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PRARAMBH

*A Journey Through Insights,
Impact & Innovation.*



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THE BIG PICTURE

This is a space where students and faculty gather to reflect, question, and share their perspectives on the world, giving voice to their ideas.

The Power of Adaptability: Why the Future Belongs to Those Who Can Evolve

As we move towards the close of another year, one truth becomes clearer than ever: adaptability has become the defining skill of modern life. In a world shaped by rapid technological shifts, unpredictable markets, and evolving societal expectations, the ability to adapt is no longer optional—it is essential.

The past few years have shown that change rarely announces itself gently. It arrives suddenly, demanding new ways of thinking, working, and leading. Whether it is the rise of artificial intelligence, transformation in workplace culture, or shifting global dynamics, individuals and organizations that thrive are those willing to evolve quickly yet thoughtfully.

Adaptability today goes beyond simply adjusting to circumstances; it requires embracing uncertainty with curiosity rather than fear. It means developing a mindset that views challenges as opportunities for reinvention. Companies that survived market disruptions were not the most established—they were the most agile.

Similarly, students and professionals who continue to grow are those who learn, unlearn, and relearn with intention. This shift is especially relevant for the leaders of tomorrow. The future will reward those who combine flexibility with clarity, innovation with resilience, and action with emotional intelligence. Adaptable leaders listen before they speak, observe before they act, and evolve before circumstances force them to. They understand that change is not the enemy—it is the pathway to progress.

As we enter December, a month of reflection and renewal, it is the perfect moment to examine how we respond to change.

Do we resist it, or do we reshape ourselves with it? Because in an era where everything is transforming—from technology to talent to global expectations—the real competitive advantage lies not in being the strongest or the fastest, but in being the most adaptable.

The future will belong to the learners, the explorers, and the courageous thinkers who choose growth over comfort—every single time.



This article is written by Naitik Dave, 1st Year PGDM student at Jagdish Sheth School of Management

JAGSoM SPOTLIGHT

Confluence 2025 on Engaging AI in HR-Unleashing Human Potential



Jagdish Sheth School of Management (JAGSoM) successfully hosted confluence 2025 under the compelling theme “Engaging with AI – Unleashing Human Potential.” The event brought together senior HR and talent leaders from leading organizations to engage in meaningful dialogue on how artificial intelligence can be leveraged to enhance human capabilities rather than replace them.

The highlight of the event was a distinguished panel discussion moderated by Prof. Edwin Moses, CEO – Centre for Developmental Education. The panel featured eminent industry leaders including Mr. Abhishek Sen, Partner at EY; Ms. Swati Rustagi, Vice President – Employee Experience India at Adobe; and Mr. Kanwal Kaul (KK), IBM Executive for Talent Acquisition – India and South Asia. The discussion offered deep insights into the evolving role of AI in the workplace, focusing on its potential to empower employees, improve engagement, and enable more informed and ethical decision-making.

Panelists shared practical perspectives on integrating AI into talent management, reskilling initiatives, and organizational culture, emphasizing that human judgment, creativity, and empathy remain irreplaceable. The conversation provided actionable takeaways for leaders navigating the complexities of an AI-driven future of work.

The evening also marked a moment of pride for JAGSoM, as all four of its academic programs received QS Rankings 2026 recognition, reinforcing the institute’s commitment to global standards in management education.

Overall, CONFLUENCE 2025 served as a powerful platform where ideas, innovation, and leadership converged, reaffirming JAGSoM’s vision of nurturing responsible, future-ready leaders in an era of rapid technological transformation.

JAGSoM SPOTLIGHT

Milan 2025: Celebrating 30 Years of Alumni Impact and Academic Excellence



Milan 2025, the Annual Alumni Meet of IFIM, Jagdish Sheth School of Management (JAGSoM), and Vijaybhoomi University, was held in Bengaluru to commemorate three decades of academic excellence and alumni achievement. The event marked a significant milestone, celebrating the enduring legacy of the institution and the impact of its alumni across diverse domains.

The gathering brought together alumni, faculty members, and industry professionals for an evening dedicated to reconnection, reflection, and celebration. A key highlight of the event was the sharing of inspiring alumni leadership journeys across industries, offering valuable insights into professional growth, resilience, and purpose-driven leadership.

Another major highlight was the launch of a Coffee Table Book featuring 30 distinguished alumni CXOs, showcasing their achievements and contributions across leadership, innovation, entrepreneurship, and social impact. The event also recognized the remarkable accomplishments of alumni who have played a pivotal role in shaping industries and communities.

Milan 2025 reaffirmed the strength and significance of a vibrant alumni network in shaping institutional identity and driving long-term influence. It underscored the role of alumni as ambassadors of the institution's values, contributing to its growth and global standing.

The event concluded on a note of pride and gratitude, reinforcing the shared commitment to collaboration, mentorship, and lifelong engagement within the IFIM and JAGSoM alumni community.

JAGSoM SPOTLIGHT

Three Days of Sportsmanship, Energy, and Campus Unity at IFIM–JAGSoM



The three-day intra-college sports event at IFIM hostel ground brought the hostel alive with energy, competition, and a strong sense of community. From early morning fixtures to evening matches filled with cheering crowds, students enthusiastically represented their teams and showcased their sporting spirit.

Cricket and football emerged as the most popular events, attracting large audiences and intense support. Cricket matches delivered thrilling moments with powerful batting, disciplined bowling, and closely contested finishes. Football added to the excitement with fast-paced action, strategic play, and dramatic last-minute goals that electrified the spectators. Badminton doubles offered a different yet equally engaging experience.

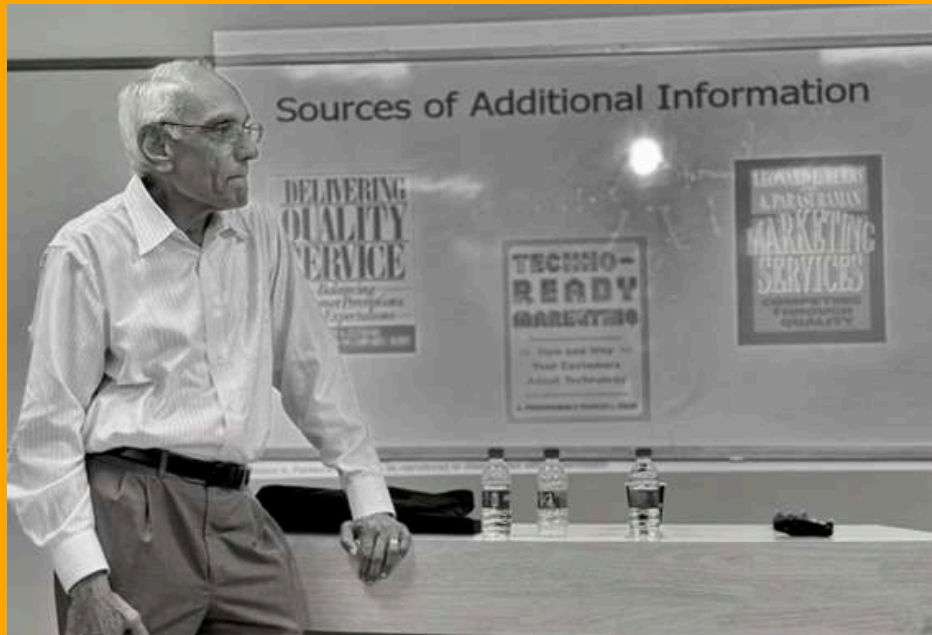
The quick rallies, sharp reflexes, and seamless coordination between partners highlighted the importance of teamwork, communication, and mutual trust. Each match reflected focus and resilience, making the games exciting to watch.

Beyond competition, the event stood out for the unity and encouragement among students. Players were cheered on regardless of outcomes, fostering an atmosphere of respect and camaraderie. Student volunteers and organizing teams played a vital role in ensuring smooth coordination, fair play, and a lively environment.

Overall, the event was more than a sporting competition—it was a celebration of student life, teamwork, and campus bonding, creating memories that will be cherished long after the final whistle.

JAGSoM SPOTLIGHT

Guest Lecture on Service Marketing: Bridging Theory with Industry Practice



Jagdish Sheth School of Management (JAGSoM) hosted an enriching guest lecture on Service Marketing by Prof. A. Parasuraman, Distinguished Professor Emeritus of Marketing, University of Miami, and globally acknowledged as the pioneer of service quality research. Renowned as the co-creator of the SERVQUAL framework, Prof. Parasuraman offered students deep insights into how service marketing principles shape competitive advantage in real-world contexts.

The session highlighted the evolving nature of services in today's experience-driven economy, where customer expectations, perceived service quality, and relationship management serve as critical differentiators. Drawing from decades of research and industry application, Prof. Parasuraman explained concepts such as service differentiation, customer satisfaction, and value co-creation through compelling examples.

The lecture also examined the impact of digital transformation on service delivery, emphasizing the need to integrate technology with human-centric service design and employee engagement to deliver consistent brand promise across touchpoints. The highly interactive session encouraged student participation, enabling learners to connect academic frameworks with contemporary business realities.

Overall, the session reinforced JAGSoM's commitment to industry-integrated and research-led learning, equipping students with strategic perspectives essential for leadership in service-driven economies.

JAGSoM SPOTLIGHT

Research Colloquium Fosters Programmatic Thinking and Scholarly Excellence



The Research Colloquium held on campus provided an intellectually enriching platform for doctoral scholars and early career researchers, focusing on the evolving standards of high-quality, programmatic research. Conducted over two intensive days, the colloquium encouraged participants to move beyond conventional studies and adopt a strategic, long-term approach to academic inquiry.

The first day centered on understanding programmatic research in the contemporary academic landscape. Participants were guided to view research as a coherent stream of work that builds theory and impact over time. Discussions emphasized identifying a core research theme, aligning research questions with established theory, and designing studies that contribute meaningfully to existing literature. Attention was also given to clarity, relevance, and consistency as essential elements for publication in reputed journals.

The second day featured interactive research clinics, where participants presented their ongoing work and received detailed feedback from senior scholars. These sessions offered practical guidance on refining research questions, strengthening methodological rigor, and positioning manuscripts effectively for publication.

A key takeaway from the colloquium was the importance of planning a structured publication journey. Participants gained insights into developing multi-year research plans, selecting appropriate journals, and sustaining research momentum. Overall, the colloquium successfully bridged theory and practice, reinforcing a culture of critical thinking and scholarly excellence.

JAGSoM SPOTLIGHT

Guest Lecture on Emerging High-Growth Sectors: Navigating the Future of Careers



Jagdish Sheth School of Management (JAGSoM) recently hosted an insightful guest lecture by Mr. Kashyap, an industry expert and career strategist, who delivered a compelling session on the future of high-paying and high-growth career opportunities. The lecture focused on three transformative sectors that are expected to dominate the global and Indian job markets in the coming decade: Artificial Intelligence (AI), Global Capability Centers (GCCs), and Semiconductors.

Mr. Kashyap began by emphasizing how Artificial Intelligence is no longer a niche technology but a core driver of business innovation across industries. From predictive analytics and automation to personalized customer experiences, AI is reshaping how organizations operate and compete. He highlighted the growing demand for professionals who can combine domain knowledge with analytical and technological expertise. The session then explored the rapid rise of Global Capability Centers (GCCs) in India.

Mr. Kashyap noted that this shift has opened up diverse career opportunities across management, technology, finance, and operations, offering both global exposure and accelerated career growth.

The third major focus was the Semiconductor industry, identified as a critical pillar of future economic and technological development. With global supply chain realignments and strong government support, India is emerging as a key player in semiconductor manufacturing and design. The sector offers long-term, high-value career opportunities for professionals with specialized technical and managerial skills.

The lecture concluded with a strong message for students: future career success will depend on continuous upskilling, adaptability, and the ability to align oneself with emerging industries. The session provided valuable guidance and reinforced JAGSoM's commitment to preparing students for future-ready careers in a rapidly evolving global economy.

THE COMPETITIVE ARENA

Reverse Tank: Experiencing the Investor's Lens at Christ University



Participating in the Reverse Tank competition at Christ University, Central Campus, Bangalore was an immensely enriching two-day experience that offered a rare opportunity to step into the shoes of venture capitalists. Ishan Dubey and Agnirath Dutta (1st year PGDM students) had the privilege of engaging in this unique format where the traditional roles were reversed—investors pitched their value, and startups held the decision-making power.

Unlike conventional competitions where participants pitch their own business ideas, Reverse Tank challenged them to evaluate startups from a VC's perspective. On Day One, they were introduced to six to seven early-stage companies. The founders presented their business models, financials, revenue mechanisms, growth strategies, and future outlooks. Based on the information provided, they were tasked with deploying a hypothetical corpus of ₹1 crore across these ventures. The objective was to construct a strategically balanced and financially sound investment portfolio that maximized long-term stakeholder value.



This exercise allowed them to practically apply concepts learned in classrooms—such as valuation metrics, risk assessment, scalability analysis, and strategic fit—into real-time decision-making. It was a significant shift from being habitual founders and presenters to becoming evaluators and capital allocators.

Day Two elevated the experience further. They presented their investment rationale and portfolio strategy to actual venture capitalists. Defending their decisions before industry professionals, facing incisive questioning, and justifying their assumptions under scrutiny proved to be both challenging and rewarding. The depth of questioning, confidence of the panel, and their real-world insights provided invaluable learning.

Overall, Reverse Tank was a transformative experience that deepened their understanding of how VCs think, decide, and evaluate opportunities. It was a powerful blend of theory and practice, and they are grateful to have been part of such an innovative initiative by Christ University.

THE COMPETITIVE ARENA

JAGSoM Students Secure 3rd Place at National-Level Competition



Students from Jagdish Sheth School of Management (JAGSoM) achieved a significant milestone by securing 3rd place at a prestigious national-level competition hosted by Bangalore Institute of Technology (BIT), Bangluru, Karnataka. The competition witnessed participation from 614 teams across India, making the achievement a testament to the team's innovation, perseverance, and strategic thinking.

The journey to the podium was rigorous and competitive. Out of 614 teams in the first round, only 120 teams advanced to the offline campus pitch round. From there, the competition narrowed down to the Top 10 finalists, who presented their ideas before a distinguished jury comprising of CXOs from six leading organizations. Emerging among the top three teams at this stage marked a proud moment for JAGSoM.

The winning team—Vedant Aggrawal, Rishi Yadav, and Shayan Biswas—represented the institute with excellence and professionalism. The team expressed gratitude to JAGSoM for its constant institutional support and to faculty mentors whose guidance played a pivotal role throughout the journey.

Beyond the final result, the competition offered invaluable exposure through interactions with industry leaders, founders, and peer teams from across the country. The experience enriched participants with insights, networks, and learnings that extend far beyond the competition.

This achievement reflects JAGSoM's commitment to fostering innovation, teamwork, and industry-ready leadership among its students.

THE COMPETITIVE ARENA

JAGSoM Team Wins First Place at Innovators Arena – B-Plan



Students from Jagdish Sheth School of Management (JAGSoM) secured First Place at Innovators Arena – B-Plan, a national-level competition hosted at Christ University, Bangalore, held on 28th and 29th November. Competing against 67 teams from leading institutions such as Symbiosis, Welingkar, XIME, and IIM Bangalore, the JAGSoM team demonstrated exceptional strategic, analytical, and leadership capabilities.

The competition featured a rigorous seven-round evaluation process, designed to assess participants on multiple dimensions. The early rounds tested case analysis, corporate awareness, rapid problem-solving, and creative brand alignment. Teams were challenged to develop comprehensive solutions and pitch decks within tight time constraints, simulating real-world business pressures.

Advanced rounds focused on crisis management and financial modelling, requiring teams to respond to high-stakes scenarios and build detailed financial projections. One of the most demanding stages involved creating a complete five-year financial model overnight, followed by an early-morning presentation to the jury.

Only six teams advanced to the grand finale, Vedant Agrawal and Shantanu Kayath where JAGSoM emerged victorious through consistent performance, strategic clarity, and strong teamwork. This achievement highlights JAGSoM's commitment to experiential learning and its ability to prepare students for complex, real-world business challenges.

JAGSOM UNPLUGGED

The most valuable lessons aren't found in books — they're found in the moments that shape who we are.

Preparing Students for Professional Excellence: GD & Debate Session at JAGSOM

In line with its continuous commitment to academic excellence and holistic student development, Jagdish Sheth School of Management (JAGSOM) organized a Group Discussion (GD) and Debate session as a preparatory initiative for the upcoming placement drive. The session was designed to provide students with early exposure to the dynamics of recruitment processes and to equip them with the essential competencies required to excel in competitive corporate environments.

The primary objective of the session was to help students understand the structure, expectations, and evaluation criteria of Group Discussions and Debates commonly used by recruiters. Emphasis was placed on developing key professional skills such as effective communication, logical reasoning, teamwork, leadership, active listening, and the ability to present well-structured arguments with confidence and clarity. By simulating real interview scenarios, the initiative enabled students to experience first-hand the professional standards expected during placement processes.

The session was conducted under the guidance and mentorship of esteemed faculty members Ms. Zenia Nanra, Ms. Binita Vartak, and Mr. Raj Chakrabarty, whose expertise and insightful feedback played a crucial role in enhancing the learning experience. Their constructive observations and practical suggestions helped students identify areas of improvement while reinforcing best practices for professional interactions. The faculty members ensured an engaging and interactive environment that encouraged participation, critical thinking, and self-reflection among students.

Reflecting on the importance of early preparation, a leadership perspective shared during the session aptly captured its essence:

“Preparation is not merely about readiness for an interview; it is about building confidence, clarity of thought, and the ability to communicate with purpose in every professional interaction.”

The GD and Debate session proved to be a valuable learning opportunity, allowing students to gain confidence, improve articulation, and develop a professional mindset well ahead of the placement season. Such initiatives reaffirm JAGSOM's focus on nurturing industry-ready professionals by bridging the gap between academic learning and real-world corporate expectations. Through structured training and continuous mentorship, the institution remains dedicated to empowering students to approach their careers with competence, confidence, and clarity.



This article is written by Jigyasa Jaggi, 1st Year PGDM student at Jagdish Sheth School of Management



The JIVAA(Jagsom Ifim Vijaybhoomi Alumni Association) Alumni Meet, held at the Vijay Bhoomi campus, was a memorable celebration of connection, creativity, and shared experiences. Designed to foster meaningful engagement, the event brought together alumni from different batches to reconnect, reflect, and create new memories in a vibrant and immersive setting.

The meet featured a thoughtfully curated range of activities that blended creativity and recreation. Alumni explored their artistic side through pottery and drawing sessions, experienced the thrill of horse riding, and concluded the day with an enchanting Sufi music evening that added a soulful touch to the celebrations. Each activity was aimed at encouraging interaction, relaxation, and nostalgic reflection. More than just a reunion, the event served as a powerful reminder of the enduring strength of the JIVAA alumni network

Alumni took the opportunity to reconnect with former classmates, rekindle friendships, and build new professional relationships, reinforcing a sense of belonging that extends well beyond graduation. The JIVAA Alumni Meet highlighted the institute's commitment to nurturing lifelong relationships and fostering a strong alumni community.

It reaffirmed the belief that JIVAA is not merely an association, but a growing network where personal bonds and professional collaborations continue to flourish.

The event concluded on a warm and celebratory note, reflecting the true spirit of JIVAA—where memories are cherished, connections are strengthened, and the journey together continues.



Book Review – The Psychology of Money by Morgan Housel

Morgan Housel's *The Psychology of Money* (2020) is a thoughtful exploration of how people think, behave, and make decisions about money rather than a traditional guide to investing formulas. The author emphasizes that financial success depends more on behavior, mindset, and emotional control than on intelligence or technical knowledge. Through engaging real-life stories and simple language, Housel explains why people with average skills often build great wealth, while highly intelligent individuals sometimes struggle financially.

One of the book's strongest themes is behavioral finance. Housel argues that everyone's relationship with money is shaped by personal experiences such as upbringing, economic conditions, and life events. Because of this, people make different financial choices even when they have access to the same information. The book highlights how fear, greed, overconfidence, and social pressure often influence financial decisions more than logic.

Another key idea is the role of luck and risk in financial success. Housel explains that success and failure are not always the result of skill or effort alone. Many outcomes are influenced by factors beyond individual control. Understanding this helps readers develop humility, avoid overconfidence, and build financial plans that are resilient to uncertainty.

The book also draws an important distinction between being rich and being wealthy. Being rich refers to visible income or possessions, while wealth is the money saved and invested quietly over time.

Housel emphasizes that true wealth provides freedom, security, and control over one's time. Excessive spending for social validation often reduces long-term financial stability rather than increasing happiness.

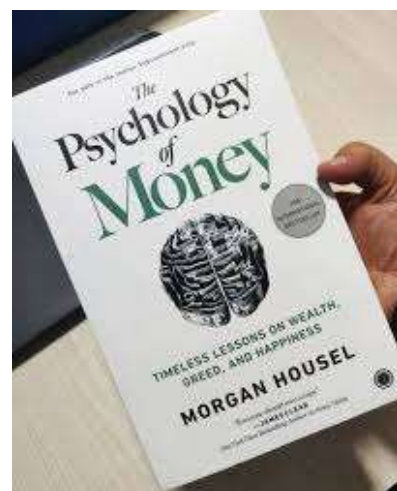
Compounding is presented as one of the most powerful forces in finance. Housel illustrates how consistent saving and long-term investing can create extraordinary results. He stresses patience and discipline, advising readers to stay invested and avoid reacting emotionally to short-term market fluctuations.

Throughout the book, Housel encourages readers to understand their own financial goals and define what "enough" means for them. He warns that endless pursuit of more money can lead to stress and poor decisions. Instead, financial peace comes from knowing one's limits and building a margin of safety through savings and cautious planning.

In conclusion, *The Psychology of Money* is an insightful and accessible book that combines finance with human psychology. Its lessons are especially valuable for students and young professionals who are beginning their financial journeys. By focusing on behavior, patience, and long-term thinking, the book offers timeless guidance on building not just wealth, but financial peace of mind.



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WHEN FOREIGN INVESTORS STEP BACK - INDIA STAYS STEADY IN 2025

The 2025 Shift That Caught Attention

In early 2025, Foreign Portfolio Investors (FPIs) turned net sellers after years of strong inflows. NSDL data showed over ₹70,000 crore worth of equities sold, primarily in large caps. Historically, such outflows triggered sharp corrections, but this time markets dipped only briefly before stabilising. The muted reaction reflects a structural evolution: Indian markets now absorb capital flows more smoothly, supported by deeper domestic participation.

Global Forces Take Centre Stage

The reversal was driven mainly by global macro, not domestic weakness. Expectations of aggressive US rate cuts faded as inflation stayed above the Fed's target and economic growth remained solid. As a result, US Treasury yields stayed high, offering attractive risk-free returns. This created a global shift of capital toward dollar assets, prompting a reduction in emerging-market equity exposure, including India. The selling was guided by global repositioning rather than concerns about India.

Valuations Invite Caution

Entering 2025, Indian markets traded at a premium relative to other emerging markets. The Nifty was above long-term valuation averages, and sectors like financials, technology, and consumer had seen years of price appreciation. For global investors, stretched valuations reduce margin of safety during uncertain macro periods. This led to profit-booking in stocks with high foreign ownership — a valuation-driven rebalancing, not a downgrade of India's long-term growth story.

Currency Reality Shapes Returns

The strong US dollar in early 2025, coupled with mild rupee depreciation, further shaped FPI decisions. Even small currency movements can significantly impact dollar-adjusted returns, as shown by RBI trends. Higher hedging costs reduced the attractiveness of Indian equity exposure. For many investors, trimming positions became a risk-management tool rather than a judgement on India's fundamentals.

Domestic Investors Hold the Line

A defining feature of 2025 was the strength of domestic flows. AMFI data showed monthly SIP inflows consistently above ₹20,000 crore. Insurance companies and pension funds also increased equity allocations. These long-term, stable inflows acted as a buffer against FPI selling and prevented sharp corrections. The rising financialisation of household savings has made domestic capital a powerful stabiliser fundamentally changing India's market dynamics.



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WHEN FOREIGN INVESTORS STEP BACK - INDIA STAYS STEADY IN 2025

Where the Selling Was Focused

FPI selling was concentrated in large-cap sectors with high foreign ownership: banking, information technology, and consumer stocks. These sectors had seen strong valuation expansion, making them natural targets for profit-booking. In contrast, domestically driven sectors — infrastructure, manufacturing, and energy transition — remained resilient. The government's continued capex push supported these sectors, indicating a selective rotation rather than a broad exit from India.

What Remains Firm

Despite foreign outflows, India's fundamentals stayed strong. Growth projections continue to place India among the fastest-growing major economies. Public capex remains elevated, supporting infrastructure and industrial expansion. Supply-chain diversification, manufacturing incentives, and digital infrastructure are boosting long-term productivity. RBI data highlights improved corporate balance sheets and banking stability — far superior to past cycles.

A Familiar Cycle With a New Outcome

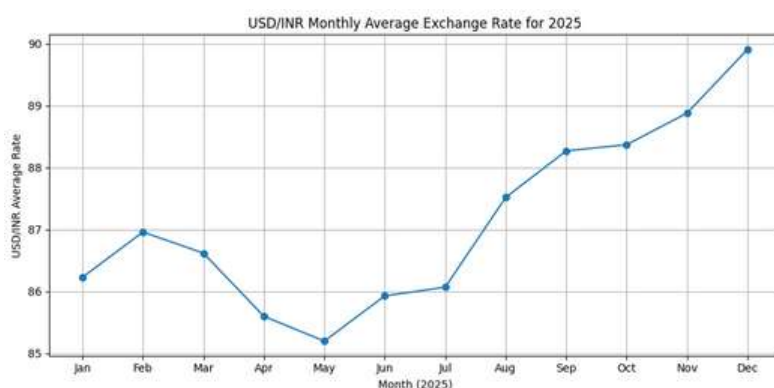
FPIs often reduce exposure during global tightening cycles and return when global liquidity improves. The 2025 behaviour fits this pattern. What is different is the outcome: instead of deep market volatility, stronger domestic participation kept markets stable. India's financial ecosystem is now more resilient and less dependent on global capital swings.



This article is written by Shreya Sethi, 2nd Year PGDM student at Jagdish Sheth School of Management

Why 2025 Is Different

The events of 2025 highlight a milestone for Indian markets. Foreign flows no longer dictate direction as strongly as before. Domestic savings now anchor stability, reducing vulnerability to global shocks. FPI selling reflects global liquidity and valuation concerns — not doubts about India's long-term economic story. The resilience shown by markets signals a more mature, balanced system that can withstand external turbulence without undermining growth



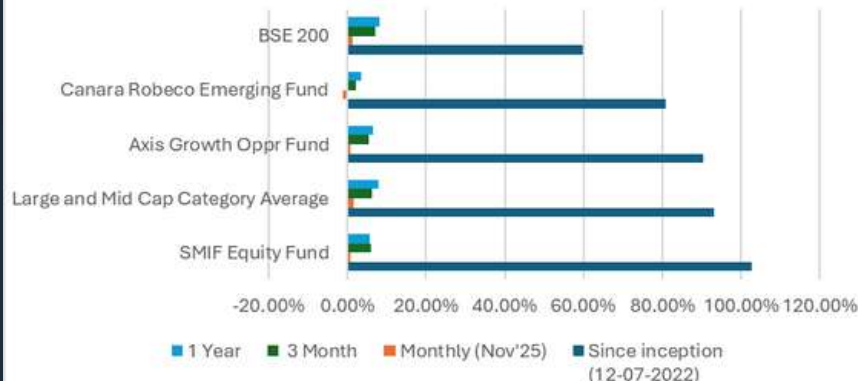
This article is written by Reshu Sharma, 2nd Year PGDM student at Jagdish Sheth School of Management.



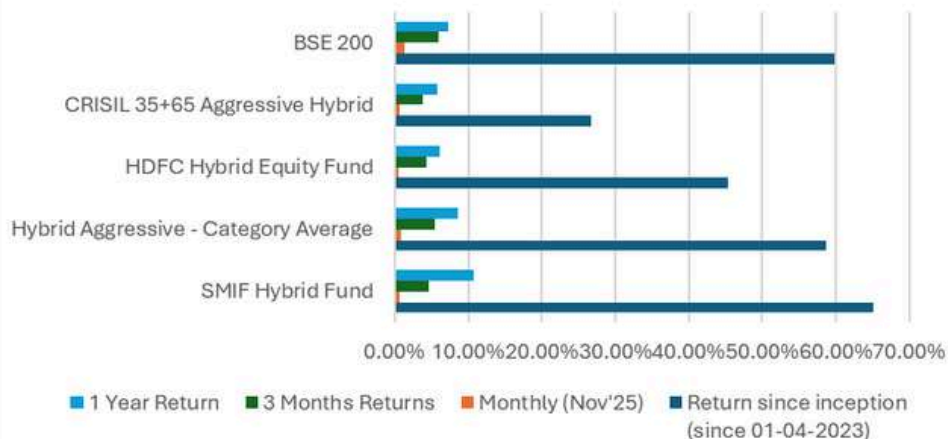
FROM FINANCE LAB

PERFORMANCE OF OUR EXISTING FUNDS

Equity Fund



Hybrid Fund



Top 3 Company Returns (Yearly)

Company	% Gain
AU Small Finance Bank Ltd	63.75%
Eicher Motors Ltd.	45.98%
TVS Motor Company Ltd.	45.06%

Bottom 3 Company Returns (Yearly)

Company	% Gain
Vedant Fashions Ltd	-57.60%
ABB India Limited	-30.27%
Blue Dart Express Ltd.	-23.80%



The Business Lens offers sharp, real-world insights across, Finance, HR, Marketing and Analytics—giving readers a 360° view of today's business challenges and innovations.

How UPI Transformed India's Financial System

India's financial landscape has undergone a dramatic shift in the past few years, and at the heart of this transformation lies a simple yet powerful innovation Unified Payments Interface (UPI). What began in 2016 as an experiment to simplify digital payments has now become one of the world's most successful financial technologies, reshaping the way Indians spend, save, and transact.

UPI stands out because it removed the traditional barriers of banking. Earlier, digital payments required card details, OTPs, or internet banking credentials, making the process slow and complicated. UPI changed this by allowing instant, real-time payments using just a mobile number or virtual ID. This simplicity opened the doors to millions who had never used digital banking before.

One of the biggest impacts of UPI is financial inclusion. Small shopkeepers, street vendors, auto drivers, and even rural households now accept digital payments with ease. A simple QR code has replaced the need for expensive POS machines, allowing even micro-businesses to become part of India's digital economy. As a result, UPI has contributed to bringing millions into the formal financial system, increasing transparency and reducing the dependency on cash.

UPI has also created a booming ecosystem of fintech apps like Google Pay, PhonePe, and Paytm, which compete on user experience while operating on the same backbone. The interoperability ensured that customers could pay anyone regardless of which app they used, making digital payments universally accessible.

Another milestone came with UPI Autopay and UPI Credit, enabling recurring payments and credit-backed transactions. These features have strengthened digital lending, subscription-based services, and everyday bill payments, positioning UPI as more than just a payment tool it's now a financial lifestyle.

Globally, UPI is gaining recognition as several countries explore adopting or partnering with India's system. This signals India's emergence as a leader in digital finance innovation.

As UPI continues to expand, it promises a future where digital payments are not just convenient but integral to economic growth. What once started as a technological upgrade has now become a revolution one that has redefined how an entire nation manages money.



This article is written by Aryan Kaneria, PGDM student at Jagdish Sheth School of Management.



THE BUSINESS LENS

The Business Lens offers sharp, real-world insights across, Finance, HR, Marketing and Analytics—giving readers a 360° view of today's business challenges and innovations.

Market Reset 2025: Understanding the Forces Shaping India's Year-End Volatility

As the year draws to a close, Indian financial markets are experiencing a dynamic phase marked by heightened volatility, shifting investor sentiment, and sectoral rebalancing. December has historically been a period of portfolio adjustments, but this year's movement reflects deeper structural shifts—both global and domestic—that are reshaping market behaviour.

Global uncertainty remains a dominant force. Mixed signals regarding interest rate cuts from major central banks, fluctuating crude oil prices, and geopolitical tensions have prompted investors to adopt a cautious risk appetite. Foreign Portfolio Investors (FPIs), who played a crucial role in supporting this year's market rally, have slowed their inflows, triggering short-term corrections across indices.

Domestically, valuation pressures have led to profit-taking, especially in sectors such as FMCG, IT, pharmaceuticals, and mid-caps, many of which witnessed substantial run-ups earlier in the year. However, this correction is widely viewed by analysts as a healthy reset rather than a sign of distress.

India's economic fundamentals—ranging from strong GDP projections and steady manufacturing momentum to resilient corporate earnings—continue to support a positive medium-term outlook.

Interestingly, retail investors have emerged as stabilisers in this turbulent phase. Systematic Investment Plan (SIP) inflows remain at record highs, showing that households are maintaining long-term conviction despite short-term volatility. This maturity in retail participation is reshaping market behaviour by reducing dependence on foreign capital.

As we step into the new year, the Indian market stands at a strategic point—balancing temporary volatility with long-term strength. While caution is warranted in the near term, the broader narrative remains positive. For investors and businesses alike, the current environment reinforces a timeless lesson: markets may fluctuate, but disciplined, data-driven decision-making remains the key to navigating uncertainty.



This article is written by Naitik Dave, PGDM student at Jagdish Sheth School of Management.

THE BUSINESS LENS

The Business Lens offers sharp, real-world insights across, Finance, HR, Marketing and Analytics—giving readers a 360° view of today's business challenges and innovations.

The Evolving HR Landscape: Why 2025 Is the Year of People-Centric Transformation

Human Resource Management is undergoing a profound shift as organizations adapt to changing workforce expectations, technological disruption, and a renewed focus on employee well-being. As we approach the end of 2025, HR leaders are recognizing that traditional personnel management is no longer sufficient. The modern workplace demands a people-centric, data-enabled, and purpose-driven HR approach.

One of the most significant trends is the rise of skills-based hiring. Instead of focusing solely on degrees or years of experience, companies are prioritizing practical skills, adaptability, and cultural alignment. This shift allows organizations to build more diverse and agile teams capable of thriving in dynamic environments.

HR analytics has also emerged as a critical tool in decision-making. From identifying turnover risks to forecasting talent needs, data-driven insights are enabling companies to design more effective hiring, training, and retention strategies. This analytical shift marks the beginning of HR's transformation from a support function to a strategic business enabler.

Employee well-being continues to remain at the center of HR priorities. With increasing awareness of burnout, mental health, and work-life balance challenges, companies are implementing flexible work arrangements, wellness programs, and culture-building initiatives. The aim is not just to improve productivity but to create sustainable, employee-friendly workplaces.

Another major development is the integration of AI in HR processes from automated screening and onboarding to personalized learning and development pathways. While technology brings efficiency, HR leaders must balance innovation with empathy to maintain trust and fairness in the workplace.

As organizations look ahead, the future of HR will be defined by its ability to blend technology with humanity creating workplaces that are productive, inclusive, and deeply aligned with employee aspirations. In this new era, HR is not just managing people; it is shaping the organizational culture of tomorrow.



This article is written by Harshil Acharya, PGDM student at Jagdish Sheth School of Management.

STUDENT'S CORNER

A vibrant space showcasing student voices, creativity, achievements, and campus life in motion.

Lone Wolf

In a room full of voices,
mine dissolves into the walls
a quiet echo wandering
where laughter never calls.
I sit in corners no one notices,
collecting shadows like stories,
watching people find their people
while my heart stays solitary.
Their circles never open,
their warmth never finds my cold
yet the silence that scares them
is the kingdom I hold.
For I am carved from solitude,
tempered by trials unseen
a lone wolf with steady footsteps,
walking paths others only dream.
My strength is mine alone,
my fire doesn't need a crowd
I rise without their validation,
unshaken, fierce, and proud.
Let them gather in their packs
I belong to wilder skies.
Some souls are meant for forests,
not rooms with borrowed light.



By Shreya Aggrawal



In this section, handpicked episodes that spark ideas, stir questions, and give you a front-row seat to the real business world.

Strategic Perspectives on Technology and the Future of Work: Insights from the Nikhil Kamath–Elon Musk Podcast



In an episode of the YouTube podcast People by WTF, hosted by Zerodha co-founder Nikhil Kamath, entrepreneur and technology leader Elon Musk discussed the strategic implications of artificial intelligence (AI), automation, and innovation on business models, labour markets, and economic systems. The dialogue offers relevant insights for management students and future business leaders navigating a technology-driven economy.

A major theme of the conversation was the disruptive impact of AI and robotics on the workforce. Musk projected that within the next two decades, automation could outperform humans in most productive activities. From a management perspective, this signals a structural shift in human capital strategy, where organizations may rely more on intelligent systems while redefining the role of human creativity, leadership, and ethical decision-making. Work, Musk argued, may evolve from a necessity to a discretionary activity aligned with personal fulfillment and innovation.

The discussion also addressed macroeconomic transformation. Musk suggested that in a future characterized by extreme productivity and abundance, traditional monetary systems could lose relevance. Instead, energy and computational resources may emerge as primary economic inputs.

This idea challenges conventional theories of value creation and raises important questions regarding resource allocation, income distribution, and universal basic income (UBI)—topics increasingly relevant in policy and strategic management debates.

From an entrepreneurial and strategic management standpoint, Musk emphasized the importance of being a “net contributor” to society. He advised entrepreneurs to prioritize problem-solving, innovation, and customer value creation rather than focusing solely on profit maximization. This aligns with modern management principles such as stakeholder theory, shared value creation, and purpose-driven leadership.

Musk also highlighted the role of Indian talent in the global innovation ecosystem, acknowledging India’s growing contribution to technology, engineering, and entrepreneurship. His remarks reinforce India’s strategic importance in the global value chain, particularly in emerging sectors such as AI, space technology, and digital infrastructure.

Overall, the podcast provides a forward-looking strategic perspective on how technological disruption may reshape organizations, economies, and leadership roles. While some predictions remain speculative, the discussion encourages future managers to think critically about ethical innovation, sustainable growth, and long-term societal impact.

Impact of Putin's Visit to India: What It Means for the Country

Russian President Vladimir Putin's visit to India comes at a crucial time when global politics are shifting rapidly. For India, this visit reinforces a long-standing strategic partnership while strengthening its image as a nation that maintains balanced relations with major world powers.

A key impact of the visit is in defence cooperation.

Russia continues to be India's primary supplier of military equipment, from fighter jets to missile systems. Fresh discussions during the visit can help India secure spare parts, ensure timely deliveries, and explore joint manufacturing under "Make in India." This directly supports India's military preparedness in a tense regional environment.

The visit also carries major economic and energy benefits. India has become one of the largest buyers of discounted Russian crude oil since the Ukraine conflict, helping manage domestic fuel prices.

Strengthening agreements in oil, natural gas, and nuclear energy can provide India with long-term, stable, and affordable energy supplies essential for controlling inflation and supporting industrial growth.



Diplomatically, Putin's visit highlights India's ability to pursue an independent foreign policy. By engaging Russia while maintaining strong ties with the U.S. and Europe, India positions itself as a balanced, multipolar global actor. This approach expands India's strategic influence without aligning exclusively with any one block.

There is, however, a need for careful navigation. Closer ties with Russia may attract scrutiny from Western nations due to the ongoing Ukraine crisis. India must balance these relationships to protect wider economic and strategic interests.

Overall, the visit strengthens defence, energy security, and India's diplomatic flexibility reinforcing its role as a key global power.

Thank You!

As we conclude the Eighth edition of PRARAMBH, we thank our readers and contributors for continuing this journey with us. Your support inspires us to raise the bar with every issue.

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