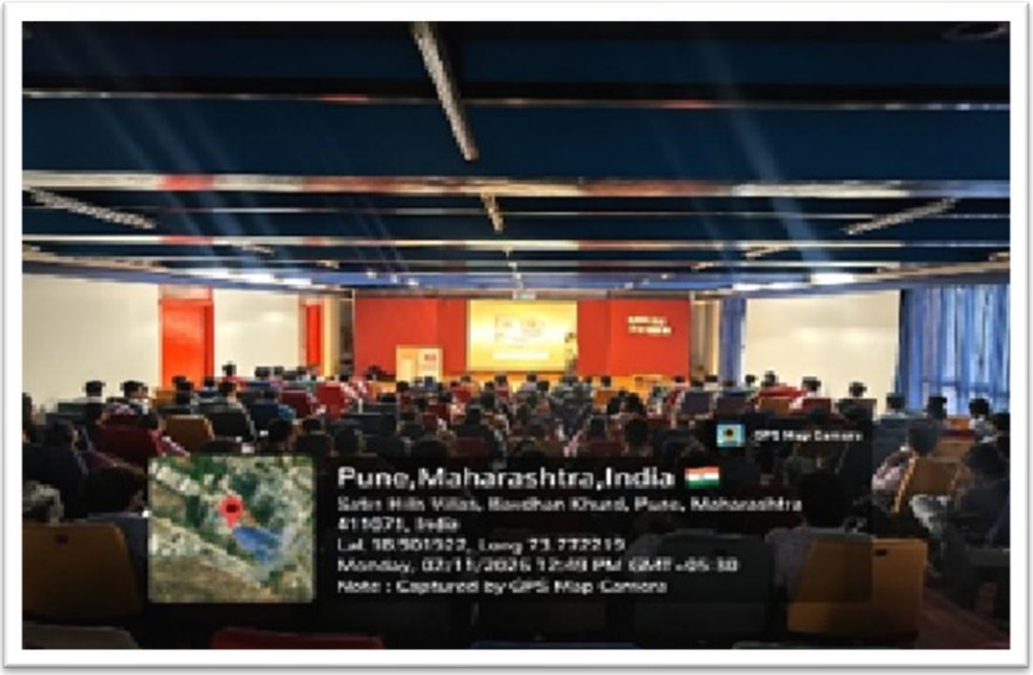


Nasha Mukt Abhiyaan

Indsearch Institute of Management Studies and Research, Pune, arranged an awareness program as part of the Nasha Mukt Bharat Abhiyaan (NMBA) to inform students about the harmful effects of substance abuse and encourage youth participation in building a drug-free society.
The programme aimed to educate students about the physical, psychological and social consequences of substance abuse and motivate them to contribute towards the vision of a Nasha Mukt Bharat
Activity 1: Awareness through Video Screening
Activity 2: Nasha Mukt Yuva, Viksit Bharat Quiz Competition

- Platform: MY Bharat Portal
- Quiz Title: Nasha Mukt Yuva, Viksit Bharat Quiz

Students actively participated in the online quiz competition organised under the Nasha Mukt Bharat Abhiyaan. The quiz was designed to assess and enhance students' awareness and understanding of substance abuse prevention, its harmful consequences and the importance of building a drug-free nation.



ANCIENT MANAGEMENT PRACTICES



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

For more information : www.indsearch.org

