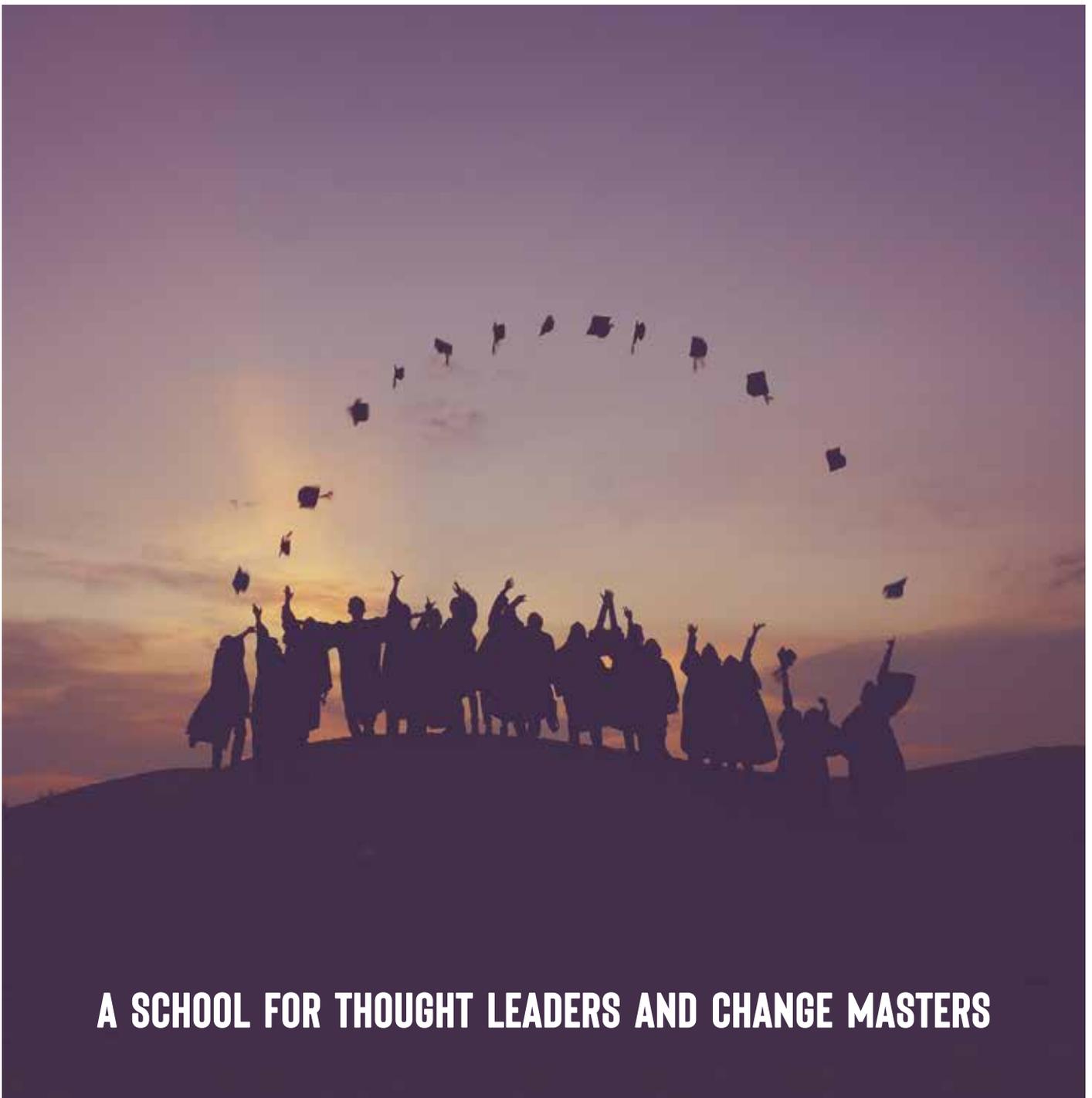


THE MANDEVIAN PULSE

Volume 1 | Issue 2



A SCHOOL FOR THOUGHT LEADERS AND CHANGE MASTERS

The Outreach and Communications Team is pleased to present the second issue of the newsletter, *The ManDevian Pulse*. In this issue, we highlight the activities undertaken over the last six months.

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Prof. (Dr.) Rajesh Chakrabarti,
Director, MDI Gurgaon

This is a big year for MDI. MDI Gurgaon turns 50 this year, emerging as a globally accredited, consistently top-ranked B-school in the country.

But the world of MDI is changing fast. As the pandemic changes the workplace of the present, Artificial Intelligence and Machine Learning promise to reshape the future of work. Tomorrow's managers, nay leaders, shall play on yet undiscovered ground needing, like never before, skills from tech to emotional intelligence. Their understanding must span an unprecedented arc – from coding to classics.

Young at 50, MDI Gurgaon is gearing up for this. 2021 saw MDI Gurgaon winning the coveted AACSB accreditation and catapult to the league of top 6 percent of B-Schools worldwide. Its newly launched Teaching Learning Centre is experimenting with the latest in business pedagogy, from Design Thinking to Experiential Learning.

Research is the key to knowledge creation and staying abreast in a dynamic world.

MDI's vibrant research community with its Wisdom Café sessions, the Practitioner Conversation Series, and i-Choupals, keep the campus and the e-campus, abuzzing with new ideas. Three newly launched Centres of Excellence (CoEs) delve deeper in the areas of ESG, Indian Thought and Management and the Digital Economy, Cryptocurrency and Cybersecurity with strong industry connect and applied research.

MDI is a happening place. Notwithstanding the COVID scare, the campus is buzzing with students, staff and faculty bravely fighting the pandemic together; celebrating 100 percent placement in record time; and preparing for a new round of construction that shall soon give a new look to the campus.

With great pleasure and pride, I invite you all to experience life and learning at MDI, a global, digital, and experiential learning space. I hope you will all enjoy going through the pages of this issue of *The Mandevian Pulse*.

E-Illumina 2021 started off MDI Gurgaon's e-festivals with a bang

Illumina, the market research club of MDI Gurgaon, organised its 25th edition of the disguised market research festival on November 14, 2021. In the last 25 years, Illumina has provided various companies with the unique opportunity to study consumer behaviour through creative market research that's designed by the students of MDI. On the occasion of the second edition of E-Illumina, the theme of the festival was 'Reminiscence.'

This year, Illumina was held in the virtual mode owing to the pandemic, but this didn't dampen the excitement for the event. The students toiled day in and day out and poured their heart and soul into bringing out

an event for the new normal. This year Illumina put up the following events:

1. Expressions:

In this format, Illumina conducted an art and craft competition exclusively for kids aged 6-16. The event was conducted in the hybrid mode, where a few students participated online while others were present on the MDI campus. The event attracted a participation of over 500 children and everyone had a wonderful time.

2. Market Research Workshop:

Mr. Rohit Kumar, the vice-president of Hansa Research Group, conducted a market research workshop wherein he explained the different aspects of market research to the students of MDI.

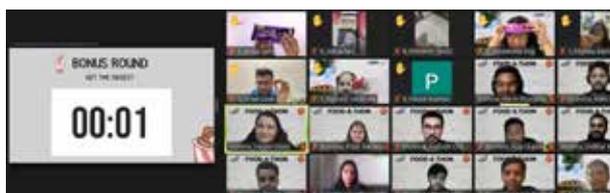
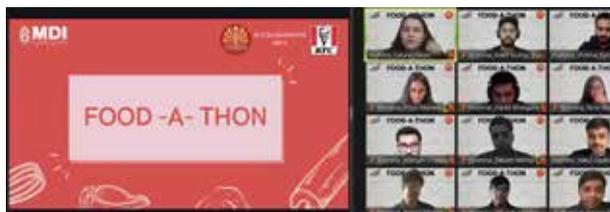
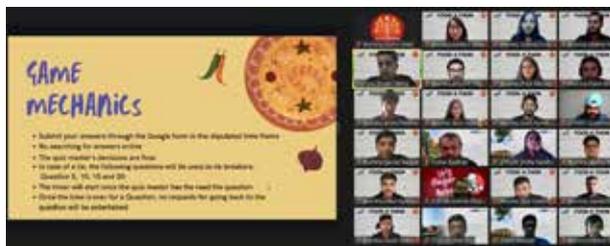
3. FOOD-A-THON:

Illumina conducted a virtual FOOD-A-THON in collaboration with KFC. The event was designed with quizzes, lucky draws, and a scavenger hunt, which provided the participants an action-packed evening while team Illumina conducted market research for KFC in the backend.

4. Comedy Show:

The day was finally capped off by a stand-up comedy show by the ever spontaneous and witty Harsh Gujral. His infectious energy and audience interaction left the attendees in splits.

With all its events receiving enthusiastic participation from across India, E-Illumina 2021 was a huge success even in the virtual set-up!



S-Cube

In the month of October, Strategist, the Strategy and Consulting Club of MDI Gurgaon introduced its flagship speaker series, S-Cube, which featured notable visitors from the consulting sector speaking to students about consulting careers and providing insights into some of the most desirable job profiles post B-school.

The first speaker was Mr. Anuj Kadyan, Partner, McKinsey & Co. Mr. Kadyan spoke about his time at McKinsey, the significance of learning and adapting, and what future consultants should remember as they start their careers. He also spoke about the Indian industry's demands and how data science and analytics have dominated every industry.

Strategist then hosted Ms. Deepika Jain, Director, EY India, in the month of November. Ms. Jain shared her career choices and experiences at EY, the necessity of mastering the art of getting things done, the importance of letting go of inhibitions in any situation, and the importance of encouraging women to enter the consulting field.

The club intends to build on this by bringing in more eminent speakers for the students to interact with and learn from as they make career decisions.



Operations Trilogy 2021 (Opniscient, OpsTalks, OpStakes)

Opession, the Operations and Supply Chain Management club of MDI Gurgaon, seeks to connect students interested in operations management, supply chain or logistics, introduce others to the domain, and serve as a conduit to career opportunities within the industry. Opession leverages relationships with sponsoring organisations, alumni, and the MDI community to facilitate relationship building and technical development specifically tailored for the needs of students.



Throughout the year, Opession organises many activities. The club aims to bridge the gap between classroom teaching and practical application by facilitating learning through various means such as competitions, quizzes, case studies, conclaves, live projects and online journals.



To equip the students with the latest in SCM and to help them stand out during the summer placement season, the club had collaborated with the Confederation of Indian Industry (CII) this year for a Supply Chain Management Professional Certification (CII-SCMPro) as well KPMG for a green belt course on Lean Six Sigma.

It has become increasingly instrumental for students to prepare themselves for a world where the pace of technological innovation continues to accelerate. In the spirit of the need to keep up to speed with developments that are outlining innovation across the industry, the theme of Operations Trilogy 2021 was set to 'Industry 4.0: Revolution or Setback'.

The first ever Operations Trilogy 2021 consisted of three main events: Opniscient, OpsTalks and OpStakes. The trilogy marked the first ever collaboration between two academic clubs of MDI Gurgaon, with OpsTalks being organised in close collaboration with Thinc, the Business and Technology club of MDI Gurgaon.

The event calendar began with Opniscient, the flagship annual Case Study Challenge of Opession. Herein, a live operations-based case study was floated across top B-schools of India. The event was sponsored by KnoWerX

Education India Pvt Ltd and Henry Harvin Education. This year, Opniscient garnered a reach of more than 26,000 participants on Dare2Compete and saw over 600 registrations. The competition was



open to business schools (Track 1) and undergraduate students (Track 2). For Track 1, after battling it out in the quizzes, the top 10 teams presented their case solutions in front of the jury panel. NMIMS Mumbai was the winning team, while IIM Bangalore was the runner-up for the Case Study Competition. For Track 2, the final round consisted of designing a poster wherein the top two posters were adjudged as the winners. Manipal University, Jaipur, was the winner and Jadavpur University, Kolkata, came in as the runner-up in the undergraduate category.



The second in the trio of events conducted was OpsTalks, an annual Operations Management Conclave in collaboration with ThinC. It was held on November 20-21, 2021. Day 1 of the conclave hosted Mr Rami Goldratt, CEO of Goldratt Consulting and a world-renowned Theory of Constraints (TOC) authority as the keynote speaker. Following the enthralling discussion with Mr. Goldratt, it was a moment of pride for the club to organise a dual-panel discussion in collaboration with ThinC. Panel 1 comprised



Mr. Nand Kumar Kulkarni, Integrated Supply Chain Director, Mondelez India, Mr Anil Choubey, SBU Head Packing Artwork, Trade Kings Group, and Prof (Dr.) Manoj K. Srivastava, Associate Professor and Area Lead, Operations Management, at MDI Gurgaon, all of whom engaged in an enlightening discussion on 'Industry 4.0: Revolution or Setback', while highlighting the current challenges and headwinds faced by the industry. Panel 2, consisting of Dr. Dinesh Chandrasekar, CSO, Pactera EDGE, and Mr. Harish Gudi, COO, Tredence Inc., educated the audience about the challenges inhibiting globalisation of the Indian supply chain.

OpSession also hosted its first-ever Student Panel on Day 2 of the conclave, comprising Anshul Golani, Manali Paranjape and Aranya Ghosh, all students of MDI Gurgaon. Each of the speakers shared their views on the topic of Industry 4.0 and captivated the audience with industry perspectives, trends, drivers and insights into what the future holds.

The end of the conclave was commemorated with the launch of OpStakes, the annual operations management magazine. The magazine comprises articles submitted by students through our annual article writing competition along with articles authored by MDI alums and industry experts, imparting brilliant insights on how Industry 4.0 will affect Operations and Supply Chain in the times to come.

Decision Accelerator: The Boardroom Simulation

Impulse, the International Business and Public Policy Club of MDI Gurgaon, successfully hosted its flagship event for this year, "Decision Accelerator: The Boardroom Simulation", as a part of IMmerse 2021, the official Impulse month.

The event, held from November 18 to November 28, 2021, witnessed over 91 teams (364 participants) that were pitted against each other in three rounds. Round 1 was a quiz whereas rounds 2 and 3 were case studies based on the 1991 LPG reforms and their impact on the banking industry with a key focus on the State Bank of India. The final round was the boardroom simulation, which facilitated a virtual space where students came together assuming the roles of 4 C-Suite executives (CEO, COO, CMO, and CFO) of SBI and tried to assess the problems and deliberate over the possible solutions for the same. They finally came to a consensus that the CEO supported and complied with.

The teams discussed various factors related to LPG, including but not limited to tackling the threat to the market share of SBI, the



CRAR position of the bank, structural problems of the bank, marketing strategies, improving customer service, and much more. They talked about how urban and rural measures would vary going forward and recommended strategies considering all the different possible constraints.

The simulation put to test not only the academic skills of the participating teams but also challenged them to use their knowledge in a practical and simulated environment.

Prominent industry advocates were invited as judges for the event who provided practical insights about the case study and evaluated the business ideas proposed by different teams.

Team WeWon from IIM Shillong and Team Economix from MDI Gurgaon were adjudged as the joint winners of the event.



Photographia

FOCUS, the Photography Club of MDI Gurgaon, is a hub of fun and exciting activities for folks interested in exploring photography, videography and experimenting with shooting and cameras. We are an enthusiastic bunch of individuals who love to shoot and record the world in its bare form. The club is also responsible for covering the official and unofficial activities and events on campus and maintaining a repository of the same.

We believe that photography is not just a hobby, but a way of expanding one's horizons and developing a wider perspective. It not only teaches one to be patient and disciplined but also helps foster creativity and imagination.

The club has an active social media page on Instagram and regularly shares the happenings of the club and pictures clicked by the students. In order to cultivate an atmosphere



of collaborative learning and developing photography skills, the club regularly organises photography workshops, seminars, and photo walks.

In 2021, the club organised a Diwali Photography Workshop wherein important tips, tricks and tutorials on how to click Diwali pictures with the perfect background and lighting were covered, along with post-processing and editing.

We also organised a Diwali Photo Contest with the theme revolving around Diwali pictures. Both the workshop and the contest saw overwhelming response and participation from the students, and the winners were awarded vouchers and prizes.

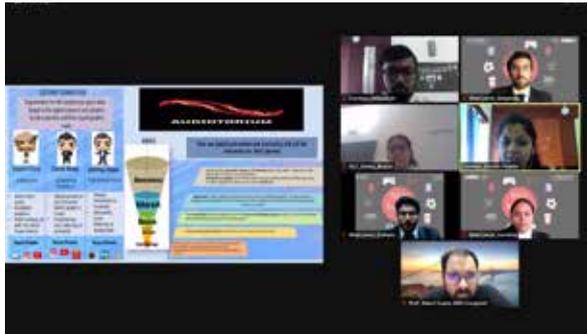
The club also covered the second event on campus after the institute's reopening, the Samaritans Diwali Drive, wherein candles and diyas were distributed among the MDI support staff as a small gesture of gratitude and thankfulness.

We also continued the Pets of MDI series, in its second year now, with the new batch sharing their pictures and showing love to their pets through this fun-filled activity by submitting entries to our social media handles. A select few got featured on the official page and received abundance of love and appreciation from everyone.

The club continues to grow and evolve by coming up with new activities and events. We are slated to organise more workshops and exciting quizzes shortly.

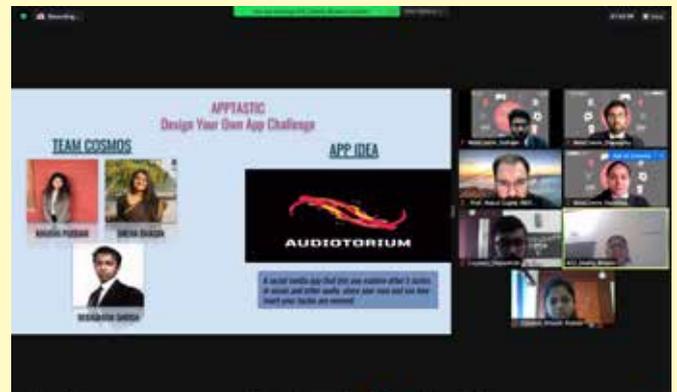
Apptastic

The Web Committee held four successful events during Imperium 2021, including its flagship even, Apptastic 2021, a two-round competition challenging the contestants to present their vision of a smartphone app.



The preliminary round was held on Dare2Compete and received several great entries. Finally, the top five teams were shortlisted to present their apps live on a Zoom event. The final round of Apptastic was held on February 21.

The topic provided to the teams was to design an app that would work on the core premise of an audio chat application such as Clubhouse. The goal was to design an app that had the core feature along with innovative features and an apt digital marketing campaign.



The judge for the event was Mr. Nakul Gupta, Assistant Professor, Information Management, MDI Gurgaon. Being a specialist in assessing the digitising systems in organisations, Mr. Gupta proved to be the perfect person for all the teams to pitch their ideas.

All the presentations were commendable, and the teams all took very different approaches towards the solution. The level of innovation and ideas propagated was of an exceptionally high standard and were commended by our chief guest.

The winner of the event was Team Grey from Bharati Vidyapeeth's College of Engineering, who outperformed four other teams in the final round.



Samaritans

Samaritans is the social initiatives club of MDI Gurgaon. The vision of the club is to harness the management acumen of Mandevians in making a difference to the society. We aim at inculcating a culture of social responsibility among aspiring managers of today through various events within MDI as well as by working with NGOs and corporate on significant projects.

Diwali collection drive (Oct 26-Nov 4, 2021)

To spread smiles and happiness on the occasion of Diwali, Samaritans started a meaningful initiative wherein we organised a collection drive at the MDI Gurgaon campus. All the items received like clothes, utensils, etc. were donated to Goonj, an NGO which undertakes disaster relief, humanitarian aid, and community development in various parts across India. Collection boxes were put up at key locations on campus to facilitate hassle-free donations by everyone.

Diwali Diya Distribution Drive (Nov 1, 2021)

As Diwali is an occasion to share joy and kindness, we Samaritans made the festival extra special this year by gifting beautiful handmade earthen diyas to all the MDI Gurgaon campus support staff members as a token of appreciation and gratitude for their hard work. The diyas were made by visually-challenged people from the members of The Blind Relief Association, Delhi. We are glad to collaborate with the organisation and salute their excellent work.



Children's Day (Nov 20, 2021)

Samaritans hosted a meeting with kids from the NGO Be Dauntless Foundation, New Delhi, to urge them to pursue their dreams and believe in themselves. We told stories of people who overcame huge barriers to attain their goals to boost their self-esteem. In addition, the children were given gift kits containing notebooks, stationery, and chocolates. The event was conducted in partnership with Mandolins, who provided a musical backdrop to the afternoon with their varied performances.



The kids were enthralled with the concert and delighted to listen to the soothing songs..

Kindness Week (Dec 25-30, 2021)

“Not all of us can do great things, but we can do small things with great love.” With this in mind, we Samaritans have tried to do our little part and conducted different events from showing gratitude to our helping staff to spending some quality time with elders from a nearby old age home during Kindness Week.



Thanksgiving gathering (Dec 25, 2021)

To express our gratitude to the wonderful support staff this Christmas, we organised a special Thanksgiving gathering. It was a gesture to spread love and thank the support staff for helping and showing kindness throughout the year. During the gathering, Samaritans gifted blankets and special Christmas snacks to all the support staff.



Share to Care (Dec 26, 2021)

“Sharing makes you more significant than you are. The more you give to others, the more life you can receive.” We Samaritans, with the help of our batch mates, organised a book donation drive and bought some new books which can help children. All the books collected were donated to the NGO Samarpan, Delhi. We helped more than 300 school-going students to learn by donating 102 books.

A Meet with a Friend (Dec 27-30, 2021)

We know the stigma against mental health is still powerful, largely due to media stereotypes and lack of education, and people tend to ignore mental health conditions at a far higher rate. We decided to help students during these unprecedented times by organising one-to-one sessions with Dr. Jagjot Singh from Fortis Hospital. This helped the students to overcome the stigma and allowed them to talk freely about their mental health.



A Day with Elders (Dec 28, 2021)

Our elders have lived through many events. And their experiences can impact our society in many ways. Seeking their counsel and giving them the respect they deserve is essential. And it's a great way of learning valuable lessons through first-hand experiences. Therefore, we organised a "Day with the Elders" at an old age home, Guru Vishram Vridh Ashram. During the event, the Mandolins music group of MDI Gurgaon's Sanskriti Club gave a performance. We chatted with the elders during the course of which they shared their valuable experiences and narrated some beautiful stories.

Token of Thanks (Dec 29, 2021)

"Always have an attitude of gratitude." To spread this positivity, we organised a "Token



of Thanks" event. All students and staff of MDI Gurgaon were asked to share what they were grateful for which was then shared on Samaritan's social media handles. During the event we received many beautiful stories of gratitude, thanking friends, juniors, and seniors for making life wonderful.



Tree of Life workshop (Dec 30, 2021)

The tree of life represents our personal development, uniqueness, and individual beauty. Just as the branches of a tree strengthen and grow upwards to the sky, we too grow stronger, striving for greater knowledge, wisdom, and new experiences as we move through life. Keeping this thought in mind we Samaritans organised a "Tree of Life" workshop for kids of staff with reusable and plantable crayons - making them understand life the creative way. The workshop was designed to help kids learn more about their values, goals, strengths, and weaknesses.

Sanskriti Roundup 2021

Sanskriti, the cultural committee of MDI Gurgaon, kick-started the year with a musical performance on Independence Day 2021. The songs sung by the students evoked feelings of patriotism in students and faculty alike. But this was just the beginning. As MDI opened its doors for students after a period of 18 months, the campus buzzed with excitement and energy. Sanskriti held its



signature event, Soul Kitchen, where students got together to enjoy an evening of melody under the stars! Our music vertical, Mandolins, enthralled the audience with their mellifluous voices, and the strumming of the guitar reverberated throughout campus. Members of Sole2Soul, the dance vertical, danced to peppy numbers and were cheered on by students who waved glow sticks in the air. The event was live streamed for the students who weren't on campus, and the students of MDI collectively experienced a night to remember!

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Sanskriti collaborated with WebComm to bring to its students a spooky virtual Halloween experience through a Movie Night. Voting was conducted on social media to choose the most popular horror movie. *The Curse of La Llorona* was voted as the favourite and was screened on Google Meet. A large audience joined in to make this scary experience a fun memory.

The club also engaged with the students through the digital medium with interactive festive challenges on Instagram during Diwali. The Meethi Story Challenge gave students a chance to share their most memorable Diwali stories with the batch. Students were invited to show their creative side with the Diwali Photo Competition, the winners of which were rewarded with mugs and chocolates.

HR Conclave

HR Conclave 7.0 with the theme 'The Tussle for Talent' was organised in a virtual setup on January 15, 2022, featuring an interesting and thought-provoking panel discussion, moderated by Siddharth Tuli, Founder and CEO, People Sculptors. Industry stalwarts like Surajit Sarkar, Chief People Officer, Flybig Airlines, Debashish Ghosh, VP & HR Head, Berkadia India, Naz Parveen, HRBP, Xoxoday, Mahipal Nair, People Development & Operations leader, NielsenIQ, and Hemlata Goel, Director, Global Shared Services & HR Transformation, Axtria, attended the Conclave.

The discussions centred around the great resignation, reinforcing employee engagement, new ways of recruitment, retention vs retrenchment, influx of gig workers, tech for talent, and the future of workforce transformation.

This was followed by an engaging storytelling session on 'From Unconscious to Conscious' by Prankur Arora, Co-Founder and CEO, Thought Sutra. Next in line was a cut-throat case study competition in association with Xoxoday, where the participants proved their mettle as future HR leaders. The National Article Writing Competition and other interactive fun activities also witnessed passionate participation from students across top colleges.



25-Year Meet

After 25 years, when the paths have changed, and your friends have grown in different directions, in different cities, in different countries, you don't think you'd meet them again. But when you do and you find a chance to meet them and recall those old memories again, it has to be nostalgic, wistful and even eye-watering.

With the 25-Year Meet arranged for the first batch of MDI Gurgaon, the batch of 1996, emotions came in running and memories were rejoiced. The event started with addresses from our respected Dean and Director and then quickly switched over to our beloved alums, sharing memories, talking to their batch mates, and talking about where they are today. Shortly the faculty of 1996 took over, with Mr Panjwani and Mr Singhvi addressing their students and talking about all the things they did in class - concepts, or teachings – the alumni still carry forward to date, in their careers.

The day also marked the opening of the Alumni Office, where alumni relations will only become stronger. The event moved with a batch photo, clicking together another memory, years later with the



same faces and in the same lawns. That one picture, took us on a ride of melody and moves, performed by the dance and music verticals of our cultural club, Sanskriti, and if that wasn't enough, we had a performance from one of our alums to spice things up.

While the alumni recalled how they used to sing and dance while they were on campus, we segued into recalling old memories with a collage of photos from the old times, which was followed by the quotes from the yearbook of 1996. Though we all wished that the night would never end, we had to wrap it with a dinner, while a few alumni stayed over in the hostel rooms they used to.

It was and will always be a pleasure hosting our alumni.



STUDENT BYTES

The experience of meeting alums of the first batch and looking at their zeal, enthusiasm and nostalgia made us ponder on our own MDI experiences and how we should make the most of them. Even after 25 years, the '96 batch had sparkling memories filled with fun and the bonds remain intact till date. Their friendships gave us a sense of how much relations matter and how important it is to stay true and connected to your roots.

URVASHI RATNA : PG21

We hosted stars (yes our alums). It was a fulfilling experience to plan and execute the very first 25-year meet of MDI. Alums were at their candid best, even while pulling each other's leg. The best part was when they offered to mentor and take guest lectures in MDI.

AKSHAT GUPTA : PG21

MarQConnect

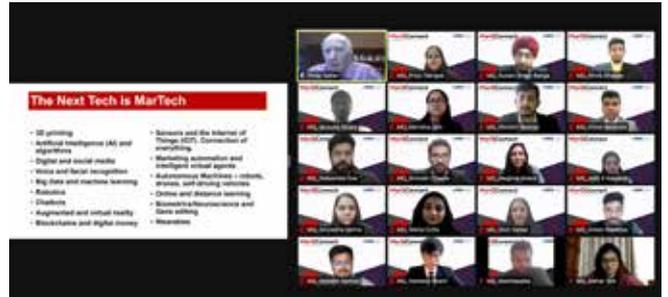
MarQuity, the marketing club of MDI Gurgaon, strives to help the students of the Institute understand the field of marketing before venturing into the industry. Every year, the club moves a step closer to achieving its goal via conclaves, webinars, competitions, as well as publications and social media activities.

In July 2021, Markos, the mega-marketing competition, was organised in collaboration with top B-schools, and received over 2,000 entries. To help the incoming students prepare for the rigorous summer placement process, MarQuity curated a summer preparation booklet with details and useful tips.

Multiple live projects from companies like Sapience Automata, Incubit, and The Suvridha Foundation were floated for students to gain industry exposure to marketing. The first edition of The MQ Post, MarQuity's official monthly newsletter, was rolled out in November 2021.

The club launched MarQCafe, its first interactive webinar series, with a bang. Mr. Matt Clack, Head of Creative, Google Brand Studio APAC, presided as the guest and offered students insights on Google's best campaigns, building brand communication strategies, and answered the curious questions of MDI's budding marketers.

MarQConnect, the flagship annual marketing conclave held on January 16, 2022, was the biggest edition yet! The keynote speaker for the event was none other than the Father of Modern Marketing himself, Dr. Philip Kotler, who spoke about Marketing 5.0 and company decisions.



The event also featured a panel discussion on the theme "Trends, Fads & Moment Marketing: Truly Effective or Momentary?" with Mr. Amitabh Negi, CEO, Pizza Hut, at Devyani International, Mr. Arvind RP, Director, Marketing, Digital and Communications, McDonald's, and Ms. Aradhika Mehta, ex-Brand Head, Lenskart & The Body Shop. A second panel had Mr. Shantanu Bhanja, ex-CEO, Pidilite Industries (Consumer Products Division), Mr. Rahul Dutta, Director, Marketing, Microsoft, and Mr. Prasun Kumar, CMO, Justdial, discussing on "Marketing Beyond Models: Application in Real-world Problems". In the coming year, MarQuity aims to organise even more exciting events.

Delphique 2021 - National Management Convention

Delphique, the National Management Convention of MDI Gurgaon, has successfully concluded its second virtual iteration. The 25th edition of MDI Gurgaon's red-carpet event surpassed all expectations through the exemplary events hosted.

We had Mr. Ron Malhotra, renowned business leader and mentor, Mr. Saryu Ray, seasoned politician and MLA, and Mr. Umesh Singh, former IPS officer, as our keynote speakers. Their learnings and wide array of experiences in their respective fields were of immense value for attendees, participants and students alike.

In addition to such thought-provoking and insightful sessions, the following competitions were also held as a part of Delphique 2021:

Vincenza: The business plan competition Vincenza saw overwhelming participation from students belonging to many of the best B-schools in the country.

Cerebro: MDI Gurgaon's national case study competition, Cerebro, was held in partnership with FieldAssist with the goal of developing solutions to real-world industrial challenges.

MDI Gurgaon MUN: Over the course of two days, participants interacted and reflected on matters of worldwide relevance in a conference that simulated the United Nations committees.

Delphique 2021's flagship event, the Panel Discussion, was on the topic "National Education Policy 2020 and its impact on Indian higher education", and put forth a platform that was rich in knowledge sharing and experience.

We extend our deepest sense of gratitude to the faculty, mentors, administration, team members, participants, judges and panellists for their contribution towards making this event a grand success.



IMC Conclave

More than 150 Directors and Deans from India's leading institutions attended the 11th Indian Management Conclave (IMC) held at MDI Gurgaon on December 20-21, 2021. Organised by MBAUniverse.com in partnership with India's top B-schools and knowledge organisations, IMC is India's definitive annual management education conference and awards platform. MDI Gurgaon, a pioneer in executive education and one of India's top B-schools, was the partner and host for the IMC 2021.

To provide a roadmap, more than 25 thought leaders from all across the world spoke on the following sub themes at IMC 2021:

- Understanding Student Expectations
- The Right MBA Batch-Mix
- Student Engagement and Learning Modes
- Learner-led B-school: A Leadership Conundrum?

Delivering the inaugural address, C.P. Gurnani, MD & CEO, Tech Mahindra, said that young executives today are different from past generations.

"They are not just pursuing traditional job-satisfaction matrix like rewards and careers, but they want to go beyond and make a positive impact," Gurnani said. "They are not satisfied with just the salaries and promotions, they want their work to make an impact on society and environment. B-schools and corporates must support and nurture this spirit."

In his speech as the host of the event, Dr. Rajesh Chakrabarti, Director of MDI Gurgaon, said that with the rapid advent of Artificial Intelligence (AI), the biggest challenge for



today's management professionals is the future of work.

"The biggest challenge that I personally have seen is the future of work," he stated. "We talk about AI. How much of it is a reality that is going to impact the medium learner today, say in the next half a decade or so? And how much of it would be in the hands of a select few?"

In a special address, Dr. Anil D. Sahasrabudhe, Chairman of the All India Council for Technical Education (AICTE), said that the New Education Policy (NEP) 2020 promotes multifaceted and multi-disciplinary learning in many ways.

"B-schools should make the best use of the NEP framework and emerge stronger as degree granting institutions," he said while delivering his address virtually from Jammu.

MILE - Incubation Lab for Entrepreneurship

MILE, the Incubation Lab for Entrepreneurship at MDI Gurgaon, hosted its Annual Entrepreneurship Summit 2022 on January 15-16 to celebrate the culture of entrepreneurship. The Summit was inaugurated by Director Dr. Rajesh Chakrabarti who expressed his excitement for this initiative and his views on the Indian startup ecosystem.

As part of the keynote speaker sessions, Mr. Arjun Deshpande, Founder, Generic Aadhaar, and Mr. Sanjeev Bikhchandani, Founder, Info Edge, addressed the students and gave their invaluable insights about entrepreneurship and their experiences.

The flagship event of the summit, 'Disruptathon - The Shark Tank of MDI', saw participation from 66 startups. Eight promising startups were selected and got the chance to pitch their business ideas in front of a panel of esteemed venture capitalists and investors. Winning startups received cash prizes worth 1.5 lakh.

The summit ended with a panel discussion on "Entrepreneurial Journey: Struggle, Succeed, Fail, Repeat". This saw participation from MDI alums Mr. Akshat Saxena, Co-Founder, ePayLater, Mr. Saurav Gandhi, Co-Founder, Bueno Finance, Mr. Nakul Kumar, Co-Founder, Cashify, and Ms. Dipanwita Gupta, Co-Founder, Microentrepreneurship Hub & Purple Lotus Consulting.

The summit was attended by students from across B-schools in the country and MDI alums. The Annual Entrepreneurship Summit 2022, having been held on National Startup Day, celebrated and inspired the culture of entrepreneurship among youth.



International Day of Yoga celebrated

Along with the rest of the world, MDI Gurgaon celebrated the International Day of Yoga on June 21, 2021, to promote the holistic health of the Institute's fraternity. Dr. Navdeep Joshi, yoga practitioner and instructor, conducted a one-hour yoga session on the occasion. The session saw wide participation from faculty, students, staff and participants from all programmes. The United Nations theme for the International Day of Yoga 2021 was "Yoga for well-being". This ancient Indian physical, mental and spiritual practice is celebrated on every Summer Solstice globally since 2015 after the UN adopted a resolution in this regard the previous year.



2021 Batches of PGDM-BM, PGDM-Executive commence



MDI Gurgaon welcomed the participants of the 2021 Batch of Post Graduate Diploma in Management - Business Management (PGDM-BM) and PGDM-Executive Programmes through a virtual inauguration ceremony on July 25, 2021. The ceremony started with the traditional lamp lighting followed by a welcome address by Prof. Ajay K Jain, Dean (EGP). Prof. Rajesh Chakrabarti, Director of MDI Gurgaon, addressed the participants.

Mr T.L. Satyaprakash, MD of HVPNL and former DC of Gurugram, graced the event as the Chief Guest. The Guests of Honour were Dr. Ranjan Kumar Mohapatra, Director-HR, Indian Oil Corporation, and Mr. Manoj Agarwal, Executive Vice President, MSIL. Mr. R.C. Agarwal, CEO, Indraprastha Corridor Advisory Services, was the Distinguished Guest.

The virtual event ended with a vote of thanks offered by Prof. Amit K. Gupta, Chairperson, PGDM-BM and PGDM-Executive.

PGDM, PGDM-HRM, PGDM-IB Batches of 2021-23 start



MDI Gurgaon held a virtual six-day induction programme for the PGDM, PGDM-HRM and PGDM-IB (2021-23) Batches from July 26, 2021. The induction ceremony comprised students belonging to Post Graduate Programmes, namely, 28th batch of Post Graduate Diploma in Management (PGDM), 18th batch of PGDM - Human Resource Management (PGDM-HRM), and 16th batch of PGDM - International Business (PGDM-IB-MiM) Programmes. The programme

started with an inspiring welcome address by Prof. Rajesh Chakrabarti, Director of MDI Gurgaon. The inauguration ceremony was graced by the presence of industry experts, namely Mr. Anuj Kadyan, Partner, McKinsey & Company, Mr. Prashant Saran, Chief Operating Officer, Amazon (MENA, UAE), Mr. Naresh Sethi, Chairman, VST Industries, London, and Mr. Gautam Gode, Co-Founder and Managing Director, Samara Capital. Prof. Jyotsna Bhatnagar, Dean - Graduate Programmes & Student Affairs and Chairperson - PGDM-HRM, Prof. Neera Jain, Chairperson - PGDM, Prof. Avinash Kapoor, Chairperson - PGDM-IB and MiM, Prof. Shailendra K. Rai, Chairperson - Student Affairs, Prof. Kanwal Kapil, Dean - Placements, Prof. Narain Gupta, Chairperson - Accreditations, and Prof. Veena Iyer, Coordinator - AACSB, also addressed the gathering. The ceremony provided a glimpse of the exciting and inspiring academic journey the students will take in the years ahead under stalwarts of the industry.



2021 Batch of FPM/EFPM commences

In a virtual inauguration ceremony held on July 31, 2021, the Institute welcomed the 2021 Batch of scholars. The ceremony started with a welcome address by Prof. P.C. Biswal, Dean - Research & Accreditations. Prof. Rajesh Charabarti, Director of MDI Gurgaon, gave an inspiring message to the participants of the Programme. The event was graced by the presence of Prof. Chiranjib Sen, Visiting Professor, Azim Premji University, Bangalore, and formerly Professor of IIM Bangalore, as the Chief Guest. The virtual programme ended with a vote of thanks offered by Prof. Vishal Narain, Chairperson - FPM & EFPM.

MoU with CRPF Academy signed

MDI Gurgaon signed a Memorandum of Understanding (MOU) on August 6, 2021, with Central Reserve Police Force (CRPF) Academy, Kadarpur, Gurugram. MDI Gurgaon will conduct a training programme, namely, Certificate Programme in Leadership and Management for the Directly Appointed Gazetted Officers (DAGOs) of CRPF Academy.



The MoU was signed by Prof. Kanwal Nayan Kapil, Dean – Continuing Education of MDI Gurgaon, and Mr. K.S. Bhandari, Director/ADG of CRPF Academy, in the presence of officials from both sides at the CRPF Academy campus. The certificate programme is designed to provide inputs in the fields of Organisational Leadership, Organisational Communication, and Occupational Stress Management to the CRPF trainee officers dealing with dynamic and complex problems in managing internal security. A full-time training programme that will be conducted at CRPF Academy, Gurugram, will impart managerial problem-solving and decision-making skills to CRPF officers.

MoU with Hughes Global Education India signed



MDI Gurgaon signed an MoU with Hughes Global Education India on August 18, 2021. The MoU was signed by Prof. Rajesh Chakrabarti, Director of MDI Gurgaon, and Mr. Anurag Bansal, Senior Director and Business Head of Hughes Global Education India, in the presence of officials from both sides at the MDI Campus.

Annual Convocation 2021 ceremony held

MDI Gurgaon celebrated its annual convocation ceremony, virtually, bidding farewell to the graduating students. Mr. Sunil Kant Munjal, Chairman, Hero Enterprise, graced the event as the Chief Guest.



Centre of Excellence for Ethics, Responsible Organisations and ESG initiatives inaugurated



MDI Gurgaon inaugurated a Centre of Excellence for Ethics, Responsible Organisations and ESG initiatives (CERO@MDI Gurgaon) on October 7, 2021. Prof. Tanuja Sharma, Centre Lead, emphasised on the sense of urgency for this Centre to “Build a Better World” in her welcome address. Her views were supported by some grave concerns about environmental degradation. Speaking on the occasion, Prof. Rajesh Chakrabarti, Director of MDI Gurgaon, stressed on the

strong need for Centres of Excellence in B-schools. He said that organisations could no longer function in the traditional framework of profit maximisation. He also stressed on the need for sustainability beyond altruism for organisations seeking the larger interest of society. A website for the Centre was also unveiled. A panel discussion on “Integrating SDGs for Responsible Organisations” was moderated by Ms. Jayati Talapatra, an expert and visiting faculty in Sustainability and also a CERO@MDI Gurgaon member.

Following the inauguration, CERO organised three events: a “Workshop on SDG 12: Responsible Consumption & Production” in collaboration with Women’s Indian Chamber of Commerce & Industry (WICCI); a video contest on “Responsible Organisation”; and a poster and slogan making virtual competition on the theme - ‘How to preserve mother earth from harmful effects of climate change?’ for the children of MDI Gurgaon community.

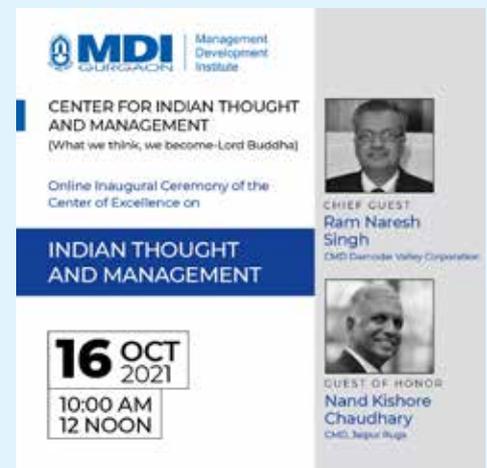


Centre of Excellence on Indian Thought and Management launched

MDI Gurgaon launched a Centre of Excellence on Indian Thought and Management (CITM) on October 16, 2021. Indian thought is a rich source of generative knowledge that can be leveraged for developing theories for management and related disciplines. The Indian thought system emphasises on the means used to achieve a goal, rather than the goal itself. Consequently, if the means to achieve the goal are refined, excellence will naturally manifest itself in the ultimate result. The

new Centre is built on the aegis of efficiently developing an Indian management knowledge base. It is designed to be a hub for India-relevant management research.

After the inaugural event, CITM organised a Speaker Series event on “Thought Management: Lessons from Buddhism”. The centre also organised an online symposium on the topic ‘Indian Management Thought in Organisational Behaviour and

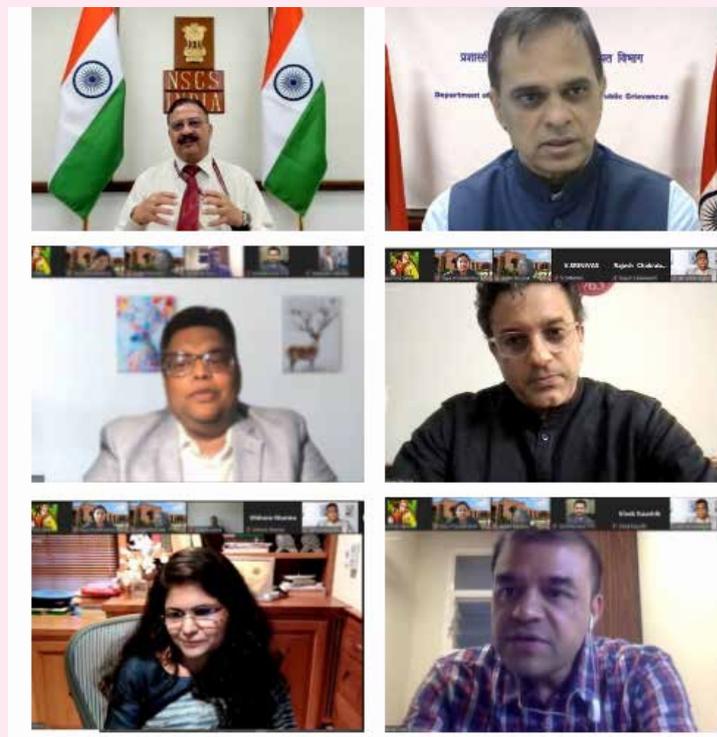


Human Resource Management’ which featured eminent professors and industry experts as speakers.

Centre of Excellence on Digital Economy, Cryptocurrencies and Cyber Security launched

On October 18, 2021, MDI Gurgaon launched a Centre of Excellence on Digital Economy, Cryptocurrencies and Cyber Security (DECCS) to encourage academic deliberations and promoting research on emerging technology areas. The Centre aims to examine social, economic, organisational, managerial, and political implications of digital economy. It will act as a think tank on issues related to digital economy, cybersecurity and cryptocurrencies, bringing in an India-specific context and discussion. Speaking on the theme “Challenges for Cyber Security Post Pandemic”, Lt. Gen. (Dr.) Rajesh Pant, National Cybersecurity Coordinator in the Prime Minister’s Office, said that the Covid-19 pandemic has turned the security architecture on its head. He said that cyber criminals are becoming smarter by the day and taking advantage of people’s emotions.

Speaking on the occasion Prof. Rajesh Chakrabarti, Director of MDI Gurgaon, said that the areas of digital economy, cybersecurity and Artificial Intelligence are no longer interest areas within management and public policy but “are the areas that drive everything that we do and transform everything that we do at a worryingly accelerating pace”. Prof. Anjali Kaushik, Professor of Information Management at MDI Gurgaon, is the Centre Lead of DECCS. Other



members are Prof. Shiv S. Tripathi, Prof. Anupama Prashar, Prof. Prageet Aeron, and Prof. Parul Gupta.

Since its inception, DECCS organised three Speaker Series events on the topics “Emerging Trends in Block Chain Applications”, “Cybersecurity and Safety”, and “Cybersecurity for the Largest Conglomerate of the Country: Challenges and Management”. The Centre also held a panel discussion on “Digital Transformation: The Road Ahead” and a speaker session on the theme ‘Blockchain Platform for Business Transparency’.

Exploratio! - The Research Seminar Series

The series aims to enhance the world of research by providing opportunities for increased connect of academia with practitioners. Exploratio is a platform where research scholars interact with industry practitioners to enhance their knowledge base and to promote an environment for learning and sharing. More than seven research seminars have been conducted by Exploratio! team till date on varied research themes.



MDI Gurgaon gets AACSB International accreditation



MDI Gurgaon received accreditation from AACSB International, the world’s largest business education alliance, in November 2021. Founded in 1916, AACSB is the longest- serving global accrediting body for business schools. Synonymous with the highest standards of quality, AACSB accreditation inspires new ways of thinking within business education globally. As a result, less than 6 percent of the world’s schools offering business degree programmes hold AACSB business accreditation. In a statement, Prof. Rajesh Chakrabarti, Director of MDI Gurgaon, said that the Institute embraced the AACSB motto of “continuous improvement” and looked forward to playing an active role in the AACSB community and reaching greater heights going forward.

Wisdom Café, Practitioner Conversation Series, i-Choupal events held

MDI Gurgaon’s calendar of activities includes guest lectures and panel discussions centred on varied themes. The MDI Wisdom Café Research Seminar Series presents research insights to stimulate reflection and debate. Distinguished academics from outside are invited by different areas of the Institute for this series. The Practitioner Conversation Series is aimed at presenting and disseminating insights from practice and experience by professionals from different fields. Multiple speakers are invited for each event which has a moderator from MDI Gurgaon. The i-Choupal series seeks to present research work in progress and innovative ideas to spur discussion and reflection.

Participants get to hear updates and state-of-the-art new leads in research, and innovations in methods and concepts and contribute to extending the frontiers of knowledge. Over 30 events have been held under this research vertical till date.

MoU with Times Internet Limited” - ETMasterclass, The Economic Times

MDI Gurgaon signed an MoU with ET Masterclass of The Economic Times on November 1, 2021. The MoU was signed by Dr. Rajesh Chakrabarti, Director of MDI Gurgaon, and Mr. Ravi Sharma, Head of Sales & Revenue, The Economic Times Business Vertical. The agreement is aimed at creating co-branded online certification programmes by MDI Gurgaon, one of India’s top B-schools, and leading business daily The Economic Times.



MDI Gurgaon Launches Teaching Learning Centre



The Teaching Learning Centre at MDI (TLC@MDI) recognises that faculty is the key resource for driving excellence in management both in terms of student's learning in the classroom as well as applications in practice. The nature of management education demands an active learning style for which student engagement is critical.

Launched on September 1, 2021, the Centre aims to facilitate teaching excellence, encourage innovative approaches to the design and delivery of courses and programmes, make learning more experiential and help support innovations in curriculum development. It will enable teaching excellence in management education by offering teaching workshops and seminars, one-on-one mentoring, and resource support for faculty as well as FPM and EFPM students both from MDI Gurgaon and other institutions.

TLC@MDI workshop on Methods of Master Teachers – EFPM and FPM Scholars

TLC@MDI conducted its first workshop on the topic "Methods of Master Teachers" on October 23, 2021, and November 27, 2021, in an online mode over Zoom for the Scholars of Executive Fellow Programme in Management (EFPM) and Fellow Programme in Management (FPM).

Today the profession of management teaching has become quite challenging. Business school's teachers are expected to be both effective teachers and researchers. A teacher can "teach" all day long and cover an extensive amount of material, but if students haven't learnt the material, the exercise is an enormous waste of time and energy. Being an educator is not just about sharing knowledge; it is about making sure that learners truly integrate

this knowledge and derive learning out of it. Any teaching that does not result in effective learning is useless. Therefore, to be an effective teacher, one needs to be able to deliver the domain knowledge using the most suitable pedagogical

tools. An effective teacher is also required to remain at the frontiers of knowledge in his/her areas of subject expertise and gain working knowledge of other domains as management is essentially interdisciplinary.

TOPICAL COVERAGE

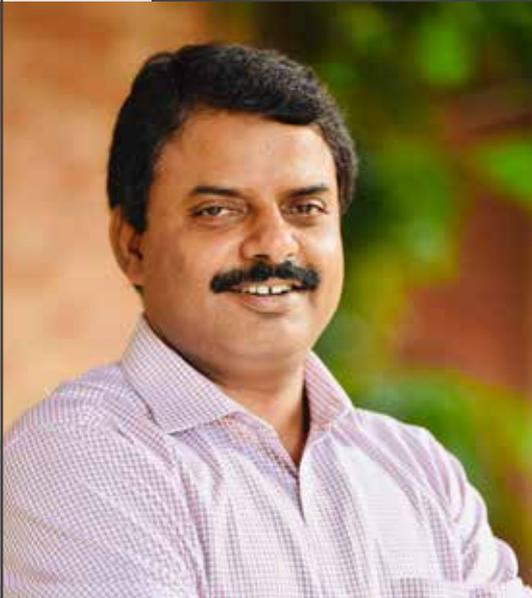
- Individual Student Engagements (Chunked Knowledge)
- Group Student Engagements (Mental Hooks)
- Individual Student Learning (Peer Interaction)
- Individual Student Learning (Spaced Retrieval)

The workshop was conducted by Prof. Arun Pereira Distinguished Professor, MDI Gurgaon, and moderated by Dr. Ritu Srivastava, Centre Lead – TLC@MDI. Eight EFPM and 11 FPM scholars participated in the workshop.

TLC@MDI workshop on How to use Design Thinking as a Faculty – MDI Gurgaon Faculty

The first Design Thinking workshop for MDI Gurgaon faculty, "How to use Design Thinking as a Faculty" was conducted on October 30, 2021, in an online mode over Zoom. Design thinking is a human-centered approach to innovation – anchored in understanding customer's needs, rapid prototyping, and generating creative ideas – that will transform the way you develop products, services, processes, and organisations (Tim Brown, Chair, IDEO). The programme was conducted by Prof. Thomas Mical, Adviser, Design Thinking, MDI Gurgaon supported by Mr. Arun Albert, Lead, Experiential Learning, MDI Gurgaon. The team also conducted Design Thinking sessions for Post Graduate Diploma in Management- International Business (PGDM-IB) students in different courses along with the course faculty for the same.

In memoriam: Prof. Shailendra K Rai



On August 06, 2021, our dear colleague, Professor Shailendra Kumar Rai, departed for his heavenly abode. We, the MDI community, mourn the loss to our profession and community and express our sincere condolences to his family and loved ones on his sudden and tragic demise.

Prof. Rai received his PhD in 2002 from Banaras Hindu University. He joined MDI Gurgaon on October 04, 2005 as a senior lecturer and was promoted to the position of Assistant Professor in the year 2006. He rose to the position of Associate Professor in 2015. Prof. Rai was an avid researcher, exceptional mentor, and a leader who played a significant role in various academic initiatives he undertook. He was passionate about his work towards the Institute and society. His research contributions include nearly fifty research papers and cases in various national and international journals in the areas of finance, financial institutions and entrepreneurship.

We, the MDI fraternity, recall Prof. Rai and his work in MDI Gurgaon and the international community with great affection and admiration. His legacy will live on in the hearts and minds of everyone he interacted with. Let us always keep Prof. Shailendra Kumar Rai alive in our memories and a part of our lives forever.

Research Publications

July 2021

Sl. No.	Authors	Publication Type	Title	Journal/ Newspaper / Source	Vol / Issue/ Pages/ Year	Publisher
1	Vishal Narain	Book Chapter	Social capital and disaster risk reduction in a peri-urban context	Indrajit Pal, Rajib Shaw, Djalante Riyanti and Sangam Srestha (Eds.) Disaster Resilience and Sustainability. Adaptation for sustainable development	2021	Elsevier. Amsterdam: Netherlands
2	Varun Kumar, Girish Kumar, Rajesh Kumar Singh & Umang Soni	Journal Article	Degrading systems availability analysis: analytical semi-Markov approach	Eksploatacja i Niezawodnosc-Maintenance and Reliability	2021	Eksploatacja i Niezawodnosc-Maintenance and Reliability, 23(1), 195-208
3	Deepak Sharma, Pravin Kumar & Rajesh Kumar Singh	Book Chapter	Modeling Interrelationships of Sustainable Manufacturing Barriers by Using Interpretive Structural Modeling	Advances in Industrial and Production Engineering	Feb-21	Springer
4	Amit Kumar Gupta & Harshit Goyal	Journal Article	Framework for implementing big data analytics in Indian manufacturing: ISM-MICMAC and Fuzzy-AHP approach	Information Technology and Management	30-Jul-21	Springer
5	Vishal Srivastava & Manoj Kumar Srivastava	Book Chapter	Modelling Enablers of Customer-Centricity in Convenience Food Retail	Singh P.K., Polkowski Z., Tanwar S., Pandey S.K., Matei G., Pirvu D. (eds) Innovations in Information and Communication Technologies (IICT-2020)	16-Jul-21	Advances in Science, Technology & Innovation (IEREK Interdisciplinary Series for Sustainable Development) Springer

Research Publications

August 2021

Sl. No.	Authors	Publication Type	Title	Journal/ Newspaper / Source	Vol / Issue/ Pages/ Year	Publisher
1	Vinay Kumar Singh & Sajal Ghosh	Journal Article	Financial inclusion and economic growth in India amid demonetization: A case study based on panel cointegration and causality	Economic Analysis and Policy	Sep-21	Elsevier
2	Elie Bouri, Kakali Kanjilal, Sajal Ghosh , David Roubaud & Tareq Saeed	Journal Article	Rare earth and allied sectors in stock markets: extreme dependence of return and volatility	Applied Economics	11-Jun-21	Taylor & Francis
3	Ruchi Mishra, Rajesh Kumar Singh & Nachiappan Subramanian	Journal Article	Impact of disruptions in agri-food supply chain due to COVID-19 pandemic: contextualised resilience framework to achieve operational excellence	The International Journal of Logistics Management	2-Aug-21	Emerald Publishing Limited
4	Muhammad Sabbir Rahman, Surajit Bag, Hasliza Hassan, Md Afnan Hussain & Rajesh Kumar Singh	Journal Article	Destination brand equity and tourist's revisit intention towards health tourism: an empirical study	Benchmarking: An International Journal	23-Jul-21	Emerald Publishing Limited
5	Imlak Shaikh	Journal Article	On the relationship between policy uncertainty and sustainable investing	Journal of Modelling in Management	16-Aug-21	Emerald Publishing Limited

Research Publications

August & September 2021

6	Sandeep Goel & Nimisha Kapoor	Journal Article	Is earnings management related to board independence and gender diversity? Sector-wise evidence from India	International Journal of Disclosure and Governance	24-Aug-21	Springer
7	C Lakshman, Sumita Rai & Sangeetha Lakshman	Journal Article	Knowledge sharing, organizational commitment and turnover intention among knowledge workers: a knowledge-based perspective	Journal of Asia Business Studies	16-Aug-21	Emerald Publishing Limited
8	Ripsy Bondia, Pratap C Biswal & Abinash Panda	Journal Article	Investigating association between factors fostering attention to a stock and rationales to buy it: an empirical analysis	Review of Behavioral Finance	27-Aug-21	Emerald Publishing Limited
9	Tanuja Sharma & Roopal Gupta	Case	Sterlite Copper: Business at What Cost?	Ivey Publishing	16-Aug-21	Ivey Publishing

September 2021

Sl. No.	Authors	Publication Type	Title	Journal/ Newspaper / Source	Vol / Issue/ Pages/ Year	Publisher
1	Premilla D'Cruz, Nidhi S. Bisht , & Ernesto Noronha	Book Chapter	Theorizing the Workplace Bullying-Workplace Dignity Link: Evidence from Lesbians in Indian Workplaces	P.D'Cruz, E. Noronha and A. Mendonca (Eds). Asian Perspectives on Workplace Bullying and Harassment. Singapore	August 2021	Springer

Research Publications

September 2021

2	Abinash Panda, Subhashis Sinha & Nikunj Kumar Jain	Journal Article	Job meaningfulness, employee engagement, supervisory support and job performance: a moderated-mediation analysis	International Journal of Productivity and Performance Management	August 27, 2021	Emerald Publishing Limited
3	Rajesh Kumar Singh & Amulya Gurtu	Journal Article	Prioritizing success factors for implementing total productive maintenance (TPM)	Journal of Quality in Maintenance Engineering	September 1, 2021	Emerald Publishing Limited
4	Deep Shree , Rajesh Kumar Singh, Justin Paul, Andy Hao & Shichun Xu	Journal Article	Digital platforms for business-to-business markets: A systematic review and future research agenda	Journal of Business Research	August 31, 2021	Elsevier
5	Pravin Kumar, Rajesh Kumar Singh, Justin Paul & Oikantik Sinha	Journal Article	Analyzing challenges for sustainable supply chain of electric vehicle batteries using a hybrid approach of Delphi and Best-Worst Method	Resources, Conservation & Recycling	September 3, 2021	Elsevier
6	Gopal Kapoor & Rajesh Kumar Singh	Case	Panth Transport Limited: Digitizing Bulk Logistics	Vision	August 14, 2021	Sage Publications
7	Atantra Das Gupta & Jaydeep Mukherjee	Case	Star Medical Equipment: Grow Market Share or Profitability?	IVEY Publishing	Version: 2021-09-08	IVEY Publishing
8	Jyotsna Bhatnagar	Chapter	CHAPTER 8 Talent Management: Pipeline Development	Mahapatra, M & Dhir S (Eds). Talent Management A Contemporary Perspective	First published in 2021	Sage Publications

Research Publications

September & October 2021

9	Anjali Tiwari, Radha Sharma & Tanuja Sharma	Journal Article	A Case of Family Business Strategy of Expansion	Global Business Review	June 9, 2021	Sage Publications
10	Sandeep Goyal, Sumedha Chauhan & Parul Gupta	Journal Article	Users' response toward online doctor consultation platforms: SOR approach	Management Decision	September 7, 2021	Emerald Publishing Limited
11	Parul Gupta & Ritu Srivastava	Journal Article	Research on Social Enterprises from an Emerging Economy—Systematic Literature Review and Future Research Directions	Journal of Social Entrepreneurship	Published online: 23 Sep 2021	Taylor & Francis

October 2021

Sl. No.	Authors	Publication Type	Title	Journal/ Newspaper / Source	Vol / Issue/ Pages/ Year	Publisher
1	Anupama Prashar	Case	Mohalla Clinic: A Case on Healthcare Service Operations and Quality	Vision	September 7, 2021	Sage Publications
2	Anupama Prashar	Case	Heavy Lifters, India Towards a Circular Economy Era	Vision	October 7, 2021	Sage Publications
3	Shailendra Rai, Miia CHABOT, Jean-Louis Bertrand & Imlak Shaikh	Journal Article	Indian Banking Industry: A New Evidence From a Profitability Perspective	Vilnius tech	October 4, 2021	Business: Theory and Practice
4	Pramod Kumar Naik, Imlak Shaikh & Toan Luu Duc Huynh	Journal Article	Institutional investment activities and stock market volatility amid COVID-19 in India	Economic Research- Ekonomska Istraživanja	October 7, 2021	Taylor & Francis

Research Publications

October 2021

Sl. No.	Authors	Publication Type	Title	Journal/ Newspaper / Source	Vol / Issue/ Pages/ Year	Publisher
5	Rajesh Kumar Singh & Amulya Gurtu	Journal Article	Embracing advanced manufacturing technologies for performance improvement an empirical study	Benchmarking: An International Journal	September 24, 2021	Emerald Publishing Limited
6	Rajesh Kumar Singh , Sachin Kumar Mangla, Manjot Singh Bhatia & Sunil Luthra	Journal Article	Integration of green and lean practices for sustainable business management	Business Strategy and the Environment	September 27, 2021	John Wiley & Sons Ltd.
7	Manish Mohan Baral, Rajesh Kumar Singh & Yigit Kazançoglu	Journal Article	Analysis of factors impacting survivability of sustainable supply chain during COVID-19 pandemic: an empirical study in the context of SMEs	The International Journal of Logistics Management	October 13, 2021	Emerald Publishing Limited
8	Anchal Gupta, Rajesh Kumar Singh & Shivam Gupta	Journal Article	Developing human resource for the digitization of logistics operations: readiness index framework	International Journal of Manpower	September 13, 2021	Emerald Publishing Limited
9	Narender Kumar, Girish Kumar & Rajesh Kumar Singh	Journal Article	Analysis of barriers intensity for investment in big data analytics for sustainable manufacturing operations in post-COVID-19 pandemic era	Journal of Enterprise Information Management	September 30, 2021	Emerald Publishing Limited

Research Publications

November 2021

Sl. No.	Authors	Publication Type	Title	Journal/ Newspaper / Source	Vol / Issue/ Pages/ Year	Publisher
1	Anupama Prashar	Journal Article	Moderating effects on Sustainability Reporting and Firm Performance Relationships A Meta-analytical Review	International Journal of Productivity and Performance Management	16 November 2021	Emerald Publishing Limited
2	Nidhi S. Bisht , Clive Trusson, Juliana Siwale & M. N. Ravishankar	Journal Article	Enhanced job satisfaction under tighter technological control: The paradoxical outcomes of digitalization	New Technology, Work and Employment	30 October 2021	John Wiley & Sons Ltd
3	Arun Kumar Tripathy & Nidhi S. Bisht	Case	ICICI Bank: Fighting a Crisis in Corporate Governance	Asian Case Research Journal	Vol. 25, Issue 2, 1-24 (2021)	World Scientific Publishing Co. and Asian Academy of Management
4	Sangram Keshari Jena, Aviral Kumar Tiwari, Ashutosh Das & Emmanuel Joel Aikins Abakah	Journal Article	Volatility Spillover Dynamics between Large-, Mid-, and Small-Cap Stocks in the Time-Frequency Domain: Implications for Portfolio Management	Journal of Risk and Financial Management	08 November 2021 Vol 14, Issue 11 Page 531	MDPI
5	Aditya Kumar Singh & Vishal Narain	Book Chapter	Peri-urbanisation and changing water flows Competition, conflicts and cooperation	Water Conflicts and Resistance	1st Edition Page 18	Taylor & Francis

Research Publications

November 2021

6	Leena Ajit Kaushal	Journal Article	Impact of institutional and regulatory quality on FDI inflow: case of a developing Indian economy	Cogent Economics & Finance	03 November 2021 Vol 9, Issue 1	Taylor & Francis Online
7	Jaydeep Mukherjee	Case	West Bengal Assembly Election 2021: The Competitive Marketing Strategies at Play	Ivey Publishing	10 November 2021 Page 8	Ivey Publishing
8	Kirti Sharma, Bodo Schlegelmilch & Garg Sambhav	Journal Article	Employing Machine Learning for Capturing COVID-19 Consumer Sentiments from Six Countries: A Methodological Illustration	International Marketing Review	November 2021	Emerald Publishing Limited
9	Ritu Srivastava & Vibhava Srivastava	Journal Article	A Study of Buyer Motivations at the Bottom of Pyramid in Urban India	Vision-Journal of Business Perspective	18 November 2021	Sage Publications
10	Anjali Kaushik	Journal Article	Systematic Literature Review On Blockchain Adoption In Banking	Journal of Economics, Finance and Accounting	30 September 2021 Vol 8, Issue 3, Page 126-143	Pressacademia
11	Leena Ajit Kaushal	Journal Article	Institutional Quality and FDI Inflows in India	Empirical Economics Letters	August 2021 Vol 20, Issue 8	International Journal of Economics
12	Jyotsna Bhatnagar	Book Chapter	Remembering Dr Pritam Singh	Pritam Singh: The Alchemist Guru by Asha Bhandarker & Subrat Kumar	Page 171-173	Sage Publications
13	Amit K Gupta & Narain Gupta	Conference paper	Manufacturing Strategy Dimensions as I4.0 Performance Antecedents in Developing Economies	IFIP International Conference on Advances in Production Management Systems	Page 171-179	Springer, Cham

Research Publications

November 2021

14	Srikant Gupta, Babita Jha & Rajesh Kumar Singh	Journal Article	Decision making framework for foreign direct investment Analytic hierarchy process and weighted aggregated sum product assessment integrated approach	Journal of Public Affairs	22 October 2021	John Wiley & Sons, Ltd
15	Anchal Gupta & Rajesh Kumar Singh	Journal Article	Applications of emerging technologies in logistics sector for achieving circular economy goals during COVID 19 pandemic: analysis of critical success factors	International Journal Of Logistics: Research And Applications	08 October 2021	Taylor & Francis
16	Deepak Sharma, Pravin Kumar & Rajesh Kumar Singh	Book Chapter	Quantifiable Contribution of Sustainable Manufacturing Enablers in Indian SMEs	Recent Advances in Industrial Production	2 November 2021 Page 123-135	Springer, Singapore
17	Sandeep Goel & Nimisha Kapoor	Journal Article	The Impact of Board Characteristics on Economic Performance of Corporate Sustainability: Learnings from India	Accountancy Business and The Public Interest	Vol 20 Page 484-507	Association for Accountancy & Business Affairs
18	Ritu Srivastava & Parul Gupta	Journal Article	Research on unhealthy food and beverages advertising targeting children: Systematic literature review and directions for future research	Australian Journal of management	30 November 2021	Sage Publications

Research Publications

December 2021

Sl. No.	Authors	Publication Type	Title	Journal/ Newspaper / Source	Vol / Issue/ Pages/ Year	Publisher
1	Bag, S., Dhamija, P., Bryde, D.J. & Singh, R.K.	Journal Article	Effect of Eco-Innovation on Green Supply Chain Management, Circular Economy Capability, and Performance of Small and Medium Enterprises	Journal of Business Research	Published Online: 16 Dec 2021	Elsevier
2	Bhattacharya, Sankha & Mukherjee, Jaydeep	Case with Teaching Note	White House Industries: A Customer Selection Conundrum	Ivey Publishing	08 December 2021	Ivey Publishing
3	Gupta Narain , Dutta Goutam, Mitra Krishnendranath & Tiwari M. K.	Conference Paper	Analytics with Stochastic Optimization: Experimental Results of Demand Uncertainty in a Process Industry	IFIP Advances in Information and Communication Technology	First Online: 31 August 2021	Springer
4	Jain, Neetu & Jain, Kumar Ajay	Book Chapter	Executive Education and Career Advancement: Sustainable Employment	India Higher Education Report 2020 on Employment and Employability of Higher Education Graduates in India, Edited by Mona Khare & N.V. Varghese	Published Online: 2021	Taylor And Francis
5	Kaushal Leena Ajit	Journal Article	Impact of regional trade agreements on export efficiency – A case study of India	Cogent Economics & Finance	Published Online: 21 Dec 2021 Volume 10, 2022 - Issue 1	Taylor And Francis
6	Mukherjee, Anuradha & Bhatnagar, Jyotsna	Case with Teaching Note	Yes Bank: Ai or Human Connection for Talent Management?	Ivey Publishing	Publication Date: 17 Dec 2021	Ivey Publishing

Research Publications

December 2021

7	Pandey Shipra, Singh, R.K. & Gunasekaran Angappa	Journal Article	Supply Chain Risks in Industry 4.0 Environment: Review and Analysis Framework	Production Planning & Control The Management of Operations	Published Online: 07 Dec 2021	Taylor And Francis
8	Sharma, Neha; Sharma, Tanuja; Nanda Agarwal, Madhushree	Journal Article	Relationship between Perceived Performance Management System (PMS) Effectiveness, Work Engagement, and Turnover Intention: Mediation by Psychological Contract Fulfillment	Benchmarking: An International Journal	Publication Date: 8 Dec 2021	Emerald Publishing
9	Sharma, P., Sardana, D., Gupta Narain., & Arli, D.	Journal Article	Exploring the role of spiritual leaders as celebrity business founders and brand endorsers	Marketing Intelligence & Planning	Publication Date: 23 Nov 2021	Emerald Publishing
10	Singhal, S., Choudhary, S. and Biswal, P.C	Journal Article	Dynamic linkages among international crude oil, exchange rate and Norwegian stock market: evidence from ARDL bound testing approach	International Journal of Energy Sector Management	Publication Date: 7 Dec 2021	Emerald Publishing



A SCHOOL FOR THOUGHT LEADERS AND CHANGE MASTERS

The Journey

Mrityunjai Salwan | PG21

*The higher you climb, the harder you might fall
Sometimes you run, sometimes you crawl
It's all about moving and keep moving forward
Be the king of your time and never a coward*

*Win yourself, both physically and mentally
The journey is tough so don't take it gently
Rewards are bound to come, just give your best
Just be focused, forget about the rest*

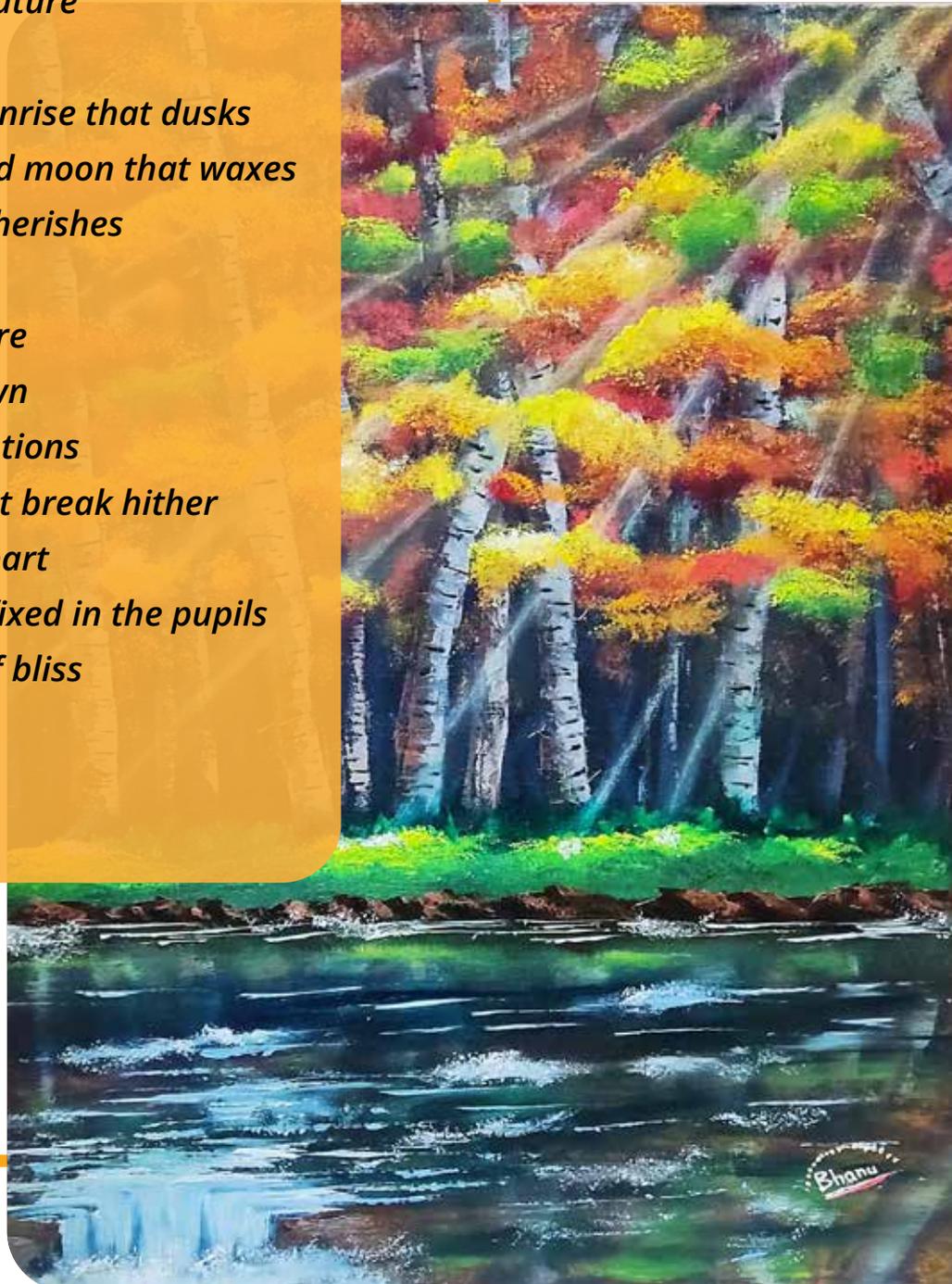
*And if things don't go your way
Or if you aren't the best version on that day
And you've given everything till you exhaust
Just be aware, it's nothing that you have lost*

*It's something valuable that you've gained
It's the stamina of perseverance that you've attained
And it has made you humble to accept even the defeat
But the story hasn't ended yet so rise up on your feet*

An Untold Story

Bhanu S | PG21

*Blinded by unfading memories
 Unfolding dreams taunt a future
 Salvaging a strained sanity
 Of sunshine that rains, a sunrise that dusks
 Snowflake that burns, a cold moon that waxes
 Smitten with intermittent cherishes
 Vanished before a caress
 Endless runes washed ashore
 Conceive a dialect of our own
 Myriad of unexpressed emotions
 Blossom in the recesses that break hither
 Though a fate unruly did apart
 Entwined in the soul, transfixed in the pupils
 Aflutter ecstasy, pinnacle of bliss
 Entirety of my frontiers
 To which I shall cleave.*





The Online MBA Experience

Nalini Ravi | PG21

For most of us from the Batch of 2021-23 and the Batch of 2020-22, the pandemic has left us in a state of uncertainty—what has now come to be known as ‘the new normal’ (the closest we have come in terms of vocabulary from the Orwellian dystopia yet). We would have ideally liked to be present on campus, walk the corridors of the hostel rooms, and have paratha and chai at 1 or 2 in the morning right after an intense case study discussion (or a round of unfettered gossips and rants), which can be better framed thus: “A platform to facilitate

exchange of various viewpoints and take a stand on issues despite the fact that you are probably 10 days into your classes and pretty much spend your time glued to a board all glassy-eyed for the most part.” But then again, the perks of being at home are equally pronounced as well.

You get the quintessential ‘ghar ka khana’ and people at your beck and call all the time. There is the problem of not seeing your family for a large part of the day due to all the assignments and the plethora of club tasks and activities. And yes, there is added screen-time, lack of human



You get the quintessential *'ghar ka khana'* and people at your beck and call all the time. There is the problem of not seeing your family for a large part of the day due to all the assignments and the plethora of club tasks and activities.

interaction, and operational issues (operational hazards, rather?) at multiple levels. But, it has not been as excruciating as one would have expected. The rigour of the course has not been compromised one bit surprisingly. It is the same suited & booted MBA culture that one could unmistakably expect on campus. Sleep is an anomaly and late nights—or early mornings, rather—are commonplace. Taking breaks and unwinding in between classes and corporate sessions—what has come to be known in common parlance as 'taking power naps'—is an indispensable part of the online MBA experience.

Personally, the online MBA experience has made my day a lot more structured than what I have generally been used to until a couple of months ago. It almost feels like

there are 120 seconds in a minute ('Gone in 120 seconds', anybody?). That is how much we hustle and cram into one single day. Strangely enough, I have started making time for my hobbies despite the time crunch; it sounds counterintuitive, but MBA can make strange things possible and at the same time make the easier tasks sound fairly daunting. I still manage to find time to sing and have online jamming sessions with a few friends every other weekend. I have also learnt the art of 'sleeping when you can and where you can'. The old me would have expected a minimum of 6 hours; however, things are different now and quite far from what the 'old me' would have expected anyway. All in all, I barely manage 4 hours of sleep on a good day.

All said and done, the most enriching experience so far during my online MBA has been the case competitions. Collaborating with people, albeit on the web, has been fairly refreshing. On a lighter note, there have been wars on the web as well, especially during the ideation phase. But nevertheless, online or offline, the MBA experience has been and will hopefully continue to be enriching in the days to come.

Home

Vedanti Deshmukh | PG21



*Aai always use to complain
"You leave too soon, every time some
of your favorite dishes remain"
She's the reason I don't lose weight,
"Aai, add less ghee" was my fight.*

*Do you ever miss us? Do you remember the
times when you had us?
Kaka was always ready with these questions
on my visit back home
Caring a little more, worried a little more
It was already too much for him, years four.*

*Baba had his own way of expression
Eating my favorite food and video calling me
over the dining table was his favourite
Too tough on emotions, yet couldn't control
his happiness
for him my term breaks were a bliss!*

*Honestly, I missed everything more than them
The people, the dog, my favorite food stalls
All these years, Maasi and Mama made sure I
had it all
Home has always been more than what
words could express.*

*Home has always been the power holding me
back whenever I thought I would break.
These people—
They've always been the home I was talking
about.*

The Importance of Knowing the Game

Varun Patyal | PG21

The way we teach and learn cricket has undergone a major shift.

If it was a few years ago, I would have asked a kid batting in the nets to correct his posture and stance, or I would have suggested a kid bowling in the nets to take a longer run-up and a higher jump. That's how I was taught back when I took cricket coaching. We were taught how to play book shots, how to keep our posture straight, how long our bowling run-up should be, and what our bowling action should be. We spent hours in the nets working on our techniques and trying to match the standards that were followed at that time. That was the conventional way of playing cricket, where technique was given priority.

But the game has changed a lot now, and the flag bearers of these changes are Steve Smith and Jasprit Bumrah. Initially, there were quite a few speculations regarding the sort

of technique they possessed, but they have performed better than almost everyone and proven themselves. That's what has stopped me from advising anyone about sticking to the conventional form of cricket.

Even in the past, players like Shivnarine Chanderpaul, Kevin Peterson, and Hashim Amla had unorthodox batting techniques and were quite successful, which shows that it is more about the mindset rather than just the technique. The men of the nets are not always the men of the field. It is not that one should not follow the norm, but that one should not change his natural technique in order to accommodate the standard ones. With time, I realised that the conventional way of playing the sport was flexible and not mandatory. Ultimately, what is more important is how well you know the game.



How Europe Taught Me Management

Divya Agarwal | PG20

A year living in Europe sounds lucrative enough for anyone to consider the option. But the reality hits you when you actually sign up for the course and realise that you'll be spending that year with people you've met only virtually just 3 months ago.

It is hard, to be honest, but nothing beats the life lessons it taught us and that has enabled me to truly answer the age-old question "Why MBA?"

So let me list down those lessons:

Time Management: Initially, we thought that MBA classes and projects were the things for which we need to manage our time, but the narrative took a 180-degree turn with Europe in the picture. Apart from the classes at ESCP and MDI engagements, each one of us had to juggle our time when it came to managing the house, keeping in touch with our families back home, and making sure that we don't miss out on traveling. There were days when people broke down or failed to manage their tasks, but gradually I saw all of us getting better with time management and winning at life.

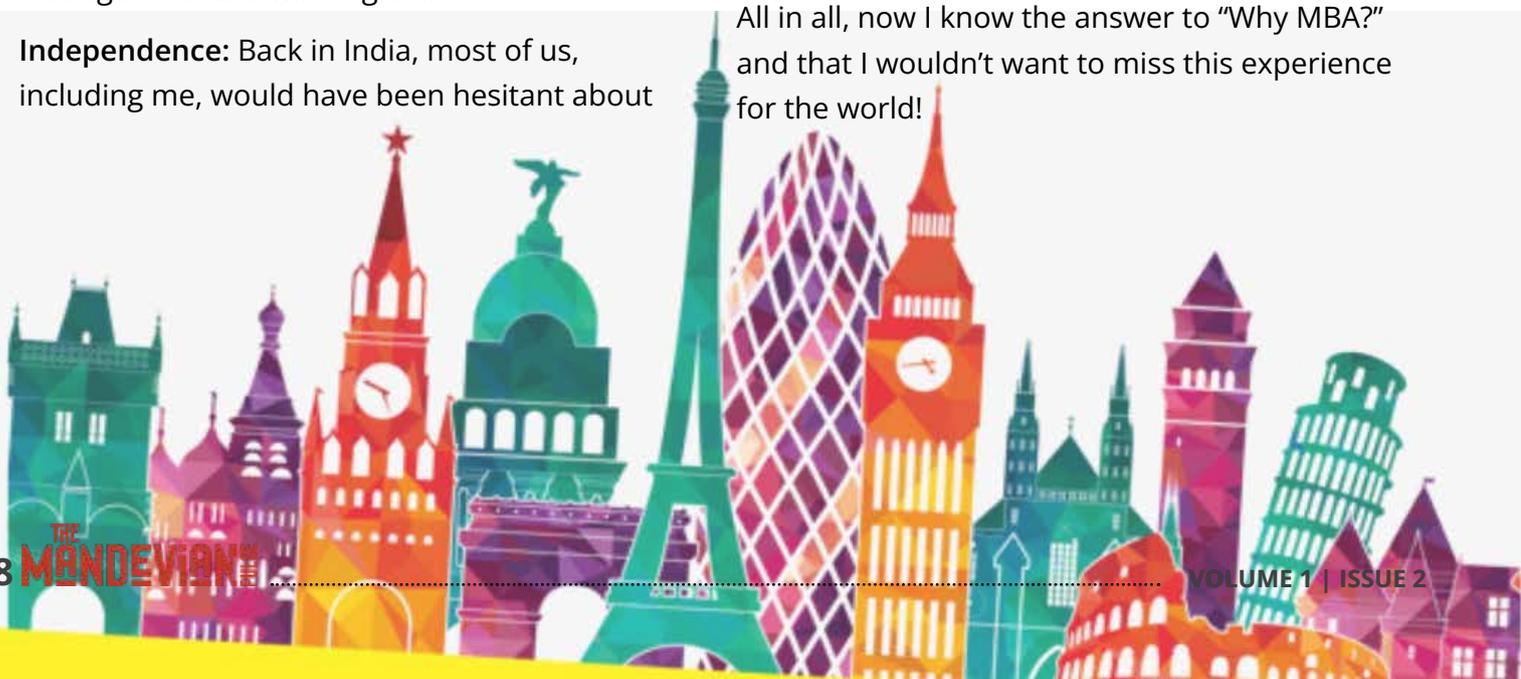
Independence: Back in India, most of us, including me, would have been hesitant about

doing any chore for which we had "helping hands". But there, each one of us learned to do everything, such as repairing basic household items, cooking, and especially, cleaning the dirtiest of corners—10 bachelors in a home, I am sure we all know how it goes! If it comes down to it, now I know I am capable enough to manage each aspect of my life, only because Europe pushed me to do so.

Peer Network, Collaboration & Patience: Staying in a house that is meant ideally for 5 but with at least 10 people around, builds tolerance in even the most impatient ones. And because you are around so many people, you connect and bond with them on various levels. Above all, you learn how to pick people up around you, when they are at their lowest, and you see them do it for you too.

Learning Curve & Broader Perspective: Europe made me an amazing cook and helped me look beyond worldly priorities of a CTC number or a brand name. I now clearly know what my soft skills are and why I am inclined towards doing things that people find strange. It pushed me to grow and taught me to embrace my own individuality.

All in all, now I know the answer to "Why MBA?" and that I wouldn't want to miss this experience for the world!



Let There be Light



Raghav Arora | PG21

*The world isn't wrong in drooling over those stars and moons,
Because I've been a witness to lightlessness in the brightest of afternoons.
Trust me; darkness isn't the best of companions in those nervous nights,
So it was absolutely righteous to rub stones or declare Edison as one of the greatest minds.*

*In those long, dark tunnels marred with self-doubt and hesitation,
There is something your eyes crave for more than the destination.
A flicker of hope, a lamp post suggesting there's light at the end of the tunnel,
A signal from the master above to just hang on a bit to the hustle.*

*You can't see darkness, but you definitely feel the absence of light,
Because the world is only optimistic when there are things in sight.
Sometimes the whole world seems illumined, yet there are doors not knocked,
Where loved ones were lost and the destinies of entire families were mocked.*

*Be a light to a home that lost a ray this year,
Be a light to someone who looks up to you in times of need and fear.
There are bone-chilling human routines where festivities don't feel any warmer,
Let there be light in such lives till it eliminates hopelessness from the farthest corners.*

Rejuvenating Marketing in the Post-COVID Era

Shlok Gupta | PG21

Last year, mankind witnessed the dawn of a new era, marked by the emergence of one of the most transmissible diseases in the world: 'COVID-19'. With a reproduction number slightly over '1', the pandemic has created havoc in the entire nation not just once, but twice, and the danger is still lurking for the third time now. The pandemic has disrupted lives in a manner that people never imagined. Sudden lockdowns forced people to unwillingly stay at home and remotely engage in their day-to-day activities. But as the pandemic progressed, people began to adapt to the new normal, marked by drastic shifts in consumer behaviour. Some of the behavioural trends that emerged were:

- 1. Online Shopping:** Adoption rate of e-commerce surged to a new high during the pandemic. People turned towards online portals for groceries, hygiene essentials, mobile devices, personal grooming products, apparels, and everything else under the sun. The way the online market has grown post-pandemic indicates that the trend has gathered momentum and will not fade off in near future.
- 2. Bundled Services:** With the rise in internet connectivity and increase in number of users on board, big tech conglomerates have tried to penetrate multiple businesses, by offering one-stop solutions to a wide variety of problems. This has minimised the number of applications and facilitated crosstalk between different services. Consumers have received the concept well as they find it convenient to use.

- 3. Experimentation with New Products & Channels:** Due to constraints, consumers have experimented with various new products and services from different channels, which they were earlier not willing to do. Availability, convenience, value, and quality have been some of the driving factors behind this mentality. Consumers favoured the platforms that provided the best services at attractive prices and the companies that focused on these priorities captured a bigger piece of the market.

- 4. Decreased Spending on Non-essentials:** The pandemic has been all about survival and it has been quite evident with the fact that all the non-essential services and activities were either prohibited or restricted during the lockdown. Tough times coupled with restrictions have permanently created a dent on the sales of non-essential items and services. People have either found an alternative for them or they have realised that they can totally live without it.

While there have been multiple other trends as well, these trends are more likely to continue beyond the pandemic and companies will have to reinvent their marketing strategies and campaigns revolving around these new patterns. Whatever be the new strategies, companies will have to keep in mind the following paradigms while redesigning their blueprints:

- 1. Solve a Problem:** One thing that's common in the pre and post-COVID era is that the

product should solve the problem. Focusing on how the product or service can solve the challenges can really earn companies some brownie points. Identifying the burning pain points and resolving them will help the company to constantly engage with its customers, thereby building a high level of trust between the two.

2. **Leverage Machine Learning & Artificial Intelligence:**

Whoever has the most relevant customer data has an edge over other competitors and this can't be more exact in the current digital era. The traces generated by the customers can help the companies to get an idea about their ever-changing needs. Using ML & AI can help in leveraging this big data and precisely focusing on interested target groups. In addition, companies can track the micro-level performance of their existing marketing channels, be it offline or online, and can design a focused approach in selecting effective marketing channels.

3. **Digital Involvement & Engagement:** What couldn't happen in years happened in just a few months. With exponential growth in the internet's user base, digital marketing via social media, search engines, standalone apps, and websites can help the brands to constantly engage with their customers. Social media campaigns, fun games, relevant offers, and attractive pricing can successfully lure new and existing customers and can strengthen their bond with the brand.

4. **Physical/Virtual Experience Centres:** As the consumers make product choices online, many companies might lose an edge over their rivals. For attracting customers, physical/virtual experience centres can help in giving them experience about the brand and its products by offering them samples and conducting trials with the product. Virtual reality can be one of the possibilities that can

help the companies find a cost-effective way to conduct trials. Lenskart's frame recommendation system is a great example of this!

5. **Impeccable Customer Service:** There's not even a single sector where there is a complete monopoly. So, the key differentiating factor that segregates best from the rest will be the flawless customer service and on-time grievance redressal mechanism. As people are turning to online mediums, they have plenty of alternatives available for a single product. If the service is compromised, then the relationship with the customer is compromised.

6. **Sustainable Solutions:** As consumers are getting more educated, they are becoming more conscious about the environmental impact of the product during the entire



The Other Side

Tribhuvan Abhishikth Vaddi | PG21

It was the deepest of caves. Pitch-black darkness, silence, and coldness prevailed everywhere. The mouth of the cave was too bright and slim for anything to be visible from the inside.

Jarring wails of a woman could be heard from the outside—"But I just returned, I don't want to go back!"

"Come on! Push her! Push her in," voices closed in and water gushed in.

In a flash, a feeble old woman, naked, was shoved into the cave. Her ghastly cries and screams echoed through the endless depths. But she got hold of something—a rope probably. Her respite though, didn't last long. The rope was cut off and she plummeted into the infinite darkness.

Overwhelmed with a bizarre sense of familiarity, she remembered it was going to be a long ride and readily accepted the fate. She was probably even slightly thrilled.

Soon, the wrinkles on her body began to disappear. The teeth grew back. The loose and saggy skin began to recollect the moisture and plumpness. The hair was not grey anymore. Her breasts were now firm. She was fertile and began to bleed. With every second that passed, she turned increasingly young and attractive.

Very soon, the bleeding stopped. She looked too innocent to be desirable. The process was rapid now. One moment, she was a child and another, she was an infant.

The bottom of the abyss was here, and she was about to crash land into a 'darker side'.

A cave opened again, water broke again, someone shouted 'push' again, she was pushed again, a cord was cut again, and she began to cry again.

"It's a girl!" screamed the nurse.

The Journey

Aditya Saxena | PG20

Once upon a time in Iran,
There lived an eccentric man.
A cynic, a skeptic, you can say.
These words were gentle, on a good day.

One day his wife, angry and mad,
Had an idea which would soon turn bad.
"I think we should go out on a trip.
We both need a break. Please don't flip."

"A trip if you must, then a trip we may,
Oh! Why did I get out of my bed today?
But trust me my dear, your efforts will fail,
The Murphy's law, as always will prevail."

Within an hour they were both ready,
Packed bags in the car, were sitting steady.
The skies were clear and the winds were cool,
Fools they were, to think of Murphy a fool.

The roads, the traffic, everything was smooth.
They drove into which, oblivious of the truth.
"See, I told you it will be fine.
Please smile now and relax your mind."

Broke into smile, carefree he drove,
And put on some jazz, smooth and slow.
And he drove on, don't know if he saw,
As he ran into the Murphy's law.

A turn he took on that cursed road,
And entered hell, in his Ford.
The skies turned black as they closed their eyes,
And wept with roars and shrieks and cries.

They turned down the speed and rolled up the glass,
And prayed for it to get over fast.
The fuel leaked, the tires trenched,
It was time for Murphy's revenge.

Stuck in the car like a fish in a bowl,
With a weather so cruel and a weather so cold.
She looked at him and looked at his face,
She spoke these words, feeling disgrace.

"I am so sorry that I insisted to go.
Please don't say, 'I told you so.'
In your words, no meaning I saw,
And made fun of you and your Murphy's law.

"Your apologies dear, I cannot use.
To fix this car, It's just an excuse.
Stuck in this car, the cold, the pain,
Stuck in this car, playing Murphy's game.

The weather has betrayed, the way is lost.
To fix this car, I can't pay the cost.
So let's spend this night in cold and pain,
Let's just keep playing, Murphy's game."

"At least I have you, please don't get mad.
These things don't bother me, but that would be sad."
She said these words with a broken voice,
And melted his heart, like he had a choice.

He wiped her face and held her hand,
Her touch was like a drop in the sand.
Looked into her eyes, through her tears,
And they felt something, they hadn't in years.

Roars and rumbles and shrieks and cries,
As they rediscovered their marital ties.
The morning sun came with a plan,
A journey had ended, a journey began.

Leaving the car with doors locked,
Towards the home, holding hands they walked.
With the chains of cold and pain they were bound.
Long lost love, in those chains they found.

In the inferno of heaving of Murphy's Law,
The light of Serendipity, this couple saw.
The dark was the night and broken car was the place,
Where this couple mocked Murphy, right in his face.

Resilience & the B-School Journey

Tavish Sett | PG21

“Hardship often prepares an ordinary person for an extraordinary destiny.” - C.S. Lewis

What differentiates an MBA from any other degree is that its goal is to not just instil knowledge into the students but to also make them ready for the harsh realities of the corporate world as future leaders. It does so by teaching them how to deal with high-pressure situations and conduct themselves with endurance, courage, and strength all the while. B-schools don't sugar coat it for you, life isn't easy, and neither is the MBA journey.

The implications of this fundamental difference are reflected from the very first day of entering your college. While other courses may start off slow to ease students into the course, B-Schools throw you right into the deep end from the get-go. In the first week, you're bombarded with assignments, lectures, and induction sessions till sometimes 3 AM! With 15-hour workdays and so much new information to process about everything that a person is expected to learn in such a short span of time, it's easy to crack under pressure and want to give up.

But while you're on the verge of quitting, comes the saving grace that helps you deal with the absurd nature of the ordeal in front of you—a vision for the future. As a B-School student you'll attend a lot of sessions where you get to interact with seniors, alumni, and corporate leaders who talk about their journey post MBA. Through these or perhaps on our own, we gain what is the most crucial part of dealing with hardships, an end goal, and a plan on how to achieve it.

“He who has a why to live can bear almost any how.” - Victor Frankl

The goals can be different for everyone. For some it's simply getting a good placement, for others it's winning case competitions or doing well academically, and for some it might simply be to enjoy the 2 years MBA life doing nothing. There's no right or wrong answer when it comes to what's important. There are only viewpoints and

all of them are equally valid. As a B-School student, you're free to choose what you want to make out of these 2 years and your learnings out of it.

B-schools simply create a safe competitive environment for you to learn how to take risks, prioritise between tasks, and manage your time effectively. You get to choose your goal and the sacrifices associated with it—you can be a student who focuses on academics but then you also run the risk of not gaining practical knowledge by doing live projects. You can be a student who devotes their time to clubs or extracurriculars, while some of your peers may spend all day and night participating in case competitions in the hope of squeezing one more CV pointer before placement season.

The point is, you don't get to choose a goal without any risks or sacrifices. And that is the single biggest learning you will get out of an MBA degree. That there is nothing in life that doesn't come at a cost; there's cost benefit analysis that can be done for every decision. Even if you devote all your time and effort towards your goals, you'll still have to sacrifice something. Life isn't kind enough to reward people based on just hard work and passion. But this isn't a cause for hopeless nihilism because no matter what path you end up taking, there is one aspect that remains common throughout—learning to be resilient.

If you choose to be a studious person, then the resilience is gained through learning how to manage your time to give your best for the countless projects and assignments that are thrown your way. If you're focusing on case competitions, then the resilience is built by facing countless rejections before winning that coveted national finals for one. One way or the other, the immense pressure of a B-school environment remains, but as you see everyone around you suffering under the same weight in one form or the other, you tell yourself “I'm not alone in this” and so you trudge on boats against the tide ceaselessly into the future!

Unicorns: No Longer Mythical Creatures

Saloni Jain & Prerak Desai | PG21

A Unicorn is a start-up with a valuation of more than 1 billion USD. The idea behind the name Unicorn is to show the rarity of such an event. But, in India, it seems that Unicorns are no longer mythical creatures. The country minted 33 Unicorns so far in 2021, which is nearly 3+ Unicorns per month. Cumulatively, the count is at 75 Unicorns for the country.

But becoming a Unicorn is more than just a status symbol about being part of an elite group; it actually represents the belief put in by the investors on the start-up's ability to achieve its vision. A Unicorn does not depend only on the ability of the founders, but also reflects how bullish the investing community is about India's growth prospects.

The list of Unicorns so far includes some household names and some names you would be hearing for the first time, but all these start-ups have proven their mettle as far as the credibility of their idea is concerned.

The birth of these Unicorns would not have been possible without the thriving VC community. The VC community in India has itself evolved in the past decade, going through 4 distinct stages. It is currently in a post-COVID stage, where the positive momentum is expected to continue but with caution due to the still persisting uncertainty regarding the pandemic. As per the Indian Venture Capital Report (IVCR) 2021, the following graph gives a brief of each stage:

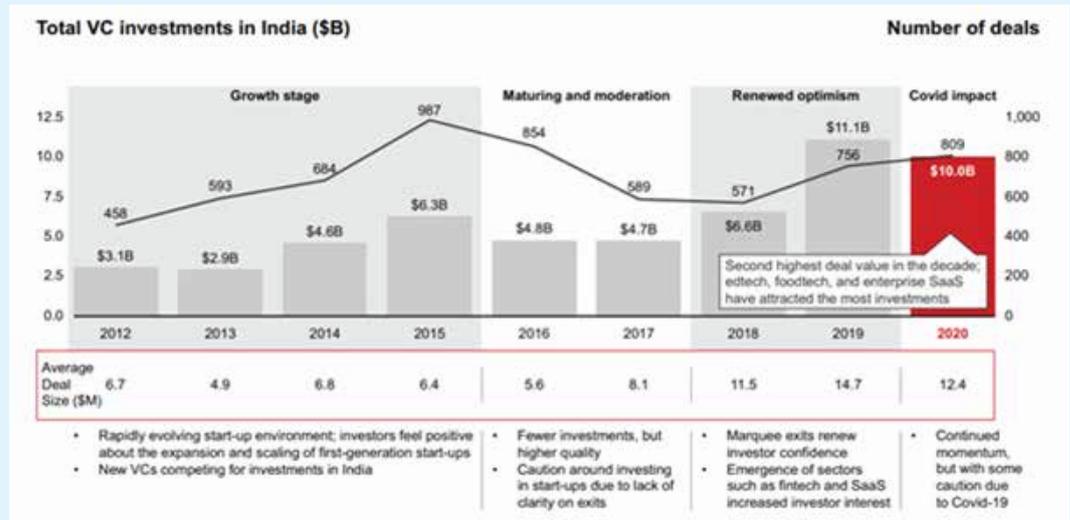


The data regarding a whopping increase in India's Unicorns is also in sync with the number of investors and the total value of investments. The number of investments in 2020 grew by 7% compared to previous year.

Despite the impact of COVID-19 in 2020, the total amount invested stood second highest in the past decade. The same optimism is expected to continue for 2021. VC fundraising for India-focused funds stood at 3 billion USD in 2020, which is 40% growth on 2019's figures. The India-focused VC dry powder has remained stable for the last 4 years.

The overall start-up ecosystem in India has evolved rapidly over the years. Today, India has the third highest number of Unicorn start-ups, only behind the US and China. Sujeet Kumar, the founder of Udaan, quoted to Forbes India about the change in the outlook of entrepreneurs, "Who talks about GMV (Gross Merchandise Value) these days?". Today's entrepreneurs are more concerned with unit economics and how efficiently they can use the funding. This change in attitude speaks to the fact that the Indian start-up ecosystem has come a long way.

So, what exactly happened in recent times? Why



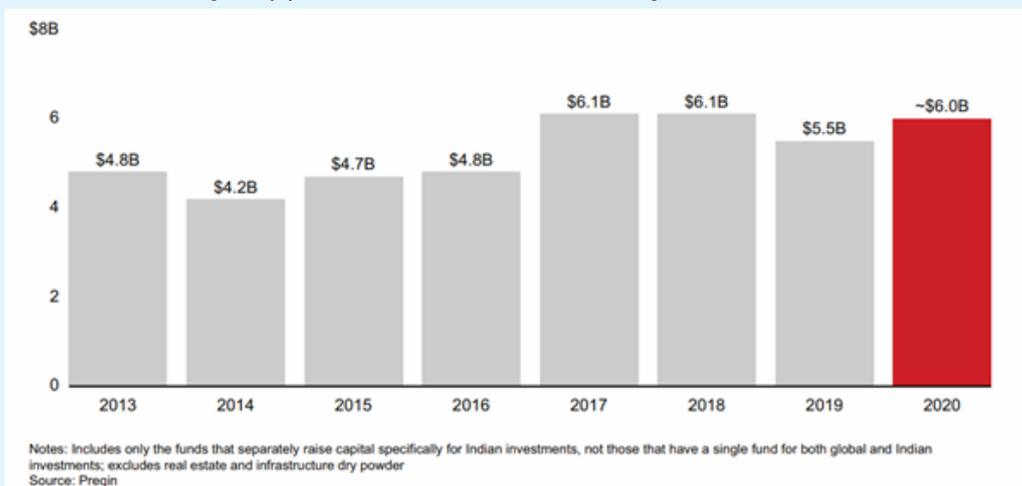
are we seeing a massive jump in the number of Unicorns? Is it a one-off anomaly, or can we predict the future trends from this? The authors of this article also had the same questions! Hence, we decided to dive deep into this in the hope of discovering the underlying logic.

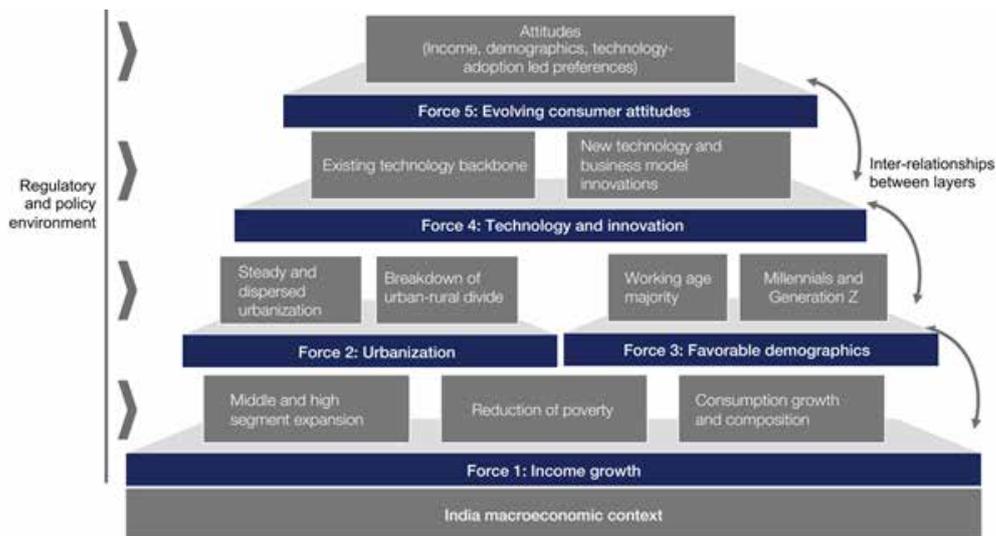
All Money, No Play?

Minting unicorns at such a tremendous rate wouldn't have been possible just by pumping in loads of money into start-ups. The VC ecosystem has evolved at such a pace due to interplay of various factors in the country.

The magic of the Indian demographic dividend, which we have been learning in our school textbooks since years, now seems closer. Millennials and Gen Z will form 77% of India's population by 2030. This new consumer base is willing to consume more diverse offerings compared to their

predecessors because of the increasing income range. However, the consumption attitude is peculiarly different from the previous generations, as now the consumers are much more brand-aware.





Source: Bain & Company/World Economic Forum analysis

About half a decade back, the market for craft beers was non-existent in India. In 2015, with the birth of Bira, the market for craft beer came into mainstream, and now this segment is expected to grow at a CAGR 10.89% during 2021-25. This shows how consumer behaviour will drive the next wave of growth.

Consumer demand got amplified due to the recent growth in internet penetration which resulted in information symmetry. The disruption brought by Reliance Jio in the telecom sector has its own ripple-down effects. Internet connectivity is expected to reach 1.1 billion users by 2030. The profile of Indian consumers is also significantly different from western counterparts, as more than 80% of the internet users primarily use mobile phones to access the web. All of this has led to increased adoption of e-commerce as well as digital products and services.

The new-age consumers are not only willing to try new products from start-ups, but are preferring them over well-established conglomerates. This shift in behaviour is due to the personalisation and the tailored offerings provided by the upstarts. It is also possible due to the supporting ecosystem of shipping & logistics (Delhivery), availability of digital payment infrastructure (Razorpay & Zoho), and low-cost data analytics.

Due to all this, we're seeing a new era of consumer brands focusing on Digital India. These brands are called Direct to Customer (D2C) brands. Even by targeting a niche consumer segment in a huge consumer market like India, these D2C companies can turn profitable. This is possible as they're able to control the end-user experience due to their ability to control the entire supply chain, starting from raw material to the doorstep delivery.

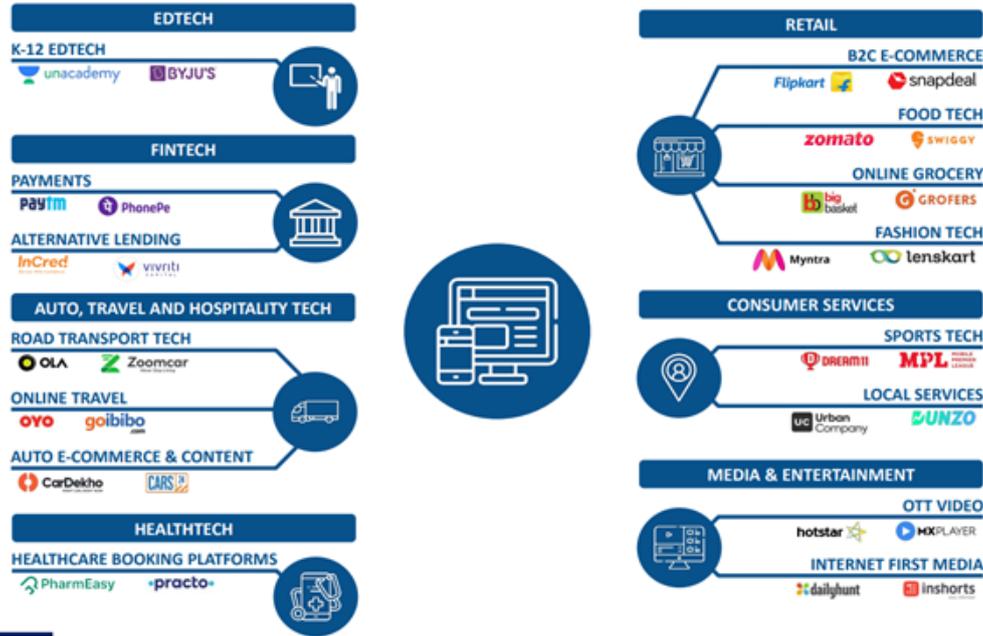
Have a look at these start-ups, for instance:

- Bored of your regular tea and green tea? Buy premium teas by Vahdam.
- Not able to get makeup matching Indian skin tone? Buy SUGAR.
- Want to remove dairy from your diet and become vegan? Use Goodmylk.

These D2C brands have achieved significant success due to interplay of various factors like demographics, technology, and business environment. These factors create a sizable market opportunity for the start-up ecosystem, which in turn attracts more investment cycles.

In the last 5 years, just like the product-market-fit, something like a start-up-market-

Marketmap - Consumer Digital - India



fit happened in India. A couple of factors came together to create this inflection point from where we were able to see massive growth. Another such factor is the materialization of India Stack. India Stack is a 10-year project to solve for economic primitives. Economic primitives are something which are used daily in any commercial activity, i.e., establishing identity, payments, etc. India stack has three layers–Identity, Payments and Data.

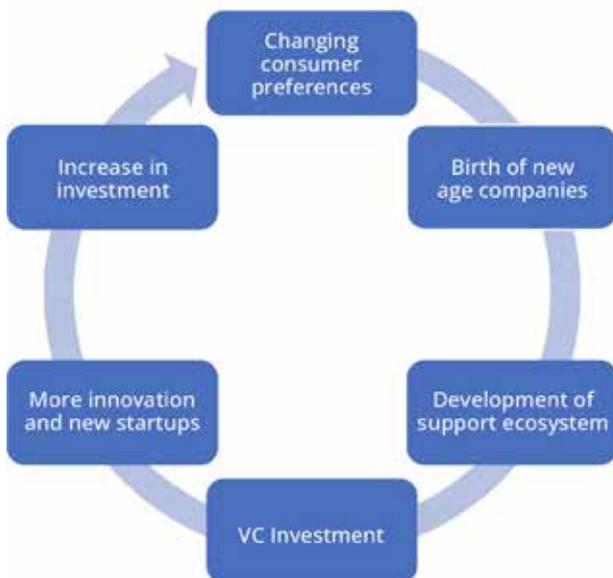
Identity Layer:

This layer confirms whether “I am what I say I am”. India used to be a country where 400 million people didn’t possess any identity documents

till 2009. With Aadhaar today, almost 94-95% people have something which confirms their identity. For provision of any service, the first step is confirming one’s identity. Thanks to Aadhaar, on-boarding costs are reduced drastically for banks, and now over 80% of the population has a bank account. Jio’s massive rollout on-boarded 100 million customers in 170 days, supported by Aadhaar.

Payments Layer:

Economic activity is not complete without money transfer. The NPCI provides a UPI server where all banks are connected. Banks hold funds and update balances, and the payment apps which are connected over that provide access to customers. Before UPI, we were living in a world where P2P, low-cost, interoperable transfer of money was not possible. UPI took 3 years to reach one billion transactions, but the next billion was reached in just one year. The monthly transaction volume of March 2021 was 2.73 billion, with a value of INR 5.04 trillion. But it’s not just money transfer, UPI makes investment in equities, e-mandate, and e-lien possible, making UPI one of the world’s largest payment networks.



Data Layer:

Individuals like you and me can control the flow and access of our personal data through this layer. The idea is to create an Account Aggregator (AA), who will get consent from individuals to share the data. The AA then will send requests to custodians of data like banks, MFs, insurers, and tax platforms to get access to the data. Based on consent and requests, data custodians will send data to users of such data, i.e., fintechs, banks, and NBFCs.

The days of scraping data from documents or partnering with custodians of data for approvals are gone. This will make services which require more data points than what Aadhaar has—especially services for lending and investment—seamless and efficient.

The impact of India Stack can be gauged from the following infographic by McKinsey:

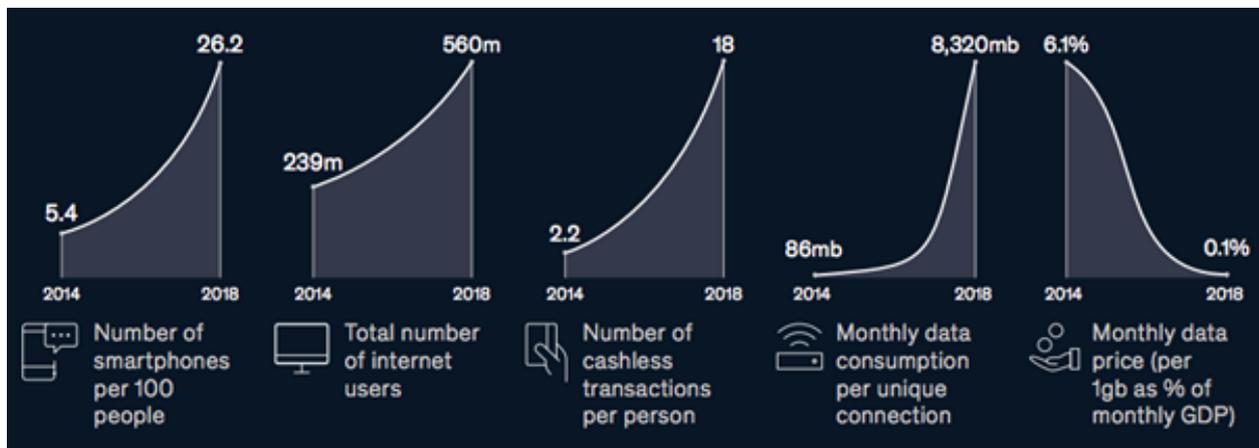


"India Stack is the richest place for innovation over the next 5-10 years, enabling a billion people to drive consumption and GDP growth."

- Chamath Palihapitiya

outlook, consumer demand, and technological advances, one can figure out VCs' method to the madness.

The coming years seem to be a tipping point for India's growth story of emerging as a thriving



India Stack forms a uniform foundation for start-ups to innovate for Bharat, again fuelling the start-up ecosystem.

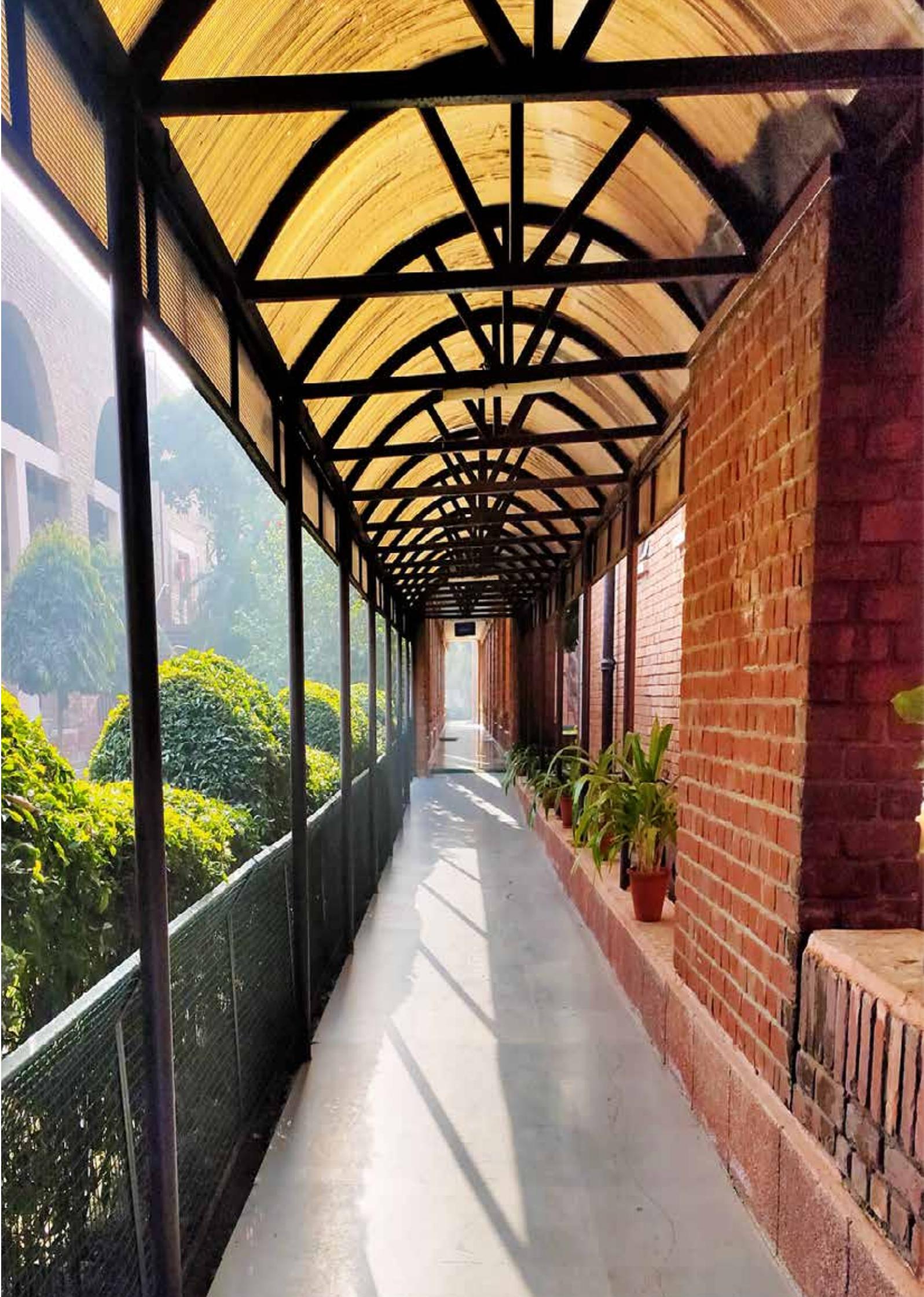
On the first look, it might appear that the valuations are not backed by something substantial. But if one digs deep enough to understand how multiple factors have come together, including a strong macroeconomic

start-up and venture capital ecosystem.

In conclusion, the future can be summed up by the following quote:

"India is on the cusp of leapfrogging (the world)!"

- Bill Gates





PG21

ABINASH
MAHAPATRA



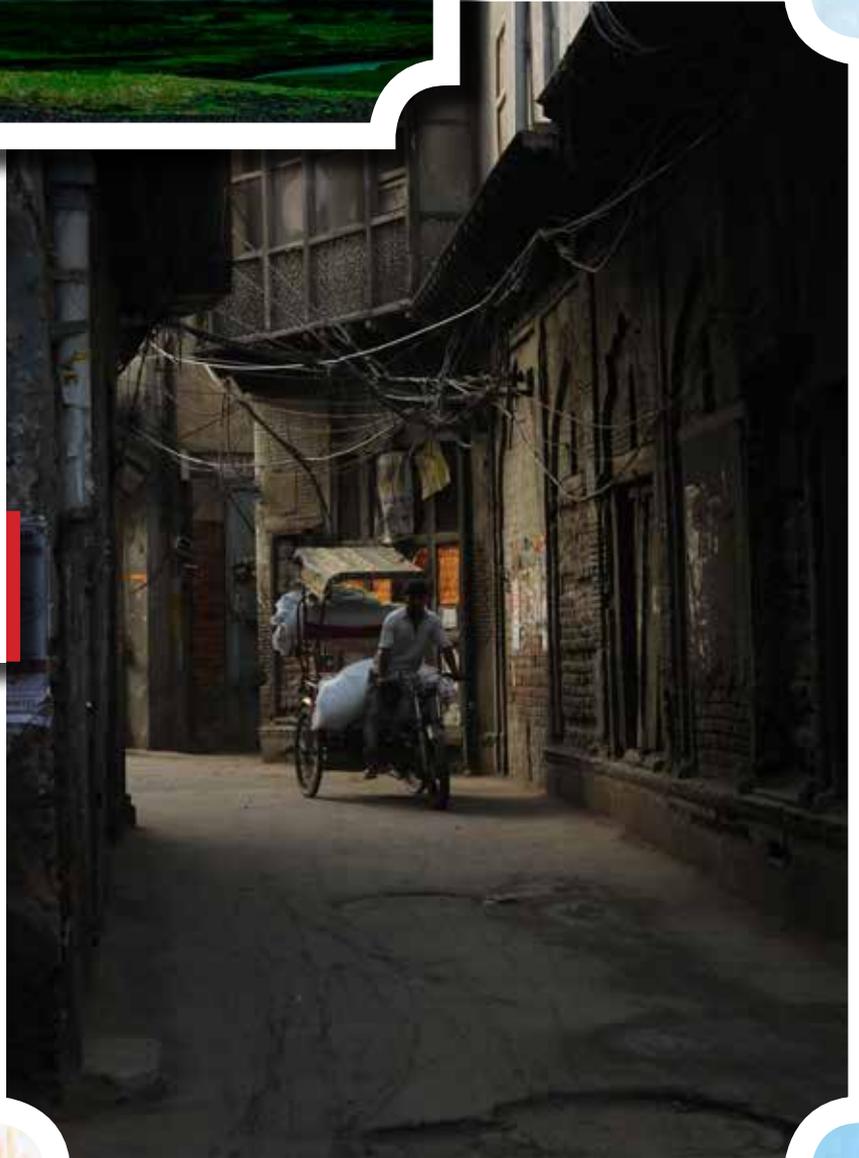
DEBASHISH
SARKAR

PG20



PG21

SHIVANGI
KARNANI





VEDANTI
DESHMUKH PG21



PG20

ROHIT
SINGH

PG20

DEBASHISH
SARKAR



ISHA
BLOSSOM

PG21



JSW Challenge '21

National Runner-up

Changemakers



Saksham Dhama

PG21



Meghna Anand

PG21



Puru Goyal

PG21

PrideCorp

National Finalist

PrideOn



Dhruv Prakash Gupta

PG21



Sakshi Aggarwal

PG21



Atul Ailawadi

PG21

Amazon Customer Excellence (ACE)

National Finalist

Challengers



Karthik Mallela

PG20



Mansi Lilani

PG20



**Nikhil Kumar
Putchakayala**

PG20



**Sakshi Samiksha
Saurav**

PG20

Meero Campus Challenge 3.0

National Runner-up

The Three Musketeers



Narkar Atharva Nandkishor

PG21



Tushar Jairath

PG21



Vidul Mathur

PG21

ACTapult 2021 by ACT Fibernet

National Finalist

ACT Champs



Vaibhav Sridhar

PG21



Aranya Ghosh

PG21



Manjari Kulshreshtha

PG21

Markos 2021

Winner

The Market Mixers



Yashwardhan Laddha

PG21



Nalini Ravi

PG21



Swechha Ravaloori

PG21

PharmEasy Health Wizards Season 1

Team 07

National Runner-up



Puneet Vig
PG20



Kunaal Pardeshi
PG20

SEBI all India capital market quiz

PrideOn

Winner



Naman Kumar Garg
PG21



Mayank Arora
PG21



Shivika Garg
PG21

Asian Paints Canvas 2021

Alpha

National Finalist



Hiten Meruliya
PG20



Samyak Jain
PG20



Aditya Kumar Doneriya
PG20

Nav Nirmaan by Nomura

National Finalist

Genesis



Shri Prakash Tiwari

PG21



Nikita Aggarwal

PG21

PrideCorp, a national-level Diversity & Inclusion case competition

Winner

Team Queervana



Garima Singh

PG21



Ayush Bajpai

PG21



Manish Shaw

PG21

EY CAFTA Case Championship 2021

National Runner-up

Sultans of Strategy



Rahul Singh

PG21



Rishabh Kumar Jain

PG21

Asian Paints - The Conundrum 2021

National Finalist

VIP



Vedanti Deshmukh

PG21



Parth Kumar

PG21



Isha Blossom

PG21

Asian Paints - The Conundrum 2021

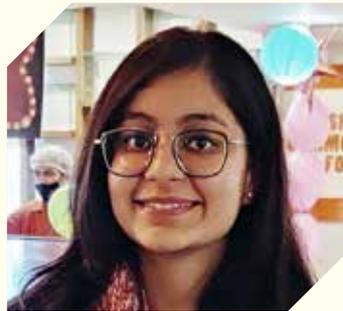
National Finalist

Ignited Minds



Vinayak Chakravarty

PG21



Sameen Zuberi

PG21



Varisha Jain

PG21

Mimamsa Avenues '21, SJMSOM, IIT Bombay

National Finalist

Rangers



Alipriya Bose

PG21



Vinayak Chakravarty

PG21



Sameen Zuberi

PG21

The JSW Challenge 2021

National Finalist

Prism



Akshat Gupta

PG21



Spundita Singh

PG21

Google Case Challenge

National Finalist

MARtians



Harshita Jha

PG20



Rohit S Hari

PG20

Unicommerce eSolutions

Winner



Shivam Awasthi

PG20

Zero hour: the public policy quiz

TShort

Winner



Shivam Awasthi
PG20



Nikhil Soni
PG20

MARS Innovation Launchpad

Team Mangalyaan

National Finalist



Saswat Sanket Mishra
PG21



Vidul Mathur
PG21



Rijul Aery
PG21

PepsiCo - Learn Today Give Tomorrow

ChangeMasters

National Finalist



Isha Blossom
PG21



Shrey Beriwal
PG21

Quest Season 9

National Finalist

iOTA



Yogesh Surana
PG20



Soumya Jayaprakash
PG20



Onkar Khamgaonkar
PG20

TVS Credit EPIC Strategy S2

National Second Runner-up

iOTA



Yogesh Surana
PG20



Sugam Sindhi
PG20



Amartya Singh Rashtrawar
PG20

Invest-O-Wise

National Second Runner-up

iOTA



Yogesh Surana
PG20



**Khamgaonkar Onkar
Vijaykumar**
PG20

JSW Challenge 2021

National Finalist

of Aces



Varun Tawde

PG21



Kshitij Bagwe

PG21



Ilesh Agrawal

PG21

GSK E^3 2021

National Finalist

Triumvirate



Akshat Gupta

PG21



Foram Bheda

PG21



Giridharan R

PG21

JSW Challenge 2021

National Finalist

Prism



Akshat Gupta

PG21



Spundita Singh

PG21

Quizine (IIM Ranchi)

Winner

Prism



Akshat Gupta

PG21



Spundita Singh

PG21

Asian Paints Conundrum

National Finalist

Team Desert Storm



Ishita Gupta

PG20



Pracheer Pranay

PG20



Shreya Goswami

PG20

Mercer Case Competition

Winner

Team Desert Storm



Ishita Gupta

PG20



Pracheer Pranay

PG20



Shreya Goswami

PG20

Reckitt Global Challenge

National Finalist

Saga 804



Sakshi Agrawal

PG20



Chayan Jain

PG20



Keshav Singhal

PG20

Nomura Nav Nirman

National Finalist

Whiz Holics



Ayush Bajpai

PG21



Debleena Ghosh

PG21

GSK E^3 2021

National Finalist

Triumvirate



Foram Bheda

PG21



Giridharan R

PG21



Akshat Gupta

PG21

Titan Elevate 8.0

Winner

Dynamiz



Akriti Gupta

PG21



Giridharan R

PG21

Mi Summit 3.0

National Finalist

Chi Chi



Shubham Kumar Thakur

PG20



Partha Pritish Dhal

PG20

Godrej LOUD

National Winner



Debi Prasad Panda

PG21

SEBI all India capital market quiz

Winners

MDI Gurgaon



Naman Kumar Garg

PG21



Mayank Arora

PG21



Shivika Garg

PG21

Mahindra Rise Challenge Season 3

Champion and Campus Winners

MDI Gurgaon



Rishabh Singh

PG21



Arundathi Mukherjee

PG21

Pharmeasy Health Wizard Season 1

National Finalist

Team 06



Anuj Aggarwal

PG20



Vasu Garg

PG20

EY CAFTA Case Championship 2021

Top 5

Sultans of Strategy



Rahul Singh
PG21



Rishabh Kumar
PG21

Bond With Pidilite

National Runners Up

Muggles



Sunain Singh Banga
PG21



Akshay Rajput
PG21



Urvashi Ratna
PG21

Illumina | EdTag

2nd Runners Up

Phoenix



Sunain Singh Banga
PG21



Muskaan Kedia
PG21

Pixstory: The Case Maze

National Winner

Buddhiman



Sunain Singh Banga

PG21

The Mark-O-Sphere 2021

National Finalist

Trailblazers



Adarsh Mathur

PG21



Rohan Biswal

PG21



Abinash Mahapatra

PG21



Yukti Jhamb

PG21

Tata Imagination Challenge

Top 13 winners of 2021



Akshay Karnwal

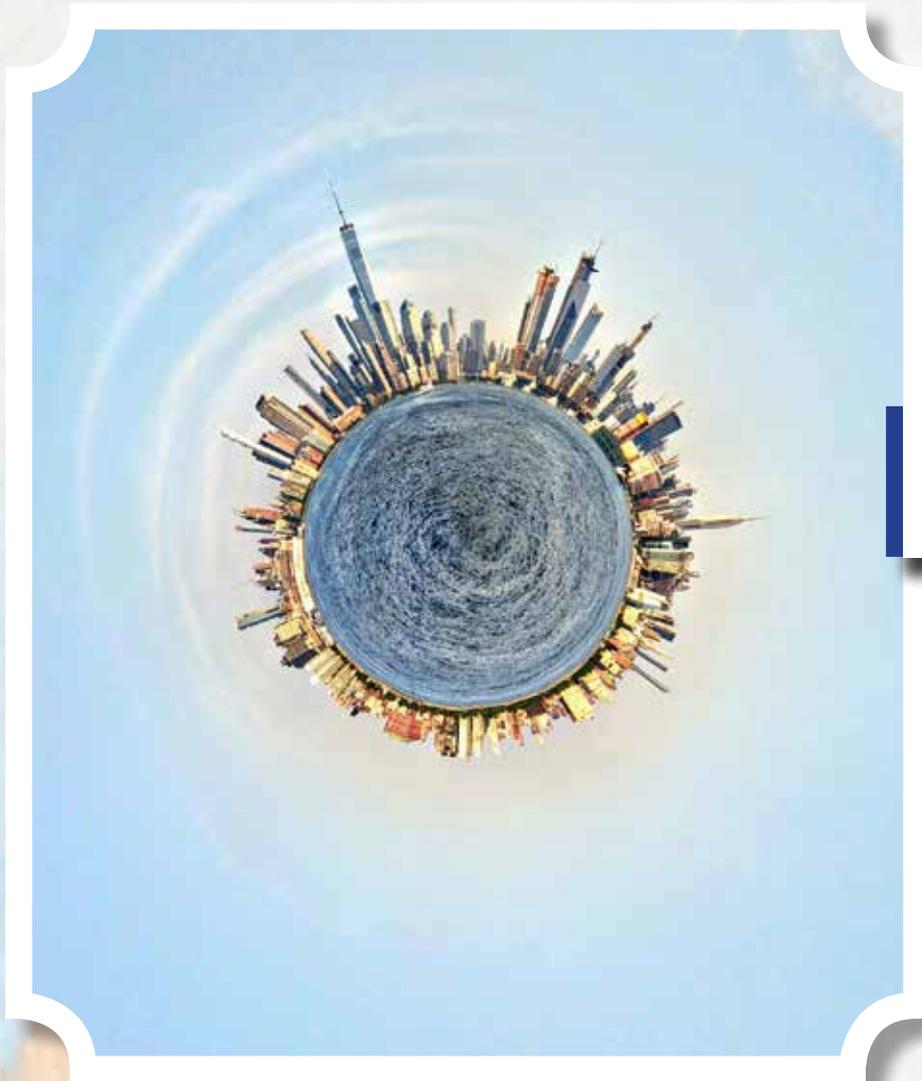
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Sohan Gadre

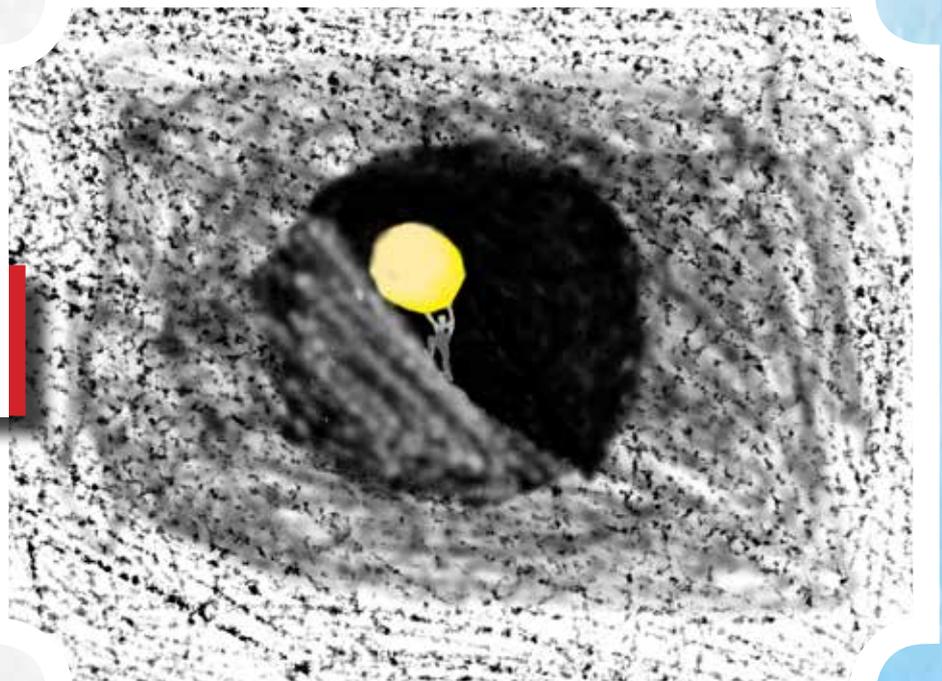
PG20





**DIVYANG
VASHI**

PG21



PG21

**ANUJ
MAURYA**

CONTEST WINNERS - ARTSCAPE BY ASYMMETRY



SARAH
BATRA

PG21

PG21

SPUNDITA
SINGH



ISHA
BLOSSOM

PG21





KOMAL
GARG

PG21



PG21

ALIPRIYA
BOSE



ASHI GARG

PG21

PG21

KSHITIJ MAHINDROO



MADHULIKA

PG21



PRIYA TEKRIWAL

PG21

It has been a growing and learning journey for me at MDI. The path from induction upto now hasn't been easy, but it was indeed a transforming experience. MDI has given me everything that I desired—great professors, amazing friends, corporate exposure, and immense learning opportunities! Confined in the small Zoom boxes, I thought this virtual journey was going to be difficult, but today, I am extremely grateful for my friends at MDI who have been my constant support system. From meeting those last minute deadlines of group projects and case competitions to random video calls to planning city meetups, I have made some beautiful memories. Glad to be part of the ManDevlan community and looking forward to one more year at MDI!

"We are all ships trying to find our lighthouse." Finding our place in the corporate world while opening up to the different nuances that separate the change masters from the incumbents is what my journey at MDI has taught me till now. The rigour, the camaraderie, and the selfless dedication—not just from the faculty but also from the seniors—in nurturing us throughout the early stages of our MBA lives is something that inspires me to do better every day and pay it forward as well.

Finally, I will always hold dear the memories and bonds created with peers that opened me up to new levels of cognition and personal growth while showing me the true meaning of friendship.



SHUBHAM KUMAR THAKUR

PG21



ABHISHEK PANDEY

PG21

The day I converted MDI, I knew there were amazing opportunities around the corner and this college would provide me with one of the best platforms to spearhead my career. In the past few months at MDI, my learning and development have grown exponentially. From inductions and placements to classes and case competitions, every activity has helped me build a better, well-rounded perspective.

More importantly, my peers here at MDI are some of the brightest minds in the country, and interacting and collaborating with them has enriched my life on many levels. As we transition from online to offline, I look forward to sharing wonderful memories with my batchmates and of the beautiful campus.

My goal to pursue an MBA from a premier B-school was achieved when I entered MDI. The pedagogy, aura, and people at this institution made me sure of my decision of pursuing an MBA. The curriculum was self-sufficient in enabling learning and development of my professional and personal self. People made sure that we learn and live in this MBA life together, making it a co-operative effort towards growing together and creating memories to remember for life. For me, MDI is not only a place to complete my MBA, but an emotion. It's a feeling which fills me with pride and has made my 2 years very fruitful!



SHUBHAM GARG

PG20

I have always wanted to be around people who share innovative ideas are passionate about learning, and above all, have the go-getter attitude! And that was precisely the reason why I ended up choosing MDI as my alma mater. Needless to say, I wasn't disappointed at all! The kind of teachers, peers and friends that I got to interact with here have completely transformed me as a person. Ever since this phase began, there have been as many exciting moments as there were stressful, anxious, nervous, frightening and victorious days. From the seemingly daunting 11:59:59 deadlines that have instilled a new confidence in me, to the 3 AM discussions about life goals, I somewhere got a glance at how my life's going to turn out to be in a few years, but it also gave me the confidence of face any situation in life, with open arms and a positive attitude.



NIKITA DUTTA
PG21

After all, difficult roads always lead to beautiful destinations!



KRITYAA PURI
PG21

Around this time last year, I was so full of anxiety, waiting to see whether the CAT result would be decent enough to carry me to a top-ranking B-school. While it always seemed like a long shot and I had measured my optimism, along came May 27th, when I surprisingly received my admit at PGDM-Core MDI Gurgaon—that too in the first list! I was beyond elated, and from that day on began this truly transformational journey. Now, with the first term done and dusted, albeit online—it feels as though MDI has been my home for ages. With wonderful professors who stimulate us to think outside the box and peers who've now become friends to last a lifetime, MDI Gurgaon has become an indispensable part of our daily lives, and I am beyond excited for the days that are yet to come!

"The day I converted MDI, I knew there were amazing opportunities around the corner and this college would provide me with one of the best platforms to spearhead my career. In the past few months at MDI, my learning and development have grown exponentially. From inductions and placements to classes and case competitions, every activity has helped me build a better, well-rounded perspective. More importantly, my peers here at MDI are some of the brightest minds in the country, and interacting and collaborating with them has enriched my life on many levels. As we transition from online to offline, I look forward to sharing wonderful memories with my batchmates and of the beautiful campus."



SIDDHANT KHATTAR
PG20



HARSHITA TIBREWALA
PG20

MDI has been a journey of discovery—a discovery of the self. I was challenged to step outside my comfort zone at every step. MDI has provided me with a plethora of opportunities, both academically and non-academically, which helped me evolve into the person I am today. From making friends online to going on an exchange program in an entirely new country and finally coming to campus, it has been a surreal experience. From the last-minute deadlines, handling the case reads, placements, and then finding time for important things like hanging out at Sharma Ji's and late-night walks with my friends, I am sure all these memories will stay with me for the rest of my life.

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