

 **masters'**
union

scratch

Volume 01 • Issue 01

**2025 India
Outlook**

**5 Key Sectors to
Watch-out for**

**PwC x
Masters' Union**

**An Industry-first
Collaboration:
Reimagining
Classrooms
with AI**

SeedsAI

SeedsAI

Seeds AI

**A Campus Startup Transforming Customer Service
Through Intelligent Voice Bots**

January 2025

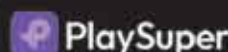
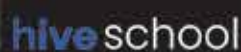
The Masters' Union Way

Learn Business by Doing Business

Masters' Union is India's first industry-immersive business school, strategically located in the heart of Gurugram's business district. Established in 2020, Masters' Union was founded with the vision to bridge the gap between theoretical learning and real-world business challenges. The school's unique approach centers around hands-on experience, where students don't just study business concepts—they actively run and manage businesses, ensuring they gain practical, industry-relevant skills that go beyond traditional classroom learning.



Startups shaped in **2024**



FROM THE FOUNDER'S DESK

Dear Readers,

Welcome to the First Edition of Scratch!

At Masters' Union, we firmly believe in the power of ideas - ideas that shake things up, drive change, and push us forward. This magazine is all about bringing those ideas together, broadening our views, and sparking real conversations. Whether you're a prospective or current student, an entrepreneur, a business leader, or simply someone who loves to learn, there's something valuable here for you.

Curious about the name 'Scratch'? Let me explain. Scratch embodies the spirit of constant reinvention, showcasing stories of individuals who redefine success from scratch. With every issue, we aim to inspire you to rethink, rebuild, and reshape your journey through bold ideas and fresh beginnings.

Inside, you'll find stories of student startups making waves, placement highlights with impressive career trajectories, and insights into the latest business news. We have also rounded up the best insights from CXOs, Entrepreneurs, MDs, and industry pioneers who visited our campus, and engaged with students.

As we kick off this initiative, a huge thank you to everyone who helped bring this magazine to life. And, to you our readers - this magazine is all for you! We hope it inspires, informs, and connects with you. Your feedback and ideas are key to making future editions better, so don't forget to share your thoughts, brainwaves, and pitches with us.

Cheers,
Pratham Mittal
Founder, Masters' Union



Reach out to me on
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Masters' Union Campus is always buzzing with activities. Here is a quick recap of key on-campus events from 2024.

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Redefining customer service with AI-powered bots.

In less than a year of inception, Seeds AI has demonstrated that it is on course to redefining customer service in the BFSI space.



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Masters' Union students aren't just bubbling with innovative ideas, but are also adept in translating those ideas into action. Featuring promising student startups from last year's batch.



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THE MUnth THAT WAS

What's Up on Campus



Innovation in Action

PGP Students Pitched to 100+ VCs at VIP Demo Day

The Masters' Union Venture Initiation Programme (VIP) is a launchpad for startup success. It transforms students into startup founders through a six-month '0 to 1' business-building journey. As part of the VIP, students brainstorm ideas, build Minimum Viable Products (MVPs), and test their go-to-market strategies.

Beyond a crash course in entrepreneurship, the VIP is a real-world testing ground that challenges students to ideate, build, fail, pivot, and thrive - all under the guidance of seasoned mentors and industry stalwarts.

The grand finale culminates in a VIP Demo Day, where the top startups pitch to over 100+ investors. This year, our students pitched to heavyweights from Elevation Capital, Accel, Waterbridge Ventures, InfoEdge Ventures, and others.

Demo Day 2024

Demo Day isn't just about funding - it's about validation, connections, and building the confidence to go big.

This year's Demo Day was a showcase of innovation and ambition. With ideas spanning AI, gaming, and education, our budding entrepreneurs proved they're here to disrupt industries.

Students pitched their startups to a room full of 100+ VCs and angel investors and received real-time feedback, mentorship, and funding opportunities.

Out of the 100+ VCs who made Demo Day 2024 a spectacular success, here are the top 10 standouts:



Key Highlights from Demo Day 2024

79 Startups

formed as part of the Masters' Union Venture Initiation Program

16 Teams

with 23 students are pursuing startups full-time post MBA

4 Teams

have raised seed funding with 2 having raised \$500K and \$200K respectively

₹35 Lakhs

Equity-free grants given by Masters' Union

₹50 Lakhs

Highest revenue till date of a single startup

₹35 Crores

Highest valuation achieved by a single team



Glimpses from Demo Day 2024



PwC x MU

The Classroom Reinvented

Masters' Union and PwC's AI-Powered Alliance



Imagine a classroom where AI robots mingle with students, where data processing units buzz with activity, and where the corporate world blends seamlessly with academia to drive innovation. That future is soon going to be a reality at Masters' Union, thanks to a game-changing partnership with PwC India.

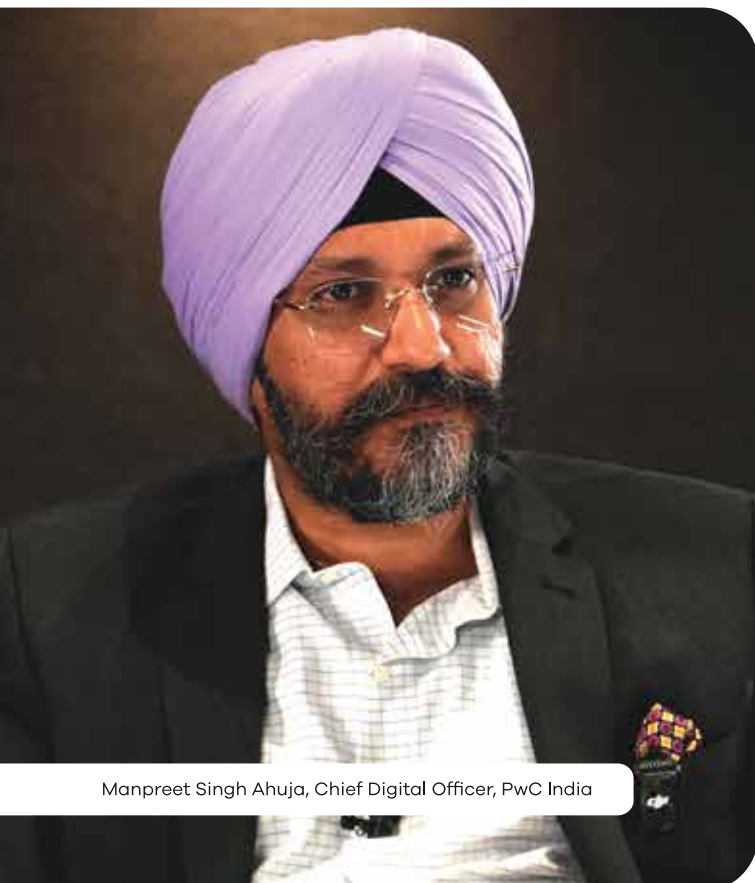
Masters' Union and PwC India have come together to set up an innovation lab dedicated to cutting-edge AI research and projects. And it's not just a milestone for the institution; it's a tectonic shift for business education in India.

Why This Partnership is a Big Deal

In the ever-evolving world of business, staying ahead of the curve is non-negotiable. AI is no longer just a buzzword; it's the backbone of industries ranging from healthcare to fintech. The Masters' Union - PwC India collaboration isn't just about installing fancy tech on campus; it's about rewriting the rules of education. Students won't just learn AI - they'll live it!

When PwC's leaders graced the Masters' Union campus for a fireside chat, the excitement was palpable. Discussing the impact of AI on the business world and the overall employment landscape, Mr. Manpreet Singh Ahuja, Chief Digital Officer at PwC India, said, *"There is \$15 trillion worth of net economic activity that AI has got to create. Even if that economic activity is done with 50% more efficiency, that's a massive amount of employment, revenue, and new business models coming to the table. So, when we collaborate with Masters' Union, we've got to push the boundaries far more than what our corporations are challenging us to do; we have to assess what the future would be 9-10 years from now."*

The conversation transcended typical boardroom jargon, offering an exploration of AI's transformative potential and the pivotal role of startups in driving innovation. Joining the discussion were Pratik Jain, Partner at PwC India, and Shirin Sehgal, Chief People Officer at PwC India. Together, they delved into a panel discussion that spotlighted leadership in the AI era, the urgency of cultivating an AI-ready workforce, and strategies for businesses to steer their teams through this fast-evolving technological landscape.



Manpreet Singh Ahuja, Chief Digital Officer, PwC India

A Playground for Innovation

At the heart of this collaboration is the soon-to-be-established AI lab, a playground for tech enthusiasts and business wizards alike. Equipped with NVIDIA-powered data processing units, AI robots, and advanced data science infrastructure, this isn't your average classroom. It's a launchpad for ideas and innovations that will shape the future.

But the magic doesn't stop at the hardware. Through curated workshops, hands-on projects, and live seminars, students will work side-by-side with PwC experts. Whether it's building AI models to optimise supply chains or developing algorithms to tackle climate change, the possibilities are as limitless as the ambition of the students themselves. And the cherry on top? All of this happens under the mentorship of industry veterans, ensuring that students don't just learn theory but master the art of practical application.



Pratik Jain, Manpreet Singh Ahuja, Shirin Sehgal, Shakir Iqbal, Pratham Mittal

Reshaping the Corporate World

While this collaboration is a massive win for students, it's equally significant for the corporate world. Companies are acutely aware of the talent gap in AI and emerging technologies. Collaborations between companies and educational institutions are more than partnerships - they are blueprints for shaping the workforce of the future.

Take, for instance, Google's partnership with Stanford University to advance AI research or Microsoft's AI for Good initiative, which includes academic collaborations to develop solutions for pressing global challenges. Similarly, the partnership between IBM and MIT to launch the MIT-IBM Watson AI Lab has not only resulted in groundbreaking research but also cultivated a generation of AI-savvy graduates ready to tackle real-world challenges.

By directly influencing curriculum design, businesses can ensure that emerging talent is equipped with the exact skills needed to excel in an AI-driven world. Such alliances create a talent pipeline that's not only resilient but also attuned to the dynamic challenges of modern economies, offering a win-win for both industry and academia.

The Ripple Effect

This collaboration marks the beginning of a new era where academia doesn't just respond to industry trends but actively shapes them. Masters' Union and PwC India are setting a precedent for how academia and industry can come together to build the future. With AI as the catalyst, the possibilities are endless.

So, if you've ever wondered what the future of business education looks like, it's happening now - and it's happening at Masters' Union.



Building a ₹3 Crore Success Story with Dropshipping

What if your classroom could double as your startup incubator, your assignments feel like running a business, and your grades depend on generating profits? Welcome to Masters' Union's Dropshipping Challenge, where students don't just learn business - they live it.

Forget theoretical jargon and case studies, the Dropshipping Challenge is the real deal. It kicks off in Term 1 for PGP TBM, PGP RISE, and UG students, introducing them to the nuts and bolts of e-commerce. Here's the twist: students must build dropshipping businesses without holding inventory. Armed with creativity and determination, they tackle branding, supply chain management, and sales head-on. The result? Real-world experience, real revenue, and a whole lot of learning.



Learning by Doing

This year, over 50 startups came to life. The products were as diverse as the students themselves: elegant home décor, cutting-edge drones, ergonomic pillows, and more. The challenge reached its crescendo at the 'PopUp Bazaar' in Gurugram, where students sold their products to real customers, experiencing firsthand the thrill and pressure of running a business.

By the end of the challenge, students turned ideas into a staggering ₹3 crore in sales! The top three teams that stole the show were:

Zeller Crystals:

The undisputed champion, this startup didn't just sell crystals; it turned them into a lifestyle. With impeccable branding and storytelling, Zeller Crystals raked in an impressive ₹45 lakhs in revenue.

Khareedo.shop:

The first runner-up generated ₹26 lakhs. Their secret? A curated selection of must-have products paired with seamless customer experiences.

Daily Dukaan:

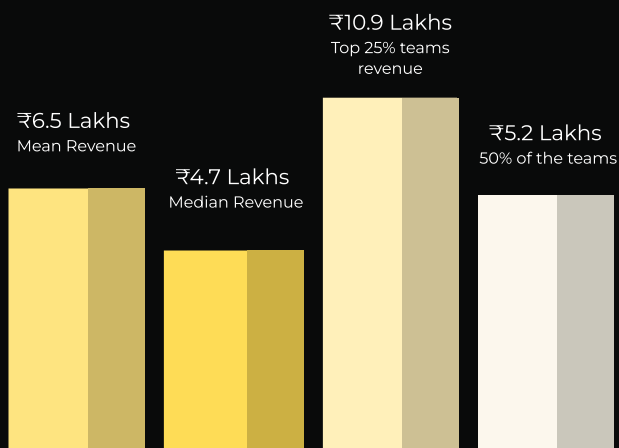
The second runner-up earned ₹16 lakhs, positioning itself as a futuristic convenience store for everyday essentials.

And these aren't outliers. Eleven teams crossed the ₹10 lakh mark, proving that the challenge isn't just about a few lucky breaks; it's about cultivating an entrepreneurial grit.

Dropshipping Statistics

Challenge revenue generated over 75 days

Total Revenue: ₹338.9 Lakhs



Mela Day revenue generated over 12 hours at the Galleria pop-up bazaar, Gurugram

₹ 1939.4k
Total Revenue

₹ 39.5k
Mean Revenue

₹ 37.4k
Median Revenue



Zeller Crystals, awarded first place for highest revenue generation

Revenue: Top 10 Teams

Business	Category	Revenue
Zeller	Crystal Products	₹45.43 L
Khareedo.Shop	High Utility Appliances	₹25.89 L
Daily Dukaan	Fashion and Fitness Accessories	₹16.20 L
DropServe	Online Upskilling Courses	₹14.10 L
Thriftfly	Ticket Booking Platform	₹12.27 L
Jojo's	Daily Essentials	₹10.58 L
Funky Fixes	Gadgets and Accessories	₹10.21 L
Out of CTRL	Perfumes	₹10.09 L
Homeezy	Home Organisers	₹10.03 L
Just Daily	Online Upskilling Courses	₹9.80 L

Why Dropshipping? Why Now?

Dropshipping is more than a trendy business model; it's a microcosm of modern commerce. By eliminating inventory risks, it allows budding entrepreneurs to focus on branding, marketing, and customer engagement. Including dropshipping in the curriculum ensures students are learning skills that are both relevant and future-proof. With e-commerce continuing to explode globally, this hands-on experience gives students a competitive edge in the job market and beyond.

As we wrap up another successful Dropshipping Challenge, one thing is clear: this isn't just an academic exercise. It's a transformative journey where students learn to fail fast, think on their feet, and turn setbacks into comebacks. It's proof that when education meets innovation, magic happens.

So, whether it's ₹3 crore in sales or a lifetime of lessons, the Dropshipping Challenge is shaping the business leaders of tomorrow. The next one might just be a global phenomenon - and it all started in a classroom at Masters' Union.



CA Sarthak Ahuja, Ankur Warikoo and Shlok Srivastava

From Classroom to Boardroom

High School Students Face-off in the CEO Challenge

The journey of becoming a founder often starts young, perhaps as early as in the formative years of high school.

The **Masters' Union CEO Challenge** brings this ethos to life, giving India's brightest high school students the platform to transform their innovative vision into reality.

More than **500 schools from 15+ states**, including top names like Woodstock School Mussoorie, Whitefield Global School Bengaluru, Vidhyashram International School Jodhpur, and Excelsior American School Gurugram, participated in this exciting competition. Students showcased their creativity, strategy, and entrepreneurial spirit by pitching innovative startup ideas to a jury of industry leaders, including **Ankur Warikoo, Shlok Srivastava, and CA Sarthak Ahuja**.



Ankur Warikoo presents funding cheque to Project Clay

This year, the stakes were higher than ever with seed funding of ₹15 Lakhs on the line, offering young innovators a rare glimpse into the fast-paced world of entrepreneurship. From AI-powered clothing mirrors to sustainable fashion made from waste milk, the pitches were rooted in creativity and innovation in diverse industries including technology, sustainability, and social impact.

Game-changing Startups that Secured Major Funding

With innovative solutions and disruptive business models, these student startups captured the attention of investors and secured significant funding to fuel their growth.



Learn Link, founded by Kabir Singal from Heritage Xperiential Learning School Gurugram, got a funding of ₹1,25,000. Learn Link is transforming virtual education for K-12 students through its peer-to-peer platform. By enabling students to track their progress, collaborate with peers, and overcome learning challenges, this student venture is making education more interactive.



Craftity, backed by ₹2,00,000 in funding, is championing small businesses on Instagram. Founded by Shrey Rao from Whitefield Global School Bengaluru, this student startup is helping businesses reach wider audiences and ensuring their products stand out, Craftity bridges the gap between supply and demand, empowering entrepreneurs to thrive in the digital space.



Strangify, founded by Vidhyashram International School Jodhpur's Himanshu Rajpurohit, received ₹1,50,000 in funding. Strangify is creating safe spaces for healing through a platform where individuals facing similar struggles can connect. The company goes beyond mental health support - it fosters real human connections and empowers individuals to overcome challenges together.



Project Clay, with ₹2,50,000 in funding, is revolutionising career counselling for high school students. Founded by Dyumna Madan from Woodstock School Mussoorie, this student startup is connecting high school students with final-year college students, the platform provides real-world insights into college life and career paths, empowering students to choose the right career path and college.

Key Highlights of CEO Challenge 2024

10,000+
students

100+
schools

₹15 Lakhs

Equity-free grants given
by Masters' Union

8
winners

2
winners participated in
Shark Tank India - Season 4,
with Project Clay securing funding

Pioneers in Tech, Business, and Finance: Meet the Judges

Ankur Warikoo

Ankur Warikoo is an entrepreneur and content creator, known for empowering aspiring entrepreneurs with insights on business and personal growth.

Shlok Srivastava (Tech Burner)

Shlok Srivastava, aka Tech Burner, is a tech influencer who simplifies gadget reviews for millions of enthusiasts.

CA Sarthak Ahuja

CA Sarthak Ahuja is a startup advisor who helps early-stage businesses navigate financial management and growth.



Chalkboards & Challenges

Unpacking India's Education System with **Physics Wallah**

Masters' Union is revolutionising business education with **Off-Campus**, an outclass initiative that provides students with **real-time exposure to how businesses and markets operate**. By visiting **50+ businesses** and **local markets** across **10+ states**, including leading names like **CARS24, Chai Point, Physics Wallah, Shiprocket, Café Delhi Heights, Nimaya Foundation**, and **Josh Talks**, students gain unparalleled insights into the internal workings of industries spanning **F&B, education, automobile, logistics, and more**.

With this exclusive opportunity to learn from founders and industry experts, students tackle the ultimate question at the core of business-building: **How does a business make money?**

Have you Ever Wondered what Fuels the Success of Physics Wallah?

Physics Wallah is a leading education platform preparing students for 17+ competitive exam categories, including **NEET, IIT-JEE, MBA, UPSC**, and more. With a strong presence across India, the platform operates **100+ tech-enabled offline centres** and has catered to the educational needs of over **15 million students**. Physics Wallah also boasts an impressive **11.5 million subscribers on YouTube**, making it a prominent player in the edtech space, known for its innovative approach to learning and accessibility for students.

Masters' Union students got an exclusive behind-the-scenes look at the powerhouse that's revolutionising education. During an off-campus learning experience, they visited the Physics Wallah's head office and uncovered the secrets to its extraordinary growth. From its game-changing operational model to the leadership principles driving its success, the visit was packed with insights.

Students had the chance to engage in thought-provoking discussions with the **company's key leaders**, including **Alakh Pandey - Founder, Ankit Gupta - CEO (Offline), Yogesh Shukla - Vice President of Product**, amongst others.

During this visit, our students witnessed how the powerful blend of technology, education, and culture is reshaping teaching methodologies.

The Power of Hybrid Education Models: **Vidyapeeth** and **Pathshala**

One of the standout features of Physics Wallah is its unique hybrid educational model, encompassing both Vidyapeeth (offline) and Pathshala (hybrid). Ankit Gupta, CEO (Offline), provided an in-depth explanation of these models. The two models, combined, serve **over 150,000 students** offline across **37 cities**, with plans to expand to **63 cities by 2025**.

Masters' Union students discussed the advantages of Pathshala's hybrid approach, which enables the company to reach a broader audience while maintaining personalised attention and high-quality educational experiences.

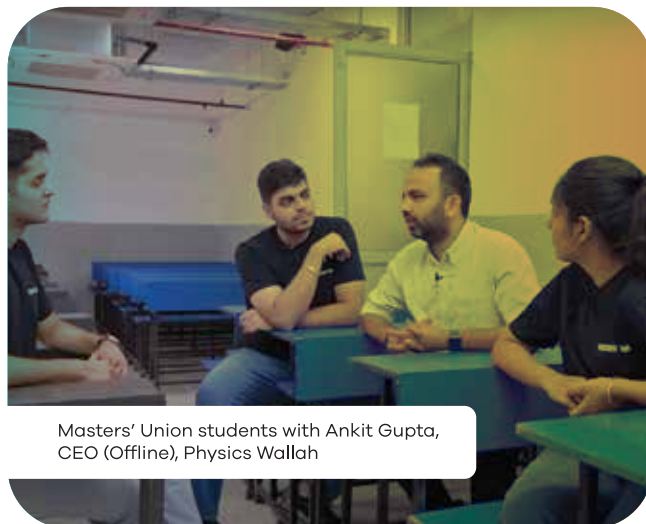
Scan to watch
A day at PW's office



Masters' Union students with Ankit Gupta, CEO (Offline), Physics Wallah

Building a Strong Organisational Culture

Physics Wallah's success is rooted in its focus on creating a strong organisational culture. **Gopal Sharma, the COO**, shared how they have fostered a familial rather than a corporate approach. Gopal recounted the company's rapid expansion, scaling **from a small team to over 10,000 employees** in just a few years. Despite this growth, Physics Wallah has preserved a close-knit, family-like atmosphere where every team member is valued and respected.

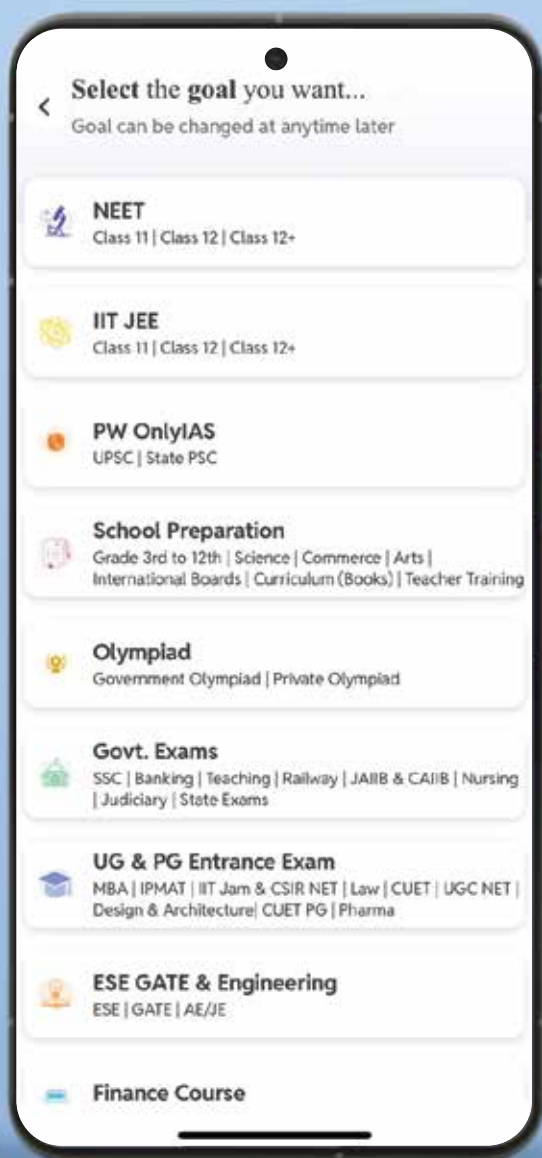


Masters' Union students with Ankit Gupta, CEO (Offline), Physics Wallah



Masters' Union students with Yogesh Shukla, Vice President (Product), Physics Wallah

Physics Wallah App: One app for all learners



Empowering Students with Digital Tools

Yogesh Shukla, Vice President of Product at Physics Wallah, shared how the platform leverages technology to enhance learning experiences in today's digital age. With **quick and micro learning**, Physics Wallah simplifies complex concepts for better understanding. Innovative digital tools such as **Dangal for real-time quizzing** and **Rank Predictors** provide students with comprehensive resources, ensuring they are fully equipped to excel in their studies. The use of **smartboards, live streaming setups, and real-time issue tracking** further ensures that students enjoy a seamless and interactive educational experience, whether online or offline.



In Conversation with

Alakh Pandey

Addressing Challenges and Shaping the Future of Education

Masters' Union students had the privilege of meeting Alakh Pandey, the visionary founder of Physics Wallah. Alakh spoke about the importance of **expanding education opportunities** to reach grassroots communities and thus ensure delivery of **quality education** as well as employability. When asked about the challenges of breaking the traditional patterns of education, he highlighted that our current **National Education Policy** fosters **practical learning, vocational training, and modern teaching methods**. Additionally, he stressed the need for faculty members who are **open to new ideas and innovative pedagogies** to drive meaningful change in education delivery.

Alakh shared his vision for Physics Wallah, focusing on building a **sustainable brand that fosters accessibility and affordability for all students**, especially those from underprivileged backgrounds. He called for a holistic approach involving collaboration between students, educators, and industry leaders to address the gap between education and the job market.

Learning from Alakh Pandey's experience



Soles of Success: Inside Nivia's Factory

What Does it Take to Create World-class Sports Gear that Fuels Champions?

Masters' Union students uncovered the answer first-hand during their visit to the Nivia Sports headquarters and manufacturing facility in Jalandhar as part of their off-campus learning experience. As India's largest sports goods manufacturer, Nivia Sports provided an exclusive glimpse into its storied legacy, cutting-edge production processes, and innovative approach to crafting world-class sports equipment.



Nivia: A Brand Older than Nike and Adidas

The history of Nivia dates back to 1934 when Mr. Nihal Chand Kharabanda (NCK), laid the foundation for what would eventually become a legacy sports brand.

In the 1960s, NCK's son, Mr. Vijay Kharabanda, took the reins and saw an opportunity to create a standalone sports brand that would put India on the global map. Combining the initials of his and his father's names - "NI" from Nihal and "VI" from Vijay - and adding "A" for ingenuity, Nivia was born in 1962.

Masters' Union students immersed themselves in sports history at the Nivia Museum, where they had the rare opportunity to witness iconic memorabilia up close. Highlights included the hockey stick used by the legendary Dhyan Chand during India's triumphant campaign at the 1936 Berlin Olympics, a football autographed by Pele during his 2015 visit to India, Sachin Tendulkar's iconic bat, and an array of other historic treasures that brought the world of sports to life.

The students were transported through time as Kishore, a Nivia veteran with over 30 years of experience, unravelled the brand's remarkable journey. He recounted how Nivia revolutionised Indian football by pioneering the shift from leather to synthetic balls - a game-changing innovation that solved the issue of leather balls becoming excessively heavy and cemented Nivia's position as a market leader.

The Making of a Shoe: From Design to Packaging

The visit began with an introduction to Nivia's robust design ecosystem, given by Dhruv Kharbanda, a fourth-generation entrepreneur and the future leader of Nivia Sports. Dhruv guided the students through the entire journey from design to production. He also elaborated on how the design phase is crucial to a product's lifecycle, detailing the stages from initial sketches to creating detailed prototypes. Our students also got a sneak peek into Nivia's latest launch - Safari, a sleek, performance-driven shoe.



Inside the Factory: From Raw Materials to Final Products

At Nivia, 20,000 sporting products are produced in a 200-metre radius every single day.

Ashish, who heads footwear production at Nivia, gave the students a detailed tour of the manufacturing process, showing them key stages like cutting, marking, and printing.

Beyond footwear, Nivia produces **12,000 SKUs** annually, including 2,500 jerseys every day using sublimation techniques, FIFA-standard gloves with embossing technology, and a range of other sports gear.



Masters' Union students on Nivia Premises



The Messi Connection

In 2011, Lionel Messi and the Argentine football team played with Nivia Simbolo football during a FIFA friendly match against Venezuela in India. This match marked several firsts for Messi: his debut as Argentina's captain, his first on a turf ground, and his first using a non-Adidas ball.

Lionel Messi playing with Nivia Simbolo football at a friendly FIFA match in India



Masters' Union students in conversation with Dhruv Kharbanda, Director, Nivia Sports

The Future of Nivia

In Conversation with

Dhruv Kharbanda

Director - Nivia Sports

Scan to watch
The inside story of Nivia



Masters' Union students had a dynamic discussion with Dhruv Kharbanda, Director at Nivia Sports, delving into the brand's evolution and future strategy. From its start as a local leather football manufacturer in 1947, Nivia has become a leader in synthetic sports goods, driven by constant innovation to meet the needs of modern athletes.

Dhruv highlighted how Nivia's shift to synthetic footballs, which solved the issues of leather balls, is a prime example of how companies must adapt to stay competitive. The lesson? Anticipate change and lead with innovation.

"Nivia's impact goes beyond manufacturing," Dhruv shared. "It helped establish Jalandhar as a sports equipment hub." Students learnt how a brand can drive regional growth while thinking globally.

Looking ahead, Dhruv emphasised Nivia's push into footwear and accessories, stressing the importance of blending tradition with technology. Students took away the key takeaway: staying relevant means embracing change while staying true to your roots. Nivia's future is a bold mix of innovation and legacy, ensuring it remains the go-to brand for athletes.



MASTERS OF THE UNION

Mentors Who Matter

At Masters' Union, learning transcends the classroom. Students are mentored by a dynamic mix of top-tier educators, including future recruiters, industry-leading CXOs, visionary startup founders, and globally acclaimed professors from prestigious institutions like Harvard Business School and McKinsey. This unique practitioner-led approach ensures that every session bridges theory and real-world application.

Explore the educators who shape not just academic journeys but also career trajectories. Let's get to know how they equip students with the skills, insights, and adaptability needed to thrive and lead in an ever-evolving professional landscape.



Dr. Edward Rogers

Teaching: Art of Managing Complexities

Dr. Edward Rogers spent 17 years as Chief Knowledge Officer at NASA, helping rocket scientists solve their greatest puzzle - other people. Now at Masters' Union, he teaches **The Art of Managing Complexities**.

Great leaders don't just survive complexity - they crush it. His class is a crash course in tackling the wild, tangled mess of today's networked organisations with razor-sharp communication and critical thinking skills.

Forget winging it with 'gut feels'. Here, it's all about a systems-based approach that makes you think like a strategist and act like a pro. Bonus perks? A solid dose of ethical responsibility, a knack for teamwork, and interpersonal skills so smooth you'll be the glue that holds any team together.

Class Highlights:

The Moon Base Challenge

One of the most fascinating activities in Prof. Edward Rogers' class is the **Moon Base Project** - a simulation that transports students to a futuristic world. Working in dynamic teams, students are tasked to design innovative products or services for a inhabited & thriving lunar colony.

The challenge? Consider unique lunar realities - radiation risks, 1/6th gravity, extreme temperature shifts, and the logistics of monthly Earth cargo trips. From hydroponic farming and rocket fuel production to addressing mental well-being and community building, students have to apply cutting-edge problem-solving approaches and get an opportunity to hone their mental models under Prof. Rogers' expert guidance.

This immersive exercise exemplifies how Prof. Rogers' classes combine creativity, critical thinking, and real-world application, leaving students inspired and equipped to tackle any challenge.

The Vasa Case Study

The Vasa case simulation in Dr. Roger's class transports students back to 17th-century Sweden, where they assume leadership roles in building a grand warship. As they navigate the chaos of miscommunication, power imbalances, and conflicting priorities, the timeless challenges of managing teams and projects come alive.

The King is bold but a poor manager. The designer is innovative but silenced. The Navy Admiral excels at war but falters amidst unclear requirements. Together, they create a top-heavy ship that tragically sinks on its maiden voyage.

Simulations like this immerse students in real-world decision-making scenarios, offering firsthand insights into the complexities of leadership and the critical lessons these challenges bring - lessons that resonate far beyond business and into life itself.

Class Reflections:

The Power of Mental Models

- Rooted in the concept of 'double tapping' - taking time to revisit and refine solutions - Prof. Rogers' problem solving methods are both creative and practical. It helps students consistently think big, stay grounded in reality, and make strategic decisions that lead to transformative change.

Why Innovation Matters

- Leaders aren't just managers. They're the ones who need to make sure everyone's learning and trying new things.
- It's all about creating a space for people to think big.

Handling Complexity Like a Pro

- Algorithms are great, but sometimes you just know what the right call is, even when the data doesn't.
- Many examples of where a CEO trusted their team's intuition over predictive models, and it ended up saving a project. Lesson? People > machines when it comes to complex, messy decisions.

Staying Relevant When Jobs Keep Changing

- Careers are shifting faster than ever - what's hot today might not exist in five years (hello, AI).
- It's like being a surfer: you've got to ride the wave of change, not fight it. Think upskilling, networking, and staying curious.

The Human Element is EVERYTHING

- Tech is cool, but at the end of the day, empathy, teamwork, and good leadership can't be automated.
- Any company's success isn't just about the founder's vision - it's also about building teams that believe in it.



Course Experience

Muskan Agrawal

PGP TBM, Cohort of 2025

"Being Dr. Edward's student was like stepping into a whirlwind of interdisciplinary thinking - live simulations, group projects, brain-bending quizzes, and even mastering the art of mind maps.

We bonded over a shared love for learning (and rasgullas!), and I had the incredible privilege of joining him on a mission to make education more fun and relevant for young minds at Pathways School, Gurugram.

Most MBA programs teach you accounting, marketing, and sales, but managing complexities? That's a rarity. Yet, it's the cornerstone of strategic thinking and building successful businesses. These lessons became my compass while launching an education startup, inspired by his extraordinary experience leading NASA space missions."

Rajat Mathur

Teaching: People Decisions

Master Rajat Mathur, is a veteran of the financial services industry with a specialisation in managing talent for some of the world's biggest investment banks and asset managers like Morgan Stanley, Deutsche Bank, and JPMorgan Chase in India and Hong Kong.

At Masters' Union, his course People Decisions is where leadership meets gameplay.

Picture this: in class, you're thrown into a high-stakes simulation game, navigating the messy, oh-so-human world of organisational decision-making. Do you go with your head? Your heart? Or somehow both? It's all about finding that sweet spot. It's not just learning - it's leveling up your people skills, one tough call at a time!

Class Highlight: Step into the Boardroom

Rajat Mathur's sessions are far from your typical lectures - they're a front-row ticket to the heart of corporate strategy. With his signature hands-on approach, he brings real-world corporate challenges alive in the classroom, focusing on pivotal areas like HR, personnel management, and PR dilemmas.

But here's the twist: it's not just about case studies - it's about action. Students become decision-makers, enacting scenarios and navigating the complexities of corporate dynamics firsthand. A class favourite is a high-stakes strategic game where students juggle hiring, appraisals, and retention strategies while optimising resources. It's all about learning the art of balancing people and profits to maximise organisational success.

With Mr. Mathur at the helm, every session is a deep dive into the skills and strategies needed to conquer today's corporate world. His dynamic teaching style ensures each class is more than a lesson - it's a launchpad for your career

Class Reflections:

Decisions Hit Everyone

Every choice you make ripples out to all stakeholders. Think big picture before you act.

Think Like a Strategist

Logic > impulse. Strategic thinking leads the way.

Ask Better Questions

Sometimes, the right question is all you need to crack the toughest problems.

Money Talk

Every decision comes with a cost. Choose wisely, or pay the price (literally).

Talk it Out

Communication isn't just important - it's the glue that keeps leadership and teams together.

People Decisions = Business Success

Strategic choices about people aren't just HR stuff; they shape culture and drive success.

Data is Your BFF

Use analytics to make smart decisions for hiring, retention, and workforce planning. Numbers don't lie.

Building Dream Teams

How to spot talent, grow it, and create a team that collaborates and innovates like pros.

Workplace Dynamics 101

From handling conflicts to navigating change, diversity, and inclusion - this is where leadership gets real.

Leadership in Action

A people-first approach isn't just nice - it's necessary to steer through the chaos of corporate life.



Course Experience

Manan Maheshwari

PGP TBM, Cohort of 2025

"Master Rajat Mathur's course wasn't just a class - it was a game-changer. It taught me how to make tough, life-impacting calls with a mix of empathy and logic, all through real-world simulations that felt like the real deal.

From navigating high-pressure decisions to balancing heart and head, this course gave me the tools to lead with clarity, compassion, and confidence. It's not just about leadership - it's about thriving in the chaos and coming out stronger, both personally and professionally."

Trump, Businesses & Business Schools

**What Should Union Members
Care About?**



Donald Trump's return to the White House in 2025 marks a seismic shift in global politics and economics, bringing with it a renewed era of uncertainty and bold policymaking. For students at Masters' Union, this isn't just another geopolitical headline - it's a direct challenge and opportunity to rethink career strategies, entrepreneurial aspirations, and investment acumen.

While Trump's 'America First' agenda may prioritise domestic growth, its ripple effects are bound to reshape global markets. Understanding and leveraging these dynamics could prove critical for Union members as they navigate placements, build startups, and prepare for leadership in an interconnected world.

The Impact of Trump's Return on Global and Indian Business

Trade and Tariffs: Back to Protectionism?

Trump's earlier tenure saw aggressive tariff wars, particularly with China, which disrupted global supply chains and opened opportunities for emerging markets like India. A similar strategy could create both challenges and openings. While Indian IT firms and manufacturers might face headwinds due to stricter visa norms and import tariffs, the diversification of supply chains away from China could position India as an attractive alternative.

This shift isn't hypothetical - India must now capitalise on opportunities to bolster its manufacturing capabilities and secure trade deals with the US. For businesses and policymakers, the focus should be on agility and resilience in navigating these dynamics.

Energy and Climate Policy: Implications for Indian Startups

With Trump's historically dismissive stance on climate agreements, the push for renewable energy could decelerate globally. For India, a major importer of fossil fuels, this could mean a reprieve from rising energy costs in the short term. However, startups in clean energy and sustainability sectors may face funding challenges, particularly from global investors influenced by American policy trends.

Union members with an entrepreneurial bent should consider diversifying funding sources and strengthening business models that rely less on favourable international policies.



Navigating Placement Trends and VC Sentiment

Placements: The Visa and Immigration Debate

Trump's stringent immigration policies are likely to make H-1B visas more competitive, limiting direct placements in the US for Indian professionals. However, this could also spur American companies to establish or expand offshore centres in India, creating opportunities in consulting, IT services, and fintech.

For Union students aiming to join multinationals, focusing on roles with a global or regional mandate might offer an alternative path. Demonstrating an ability to navigate the complexities of Trump-era policies could set candidates apart during interviews.

VC Investments: Playing the Long Game

Trump's pro-business stance, combined with deregulation, could create a bullish environment for private equity and venture capital in the US. However, emerging markets like India might experience cautious optimism rather than outright enthusiasm, as investors weigh the risks of an increasingly protectionist America.

Indian startups looking for international funding will need to sharpen their pitches, highlight their resilience, and showcase alignment with global market needs. At Masters' Union, this means aspiring founders must keep a close watch on sectors favoured by Trump's policies, such as defence, infrastructure, and traditional energy.



Opportunities for Indian Leadership in a Trump-led World

Despite the challenges, Trump's presidency offers unique opportunities for India. His administration's strained relations with China could position India as a strategic partner for the US in technology, defence, and supply chain realignment. Leaders from Indian family businesses and startups alike must anticipate and exploit these opportunities, crafting partnerships that reflect mutual benefits.

For students at Masters' Union, building expertise in cross-border negotiations, understanding US-India trade dynamics, and fostering innovation that complements this partnership will be invaluable. Programme like PGP RISE and the Family Business Management initiative should integrate these shifts into their curricula, preparing students to lead in this changing landscape.

Reading Between the Red & White Lines

The election results demand more than just passive observation - they require proactive strategies. Trump's victory signals a world of heightened competition, but also of unparalleled opportunity for those willing to adapt.

At Masters' Union, students and alumni must prepare to pivot alongside businesses, leveraging Trump-era trends to their advantage. Whether it's capitalising on policy gaps, aligning with American corporate priorities, or seizing the moment to lead in emerging sectors, the key lies in strategic thinking and global awareness.

As future leaders, it's not about supporting or opposing Trump. It's about understanding the implications of his presidency and using them to carve a path toward success in an increasingly interconnected yet protectionist world.





BUSINESS SPOTLIGHT



Six Indian Startups that Joined the Unicorn Club in 2024



The Next Big Thing: 5 Sectors Driving India's Growth in 2025



Taggd Partners with Masters' Union



6 Indian Startups that Joined the Unicorn Club in 2024

- With six new additions in 2024, India now boasts 118 unicorns that have collectively raised over \$100 billion in funding till date.
- The unicorn club welcomed a SaaS startup in 2024: Perfios, while Moneyview was the FinTech sector's only new entrant.
- Geographically, Bengaluru solidified its reputation as India's startup hub, producing all six unicorns minted this year.

After a slow year in 2023, the Indian startup ecosystem found its footing again in 2024, producing **six new unicorns**. This marks a significant improvement compared to the previous year when only two startups achieved billion-dollar valuations due to the extended funding slowdown.

With these new additions, India now has a total of **118 unicorns**, collectively raising **over \$100 billion in funding** so far.

Although the unicorn count for 2024 is a step forward, it fell short compared to the record-breaking years of 2022 and 2021, which saw 21 and 42 startups joining the club, respectively. Nevertheless, 2024's growth reflected a partial recovery, fueled by increased capital inflow and renewed investor confidence in late-stage deals.



Startup Growth and Capital Inflow

According to Inc42 data, Indian startups secured **\$8.7 billion** in funding during the first nine months of 2024, representing a 20% increase from the **\$7.2 billion** raised in the same period in 2023.

2024 also witnessed a diverse mix of industries producing unicorns. SaaS company Perfios achieved unicorn status, alongside **Moneyview**, the sole FinTech representative. Additionally, **Krutrim**, an AI-focused startup, became India's first unicorn in the generative AI sector, while **Ather Energy, Rapido, and Porter** represented the cleantech, mobility sectors, and logistics sectors respectively.

Geographically, Bengaluru retained its position as the epicenter of innovation, with all six unicorns hailing from the city.

As the funding slowdown shows signs of easing, India's position as a global innovation hub strengthens. In 2025, the country is poised to add even more unicorns to its roster.

Indian Startups that Joined the Unicorn Club in 2024

1. Ather Energy

Raised \$71 million in funding from the National Investment and Infrastructure Fund (NIIF)

Revenue from operations: ₹1,789 crore in FY24

Founded in 2013 by Tarun Mehta and Swapnil Jain, Ather Energy is a significant player in the Indian electric two-wheeler market. With its own charging infrastructure, the company also focuses on energy storage and distribution.

The electric two-wheeler manufacturer **joined the unicorn club in August 2024 after raising ₹600 crore (\$71 million)** from the National Investment and Infrastructure Fund (NIIF), valuing the company at \$1.3 billion.

To date, Ather Energy has raised \$630 million in funding and is preparing for a public listing in 2025 at an estimated valuation of \$2 billion.



Tarun Mehta and Swapnil Jain, Co-founders and CEO and CTO, Ather Energy

2. Krutrim

Raised \$50 million in a funding round led by Z47, achieving a \$1 billion valuation.

Bhavish Aggarwal's third unicorn after Ola and Ola Electric

Krutrim, co-founded by Ola Consumer's CEO Bhavish Aggarwal in 2023, became **India's first generative AI unicorn in January 2024**. The startup raised \$50 million in a funding round led by Z47, achieving a \$1 billion valuation just months after its inception.

Krutrim is developing India's first family of large language models (LLMs) and is working on homegrown AI chips for general computing and edge applications.



Bhavish Aggarwal, Founder and Chairman, Krutrim



Puneet Agarwal, Co-Founder and CEO, Moneyview

3. Moneyview

Raised \$4.6 million from Accel India and Nexus Ventures, reaching a \$1.2 billion valuation

Revenue was up by 75% to ₹1,012.01 crore in FY24

Moneyview, a lending FinTech startup, entered the unicorn club in September 2024 after raising \$4.6 million from Accel India and Nexus Ventures at a \$1.2 billion valuation.

Founded in 2014, Moneyview offers personal loans and credit management solutions. The company's revenue jumped 75% in FY24 to ₹1,012.01 crore from ₹577 crore in FY23. The net profit was up by 5.2% to ₹171 crore in FY24 from ₹163 crore in FY23.

4. Perfios

Secured \$80 million in funding from Teachers' Venture Growth (TVG), elevating its valuation beyond \$1 billion

Revenue was up by 37.1% to ₹558 crore in FY24

FinTech SaaS startup Perfios crossed the \$1 billion valuation mark in March 2024 following an \$80 million investment from Teachers' Venture Growth (TVG).

Perfios, founded in 2008, provides software platforms and products to over 1,000 institutions across banking, financial services and insurance in 18 countries. It is also preparing for a public listing and exploring entry into the US market.



Govindarajan, Co-founder and Director, Perfios Software Solutions Pvt Ltd.

5. Rapido

Raised \$200 million from WestBridge Capital, achieving a valuation of \$1.1 billion

Revenue rises 46% YoY in FY24 to ₹648 Crore

Rapido, a ride-hailing platform specialising in bike taxis, became a unicorn in July 2024 after securing \$200 million from WestBridge Capital at a \$1 billion valuation.

Founded in 2015, mobility startup Rapido also offers auto-rickshaw services and peer-to-peer delivery. The startup reduced its losses significantly in FY24 and is aiming for continued growth across its service categories.



Aravind Sanka, Pavan Guntupalli, Rishikesh SR, Co-founders, Rapido



Pranav Goel, Uttam Digga and Vikas Choudhary, Co-founders, Porter

6. Porter

Raised Rs. 25 crore in the latest round led by friends and family

Revenue jumps 56% to ₹2734 Crore in FY24

Logistics startup Porter, backed by investment firm Tiger Global, was founded in 2014 by Pranav Goel, Uttam Digga and Vikas Choudhary. The company specialises in providing last-mile delivery operations for businesses. The company offers a range of logistics solutions ranging from two-wheelers to light commercial vehicles (LCVs).

The company entered into the coveted unicorn club after raising Rs 25 crore from a friends and family round.

2025 Growth Drivers

The 5 Sectors Defining India's Future

As India enters 2025, the nation's economic horizon is alive with promise, backed by innovative government policies and technological leaps that are reshaping industries across the board. After a robust 13% rally in the stock market in 2024, driven by the growth of sectors like real estate and pharmaceuticals, the spotlight is now shifting to new opportunities. With India positioning itself as an economic powerhouse, here are five key sectors that are not only set to fuel growth but will define India's future trajectory in 2025 and beyond.

Manufacturing

A Resilient Growth Engine

India's manufacturing sector is no longer just a cog in the machine of global supply chains - it is evolving into a powerhouse in its own right. With government-backed initiatives like the **Production Linked Incentive (PLI) scheme**, India is pushing hard to become a global manufacturing hub. The results are already visible, with production in mobile phones, automotive components, and electronics surging. As **automation** and **Industry 4.0 technologies** take center stage, India is enhancing its competitive edge on the global stage.

The real game-changer here is the increasing shift toward automation, which, combined with the rise of private-sector investment, will not only streamline production processes but also make India more cost-effective. This transformation is expected to lead to higher productivity and a competitive innovation culture, paving the way for the country to reclaim its position as a manufacturing leader.

With manufacturing on an upswing, 2025 is likely to be a tipping point for India. The combination of government support, strategic investment, and cutting-edge technology promises to catapult the sector into new heights, making it a dominant force in the global economy.

Market Size by 2025: \$1 trillion

Top Companies to Watch: Tata Motors, Bharat Forge, Maruti Suzuki, Hero MotoCorp, Reliance Industries



Healthcare

India's Wellness Renaissance

In the last 5 years, the nation's focus on healthcare has shifted from merely addressing urgent needs to shaping a robust healthcare ecosystem that caters to the demands of a growing, increasingly affluent population. With healthcare infrastructure development, pharmaceuticals, and wellness products taking the lead, India's health sector is expanding at a rapid pace.

Government-backed initiatives aimed at expanding health insurance and improving accessibility are transforming the delivery of healthcare services. This transformation, coupled with significant private investment, is set to turn India into a global healthcare leader in the coming years. Stocks in this sector, which outperformed in 2024, are expected to continue their upward trajectory, driven by the convergence of rising demand for quality healthcare and growing disposable incomes.

As India's healthcare landscape continues to evolve, the confluence of private investment, government policy, and consumer demand will create massive opportunities. The country's healthcare sector is not only poised for growth but is set to become a hub for global healthcare innovation.

Market Size by 2025: \$372 billion

Top Companies to Watch: Apollo Hospitals, Sun Pharma, Dr. Reddy's Laboratories, Cipla

Solar and Renewable Energy

A Clean Energy Revolution

India's renewable energy push is one of the most ambitious and forward-thinking elements of its growth story. With a focus on solar and wind power, the country is gearing up to meet its **Net Zero** goals by 2070. Indian government's commitment to clean energy, along with growing private sector involvement, has placed renewable energy at the forefront of India's economic strategy.

Advancements in solar technology, coupled with increasing wind turbine efficiency, are accelerating the country's renewable energy capacity. Programmes like the **National Solar Mission** are not just driving growth within India but are setting the stage for the country to emerge as a global leader in clean energy. With the rising importance of environmental sustainability, the renewable energy sector in India is well-positioned for explosive growth in 2025.

The future of energy lies in renewables, and India is tapping into this opportunity with zeal. As the global demand for clean energy continues to rise, India's focus on solar and wind power will not only help achieve its climate goals but will also attract global investments and partnerships.

Market Size by 2025: \$20 billion

Top Companies to Watch: Adani Green, ReNew Power, Tata Power, Suzlon Energy



Mobility Infrastructure

Building the Future of Connectivity

India's **National Infrastructure Pipeline (NIP)**, valued at an astounding \$1.4 trillion, is unlocking unprecedented opportunities in sectors like construction, cement, and steel, all while focusing heavily on improving mobility infrastructure. From roads and ports to airports and metro systems, infrastructure development is set to redefine connectivity across the country.

Indian government's multi-pronged approach to enhancing transport and logistics infrastructure, coupled with the \$133 billion allocation for infrastructure in the 2024 Budget, will drive massive growth in the sector. Private investors are expected to flood in, capitalising on the surge in demand for connectivity solutions, from high-speed trains to smart urban mobility projects.

India's infrastructure revolution is long overdue, and the surge in government investment is creating an unparalleled opportunity for stakeholders across industries. The mobility infrastructure sector is primed for rapid growth, making it one of the most attractive areas for investment in 2025.

Market Size by 2030: Varied estimates

Top Companies to Watch: L&T, GMR Infrastructure, DLF, NCC Ltd.





Electric Vehicles (EVs)

The Green Revolution on Wheels

The automotive sector in India is undergoing a monumental transformation, driven by rising incomes, changing consumer preferences, and the rapid adoption of electric vehicles (EVs). With the country targeting **30% EV penetration by 2030**, 2025 is expected to be a turning point in India's electric vehicle journey.

Leading manufacturers like **Tata Motors, Mahindra & Mahindra**, and **Hyundai** are already taking significant strides in EV production. Indian government's strong support through incentives and investments in EV infrastructure, such as charging stations, is propelling this shift. As battery technology improves and consumer demand for sustainable mobility increases, India is poised to emerge as a major player in the global EV market.

EVs are more than just a trend - they represent a seismic shift in how India approaches mobility. As technology advances and infrastructure builds, India's automotive sector is on the brink of an electrifying transformation.

Market Size by 2025: \$15 billion

Top Companies to Watch: Tata Motors, Mahindra & Mahindra, Hyundai, Ather Energy

For investors, innovators, and entrepreneurs alike, 2025 is not just a year to watch – it's a year to act. With the right mix of policy support and market demand, India is on track to be a dominant force in the global economy, and those who tap into the growth of these key sectors will find themselves at the heart of this transformation.

Taggd Partners with Masters' Union to Release India Decoding Jobs Report 2025

Highlights

9.75%

hiring intent for FY26

23.5 Mn

expected growth in the gig economy by 2030

100%

surge in skilled talent demand since 2022

3.5 Cr

renewable energy jobs by 2047

38%

faculty shortage in top engineering institutes

57.44%

employability rate for B.Tech graduates

₹13,552 Cr

investment required for EV upskilling by 2030

20%

contribution to the economy by the digital economy in 2026

Masters' Union is proud to be the academic partner in Taggd's India Decoding Jobs Report 2025, a comprehensive analysis of India's evolving job landscape.

As an innovative academic institution committed to bridging the gap between academia and industry, our partnership for this report highlights our dedication to shaping the future of education and aligning it with the dynamic demands of the global job market. Here are the highlights:



India's Economy Growth Amidst Challenges

India is on track to become the **third-largest economy in the world by 2030**, showcasing resilience amid global uncertainties. Leading industries include **technology, renewable energy, and semiconductor manufacturing**. Despite de-globalisation and regional shifts, India's promotion of initiatives like **'Skill India,'** alongside investments in Tier-2 and Tier-3 cities, is creating a future-ready workforce capable of meeting global talent demands.



Sustainability Boom The Rise of Green Jobs

A strong focus on environmental sustainability has emerged, with the renewable energy sector expected to generate over **3.5 crore jobs by 2047**. India is on track to become a net-zero carbon emissions economy by 2060, with industries investing heavily in green practices.



FY26 Hiring Outlook High Demand for New-Age Skills

The report projects an overall hiring intent of **9.75% for FY26**, with a notable increase in demand for talent in emerging fields such as AI, machine learning, and cybersecurity. Mid-level experience is expected to be in high demand to facilitate a quicker impact on business.



Tier-2 and Tier-3 Cities

The Rise of Regional Hiring

With over **1,600 Global In-House Centers (GICs)** already **in operation** and plans for expansion, Tier-2 & 3 cities like Jaipur, Coimbatore, and Indore, are emerging as talent hubs, offering employers access to an untapped talent pool at lower costs. **Hiring intent in Tier-2 and Tier-3 cities** is set to **increase by 10% in FY26**, reflecting a decentralised employment trend. Contributing factors include lower living costs, enhanced infrastructure, and state-driven initiatives to improve digital connectivity.



Emerging Job Roles

EV and Smart Manufacturing

Maharashtra, Tamil Nadu, and Karnataka have become thriving EV hubs, with the **electric vehicle (EV)** market booming at a **49% CAGR**, and sparking demand for experts in battery tech and EV infrastructure. Meanwhile, **smart manufacturing and Industry 4.0** are reshaping production with robotics and IoT, positioning cities like **Pune** and **Chennai** as leaders in this revolution. These advancements are unlocking a future of cutting-edge career opportunities across India.



The Gig Economy and Informal Sector

A Call for Formalisation

With an estimated **23.5 million gig workers** expected by 2030, the gig economy is booming. However, the report emphasises the need to formalise India's vast informal sector, which contributes **45-50%** of the country's economic output. Addressing challenges like **low wages** and **limited social security** is vital for inclusive and equitable growth.



Skill Development

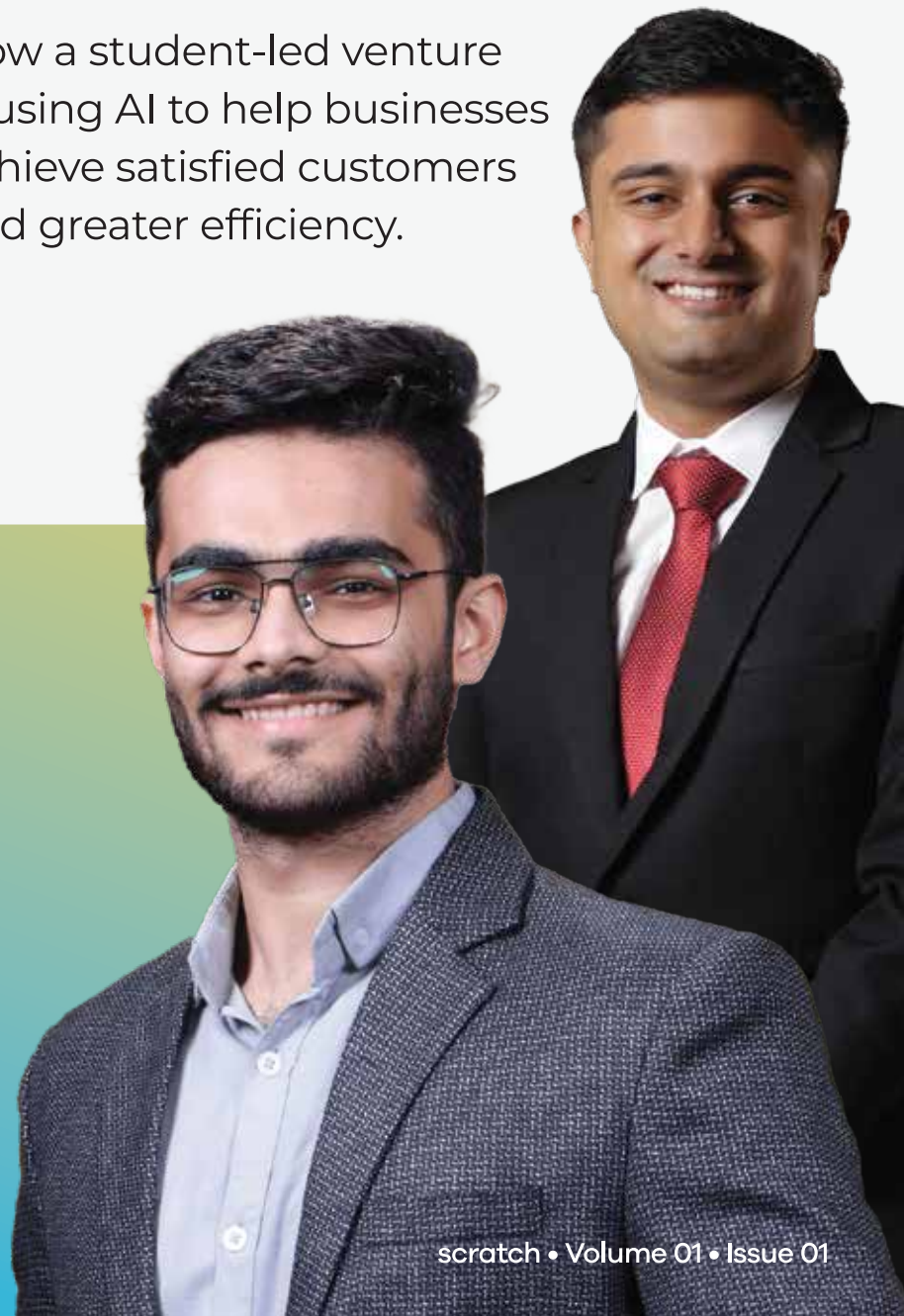
India's Workforce Revolution

The semiconductor sector has seen a **100% surge in talent demand since 2022**, while renewable energy initiatives aim to create **35 million jobs by 2047**. With **65% of its population under 35**, India is poised to lead in AI, renewables, and semiconductors. India's focus on **STEM education** and promotion of flagship programs like **Skill India** and **PM Kaushal Vikas Yojana** are bridging talent gaps, aligning workers with emerging technologies, and creating a future-ready workforce.

Seeds AI: A Campus Startup Transforming Customer Service Through AI-powered Voice Bots



How a student-led venture is using AI to help businesses achieve satisfied customers and greater efficiency.



Founded by Masters' Union alumni **Shubham Khatri and Vansh Miglani in 2024**, Seeds AI is a SaaS platform developing conversational intelligence technology for the banking, financial services and insurance (BFSI) sector. The startup creates automation software and AI-powered voice bots for personalised and efficient customer interactions.

A Vision Born from a Real Need

The journey of Seeds AI began during a brainstorming session between Shubham and Vansh at Masters' Union. Drawing from their experiences, they identified a major gap in the operations of traditional NBFCs: the lack of technological integration and organisation. These businesses often rely heavily on customer service executives, leading to high operational costs and inefficiencies.

Recognising the immense growth potential for insurance and lending sectors - projected to expand 10x - NBFCs would need to significantly scale their customer service teams. Shubham and Vansh saw an opportunity for AI to step in, automating processes and boosting efficiency.

They also observed another critical challenge: high attrition among customer sales executives. Unrealistic targets and poor lead management often result in misselling, unprofessional behavior, and non-compliance with SOPs, leading to brand and lead damage.

Seeds AI was born from the belief that these challenges could be addressed with AI-powered solutions:

- Automated quality assurance for 100% of calls
- Personalised training for sales agents
- Actionable business insights to improve processes



Vansh Miglani, Co-founder, Seeds AI

With this vision, Seeds AI aims to revolutionise how NBFCs operate by combining automation with efficiency.

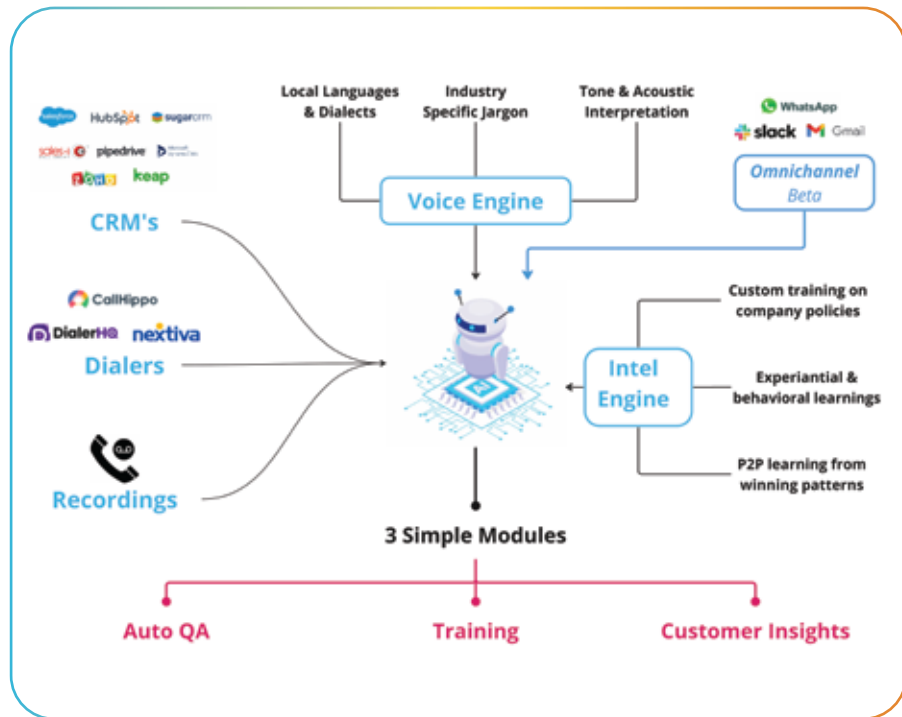


We saw a massive gap in how financial institutions like NBFCs, banks, and insurance companies interact with customers. Using AI, we realised we could bridge that gap, making these interactions seamless, intuitive, and impactful.” says Vansh.

Building Smarter, Intuitive Voice Bots

Seeds AI's voice bots aren't just functional - they're intuitive. Unlike traditional AI tools that rely on predefined scripts, these bots understand complex queries, adapt to customer needs, and provide actionable solutions in real-time. The result is a more personalised, human-like interaction that builds trust and fosters customer loyalty.

"Our bots solve problems, build relationships, and create trust. They're more than just financial tools; they're partners in delivering financial empowerment," adds Vansh.



Shubham Khatri, Co-founder, Seeds AI

The Role of Masters' Union in Scaling Seeds AI

From day one, the Masters' Union ecosystem played an instrumental role in the growth of Seeds AI. With \$200K in seed funding from the Campus Fund VC, Seeds AI is now scaling its operations, supported by the ecosystem that birthed it. Vansh says that the mentorship, resources, and opportunities at Masters' Union were instrumental in building and scaling Seeds AI.

But the support extended far beyond financial backing. At Masters' Union, students are encouraged to push boundaries through mentorship, workshops, and hands-on projects. Shubham and Vansh credit much of their success to the guidance they received from industry veterans and access to state-of-the-art resources.

"Masters' Union taught us to think ambitiously and act decisively," says Shubham Khatri, co-founder of Seeds AI. "We didn't just study AI - we applied it to tackle real challenges."



Seeds AI demonstrates the power of combining entrepreneurial determination with advanced technology. It's just one example of what's possible when students are equipped with the right mindset and resources." says Pratham, Founder of Masters' Union.

The Need for Building a Human-Like AI Experience

What distinguishes advanced AI solutions in customer engagement is their emphasis on delivering human-like interactions. Unlike traditional AI tools that are often limited to static, pre-programmed responses, modern AI systems leverage cutting-edge natural language processing and machine learning algorithms to evolve and improve over time.

These systems excel in understanding and responding to nuanced queries with a high degree of contextual accuracy. They also adapt to individual customer needs by analysing and learning from historical interactions, and create meaningful connections through conversational tones and empathetic communication.

This advanced approach boosts customer satisfaction besides building long-term trust - an essential component for the BFSI industry, where reliability and personalisation are critical to success.

As Masters' Union continues to push the boundaries of business education, our AI-first ethos ensures that the future of business is in good hands-and powered by Artificial Intelligence.



Beyond Job Readiness: Training the Next Generation of 'AI-first' Innovators

The success of Seeds AI is just one example of Masters' Union's AI-first ethos in action. The institution fosters a culture of innovation through initiatives like the Masters' Union AI Lab, developed in collaboration with PwC India. This lab serves as a hub for experimentation, where students collaborate with industry experts to solve real-world problems using AI.

Pratham Mittal, Founder of Masters' Union, views this approach as essential for preparing the next generation of business leaders.

"We're breaking down the walls between academia and industry. With PwC, our students won't just study AI - they will deploy it on live projects and gain hands-on expertise that will equip them to lead in a world increasingly shaped by technology."

This partnership is just one piece of the AI-first puzzle. Masters' Union has also launched μ .AI, an AI-powered personalised learning platform for its students. Currently, in beta, μ .AI adapts to individual learning styles, providing tailored lesson plans, instant feedback, and impactful learning using various mediums such as videos, case studies, and expert personas. The institution also maintains its emphasis on entrepreneurial thinking. Regular hackathons, workshops, and access to funding ensure that students have the tools and support they need to transform ideas into viable businesses.



Pratham Mittal with Manpreet Singh Ahuja

SERIES C




































Celebrating Entrepreneurial Breakthroughs and Leaders Shaping the Future

The Masters' Union Series C podcasts bring together industry pioneers and entrepreneurs who are pushing boundaries and redefining success. This year, we invited visionary unicorn founders and CXOs from top companies who dared to take risks and think outside the box.



The 2024 Wrap-Up

Masters' Union students got an opportunity to interact and learn from leaders of organisations across various sectors.

The Unicorn Whisperer

Droom Founder Sandeep Aggarwal's Journey



If you've ever dreamt of turning an idea into a billion-dollar reality, you'll want to buckle up for the thrilling ride that is Sandeep Aggarwal's entrepreneurial journey. Founder of not one but two unicorns - **ShopClues** and **Droom** - Sandeep's story is packed with inspiration, valuable lessons, and insights.

Sandeep Aggarwal, Founder, Droom

Building Dreams, One Unicorn at a Time

Sandeep Aggarwal isn't just another name in the startup scene; he's a powerhouse who turned his dreams into unicorns. From disrupting online retail with ShopClues to revolutionising India's vehicle marketplace with Droom, Sandeep proves that with the right vision, anything is possible. But how did he turn his ambition into a billion-dollar reality?

The Magic of Idea Validation

Sandeep believes the foundation of success lies in **idea validation**. This isn't just about having a great idea; it's about doing your homework. He emphasises that **market research**, identifying genuine opportunities, and understanding market trends and consumer needs, helped him minimise risks and position his ventures for success.

The Power of Storytelling in Fundraising

Raising **\$450 million** from global investors might sound like an uphill climb, but Sandeep makes it look effortless. **His secret? Storytelling!** Investors are always on the lookout for compelling narratives that highlight market opportunities. Crafting a well-articulated story can be a golden ticket to securing significant funding, regardless of one's background.

Sandeep believes the foundation of success lies in **idea validation**. This isn't just about having a great idea; it's about doing your homework.



Sandeep Aggarwal, Founder, Droom and Pratham Mittal, Founder, Masters' Union

Tech: The Scalability Superstar

In today's tech-driven world, Sandeep underscores the importance of **technology** for scalability and operational efficiency. Droom's evolution into a multifaceted platform, offering everything from vehicle sales to FinTech and SaaS services, showcases the importance of a **strong tech backbone**, and proves how leveraging tech can create new revenue streams and drive growth.

Navigating Market Dynamics

Sandeep's keen insights into the Indian automobile market reveal a landscape ripe with growth potential. He understands that **consumer behaviour is constantly evolving**, and adapting to these changes is crucial. By being in tune with market dynamics, entrepreneurs can seize opportunities that others might overlook.



Sandeep Aggarwal, Founder, Droom

Lifelong Learning: The Entrepreneur's Secret Sauce

One of the most powerful insights from Sandeep is the importance of continuous learning. In the fast-paced startup world, staying relevant means **embracing new knowledge and experiences**. Whether it's through books, courses, or simply learning from failures, Sandeep advocates for a mindset that is always open to growth.

Building a Sustainable Ecosystem

Creating a sustainable business is about more than just your core offering. Sandeep's journey with Droom illustrates the importance of developing a **diverse service portfolio**. By expanding beyond vehicle sales and integrating services that support the main business, he has fostered resilience and long-term growth.

Understanding Consumer Psychology

Finally, Sandeep sheds light on an often-overlooked aspect of entrepreneurship: **consumer psychology**. In a market where trust is a major concern - especially for secondhand purchases - addressing these apprehensions is vital.

The Road Ahead

Sandeep Aggarwal's journey **from aspiring entrepreneur to unicorn creator** is inspiring for anyone looking to make their mark in the startup world. His emphasis on idea validation, storytelling in fundraising, and the importance of adaptability serves as a roadmap for future entrepreneurs.



Info Edge

MD & CEO Hitesh Oberoi's Take on India's Job Market Shake-up



Hitesh Oberoi, CoPromoter, MD, and CEO of Info Edge (India) Limited - the parent company of **Naukri.com**, is a true legend of the Indian job market. With his visionary leadership, Hitesh has shaped the trajectory of online recruitment in India. His expertise and hands-on approach have not only built one of the most trusted platforms for job seekers and employers alike but also revolutionized the way businesses engage with talent.

During his visit to the Masters' Union campus, he delved into the critical importance of fostering a robust sales culture and shared invaluable insights on how to successfully navigate the complexities of India's ever-evolving job market.



Hitesh Oberoi, CoPromoter, MD and CEO, InfoEdge

Sales Culture: The Backbone of Naukri's Success

In the early days, when the concept of the internet was still unfamiliar to most in India, Hitesh had to educate not just customers, but his own team, and guide them step-by-step to get online. This hands-on approach laid the foundation for Naukri.com's success, driven by a **strong sales culture and a customer-centric focus**. Hitesh emphasised the importance of proactive client engagement, which has been crucial in **building long-term relationships** with employers. By consistently prioritising a customer-first mindset, Naukri.com has earned trust and loyalty, both of which are vital for maintaining its dominant position in the market.



Hitesh Oberoi, CoPromoter, MD,
and CEO, Info Edge (India) Limited

Finding qualified candidates is a significant challenge despite India's massive talent pool. Shift towards sourcing automation can bridge the gap and enhance recruitment efficiency.

Bridging the Skills Gap

"We see **thousands of CVs daily**, but **finding candidates who truly fit the roles is a struggle despite India's massive talent pool**," says Hitesh. This mismatch stems from a lack of alignment between what universities teach and what employers need. Hitesh emphasises the importance of skill development initiatives and vocational training programs to bridge this gap.

The Future of Hiring: Automation and AI

Naukri.com is rewriting the rules of recruitment by **investing** heavily in **AI** and **data science** to streamline the hiring process and offer targeted solutions for recruiters. From **automating talent sourcing** to **tailoring candidate recommendations**, the platform is offering innovative solutions to ensure that hiring evolves to meet the demands of a dynamic workforce.

Weathering Shifts in the IT Sector

The booming growth in sectors like real estate and startups contrasts sharply with the US-influenced slowdown in IT hiring. The slowing IT job market probed Naukri.com to revisit its strategies to meet changing demands. *“Market adaptation is essential,”* says Hitesh, who highlighted that the company **quickly responds to industry changes** instead of relying on past success.

Being Hiring-First and Staying True to USP

“We’re not trying to be everything to everyone. Instead, we’re focused on being the most straightforward, effective job portal out there,” says Hitesh. Naukri.com is not a networking platform and does not aspire to be LinkedIn 2.0. For Naukri.com, the answer lies in staying true to its USP by keeping the platform simple and connecting employers with the right candidate faster.

The Broader Picture: Culture, Branding, and Vision

For Hitesh, a company’s internal culture and its external brand are two sides of the same coin. At Naukri.com, creating a positive, employee-focused work environment is as important as building a strong brand identity. *“Our corporate culture enables us to retain top talent and deliver consistent results,”* Hitesh explains. By prioritising employee well-being and fostering a culture of innovation, Naukri.com ensures its team remains motivated and aligned with the company’s goals.

True to InfoEdge’s vision of shaping the future of technology and business, the company has gone beyond Naukri.com to back game-changing startups like Zomato, PolicyBazaar, and NexStem. This forward-thinking approach, driven by a focus on data science, machine learning, and Generative AI, ensures InfoEdge stays ahead of market shifts. This is how innovation and a bold vision drive success, placing the company at the cutting edge of India’s tech revolution.



Pratham Mittal in conversation with Hitesh Oberoi

MASTER MINDS

Dr. Kashika Sud



Dr. Kashika Sud is a professor at Masters' Union. She is an accomplished academic and researcher with a Ph.D in Organisational Behaviour from Indian Institute of Management, Ahmedabad (IIM-A).

Here's an excerpt from her article published in the **International Journal of Organisational Analysis**



Implementing High-Performance Work Systems:

Dynamics of professionalisation in a promoter-driven organisation

High-Performance Work Systems (HPWS) refer to a set of HR practices designed to align with an organisation's strategy to boost both individual and overall performance. These include practices such as employment security, selective hiring, comprehensive employee training, performance management, decentralised decision-making, performance-based rewards, open communication, and information sharing among others. Together, these practices create a "synergistic effect" that encourages employee engagement, commitment, and active participation.

High-Performance Work Systems (HPWS) have long been celebrated as transformative HR frameworks designed to enhance organisational performance through structured, employee-centric practices. However, the real-world implementation of these systems often reveals complexities that challenge their universal applicability. Our research investigates these intricacies, focusing on the dynamics of introducing HPWS in a promoter-driven pharmaceutical company transitioning towards professionalisation. Using a case study approach, we analysed the experiences of employees to uncover how intended practices, existing

organisational culture, and employee perceptions converge, often creating unintended consequences.

The study draws on data from surveys of 888 employees and in-depth interviews with over 300 workers, managers, and stakeholders. What emerged was a tale of organisational ambition, cultural misalignment, and employee dissatisfaction. This research not only highlights the systemic challenges that hinder HPWS effectiveness but also offers actionable recommendations for organisations embarking on similar transitions.

The Findings: The Dark Side of Misaligned HPWS

Our research unveiled that while the pharmaceutical company aimed to professionalise by implementing HPWS, the journey was fraught with cultural dissonance. The organisation, historically characterised by its promoter-driven and hierarchical culture, struggled to embrace the principles of autonomy, equity, and inclusion central to HPWS.

Employees reported a significant trust deficit with management. Promises of performance-linked rewards, such as gainsharing, remained unfulfilled, and communication surrounding these delays was opaque. This lack of transparency bred mistrust and dissatisfaction, with many employees perceiving HPWS as a mechanism to extract more labour rather than empower workers.

The data revealed stark inconsistencies in employee satisfaction across different locations. While corporate office employees exhibited moderate satisfaction, plant workers expressed pronounced dissatisfaction, particularly concerning pay, promotion opportunities,

and working conditions. These findings underscored the uneven implementation of HPWS and its failure to address the unique challenges faced by employees at different organisational levels.

The misalignment between intended HR practices and organisational culture resulted in employees viewing HPWS as exploitative rather than enabling. Traditional values of loyalty and informal fairness associated with the founder-led regime were replaced by rigid rules and an authoritative management style. Employees felt stifled, excluded from decision-making processes, and unable to voice their concerns without fear of reprisal.

The centralised decision-making structure, where even professional managers deferred to the promoter-family's preferences, further undermined the spirit of professionalisation. Despite hiring high-profile managers, strategic decisions remained concentrated at the top, limiting the effectiveness of new practices.



Recommendations:

A Roadmap to Effective Implementation

To navigate the challenges of introducing HPWS in promoter-driven organisations, we propose the following strategic interventions:

1

Cultural Alignment

HPWS implementation must begin with a thorough understanding of organisational culture. Before adopting new practices, organisations should conduct cultural audits to identify potential conflicts and address them proactively. In this case, fostering a culture of trust, transparency, and inclusivity could have significantly improved the acceptance and effectiveness of HPWS.

2

Transparent Communication

Effective communication is critical to successful change management. Leaders must establish open channels for dialogue, enabling employees to voice their concerns and participate in shaping organisational policies. Transparent communication about the rationale behind changes and progress updates on promised rewards can help rebuild trust.

3

Equitable Reward Systems

Designing fair and predictable reward systems is essential to counter perceptions of inequity. Compensation structures should be clearly linked to performance metrics, and organisations must ensure timely fulfilment of commitments. For example, implementing the promised gainsharing system without delays would have reinforced employees' faith in management.

4

Decentralised Decision-Making

Organisations transitioning from family-led to professionally managed structures must empower professional managers with genuine decision-making authority. Decentralising control fosters accountability and expedites the implementation of strategic initiatives, making the system more responsive to on-ground realities.

5

Adaptive Implementation

HPWS should be treated as a dynamic and iterative process rather than a one-time intervention. Regular feedback from employees can guide the refinement of practices, ensuring they remain relevant and effective. In this context, a phased implementation with pilot programs and adjustments based on feedback could have mitigated employee resistance.

6

Inclusive Leadership

Leaders must actively model the values and behaviours they wish to embed within the organisation. Leaders can create an environment where employees feel valued and motivated, by prioritising employee well-being alongside performance goals.

Conclusion

This study highlights the critical importance of aligning HPWS with an organisation's unique cultural and structural realities. For promoter-driven companies, professionalisation must go beyond adopting best practices, focusing instead on fostering trust, transparency, and inclusivity. By treating HPWS as an adaptive process shaped by employee feedback and organisational context, businesses can achieve sustainable performance gains while empowering their workforce to thrive.

CAMPUS STARTUPS

Turning Ideas into Actions

At Masters' Union, a new generation of founders is turning ideas into businesses that matter. Armed with bold visions and cutting-edge education, they're redefining industries and creating lasting change. In this section, we showcase our student startups that are shaping the future.



PlaySuper

Monetising Casual Gaming with G-commerce

“

In a world where engagement is currency, **PlaySuper** is proving that the future of gaming lies in creating real-world value from virtual play.”

Upamanyu Chatterjee, PGP TBM Cohort 2024,
Co-founder & CEO, PlaySuper





Founders

Shouradeep Chakraborty,
Upamanyu Chatterjee

Total Funding

\$500K from 100X VC, IAN
Fund, and angel investors

Partnerships

16 gaming studios and 109
brand collaborations

Building PlaySuper
Scan to know the journey

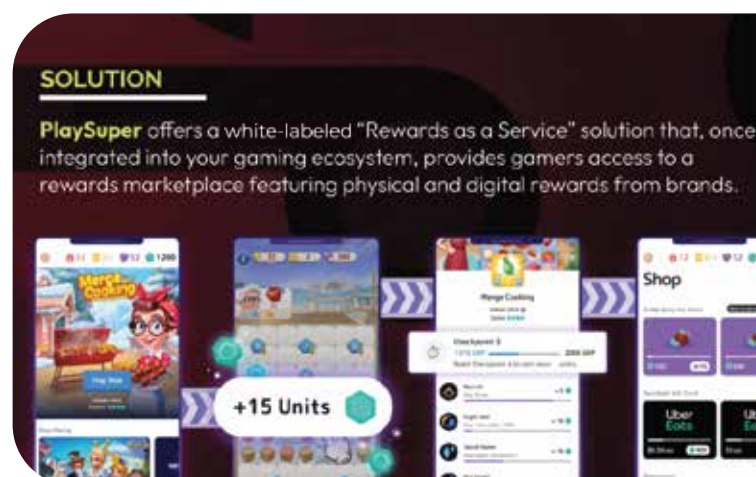


PlaySuper,
India's first gaming
commerce startup, is
turning in-game
coins into real-world
rewards.



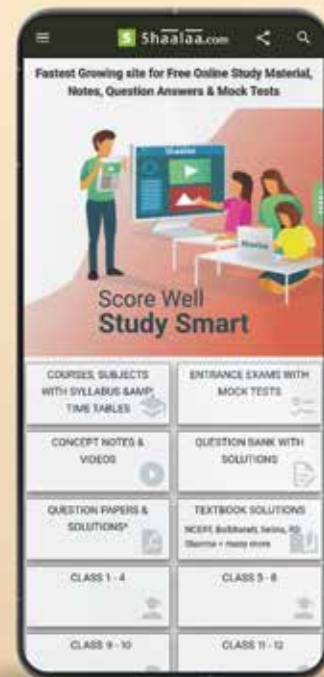
PlaySuper's white-labeled SaaS plugin helps boost player engagement and drive in-app purchases without adding extra costs for studios.

Founded by Masters' Union alumni **Upamanyu Chatterjee, Shouradeep Chakraborty,** and their childhood friend Abhir, the company improves player retention and transforms brand partnerships into a win-win situation for players, studios, and advertisers.



PlaySuper is not the first venture of Upamanyu and Shouradeep. Their former startups scaled to millions of users and multimillion-dollar exits. During college, the founder duo built **CollegeShala, India's first edtech platform for non-engineering students**, which they scaled to 500K users before exiting for \$1.1 million. Post CollegeShala, they took over **LectureNotes**, raising \$2.5 million, doubling its user base, and achieving \$1 million in revenue - all in just one year!

CollegeShaala App: One of the first apps to focus on non-engineering students



With **\$500K** in funding from **100X.VC, IAN Fund,** and Masters' Union Founder **Pratham Mittal** as their angel investor, PlaySuper has already secured partnerships with 16 gaming studios and 109 brands.

Looking ahead, PlaySuper is eyeing Southeast Asia's gaming market, aiming for 100 million+ monthly active users and \$5 million+ in annual recurring revenue within three years.

In a world where engagement is currency, **PlaySuper** is proving that the future of gaming lies in creating real-world value from virtual play. For gaming studios struggling to retain players and monetise effectively, PlaySuper offers a unique solution.



Lexi's

Redefining Gourmet Sandwiches

“

Pick an industry where you have the right to win and commit 7-10 years to it. Your odds of success will skyrocket.”

Naveen Balaji, PGP TBM Cohort 2024
Co-founder, Lexi's



In the heart of Gurugram's bustling food scene, Lexi's is shaking up the cloud kitchen industry with a unique proposition: *Gourmet sandwiches.*



With an initial investment of ₹10 lakh in bootstrapped funds and ₹5 lakh in grants from Masters' Union, Lexi's created a brand that offers global gourmet sandwiches tailored for single meals, group orders, and lifestyle needs.

Founded by four Masters' Union graduates - Naveen Balaji, Rhea Melwani, Ayush Melwani, and Alex Francis Puthusserry - this early-stage startup is on a mission to fill the white space in India's food delivery market that's dominated by pizzas and burgers by offering gourmet, indulgent sandwiches from all over the world.

The idea was born during the Venture Initiation Programme at Masters' Union, where the founding team's shared experience in F&B inspired them to unite. "Our background in food & hospitality gave us the confidence to pursue this idea. It just felt right", shares one founder.

With a combined experience of managing 35 food outlets globally, including the successful Mel Whisks, the highest-rated restobar in Pondicherry, the team leveraged its strong founder-market fit to carve out this niche in the food space.



Lexi's Gourmet Sandwiches caters to India's upmarket food delivery audience, focusing on creating an experiential ordering process that brings restaurant-quality sandwiches to customers' doorsteps.



While burgers, pizzas, and biryanis dominate the market, Lexi's taps into the latent demand for variety and indulgence in the sandwich category - a largely overlooked segment.



The team has perfected their menu and achieved product-market fit - however, their passion for excellence drives them to scale to new heights with each recipe. Their advice? *"Pick an industry where you have the drive to win and commit 7-10 years to it. Your odds of success will skyrocket."*

Lexi's vision for the next five years is ambitious yet grounded: scaling to 40 locations, achieving ₹25 crore ARR, and proving that cloud kitchens can be both profitable and sustainable. Innovation will remain at their core, with constant menu iterations to delight customers.

With a strong foundation and a customer-first approach, Lexi's is poised to disrupt India's food delivery landscape and put sandwiches on India's food map.



Hive School

Building India's First MBA for Sales

“

We're not chasing unicorn status; we're chasing outcomes.”

Nikhil Gaur, PGP TBM Cohort 2024,
Co-founder & CEO, Hive School



Hive School

is asking a bold question:
“Why not build a B-school exclusively for sales?”



Founders

Nikhil Gaur, Simar Sekhri, Prabal Monga

Partnerships

30+ companies including MongoDB, Gartner, VWO, Wingify, Gan.ai, Spry, Lambda Test, Almagest, Alphabake, Spyne, MMT, etc.

Launched by Masters' Union alum **Nikhil Gaur** and co-founders, **Simar Sekhri**, and **Prabal Monga**, Hive School is a one-of-a-kind institution focusing on training India's next generation of sales leaders.

While most schools tuck sales into a single lecture on 'soft skills', Hive School is flipping the script, dedicating an entire curriculum to this underrated art. They train graduates who don't just close deals but crush quotas, lead strategies, and redefine the sales playbook.

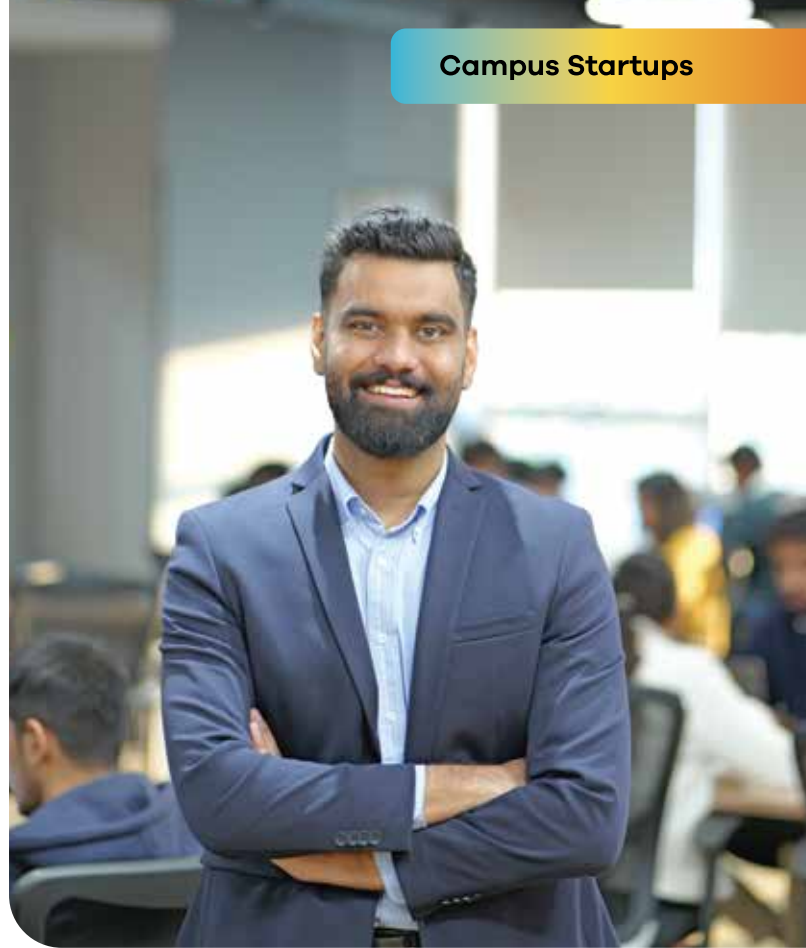
The idea behind Hive School sprouted when Nikhil, with five years of experience in the education sector, noticed the glaring disconnect between what colleges teach and what the industry demands. Nikhil says *“Sales is the backbone of business, but no one talks about it. We decided to change that.”*

Simar brought his creative acumen from running the School of Creativity, while Prabal developed his SaaS acumen from companies like Goldcast and Sama School. Together, they launched Hive School in early 2024.



Entirely bootstrapped but profitable, Hive School has partnered with 30+ firms while staying lean and focused. "We're not in a rush to scale for the sake of numbers," Simar explains.

Hive School's **4-month** hybrid programme teaches B2B SaaS sales, GTM strategies and how to close enterprise deals. Companies like **MongoDB, Wingify, and Gartner** are already recruiting directly from Hive's cohorts.



Looking ahead, Hive School has big plans to reach ₹50 crore in revenue within five years, launching a 12-month **offline PG Program in Sales Strategy & Growth** and training 300+ students annually.

Hive School isn't just an institution - it's a movement to put sales where it belongs: front and center in the business world. Because if you can sell, you can do anything.

Students from Cohort - 1 of Hive School (hiveschool.co)



COURSES ON CAMPUS



Undergraduate Programme in Psychology & Marketing

The Psychology Behind Marketing: An Evolving Discipline

In today's world of endless consumer choices, understanding the human mind is crucial for businesses. What drives someone to choose one brand over another? How do emotions and memories influence purchasing decisions? These questions lie at the heart of behavioural marketing, a rapidly growing field that merges psychology with marketing to deepen consumer understanding.

The Evolution of Behavioural Marketing

This discipline began in the early 20th century when psychologists like John Watson applied psychological principles to advertising. Over time, it evolved by incorporating insights from neuroscience, behavioural economics, and cognitive psychology. Technologies like fMRI and EEG have since revolutionised the field, offering precise insights into how consumers process information, make decisions, and develop brand loyalty.

Bridging the Gap Between Data and Emotion

Despite technological advances, many companies struggle to build meaningful connections with their audiences. Personalisation often feels superficial, failing to consider the complexity of emotions and preferences. For example, product recommendations may overlook factors like mood or shifting trends, leading to weaker customer relationships.

Addressing the Challenge: Education and Expertise

Masters' Union's Undergraduate Programme in Psychology & Marketing bridges this gap by integrating behavioural insights with marketing strategies. Students explore neuromarketing, emotional triggers, and memory recall in advertising, gaining practical skills to craft campaigns that resonate deeply. By working on live projects with industry leaders, graduates emerge as problem solvers ready to tackle real-world challenges.

Future Trends and Ethical Marketing

As AI and machine learning reshape the industry, professionals who can interpret the emotional dimensions of consumer behaviour will drive the next wave of innovation. Combining predictive analytics with psychological insights, brands can anticipate not just what consumers want but why. The rise of ethical marketing also calls for professionals to balance sales goals with transparency and authenticity.

Real-World Impact

Behavioural marketing offers tangible benefits. For instance, redesigning menus to highlight high-margin items or adjusting ambient music in retail stores can measurably boost sales. Masters' Union prepares students to apply such insights, whether for global brands or startups, shaping the future of consumer engagement.

Conclusion: A Framework for the Future

The fusion of psychology and marketing is reshaping modern commerce, providing a framework for businesses to connect authentically with their audiences. By addressing challenges like superficial engagement and leveraging cutting-edge tools, professionals are redefining how brands build loyalty and drive growth.

Course Masters

(Undergraduate Programme in Psychology & Marketing)



Dr. James Oldroyd

Ph.D., Northwestern University
Assistant Professor, Brigham
Young University



Dr. Anahita Bhandari

Ph.D., Applied Psychology
Assistant Professor, Tata Institute
of Social Sciences



**Dr. Daniel Garrett
Van Der Vliet**

Executive Director, Smith Family
Business, Cornell University



Dr. Shad Morris

Ph.D., Management
Cornell University



Kevyn Eva Norton

Former Technology Strategist,
ATOS Consulting



Alok Saraogi

Ex Country Manager,
Amazon



Hardeep Singh Brar

Sr. Vice President & Head of
Marketing & Sales, Kia India



Arjun Vaidya

Co-founder, V3 Ventures
Former CEO, Dr Vaidya's



Siddarth Menon

Ex-Chief Marketing Officer,
Epigamia



Poonam Kaul

Former Director of Marketing,
Apple India

PGP Rise: Owners and Promoters Management

Transforming Family Businesses: A Path to Legacy and Innovation

Family businesses are the backbone of economies, driving GDP and employment. Yet, only 30% transition successfully to the second generation, with fewer than 10% enduring beyond the third. Challenges such as succession planning, market disruption, and balancing tradition with modernisation often jeopardise their longevity. To thrive across generations, family businesses must embrace innovation, professionalisation, and strategic leadership.

Challenges in Sustaining Family Enterprises

Internal conflicts, outdated practices, and resistance to change often hinder growth. Traditional businesses face fierce competition from tech-driven newcomers, hence they too need to adopt digital transformation and structured governance. Balancing emotional family ties with strategic imperatives remains critical yet challenging.

Innovating Legacy: Lessons from Industry Titans

Trailblazers like Tata, Reliance, and Godrej exemplify how to merge tradition with innovation, adapt to trends, and sustain global competitiveness. Their success underscores the importance of professional management and forward-thinking strategies in navigating generational transitions.

Education as a Catalyst for Change

Educational programmes tailored to family business leaders, such as Masters' Union's **Postgraduate Programme in Family Business Management**, address these challenges. The curriculum emphasises experiential learning, equipping participants with tools to navigate complex dynamics, innovate, and scale their businesses sustainably. The program learnings are imparted through a mix of assignments and a capstone project, supported by one-on-one mentoring.

Gaining Global Perspectives

Global exposure is key to transformation. Participants in Masters' Union's programme explore Europe's enduring legacy businesses and attend trade fairs in China and Taiwan to learn advanced manufacturing and supply chain strategies. Such experiences enable leaders to identify growth opportunities and build international networks.

Mentorship and Leadership Development

The programme offers mentorship from leaders of renowned family firms like DCM Shriram and the Hinduja Group, providing insights on managing intergenerational expectations and driving sustainable expansion. Additionally, participants gain emotional intelligence and self-management skills, joining global leadership networks like the **Young Presidents' Organisation (YPO)** and **Entrepreneurs' Organisation (EO)**.

Future-Ready Leadership

The next generation of family business leaders must balance heritage with modernity. By embracing global opportunities, fostering innovation, and integrating professional practices, they can transform family enterprises into enduring legacies. Programmes like PGP Rise are pivotal in preparing these leaders for the evolving demands of modern business.

Course Masters

(PGP Rise: Owners and Promoters Management)



Rajiv Gupta

Ex-CEO, Tricolite; Ex-VP, Honda Cars; Ex-VP, Reliance Petroleum



Raman Sharma

Ex-SVP & Director, Honda Cars; Board of Directors, NIT-D & PTU



Tarun Malik

CEO, Zaystack; Ex-Microsoft & Amazon; Ex-CTO, Family Business



Avishkar Mehrotra

Ex-CHRO, Walmart; Co-Founder, NeoNavigate & ThinkUq



Rishi Khanna

MD, Trimaster Group; Ex-MD, C&S Electric



Nikunj Sanghi

Past President, FADA; Owner, J.S. Fourwheel Motors



Saurav Arora

Founder & MD - Horizon Homes & Infrastructure; Co-Founder, IIFM



Vishal Juneja

Managing Director, Vidhata Industries



Meera Chauhan

Director, Tricolite Electrical Industries Limited



Rajeev Bhaskar Sahi

Ex-President, Reliance Petroleum Retail; Ex-CEO, Kquality Group

PLACEMENT HIGHLIGHTS

PGP TBM, Cohort '24





Career Outcomes

₹28.52 LPA

Average CTC

3.03X

Salary jump from
pre-MBA level

₹61.80 LPA

Highest CTC

Placement Highlights

28

offers from
**quick commerce
companies**

03

offers at
**cutting-edge
AI companies**

05

offers from
VC Firms

10

offers from
International companies

37%

offers with
early joining

12%

offers in the
Founder's Office

Our Recruiters

Consulting

Kearney	Avalon Consulting
McKinsey	Takshashila Consulting
Bain & Company	Acuvon
BCG	Virtusa
Oliver Wyman	Tekion
Accenture	Pricoris
Samagra	Praxis Global Alliance
EY	Hex Advisory
Deloitte	Urban Piper
PwC	Thoucentric

Large Tech

Microsoft	Fractal Analytics
CISCO	Clearwater Analytics
Tata iQ	Trilogy Inc
Google	ServiceNow
Flipkart	Plateron
Landmark	Commvault
Eightfold	Silicon Labs
AMD	Better
Hike	SAEL
Gensol	Hexaware
Amplicomm	Sprinklr
CRISIL	PhonePe
Cognizant	Renegade Insurance

Finance & Fintech

Kotak	Razorpay
Citi	Cashfree
Axis	Insurance Dekho
American Express	Ezetap
Aditya Birla Capital	Juspay
HSBC	One Code
CRED	BharatPe
ICICI Bank	Blenheim Chalcot
Pine Labs	1Finance
JM Financial	Intellect Design Arena
Zerodha	OTO Capital
Jodo	Oswaal Books
Bloomberg	Pay10
Angel One	

Venture Capital

Antler	Innoven Capital
Waterbridge Ventures	Kae Capital
GrowX	Merisis Advisors
Stride Ventures	Good Capital
IPV Ventures	Palaash Ventures
Avirom Capital	

Consumer Tech

Talabat	Collegedunia	Agnext
Make My Trip	People Strong	Absolute Foods
Zepto	Mudrex	Amura Health
Mama Earth	Cogoport	Webmd
Cipla	Zopper	Unacademy
AMPM Fashions	Zoom Cars	Ecom Express
Blu Smart	YourStory	Dr. Vaidya
Cars 24	Woovly	Wakefit
Zomato	Seekify	TataIMC
Cricbuzz	Trident Group	Supertails
PhysicsWallah	OneCode	Ultrahuman
Mosaic Wellness	Niyo	Relata
TAC	Neemans	Onlinesale.ai
Zen Traders	Mool.one	Zipper
The Pant Project	Loconav	Spyne
Gynoveda	Gokwik	Proost
Oswaal	Freakins	
Park+	Euclod Data Solutions	
Office Banao	Digantara	
Imarticus	Classplus	

Emerging Companies

ZKX	Talabaat
Light Storm	TAC Infosec
Nexstem	Inspeq.ai
Meritto	Salescode.ai
Blinkit	Anveshan
Ather Energy	General Aeronautics
Newton School	
Futureense	
Hygenco Green Energies	
Xpnents Ventures	
Terracon	



Entrepreneurship Highlights

16 Teams

with 23 students pursuing startups full time post MBA

4 Teams

have raised seed funding with 2 having raised \$500K and \$200K respectively

₹35 Cr

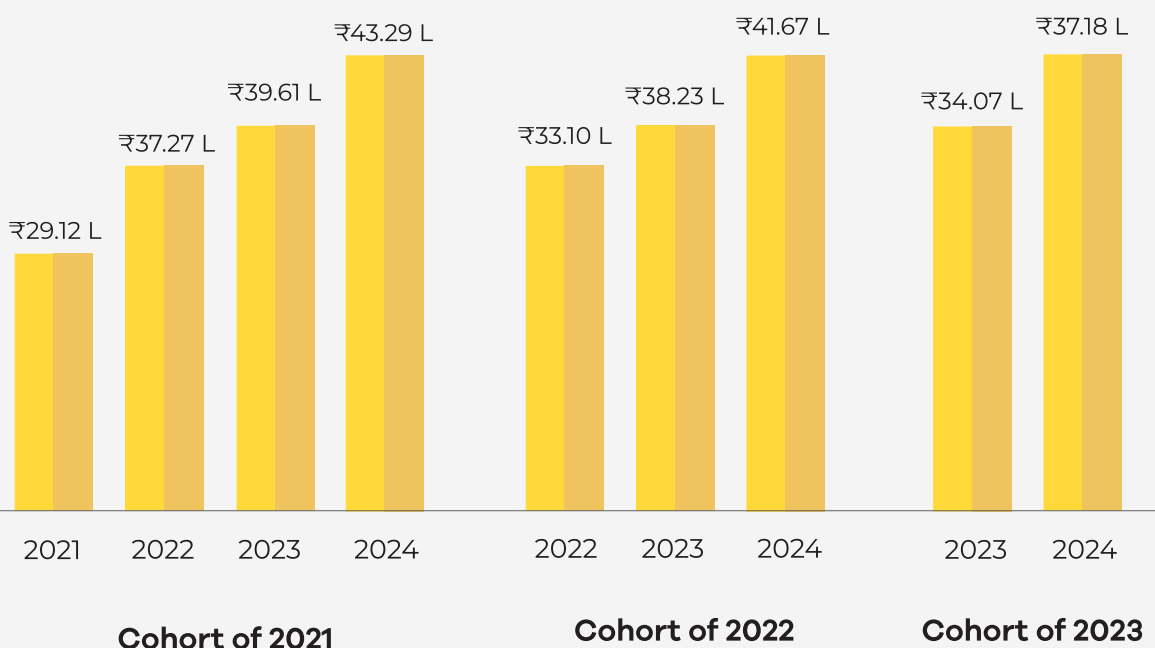
Highest valuation achieved by a single team

₹50 L

Highest revenue till date of a single company

Alumni Career Progression

1-3 years after graduation



57%

Cohort of 2021
Reporting Y2, Y3, Y4
Promotions

35%

Cohort of 2022
Reporting Y2, Y3
Promotions

22%

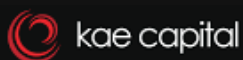
Cohort of 2023
Reporting Y2
Promotions

Career

Gautam Marwah

Now

Chief of Staff



Then

Product Manager,
Pine Labs



“My placement journey at Masters' Union has been both exciting and transformative. With over 5 years of experience in the startup ecosystem, I always admired the venture capital (VC) space from the outside, and I knew I wanted to transition into it. In November 2022, I decided to make the leap and started speaking with alumni already working with VCs to understand the industry better. Through these conversations, I discovered how Masters' Union was deeply connected to the startup ecosystem, and that's when I knew it was the right place to make this shift.

One of the key advantages of Masters' Union was the incredible networking opportunities. I had access to more than 20 analysts, associates, principals, and partners from leading VC firms, which helped me broaden my understanding of the space. The faculty and mentors were also invaluable. We hosted Pranav Pai, a well-known name in the VC community, on campus where I connected with him and got a chance to intern with his firm. Mahak Garg, our programme director, who is also a Stanford grad and former founder, shared real-world insights into the VC day-to-day and helped me build a strong network in the industry.

Additionally, my role as the President of the Fintech Club allowed me to engage directly with top VCs and gain firsthand knowledge. I also connected with the careers team, who provided mentorship and guidance throughout the process. With their support and my determination, I connected with a partner at Kae Capital, thanks to the credibility that Masters' Union students carry.

I am excited about my journey at Kae Capital, all thanks to the skills, knowledge, and confidence I gained at Masters' Union.”

Transitions

Shruti Kumari

Now

Manager - Brand Marketing

Flipkart 

Then

Senior Account Manager,
Adfactors



“My 16 months at Masters' Union were a transformative phase in my professional and personal growth. I joined MU as a leap of faith, taking a pause from my demanding career in Public Relations, which I enjoyed but couldn't see myself doing long-term. My desire to grow and experiment led me to Masters' Union, and though the journey was challenging, it shaped me in ways I never expected.

The true value of my experience came from the connections I built with peers, who supported and challenged me to grow. The collaborative environment, where no one judged each other's mistakes, helped me build confidence and develop a growth mindset. Key experiences like the dropshipping business and VIP challenge were defining moments that taught me to push through failure.

My role at Flipkart today requires me to bring all these learnings to life. Never did I imagine that a cold email could help me land a role that I had no background in. The 6-7 rounds of interviews over 1.5 months were exhausting. What helped me the most during this time was the support of my peers, Professor Bhupesh (my marketing professor), mentors like Manas and Garima, some alumni, and Tanya Patel from the careers team.

The key to cracking the interviews was the learning I gained from Bhupesh Sir's class on Go-to-Market (GTM) strategy. Everything I know about marketing today comes from that class. While the real-world application has evolved, the core principles still guide my decisions at work. Additionally, insights from peers and alumni working in e-commerce and quick commerce helped me better understand the business. Preparing for interviews with 'Think School' videos and case studies, especially with a peer who landed a role at Blinkit, was incredibly helpful. Building a strong portfolio and gathering proof of work gave me the confidence to reach out to companies directly for interviews.

In my current role, I work hard every day to prove myself and keep up with my peers from IIMs and other top colleges. While I miss college every morning as I head to work and face tough days, I will never stop pushing myself or let my drive for growth fade away in my career.”



THE VISION @ MASTERS' UNION

To iterate
an **education model** that
maximises human potential

'WHY' MASTERS' UNION EXISTS

The age-old education model is built on memorisation, conformity & indoctrination.

We want to build a model that's hands-on, rooted in reality & has a high degree of throughput.



THE MISSION @ MASTERS' UNION

To build a **globally eminent institution** that continuously challenges **pedagogy & processes** to deliver **unparalleled human growth**

'HOW' WE ARE BUILDING MASTERS' UNION

By not being a prisoner of our own legacy & continuously iterating on curriculum.

By teaching as if a student is not a vessel that needs filling, but a candle that needs lighting.

By always thinking big, striving to paint outside the lines while always being student centric.

Life @ Masters' Union





185 million

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