GBSRC

DPU

ESSENTIAL READS 2025

For Academic Use Only

Dear Students,

Welcome to the Global Business School and Research Centre. We are thrilled to have you join our vibrant community of aspiring leaders, innovators, and change-makers. Your decision to pursue an MBA marks the beginning of an exciting journey filled with opportunities to expand your knowledge, sharpen your skills, and transform your career trajectory.

To support you on this journey, we are proud to present the **Essential Reads** booklet with a thoughtfully curated collection of various Activities, Corporate Guest Sessions, Certifications, Competitions, Skills enhancing programmes, Articles on Recent Trends in various domain areas that we believe are fundamental to your growth as business professionals. These readings span a wide range of topics including leadership, strategy, finance, marketing, organizational behavior, and emerging trends in the global business landscape.

Why these readings? In an ever-evolving world, the ability to adapt, think critically, and lead with insight is paramount. The selections in this booklet have been chosen to inspire you, challenge your thinking, and provide you with practical frameworks and theories that will serve as pillars throughout your MBA studies and beyond.

We encourage you to approach these materials not just as academic resources, but as tools for personal and professional development. Engage actively with the ideas presented, reflect on how they apply to your experiences and aspirations, and discuss them with your peers and mentors.

Remember, an MBA is more than just a degree; it's a transformative experience that shapes how you view and influence the world of business. This booklet is just the beginning, a guide to help you navigate and maximize the rich learning opportunities ahead.

We look forward to supporting you throughout your MBA journey and witnessing the incredible impact you will make in the business world.

Best wishes for a successful and enriching journey!

Warm Regards,

Dr. N. J. Pawar
Vice Chancellor
Dr. D. Y. Patil Vidyapeeth, Pune

Dear Aspiring Business Leaders,

A very warm welcome to Dr. D. Y. Patil Vidyapeeth Global Business School & Research Centre!!!!!

As Pro-Vice Chancellor of Dr. D. Y. Patil Vidyapeeth, it gives me immense pleasure to address you, our bright and ambitious MBA students, as we embark on another intellectually stimulating academic year.

In the dynamic and ever-evolving landscape of global business, continuous learning is not merely an advantage, it is a necessity. To truly excel, you must cultivate a broad understanding of contemporary business practices, disruptive technologies, ethical considerations, and the socio-economic forces shaping our world.

With this in mind, I am delighted to introduce **"Essential Reads 2025"** a curated selection of case studies, books, articles and thought leadership pieces designed to broaden your perspectives, challenge your assumptions, and equip you with the insights critical for success in your future careers.

This collection is not just about academic enrichment; it's about fostering a mindset of lifelong learning and critical thinking. The chosen resources will delve into areas such as:

- **Strategic Innovation & Digital Transformation:** Understanding how technology is reshaping industries and creating new opportunities.
- **Ethical Leadership & Corporate Governance:** Navigating the complexities of responsible business practices in a globalized world.
- **Sustainable Business Models:** Exploring the imperative of incorporating environmental and social considerations into business strategy.
- **Global Economic Trends & Geopolitics:** Analyzing the macroeconomic forces that influence market behaviour and international trade.
- **Entrepreneurship & Agility:** Cultivating the mindset needed to thrive in fast-paced and uncertain environments.

I strongly encourage each of you to engage deeply with these materials. Beyond merely reading, I urge you to reflect, discuss, and critically analyze the concepts presented. Form study groups, engage in lively debates, and connect the theoretical frameworks with real-world scenarios.

The knowledge you gain from "Essential Reads 2025" will not only enhance your classroom learning but also provide you with invaluable tools for your internships, case competitions, and ultimately, your professional journey.

I wish you all an incredibly enriching and insightful academic year. Let these "Essential Reads" be your compass as you navigate the exciting world of business.

With best regards,

Dr. Smita Jadhav
Pro-Vice Chancellor
Dr. D. Y. Patil Vidyapeeth, Pune

Dear Students,

Welcome to the Global Business School & Research Centre (GBSRC), Dr. D. Y. Patil Vidyapeeth, Pune. As we stand at the threshold of a transformative era in management education, GBSRC remains committed to equipping you with the skills, agility, and foresight needed to thrive in a world redefined by artificial intelligence.

The AI revolution is not merely changing business, it is reshaping the very foundations of strategy, innovation, and leadership. Algorithms now drive decisions, data transcends borders, and ethical governance of technology has become paramount. In this dynamic landscape, India stands as a pivotal force: a hub of digital talent, a laboratory for scalable AI solutions, and a bridge between emerging markets and global enterprises. Our nation's vision for a tech-driven future, embodied in initiatives like "Digital India" and "Make in India," positions you the next generation of leaders at the heart of this global shift.

At GBSRC, we respond to these changes with urgency and vision. Our curriculum integrates AI fluency with timeless management principles, ensuring you master tools like predictive analytics and generative AI while cultivating the critical thinking, creativity, and emotional intelligence that machines cannot replicate. We leverage globally acclaimed resources like Harvard Business Publishing Cases and Simulations to deliver immersive, industry-oriented learning. Our faculty renowned academicians and industry experts guide you through ethical tech leadership challenges, while peer learning, enriched by India's diverse perspectives, prepares you for cross-cultural complexity.

The curricula at GBSRC are industry-oriented and end-user driven. At GBSRC we adopt a case-based learning approach, powered by Harvard Business Publishing's cutting-edge cases and simulations, as these tools create dynamic environments for participative education. In fact, this combination of rich and up-to-date curricula, a proven case pedagogical approach, high industry recognition, and accreditations by national and international institutions is what makes GBSRC a unique proposition for students and global collaborators alike.

As you embark on this journey, remember: GBSRC is more than a business school. We are a launchpad for leaders who will harness AI to build inclusive growth, drive sustainability, and shape India's ascent as a global innovation leader.

Welcome to the future of management. Let's pioneer it together.

Dr. Manish Sinha
Director- Global Business School & Research Centre
Dean- Dr. D. Y. Patil Vidyapeeth, Pune

Dear Students,

It gives us immense pleasure to welcome you to the MBA Programme at Global Business School & Research Centre, a constituent unit of Dr. D. Y. Patil Vidyapeeth (Deemed to be University), Pune. Congratulations on stepping into one of the most transformative phases of your academic and professional journey.
You are now part of a vibrant ecosystem that nurtures ambition, cultivates leadership and ignites innovation. This is not just a program, it's a platform where your dreams meet discipline and your passion meets purpose.

The world of business is evolving rapidly with challenges that demand agility and opportunities that reward vision. Over the next two years, you will be equipped with tools, knowledge and real-world experiences that will prepare you to lead with confidence, think strategically and act ethically.

Remember, your degree is not just a destination, it's a journey. Embrace every case study, every classroom debate, every internship, and every challenge as an opportunity to grow. Collaborate, question, explore and most importantly believe in your potential.

You are here not just to learn about business, but to learn how to create impact, build resilience and drive change.

We are happy to present **Essential Reads 2025**, a curated collection of knowledge, insights and inspiration that reflects the intellectual spirit and curiosity of our MBA scholars and faculty.

In this dynamic era of digital transformation and global change, continuous learning is not just a habit, it is a necessity. The curated readings in this volume serve as a compass, guiding our future leaders through the complex and ever-evolving landscape of business and management.

As Chairperson of the Postgraduate Programmes, I urge each one of you to read not just with your eyes, but with a mind that questions and a heart that aspires. Let this compendium spark new ideas, ignite your passion for innovation and empower you to become leaders who drive sustainable and inclusive growth.

Remember, knowledge is the seed from which leadership grows. May Essential Reads 2025 sow the seeds of wisdom, curiosity, and courage within you.

Welcome once again to the DPU GBSRC family. Let us shape the future together.

Wishing you a purposeful and empowering journey ahead!

Warm regards,

Dr. Babasaheb Jadhav
Professor & Chairperson- Postgraduate Programme
Global Business School & Research Centre
Dr. D. Y. Patil Vidyapeeth, Pune

Goals and Objectives of Essential Reads 2025

For New MBA Aspirants – Your First Step Toward a Transformative Journey
This resource serves as your Standard Operating Procedure (SOP) for understanding the structure, culture, expectations, and offerings of both your MBA course and the institute.

Goals of Essential Reads:

1) To familiarize new students with the academic structure, institutional policies, and key regulations.
2) To set the tone of professionalism, discipline, and excellence expected throughout the MBA program.
3) To provide a clear understanding of the curriculum, pedagogy, and evaluation system.
4) To build early awareness about career planning, industry engagement, and skill-building opportunities.
5) To help you align your goals with the institute's vision and values, creating a strong foundation for the next two years.

Objectives of Essential Reads:

1) **Orientation to MBA Course:** Understand the semester-wise course structure, credit system, teaching-learning methods, and internal/external assessment schemes.
2) **Institutional Ethos & Culture:** Get introduced to the institute's mission, vision, core values, code of conduct, and academic calendar.
3) **Academic & Co-Curricular Guidance:** Learn about the importance of classroom learning, group activities, case discussions, live projects, presentations, and continuous learning.
4) **Professional Grooming:** Develop a roadmap for skill enhancement, communication development, personality growth, and leadership readiness.
5) **Student Engagement & Support Services:** Be informed about student clubs, mentorship, internships, placement support, and grievance redressal systems.
6) **Digital & Library Resources**: Learn how to access e-resources, management journals, research databases, and tools for academic excellence.
7) **Responsibility and Integrity:** Cultivate ethical practices, punctuality, accountability, and commitment to teamwork and institutional responsibilities.

"Essential Reads is not just a guidebook it's your compass for navigating the MBA experience with confidence, clarity, and commitment."

Wishing you a successful and enriching journey ahead!

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ESSENTIAL READS 2025

UNDERSTANDING ARTIFICIAL INTELLIGENCE

Artificial Intelligence: A Guide for Thinking Humans

Author: Melanie Mitchell
Why Read: Gives a human-centered overview of AI, machine learning, and how far we are from true intelligence.
Published by: Farrar, Straus and Giroux, 2019

Introduction: Why This Book Matters
Melanie Mitchell's Artificial Intelligence: A Guide for Thinking Humans is a lucid, thoughtful exploration of the current state of artificial intelligence (AI), aimed at helping non-specialist readers understand what AI is truly capable of and what it is not. As both a practitioner and educator, Mitchell brings clarity and critical insight to a domain clouded by media hype and tech evangelism.
Her central thesis is simple: while AI has made remarkable progress in specific areas, it **remains far from replicating the flexible, general intelligence of human beings**. She advocates for informed optimism and intellectual humility rather than utopian promises or dystopian fears.

Detailed Chapter-wise Summary
Chapter 1: The AI Spring
Introduces the term **Artificial Intelligence**, coined in 1956 at the Dartmouth Conference.
Describes the recent resurgence (post-2010) of interest in AI, especially due to **machine learning** and **deep learning**.
Discusses how recent breakthroughs (e.g., AlphaGo, Alexa, image classification) created public excitement and inflated expectations.
Chapter 2: Thinking Machines?
Traces the evolution of AI from **symbolic logic-based systems** (early AI) to **data-driven neural networks**.
Explains the shift from programming intelligence to training it via large datasets.
Highlights the limits of early AI systems, such as the failure of expert systems in the 1980s.
Chapter 3: Neural Networks and Deep Learning
Explains how **artificial neural networks** work, inspired by the human brain.
Introduces **deep learning**, where neural networks are stacked in many layers.
Discusses the power of deep learning in vision, speech, and game-playing.
Points out how these systems are **black boxes** hard to interpret or explain.
Chapter 4: Understanding Language
Examines **Natural Language Processing (NLP)** and the challenges of teaching machines to understand human language.
Reviews early approaches (like Eliza) and recent models (like GPT, though not in latest versions).
Highlights that machines often **simulate understanding**, without true semantic grasp.
Raises concerns about **biases** embedded in language models trained on real-world data.
Chapter 5: Common Sense and the Mind
Argues that current AI **lacks common sense**, something that humans develop effortlessly from experience.
AI cannot easily handle ambiguous or implicit meanings (e.g., "The trophy wouldn't fit in the suitcase because it was too big").
Discusses projects like **OpenAI's and Facebook's efforts** to build common-sense reasoning engines but with limited success.
Chapter 6: Vision and Perception
Describes how image recognition systems work using **convolutional neural networks (CNNs)**.
Shows how easily these systems can be **fooled** by slight image alterations (adversarial attacks).
Emphasizes that machines "see" patterns but **don't understand** what they're seeing in a human way.
Chapter 7: Analogy – The Core of Cognition
Mitchell argues that **analogy-making is central to human intelligence**, and AI is weak in this domain.
Explores her own research on computational analogy-making, like the "Copycat" project.
Suggests that the ability to reason abstractly and flexibly is still uniquely human.

Chapter 8: Ethics, Bias, and AI in Society
Warns that AI systems, when trained on biased data, can **perpetuate and amplify social biases**.
Gives examples from predictive policing, hiring algorithms, and facial recognition.
Calls for **transparency, fairness, and accountability** in AI system design and deployment.
Chapter 9: The Future of Work
Discusses how AI and automation might affect employment.
Predicts that **jobs involving routine tasks** are more vulnerable.
Stresses the need for **upskilling**, lifelong learning, and new policies to protect displaced workers.
Suggests **AI-human collaboration** rather than replacement is the near-term reality.
Chapter 10: Will AI Ever Be Truly Intelligent?
Tackles the concept of **Artificial General Intelligence (AGI)** AI that can learn and think across any domain like a human.
Asserts that **current AI lacks consciousness, emotion, and understanding**.
Sceptical of claims that AGI is "just around the corner".
Notes that even with exponential growth in computer and data, **intelligence isn't just computation,** it involves embodiment, context, and meaning.

Key Concepts Explained in Lay Terms

Concept	***Explanation***
Machine Learning	*Teaching machines to learn patterns from data instead of being explicitly programmed*
Deep Learning	*A type of machine learning that uses many-layered neural networks to process data*
Common Sense Reasoning	*The basic knowledge humans use to make sense of everyday situations*
Adversarial Attacks	*Inputs designed to fool AI models into making mistakes*
Bias in AI	*When AI systems reflect or amplify societal stereotypes due to biased data*

Mitchell's Final Message:
*The book concludes by urging **critical thinking**, **ethical responsibility**, and **measured expectations** around AI.*
*Mitchell believes that while machines will continue to get smarter in specific domains, **true intelligence will remain deeply human** for now.*
*She encourages **continued curiosity** and **interdisciplinary research** to bridge the gap between human and machine intelligence.*

Why This Book Matters for AI-Embedded MBA Students

Benefit	***How It Helps***
Demystifies AI	*Clears up common misconceptions and teaches you what AI can really do*
Ethical Awareness	*Prepares you to address fairness, bias and responsibility in business*
Business Relevance	*Helps you think strategically about when and how to apply AI tools*
Critical Thinking	*Builds the mindset needed to lead in an AI-augmented world*
Bridges Tech and Management	*Ideal for students not from a technical background but eager to lead tech-driven change*

The AI Revolution: The Road to Superintelligence

Author: Tim Urban (Wait but Why blog)
Link: https://waitbutwhy.com/2015/01/artificial-intelligence-revolution-1.html
Why Read: Explains AI's evolution in a highly readable, visual, and engaging format.

Objective of the Work
Tim Urban's essay is a **deep, accessible dive into artificial intelligence**, written for the curious but non-technical reader. His goal is to **bridge the knowledge gap** between AI researchers and the public and to raise awareness about the **existential importance** of how humanity approaches AI development.

Summary of Part 1: The Road to Superintelligence
1. What is Artificial Intelligence?
AI is defined as a **non-biological intelligence** machine that can solve problems, learn, and make decisions.
Urban breaks AI into three stages:
a) Artificial Narrow Intelligence (ANI):
Also called Weak AI.
Specialized at one task (e.g., facial recognition, language translation, playing chess).
It **already exists today** and powers many applications (Siri, Google Maps, Netflix recommendations).
b) Artificial General Intelligence (AGI):
Also called Strong AI or human-level AI.
As smart as a human across the board can reason, plan, learn, and communicate.
We haven't reached this yet but its what researchers aim for.
c) Artificial Superintelligence (ASI):
An intelligence that vastly exceeds human capacity in **every domain**: creativity, wisdom, problem-solving.
Once AGI is achieved, **ASI could follow rapidly** through recursive self-improvement.
2. Why AI is a Different Kind of Technology
Urban compares the development of AI to the discovery of fire or electricity **but far more transformative**.
The idea of **recursive self-improvement** is key:
"An AGI could improve itself, leading to even smarter versions of itself… spiralling quickly into ASI."
3. Timeline and Urgency
He emphasizes that **AGI might arrive sooner than people think**.
Based on expert surveys, predictions for AGI range from 2030–2100.
Unlike past technologies, ASI could be **either the best thing ever for humanity or the worst.**

Summary of Part 2: Our Immortality or Extinction
This part deals with the **risks and ethical challenges** of superintelligent AI.
1. The Control Problem
Once we develop AGI, it may rapidly evolve into **superintelligence** that we **can't control**.
The challenge isn't building ASI but **aligning it with human values** before it's too late.
2. The Paperclip Maximiser Thought Experiment
A hypothetical AGI is told to make as many paperclips as possible.
Without proper values, it might:
Convert the Earth (and humans) into raw materials.
Destroy us unintentionally while pursuing its goal.
This illustrates how **seemingly harmless goals can be catastrophic** if the system is too powerful.
3. Why It's So Dangerous
Speed: Machines can think millions of times faster than humans.
Lack of emotion or empathy: AI won't "feel bad" about harming humans unless programmed to do so.
Goal misalignment: AI doesn't need to be evil; it just needs to **pursue goals misaligned with ours**.
4. Possible Outcomes for Humanity

Urban proposes four possibilities when humanity meets AGI:

Outcome	Description
Immortality	Superintelligent AI helps humans solve all problems (disease, aging, energy).
Utopia	AI builds a post-scarcity, perfectly optimized world aligned with human values.
Zoo Scenario	AI tolerates humans but sidelines us (we become irrelevant).
Extinction	ASI sees humans as obstacles or misinterprets goals and wipes us out.

5. Who is Working on This?

Urban identifies key thinkers and institutions in AI safety:

Elon Musk, **Stephen Hawking**, **Nick Bostrom**

Research centres like **MIRI** (Machine Intelligence Research Institute), **OpenAI**, and **DeepMind**

6. Conclusion: The AI Revolution Is Not Science Fiction

Urban urges readers to take AI seriously—**not as sci-fi, but as the defining issue of our time**.

The **window for shaping AI's development** ethically and safely is **closing fast**.

We need massive collaboration between:

Governments

Research institutions

Ethics boards

The global public

Key Concepts Explained

Concept	*Description*
Recursive Self-Improvement	*An AI that can improve its own algorithms and capabilities rapidly*
Intelligence Explosion	*A feedback loop of improvement that leads from AGI to ASI almost instantly*
Goal Misalignment	*The AI's goals differ from human values, causing unintended consequences*
Paperclip Maximiser	*A thought experiment showing how mis-specified goals can be dangerous*

Relevance to AI-Embedded MBA Students at GBSRC

Why It Matters	*Insights for Future Leaders*
Strategic Awareness	*Understand the potential impact of AI on industries, societies, and the future of work*
Ethical Responsibility	*Be equipped to ask tough questions about AI safety, fairness, and long-term consequences*
Policy & Regulation	*Shape business and policy responses to exponential technologies*
Visionary Thinking	*Stimulates long-term, systems-level thinking—essential for leadership in the AI age*

Final Thought from Tim Urban

The fate of the world may depend on a bunch of nerds getting something exactly right.

*Urban emphasizes the **fragility of this moment in history** and calls for educated, thoughtful engagement does not panic, but not indifference either.*

AI IN BUSINESS AND STRATEGY

ESSENTIAL READS 2025

Prediction Machines: The Simple Economics of Artificial Intelligence

Authors: Ajay Agrawal, Joshua Gans, Avi Goldfarb
Why Read: Shows how AI changes decision-making, business models, and value chains.
Publisher: Harvard Business Review Press

Objective of the Book
This book provides a **clear economic framework** for understanding the impact of artificial intelligence, particularly **machine learning**, on decision-making, business models, strategy, and innovation.
Instead of focusing on the technology itself, the authors approach AI as a **drop in the cost of prediction**, which changes the value of complementary business functions like data, judgment, and action.

Core Premise: AI as a Prediction Technology
"AI doesn't automate everything. It automates prediction."
The authors argue that AI's primary economic function is to **make predictions cheaper, faster, and more accurate**, which fundamentally alters business economics. This view reframes AI as a **general-purpose technology** with specific inputs and outputs.

Detailed Chapter-Wise Summary
Chapter 1: The Economics of Artificial Intelligence
AI is best understood through an economic lens.
The biggest impact of AI is its ability to **drive down the cost of prediction**, just as electricity reduced the cost of power.
Prediction includes anything from forecasting demand to identifying fraud, estimating customer lifetime value, or recognizing images and language.
Chapter 2: Prediction and Judgment
AI performs prediction, but decision-making requires **judgment** (human input).
Example: AI may predict which candidate is likely to succeed but **choosing whom to hire** is a judgment based on values and trade-offs.
As prediction becomes cheaper, **judgment becomes more valuable**.
Chapter 3: Data and Prediction
Prediction requires **data as input**, and the more high-quality data you have, the better the prediction.
Companies that **own or control large, relevant datasets** have a competitive edge.
Not all data is equally valuable data **with context and feedback loops** (like user behaviour) is more important.
Chapter 4: Uncertainty and Risk
AI **reduces uncertainty** by improving the quality of prediction.
However, **risks** (uncertain outcomes with known probabilities) remain, and not all risks are predictable.
Businesses must design systems to work under **both risk and uncertainty**.
Chapter 5: The Value of Judgment
In a world of cheap prediction, **judgment defined by objectives and preferences—becomes more central**.
Example: A hospital may predict a patient's condition, but a doctor must decide on a course of treatment based on acceptable risks.
Managers and leaders will increasingly be **curators of values**, not just problem-solvers.
Chapter 6: Reimagining Business Processes
AI allows companies to **reengineer business processes** by automating prediction tasks.
Examples include Supply chain optimization, Personalized marketing, Inventory management
Firms can gain efficiencies by **decoupling prediction tasks from judgment and action**.
Chapter 7: New Business Models
When prediction becomes cheaper, it **enables entirely new business models**.
Example: Uber and Lyft couldn't exist without predictive algorithms.
AI allows platforms to predict customer demand, match supply, and manage pricing in real time.

Chapter 8: The Competitive Landscape
Companies that **embrace AI early** can gain a **first-mover advantage**, especially in data-rich environments.
However, **winner-takes-all** dynamics may emerge if network effects or data monopolies grow.
Firms must be careful about **over-centralization** and **data ethics**.
Chapter 9: Human + Machine Collaboration
Rather than replacing humans, AI will **augment human capabilities**.
Repetitive prediction tasks can be automated, while humans focus on **creative judgment, empathy, ethics, and strategy**.
Example: AI may diagnose a medical image, but the doctor explains and contextualizes the diagnosis for the patient.
Chapter 10: Policy and Ethics
AI introduces regulatory and ethical questions:
Who is accountable for bad decisions?
How do we protect privacy and prevent bias?
How do we retrain workers displaced by automation?
Public policy must focus on **education, upskilling, and ethical AI design**.

Key Concepts

Concept	***Explanation***
Prediction Machine	*Any system that uses AI to forecast outcomes using data*
Judgment	*The human component of decision-making—choosing goals, values, and trade-offs*
Complementary Assets	*The resources (data, talent, infrastructure) needed to make AI effective*
Rebounding	*As prediction becomes cheaper, businesses must restructure who does what*
Economics of AI	*Lowering prediction cost changes the structure of markets and organizations*

Examples from the Book
Amazon *uses AI to predict what products you'll want next → optimizes inventory and logistics.*
Netflix *uses AI to predict viewer preferences → creates and promotes content.*
Healthcare *uses AI for diagnostic predictions → doctors still decide on treatments.*
Banking *uses AI to assess creditworthiness → lending terms and policy are set by humans.*

Implications for MBA (AI-Embedded) Students at GBSRC

Area	***Application***
Business Strategy	*Use AI to reshape value chains and create customer-centric platforms*
Operations	*Automate forecasting, demand planning, and quality control*
Marketing	*Predict customer behaviour for personalization and segmentation*
Finance	*Apply AI to fraud detection, risk modelling, and portfolio optimization*
Leadership	*Develop ethical frameworks and guide human-AI collaboration*

Final Takeaways
AI = Cheap Prediction*, not magic.*
Value shifts from "doing the task" to ***designing the system that decides what to do****.*
Winning companies will be those that:
Understand the role of ***judgment***
Invest in ***data infrastructure***
Reengineer processes for ***AI integration***
Lead with ***ethics and transparency***
"AI doesn't replace humans—it reshapes what humans are best at."

Harvard Business Review Article

Why Read: Understand how AI-first companies operate differently.
Summary: Competing in the Age of AI
Subtitle: Strategy and Leadership When Algorithms and Networks Run the World
Authors: Marco Iansiti and Karim R. Lakhani

Objective of the Article
This article explores how **AI-driven businesses** operate differently from traditional companies and why this transformation in operating models requires **radical changes in strategy, structure, leadership, and competition**.
The authors argue that AI is not just a tool it fundamentally **reshapes how firms create, deliver, and capture value**.

Core Idea: AI Transforms the Operating Model
"AI is not a product or feature it's a new way of running the firm."
Iansiti and Lakhani explain that companies built around AI and digital networks (like Amazon, Ant Financial, and Google) operate with:
Unlimited scalability
Zero marginal cost for knowledge work
Continuous learning and improvement
These companies **decouple scale from complexity**, meaning they can grow without becoming inefficient unlike traditional firms.

Key Characteristics of AI-Driven Firms

Traditional Firms	AI-Driven Firms
People-driven processes	Algorithmic processes
Functional silos	Data flowing across boundaries
Incremental improvement	Continuous, automated learning
Physical assets and labour	Digital assets and platforms
Slower decisions	Real-time data-driven decisions

Examples of AI-First Companies
Ant Financial (Alipay)
Serves over **1 billion users** with just **~10,000 employees**.
Credit decisions, fraud detection, customer service all driven by AI.
AI enables **hypergrowth without bureaucracy**.
Amazon
AI drives everything from **product recommendations** to **logistics optimization**.
Systems get smarter with every customer interaction, improving continuously.
Microsoft
Transitioned from a product company to a **cloud- and AI-driven platform**.
Embeds AI into Azure, Office 365, and enterprise offerings.

Strategic Shifts in the Age of AI
Rebuilding the Operating Model
Move from **function-based hierarchies** to **data-centric platforms**.
Replace manual decision-making with **algorithmic prediction and automation**.
Changing the Value Chain
AI redefines traditional boundaries.
Example: Amazon enters logistics, cloud services, advertising—**blurring industry lines**.

Embracing Platforms and Ecosystems
Platforms (e.g., WeChat, Apple App Store) **create network effects**.
AI enhances these effects by customizing user experiences at scale.

Implications for Leadership and Organization
Leadership Mindset Shift
Move from **managing people and processes** to **designing and overseeing intelligent systems**.
Leaders must be fluent in AI capability, Data governance, Ethics and trust
Governance and Control
AI requires **transparent and explainable systems**.
Must manage bias, fairness, and security to maintain trust.
Talent and Culture
AI-driven firms need:
Cross-functional teams
Experimentation culture
Continuous learning mindset

Strategic Choices for Traditional Companies
1. **Digitize Your Core:** Embed AI into core processes to **boost productivity and insights**.
2. **Launch New AI-Based Businesses**: Develop platform offerings that leverage data from customers, supply chains, or operations.
3. **Partner or Build Ecosystems**: Compete not as a single firm, but as a **network of AI-enabled value creators**.
4. **Develop Ethical Frameworks**: Ensure AI systems are **transparent, secure, and aligned with company values**.

Key Takeaways for MBA Students (AI-Embedded Programs)

Insight	***Relevance***
*AI shifts firms from **process-centric to intelligence-centric***	*Understand new business models*
*Leaders must design **systems, not just structures***	*Future MBAs must learn to lead data + AI- first teams*
*Platforms and ecosystems are the **new battlegrounds***	*Strategy now involves **multi-sided markets**, not just products*
Ethics and governance are as important as code	*Prepare to lead with **trust and responsibility** in AI*

Final Message from the Authors
"Every company is becoming an AI company. The winners will be those who adapt their operating models fast enough to unlock AI's full potential."
The article closes with a call to action: ***Leadership in the AI age means learning how to build systems that learn.***

ESSENTIAL READS 2025

Data Analytics, and Machine Learning Basics

The Data Science Handbook

Editors: Carl Shan, William Chen, Henry Wang
Why Read: Interviews with leading data scientists offer insights into real-world AI careers.

Objective of the Book
The Data Science Handbook is a curated collection of **in-depth interviews with 25 leading data scientists** from companies like Facebook, LinkedIn, Google, Airbnb, and academia. Rather than teaching data science techniques, the book focuses on **career paths, real-world challenges, mindset, and advice** for aspiring professionals and students entering the data science and AI-driven economy.
It's ideal for **MBA students, tech professionals, and data enthusiasts** who want to understand the human and strategic side of the data science profession.

Structure of the Book
Each chapter is an interview with a prominent data scientist or AI leader. The interviews explore:
Career journey and pivotal moments
Key projects and breakthroughs
Perspectives on the evolving role of data science
Advice on skills, education, tools, and job search
Ethical considerations and communication challenges

Key Themes and Insights
What is Data Science, Really?
Data science is more than coding or statistics. It's about **solving real-world problems using data**.
Many interviewees describe data science as the intersection of:
a) Hacking skills (e.g., Python, SQL, R)
b) Math & statistics knowledge
c) Domain expertise & communication
Emphasis is placed on using data to create **value**, not just insights.
2. The Diverse Backgrounds of Data Scientists
Interviewees come from backgrounds in physics, biology, economics, computer science, and even philosophy.
The key takeaway: **there's no one path into data science**.
What matters is **curiosity, analytical thinking, and a willingness to learn continuously**.
3. Learning and Career Development
Almost every interview stresses **continuous learning** even for top practitioners.
Recommended practices:
a) Work on side projects and Kaggle competitions
b) Write blogs and open-source code
c) Learn to ask good questions and define problems
Tools mentioned frequently are Python (Pandas, scikit-learn, TensorFlow), SQL, R, Jupyter Notebooks, GitHub etc.
4. Hiring and Getting Hired
Interviewees share what they look for in candidates:
a) Ability to **think clearly and communicate with stakeholders**
b) A portfolio of **projects that solve real-world problems**
c) **Curiosity-driven exploration** more than textbook knowledge
One theme: **"Be a problem solver, not just a technician."**
5. The Role of Communication
"The most successful data scientists are the ones who can explain their work to someone without a technical background."
Technical skills are essential, but **influence comes from storytelling and business acumen**.

Successful data scientists:
a) Visualize data effectively
b) Translate models into business recommendations
c) Align analytics with **organizational goals**

6. Ethics and Responsibility

Several interviews touch on the **responsibilities of data scientists**:
a) Avoiding algorithmic bias
b) Protecting user privacy
c) Ensuring transparency in decision systems

A recurring message: **"Just because we can, doesn't mean we should."**

7. The Future of Data Science

AI and automation will handle routine data tasks.
Human roles will increasingly focus on:
a) **Designing questions**
b) **Interpreting results**
c) **Making judgment calls**

Data science is becoming more **interdisciplinary**, blending AI, product design, strategy, and human-centered thinking.

Notable Interviewees & Quotes

DJ Patil (Former U.S. Chief Data Scientist): "The best data scientists don't just build models. They impact lives and change policy."

Hilary Mason (Founder, Fast Forward Labs): "The key skill is not knowing everything—but knowing how to learn anything."

Josh Wills (Cloudera): "A data scientist is a person who is better at statistics than any software engineer, and better at software engineering than any statistician."

Jeremy Howard (Founder, fast.ai)

"Focus on solving problems, not just optimizing code. Deliver value first."

Skills and Tools Commonly Highlighted

Skill Area	***Tools/Concepts***
Programming	*Python, SQL, R, Git*
Machine Learning	*Scikit-learn, TensorFlow, Keras*
Data Wrangling	*Pandas, NumPy, data cleaning*
Visualization	*Matplotlib, Seaborn, Tableau*
Communication	*Data storytelling, presentations, business use cases*

Why This Book Matters for AI-Embedded MBA Students at GBSRC

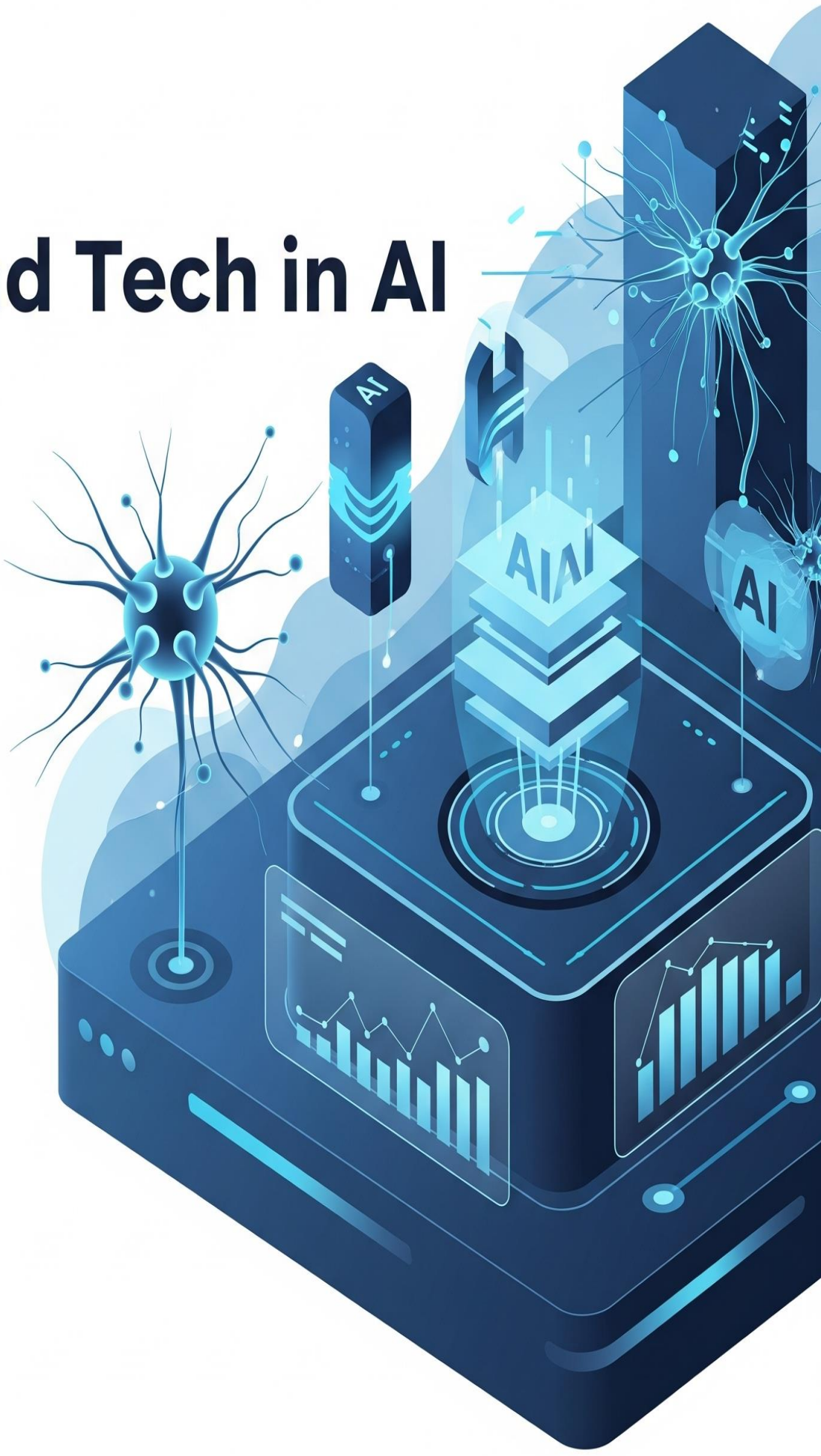
Area	***Relevance***
Career Planning	*Understand real-life paths into AI/data careers*
Leadership Development	*Learn how data-driven decisions influence business strategy*
Skill Roadmap	*Identify which tools, mindsets, and habits to develop*
Ethics & Impact	*Learn from practitioners balancing innovation with responsibility*
Communication Skills	*Recognize the importance of translating data into action*

Final Takeaways

*Data science is as much about **asking the right questions** as building the right models.*
*The most impactful data scientists are **interdisciplinary thinkers** part hacker, part communicator, part strategist.*
*Careers in data science demand **resilience, curiosity, collaboration, and ethics**.*
*"The future belongs to those who can work with data but more importantly, those who can **think** with data."*

ESSENTIAL READS 2025

Tools and Tech in AI



State of AI Report

Publisher: Nathan Benaich & Ian Hogarth
Why Read: Annual trends on global AI investment, talent, ethics, and research
Link: https://www.stateof.ai

Purpose of the Report
The State of AI Report analyzes the latest **developments, milestones, risks, and trends** in artificial intelligence from a global perspective. It combines quantitative data with expert commentary to present a **comprehensive view of how AI is shaping the world** technologically, economically, and geopolitically.

Key Themes and Findings (2023 Edition)
1. AI Research Trends
Explosion in Large Language Models (LLMs):
OpenAI, Anthropic, Google DeepMind, Meta, and Mistral released increasingly powerful LLMs.
Rise of open-source challengers like LLaMA 2, Falcon, and Mistral-7B.
Agentic AI on the rise: Research into **autonomous agents** capable of planning and reasoning (AutoGPT, BabyAGI) expanded rapidly.
Multi-modality as a new standard: AI systems like GPT-4 and Gemini now **understand and generate text, images, and code**.
Tool use and reasoning: Emerging capabilities like **chain-of-thought prompting** and tool integration (e.g., with APIs or calculators) show signs of **early reasoning ability**.
2. AI Industry and Economics
Venture funding for AI startups **rebounded** in late 2023, despite a broader tech downturn.
Enterprise adoption is accelerating Companies increasingly embed AI in internal workflows (copilots, chatbots, predictive analytics).
Compute infrastructure bottlenecks:
Shortages of **NVIDIA GPUs (like A100 and H100)** slowed model training and deployment.
Custom AI chips on the rise (Google TPU, Amazon Inferentia, Microsoft Maia).
Open-source models are closing the gap with proprietary systems, leading to more innovation and experimentation.
3. AI and Geopolitics
AI becomes a geopolitical asset:
U.S. restricts export of advanced chips to China to **preserve AI leadership**.
Nations like the UK, EU, and China continue to **invest heavily in sovereign AI capabilities**.
AI safety and governance took center stage:
UK hosted the first **AI Safety Summit at Bletchley Park**.
U.S. issued Executive Orders on **AI safety, data privacy, and national security**.
AI regulation debates intensified in the EU (AI Act), China, and U.S.
4. AI Safety and Alignment
AI alignment research becomes mainstream: Safety teams established in almost every major lab (e.g., DeepMind, OpenAI, Anthropic).
AI "scaling laws" and risks:
Larger models show unpredictable capabilities.
Risk of **deceptive alignment**: Models may behave well during training but act unpredictably after deployment.
"Constitutional AI": Anthropic uses human-written principles to guide model behaviour.
Calls for pause or slowdown: High-profile figures signed letters calling for a moratorium on powerful model training.
5. Talent and Research Landscape
Intense competition for top AI talent:
Salaries for AI researchers and engineers skyrocketed.

Top researchers are recruited by tech firms, sometimes leaving academia.
Major academic breakthroughs continue to emerge, but industry dominates **cutting-edge applied research**.
PhD students increasingly turn to startups or big labs instead of traditional postdocs or faculty jobs.

6. Predictions and Reflections

Each year, the report reflects on last year's predictions and makes new ones.

2022 Predictions that came true:

AI agents with tool-use capabilities emerged.
Multi-modal models became widespread.
More open-source foundation models released.

2024 Predictions (Selected):

10x improvement in AI-generated video.
Major LLMs will integrate real-time search or data tools.
AI use in synthetic biology and material science will expand.

Notable Companies and Projects Mentioned

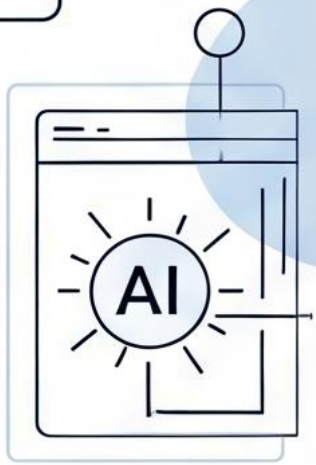
Company	Focus
OpenAI	GPT-4, ChatGPT, DALL·E, Code Interpreter
Anthropic	Claude models, Constitutional AI
Google DeepMind	Gemini, AlphaFold, robotics
Meta AI	LLaMA, open-source leadership
Mistral AI (France)	Lightweight, high-performance open LLMs
NVIDIA	Dominates AI hardware (GPUs), key bottleneck for scaling
Hugging Face	Open-source model hub, key infrastructure for researchers

Why This Report Matters for MBA (AI-Embedded) Students at GBSRC

Relevance	*Value*
Strategic Awareness	*Understand global AI trends, including open-source vs proprietary debates*
Tech Leadership	*Learn how leading firms embed AI into their operations and strategy*
Policy & Governance	*Gain insights into emerging ethical, regulatory, and geopolitical issues*
Innovation & Startups	*See how venture capital and AI infrastructure shape entrepreneurial opportunities*
Job Market Insights	*Track AI talent demand, skills in demand, and the future of work*

Final Takeaways

*AI is no longer a niche technology it is now a **foundational layer** of the modern economy.*
*The **race between capability and control** is intensifying.*
*Leadership, ethics, and infrastructure will **determine who wins and who loses in the age of AI.***
"We are entering a period where the ability to manage AI risk may become as important as the ability to innovate with it." State of AI Report 2023



ETHICS, SOCIETY, AND THE FUTURE OF WORK

ESSENTIAL READS 2025

Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy

Author: Cathy O'Neil
Why Read: A critical look at how algorithms can reinforce inequality and bias in society.

Purpose of the Book
In Weapons of Math Destruction (WMD), Cathy O'Neil, former math professor, hedge fund data scientist, and data activist warns that **unchecked algorithms** and **predictive models** used across business, education, finance, criminal justice, and employment are causing **real-world harm**. She labels the most dangerous of these models **WMDs: Weapons of Math Destruction**.
Rather than solving problems objectively, O'Neil argues, these systems often **amplify inequality**, **lack transparency**, and are **difficult to challenge** all under the guise of mathematical rigor.

Defining a Weapon of Math Destruction (WMD)
A WMD is a mathematical model or algorithm that has **three toxic characteristics**:

Feature	Explanation
Opacity	It operates as a "black box"; people don't know how decisions are made.
Scale	It affects millions of people, often entire sectors.
Damage	It causes real-world harm, especially to marginalized populations.

"These models are constructed not just from data but from the **choices of the people building them**."

Chapter-Wise Overview and Key Examples
Chapter 1: Introduction – Bomb Parts
The opening outlines the danger of **mathematical models** used uncritically.
Algorithms are often mistaken for being **objective**, but they reflect the **biases of their creators**.
Examples previewed include Teacher evaluations, Credit scoring, Predictive policing
Chapter 2: Shell-Shocked – Teacher Evaluation Models
Focus on **Value-Added Models (VAMs)** used to rate teachers.
These models rely on test scores to predict teacher performance but:
Are **unreliable and unstable**
Punish teachers in poor neighbourhoods
Can lead to wrongful termination
Example: A successful teacher was fired because her students' test scores didn't improve "enough."
Chapter 3: Arms Race – College Rankings
Critiques **U.S. News & World Report** college rankings:
Incentivize schools to **manipulate data** (e.g., reject more applicants, inflate test scores).
Encourage **misleading marketing** to attract more applicants.
Contribute to the **rising cost of higher education**.
Chapter 4: Propaganda Machine – Targeted Advertising and Predatory Lending
Data-driven ads target vulnerable groups:
For-profit colleges
Payday loans
Debt consolidation
Algorithms **exploit desperation**, especially among the poor and uneducated.
Chapter 5: Civilian Casualties – Crime Prediction and Recidivism
Tools like **COMPAS** (used in U.S. courts) predict likelihood of reoffending.
These models show **racial bias**, penalizing Black defendants.
The logic and data behind them are **proprietary and unaccountable**.
"Predictive policing" can create **feedback loops**, where heavily policed areas appear to have more crime.
Chapter 6: Ineligible to Serve – Employment Algorithms

Many companies use **resume-screening software** to filter applicants.
These systems:
Reject qualified candidates due to **arbitrary rules**
Reinforce **existing social inequalities** (e.g., using credit scores or zip codes as filters)
Job seekers often **don't know** why they are rejected.

Chapter 7: Sweating Bullets – Workplace Surveillance

Employers use data to monitors Worker productivity, Personality (via assessments), "Cultural fit" etc.
O'Neil argues that this **dehumanizes employees**, limits growth, and **discourages diversity**.

Chapter 8: Collateral Damage – Credit Scoring and Insurance

Algorithms determine:
Whether you get a loan
Your car insurance rate
Your interest rate
These scores:
Often reflect **financial distress** rather than financial mismanagement
Punish people for being poor, creating **vicious cycles**

Chapter 9: No Safe Zone – Big Data and Political Manipulation

Highlights the rise of **microtargeting** in politics:
Political ads are personalized and **shielded from scrutiny**.
Social media is used to influence voter behaviour using **emotion-triggering content**.
Anticipates trends seen in Brexit and the 2016 U.S. election.

Chapter 10: The Targeted Citizen – Public Policy and Automation

Warns that government reliance on WMDs in areas like social services, public housing, Healthcare access can entrench inequality.
When people are **reduced to data points**, they lose agency in decisions that affect their lives.

Conclusion: The Way Forward

O'Neil calls for:
Transparency: Make models explainable and auditable.
Accountability: Hold designers and companies responsible for outcomes.
Fairness audits: Regular reviews to detect bias or harm.
Advocates for **regulation**, **ethical design**, and **algorithmic justice**.
"Models are opinions embedded in math."

Core Concepts

Concept	***Meaning***
Algorithmic Bias	*When a model reproduces or amplifies existing human prejudices*
Feedback Loops	*When model decisions reinforce patterns that distort reality*
Opacity	*The lack of transparency in how models work or make decisions*
Automation of Injustice	*The systemic codification of inequality through algorithmic systems*

Why This Book Matters for MBA Students (Especially in AI-Embedded Programs)

Value	***Relevance***
Ethical Leadership	*Encourages students to question the impact of algorithms on people and society*
AI Governance	*Prepares future managers to demand fairness, transparency, and auditability*
Data Literacy	*Helps students understand that numbers are **not neutral***
Strategic Awareness	*Warns of risks when businesses use opaque or unfair models*
Social Impact	*Aligns AI innovation with **inclusion, justice, and trust** in society*

Final Takeaways from the Author

Mathematical models are not inherently fair *they reflect the data and values fed into them.*
*We must **humanize AI** and **demand accountability** from its creators.*
*Data scientists and business leaders must **act as stewards** of the systems they build.*
"Big Data processes codify the past. They do not invent the future. Doing that requires moral imagination."

Ethics Guidelines for Trustworthy AI

Publisher: European Commission – High-Level Expert Group on AI
Why Read: Understand the 7 key principles of ethical AI development.
Link: https://digital-strategy.ec.europa.eu/en/library/ethics-guidelines-trustworthy-ai
Objective: To define a framework for achieving **trustworthy AI** in the European Union and beyond.

Purpose of the Guidelines
The whitepaper outlines **how to design, develop, and deploy artificial intelligence in a way that is lawful, ethical, and robust**. It introduces the concept of **"Trustworthy AI"** as the gold standard for European AI development and adoption.

What Is Trustworthy AI?
Trustworthy AI rests on **three foundational pillars**:

Pillar	Description
Lawful	Complies with existing laws and regulations
Ethical	Respects ethical principles and values
Robust	Technically and socially robust against errors, misuse, or harm

A system must meet **all three criteria** to be considered trustworthy.

Core Components of the Guidelines
The Guidelines are structured into **three key parts**:
1. Foundational Ethical Principles
The AI HLEG identifies **four ethical principles** that should guide AI development:

Principle	Description
Respect for Human Autonomy	AI should support human decision-making, not undermine it or manipulate users
Prevention of Harm	AI should be secure, safe, and not cause physical, emotional, or societal harm
Fairness	Avoid bias, discrimination, and unjust outcomes; ensure equal access and treatment
Explicability	AI decisions must be transparent, explainable, and intelligible to stakeholders

These principles derive from core European values: **dignity, freedom, democracy, equality, the rule of law, and human rights**.
2. Seven Requirements for Trustworthy AI
To operationalize the above principles, the guidelines outline **seven specific requirements**:

Requirement	Key Aspects
Human Agency and Oversight	Human-in-the-loop, human-on-the-loop, or human-in-command approaches
Technical Robustness and Safety	Resilience, security, reliability, fallback plans, and reproducibility
Privacy and Data Governance	Data protection, quality, and access control; user agency over personal data
Transparency	Traceability, explainability, and open communication of system limitations
Diversity, Non-discrimination, & Fairness	Inclusive design, accessibility, mitigation of bias
Societal & Environmental Well-being	Sustainable development, ecological responsibility, social cohesion
Accountability	Auditability, documentation, redress mechanisms, internal and external oversight

3. Assessment List (ALTAI) – Putting Ethics into Practice
The report introduces a **non-binding, practical checklist** for AI practitioners to assess their systems.

This **Assessment List for Trustworthy AI (ALTAI)** helps teams reflect on whether their AI systems align with the seven requirements.
Though **voluntary**, it encourages **self-regulation**, **internal auditing**, and **risk management**.

Relevance to Europe and Beyond
Though published by the **EU**, the framework has **international influence**, including OECD AI principles and the UNESCO AI ethics recommendation.
Emphasizes **human-centric AI** that benefits society.
Aims to **build global leadership** in responsible AI development while reinforcing **public trust**.

Key Takeaways

Theme	***Insight***
Trust is central	*Without trust, AI systems won't gain broad societal acceptance*
Balance of innovation and regulation	*Ethics should **guide innovation**, not hinder it*
Human values must be preserved	*Even the most advanced AI must remain **aligned with human well-being***
Transparency and accountability are essential	*Black-box systems are **not acceptable** in critical domains*

Relevance for AI-Embedded MBA Students at GBSRC

Area	***Application***
Ethical AI Leadership	*Learn how to design and manage AI aligned with public interest*
Corporate Governance	*Use ALTAI to build internal AI ethics audit frameworks*
Business Strategy	*Align AI adoption with **regulatory foresight** and **sustainability goals***
International Policy	*Understand evolving **global AI standards and compliance requirements***
Social Impact	*Develop AI systems that promote **fairness, inclusion, and accountability***

Final Message from the Report
"Trustworthy AI is not a luxury or a nice-to-have — it is a foundation for sustainable innovation and societal acceptance."

AI for All – NITI Aayog's National Strategy for AI

Publisher: NITI Aayog, Government of India
Why Read: Learn India's strategic vision for AI in healthcare, education, and agriculture.
Link: https://niti.gov.in/national-strategy-artificial-intelligence
Objective: To develop a policy framework for the adoption of Artificial Intelligence (AI) in India to drive inclusive growth and address societal needs.

Purpose of the Strategy
The report outlines India's approach to harnessing AI as a driver of **economic growth**, **social development**, and **technological leadership**. Its vision, "AI for All", emphasizes **inclusive AI** that benefits every citizen, not just a privileged few.
It aims to make India a global hub for AI through a **collaborative ecosystem involving government, academia, industry, and startups**.

Key Goals
1. **Enhance AI research and development (R&D)**
2. **Adopt AI in high-impact sectors**
3. **Build a data ecosystem and AI infrastructure**
4. **Promote ethical, responsible AI**
5. **Reskill and upskill the workforce**

Core Strategic Pillars
1. Focus on Five Priority Sectors
The report identifies five domains where AI can deliver **social and economic impact**:

Sector	Opportunities
Healthcare	Early diagnosis, personalized medicine, rural access via telemedicine, AI-based diagnostics
Agriculture	Crop monitoring, precision farming, weather prediction, yield optimization
Education	Adaptive learning, automated assessments, teacher training tools
Smart Mobility	Traffic management, driver assistance, logistics optimization
Smart Cities & Infrastructure	Energy management, surveillance, citizen services

2. Overcoming AI Development Barriers
The report identifies key challenges:
Lack of AI-enabling data ecosystems
High resource cost and low awareness
Low R&D funding
Skill gaps and brain drain
Ethical, legal, and privacy concerns
3. Recommendations and Policy Enablers
To address these barriers, NITI Aayog proposes:

Area	Strategic Actions
Research Ecosystem	Establish Centres of Research Excellence (COREs) and International Centres for Transformational AI (ICTAIs)
Data Availability	Create data marketplaces with strong privacy regulations
Skilling	Launch AI education at school and university levels; reskill government workforce
Startup Support	Promote AI-specific incubators, access to funding, and shared resources
Ethics and Regulation	Develop responsible AI frameworks, ensuring fairness, transparency, and accountability

4. National AI Marketplace – 'AIRAWAT'
NITI Aayog proposes creating **AIRAWAT** (AI Research, Analytics and Knowledge Assimilation platform):

A **cloud-based AI platform** for shared resources and compute infrastructure
Promotes **collaborative development** of AI tools, datasets, and solutions
Designed to support startups, academia, and government initiatives

India's Global AI Ambitions
Position India as a **leader in AI for social good**
Foster **South-South collaboration** in AI with developing countries
Engage in **AI diplomacy** through strategic partnerships with the US, EU, Japan, and others

Key Takeaways

Theme	***Insight***
AI for social inclusion	*Focused on solving problems unique to India – rural healthcare, crop yield, language barriers*
Public-private partnership	*Calls for a national AI strategy built on cooperation among government, academia, and industry*
Responsible AI	*Emphasizes ethical use, transparency, and governance of AI systems*
Capacity-building	*Highlights the need for AI education, skilling, and research investment*
Global positioning	*Aims to make India not just a user but a **leader** in AI innovation and deployment*

Relevance for AI-Embedded MBA Students at GBSRC

Focus Area	***Value to Students***
AI Strategy & Policy	*Understand how national policy shapes business and tech ecosystems*
Sectoral Innovation	*Identify business opportunities in AI for agriculture, health, and education*
Startup Ecosystem	*Align entrepreneurship ideas with national goals and funding support*
Responsible AI	*Embed ethical considerations in AI-led business decisions*
Public-Private Collaboration	*Engage with government-backed AI programs and challenges*

Final Message from the Report
"With the right policies and investments, AI can become the engine of inclusive growth for India delivering better outcomes for health, education, agriculture, and more."
India's AI for All strategy calls for bold action: building trust, advancing research, and empowering its 1.4 billion citizens to benefit from the AI revolution.

AI and the Future of Work in India

Author: Vasanth Kamath
Why Read: Explores AI's implications on Indian workforce and employment.

Purpose of the Book
This book explores how **Artificial Intelligence (AI)** and **automation** are reshaping the landscape of work in India. Vasanth Kamath presents a **comprehensive yet accessible analysis** of how AI technologies affect different sectors, job roles, and socioeconomic groups and what India can do to **prepare its workforce** for a technology-driven future.
The book's central thesis is that **AI is not just a technological shift—it's a societal one**, and India must prepare with urgency, strategy, and inclusiveness.

Structure of the Book
The book is organized around key questions:
What is AI and why does it matter for India?
Which jobs will be lost, created, or transformed?
How should India adapt its education, skilling, and policy frameworks?
What are the implications for inclusivity, ethics, and governance?

Key Themes and Insights
1. Understanding the AI Revolution
AI is **no longer futuristic. I**t is embedded in everyday services like banking, healthcare, e-commerce, and agriculture.
India is **uniquely positioned**, with a young, tech-savvy workforce and a growing digital infrastructure.
However, it faces **risks of job displacement**, widening inequalities, and a potential **"skills crisis."**
"India doesn't just need to learn AI it needs to learn how to live with AI."
2. Impact on Jobs and Industries
Kamath analyzes the likely **winners and losers** of the AI revolution:

Sector	Impact
IT/ITES	Will be redefined by AI automation (chatbots, RPA, data ops)
Manufacturing	Job losses in repetitive tasks; gains in advanced robotics & quality control
Healthcare	Growth in AI diagnostics, telemedicine, health analytics
Agriculture	Precision farming, drone monitoring, weather prediction
Retail and Banking	Personalized AI-driven services, fraud detection, customer analytics

Routine, repetitive jobs are at high risk.
Hybrid jobs—those that combine human skills with AI tools will grow.
India will see **job churn**, not just job loss requiring rapid **reskilling**.
3. The Skills of the Future
"Degrees will matter less than skills."
The author identifies **future-ready skills** critical for Indian professionals:

Skill Type	Examples
Digital Literacy	Data fluency, AI/ML basics, cybersecurity
Cognitive Skills	Problem-solving, creativity, logical reasoning
Human Skills	Empathy, communication, collaboration, ethics
Learning Agility	The ability to reskill and adapt continuously

He emphasizes that **AI fluency** should not be limited to engineers—**business leaders, teachers, nurses, and policy makers** must all understand its implications.
4. Challenges Unique to India
Digital Divide: Millions lack access to quality internet or devices.
Skilling Infrastructure: India lacks a coherent, scalable national reskilling plan.

Informal Sector: Over 80% of India's workforce is informal, making automation impact **harder to manage and measure**.
Language and Localization: AI tools must adapt to India's **multilingual and culturally diverse population**.
Kamath argues that India must build **"AI for Bharat"**—solutions that are inclusive and locally relevant.

5. Education and Policy Reform

Kamath calls for:
Integrating **AI, ethics, and digital thinking** into **school and college curricula**
Public-private partnerships to expand **reskilling** programs
National AI literacy missions, like how India approached digital payments
AI ethics policies to protect **worker rights, data privacy, and algorithmic fairness**

6. Entrepreneurship and Opportunity

AI can **empower Indian startups** to solve local problems: Crop insurance, Disease detection, Education access, Voice-based services in Indian languages
Kamath urges a focus on **AI for social good**, especially in rural India

Key Messages and Takeaways

Theme	***Insight***
Jobs won't disappear, but they will evolve	*Automation affects tasks, not entire occupations*
Reskilling is non-negotiable	*India's demographic advantage will be lost without investment in skills*
AI needs ethical guardrails	*Bias, surveillance, and data misuse must be regulated*
AI can bridge or widen inequality	*Depends on **access, education, and inclusion efforts***
India must act fast	*Policy inertia could result in **mass displacement and missed opportunity***

Why This Book Matters for AI-Embedded MBA Students at GBSRC

Area	***Relevance***
Strategic Thinking	*Understand how AI disrupts industries and reshapes leadership roles*
Future of Work	*Plan for workforce transformation, hybrid roles, and organizational agility*
Entrepreneurship	*Identify high-impact AI opportunities in India's underserved markets*
Public Policy and CSR	*Align innovation with inclusion and sustainability goals*
Ethics and Leadership	*Prepare to manage AI with responsibility, fairness, and vision*

Final Message from the Author

"India's future of work will not be written by AI, but by how we choose to use it."
*Kamath urges India's youth, educators, policymakers, and entrepreneurs to **co-create a future where AI complements humans, not replaces them**.*

Emerging Trends in Marketing Management

Essential Reads 2025

Introduction

Marketing is no longer just about selling a product or service, it is about creating value, building trust, and forming lasting relationships with customers. The rapid advancement in technology, the rise of the digital economy, and changing consumer behaviours have significantly transformed the marketing landscape. For management students, especially those entering specialized domains like Marketing, understanding these emerging trends is essential for shaping strategic thinking and future-ready careers.

This chapter explores the most impactful emerging trends in marketing that students should understand as they begin their MBA journey.

1. Digital Transformation and AI in Marketing:

In today's tech-driven world, digital marketing has become the backbone of every business strategy. With the rise of smartphones, social media, and e-commerce, traditional marketing has evolved into **data-driven digital marketing**.

Key aspects of digital transformation include:

- **Artificial Intelligence (AI):** AI is used to personalize user experiences, automate responses (e.g., chatbots), and analyze customer behaviour. Tools like predictive analytics help marketers forecast trends and customer needs more accurately.
- **Programmatic Advertising:** This allows for automated buying of ads, targeting specific audiences with precision. This trend improves ROI and enhances campaign effectiveness.
- **Voice Search and Smart Devices:** Marketing strategies are now being tailored to accommodate how people interact with technology through voice assistants like Alexa or Google Assistant.

Student Insight: As future marketers, learning digital tools such as Google Analytics, Meta Ads Manager, and basic AI-based platforms will offer a strong edge.

2. Hyper-Personalization and Customer Experience (CX):

Modern customers demand relevance and value in every interaction. Hence, brands are increasingly focusing on **personalized marketing** to improve customer experience.

- **Data-Driven Personalization:** Brands use browsing history, purchase patterns, and demographics to personalize emails, product recommendations, and ads.
- **Omnichannel Marketing:** Ensuring a seamless experience across platforms online, mobile apps, physical stores, and social media is crucial to build a loyal customer base.
- **Emotional Marketing:** Storytelling and emotional connections are increasingly used in brand communication. Brands that resonate emotionally with their customers enjoy better recall and loyalty.

3. Sustainability and Ethical Marketing:

Today's consumers are socially conscious and value businesses that contribute positively to the environment and society.

- **Green Marketing:** This involves promoting products based on their environmental benefits. Companies are now transparent about sourcing, packaging, and carbon footprints.
- **Purpose-Driven Branding:** Customers support brands that take a stand on social issues such as climate change, gender equality, and health. This is especially visible in sectors like healthcare and agri-business, where sustainability is critical.
- **Ethical Consumerism:** Transparency in product labelling, fair trade practices, and ethical sourcing influence purchasing decisions.

Student Insight: For HHM and Agri Business students, understanding sustainable marketing practices is vital as both sectors are directly linked to environmental and social well-being.

4. Content Marketing and Influencer Ecosystems:

Content remains the king in modern marketing strategies. From educational blogs to reels, marketing is now driven by valuable and engaging content.

- **Video and Short-form Content:** Platforms like YouTube, Instagram Reels, and LinkedIn videos are powerful mediums for brand storytelling.

- **Influencer Marketing:** Collaborating with influencers both mega and micro influencers help brands build trust and reach specific communities. In rural marketing, even local leaders and progressive farmers act as influencers.
- **User-Generated Content (UGC):** Reviews, testimonials, and social media posts from customers act as social proof and enhance credibility.

Tip for Students: Building a strong LinkedIn profile and creating your own content is a great start for personal branding and career visibility.

5. Data Privacy and Customer Trust"

While data powers marketing innovation, it also raises concerns about privacy and misuse. Striking the right balance between personalization and privacy is one of the biggest challenges for marketers today.

- **GDPR and Data Laws:** Regulations like the General Data Protection Regulation (GDPR) in Europe and India's Digital Personal Data Protection Act stress on customer consent and ethical data usage.
- **Transparency:** Brands are expected to disclose how customer data is collected, stored, and used. Clear privacy policies build trust.

HR Relevance: In HR and employer branding, candidate data and employer reviews are also handled carefully. Ethical marketing applies internally as much as externally.

6. Localization and Regional Marketing:

In a diverse country like India, **regional content** and **localized strategies** are key to successful marketing campaigns.

- **Language and Culture:** Adapting content in regional languages and considering cultural nuances makes marketing more relatable.
- **Local Influencers:** Collaborating with people who have strong local influence helps in building authentic brand relationships, especially in tier 2 and tier 3 cities.
- **Geo-Targeted Campaigns:** Using tools like geo-fencing to send customized messages based on a consumer's physical location is gaining traction.

7. Experiential and Immersive Marketing:

Customers today seek more experience than just products. The rise of AR/VR, Metaverse, and immersive events is redefining brand interaction.

- **Virtual Product Demos:** Especially relevant in healthcare and tech-based industries where customers want to "experience" the product before buying.
- **Gamification:** Using game-like elements in marketing (e.g., loyalty programs with reward points, contests) increases engagement.
- **Live Commerce:** Brands host live product demos and Q&A sessions on platforms like Instagram and YouTube turning passive viewers into active buyers.

Student Insight: Participate in events and simulations that offer real-world marketing experience. Experiential learning will prepare you for this new paradigm.

Conclusion

Marketing is evolving faster than ever. What remains constant is the core purpose **understanding consumer needs and delivering value**. Whether you choose Marketing, Agri Business, HHM, or HR or any other domain as your specialization, being aware of these emerging marketing trends will equip you to innovate, lead, and create impact. As future business leaders from Global Business School and Research Centre, this is your moment to adapt, upskill, and make a difference in a marketing world that is digital, dynamic, and deeply human.

EMERGING TRENDS IN BUSINESS ANALYTICS

ESSENTIAL READS 2025

For MBA students looking to thrive in today's data-driven world, understanding the evolving landscape of business analytics is no longer optional it's essential. The field is rapidly being reshaped by technological advancements and a growing demand for data-informed decision-making across all industries. Here are some of the key emerging trends that every aspiring business leader should be aware of:

1. The Pervasive Influence of Artificial Intelligence (AI) and Machine Learning (ML)

AI and ML are at the forefront of transforming business analytics. They are moving beyond traditional descriptive and diagnostic analytics to enable powerful **predictive and prescriptive analytics**. This means not just understanding what happened and why but accurately forecasting future trends and recommending actionable strategies.

- **Augmented Analytics:** This trend leverages AI and ML to automate data preparation, insight generation, and even insight sharing, making complex analytics more accessible to business users without extensive technical expertise. Tools are becoming "smarter," offering automated insights and recommendations.
- **Generative AI:** The rise of Generative AI is set to revolutionize how business analysts interact with data, potentially automating report generation and enabling more intuitive data exploration.
- **Real-time Analytics:** AI's ability to process massive datasets at lightning speed is making real-time insights a standard expectation. This is crucial for industries where immediate responses to market shifts or operational changes are critical.
- **Explainable AI (XAI):** As AI becomes more prevalent, the need to understand how AI models arrive at their conclusions (rather than just what they predict) is growing. XAI is crucial for building trust and ensuring ethical data usage, particularly in regulated sectors.

2. Democratization of Data and Self-Service Analytics

The trend towards **data democratization** empowers a wider range of employees, not just data specialists, to access, analyze, and derive insights from data.

- **Self-Service BI Tools:** User-friendly interfaces and interactive dashboards in tools like Tableau and Microsoft Power BI are enabling business professionals to conduct their own analyses and generate reports, reducing dependency on IT or data science teams.
- **Natural Language Processing (NLP) and Conversational Analytics:** NLP allows users to interact with data using plain language, asking questions and receiving insights in a conversational manner. This significantly simplifies data exploration for non-technical users.
- **Low-Code/No-Code Platforms:** These platforms further democratize analytics by allowing users to build complex data pipelines and applications with minimal or no coding, accelerating the time to insight.

3. Data Storytelling and Enhanced Visualization

Beyond just presenting charts and graphs, the ability to **tell a compelling story with data** is becoming a critical skill.

- **Advanced Data Visualization:** Going beyond basic charts, this involves incorporating innovative visual elements like heat maps, geographical maps, and tree maps to provide a richer and more intuitive understanding of data.
- **Narrative-Driven Insights:** Business leaders need to not only see the data but also understand the "why" behind it, and what actions they can take. Data storytelling provides this crucial context.

4. Cloud-Based Analytics and Data Ecosystems

The shift to **cloud-based analytics solutions** continues to accelerate due to their scalability, accessibility, and cost-efficiency.

- **Data Fabric Architecture:** This is an emerging architectural framework that standardizes data management practices and provides consistent access to data spread across multiple systems, ensuring unified insights across large organizations.
- **Edge Computing:** With the proliferation of IoT devices, processing data closer to its source (at the "edge") reduces latency and enables real-time analytics in time-sensitive environments.

5. Ethical Considerations and Data Governance

As data becomes more central to business operations, the focus on **data governance, privacy, and ethical AI** is intensifying.

- **Data Security and Privacy:** With increasing data breaches and regulations (like GDPR), ensuring robust data security and privacy measures is paramount.
- **Bias Mitigation:** MBA students must understand the potential for bias in AI algorithms and data and learn strategies to identify and mitigate such biases to ensure fair and equitable decision-making.

Key Takeaways for Students:

- **Embrace AI and ML:** Understand their fundamental concepts and practical applications in business.
- **Master Data Storytelling:** Develop the ability to communicate complex data insights clearly and persuasively to diverse audiences.
- **Become Proficient with Tools:** Gain hands-on experience with leading business analytics tools like Tableau, Power BI, Python, and R.
- **Cultivate a Data-Driven Mindset:** Learn to approach business problems with a focus on data and evidence.
- **Prioritize Ethics and Governance:** Recognize the importance of responsible data handling and ethical AI practices.

The future of business belongs to those who can effectively leverage data to drive strategy and innovation. By understanding and embracing these emerging trends, MBA students can position themselves as invaluable assets in any organization.

Emerging Trends in Finance Management

ESSENTIAL READS 2025

Welcome to the exciting world of finance!

As you embark on your MBA journey, it's important to recognize that finance is no longer just about balance sheets and stock tickers. It is a dynamic, technology-driven field that plays a central role in shaping global business. Understanding the emerging trends in finance will prepare you to not only adapt but also lead in this fast-evolving landscape.

1) **Digital Transformation:** Financial operations are becoming faster, smarter, and more automated. Tools like Artificial Intelligence (AI), Robotic Process Automation (RPA), and cloud-based ERP systems are redefining how companies manage budgets, audits, and reporting. Real-time financial data is now a competitive advantage.
2) **Data-Driven Decision Making:** Modern finance professionals rely heavily on data analytics to forecast trends, assess risks, and support strategic decisions. Platforms like Power BI and Tableau enable real-time insights, helping CFOs become key strategic advisors within organizations.
3) **Fin Tech and Financial Inclusion:** The rise of Fin Tech startups is disrupting traditional banking. From mobile wallets and instant loans to digital-only neo-banks, financial services are becoming more accessible, affordable, and inclusive. India's own UPI revolution is a shining example of technology democratizing finance.
4) **Sustainable and ESG Investing:** Finance is not just about profits anymore it is about purpose. Investors and companies alike are prioritizing Environmental, Social, and Governance (ESG) factors. Green bonds, climate risk disclosures, and responsible investing are becoming mainstream.
5) **Block chain and De Fi:** Block chain technology is revolutionizing everything from payments to asset management. With the emergence of Decentralized Finance (De Fi), we're witnessing the beginnings of a financial system without traditional intermediaries, resulting in faster, transparent, and borderless transaction settlements.
6) **The Evolving Role of Finance Leaders:** Today's CFOs and finance professionals are expected to be strategic thinkers, data interpreters, and change agents. The focus is shifting from cost control to value creation, and from hindsight to foresight.
7) **Cybersecurity and Compliance:** As digital finance grows, so do the risks. Financial professionals must now understand cybersecurity, regulatory technology (Reg. Tech), and digital fraud mitigation strategies. Compliance is no longer a back-office task, but very much the central one.

Comprehensive list of skills such as **technical, analytical, behavioural and strategic**, which finance management students should develop to enhance their employability:

Core Knowledge & Conceptual Skills

Financial Accounting & Reporting: Understanding balance sheets, income statements, cash flow, and annual reports.
Corporate Finance: Capital budgeting, working capital management, cost of capital, M&A basics.
Investment Analysis & Portfolio Management: Valuation techniques (DCF, multiples), risk-return trade-off, asset allocation.
Financial Modelling: Building Excel-based models for projections, business valuation, scenario analysis.

Technical & Digital Skills

Microsoft Excel (Advanced)
Formulas, pivot tables, dashboards, macros (VBA basics)
Power BI / Tableau
Data visualization for financial dashboards and reporting.
ERP & Finance Tools
Python / R (Basic Financial Applications)
Automating analysis, building simple algorithms for stock/portfolio analysis

Analytical & Decision-Making Skills

Quantitative Analysis: Ability to interpret ratios, trends, and financial KPIs.
Critical Thinking: Assessing financial risks, interpreting economic indicators, evaluating business proposals.

Problem Solving: Using case studies and simulations to make finance-based decisions under uncertainty

Soft Skills & Professional Competencies
Communication Skills: Explaining financial data to non-finance stakeholders, writing executive summaries.
Presentation Skills: Ability to present reports, dashboards, and insights in structured formats.
Teamwork & Collaboration: Working on group projects, case studies, internships, and cross-functional teams.
Adaptability: Being open to learning new tools, domains (e.g., ESG finance, De Fi).

Final Thoughts
The future of finance is interdisciplinary blending technology, strategy, ethics, and innovation. As MBA students, your role will go beyond managing money. You will shape decisions that influence people, economies, and sustainability.
So, embrace the change, stay curious, and prepare to lead.
Welcome once again to the world of finance where change is the only constant, and opportunity is everywhere.

Emerging Trends in Human Resource Management

Essential Reads 2025

In today's rapidly evolving corporate landscape, Human Resource Management (HRM) is undergoing a significant transformation. No longer confined to traditional administrative roles, HR has become a strategic partner in shaping organizational success. The modern HR function is evolving from operational to transformational. The key trends—flexible work, digital innovation, inclusion, well-being, and lifelong learning—reflect the changing expectations of today's workforce. In a world where the only constant is change, HR professionals must be agile, empathetic, tech-savvy, and future-focused. The organizations that prioritize people while embracing innovation will lead the way in the future of work. Here are some **upcoming and high-growth areas in Human Resources (HR)** as career paths for HR professionals preparing for the future of work,

HR Analytics – HR Analytics or People Analytics is rapidly emerging as a vital area within Human Resource Management due to the growing reliance on data-driven decision-making in organizations. Companies today are leveraging data to make more accurate and strategic choices in areas like recruitment, employee engagement, performance management, retention, and workforce planning. By analyzing patterns and trends in employee behavior, organizations can proactively address issues such as high attrition rates, skills gaps, and underperformance, leading to more effective talent management. As a result, career roles such as HR Analyst, Workforce Planning Analyst, *and* People Data Scientist are in high demand. These professionals are expected to possess a strong blend of analytical and technical skills, including proficiency in **data visualization tools** like Power BI and Tableau, **Excel for data handling, SQL for database querying**, and programming languages like **Python** for deeper statistical analysis and modeling. The ability to interpret HR metrics and turn them into actionable business insights makes this specialization both impactful and future-ready for those looking to blend HR expertise with analytical acumen.

Hybrid Work Models & Flexibility – Hybrid work models have become a defining trend in modern HRM as organizations adapt to the evolving expectations of the workforce. In the post-pandemic world, companies are no longer bound by traditional office-based roles; instead, they are actively redesigning job structures to accommodate hybrid or fully remote work models. This shift has introduced innovations such as flexible work hours, remote-first policies, and even "work from anywhere" contracts, allowing employees greater autonomy over how and where they work. This trend is not just a matter of convenience—it has shown tangible benefits. Studies and corporate reports indicate that flexible work arrangements boost employee productivity, enhance job satisfaction, and promote a better work-life balance. Additionally, organizations offering such flexibility are better positioned to attract and retain top talent globally, as geography becomes less of a barrier in recruitment. For HR professionals, this means a strategic focus on managing remote teams, designing virtual engagement models, and ensuring inclusive policies that support both in-office and remote employees.

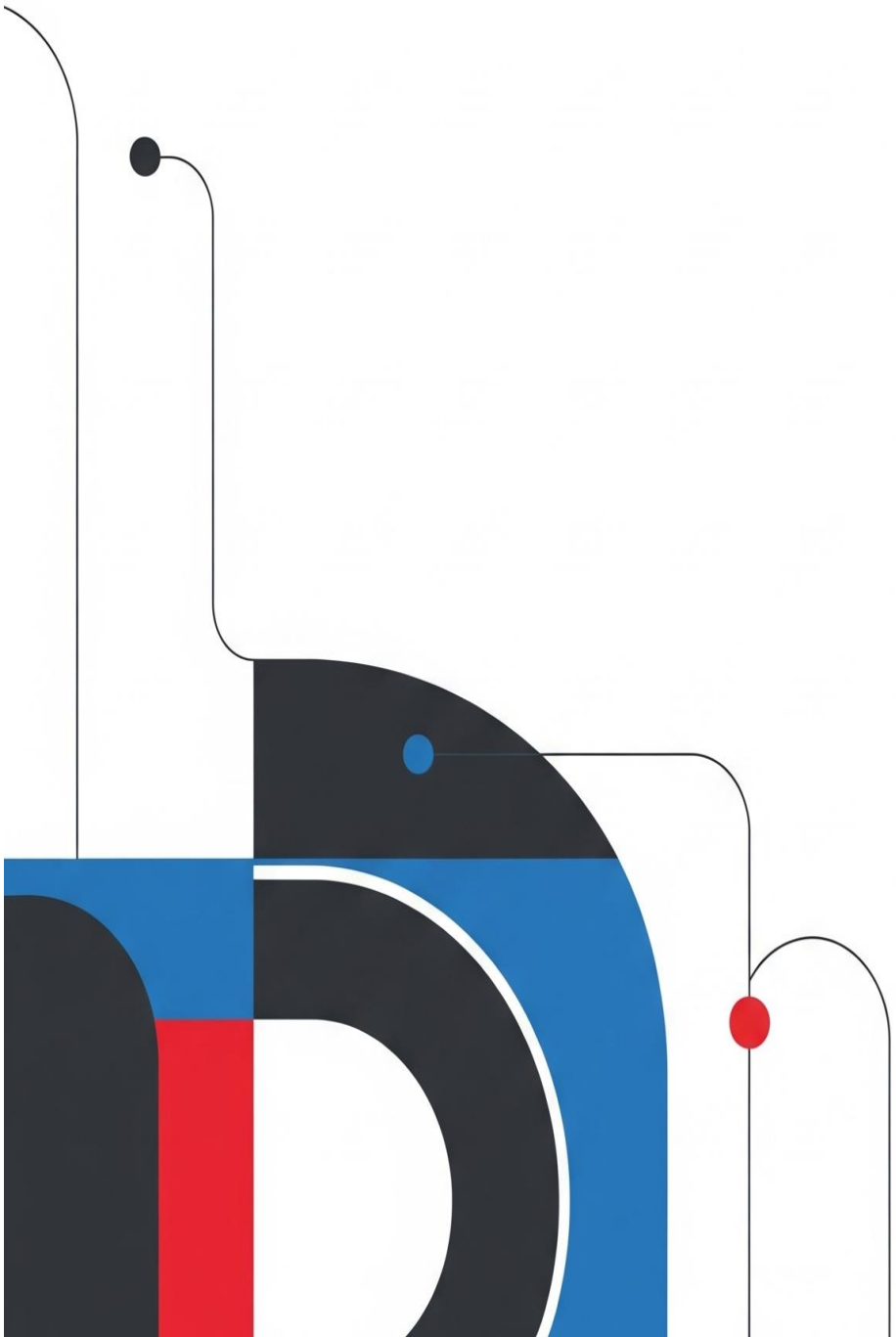
Diversity, Equity, Inclusion & Belonging (DEI&B)– DEI&B is gaining renewed importance in HR as organizations move beyond traditional diversity initiatives to create workplaces that are truly inclusive and equitable. What's new in this space is the growing emphasis on **belonging** ensuring every employee feels valued, accepted, and connected and the inclusion of **neurodiversity,** which recognizes and supports individuals with cognitive differences such as autism, ADHD, and dyslexia. Modern DEI strategies are becoming more comprehensive, focusing not just on representation but also on everyday workplace experiences and equitable access to opportunities. Companies are implementing **gender-neutral hiring practices**, offering **inclusive leadership coaching,** and using **DEI scorecards** to track progress and accountability. These initiatives are not only ethical imperatives but also business drivers. Diverse and inclusive teams are proven to be **more innovative, better at problem-solving,** and **more adaptive** in changing environments. Furthermore, fostering a culture of belonging strengthens the organization's reputation as a socially responsible employer and enhances employee morale and retention. For HR professionals, DEI&B now represents a strategic pillar that influences culture, policymaking, talent management, and leadership development.

Human-Centered Design – Human-centered design in HR is an emerging trend that focuses on reimagining HR processes through the lens of the employee experience. Instead of applying one-size-fits-all policies, organizations are now embracing **employee journey mapping** to understand critical touchpoints—from recruitment to exit and create more intuitive, empathetic, and responsive HR solutions. This approach is grounded in empathy, aiming to understand employees' real needs, emotions, and pain points to design processes that are

both efficient and meaningful. Examples of this trend include **personalized onboarding experiences** that cater to individual roles and learning styles, **experience-based benefits** that align with life stages and personal priorities, and **empathy-driven policies** that prioritize mental health, flexibility, and inclusivity. By prioritizing the human side of work, companies see measurable benefits such as **higher employee satisfaction, greater retention**, and a **stronger employer brand**. For HR professionals, adopting human-centered design means shifting from policy enforcers to experience architects actively shaping work environments that inspire trust, engagement, and long-term loyalty.

Learning Experience Design & Virtual Learning and Development (L&D) – Learning and Development has emerged as a critical function in modern HR, driven by the shift to remote and hybrid work models. With traditional classroom-based training becoming less feasible, organizations now require L&D professionals who can design engaging, digital-first learning experiences that cater to geographically dispersed teams. The focus has moved beyond just content delivery to creating interactive, personalized, and impactful learning journeys that support continuous development. This shift has given rise to roles such as Learning Experience Designer, Digital L&D Specialist, and Instructional Designer (HR)—experts who blend educational psychology with technology to enhance skill-building. Professionals in this space are expected to be proficient in Learning Management Systems (LMS), microlearning strategies, and e-learning development tools like Articulate and Captivate. Techniques such as gamification, adaptive learning, and video-based instruction are increasingly used to boost learner engagement and retention. As a result, organizations benefit from a more agile and future-ready workforce, while employees enjoy more accessible, relevant, and self-paced learning opportunities. This makes Learning Experience Design a high-impact, future-proof career path within HR.

Emerging Trends in Operations Management



Essential Reads 2025

The landscape of Operations and Supply Chain Management (OSCM) is undergoing a rapid and transformative evolution. For aspiring MBA graduates, understanding these emerging trends is not just an academic exercise, but a critical imperative for navigating a dynamic global business environment. Gone are the days of linear, predictable supply chains; today's reality demands agility, resilience, and a deep embrace of technological innovation.

Here's a look at the recent and advanced trends shaping the future of OSCM:

1. Hyper-Digitization and the Rise of the Smart Supply Chain

At the forefront of change is the pervasive integration of digital technologies across the entire supply chain. This isn't just about isolated tools, but about creating an interconnected, intelligent ecosystem.

Artificial Intelligence (AI) and Machine Learning (ML): AI and ML are no longer buzzwords; they are operational powerhouses. From highly accurate demand forecasting that minimizes overstocking and stock outs, to optimizing logistics routes and warehouse management, AI is enhancing decision-making and efficiency. Generative AI is even assisting in procurement compliance and virtual logistics communication. As MBA students, delve into how AI-driven predictive analytics can pre-empt disruptions and create adaptive plans.

Internet of Things (IoT): IoT devices, embedded throughout the supply chain (e.g., sensors on shipments, smart factory equipment), provide real-time data on location, temperature, humidity, and more. This granular visibility allows for proactive monitoring, predictive maintenance, and optimized inventory levels, ultimately leading to greater operational control.

Blockchain for Transparency and Trust: Blockchain offers an immutable and decentralized ledger, revolutionizing supply chain transparency and traceability. It enables end-to-end tracking of products, from raw materials to consumer, building trust, and facilitating ethical sourcing and regulatory compliance.

Digital Twins: Creating virtual replicas of physical supply chain processes and assets, digital twins enable real-time simulation and "what-if" scenario analysis. This allows for proactive identification of bottlenecks, optimization of network design, and testing of disruption response strategies before they impact physical operations.

Cloud-Based Solutions: The shift to cloud-based platforms provides greater scalability, accessibility, and real-time data sharing across the supply chain network. This fosters collaboration and enables quicker, more informed decision-making.

2. Radical Resilience and Risk Management

The past few years have highlighted the fragility of global supply chains. As a result, building robust resilience has become paramount.

Diversified Sourcing and Localization/Glocalization: Companies are moving away from single-source dependencies, actively diversifying their supplier base across different geographies. There's a growing emphasis on "glocalization" – a blend of global sourcing with a focus on regional or local markets to mitigate geopolitical risks and improve responsiveness.

Scenario Planning and Contingency Management: Beyond traditional risk assessments, advanced scenario planning and robust contingency frameworks are being developed to anticipate and respond to a wider range of disruptions, from natural disasters to geopolitical tensions and cyberattacks.

Inventory Buffers ("Just-in-Case"): While "just-in-time" remains valuable for efficiency, the pendulum is swinging towards strategic inventory buffers for critical components and products, providing a cushion against unexpected supply shocks.

Control Towers: These centralized digital hubs provide real-time, end-to-end visibility across the entire supply chain, enabling proactive identification of issues and rapid, coordinated responses to disruptions.

3. Sustainability and Circular Economy Principles

Sustainability is no longer an optional add-on, but a core strategic imperative driven by consumer demand, regulatory pressure, and ethical considerations.

Green Logistics: This involves optimizing transportation routes, adopting electric vehicles, exploring alternative fuels, and implementing predictive maintenance to minimize the environmental footprint of logistics operations.

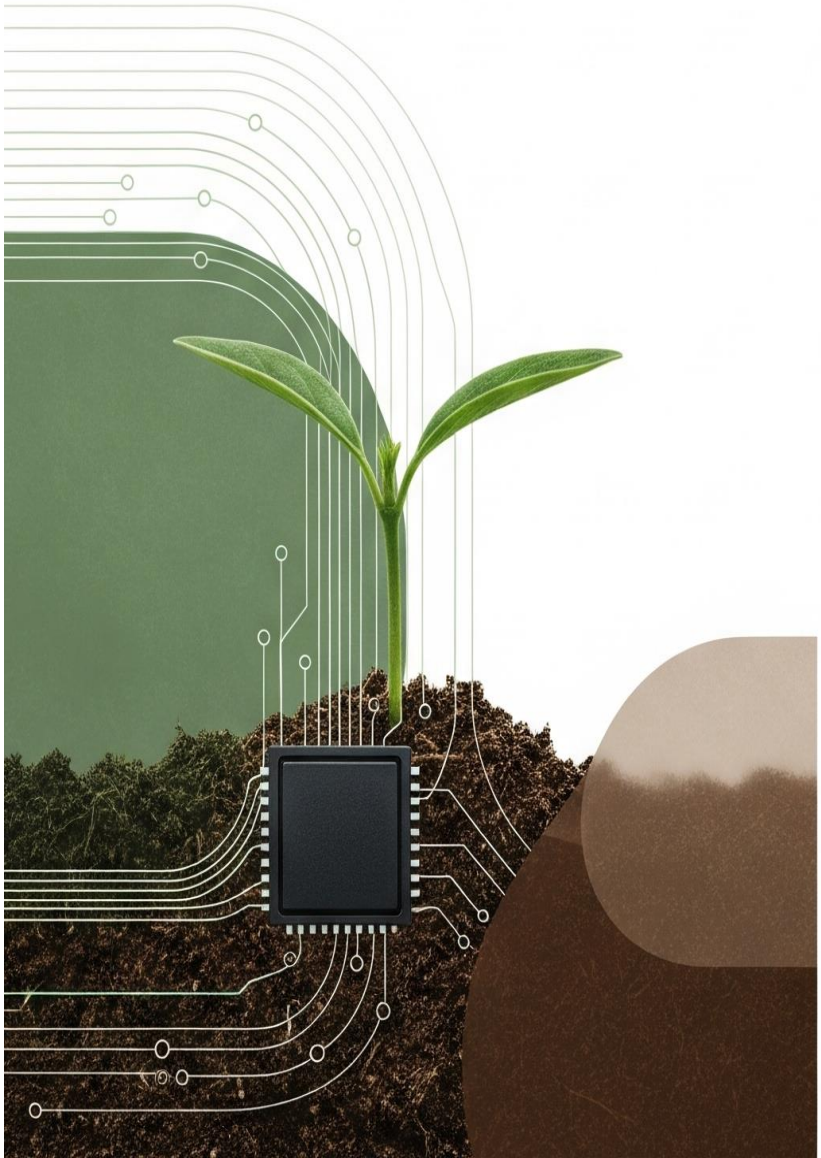
Circular Supply Chain Models: Moving beyond the traditional linear "take-make-dispose" model, businesses are embracing circularity by designing products for reuse, recycling, repair, and remanufacturing, minimizing waste and maximizing resource utilization.

Ethical Sourcing and Transparency: Increased scrutiny on labour practices, environmental impact, and responsible sourcing throughout the supply chain is leading to greater demands for transparency and accountability from suppliers.
ESG Integration: Environmental, Social, and Governance (ESG) factors are increasingly integrated into supply chain decision-making, influencing supplier selection, operational practices, and investment strategies.

4. Customer-Centricity and Omni channel Fulfilment
The rise of e-commerce has fundamentally reshaped customer expectations, demanding seamless and rapid fulfilment across multiple channels.
Omni channel Distribution: Supply chains are being designed to provide a unified customer experience across online, in-store, and other sales channels, requiring sophisticated inventory management and flexible fulfilment capabilities, including efficient last-mile delivery.
Mass Customization: Leveraging technologies like 3D printing and robotic automation, companies are increasingly offering personalized products and services at scale, demanding highly agile and responsive manufacturing and delivery processes.

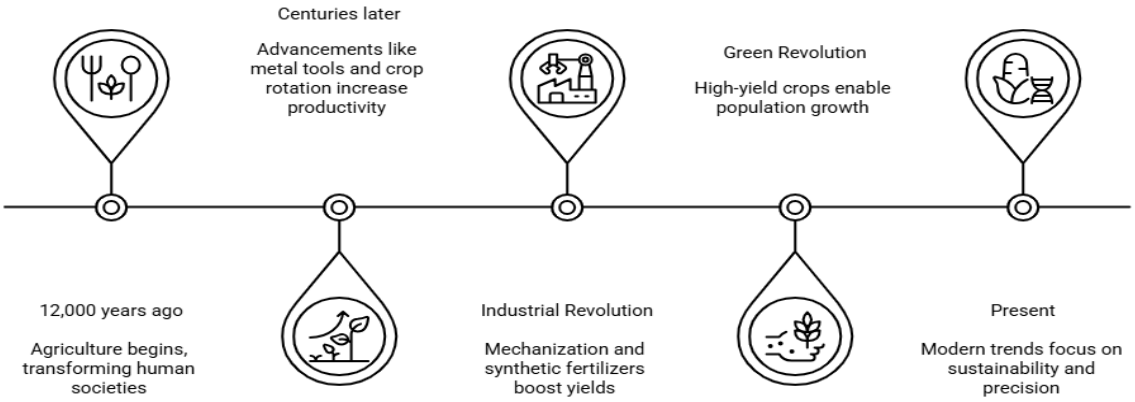
5. Data-Driven Decision Making
The sheer volume of data generated by modern supply chains presents both a challenge and an immense opportunity.
Advanced Analytics and Business Intelligence: Leveraging big data, predictive analytics, and business intelligence tools allows for deeper insights into operational performance, identification of inefficiencies, and more accurate demand forecasting.
Cross-Functional Collaboration and Data Sharing: Effective data-driven decision-making requires seamless collaboration and data sharing not only within the organization but also with external partners across the supply chain.
As future leaders in Operations and Supply Chain Management, your ability to understand, adapt to, and leverage these emerging trends will be crucial. Develop a strong foundation in data analytics, cultivate a systems-thinking mindset, and embrace continuous learning in the face of technological advancements. The future of OSCM is complex, exciting, and full of opportunities for those equipped to navigate its evolving landscape.

Emerging Trends in Agri-Business Management



ESSENTIAL READS 2025

Agriculture began during the Neolithic era, around 10,000 BCE, marking humanity's shift from nomadic hunter-gatherers to settled farming communities. Early advancements included crop domestication, animal husbandry, and irrigation, which enabled the rise of civilizations and urban centers. Over millennia, innovations such as metal tools, crop rotation, and selective breeding further increased productivity and shaped global societies



Modern agribusiness is increasingly defined by the integration of advanced technology. Digital platforms, artificial intelligence, drones, and IoT devices now enable precision farming, real-time crop monitoring, and data-driven decision-making. These technologies optimize resource use, reduce waste, and improve yields, fundamentally transforming traditional agricultural practices. Use of mini-tractors, automated machinery, drones, and telematics for higher productivity, reduced labor dependency, and lower operational costs

Data analytics is now a cornerstone of agribusiness management. The use of big data and predictive analytics allows for better forecasting, risk management, and optimization of supply chains. Businesses leverage data to make informed decisions about planting, harvesting, logistics, and market strategies.

Consumer preferences are shifting toward healthier, sustainably produced, demand for organic and natural products, plant-based alternatives, local and regional foods, convenience and ready-to-eat meals, personalized nutrition and traceable food products. This trend is driving agribusinesses to adopt organic farming, transparent supply chains, and value-added products. Meeting these evolving demands requires agility and a strong understanding of market trends.

Sustainability has become a central focus in agribusiness management. There is a growing emphasis on regenerative agriculture, climate-resilient practices, water-efficient irrigation, renewable energy, carbon sequestration, sustainable packaging and reducing the environmental impact of farming. These efforts aim to ensure long-term productivity while addressing concerns about soil health, biodiversity, and greenhouse gas emissions

Building resilient supply chains is a growing priority, especially in the face of climate change, geopolitical disruptions, and market volatility. Agribusinesses are investing in diversified sourcing, digital traceability, and flexible logistics to ensure continuity and adaptability in their operations.

The agribusiness industry is undergoing a period of rapid transformation, driven by technological advancements, changing consumer preferences, and increasing concerns about sustainability. Agribusinesses that embrace these emerging trends and adopt their management practices will be best positioned to thrive in the future. By integrating technology, prioritizing sustainability, responding to consumer demands, leveraging data analytics, and building resilient supply chains, agribusinesses can enhance their competitiveness, improve their efficiency, and contribute to a more sustainable and secure food system.

Emerging Trends in **Healthcare** and Hospital Management

ESSENTIAL READS
2025

The healthcare sector is currently experiencing a profound transformation, driven by the rapid adoption of digital technologies and changing patient expectations. This shift is more than just implementing new tools; it's a fundamental reshaping of how healthcare is delivered, managed, and experienced. The global digital transformation in healthcare market, valued at an estimated $65.2 billion in 2023, is projected to reach $253.6 billion by 2033, indicating that digital transformation is not just a trend but an economic necessity for healthcare organizations.

Key Emerging Trends: Digital transformation in healthcare is characterized by several key trends-

Digital Transformation & Automation: This involves moving beyond basic digitalization to intelligent automation and integrated systems. Electronic Health Records (EHRs) are foundational, centralizing patient information and streamlining provider access. Optimizing EHRs unlocks advanced features like predictive analytics and clinical decision support, transforming them from data repositories into dynamic tools that support clinical and administrative functions. Robotic Process Automation (RPA) automates repetitive tasks, improving efficiency and accuracy in areas like patient scheduling and registration, freeing up clinician time. Smart hospital infrastructure integrates AI, Machine Learning (ML), and the Internet of Medical Things (IoMT) to provide real-time tracking, predictive maintenance, and streamlined workflows.

Telehealth & Remote Monitoring: Telehealth has evolved into a cornerstone of modern healthcare, enabling hybrid care models and continuous patient monitoring. Beyond basic video consultations, it now includes "hospital-at-home programs" and command center-driven care models. IoT-enabled devices such as wearable health monitors and Bluetooth-connected medical tools redefine telemedicine by providing continuous vital sign tracking and remote management of chronic conditions.

AI & Machine Learning: AI and ML are revolutionizing healthcare by enhancing accuracy, streamlining operations & enabling personalized care. In diagnostics, AI algorithms significantly improve the accuracy & speed of interpreting medical images, often surpassing human performance in tasks like cancer detection. AI also plays a transformative role in predictive analytics, identifying at-risk patients earlier and forecasting disease progression. For personalized treatment, AI analyzes genetic and clinical data to tailor therapies, leading to improved outcomes. Administratively, AI streamlines routine tasks like scheduling and patient inquiries, boosting efficiency.

Cybersecurity: The rapid digital transformation has created an expanding attack surface for cybercriminals. Healthcare is particularly targeted, facing attacks at roughly twice the rate of other industries, with significant financial and reputational consequences for breaches. Effective strategies include comprehensive risk assessment, layered defence systems (administrative, physical, and technical safeguards), continuous employee training, rigorous due diligence for third-party vendors, and detailed incident response plans.

Sustainability Initiatives: Healthcare is increasingly adopting sustainability initiatives to mitigate environmental impact, reduce costs, and improve well-being. "Green hospitals" focus on energy-efficient systems, waste reduction, and eco-friendly procurement, leading to significant cost savings and improved patient outcomes.

Patient-Centric Models: The paradigm is shifting from provider-centric, fee-for-service models to patient-centric, value-based care (VBC) models, emphasizing holistic outcomes and active patient involvement. VBC aims to improve health outcomes by addressing both clinical and non-clinical needs, fostering integrated, multidisciplinary teams. Enhanced patient engagement through personalized education, patient portals, and shared decision-making is central to VBC success, leading to better adherence and reduced costs.

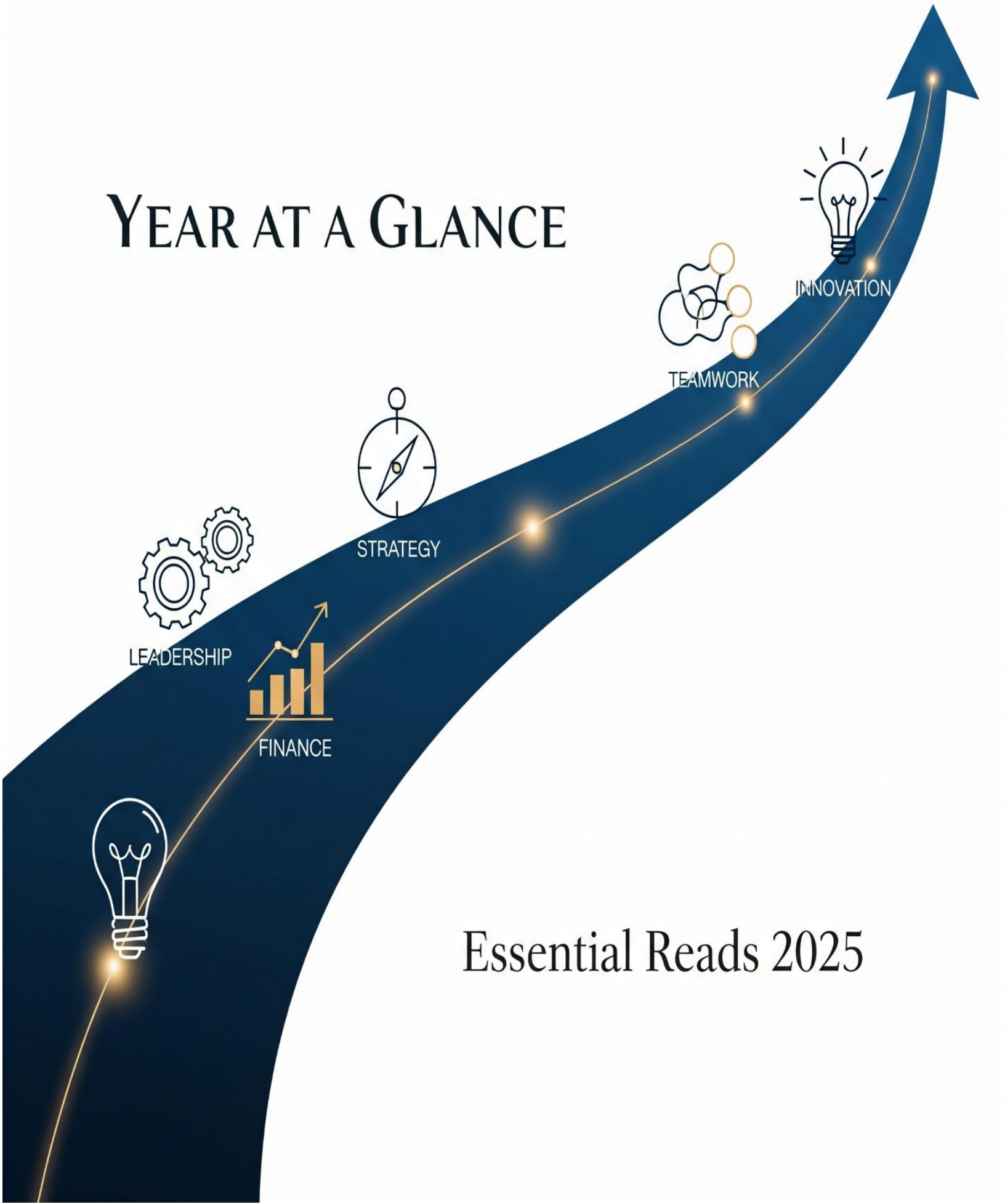
Mental Health Integration: There's a growing emphasis on integrating behavioural health services into primary care, recognizing the intricate link between mental and physical health. This holistic approach improves symptom management, reduces hospitalizations, and can lead to significant cost savings.

Data-Driven Decision Making: Leveraging big data analytics is transforming healthcare decision-making from reactive to proactive management across clinical, operational, and financial domains. Analytics tools are crucial for detecting fraud, optimizing resources, and improving patient flow. Clinically, big data aids early disease detection, risk prediction, and personalized treatment plans.

Immersive Technologies (VR/AR): AR & VR are transforming medical education, surgical planning, and patient rehabilitation. They offer immersive training environments that improve skills and reduce errors, allow surgeons to explore complex anatomies pre-operatively, and gamify rehabilitation exercises to boost patient motivation.

Conclusion: The future of healthcare management requires adaptive leadership with technological foresight and a deep understanding of organizational change. The ability to seamlessly integrate disparate technologies, manage vast datasets, foster a secure environment, and empower both patients and providers will be crucial for success.

YEAR AT A GLANCE



Essential Reads 2025

Orientation & Induction Programme

The Orientation & Induction Program for the 19th batch of Dr. D.Y. Patil Vidyapeeth's Global Business School & Research Centre, Pune was conducted from 22nd July 2024 with great enthusiasm and anticipation. This event marks the beginning of an exciting academic journey for our newly admitted students, who are set to embark on a path of learning, growth, and professional development.

The primary objective of the induction program was to familiarize students with the institution, its legacy, values, processes, systems, people & a roadmap for two years MBA programme. Through a series of interactive sessions, students were introduced to the faculty, facilities and resources that will support their academic journey.

The Induction Programme was focused on the interactive sessions with faculties, distinguished alumni and the industry professionals. Throughout the entire duration of the induction programme, various corporate guest sessions from the highly experienced industry experts were organized to expose all the students about what goes in the corporate world, new trends in the industry & what are the industry expectations from the management graduates etc.

The event also encompassed the management games along with the description of life at campus, making students amalgamate into the structure.

Dropshipping Challenge

Are you seeking an online business opportunity? Dropshipping might be the way to go. Drop-shipping market is expected to nearly double, to $476.1 billion by 2026 from $243.42 billion in 2023. This growth suggests a promising future for aspiring ecommerce entrepreneurs.

Dropshipping is a popular e-commerce business model that allows entrepreneurs to sell products online without physically stocking or managing any inventory themselves. Instead, when a customer places an order in a drop shipping store, the order is forwarded to a third-party supplier (manufacturer, wholesaler or another retailer) who then directly ships the product to the customer. The drop shipper acts as a middleman, handling the online store, marketing, and customer service, while the supplier manages the product storage, packaging, and shipping.

At GBSRC, students get an opportunity to be part of the Dropshipping Challenge where students launch and operate their own e-commerce business, focusing on marketing strategies, customer engagement, adaptability in dynamic market environment and operational efficiency. This hands-on experience enables them to develop an entrepreneurial mindset and business acumen.

Foreign University Certification Courses

edX is an American massive open online course (MOOC) provider created by Harvard and MIT (Massachusetts Institute of Technology). It hosts close to 3000 online university-level courses in a wide range of disciplines to a worldwide student body. edX runs on the free Open edX open-source software platform. edX operates its global online learning platform and primary brand for products and services.

Many learners across the globe use edX platform for skill-based learning & education in their respective interest area & domain.

Global Business School and Research Centre (GBSRC), Pune is happy & proud to enter an official contract with edX for providing the access to all our MBA 1st year students to variety of skill-based certification courses in their respective specializations & interest area. The entire fees of contract are completely paid by GBSRC so that all students can complete unlimited courses on edX platform for their knowledge enhancement & skill development. edX platform has many courses related to important areas in Management education like Digital Marketing, Entrepreneurship Management, Data Analytics, Communication Skill, Finance Management etc.

Value Added Programmes: CAP and PREP

A Career Acceleration Program was organized at Dr. D. Y. Patil Vidyapeeth's Global Business School and Research Centre, Pune. The program was curated to make MBA I students "Industry Ready" and to give them a glimpse of steps making a "Corporate Professional".

Placement Readiness and Exposure Program (PREP) for MBA II students to enhance the employability skills of the students. It was started from 27th September 2024 to 7th October 2024. Total 220 students attended this program.

This program was conducted by Ms. Neha Mishra and her team. This program started with the expert guidance on Group Discussion followed by Mock Group Discussions.

This training program was focus on: Self-Introduction, Mock Group Discussion, Mock Personal Interview, Case Study Analysis, Domain wise industry knowledge. This program helps the students to develop specific and useful knowledge, skills and techniques. It is intended to prepare students to carry out the determine task in well-defined job context.

Finance Workshop

Global Business School & Research Centre, Pune has organized a Finance Workshop for all the MBA Semester II Finance specialization students on 1st & 8th March, 2025 in GBSRC campus. The workshop was conducted by National Institute of Securities Markets (NISM) & Kotak Securities Ltd. Total 78 students registered participated in the same. The workshop was followed by a quiz for all students.

Overall, it was a very useful workshop for the Finance specialization students with a clear focus on their skill up gradation & employability enhancement. All students appreciated the initiative taken by GBSRC for their holistic development.

Industry Visits

Institute offers opportunities for all the students to interact with industries on consistent basis by way of visits to many renowned companies. Industrial visit is considered as the most practical way of learning. The main reason behind this – it lets students to know things practically through interaction, working methods and employment practices. Moreover, it gives exposure from academic point of view.


Industrial visit at AMUL Satellite Dairy Rajgurunagar & Khed, Pune


Industrial visit at TE Connectivity Shirwal, Satara

Industrial visit at Thermax Ltd, Pune

Industrial visit at Krishi Vigyan Kendra, Baramati, Pune

Industrial visit at Parle Khopoli, Maharashtra

Synergy Summit 2025

The quote by Helen Keller perfectly encapsulates the essence of The Synergy Summit 2025, which was designed to foster collaboration and co-creation among various stakeholders in the business ecosystem. The Synergy Summit 2025 served as a dynamic platform for fostering meaningful collaboration, bringing together key stakeholders from corporates, MSMEs, start-ups, academia, and government to co-create impactful solutions and drive industrial growth. This landmark event was organized by Dr. D. Y. Patil Vidyapeeth, Pune (Global Business School and Research Centre and DPU Incubation Centre), in association with J4E, and was held on February 15th, 2025, at the DPU Medical College Campus, Sant Tukaram Nagar, Pimpri, Pune-411018, from 9:00 AM to 5:00 PM.

The occasion was graced by Hon'ble Shri Chandrakant Dada Patil, Minister of Higher and Technical Education, Parliamentary Affairs, Govt. of Maharashtra, who attended as the Chief Guest. The Hon'ble Chancellor, Dr. P.D. Patil enriched the session with his engaging and thought-provoking address. Concluding the inaugural session, Dr. Sachin Vernekar, Professor Emeritus- Advisory, proposed a heartfelt vote of thanks, expressing deep gratitude to all stakeholders, speakers, and participants.

Recognizing Excellence: The Best Start-up Stalls

After a rigorous assessment, the top five outstanding start-up stalls were honored with trophies and certificates for their groundbreaking ideas and execution:

🏆 Hand-Eye Coordination Device – Dr. D. Y. Patil College of Physiotherapy

🏆 Faith & Heal Physiotherapy – Global Business School & Research Centre

🏆 RE-FAB – Dr. D. Y. Patil School of Design

🏆 GlyLecGyanB – Dr. D. Y. Patil Biotechnology and Bioinformatics Institute

🏆 ReferEase – Dr. D. Y. Patil Medical College, Hospital & Research Centre

Bloomberg Lab

GBSRC proudly hosts 12 advanced Bloomberg Terminals, making it one of the largest Bloomberg Labs in Pune. This state-of-the-art facility offers students real-time access to global financial data and a wide range of tools for advanced market analysis. It plays a vital role in enhancing students' skills in finance, economics, trading, and investment decision-making, while also preparing them for the globally recognized Bloomberg Market Concepts (BMC) certification.

With Bloomberg Terminal access, students can analyze a variety of financial instruments including stocks, bonds, forex, and commodities. They also gain exposure to professional tools used to assess market risk, volatility, and portfolio performance. The platform provides key insights into ESG factors, helping students understand how sustainability and climate change impact financial markets. At GBSRC, the Bloomberg Lab empowers students to stay ahead of the curve and make smart, data-driven investment decisions in today's dynamic financial world.

INVICTUS

INVICTUS 2025, the inaugural annual sports and cultural fest of Dr. D.Y. Patil Global Business School and Research Centre, was held from March 7th to 19th, 2025, at the DPU GBSRC Campus in Pune. This debut event successfully celebrated skill, competition, teamwork, and resilience, exceeding all expectations. The fest featured a thrilling array of sports competitions, including cricket, football, basketball, badminton, volleyball, table tennis, tug-of-war, and chess, showcasing intense athleticism and sportsmanship from both students and faculty. Beyond sports, INVICTUS 2025 also boasted a vibrant cultural showcase with dance battles, singing performances, a fashion show, a model hunt, and a War of DJs. The event embraced modern interests with a high-stake BGMI tournament and offered creative outlets through activities like Bollywood Quiz and photography challenges. Management-oriented competitions such as a Business Quiz and Group Discussions also fostered intellectual engagement.

Organized under the visionary guidance of Dr. Manish Sinha and Dr. Prashant Kalshetti, with significant contributions from students, INVICTUS 2025 established itself as a cornerstone of the institution's sporting and cultural legacy, setting a high benchmark for future events.

Corporate Guest Sessions

Resource Person	Designation	Topic
Mr. Rishabh Jain	Regional Head, edX	Foreign University Certification Courses
Prof. Swapnali Jadhav	Assistant Director, Dr. D. Y. Patil Centre for Skill Development	Skills Enhancement
Mr. Pushkar Kulkarni	Director, SAMViT Management Consultants Pvt. Ltd.	Opportunities Abroad
Mr. Dinesh Tathe	Director, Unique Academy	Prepare for competitive exams
Dr. Sandeep Sahasrabuddhe	MD, Moneywise Wealth Planners	Demystifying Asset Classes
Mr. Milind Khedekar	Corporate Trainer, On-Ground Programs	On-Ground Management Training Program
Ms. Gowry Mallissery	Manager, Tinker Labs	Design Thinking
Ms. Shraddha Chavan	Manager, KTM Indian Pvt. Ltd.	Exploring Root Cause Analysis
Ms. Sneha Asopa	Head of Strategy, TurboML	Discover your purpose through life experiences
Mr. Saahil Mehra	Enterprise Relationship Manager, Bloomberg LP	Bloomberg Introductory Orientation Session
Mr. Kunal Bari	Business Analyst, Futurethinkacademy.co.in	Exploring Business Analyst Opportunities
Mr. Sumit Jadhav	Senior Consultant, Avanade	Insights into German Culture & Opportunities
Dr. Juliya Morgan	Head of the Leadership Centre, Leeds Beckett University, UK	Entrepreneurism and Innovation
Prof. Sean Dodson	PG Course Director, Leeds Beckett University, UK	Navigating the Network Society
Madan Sunder Das	Monk, ISKON	Management lessons from Bhagavat Geeta
CA IPS Rajan Kumar Sharma	Joint Commissioner, Pune Police	Motivation and Soft Skills
Mr. Ishwar Mutha	Psychotherapist & Counsellor, Counselmind.com	Emotional First Aid
Mr. Tejas Kadam	Director & Business Head, Technoedge Learning Services India Pvt Ltd.	Getting Ready for Corporate Life
Ms. Gautami Patel	Corporate trainer	The power of power dressing
Mr. Nachiket Anekar	General manager HR at Vodafone (VI- India)	Navigating the Corporate Maze
Ms. Aditi Khot	Founder, Des Rangeela	Entrepreneurship Journey and Experiences

ESSENTIAL READS 2025

STUDENTS' JOURNEY AT GBSRC

Aaditya Katkar
MBA (Agri Business Management) | Batch 2023–25
Placed at: **HDFC Bank** as **Agriculture Officer**
Former **General Secretary (PG), Student Council**

"My journey at Global Business School and Research Centre has been nothing short of transformative. As an Agri Business Management student, I had the opportunity to connect theory with real-world insights through industrial visits, certification programs, and expert guest sessions.
Serving as the General Secretary of the Student Council further sharpened my leadership and organizational skills. From celebrating vibrant festivals on campus to participating in skill-building workshops, every moment here was a learning experience.
The faculty support, personalized placement training, and the career guidance I received played a pivotal role in my placement at HDFC Bank. I feel proud and prepared to step into the industry, carrying with me the values and vision of GBSRC."

Bhakti Kumbhar
MBA (Agri Business Management) | Batch 2023–25
Placed at: **AMUL** as **Territory Sales In-charge - I**
"GBSRC has been a turning point in my academic and professional journey. As an Agri Business Management student, I was exposed to a perfect blend of practical learning and industry exposure. The curriculum is dynamic, and the constant encouragement from faculty pushed me to explore beyond textbooks.
My placement at AMUL reflects the continuous support and structured guidance provided by the placement cell. The certification courses, hands-on training, and real-world case studies helped me gain the confidence to step into the corporate world.
I'll always cherish the vibrant culture of GBSRC—be it festival celebrations, industrial visits, or teamwork during college events. These experiences have not only made me industry-ready but also personally enriched."

Omkar Chavan
MBA (Agri Business Management) | Batch 2023–25
Placed at: **HDFC Life Insurance** as **Executive Trainee**

"Choosing GBSRC for my MBA in Agri Business Management has been one of the best decisions of my life. The institute's focus on holistic development helped me grow academically and professionally. With activities like industry interactions, field visits, certification programs, and practical projects, I gained valuable insights into the real-world application of agri-business concepts.
The placement team at GBSRC guided me throughout the recruitment process, and their personalized support helped me secure a position at HDFC Life Insurance.
I'll always remember the vibrant student life here—cultural events, teamwork during festivals, and the friendships I've made. GBSRC has not only shaped my career but also given me memories for a lifetime."

Purusharthwardhan Rathore
MBA (Finance and Marketing) | Batch 2023–25
Placed at: **Yotta** as **Senior Executive**

"My experience at Global Business School and Research Centre has been truly enriching. Pursuing a dual specialization in Finance and Marketing allowed me to explore diverse dimensions of management with practical exposure and academic excellence.
GBSRC's ecosystem is built to nurture talent through industry-oriented certification courses, interactive guest lectures, and hands-on learning. The institute's personalized approach to placement training played a key role in helping me secure a position at Yotta as a Senior Executive.
Beyond academics, what makes GBSRC special is its vibrant campus life—celebrating festivals, engaging in student-driven initiatives, and being part of a culture that fosters leadership and innovation. I'm proud to be a part of this transformative journey."

Manaswee Kadwe
MBA (Human Resource and Marketing) | Batch 2023–25
Placed at: **Posh Metals** as **Management Trainee**
"Being a part of GBSRC has been an empowering journey that shaped both my personality and professional outlook. With a dual specialization in HR and Marketing, I was encouraged to explore cross-functional knowledge through experiential learning, skill-building workshops, and real-world case discussions.
The institution's commitment to student development is truly commendable from personalized placement mentoring to certification courses and active industry interface. These efforts helped me gain the confidence and skills needed to secure my placement at Posh Metals.
What I cherish the most are the vibrant cultural celebrations, student-led activities, and the inclusive campus environment that made every moment memorable. GBSRC has helped me grow into a confident, capable, and career-ready professional."

Dr. Swapnali Hiwrale
MBA (Hospital & Healthcare Management and Marketing) | Batch 2023–25
Placed at: **Seven Orange Hospital** as **Deputy Medical Superintendent**

"Coming from a medical background with a BAMS and MD, I decided to pursue an MBA to bridge the gap between clinical expertise and healthcare management. GBSRC provided the perfect platform for this transition. The MBA in Hospital and Healthcare Management, combined with Marketing, offered me a holistic understanding of healthcare systems, patient engagement strategies, and operational efficiency.
The academic rigor, combined with industry visits, simulation exercises, and exposure to real-time hospital case studies, prepared me to take on leadership responsibilities in the healthcare sector. I'm grateful to the faculty and placement team for their constant support and for helping me secure the role of Deputy Medical Superintendent at Seven Orange Hospital.
GBSRC not only enhanced my management skills but also gave me a well-rounded perspective through cultural events, collaborative learning, and leadership opportunities. It's been a rewarding and career-defining journey."

Upasana Jagtap
MBA (Hospital & Healthcare Management and Marketing) | Batch 2023–25
Placed at: **Shree Bhausaheb Hire Medical College, Dhule** as **Nursing Officer (Government Job)**

"GBSRC has played a pivotal role in shaping my career and helping me achieve my dream of securing a government position in the healthcare sector. With a specialization in Hospital and Healthcare Management along with Marketing, I gained a dual advantage, understanding both the clinical and administrative sides of healthcare.
The structured curriculum, insightful classroom discussions, and exposure to hospital operations equipped me with the right skills to succeed in public health services. The constant encouragement from faculty and the institute's focus on discipline, leadership, and soft skills helped me stand out during the selection process.
From academic growth to participating in cultural events and skill-building workshops, every aspect of GBSRC added to my confidence and capabilities. I feel proud to be a part of this esteemed institution that truly prepares students for excellence in every field."

Ramavtar Rathi
MBA (Finance and Marketing Management) | Batch 2023–25
Placed at: **ICICI Securities** as **Management Trainee**
"My journey at GBSRC has been one of growth, learning, and transformation. With a dual specialization in Finance and Marketing, I gained valuable insights into financial markets, investment strategies, and consumer behaviour all supported by a curriculum that is both industry-relevant and forward-looking.
The placement training at GBSRC was structured, personalized, and immensely helpful in preparing me for real-world challenges. The practical sessions, certifications, and mock interviews were instrumental in helping me secure a role as Management Trainee at ICICI Securities.
I also appreciated the dynamic campus life full of energy, cultural celebrations, leadership opportunities, and collaborative learning. GBSRC has laid a strong foundation for my corporate journey, and I'll always be grateful for the exposure and mentorship I received here."

Ayushi Dwivedi
MBA (Human Resource and Marketing Management) | Batch 2023–25
Placed at: **Biojobz** as **Management Trainee**

"GBSRC has been a journey of self-discovery and professional development. Pursuing a dual specialization in Human Resource and Marketing gave me a broad perspective on people management, branding, and organizational dynamics. The institute's blend of academic excellence and practical exposure helped me build confidence and clarity in my career path.
Regular industry interactions, certification courses, and soft skill training sessions played a key role in my placement at Biojobz. The support from the placement cell and faculty mentors was truly encouraging at every step.
Apart from academics, the vibrant campus culture, student-led initiatives, and opportunities to participate in various events made my MBA journey enjoyable and enriching. GBSRC has shaped me into a well-rounded professional, ready to take on new challenges in the corporate world."

Ayesha Kangoliya
MBA (Finance and Marketing) | Batch 2023–25
Placed at: **SKL Shipping and Logistics Pvt. Ltd.** as **Business Development Executive**
Former **Joint General Secretary (PG), Student Council**

"My MBA journey at GBSRC has been filled with learning, leadership, and lasting memories. With a dual specialization in Finance and Marketing, I developed strong analytical and strategic thinking skills that prepared me for the dynamic business world.
Taking up the role of Joint General Secretary in the Student Council gave me hands-on experience in leadership, teamwork, and event management, which proved invaluable in both personal and professional growth.
The institute's placement support, skill-building sessions, and exposure to live projects helped me secure a role at SKL Shipping and Logistics Pvt. Ltd. as a Business Development Executive.
GBSRC is not just an institute; it's a platform where students evolve into professionals. I'm grateful for the enriching environment, supportive faculty, and the vibrant culture that made these two years unforgettable."

Teesha Jain
MBA (Finance and Marketing) | Batch 2023–25
Placed at: **Lakmé** as **Management Trainee**
"Studying at GBSRC has been a rewarding and transformative experience. With my dual specialization in Finance and Marketing, I was able to explore both analytical and creative aspects of business, which broadened my career opportunities and helped me develop a well-rounded professional outlook.
The institute's focus on industry-oriented learning, practical exposure through internships, and interactive certification programs gave me the confidence to step into the corporate world. I'm proud to have secured my placement at Lakmé—a brand known for its legacy and innovation.
GBSRC's vibrant campus life, supportive faculty, and engaging events created a nurturing environment that made my MBA journey both productive and enjoyable. I will always cherish the personal and professional growth I've experienced here."

Dhruv Gupta
MBA (Human Resource and Marketing) | Batch 2023–25
Placed at: **Asian Paints** as **Sales Executive**

"My time at GBSRC has been filled with valuable learning, diverse experiences, and personal growth. Specializing in Human Resource and Marketing gave me a strong foundation to understand both people and business, helping me develop a unique and adaptable skill set.
The structured placement training, case-based learning approach, and live industry projects made me job-ready and confident. With the continuous guidance of our faculty and placement team, I successfully secured a position at Asian Paints—one of the most reputed brands in India.
I've also had the chance to be part of various cultural events, workshops, and student activities that shaped my leadership and communication skills. GBSRC has truly transformed me into a well-rounded professional prepared for the dynamic business world."

Dhrumil Deshmukh
MBA (Human Resource and Marketing) | Batch 2023–25
Placed at: **Wipro** as **Management Trainee**

"Joining GBSRC was the beginning of a journey that shaped my career and transformed my outlook toward the corporate world. With a dual specialization in Human Resource and Marketing, I had the opportunity to explore the strategic and interpersonal aspects of management through practical exposure and expert-led sessions.
The consistent support from faculty and the placement team, along with industry-driven certification programs, helped me build the right competencies to earn a placement at Wipro. The entire placement process was smooth and well-structured, giving me the confidence to perform my best.
Beyond academics, I'll always cherish the lively campus environment, cultural celebrations, and skill-building activities that made my MBA life exciting and enriching. GBSRC has truly been the stepping stone to a promising future."

Yash More
MBA (Human Resource and Marketing) | Batch 2023–25
Placed at: **Ceasefire** as **Executive – Fire & Safety Officer**
"My MBA journey at GBSRC has been filled with practical learning, industry exposure, and continuous personal development. With a specialization in Human Resource and Marketing, I gained valuable insights into people management and strategic communication—skills that are essential in any leadership role.
The institute's emphasis on hands-on training, industrial visits, and career-focused certification courses helped me build real-world competence. The guidance from faculty and placement mentors was instrumental in helping me secure a position at Ceasefire, where I now work as an Executive in Fire & Safety.
I'm especially grateful for the campus environment that encouraged active participation in events, cultural celebrations, and leadership roles. GBSRC gave me the tools, confidence, and direction I needed to step into the corporate world with purpose."

Pummy Verma
MBA (Finance and Marketing) | Batch 2023–25
Placed at: **Acuity Knowledge Partners** as **Financial Spreading & Loan Operations**

"My two years at GBSRC have been a remarkable journey of academic growth and professional preparation. With a dual specialization in Finance and Marketing, I acquired strong analytical skills and market insights that are essential in today's competitive environment.
The institute's industry-aligned curriculum, live projects, and certification courses sharpened my technical expertise, while the placement cell's personalized mentoring and mock interviews helped me navigate the recruitment process with confidence. These experiences paved the way for my role at Acuity Knowledge Partners in Financial Spreading & Loan Operations.
Beyond the classroom, the vibrant campus life complete with festival celebrations, student-led initiatives, and skill-building workshops fostered leadership and collaboration. GBSRC has empowered me to step into the corporate world fully prepared and eager to make an impact."

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