VOLUME 02. ISSUE 01

masters' union

Scratch

LAUNCHING 2 NEW COURSES

PGP HR & Organisation Strategy and UG Finance & Economics.

CELEBRATING 6 AWARDS AND RANKINGS

Global recognition in education for Masters' Union.

SHRI NITIN GADKARI AND SHRI KIREN RIJIJU

Visit Campus; sharing insights on shaping India's future.

Former Indian Men's Cricket Team Captain **ROHIT SHARMA**

Honours The Convocation of **PGP Class of 2025**

Founder's Desk

Welcome to **Scratch, Volume 2, Issue 1** - our first edition of 2026. We begin this year by looking back at how we closed 2025, with a moment that still resonates across campus: the PGP Convocation on 21 December. Students from **PGP TBM Cohort 5** and **PGP Rise Cohorts 2 and 3** stepped into gowns not just for the ceremony, but at the threshold of what comes next. **Rohit Sharma**, former captain of the Indian men's national cricket team, spoke not as a celebrity but as someone who has faced pressure, pivoted, and led through uncertainty. His words, about momentum, resilience, and preparation, set the tone for a year defined by action, not applause. **Valedictorian Jaishree Soni** captured the essence of learning by doing, reminding us all that ambition, grit, and shared effort create lasting impact.

Recognition soon followed. Masters' Union earned global and national accolades that reflect substance over hype. From the **QS Reimagine Education Bronze Award** for Innovation in Business Education, to the **QS I-GAUGE IOH** certification for wellbeing, to ET Education's Gold for incubation excellence, and **The Entrepreneur Indian Education Award** for Emerging Higher Education Institution of the Year, these honours confirm what we've always believed: meaningful learning produces measurable outcomes. On the domestic front, **Businessworld and Outlook-ICARE** ranked us **fifth** among India's top one-year programmes and emerging private B-schools, alongside peers like ISB and XLRI.

Learning doesn't end at graduation. Our students carried the campus into the world: UG students completed summer internships with **350+** offers across **120+ companies**, including KPMG, EY, Zepto, and more, while PGP students achieved an average package of **₹33.39 LPA**, the highest CTC of **₹1.28 crore**, and **30 international offers**; proof that real-world readiness is embedded in our programmes.

On campus, innovation and curiosity thrived beyond the classroom. UG dropshipping initiatives, student-led clubs, and experiential learning projects gave students ownership over challenges. Guest speakers, from policymakers like **Shri Nitin Gadkari** and **Shri Kiren Rijiju** to business leaders like **Kishore Biyani**, founders, and industry experts, further enriched learning with real-world perspectives.

Learning at Masters' Union goes beyond awards and classrooms. MU AI supports students at every step, clarifying concepts, guiding assignments, and coaching career preparation. Mentoring, learning, and opportunities are personalised, accessible, and seamless.

Our faculty bring real-world expertise into the classroom. **Nitin Gaur** shows how blockchain and DeFi take shape in functioning systems, while **Monica Jasuja** draws on her Mastercard experience to illustrate how trust and strategy drive success in payments.

Student Clubs bring student ideas to life, turning curiosity into action. After hours, the campus hums with creativity, teamwork, and lessons that stay long after class ends.

Alumni turn experience into guidance, mentoring students through practicums, challenges, and real-world insights. Homecomings and campaigns keep the community alive long after graduation.

As you turn the pages of this edition of Scratch, one thread runs through every story: at Masters' Union, learning is measured not by semesters, but by the moments that challenge, shape, and inspire. Here, ambition translates into action, curiosity sparks leadership, and every experience, whether in classrooms, labs, or across the world, prepares our students to make a meaningful impact.

Onward,
Pratham Mittal
Founder, Masters' Union

What's Inside

Pg. 01

The MUnth That Was

From Ground Zero 1.0 to Case Union 3.0 and UG dropshipping, students showcased bold ideas while Masters' Union earned global recognition for innovation.

Pg. 21

Series C

Nitin Gadkari shared results-driven leadership, Kiren Rijiju reflected on perseverance and purpose, and Kishore Biyani demonstrated building ₹10 crore D2C brands; students gained practical and actionable insights.

Pg. 43

Off Campus

Anveshan Farms redefines Indian ghee through traceable sourcing, traditional bilona methods, and operational discipline, showing students how authenticity and trust can drive a premium, sustainable business.

Pg. 49

Cover Story

The PGP Class of 2025 celebrated convocation with alumni, faculty, and Rohit Sharma, embracing reflection, resilience, and readiness through awards, speeches, and mentorship beyond campus life.

Pg. 59

Career Lab

PGP students secured an average CTC of ₹33.39 LPA, with 30 international offers from BCG, EY, and McKinsey, while UG students received 350+ internships across 120+ companies.

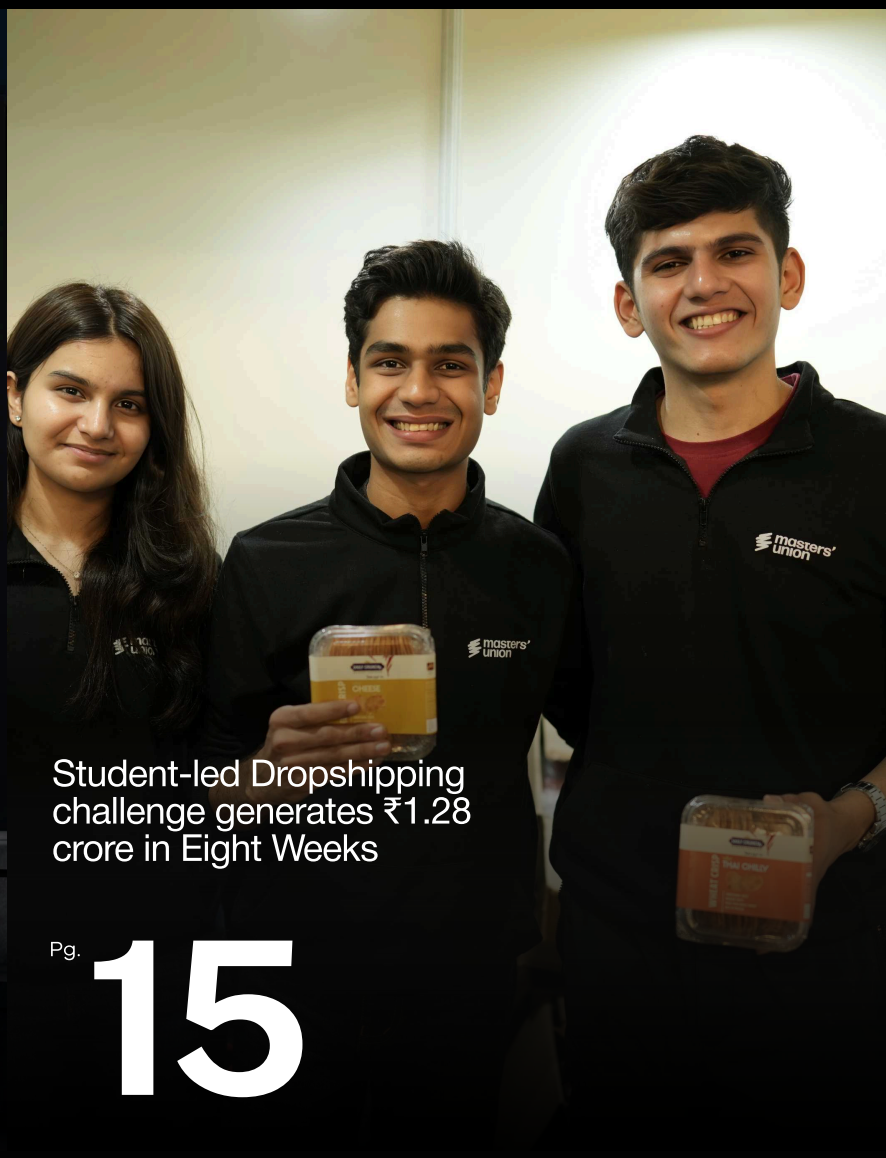
Pg. 77

BrAiny

From AI-driven classrooms to career prep, Masters' Union makes learning seamless, smart, and future-ready with an internally built intelligent LMS called MU AI.

SuperYou powers Ground Zero 1.0 student D2C showdown

Pg. 11



Student-led Dropshipping challenge generates ₹1.28 crore in Eight Weeks

Pg. 15

Pg. 83

Alumni Spotlight

Sumer Rai turned early ventures and ambiguity into fintech impact at Jodo, while Pooja Patodi pivoted from CA to consulting, blending technical expertise with human-centred strategy.

Pg. 91

The Art of Pivot

Alum Suryanshu Panda, one of the first MBA hires at Technico, a family-run business, applied lessons from his startup to drive structured growth and impact.

Pg. 97

The Club Collective

Student clubs transforming imagination into impact. Across UG and PG programmes, hands-on challenges cultivate leadership, teamwork, and problem-solving, lessons that only emerge when ownership drives learning.

Pg. 103

Masters' Of The Union

Nitin Gaur teaches blockchain and DeFi, showing how technology, trust, and policy shape financial systems. Monika Jasuja trains students in payments, turning product decisions into real-world impact.

Pg. 111

Masterminds

Dr Rinku Mahindru helps students to turn economic signals and organisational dynamics into practical decisions, preparing leaders to navigate complexity, anticipate change, and deliver real-world impact.

Pg. 115

Courses on Campus

Masters' Union launches UG Finance & Economics and PGP HR & Organisation Strategy, blending experiential learning, industry exposure, and high-impact projects to prepare students for tomorrow's business challenges.

Pg. 125

Life After Masters' Union

Alumni return to Masters' Union to lead practicums, inspire challenges, and reconnect. From mentorship to fitness and homecoming, community engagement beyond the classroom shapes impact-driven careers.

2025 records 350+ UG internship offers and an average CTC of ₹33.39 LPA for PGP

Pg. 59

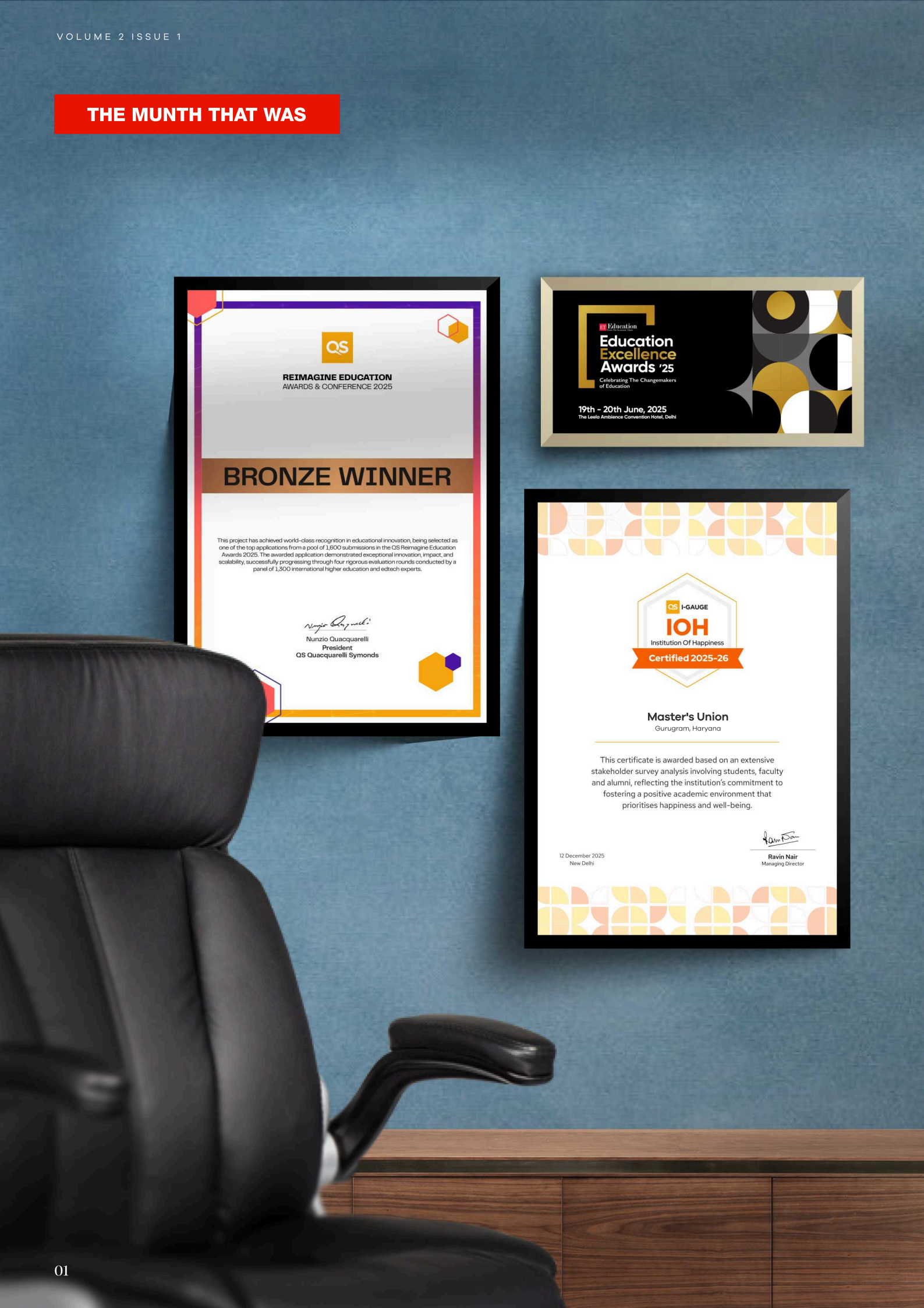
Faculty leading experiential learning in blockchain, DeFi, and payments

Pg. 103

@masters.union @themastersunion

Masters' Union Masters' Union mastersunion.org

THE MUNTH THAT WAS



RECOGNITION THAT REFLECTS IMPACT, NOT JUST AMBITION

Masters' Union earns global and national awards, rankings, and recognition for innovation, wellbeing, and academic excellence.

> IT'S BEEN A DEFINING YEAR FOR MASTERS' UNION. RECOGNITION FROM QS, BUSINESSWORLD, AND THE ENTREPRENEUR, ALONGSIDE OUR BGA MEMBERSHIP, ENCOURAGES US THAT OUR INDUSTRY-INTEGRATED, OUTCOMES-FOCUSED MODEL IS ON THE RIGHT PATH.
> - ABHINAV ARORA, ASSOCIATE DIRECTOR - STRATEGIC INITIATIVES, MASTERS' UNION

Honours Confirming Excellence and Meaningful Impact

In a landscape crowded with claims, recognition matters when it speaks to substance. Masters' Union has quietly built a track record of measurable excellence, and the latest awards and rankings confirm what the campus has long known.

QS REIMAGINE EDUCATION

QS REIMAGINE EDUCATION 2025 – 26

About the Award

The QS Reimagine Education Awards recognise global innovation in higher education. Institutions are evaluated across teaching, learning, employability, and outcomes through a rigorous, multi-stage assessment by international experts. Masters' Union received the **Bronze Award for Innovation in Business Education** and was shortlisted in the AI in Education category.

About QS Reimagine Education

QS Reimagine Education is a global platform advancing innovation in higher education. It brings together universities, business schools, edtech providers, and investors worldwide, benchmarking transformative approaches in pedagogy, technology-enabled learning, and employability-focused education.

QS I-GAUGE

QS I-GAUGE IOH 2025 – 26

About the Award

This certificate is awarded to institutions that meet the defined QS I-GAUGE benchmarks under the Institution of Happiness (IOH) assessment. Evaluation measures student, faculty, and alumni perceptions of campus wellbeing, engagement, and environment, reflecting a commitment to fostering a positive, wellbeing-oriented academic ecosystem.

About QS I-GAUGE

QS I-GAUGE is India's independent, nationwide education rating and assessment system for universities, colleges, and schools. Backed by the QS Intelligence Unit, it applies a holistic, evidence-driven methodology across teaching, learning, employability, research, and innovation to deliver a 360-degree evaluation of institutional performance.

ET Education.com
From The Economic Times

ETEDUCATION 2025

About the Award

Masters' Union won **Gold for Excellence in University & Institute-Led Incubation & Startup Ecosystem**, recognising institutions with structured mentorship, access to funding, strong academia–industry collaboration, and measurable outcomes in deep-tech and innovation-led ventures.

About ETEducation

ETEducation is a specialised platform from The Economic Times that tracks developments across India's education ecosystem. Covering higher education, K–12, edtech, skilling, and institutional leadership, it provides data-led insights into how institutions evolve, scale, and deliver tangible educational and economic impact.

The Entrepreneur Presents

INDIAN EDUCATION CONGRESS & AWARDS 2026

About the Award

Masters' Union won **Emerging Higher Education Institution of the Year**, recognising long-standing, institution-led initiatives that foster mentorship, funding access, academia–industry collaboration, and measurable outcomes in innovation-driven ventures.

About The Entrepreneur Indian Education Awards

These awards spotlight individuals and institutions driving meaningful transformation in education through technology. They recognise leaders and organisations delivering measurable impact across teaching, access, and learner outcomes, as digital innovation reshapes learning and workforce readiness.

RANKINGS THAT REFLECT MOMENTUM

On the domestic front, **Businessworld** and **Outlook-ICARE** both rank Masters' Union **fifth** among India's top one-year programmes and emerging private B-schools. It is not the position alone but the peers alongside whom the university sits; ISB, IIM Executive programmes, XLRI and more, that speak volumes about credibility, rigour, and relevance.

Recognition like this is more than an accolade. It signals a community that invests in **real learning, measurable outcomes, and meaningful experiences**. For students and professionals navigating the choices in higher education, these honours offer clarity: here is a place where ideas are tested, leaders are made, and ambition meets substance.

Recognition at a Glance

These awards and rankings capture more than prestige. They reflect a university where ideas are tested, outcomes matter, and the campus culture prioritises both growth and wellbeing. For students, faculty, and collaborators, they signal an environment built on purpose, measurable impact, and meaningful experiences.

Recognition	Year	Context
QS Reimagine Education	2025–26	Global recognition for innovation in higher education across teaching, learning, employability, and outcomes
QS I-GAUGE IOH Certification	2025–26	Assesses institutional wellbeing through student, faculty, and alumni experience
ETEducation Award	2025	Recognises excellence in institute-led incubation and startup ecosystems
The Entrepreneur Indian Education Awards – Emerging HEI of the Year	2026	Recognises long-standing, institution-led initiatives with mentorship, industry collaboration, and measurable outcomes in innovation-driven ventures
Businessworld Ranking – Rank 5	2025	Among India's top one-year business and executive programmes
Outlook–ICARE Ranking – Rank 5	2026	Ranked among India's leading emerging private B-schools

THE MUNTH THAT WAS

CASE UNION 3.0: INDIA'S BIGGEST STUDENT-LED CASE COMPETITION

Students from India's top colleges solve real-world business challenges across various sectors, including marketing, fintech, consulting, edtech, B2B, product management, AI, and Web3.

- 3RD EDITION
- 1 DAY
- 9 CAREER CLUBS
- 7 INDUSTRY PARTNERS

When students at Masters' Union talk about the **Case Union**, they don't just mean a competition. They mean a stage where strategy meets creativity, and ideas are tested under real-world pressure. The third edition, held on **14 December**, brought together **nine PGP career clubs**, **seven industry partners**, and students from top colleges across India for a month-long marathon of problem-solving, presentations, and debates.

Organised by **Ansh Satsangi**, **Vice President - Academics**, **PGP TBM C6**, Case Union 3.0 was bigger, tougher, and more exciting than ever before. From the opening keynote to the final announcement of winners, it was a day that celebrated thinking, teamwork, and execution in equal measure.

Real Problems, Real Impact

What sets Case Union apart is that the challenges are not hypothetical. Every club worked with an industry partner, presenting students with problems that companies are actually facing today.

Take the Marketing + Commerce X Club's **InsightX Strategy Challenge**, for example. Students worked with **Blue Tokai Coffee Roasters** to understand why Gen Z, the youngest café-goers, wasn't connecting with the brand the way millennials once did. Through research, marketing frameworks, and strategic thinking, they had to design ways for the brand to stay relevant across cafés, e-commerce, and quick commerce channels.

Or consider the **FinTech Club's Genie-Us Summit**, where teams partnered with **TaxGenie** to design a 24-month go-to-market strategy for its API4Business platform, solving the real challenges of product-led growth and enterprise adoption.

Across consulting, edtech, B2B, product management, AI, and Web3, students tackled challenges ranging from modernising Punjab's higher-education system to designing scalable eVTOL businesses and streamlining supplier payments for **BP's OneFleet platform**.

Every case demanded research, analysis, and strategy, but also creativity, presentation skills, and the ability to defend decisions under scrutiny. All the teams stood out not just for their solutions, but for clarity of thought, teamwork, and the courage to defend their ideas in front of real-world experts.

The Clubs and The Showdown

Marketing + Commerce X Club - InsightX Strategy Challenge

Case Partner: Blue Tokai Coffee Roasters
Mentors: Udit Gupta, Atishay Nijhawan, Pavit Singh Gujral
Focus: Understand Gen Z's engagement with the brand and create actionable strategies.

Winner: Trail Blazers **₹30,000**

FinTech Club - The Genie-Us Summit

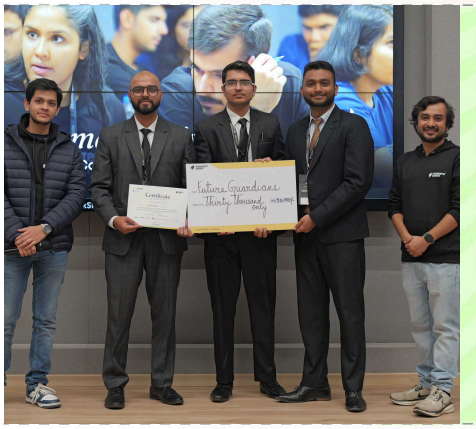
Case Partner: TaxGenie
Mentors: Sanjay Shukla, Pranavnath Tiwari
Focus: Build a 24-month go-to-market plan for API4Business.

Winner: Pitch Please **₹30,000**

EdTech Club - Taxi2Sky: Sustainable Sky Economics

Case Partner: The ePlane Company
Mentors: Vikkalp Mittal, Vishnu Ramakrishnan, Chaman Yadav, Shravan Krishnan
Focus: Design profitable, scalable eVTOL solutions across air ambulance, cargo, and air taxi segments.

Winner: Conseillers **₹30,000**



Third Block Club - Web3 Strategia

Case Partner: Cryptique
Mentors: Akshit Varsani, Parth Agarwal
Focus: Leverage Web3 data to enhance marketing strategies for emerging projects.

Winner: Future Guardians **₹30,000**

ProdMan Club + AI & Analytics Wing - Black Box Challenge

Case Partner: British Petroleum (BP)
Mentors: Harshith Gambhir, Sanchit Gupta
Focus: Modernise invoice reconciliation and settlement for BP's OneFleet platform.

Winner: Prodigy Ops **₹25,000**

MUCC Consulting Club - Strategem 2.0

Case Partner: Government of Punjab
Mentors: Shailendra Kumar Sharma, Aman Chug
Focus: Transform the state's higher-education system into a "Day-1 Employable Talent Engine" with a fixed ₹150 crore budget.

Winner:
Team Kaizen
₹30,000

B2B Club - BizQuest

Case Partner: BeeYoung
F&B Partner: Red Bull
Mentors: Abhinav Jindal, Anisha Uppal, Tejaswini Rana
Focus: Create a unified, self-sustaining marketing ecosystem for multiple products and physical spaces.

Winner:
Brokeman Sachs
₹30,000

THE MUNTH THAT WAS

ANAND SINHA
Director - PGP,
Masters' Union

NIKUNJ BIYANI
Co-Founder,
SuperYou

masters' union SUPERYOU

GROUND ZERO 1.0: INDIA'S COOLEST D2C CASE FEST

Bengaluru hosts students from top colleges who showcase innovative ideas to SuperYou's founder.

- 1051 STUDENT REGISTRATIONS
- ₹3,00,000 CASH PRIZE POOL
- 3 ROUNDS TO THE WIN

Masters' Union and SuperYou joined forces for **Ground Zero 1.0**, a student-led case fest designed to push the boundaries of D2C thinking. Over 1,000 undergraduate students from across India stepped into the arena, tackling real business problems and reimagining the future of consumer brands.

The competition was not just about slides. Teams created live ads, videos, and even mock snack products, translating strategy into tangible, visible concepts. The top 12 teams earned the chance to present their ideas in Bengaluru before **Nikunj Biyani**, Co-founder of SuperYou, and **Anand Sinha**, PGP Director at Masters' Union.

Beyond the presentations, Ground Zero 1.0 emphasised experimentation and speed of execution. Students collaborated under tight deadlines, iterating on ideas in real time, learning to balance creativity with feasibility. The event became a laboratory for bold thinking, where theory met practice and ambitious concepts were tested in front of an audience of industry experts.

For many students, the value wasn't the cash. It was the chance to test ideas, take risks, and see them challenged by someone who had built a brand from scratch.

1st Prize | **₹2,00,000**

Team

Irrational Edge (University of California, Berkeley)

2nd Prize | **₹50,000**

Team

SUPERMEN (Masters' Union)

3rd Prize | **₹50,000**

Team

IIMPetus (IIM Ranchi)

What's at Stake?

Ground Zero 1.0 offered more than prizes. Participants competed for a **₹3 lakh cash pool**, **scholarships at Masters' Union**, and **pre-placement interview opportunities at SuperYou**. Their ideas had the chance to be brought to life by the brand.

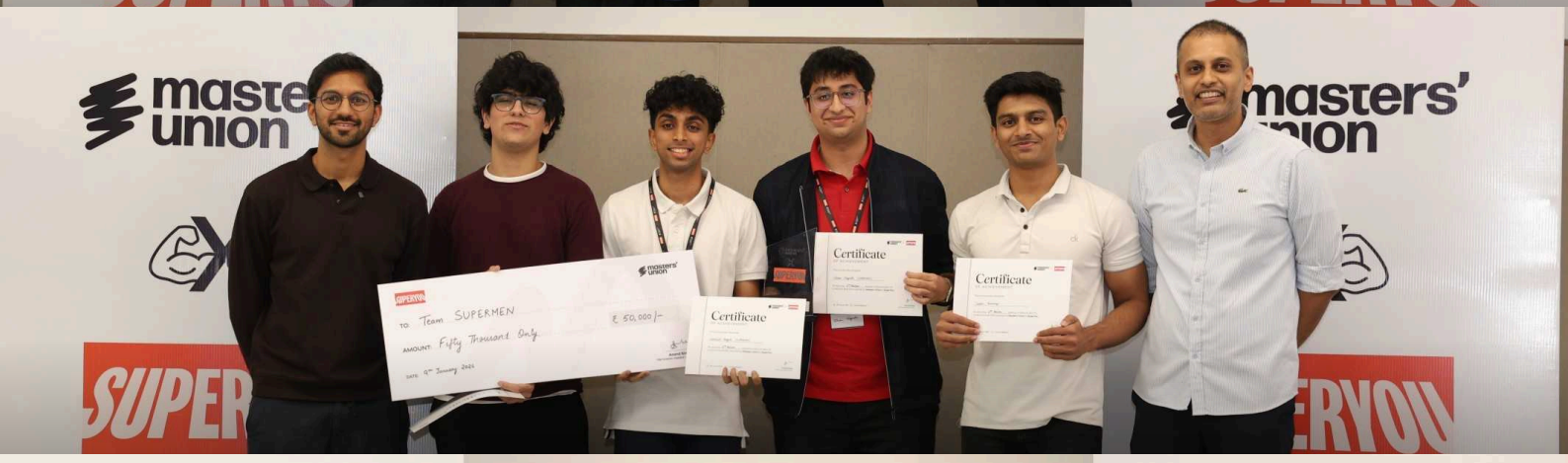
The competition also served as a platform to demonstrate leadership and creativity in real-world contexts, bridging the gap between classroom theory and market execution.

A Platform for Bold Ideas

Students from top institutions, including IIT Bombay, IIT Delhi, IIM Ranchi, Christ University, Symbiosis University of Pune, NMIMS, and even the University of California, Berkeley, brought diverse perspectives to the table. Each team, composed of two to four members from the same college, approached the cases with fresh thinking, challenging conventional strategies.

Ground Zero 1.0 did more than reward excellence. It celebrated curiosity, encouraged risk-taking, and created an environment where undergraduate students could test ideas at the intersection of creativity and commerce.

In an age where D2C brands must innovate constantly, initiatives like this offer a glimpse of the next generation of strategists, marketers, and founders. And for those who participated, the experience of pitching, failing, and refining under pressure will resonate far beyond the case decks.



How It Unfolded

The competition ran in stages.

Round 1

Online Brief
(10–27 Dec 2025)

Students received a challenge from SuperYou, aimed at the 40+ consumer segment. Each team submitted a one-page blueprint and a short video. The goal was clarity, feasibility, and bold thinking.

Round 2

Shortlisted Team Submission
(3–7 Jan 2026)

Top twelve teams moved from concept to execution, solving a live business problem shared by SuperYou. They sharpened strategies, refined storytelling, and built tighter pitches before the high-stakes Bengaluru finale.

Finale

Bengaluru
(9 Jan 2026)

Each team pitched for seven minutes, followed by a one-minute live ad. Nikunj Biyani engaged with every presentation, asked sharp questions, and offered candid advice.

THE MUNTH THAT WAS

INSIDE THE UG'29 DROPSHIPPING FINALE: ₹1.28 CRORE IN 8 WEEKS

On 1 February 2026, Galleria and Worldmark in Gurugram became testing grounds for student-led brands.

- 3 WINNERS
- 3 CATEGORY AWARDS
- 7 SPECIAL PERFORMERS

It was a Sunday that felt different. Galleria and Worldmark were full of energy, not from shoppers window-shopping, but from students running their own stalls. Every sale, every question from a customer, every small victory or hiccup was part of a lesson that no classroom could give.

Over eight weeks, the undergraduate class of 2029 had built their businesses from scratch. They ran campaigns, negotiated with suppliers, handled logistics, and tracked margins. When the day arrived, the results spoke for themselves: ₹1.28 crore in revenue.

Eight Weeks of Experimentation, Iteration, and Hard Lessons

The real story wasn't the number; it was the journey to get there. The Dropshipping Challenge didn't start at the finale. It began many weeks earlier, with students testing products, running small campaigns, pivoting when things didn't work, and learning what works in real time.

Some teams burned through their first ad budgets. Others discovered that returns and delivery delays could erase hard-won margins. And then came the final test: selling live at Gurugram's two of the most popular spots, Galleria and Worldmark, under the watchful eyes of external judges **Sandeep Matta, founder of Seedz** and **Vinod Arya, co-founder of DropDash**, India's number one dropshipping platform.

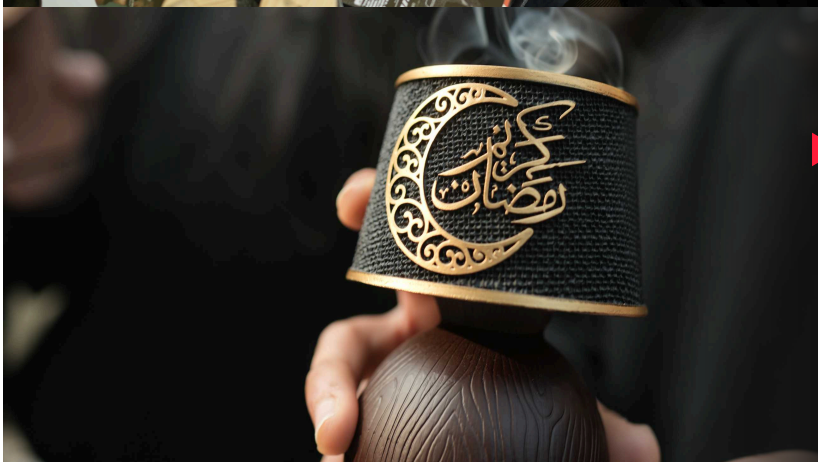
Revenue was just the starting point. The judges asked questions about margins, customer acquisition, and operational choices. Students had well-prepared answers. Some were backed by spreadsheets, while some were backed by the instinct that comes only from doing.

50+

Participating Dropshipping Brands

2.5L+

Average Revenue Generated by Teams



₹100 to ₹4,000

Price Range of Products Across All Categories

The Top Three

House of Khakhra

₹1 Lakh Prize

Rishabh Jain, Mannat Jain, Shreyas Kanapuli

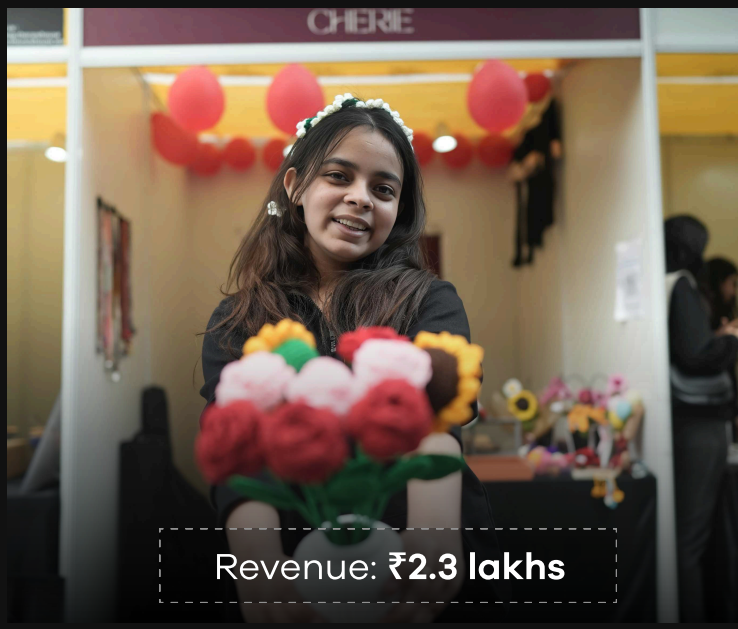
Khakras are traditional. Scaling them digitally is not. House of Khakhra focused on margins, operational efficiency, and repeatable sales. Their discipline earned them the **Profit Pinnacle Award** for best margins, showing that structured execution beats flashy campaigns.

House of Cherie

₹75,000 Prize

Navya Karnawat, Pushya Modi, Krishnam Chawla, Divisha Chopra

Handmade crochet products are niche, but branding and storytelling made House of Cherie stand out. Their stall drew attention because the experience was consistent and considered, proving that in crowded markets, coherence matters.



Portgun

₹50,000 Prize

Hriday Maheshwari

Portable vacuum guns. Operated by just one person. Sharp positioning. Strong ad performance. Portgun also took home the **Revenue Royalty Award** for the highest sales. The scale was not accidental. It was measured testing, fast iteration, and a clear focus about what converts.

More Than Just Numbers: Special Category Awards

Not every win shows up in revenue. The challenge also recognised teams that executed with care, adapted quickly, turned ideas into results, and created experiences that made their brand stand out.

Marketing Maestro
Bekaboo

Students who turned ad campaigns into real impact.

Packaging Perfection
Mehak

Teams whose attention to detail made a brand feel complete.

Insight Award
Navah

Recognising the teams that learned fastest and adapted smartest.

Notable Contributions Beyond the Winners

The Dropshipping Finale wasn't just about the teams that took home prizes. Several other teams also made their mark, showing that thoughtful execution and persistent effort deliver results.

Moh Maya

Sold RC cars and drones worth ₹14 lakhs, understanding what buyers respond to.

Gold Diggers / Ember

Sold plushie slippers for ₹6 lakhs.

Neovypaar

Ran three businesses at once and crossed ₹11 lakhs, showing complexity can become capability.

Teen Tigdam Go

Reached ₹4 lakhs with home and utility products.

Fitrah

Sold soy candles for ₹2 lakhs.

Taasya

Generated ₹1.7 lakhs without spending a rupee on ads.

VAS

Reached ₹1.8 lakhs in kitchen utilities.

The Dropshipping Challenge isn't about winning a prize. It's about learning how business works in the real world:

- **Cash flow exposes assumptions.**
- **Customer reactions are immediate and unforgiving.**
- **Execution under pressure builds understanding that theory can't.**

By the end of the day, students had stopped talking about entrepreneurship. They had practised it. Eight weeks, one day, ₹1.28 crore, and a lifetime of lessons about what it takes to run a business in the real world.

SERIES C

SHRI KIREN RIJIJU

Union Minister of Parliamentary Affairs of India

संसदीय कार्य मंत्रालय
MINISTRY OF
PARLIAMENTARY AFFAIRS

DOING JUSTICE TO THE ROLE YOU HOLD

From Arunachal Pradesh to India's Parliament, Kiren Rijiju shares lessons on failure, choosing voice over force, transforming India's sports culture, and why true success comes from leading with integrity and purpose.

> SUCCESS IS NOT ABOUT YOUR TITLE OR POSITION; IT IS ABOUT DOING JUSTICE TO THE ROLE YOU HOLD. ACHIEVEMENT HAPPENS STEP BY STEP, AND MANY ACHIEVEMENTS DO NOT EQUAL TRUE SUCCESS. SUCCESS LIES IN SERVING OTHERS.

In a conversation with Pratham Mittal, Founder and CEO of Masters' Union, Shri Kiren Rijiju spoke about losing his first election, choosing voice over force, shaping India's sporting framework, and carrying responsibility across some of the government's most demanding ministries. For students and professionals navigating institutions of their own, his account offered a clear lesson: leadership is built slowly, through preparation, presence, and doing justice to the role you hold.

The Parliamentary Vision

India's Parliament is loud and complex, thus often misunderstood. It is where voices from the country's farthest edges compete for space. At the centre of this system is Kiren Rijiju, a leader whose relationship with power has been shaped by proximity rather than privilege. Long before he managed the business of the House, he entered it as one of its youngest members, seated at the back, representing a region most of the room barely recognised.

Early Life and the Road to Politics

Rijiju's story begins far from the corridors of power. He grew up in a remote village in Arunachal Pradesh, where infrastructure was scarce and opportunities even scarcer. In those early years, reaching the district headquarters required a two-day walk. He first saw aeroplanes before cars, and later witnessed roads being built, gradually connecting his small community to the wider world.

He moved to Delhi for higher education, graduating from **Hansraj College** and completing an **LLB from Campus Law Centre**. Politics had never been part of his plan. Circumstances, however, brought him into contact with influential people in society, and gradually, he found himself stepping into electoral politics. Rijiju's first attempt at the election was unsuccessful. Yet the defeat did not discourage him.

> WHEN I LOST THE ELECTION, LAL KRISHNA ADVANI TOLD ME, 'YOU ARE VERY YOUNG. WHY ARE YOU WORRIED?' HE HAD LOST HIS FIRST ELECTION TOO. THAT LESSON STAYED WITH ME.

A tenure at the National Commission for Khadi and Village Industries followed, setting the stage for his victory in the 2004 Lok Sabha elections.

Making a Mark in Parliament

As a young MP, Rijiju faced a parliament largely unaware of the northeastern states. 'Ninety per cent of MPs did not know the names of the northeastern states,' he said. He quickly realised that visibility came from engagement rather than authority. Lacking any muscle power, he relied on his voice, speaking up on every subject to make his presence felt.

His persistence paid off. Within months, he moved from the last row to the front of the House, taking a leading role in debates as a principal opposition member. He quickly understood that guiding discussions on bills shapes the direction of the conversation, showing that active participation matters far more than seniority or status.

Leadership Across Ministries

Rijiju's ministerial journey has taken him across some of the most demanding portfolios in government, including Home Affairs, Youth and Sports, Parliamentary Affairs, and Minority Affairs. In Home Affairs, he managed responsibilities ranging from the central armed forces to disaster management and refugee affairs, navigating challenges that required both tact and precision. His earlier travels abroad gave him a broader perspective on security, governance, and the way institutions function, shaping his approach to policymaking and administration.

Yet it was in sports that his passion truly found expression. He often reflected on India's absence from the medal tally after the 1980 Moscow Olympics, a gap that left him frustrated and motivated him to focus on transforming the country's sporting culture.

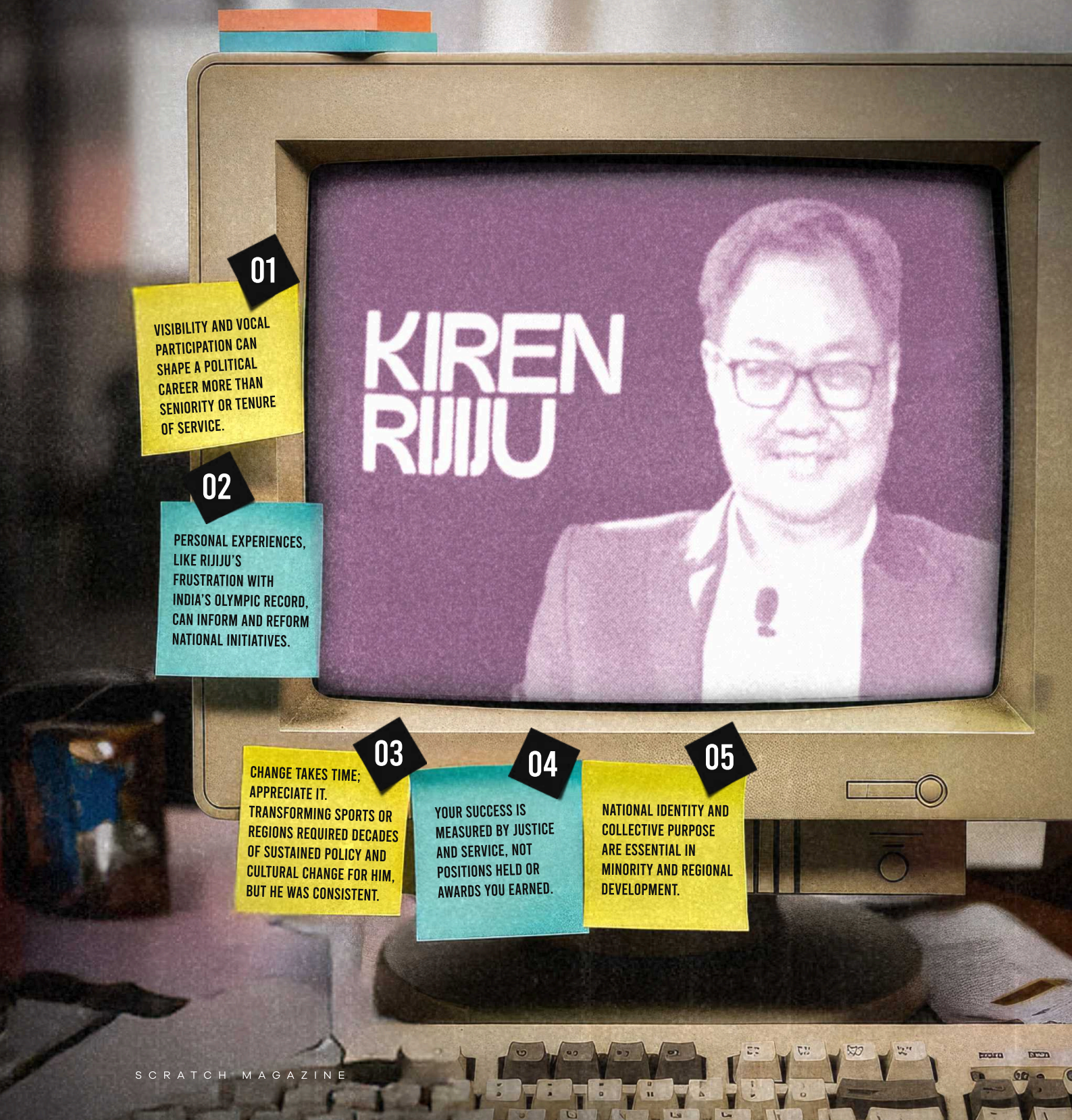
Shaping India's Sporting Culture

As Sports Minister, Rijiju launched the **Khelo India initiative** and the **Fit India Movement**, reshaping the nation's approach to fitness and sports. He emphasised the need to see sports not just as a career but as a passion and a cultural pursuit. He acknowledged challenges such as low viewership, failed leagues outside cricket, and societal perceptions of sports as elite, yet remained optimistic that even modest engagement from the public could make clubs profitable and help build a thriving sporting culture. Ambitious targets were also set for India's Olympic performance, with a long-term vision to rank among the top 10 medal-winning nations by 2028, underscoring the importance of sustained planning and awareness.

Vision for the Northeast and Arunachal Pradesh

For Rijiju, the northeast is not merely a region; it is a potential economic powerhouse. 'In the next 10 to 12 years, Arunachal Pradesh will become the richest state in India per capita income,' he said. He outlined the state's vast natural resources: forests, fresh water, petroleum, coal, and its diverse climate and geography.

5 Principles To Stand By



01

VISIBILITY AND VOCAL PARTICIPATION CAN SHAPE A POLITICAL CAREER MORE THAN SENIORITY OR TENURE OF SERVICE.

02

PERSONAL EXPERIENCES, LIKE RIJIJU'S FRUSTRATION WITH INDIA'S OLYMPIC RECORD, CAN INFORM AND REFORM NATIONAL INITIATIVES.

03

CHANGE TAKES TIME; APPRECIATE IT. TRANSFORMING SPORTS OR REGIONS REQUIRED DECADES OF SUSTAINED POLICY AND CULTURAL CHANGE FOR HIM, BUT HE WAS CONSISTENT.

04

YOUR SUCCESS IS MEASURED BY JUSTICE AND SERVICE, NOT POSITIONS HELD OR AWARDS YOU EARNED.

05

NATIONAL IDENTITY AND COLLECTIVE PURPOSE ARE ESSENTIAL IN MINORITY AND REGIONAL DEVELOPMENT.

Beyond economics, Rijiju sees the northeast as a key contributor to India's growth story. He believes that for India to achieve sustained development, with growth exceeding seven per cent over the next two decades, the region's contribution is becoming increasingly significant, not just through its natural resources but also through its human capital.

Reflections on Minority and Parliamentary Affairs

In the conversation, a great emphasis was put on the fact that effective governance demands both balance and foresight. He views Minority Affairs as central to fostering a cohesive nation, where citizens think collectively as Indians rather than through the lens of religion. Parliamentary Affairs, he explained, is often misunderstood; successfully running the House requires building the confidence of every section, including the government, coalition partners, and opposition members, and ensuring that bills are discussed thoroughly rather than rushed through.

In Frame: Kiren Rijiju autographs a cricket canvas during his visit to Masters' Union, sharing and reflecting on his earlier experiences.

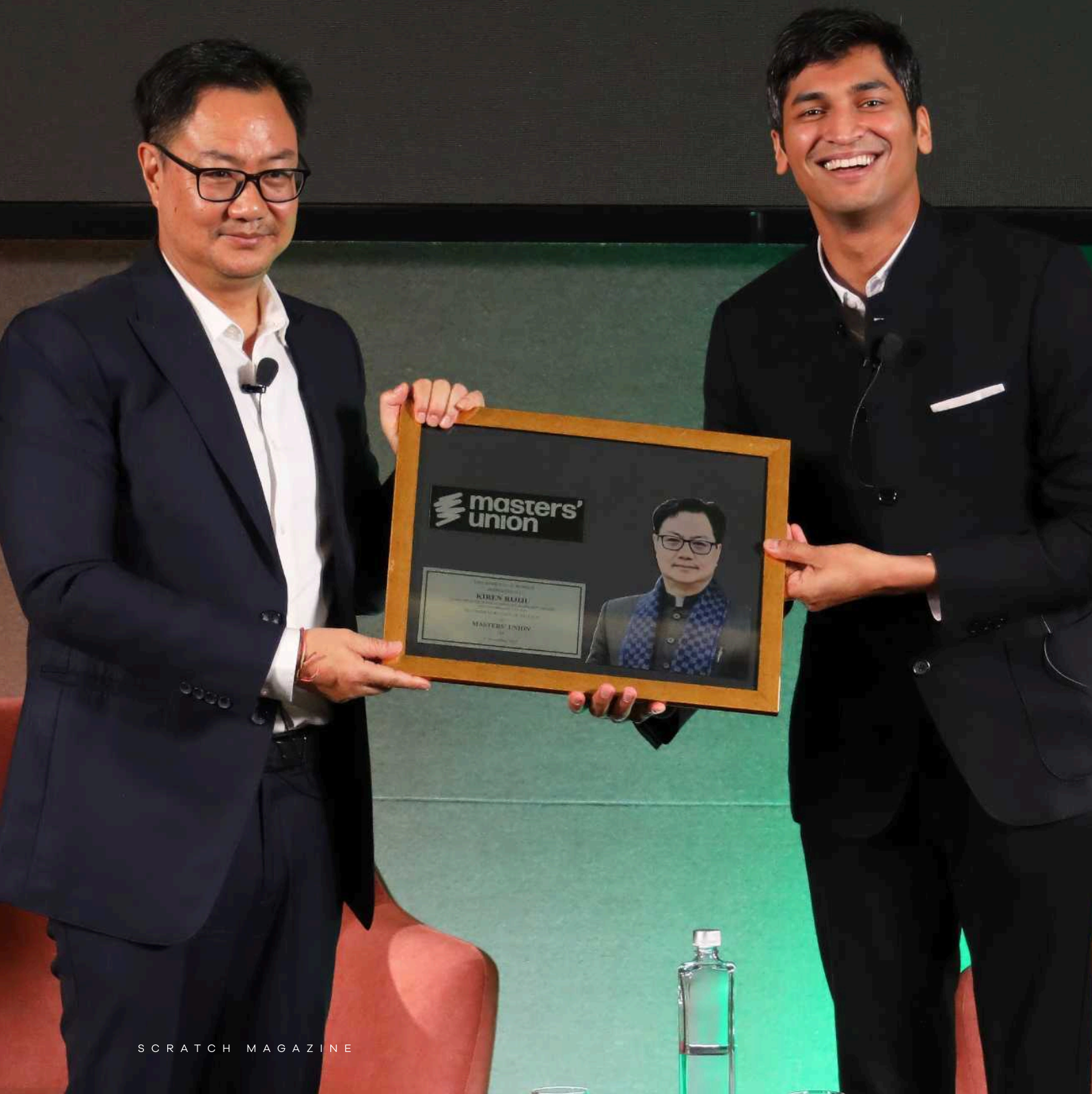
Advice for Young Professionals and Aspiring Politicians

Rijiju's message to students is straightforward: being in politics doesn't only mean contesting elections. There are meaningful ways to contribute, whether through party management, campaign planning, or policy work. He also emphasised that seeking financial gain from a political position misuses the trust and responsibility that come with it.

Kiren Rijiju's story is not just about political ascent. It is a study in perseverance, purpose, and the belief that one voice, consistently applied, can alter the landscape of a nation; whether in parliament, in sports arenas, or in the hills of Arunachal Pradesh.

He encouraged students to focus on learning, observation, and building influence quietly. True leadership, he noted, comes from thoughtful action, empathy, and creating value for others, not titles or awards, leaving a lasting impact beyond immediate achievements.

In Frame: Pratham Mittal presents a Masters' Union memento to Kiren Rijiju, commemorating his visit and candid exchange with students.



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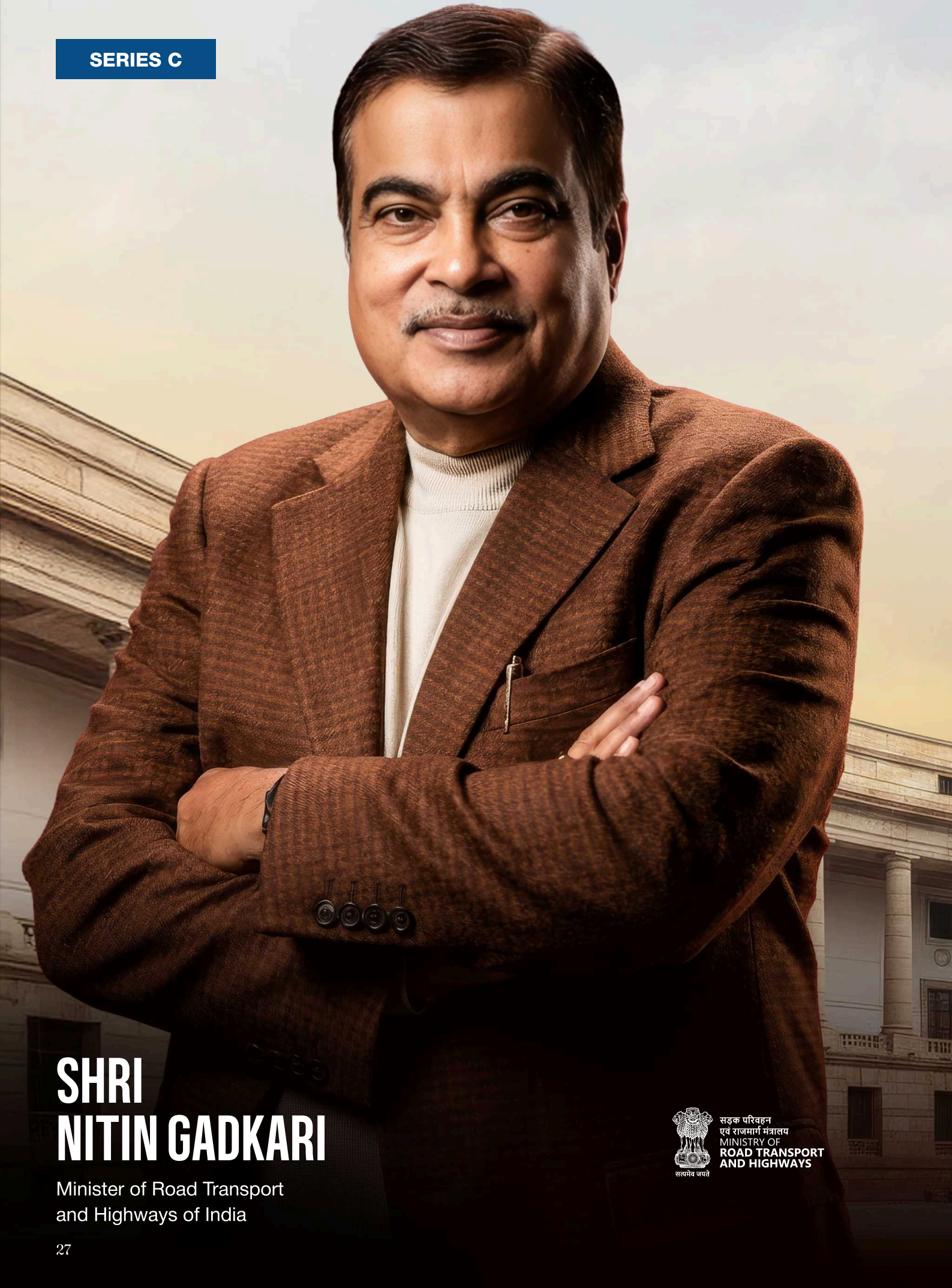


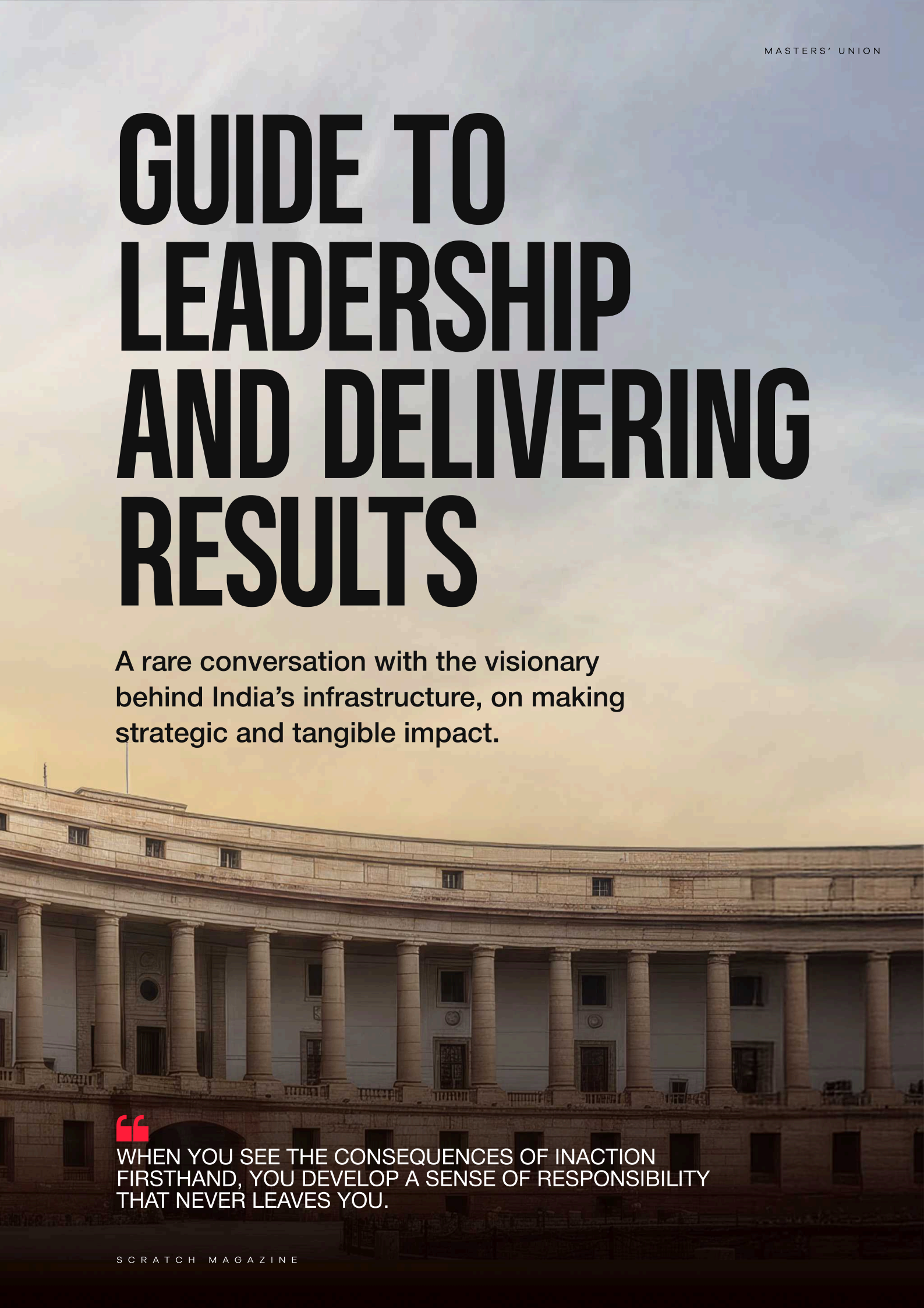
SHRI NITIN GADKARI

Minister of Road Transport and Highways of India

सड़क परिवहन एवं राजमार्ग मंत्रालय
MINISTRY OF ROAD TRANSPORT AND HIGHWAYS
सत्यमेव जयते

GUIDE TO LEADERSHIP AND DELIVERING RESULTS

A rare conversation with the visionary behind India's infrastructure, on making strategic and tangible impact.



> WHEN YOU SEE THE CONSEQUENCES OF INACTION FIRSTHAND, YOU DEVELOP A SENSE OF RESPONSIBILITY THAT NEVER LEAVES YOU.

Shri Nitin Gadkari, Union Minister for Road Transport and Highways, joined Pratham Mittal, Founder and CEO of Masters' Union, to discuss lessons from his career: the lessons from grassroots beginnings, the realities of managing massive ministries, and the mindset required to turn vision into concrete results.

Grounded in Experience

India's roads reflect ambition, speed, and transformation. At the centre of this story is Nitin Gadkari, whose vision has reshaped the country's infrastructure landscape. Gadkari's journey is less about politics and more about outcomes, showing the tangible difference leadership can make when paired with disciplined execution. For those shaping ideas, careers, or organisations, his approach is a rare blueprint for leadership that actually works.

> EVERY PROJECT IS TRACKED, EVERY DELAY INVESTIGATED, EVERY COST MONITORED. TEAMS KNOW THAT TARGETS ARE NON-NEGOTIABLE.

Gadkari's leadership is rooted in firsthand exposure to the ground realities of governance. Starting in local politics, he quickly learnt that delays and inefficiencies were not abstract; they directly affected people's lives.

He recalls visiting villages where even basic road access determined whether children could attend school. Experiencing these obstacles directly made a deep impact and reinforced a focus on achieving tangible results. For him, ideas are only as valuable as their implementation. Observing, listening, and iterating became the foundation of effective leadership; a principle as relevant to students, startups, and professionals as it is to government, and it continues to shape how he manages national projects, ensuring every policy and highway plan stays connected to the communities it serves.

Execution as a Discipline

Gadkari's reputation rests on an unusual combination: scale and speed. Under his stewardship, India has achieved record levels in highway construction and logistics efficiency. The reason is rigorous accountability at every level.

What stands out in Gadkari's thinking is how methodical his approach to execution is, driven by clarity, accountability, and timely decision-making across very different environments.

Strategy without follow-through, he observes, is meaningless. Real leadership lies in bridging plans with results, even in environments resistant to change.

Infrastructure as a Force for Growth

Infrastructure, Gadkari emphasises, is not an end in itself. Every kilometre of road, every improvement in logistics, opens new markets, reduces costs, and links communities. Rural economies gain access to education, healthcare, and commerce through these networks. Roads are more than concrete and asphalt; they are arteries of opportunity.

He points to the transformative effect of expressways connecting previously isolated regions. Small towns suddenly become hubs for trade, and farmers gain better access to markets. Gadkari's work shows how disciplined execution of large-scale systems can reshape society. For students, it shows how infrastructure quietly shapes outcomes far beyond the roads themselves.

Innovation in Practice

Even while managing vast national projects, Gadkari keeps his gaze fixed on the future. Alternative fuels, electric vehicles, and sustainable mobility are not experimental ventures but part of an integrated vision. He describes this balance as managing the immediate while preparing for what lies ahead: results today while shaping the infrastructure of tomorrow. Innovation, he insists, must be embedded within operational frameworks to ensure ideas are realised and not left at the conceptual stage.

He highlights that innovation succeeds only when integrated with planning, resources, and skilled teams. By linking new technologies, alternative fuels, and sustainable transport to actionable systems, Gadkari ensures every initiative delivers measurable, lasting benefits.

In Frame: Pratham Mittal welcomed Nitin Gadkari with a Masters' Union memento after a stroll across the student-led startups merchandising store, where he tried fragrances from UG students' innovation Khet perfumes.

Energy and Mobility Alternatives

The conversation also explored the broader question of energy choices. Gadkari highlighted ethanol, biofuels, green hydrogen, and waste-to-energy solutions as practical alternatives that can reduce dependence on imports while addressing environmental concerns.

What stands out is his insistence on practicality. These are not distant ambitions, but solutions that can be implemented using existing infrastructure and industrial capacity. Waste generated in cities and farms, for instance, is seen not as a problem but as a resource that can be converted into fuel and economic value. Ethanol and other biofuels are positioned as scalable, cost-effective solutions ready for immediate adoption.

For Gadkari, the shift to alternative energy is inseparable from disciplined execution. Policy intent must translate into supply chains, pricing, and widespread adoption. Without these mechanisms, even the most promising alternatives remain ideas on paper. For students and professionals, this reinforces a broader lesson: meaningful innovation is practical, implementable, and connected to real-world systems.

SH

The Energy Shift

India's mobility future is moving beyond petrol and diesel.

Built on What Exists

No new system. Better use of existing ones.

The Alternatives

Ethanol. Biofuels. Green hydrogen. Waste-to-energy.

Ready at Scale

Scalable. Affordable. Deployable now.

Waste Becomes Value

Waste is not discarded. It is converted.

Leadership Under Pressure

Running ministries at this scale comes with unrelenting pressure. Gadkari speaks candidly about the demands of decision-making under scrutiny and tight deadlines. 'Indecision is costly, and you cannot hesitate when people's livelihoods are at stake. Leaders must analyse, decide, and act.'

Equally important is resilience. Not every project succeeds immediately and setbacks are inevitable. Gadkari emphasises learning from mistakes, recalibrating, and moving forward without losing momentum; a principle that resonates far beyond politics, in business, academia, and personal growth.

Vision Paired with Action

Perhaps Gadkari's most striking skill is holding two priorities in tension: long-term vision and immediate execution. While many focus on plans five or ten years ahead, he ensures every project delivers tangible results today.

Leadership, he demonstrates, is about aligning daily actions with strategic intent. Vision is meaningless without disciplined execution; execution is shallow without direction.

Gadkari's journey demonstrates that sustained results come from curiosity, discipline, and constant attention to outcomes. Improvements in logistics, policies put into practice, and systems that actually work show that leadership is practical, measurable, and capable of real change.

He doesn't see leadership as something learned in isolation. It should take shape through lived experience and responsibility for what follows.

Insights for Emerging Leaders

Start small, think big

Gadkari's grassroots beginnings shaped a pragmatic, outcome-oriented approach.

Execution matters most

Ideas are worthless without disciplined follow-through.

Infrastructure drives opportunity

Roads and transport are levers for economic growth and social impact.

Innovation must be practical

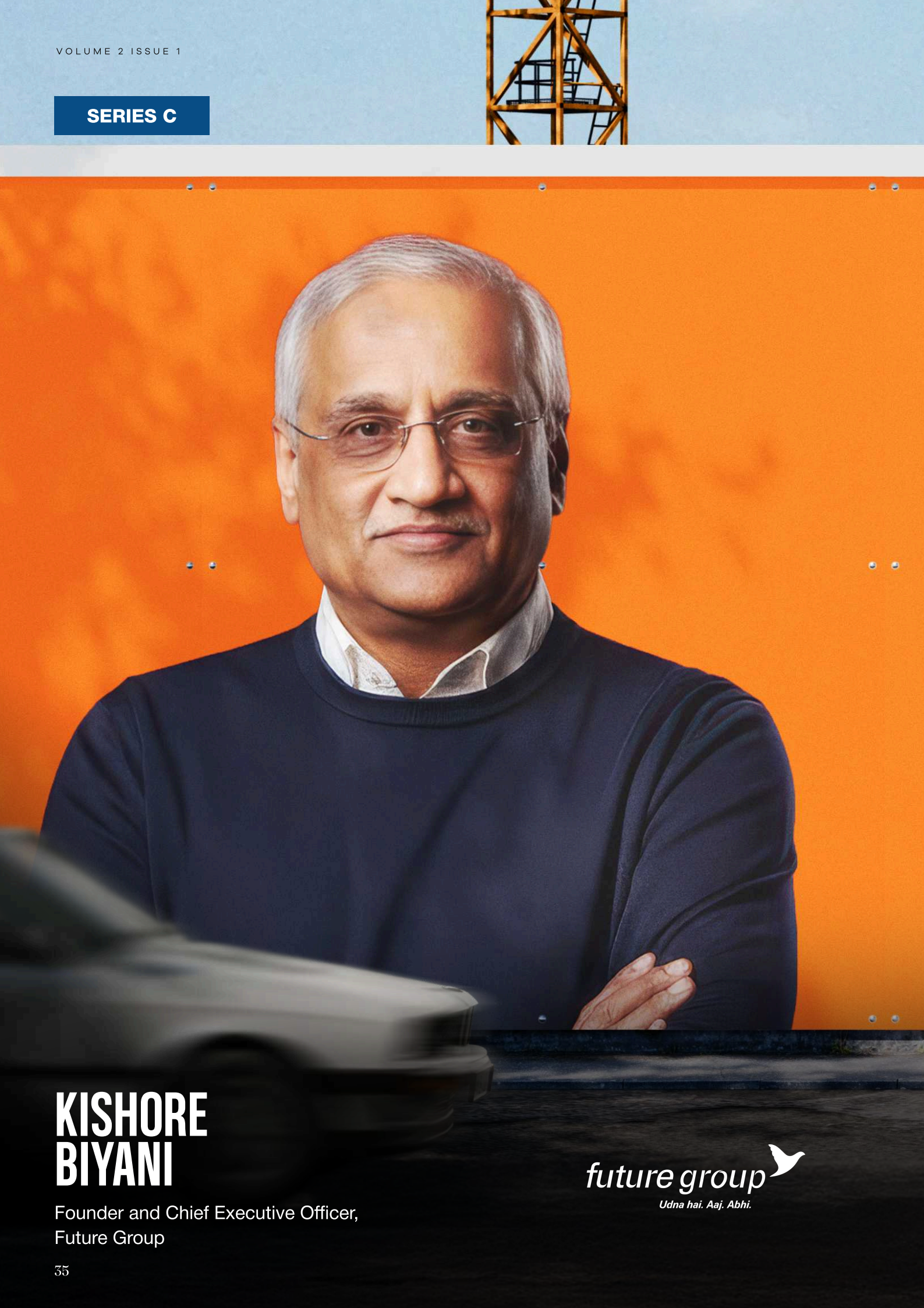
Future-ready solutions succeed when embedded in operational frameworks.

Leadership is decisive, accountable, and resilient

Learning from mistakes and acting swiftly are non-negotiable.

In Frame: Pratham Mittal takes Nitin Gadkari through the campus at DLF Cyberpark, Gurugram, kickstarting a day of shared ideas and leadership lessons.

SERIES C



KISHORE BIYANI

Founder and Chief Executive Officer,
Future Group

BUILD A ₹10 CRORE D2C BRAND IN 30 DAYS

A masterclass on transforming ideas into actionable steps for building scalable, customer-centric brands that connect.

LIFE IS A SERIES OF EVENTS. SOME TAKE YOU HIGH. SOME TAKE YOU DOWN. BUT THE KEY IS TO KEEP MOVING FORWARD AND TAKING ACTION.

SCRATCH M AGAZINE

Kishore Biyani, Founder and Chief Executive Officer of Future Group, has spent decades shaping Indian retail, building brands like Big Bazaar, Pantaloons, Central, and many more. Working live with PGP and UG students, he breaks down market-ready brand building in 2026 through product selection, customer definition, pricing, and distribution. Students weren't just learning theory; they were seeing how decades of experience translate into actions. Here's that step-by-step guide to building a ₹10 crore D2C brand in just 30 days.

STEP 1

Understanding The Modern Indian Consumer

Before any product, pricing, or campaign, clarity about the customer is essential. Kishore calls this customer India One:

- Urban, young, and aspirational
- Digitally connected and informed
- Balances tradition with modern tastes
- Values quality, trust, and convenience

Everything that followed in the session revolved around this profile. Students pitched products ranging from gourmet ghee to artisanal chutneys. Each idea had to pass the India One test: would this customer actually buy it, and would it solve a real problem in their daily life?

STEP 2

Identify the Product and Category

The session moved into selecting the right product. Kishore advised students to ask:

- Can it scale quickly without compromising quality?
- Does this solve a real problem for India One?
- Is it simple enough to explain and position?

Choosing the right product is about identifying gaps and micro-needs. Hairstyling products for men emerged as an ideal example: a single product could cater to multiple identities, office, gym, and evening events, while remaining simple and repeatable.

Students also explored other categories like fitness snacks and skincare, but Kishore emphasised that products must fit into daily habits, solve real problems, and scale quickly without compromising quality. Tech-enabled personalisation was another key idea: using data or AI to tailor products to individual routines or preferences.

STEP 3

Define the Target Market

With India One in mind, the next flow node was segmentation:

- Digital behaviour patterns
- Age, lifestyle, purchasing power
- Urban clusters vs tier-2 cities

Kishore shared a simple rule: "You don't sell to everyone. You sell to India One, then expand."

Example: For a fitness snack brand, he advised focusing initially on metro city gyms and online communities before attempting mass retail distribution.

STEP 4

Pricing Strategy

Pricing is not just a number; it's a signal of value. Kishore highlighted:

- Price too low → perceived as cheap
- Align pricing with brand promise
- Price too high → barriers for first-time buyers

Pricing isn't just about affordability; it's about perceived value, habit formation, and aspiration. Too low, and the product seems cheap. Too high, and it becomes inaccessible.

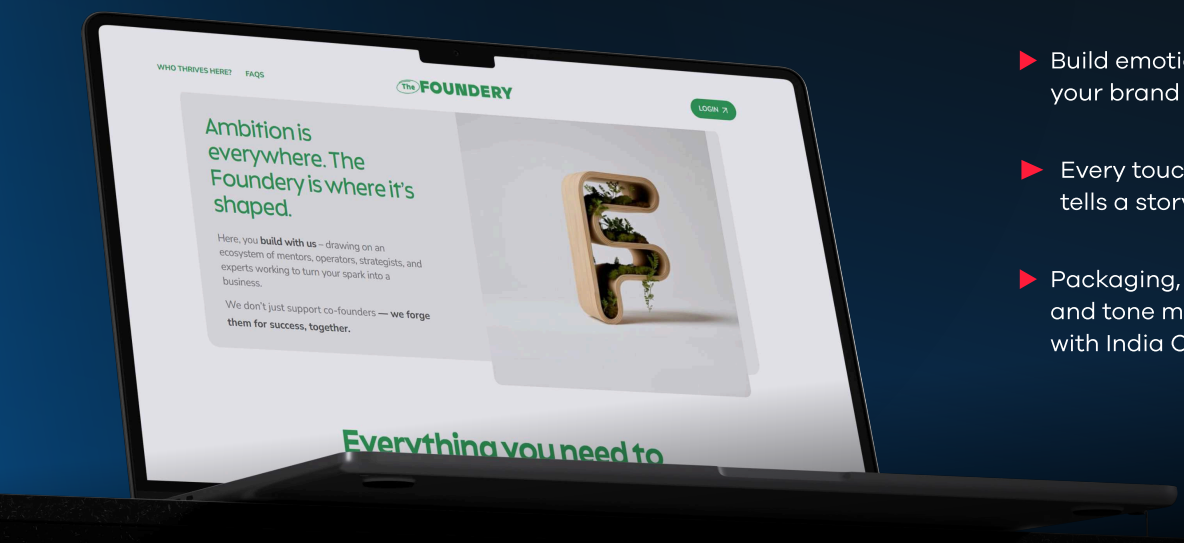
Students debated premium ghee at ₹1,800 per litre, realising that the price could work only if paired with a story about traceability, purity, and health benefits. Lower-priced products like hairstyling gel at ₹295 were positioned for trial and habit formation, making adoption easier while still signalling quality.

STEP 5

Brand and Storytelling

Here, Kishore's strength shone. He stressed:

Branding is more than logos or taglines. It's about behavioural cues, repetition, and recognition. Students learned how every touchpoint, packaging, messaging, and tone, needs to reinforce the story.



- Build emotion into your brand
- Every touchpoint tells a story
- Packaging, messaging, and tone must resonate with India One

For example, artisanal chutneys were positioned as family recipes passed down generations, blending tradition with aspiration. Celebrity or influencer branding also came up: collaborations like Flux Theory with Ranbir Kapoor or SuperYou with Aryan Khan show how personalities can accelerate trust and recall.

STEP 6

Distribution that Works

Even the best product needs a delivery engine. Kishore broke it down:

- Start small, test channels
- Use digital platforms for direct reach
- Build partnerships for credibility

Example: One D2C skincare team considered offline retail first. Kishore advised a digital-first approach, combining Instagram communities and micro-influencers for faster learning and scale.

STEP 7

Launch Campaign

Finally, the flow culminated in the launch:

- Engage early adopters
- Create anticipation
- Iterate based on feedback

Example: A snack brand used a "first 500 orders" limited edition model. This generated word-of-mouth and provided immediate learnings for product tweaks, mirroring Kishore's advice that launch is part of the product development cycle.

STEP 8

The 30-Day Blueprint

By the end of the session, the students had a clear flow from idea to launch:

- Understand India One
- Select a product that solves a real problem
- Define your precise target market
- Set pricing that signals value
- Build a brand story that resonates
- Choose distribution channels that work
- Execute a launch that engages and tests

Every decision unlocked the next, showing that a ₹10 crore D2C brand isn't a distant dream; it's a repeatable process, grounded in clarity, focus, and action.

By the end, students weren't just thinking about products; they were thinking like operators, seeing strategy transform into real-world decisions. Kishore didn't just teach branding; he showed what it means to build something that matters, in ways that work.

What lingered after the session was not the romance of entrepreneurship, but its discipline. The message was simple: scale is engineered. It begins with understanding the consumer, sharpens through pricing and positioning, and comes alive in distribution and execution. There are no shortcuts, only sequences. When each choice is made with intent, momentum builds. A ₹10 crore brand is not born from inspiration alone; it is assembled, step by deliberate step. And that, perhaps, is the quiet confidence great operators carry.

SERIES C CROSSWORD CHALLENGE

Connect the letters to form words on strategy, innovation, and leadership lessons from Shri Nitin Gadkari, Shri Kiren Rijiju, and Kishore Biyani.

I A E M A Y A T E M Y W U B N B M K
L M Y Z P H K U N E C V A B S L T U
L T A C L J D H C E J O R L F V M L
O F X J V B L U F P Z I O B X E A U
X L P R A C T I C A L C O I Y Q Q E
T J V O I A I O U B M E I P J V U X
D I S F X X Z B U Z U J X K G V E E
E P A R T I C I P A T I O N S K D C
Y W W Q H P K L R Z T Y Z B E F I U
B J G G U J H R S M U S I S R V G T
O C P L Y M T S D K S I T M V X I I
K Q J R Y J W S K O J M E X I I T O
J M P G S J J N P M J P R X C A A N
J J R O F I P G V M H L A H E D L P
K P S L Q A P X Z X W I T B I T F V
Q Y M L Z T F I L W V C I A G R I B
G Z B I O F U E L S A I O X R J R Z
X B R B Y D J Z O X L T N G O X S U
I N D I A O N E E Y U Y J S U M T D
F G Q K T K A W U R E Q N Y N P M A
P R O S P E R I T Y O V T N D L I K
C M V O E L E C T I O N F N E G E Q
A C C O U N T A B I L I T Y D J Q F

Find the following words in the puzzle.
Words are hidden → , ↓

Find these words!

EXECUTION

What Gadkari believes turns ideas into outcomes; non-negotiable for leadership

---

ACCOUNTABILITY

Gadkari's approach to tracking every project, delay, and cost

---

BIOFUELS

The alternative fuels Gadkari sees as practical, scalable solutions

---

VOICE

What Rijiju relied on instead of muscle or seniority in Parliament

---

INDIA ONE

Kishore Biyani's name for the modern Indian consumer

SERVICE

Rijiju's measure of success beyond awards or positions

DIGITAL FIRST

Biyani's preferred approach before mass retail expansion

GROUNDED

Gadkari's leadership style, shaped by village-level exposure

ELECTION

Rijiju's first major political setback that shaped his resilience

---

PARTICIPATION

What Rijiju believes Parliament must give space to, especially from the margins

---

SIMPLICITY

Biyani's rule for choosing products that fit daily habits

PRACTICAL

What Gadkari insists innovation must be to succeed

ITERATE

The method Biyani uses to test products before scaling

PROSPERITY

Rijiju's long-term vision for Arunachal Pradesh

VALUE

The core signal pricing sends according to Biyani

OFF-CAMPUS

KULDEEP PAREWA

Founder and Chief Executive Officer,
Anveshan

AAYUSHI KHANDELWAL

Co-Founder,
Anveshan

A TRADITIONAL INDIAN FARM FOR MODERN KITCHENS

How Anveshan is redefining ghee quality in India through consistency, rigorous processes, traceable sourcing, and authenticity.

> EACH BOTTLE REPRESENTS MORE THAN GHEE; IT REPRESENTS TRUST BUILT THROUGH RIGOROUS SOURCING, CONTROLLED PROCESSES, AND COMPLETE TRANSPARENCY.

Ghee is more than a cooking ingredient in India. It is a ritual, a history, and a taste distilled into a golden liquid. Yet adulteration and inconsistent quality were common. In 2019, **Kuldeep Parewa**, **Akhil Kansal**, **and Aayushi Khandelwal** founded Anveshan Farms to create traceable, pure, and traditionally made A2 ghee and kitchen staples.

> TO DELIVER TRULY FRESH AND PURE FOOD, WE HAD TO GO STRAIGHT TO THE SOURCE AND SET UP FACILITIES WHERE THE PRODUCT IS MOST ABUNDANT AND OF THE HIGHEST QUALITY.
>
> – KULDEEP PAREWA, FOUNDER

Tradition in Every Drop

At the heart of Anveshan's ghee is the **bilona method**, an ancient process that converts curd into butter and slowly heats it to produce ghee. The technique demands attention, patience, and precision. Unlike mass-produced ghee, which may skip steps to save time or cost, bilona ghee requires the milk to be fermented into curd, churned to separate the butter, and then gently heated to extract the ghee. The process is labour-intensive, yet it ensures the rich texture, nutty aroma, and purity that Anveshan promises.

Scaling this process without compromising quality required a novel approach. Today, Anveshan runs **16 microprocessing units** across India. Each is overseen by a dedicated micro-entrepreneur and follows detailed protocols covering milk collection, cow health, feed standards, storage, and processing. The brand collaborates with **5,000 farmers** and more than **250 staff members**, creating a network that blends tradition with modern operational discipline.

This model also solves a critical problem in the food industry which is trust. With hundreds of ghee brands in India, consumers increasingly want to know where their food comes from and how it is made. By controlling sourcing, production, and quality checks, Anveshan provides a level of transparency rarely seen in traditional categories.

Three Pillars of Anveshan

250
Staff Members

5000
Farmers

16
Microprocessing Units

Price as a Statement

What Matters to You	Other Ghee Brands	Anveshan Ghee
Price range (per litre)	₹600-800	₹1,500-2,000
Premium A2 ghee positioning	X	✓
Milk sourced with strict quality focus	X	✓
Careful, controlled production process	X	✓
Lab-tested for safety in every batch	X	✓

Most ghee brands sell for around ₹600–800 per litre. Anveshan's A2 ghee commands between ₹1,500 and ₹2,000. The higher price reflects the effort invested in sourcing the best milk, following an exacting production method, and performing rigorous quality checks. Laboratories, established with over **₹11 lakh in investment**, monitor chemical and food safety parameters for every batch.

The premium positioning is reinforced by market dynamics. India's ghee market is valued at roughly **₹42 billion**, yet consumers are increasingly drawn to authentic, traceable products. A2 ghee, sourced from **Gir**, **Sahiwal**, and **Hallikar cows**, is growing at **around 25% CAGR** (Compound Annual Growth Rate), three times faster than the overall category. This shows that quality, transparency, and trust are now driving consumer choices, not just price.

For the founders, the price communicates value and transparency. Each bottle represents more than ghee; it represents trust.

> CHARGING A PREMIUM MEANS CUSTOMERS SHOULD UNDERSTAND WHY. EXPLAINING OUR PROCESS ADDS TRANSPARENCY, BECAUSE TRUST IS EVERYTHING IN THE FOOD INDUSTRY.
> – AAYUSHI KHANDELWAL, CO-FOUNDER

Customers are not paying simply for a product; they are paying for consistency, authenticity, and a system built to uphold quality. In a market where 15% of ghee is found to be adulterated, that reassurance carries weight.

The premium positioning also allows the company to invest in education and storytelling. Instead of mass marketing campaigns, Anveshan focuses on communicating its sourcing practices, traditional methods, and the work of the farmers behind each bottle. This approach has helped build a loyal customer base that appreciates quality over price alone.

Learning from Early Struggles

The first years were challenging. Cash was scarce, margins were tight, and marketing spend consumed capital. There were moments when the founders had only a couple of months of cash left. But discipline and clarity of purpose proved decisive. By refining gross margins, optimising operations, and creating content that told their story authentically, they turned the business around. Within a year, revenue doubled, and profitability followed.

These lessons extend beyond numbers. They show that scaling a traditional business requires balancing operational rigour with narrative. Customers must understand not just what they are buying, but why it is worth paying for. Anveshan's growth demonstrates that respect for tradition, executed with care and efficiency, can be both sustainable and profitable.

> IN OUR THIRD YEAR, THERE WAS A TIME WHEN WE WERE LEFT WITH JUST TWO MONTHS OF CASH. THAT WAS WHEN WE TRANSFORMED INTO REAL ENTREPRENEURS. WE IMPROVED OUR GROSS MARGIN BY 8-10%, REDUCED MARKETING SPEND, AND WITHIN A YEAR INCREASED REVENUE BY ALMOST 60-70%.
> - KULDEEP PAREWA, FOUNDER

Over time, the founders realised that success came from small, consistent choices as much as big decisions. Nurturing relationships with farmers, maintaining quality at every step, and staying transparent with customers became the backbone of the business, proving that care and consistency can turn challenges into lasting growth.

Expanding Horizons

Anveshan's vision goes beyond ghee and oils. The brand aims to leverage its traceable supply chain to introduce other Indian-origin food products, both domestically and internationally. The Indian ghee industry itself is evolving. Between March 2023 and February 2024, exports grew 15%, reflecting a rising demand for authentic, high-quality products abroad. Consumers are increasingly willing to value quality and transparency over cost alone.

For students and aspiring entrepreneurs, Anveshan offers a model of what is possible when tradition meets operational discipline. The story illustrates that old methods, when executed with care and modern systems, can not only survive but thrive. It also highlights the importance of building trust, being transparent, and creating scalable processes that do not compromise on quality.

It demonstrates how attention to sourcing, process control, and consistent testing can transform a culturally rooted product into a premium, globally respected brand.

In an era where convenience often outweighs care, Anveshan reminds us that the oldest techniques, applied thoughtfully, can create some of the most modern and sustainable businesses.

In Frame: Masters' Union's PGP Cohort 5 students Sakshi Tuteja and Aman Bhoskar in conversation with the founder of Anveshan, Kuldeep Parewa, unpacking the fundamentals of sourcing and scale.

Market Highlights

- **₹42 billion market**

  India's ghee industry continues to expand steadily, reflecting both domestic consumption and premiumisation trends.

- **A2 ghee growth**

  Expanding at **~25% CAGR**, roughly **three times faster than the overall category**, driven by rising demand for authenticity and verifiable sourcing.

- **Premiumisation trend**

  Most ghee sells at ₹600–800 per litre; A2 ghee commands ₹1,500–2,000, reflecting quality, process, and trust.

- **Consumer shift**

  Buyers increasingly prioritise **transparency**, **traceability**, and **consistency** over price alone.

- **Market trust gap**

  Around **15% of ghee in the market is adulterated**, creating a clear opportunity for brands with verified sourcing and production.

COVER STORY

CONVOCATION AT MASTERS' UNION: THE PGP CLASS OF 2025

The PGP TBM Cohort 5 and PGP Rise Cohorts 2 and 3 Convocation on December 21 marked more than graduation; a moment of reflection and readiness for what lies beyond campus.

By the time the sun settled over the Masters' Union campus, the day had already begun to carry weight.

Students arrived early. Some quietly. Some came with families who had travelled long distances to be there. Academic robes were collected. Registration desks filled up. Parents waited over morning refreshments, watching their children adjust gowns, smooth out creases, and take photographs that would later mean more than they realised.

Outside the auditorium, instant cameras clicked. Friends stood shoulder to shoulder. Conversations drifted between excitement and disbelief. By the time students queued up for the rehearsal walk, the shift was unmistakable. This was no longer just another campus morning. It was a threshold.

Inside, faculty members and institutional leaders took their places. Distinguished guests, including Rohit Sharma, former Captain of the Indian Men's Cricket Team, Pratham Mittal, CEO & Founder, Masters' Union, and Dr Bhupesh Manoharan, Director - Academics, Masters' Union, arrived to join Masters' Union for the convocation address. As the national anthem played and the ceremony formally began, the room carried a quiet attentiveness that could not be rehearsed.

Cohort'25 Deployed!
masters' union
Cohort'25 Deployed!

Rohit Sharma on Campus: A Speech About Pressure, Failure, and What Stays With You

Rohit Sharma did not speak as a celebrity guest. He spoke as someone who understands what happens when expectations collide with reality. Convocation, he said, feels like a finish line, but most careers reveal their true shape only after moments like these. What follows matters far more than what has passed. He began by sharing one of the toughest periods of his career:

> I was completely distraught. There was no energy left in my body. It took me literally a couple of months to get back to being myself. At one point, I thought I didn't want to play this sport anymore because it had taken everything out of me. But once I took the momentum, once I sat on the plane, I realised that's what matters. I don't want that plane to land so quickly now.
>
> Moving on to something new, something special, is always a good challenge. There's nothing to fear in what lies ahead. Life will throw challenges at you, and without them, there's no fun. Challenges bring out the best in you. This institution has prepared you for the next step in life. Go and embrace it. Enjoy the moment. Enjoy the journey, because it's going to be a wonderful time.
>
> In life, there comes a moment when you have to pivot. Sometimes you feel, 'This is the right thing for me,' and you go ahead with it, giving it your utmost. That's what I did when I shifted from being an off-spinner to focusing on batting. It was about spotting an opportunity and committing to it fully.
>
> You cannot give up easily, no matter the odds. In the 2015 IPL, we lost the first five games. The media wrote us off, and the other teams doubted us. But you cannot let that define you. It's about inspiring your team, finding a way to turn things around, and trusting your preparation. Life is the same. You may start badly, but how you finish matters most.
>
> Preparation is key. Before every game, I study the opposition: how they play spin, seam, and where their batters hit. I do this so my team can focus on execution. Preparation gives you confidence and allows you to stay relaxed under pressure. Leadership is about composure, about showing calm when plans fall apart. Teams notice reactions far more than speeches.
>
> Disappointment will happen. You will let people down, and teammates will fail. But mistakes are part of the journey. As a captain, I learned to apologise, reset, and keep moving. Life is bigger than a single failure. It's about keeping momentum and being ready for the turnaround.
>
> Surround yourself with the right people. Family, friends, mentors, and coaches shape your journey. My wife, parents, coaches, and friends; they've all played huge roles. Life is about recognising support, learning from others, and carrying that forward.
>
> So when you face challenges, remember: it's not about how you start, it's about how you finish. Start well, gain momentum, and decide when to land. Life will give you opportunities. It's up to you to take them.

His words lingered in the hall. The room fell silent for a moment, then erupted into applause; sustained, measured, born of recognition rather than excitement. Students did not leave quoting lines. They left carrying ideas: failure as feedback, preparation as insurance, leadership as restraint. For faculty and parents, his words confirmed something deeper: when framed honestly, success requires no embellishment.

masters' union
Cohort '25 Deployed!
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masters' union
Cohort '25 Deployed!

Jaishree Soni's Valedictory Address

When Jaishree Soni took the stage, the room recognised the shift immediately. This was not a formal address. It was a shared reckoning.

She began with a simple truth. As humans, we do not remember everything. We remember moments charged with emotion. And at Masters' Union, she said, there had been many. For her, the one that stayed was PMF Demo Day.

She described it as every founder in the room knew it to be. The stakes are unbearably high. The energy is sharp enough to unsettle even the most prepared. Backstage, there was panic. Hands were held. Encouragement was exchanged in whispers, even when voices trembled. Then came the walk to the stage. Two hundred investors are watching. A live stream running across the world. Three hundred seconds to make something count.

For a moment, her mind went blank. She knew her parents were watching. Her friends too. The weight of that realisation could have undone her. Instead, she steadied herself, found her thread, and finished the speech.

What followed was not just relief, it was a collective joy. A group of founders gathered outside the auditorium, watching the live stream of the results. Names being announced. Phones lighting up. Messages pouring in. Every time one of their businesses was called out, the room erupted. It felt like fireworks. Not for one person, but for everyone behind that moment.

It was there, she said, that two realisations stayed with her. That no one becomes who they are alone. And that ambition without grit remains fantasy. After 352 days at Masters' Union, she knew she had both.

Turning to Pratham Mittal, she spoke about confidence, the kind that makes possibility feel believable. The campus, she said, gives you the sense that nothing is out of reach, not because it is easy, but because you see it being attempted every day.

She shared something her grandfather used to say about zero. On its own, it holds space but no value. Add a one before it, and everything changes.

"Thank you for being shunya ke aage ka ek," she said.

Her words then turned to the faculty. To classrooms that unsettled them. That exhausted them. That left them confused, then curious. To teachers who trusted students with decisions, even when those decisions went wrong. Who spoke hard truths they did not always want to hear. Who guided them patiently, even when that guidance was not immediately taken.

She thanked the Masters' Union team for their patience, acknowledging openly that the cohort had not been easy. For standing in the background so students could step into the foreground. For making room for chaos, pivots, uncertainty, and growth.

She spoke honestly about outcomes. Some had built businesses. Some had pivoted repeatedly. Some realised the job they wanted was not the life they wanted. Some found something better than their dream role. Some were still figuring it out.

Her truth was simple: clarity is not needed to begin, action is. That bias toward doing, she said, was the advantage they carried. Learning by trying, by stepping in before feeling ready.

She turned to her fellow graduates. They made the journey possible. They showed up for breakdowns and late nights, for last-minute lessons and first-time presentations, for interviews, pivots, festivals, sports, and farewells that came too soon. They held hands backstage. They cheered the loudest, even when it wasn't their win.

She closed where she had begun, with the image of that stage, the panic, and the brief blankness, reminding everyone that even in uncertainty, finishing is everything.

Honouring Excellence: Convocation Awards

The convocation also celebrated the outstanding achievements of students, faculty, and clubs across Masters' Union. The awards recognised dedication, talent, and leadership in academics, culture, and beyond.

Union Colours

Jaishree Soni

HR Award

Dr Sachin Gulati

Chairman's Award

Hari Shankar

Faculty Recognition

Dr Vipin Sreekumar

Teaching Excellence Award

Malthi Satish

Best Academic Club

Fintech, Sanchit Gupta

Best Cultural Club

Sports, Siddharth Shankar

Flag Bearer Rank 2

Raunak Pahwa

Directors Choice

Siddhant Kumar Panigrahi

Valedictorian Rise C2

Joel Joseph Madtha

Valedictorian Rise C3

Shivangi Dubey

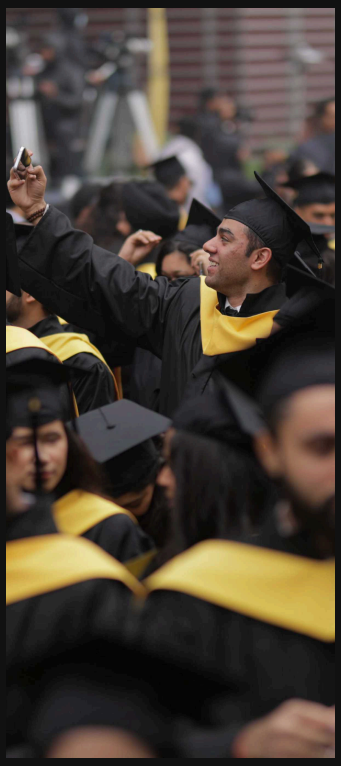
Alumni Award

Samarth Pundir

These accolades highlighted the talent and effort of individuals and teams who contributed to the vibrancy and success of the Masters' Union community.

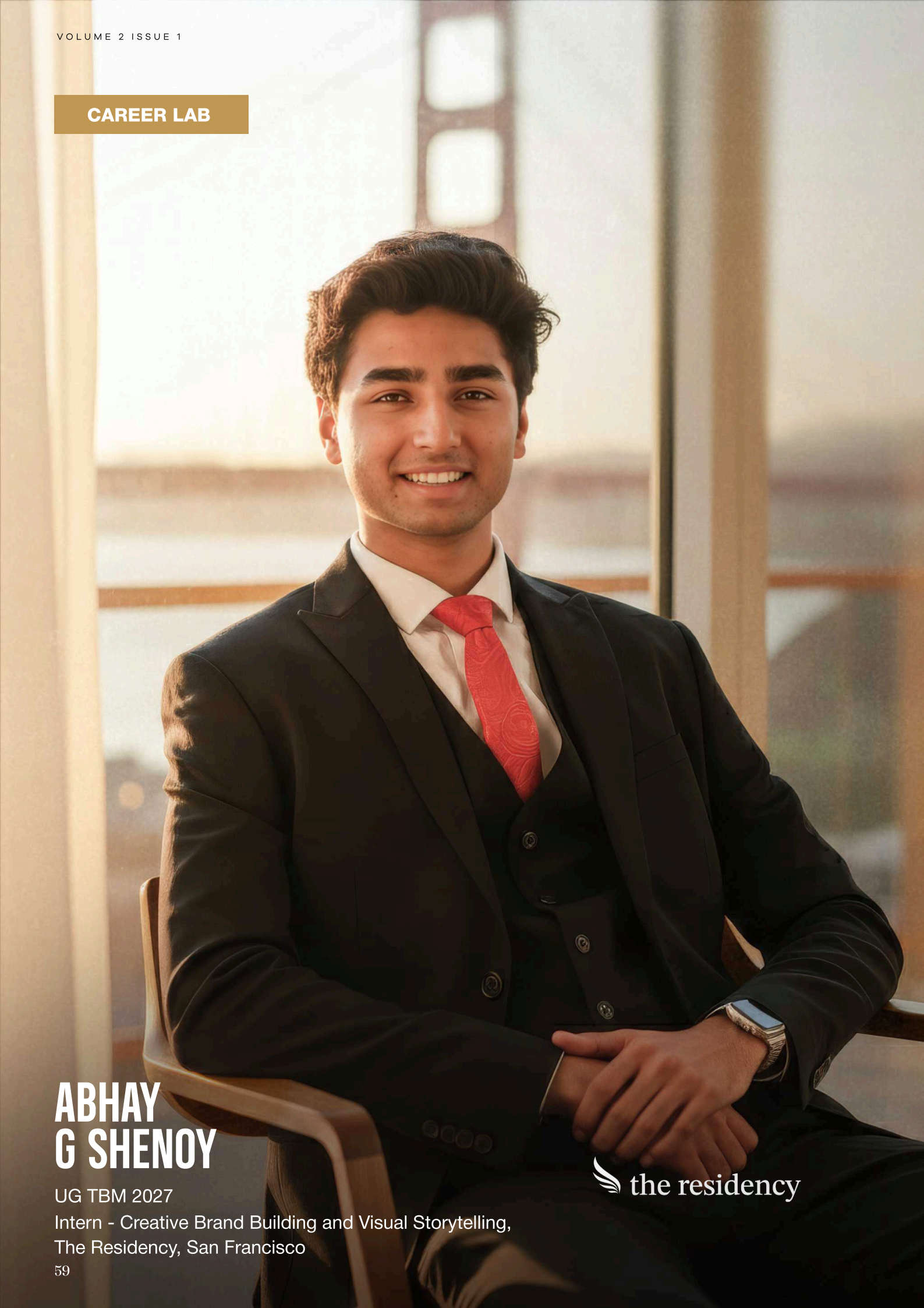
As the convocation ended, the graduates of 2025 stepped out carrying more than degrees. They left with lessons from Rohit Sharma's calm reflection and Jaishree Soni's candid honesty, a sense of resilience, and the confidence that action matters more than clarity. It was a day of recognition, but also a beginning, a reminder that the journey continues beyond campus.

CAPS OFF
TO THE
CLASS OF
2025!



Alas, degrees were awarded. Awards were announced, and thus the room roared with applause, caps went flying, marking their first exhilarating step beyond Masters' Union.

CAREER LAB



ABHAY G SHENOY

UG TBM 2027

Intern - Creative Brand Building and Visual Storytelling,
The Residency, San Francisco

MASTERS' UNION CAREERS 2025: UG INTERNSHIP OFFERS AND PGP PLACEMENTS ACROSS THE GLOBE

UG students secure 350+ internships at Nestlé, Zomato, Zepto and More, while PGP students land 30 international offers and a ₹1.28 Crore top package.

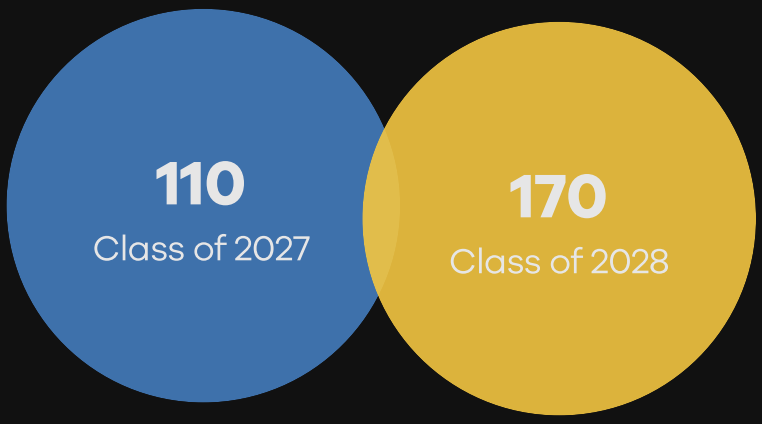
> MY FIRST VC-FUNDED STARTUP TOOK ME TO SAN FRANCISCO, WHERE I MET SAM ALTMAN AND FARZA MAJEED, COLLABORATED WITH YC STARTUPS, AND EVEN DREW INTEREST FROM A16Z. BY 20, I WAS FINANCIALLY INDEPENDENT.

UG INTERNSHIPS: HANDS-ON EXPERIENCE ACROSS LEADING COMPANIES IN 2025

280+ students engaged with 120+ companies, gaining insights, exposure, and practical experience at top brands

TOTAL STUDENTS

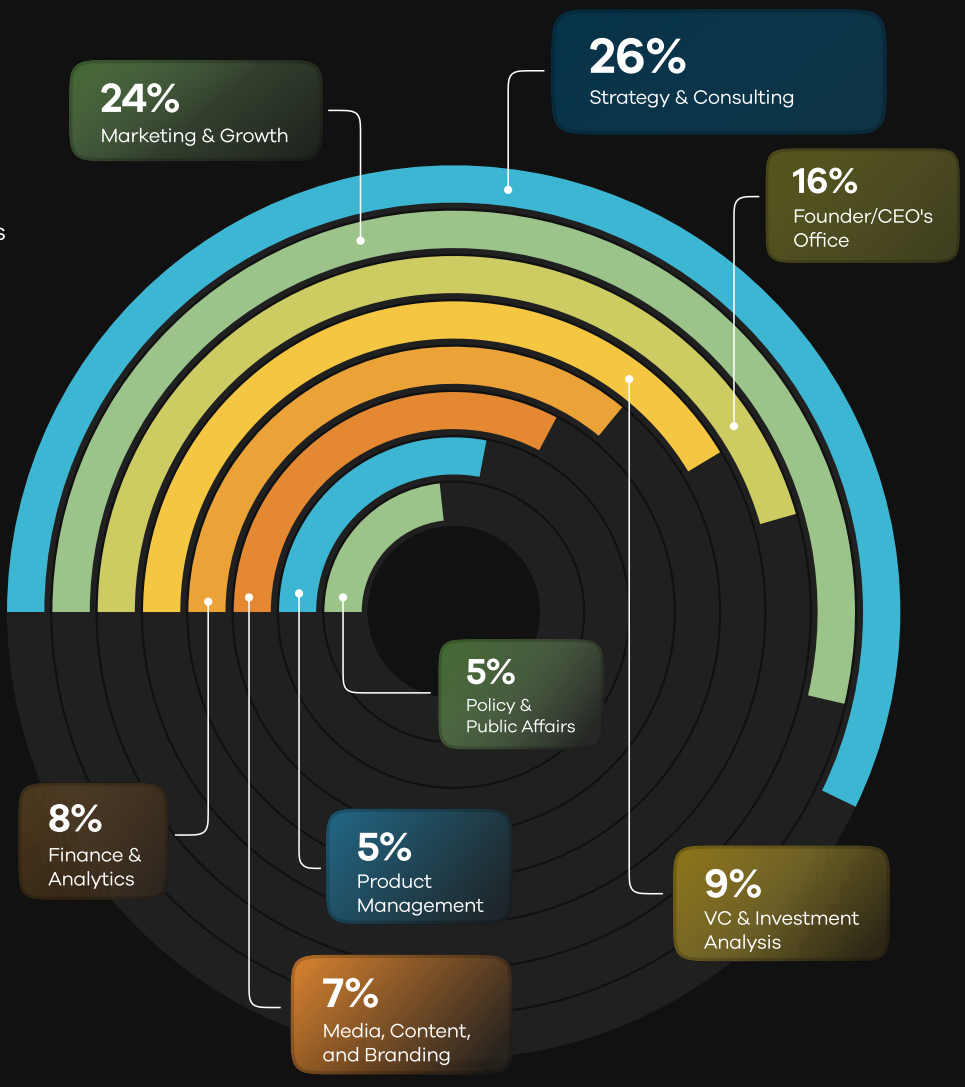
280



Internship Role-o-Meter

Domains our students interned in

Our students immersed themselves across industries, tackling real-world challenges in operations, strategy, product, growth, marketing, and customer experience gaining firsthand insight into how businesses truly run.



Breaking the Mould

Consumer Brands

Nestlé · zomato · KEVENTERS SINCE 1925 · zepto · caffeine · perfora · MARKS & SPENCER · PANTALOONS · IKIGAI 生き甲斐 · Chaayos

Tech

Vedantu · Think School · Skills On · RabbitAI · SnapChat · DARN GAMES · Flipkart · lightstorm · BOLT.EARTH · Schbang.

Consulting

KPMG · EY · pwc · HMC · WATERFIELD · BOUGH CONSULTING · Grant Thornton · PR PUNDIT · growth thinkers · CoEmerge

Finance

YES BANK · IndusInd Bank · InCred Capital · LeapFinance · YES SECURITIES · POCKET FUND · LeapFinance · Renegade insurance · SEP · DRONA PAY

Strategic Wins

90+ Offers from firms that typically recruit only postgraduates, signalling the class' calibre.

Students start interning from Year 1 or 2, much earlier than the standard Year 3 timeline.

100% Internship placement for all UG students who opted, with 90% receiving paid offers.

Experiences of The Interns and Their Managers

UG TBM 2028

Ritvika Khanna

Intern at

KPMG

Role

GST Filings, Audits, and Compliance Tasks

Location

Gurugram

At **KPMG,** I identified a **₹30 Cr** tax benefit in my first week, a key moment that fueled my growth. With a supportive yet challenging manager and opportunities to represent KPMG at conferences, I expanded my expertise, network, and confidence while **thriving beyond my comfort zone.**

Sannidhya Chawla

Associate Director | Indirect Taxation, KPMG

In her first month, she has demonstrated **strong initiative** and a **sharp learning curve**. Her research on the Warehousing Policy across both Central and State levels was thorough and instrumental in shaping a client-facing deliverable. Her **structured thinking and attention to detail** have enhanced overall project efficiency. As we move forward, we look forward to involving her in deeper research-driven consulting engagements.

UG TBM 2027

Swayam Gautam

Intern at

zepto

Role

Market Research, Growth Planning, and Strategic Initiatives

Location

Gurugram

As a Growth & Strategy intern at **Zepto**, I drove a **300+** site media expansion across 35+ towns in **45 days**, while automating BTL (Below the line) reporting with Python to cut turnaround time from **25 to under 7 hours**. Guided and empowered, I sharpened my **strategic thinking** and **technical skills** through rapid, high-impact execution.

Harsha Nanduri

Senior Manager, Zepto

Swayam Gautam has been a **dependable and proactive intern** with the Growth Team at Zepto since June 2025. He **communicates effectively, collaborates well, and quickly grasps** new concepts. Swayam consistently takes initiative, applies feedback, and takes ownership of his work. His **performance meets expectations**, and with continued experience, he shows **strong potential for future growth**.

UG TBM 2027

Shriya Patange

Intern at

mCaffeine

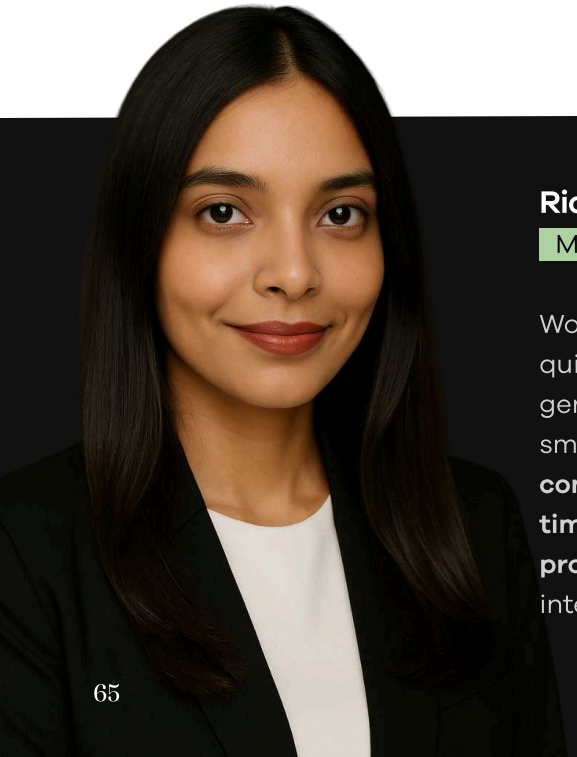
Role

Campaign Planning, Content Creation, and Market Research

Location

Mumbai

Interning at **mCaffeine**, I cleared a rigorous selection process and worked on **Meta ads, creative briefs, and influencer marketing**. Tracking ROAS and CTR, I gained hands-on experience that strengthened my **digital marketing skills** and deepened my understanding of **scaling D2C brands**.



Riddhi Chimbaikar

Marketing Executive, mCaffeine

Working with Shriya has been a **truly positive experience**. She's a quick learner, picked up things independently, and showed genuine interest in her work. She handled influencer campaigns smoothly, responded to feedback constructively, and **improved consistently**. Most importantly, she was **dependable with timelines** and always delivered on or before deadlines. **Proactive, professional, and efficient**, Shriya has grown a lot through her internship and will be a **valuable asset** to any team she joins.

UG TBM 2027

Pulastya Jain

Intern at

SEP

Role

Deal Sourcing, Startup Research, and Portfolio Analysis

Location

Gurugram

At **Sweat Equity Partners,** I led market research and team interviews for one portfolio company, and **built a detailed financial model** while managing interns to develop a grant pitch deck for another. This **experience strengthened my analytical, leadership, and communication skills** under expert guidance.

Tahmir Sham

Analyst, SEP

Pulastya has been a **dependable and sincere intern**, consistently handling tasks with dedication, even in unfamiliar areas. As he grows, sharpening his focus on impactful outcomes and taking greater ownership through **practical judgment** will further strengthen his contributions. He is **well on track for a strong future trajectory**.

UG TBM 2027

Ananya Singhania

Intern at

pwc

Role

Strategic Planning
and Market Analysis

Location

Gurugram

At **PwC**, I was trusted with ownership from day one, contributing to **global rebranding** and improving internal tools while collaborating across teams. The experience gave me insight into **global systems** and a supportive team, making the journey truly personal.

Astha Gupta

Assistant Manager, PWc

Thank you for your energy and initiative during your time with us. I truly appreciate your **curiosity** and **relentless drive** to get things done. Your consistent follow-through, even in high-pressure moments, ensured steady progress.

In a fast-paced environment like ours, that **sense of ownership is invaluable**. With your drive, I'm confident y**ou'll create even greater impact in future roles**.

The Undergraduate Careers Team

Utsav Patodia

Associate Director - Career Services

MBA, ISB | Ex. Booz&Co., L.E.K.

Shaurya Kumar Mittal

Deputy Director - Career Services

MBA, ISB | Ex. Aditya Birla Group Leadership Program

Muskan Sehra

General Manager - Outreach

Global Student Experience Leader | Ex. Macquarie Global Services

Ananya Dhingra

Associate Program Manager - Outreach

Ex. Joshtalks

Bhapinder Mona Saini

Senior Manager - Outreach

PGP PM, IIM Indore | Ex. Infoedge, Naukri.com

Devika Majumdar

Senior Manager - Outreach

Gargi College, Delhi University | Ex. TVF, NSD, Old Delhi Films

Shagun Abbey

Senior Manager - Student Preparation

MBA, IIM Shillong | Ex. Goldman Sachs

Hita Gupta

Senior Manager - Outreach

MBA, Great Lakes | Ex. Cars24, Razorpay

Rahil Sethia

Program Manager - Student Preparation

St. Xavier's College | Ex. PwC and EY

Arshiya Jain

Growth Intern - Student Preparation

Delhi University

Yuvraj Jain

Project Intern - Student Preparation

Delhi University | Ex. Urban Company

Mahima Arora

Associate Program Manager - Outreach

Christ University | Ex. Internshala

Teamwork makes the dream work. This 13-member UG careers team brings heart, dedication, and curiosity to everything they do. Every conversation, every connection, every effort matters. They mentor, guide, and inspire students, helping them discover strengths they didn't know they had. Together they navigate challenges, celebrate wins, and ensure students step confidently into their next chapter. It is not just about internships or placements; it is people supporting people, sharing knowledge, offering encouragement, and creating a network where every individual feels seen, heard, and fully prepared to take on the world beyond campus.

PGP COHORT '25: PLACEMENT HIGHLIGHTS

30 international offers, ₹33.39 LPA average, and ambitious leadership roles driving the next wave of innovation.

CAREER OUTCOMES

Our Placement Statistics

PGP TBM YLC

*Please note that the YLC data has been taken from the students having 0-1 years of experience from the PGP TBM Cohort of 2025.

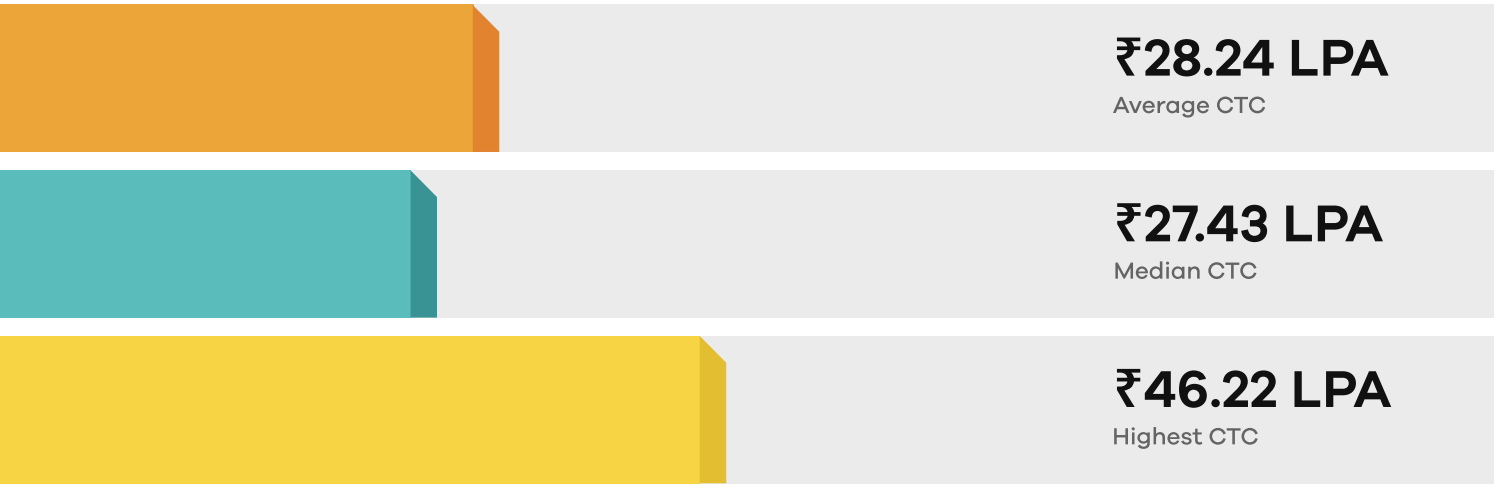
PGP TBM

Total International and International Remote Offers

30

International Average CTC

₹64 LPA



₹28.24 LPA
Average CTC

₹27.43 LPA
Median CTC

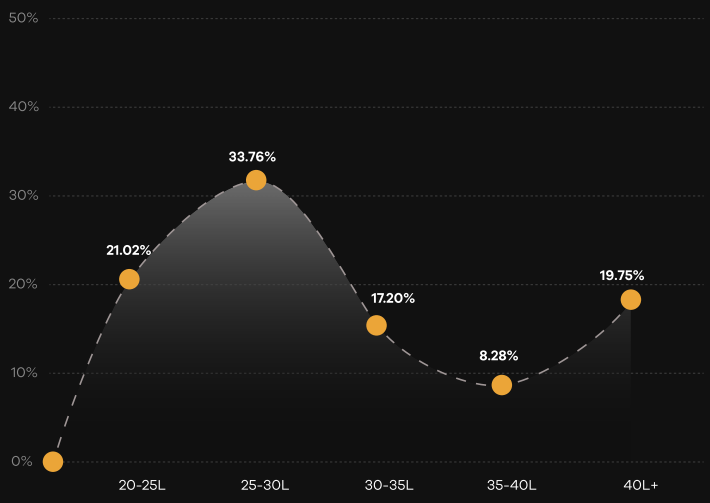
₹46.22 LPA
Highest CTC

₹33.39 LPA
Average CTC

₹30.72 LPA
Domestic Average CTC

₹1.28 Cr
Highest CTC

Salary Distribution



Salary Components

₹27.16 Lakh	Avg. Base 81% of CTC
₹4.34 Lakh	Avg. Variable 13% of CTC
₹2 Lakh	Avg. ESOPs 6% of CTC

PLACEMENT STATISTICS

PGP TBM

Cohort '24	
Avg. CTC	28.52 L
Median CTC	27.77 L
Highest CTC	61.80 L
Top 25% Avg. CTC	43.79 L
Bottom 25% Avg. CTC	19.30 L
Middle 80% Avg. CTC	27.05 L

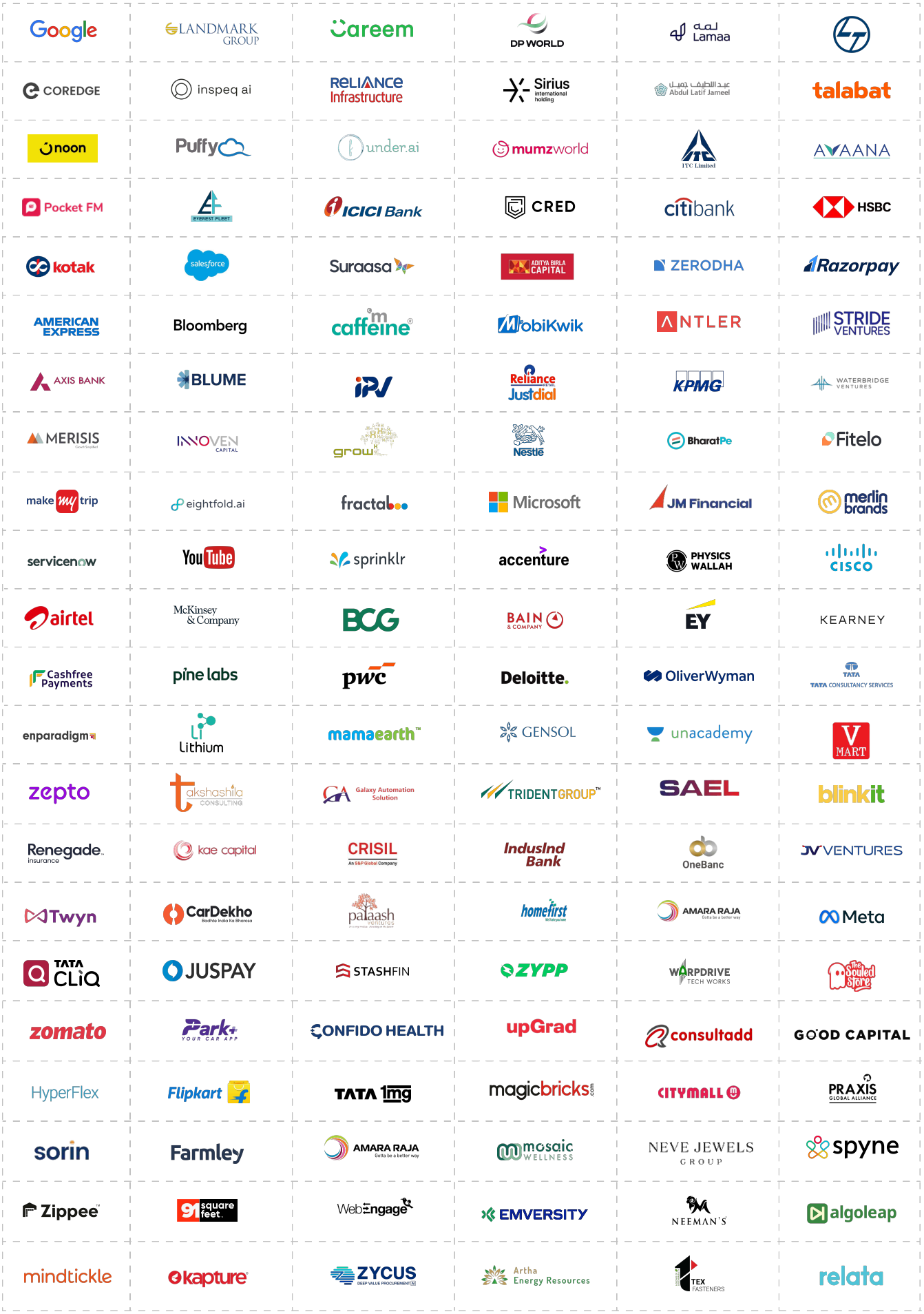
Cohort '25	
Avg. CTC	33.39 L
Median CTC	27.79 L
Highest CTC	1.28 Cr
Top 25% Avg. CTC	54.80 L
Bottom 25% Avg. CTC	22.75 L
Middle 80% Avg. CTC	29.20 L

PGP TBM YLC

Cohort '24	
Avg. CTC	23.59 L
Median CTC	22.69 L
Highest CTC	36 L

Cohort '25	
Avg. CTC	28.24 L
Median CTC	27.43 L
Highest CTC	46.22 L

Our Esteemed Recruiters



INSIDE THE COHORT: GRADUATES REFLECT ON CAREERS

From international placements to career growth journeys, students share what shaped their learning and career choices.

Archit Bansal

Manager - CEO's Office, Reliance Infrastructure

UG College:
SGGSCC, Delhi University

Previous Work Experience
Senior Financial Analyst, TresVista Financial Services

Masters' Union has been a defining chapter in my professional journey. Coming from a core finance background, the programme helped me broaden my perspective beyond numbers. The opportunity to lead initiatives like the Masters' Union Investment Fund honed my strategic and decision-making skills. Today, at Reliance Infrastructure, I find myself applying those lessons daily, whether it's driving operational efficiency, supporting leadership strategy, or navigating complex business transformations.

Komal Bansal

Senior Associate, BCG

UG College:
Shri Ram College Of Commerce, Delhi University

Previous Work Experience
Business Analyst, PKC Advisory

Masters' Union played a pivotal role in shaping my journey from bringing firms like BCG to campus, to helping me build a structured thought process through in-class teachings (special thanks to Bhupesh Sir and Vipin Sir) and mentorship via Get Prepped. The real-world exposure I gained through Dropshipping and the VIP programme further equipped me with practical skills, enabling me to contribute more meaningfully to the client's business during my internship.

Jas Desai

Senior Associate, CEO's Office (Transformation & Strategy)
DP World, Dubai

UG College:
Pandit Deendayal Petroleum University

Previous Work Experience
Associate Consultant, ZS Associates

Masters' Union's distinctive pedagogy was the cornerstone of my success in securing a position at DP World, Dubai. The institution's In Class & Out Class learning approach equipped me with practical problem-solving skills directly applicable to the Transformation & Strategy role at the CEO's Office. Through regular CXO sessions, I developed a nuanced understanding of how CXOs function and work, which helped me immensely during interviews. The confidence I gained from regular C-suite interactions and presentations at Masters' Union translated seamlessly into my application process.

Karan Mulky

Client Solutions Manager, Meta

UG College:
St. Joseph's College of Commerce

Previous Work Experience
Group Head - Account Management, Dentsu Webchutney

Masters' Union elevated my skills in marketing, technology, and problem-solving all of which helped secure my dream role at Meta. The FOCOS practicum gave us a structured approach to interview prep and equipped us with first-principles thinking. The support I've received from peers, faculty, and the placement team was fantastic throughout. The curriculum pushed me outside my comfort zone and helped me grow both professionally and personally. The exposure to real-world problem-solving and industry-led learning made all the difference. The network and mentorship I gained here continue to guide my career decisions. One transformational year at Masters' Union has given me a lifetime of learning.

Archit Bhargava

Analyst, Avaana Capital (Venture Capital)

UG College:
Mithibai College

Previous Work Experience
Senior Associate, KPMG

The hands-on learning environment, combined with the Venture Capital and Investing programme at Masters' Union, gave me a deep understanding of how funds operate, from sourcing deals to conducting due diligence and evaluating startups for long-term growth potential. The exposure to real investors and live investment committees helped me connect classroom concepts to real-world decision-making. Additionally, the mentorship from industry practitioners and access to the alumni network made the transition smoother and more purposeful. The programme taught me how to identify scalable, impact-driven businesses. These experiences were instrumental in helping me secure my current role at Avaana Capital, one of India's leading climate-tech and sustainability-focused venture funds.

The Postgraduate Careers Team

Abhishek Kaul

Director - Corporate Engagements

MBA, ISB | Ex. Walt Disney, EY, Times Group

Abhinav Arora

Associate Director - Strategic Initiatives

MBA, FMS | Ex. TELUS, EY, PwC, R-Jio

Nishant Singh

Deputy Director - Corporate Relations

MBA, XLRI | Ex. Naukri.com, Korn Ferry

Dibyendu Choudhury

Head - Corporate Relations

Ex. Amity University

Anurag Yadav

Head - Corporate Relations

MBA, MDI Gurgaon | Ex. Accenture

Vidhu Goel

Head - Career Preparation

MBA, Masters' Union | Ex. Collegedunia

Dr. Gopika Kumar

Head - Career Preparation

Ph.D | Ex. SRCC

Akash Aggarwal

Head - Strategy and Operations, Director's Office

MBA, NMIMS | Ex. British Airways, e-GMAT

Simran Bhatia

Associate Head - Corporate Relations & Community

Ex. KPMG, Unacademy

Shubham Gupta

Associate Head - Career Preparation

MBA, Masters' Union | Ex. Meltwater, Vistara

Radhika Goyal

Associate Head - Career Preparation

MBA, Masters' Union | Ex. Daarshik Aerotech, Virtusa

Mansi Bhargava

Senior Manager - Director's Office

MBA, IIM Ranchi

Vibhuti Singh

Senior Manager II - Corporate Relations

MBA, Murdoch University, Australia | Ex. KiwiTech

Sonali Awasthi

Senior Program Manager - Career Preparation

Ex. NIPUN Bharat (Govt of Haryana)

Chanpreet Singh Gulati

General Manager - Director's Office

Ex. Zomato

Abhinav Bhatnagar

Senior Manager - Corporate Relations

Ex. Adobe, American Express

Ajaya Kaushik

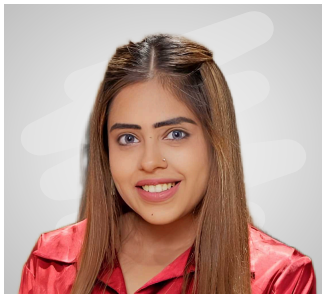
Senior Lead - Corporate Relations

YIF, Ashoka University | Ex. Deutsche Telekom

Pragati Gupta

Senior Manager - Corporate Relations

Ex. Pearson



Jasleen Taluja

Senior Manager - Corporate Relations

MBA, IMT Ghaziabad | Ex. Seekho

Sidhartha Bal

Manager - Corporate Relations

Ex. Growth School

Nitika Wadhwa

Manager - Corporate Relations

Ex. EHL, Jamboree, Cognizant

Zubair Warsi

Program Manager - Corporate Relations

Ex. Spectacom Global, all Stars Digital and Radio Mirchi

Shonal Rath

Lead- Community, Career Outreach

Ex. Dell Consulting

Yashi Mishra

Manager - International Corporate Relations

MBA, MU | Ex. Meltwater, Vistara

Manas Arora

Program Manager - Career Preparation

Ex. Decathlon, GlobalLogic

Siddharth Jangir

Program Manager - Career Preparation

MBA, IIM Kozhikode | Ex. Seashell Logistics, Disney Star

Adiksha Bhalla

Program Manager - Career Outreach

Ex. Sunstone

Jitender Sharma

Program Manager - Director's Office

Ex. Amity University, JIMS College

Yashaswini Sahu

Program Associate

Ex. Vaco Binary

Jeneesha Singh

Head - Strategic Initiatives

MBA, Masters' Union | Ex. Bain & Company | Eco (Hons) LSR

Tanu Gulia

Program Manager - Alumni Relations

Ex. Internshala

BRAINY

Select Your Course
Dashboard
Progress report
Assessment
Leaderboard
Apps
MacBook Air

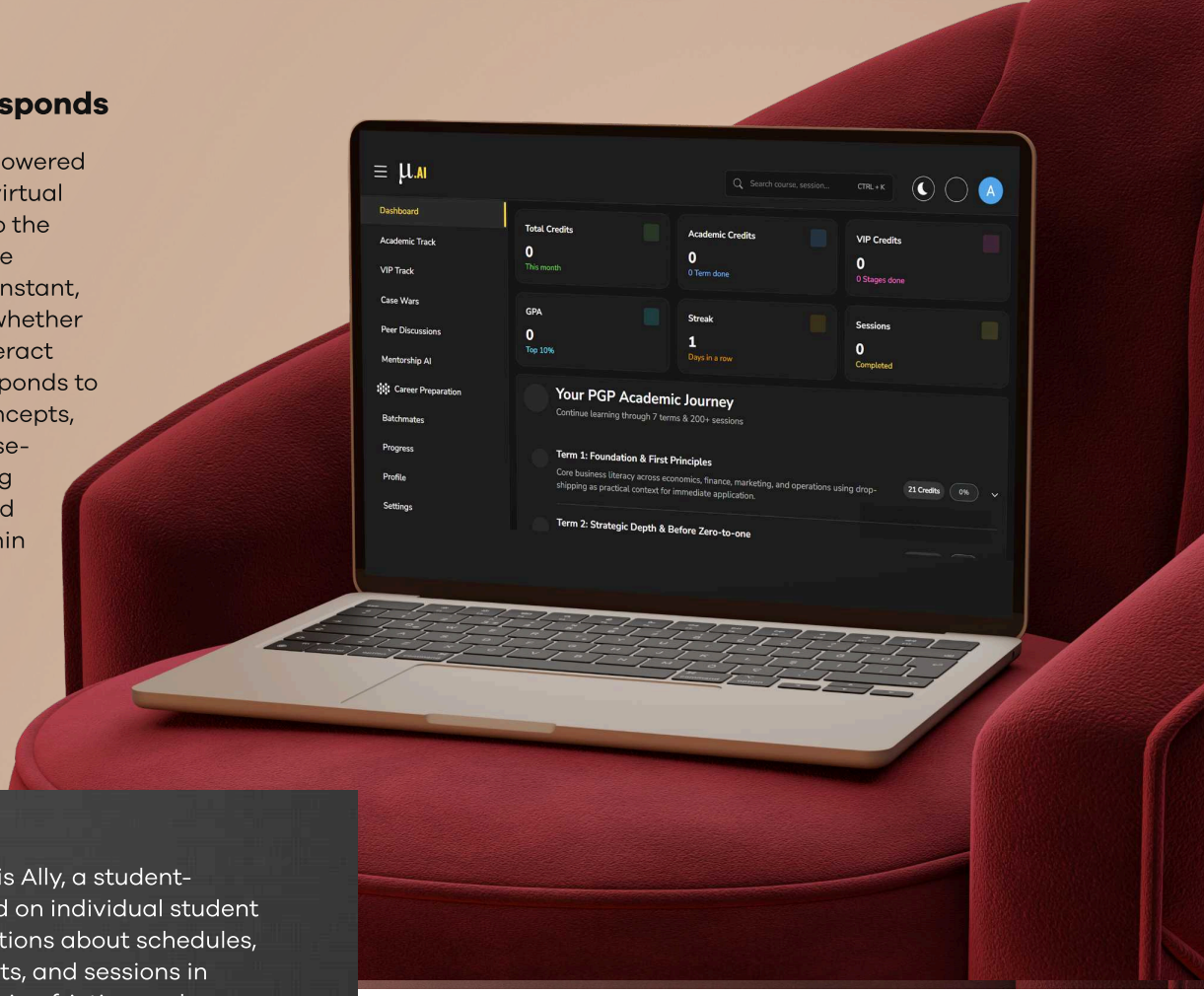
REIMAGINING LEARNING THROUGH AI AT MASTERS' UNION

An ecosystem where classrooms, careers, and conversations run on intelligence.

> MU AI CHANGED THE GAME FOR ME. I'M LEARNING FASTER, RETAINING MORE, AND ACTUALLY ENJOYING THE PROCESS. IT'S EVERYTHING A MODERN MBA SHOULD BE - PERSONAL, INTERACTIVE, AND DESIGNED FOR HOW WE LIVE TODAY.
>
> - ROHIT KATYAL, PGP TBM C6

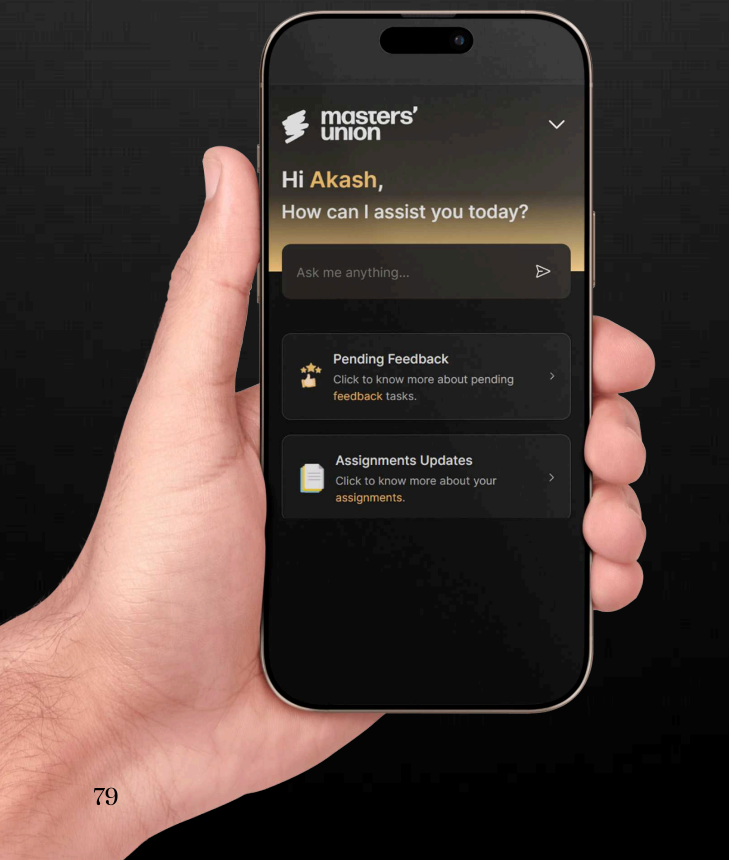
Learning That Responds

At the heart of this AI-powered experience is **MU AI**, a virtual assistant built right into the Masters' Union LMS. The project gives students instant, personalised support, whether they speak, type, or interact face-to-face. MU AI responds to queries on complex concepts, assignments, and course-related doubts, ensuring learning never stalls and guidance is always within reach.



Complementing MU AI is Ally, a student-specific chatbot trained on individual student data. Ally handles questions about schedules, grading, announcements, and sessions in natural language, reducing friction and making the LMS feel more like a supportive partner than a software system.

Classrooms themselves are enhanced through AI-driven attendance and engagement analytics. Instructors gain insights into participation patterns, identify students who may need additional attention, and optimise teaching approaches based on real-time feedback.



AI for Faculty

Technology at Masters' Union isn't limited to students. Professors also benefit from AI tools integrated within **CoachLMS**, which allow automated evaluation, grading, and feedback on assignments. The system analyses engagement and submission patterns, offering faculty insights into learning trends across the classroom.

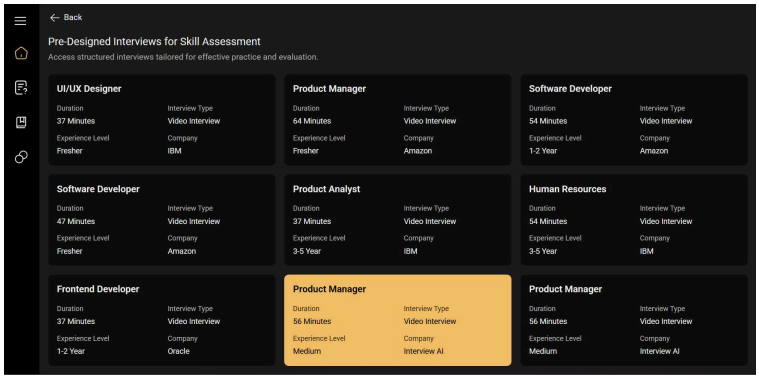
Additionally, an internal summarisation tool streamlines faculty operations, automatically summarising tickets and generating responses. This reduces administrative workload and frees educators to focus on teaching and mentorship, rather than repetitive administrative tasks.

By blending teaching expertise with AI support, Masters' Union creates a learning ecosystem where faculty can be more effective, and students receive richer, personalised guidance.

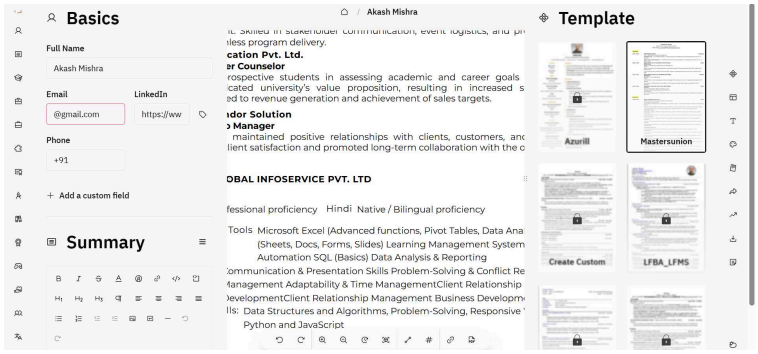
Building Smarter Careers

Masters' Union extends AI beyond the classroom into career preparation, building a tightly integrated employability ecosystem that supports students from exploration to execution.

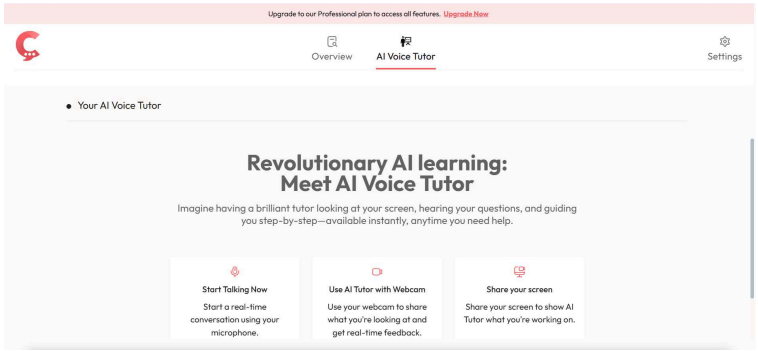
Job Hunter enables students to upload CVs, identify relevant companies and decision-makers, and automate personalised outreach and follow-ups, reducing the friction of job discovery and networking.



Interview.ai functions as a digital interviewer, simulating interviews based on real job descriptions. It analyses recorded responses to improve clarity, confidence, technical depth, and behavioural articulation.



Resume.ai helps students craft ATS-friendly resumes, refining grammar, structure, and professional tone to meet recruiter expectations.



Coach Chat acts as a 24/7 AI career mentor. Through voice-based, step-by-step guidance and real-time, screen-aware tutoring, Coach Chat helps students prepare in the moment, whether refining answers, practising interviews, or working through career-related tasks. Always available, adaptive, and infinitely patient, it ensures support is never limited by time or access.

Together, these tools bring job search, interview preparation, skill-building, and document optimisation into a single, intelligent dashboard. Students are not only prepared academically; they are career-ready from day one.

Union.ai: A Unified Interface

The ecosystem is tied together through **Union.ai**, a unified chatbot connecting students, recruiters, and parents via WhatsApp and Instagram. Using **RAG (Retrieval-Augmented Generation)** and data from the Masters' Union ecosystem, Union.ai provides instant, accurate answers across academic, career, and administrative queries. Students, employers, and parents alike can interact seamlessly, creating a single source of truth and a consistent experience for all stakeholders.

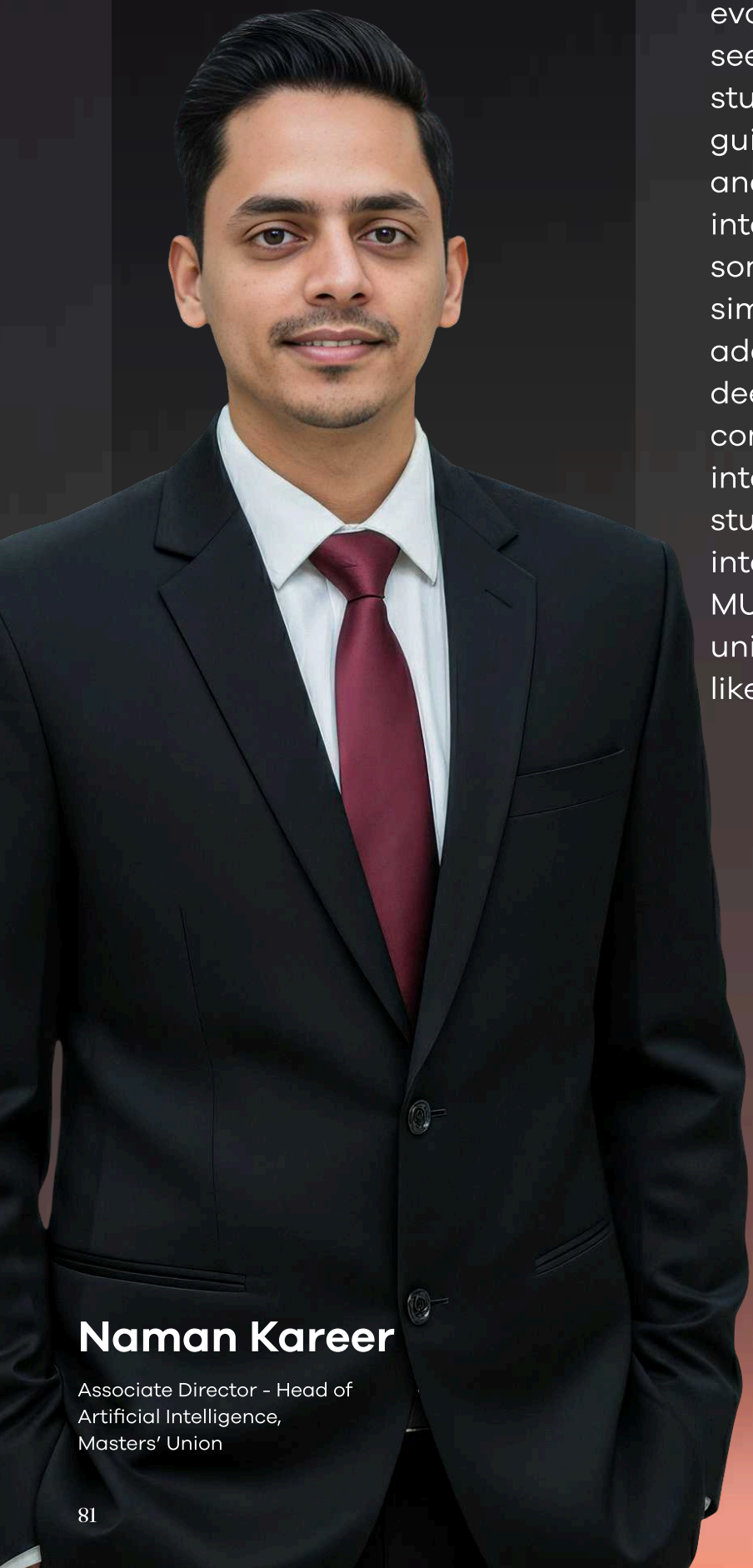
The AI Lab & Experience Centre

To deepen hands-on learning, Masters' Union has also built an **AI Lab & Experience Centre** in collaboration with **PwC India**. The facility features **NVIDIA-powered systems, AI robots, and advanced data science infrastructure**, allowing students to work on real-world problem statements using industry-grade tools.

The MU AI suite within the lab includes **Interview.ai and Coach Chat**, reinforcing the institution's focus on experiential, applied learning.

The Future You Can Feel

At the heart of this ecosystem sits a clear philosophy: **to empower every learner to grow at their own pace through an AI-driven framework that connects learning, real-world practice, and mentorship**. It is this alignment between technology and human intent that gives the system its strength. In this environment, students don't just learn; they experience a campus where conversations, assignments, and opportunities all move effortlessly through a single, intelligent framework, a glimpse of the future, already in motion.



Naman Kareer

Associate Director - Head of Artificial Intelligence, Masters' Union

“We're standing at a turning point in education. AI isn't just a tool anymore, it's becoming the foundation of how learning evolves. At Masters' Union, we see a future where every student has personalised guidance, real-time feedback, and career preparation built into their daily journey. Not someday, but now. Our goal is simple: to make education adaptive, responsive, and deeply human. If we can combine technology with intent, we can reshape how students learn, grow, and step into the world. I truly believe MU is building what the university of the future looks like.

Tool	Purpose	Highlights
MU AI	AI learning assistant	Integrated into LMS; answers queries via typing, speaking, or face-to-face; personalised support
Ally	Student-specific chatbot	Handles schedules, announcements, grading, sessions; natural language responses
AI-based attendance & engagement analysis	Classroom insights	Tracks participation and engagement patterns; helps personalise teaching
CoachLMS AI tools	Assignment support	AI-assisted evaluation, grading, and feedback; classroom engagement analytics
Job Hunter	Career search & outreach	Upload CVs, find companies & points of contact, automate personalised emails & follow-ups
Interview.ai	Interview coaching	Analyses recorded responses; improves tone, delivery, and confidence
Resume.ai	Resume optimisation	Creates ATS-friendly resumes; checks grammar, tone, and structure
Coach Chat	24/7 AI career & learning mentor	Voice-based, step-by-step guidance; real-time, screen-aware tutoring; adaptive and always available; supports career prep and academic tasks

ALUMNI SPOTLIGHT

SUMER RAI

PGP TBM Cohort 3
Associate Director - Strategy & Planning,
Jodo

GROWTH THROUGH RESPONSIBILITY AND ADAPTATION

From school projects to fintech products, Sumer Rai shares the lessons that shaped his approach to building impact.

> WHAT GOT YOU HERE WON'T GET YOU THERE. TRUE GROWTH DEMANDS REINVENTION.

For Sumer Rai, it is a reminder that showing up is not enough. 'I think of myself as a system. The fundamentals stay constant, but every few years the operating software needs a major upgrade,' he says. Growth requires deliberate change, learning, and adaptation rather than repetition.

From a young age, Sumer was wired to question fixed paths. He gravitated towards problems that required stepping back, making sense of messy information, and taking ownership of decisions. Early projects such as writing, media experiments, and extracurricular initiatives taught him the satisfaction of building something from scratch. When entrepreneurship came along, it did not feel like a leap. It felt like a natural extension of a mindset already tuned to ownership and responsibility.

The First Real Test

Sumer's first venture aimed to help students explore different career paths. The pilot was small, with just ten students at a Gurugram school during peak COVID. Everything was uncertain. Modules were online, counsellors were trained remotely, and keeping students engaged was a constant challenge.

When the feedback came, it was more than positive. Parents and students trusted the execution, and the school expanded the programme to cover over four hundred students. 'That is when I realised our approach was making a real difference,' he reflects.

It was a moment that crystallised what Sumer now sees as essential to entrepreneurship: comfort with ambiguity, rapid iteration, and the discipline to deliver results without a ready-made blueprint.

Learning in the Thick of It

Today, Sumer serves as **Associate Director of Strategy and Planning** at **Jodo**, a fintech company that helps educational institutions manage fee collection, lending, and payment solutions. His work covers a range of high-impact initiatives, from launching new business lines to negotiating with major clients and designing programmes for talent development.

Within three weeks of joining, he was tasked with leading the launch of an international payments product for institutions with students overseas. This was entirely new territory for both him and the company. He quickly learned unit economics, negotiated with providers, understood API integrations, and pitched the product directly to institutions. Four months later, the product was successfully launched.

In addition, Sumer helped establish an internship programme that now onboards over 150 interns every year. For him, the most valuable lessons are not the titles or deals. They come from exposure to real-world problem solving, making decisions under pressure, and shaping processes that last.

Frameworks Meet Experience

Masters' Union gave Sumer a way to structure the intuition he had developed through experience. One marketing class on behavioural segmentation left a lasting impression. On paper, two institutions looked identical. Behavioural analysis revealed why one was far more valuable to Jodo than the other. Classroom insight directly informed business decisions.

CXO sessions offered additional perspective, with leaders such as **Rajan Anandan from Peak XV**, **Kaivalya from Zepto**, and **Dilsher Malhi from Zupee**, among many others, presenting themselves not as untouchable figures but as operators who had faced real challenges. These sessions reinforced the idea that while the standards are high, success is achievable through consistent effort, sound judgment, and a willingness to learn, showing that building something meaningful is possible.

Placement support complemented this learning. Early clarity on career goals, live resume reviews, and practicum exposure gave Sumer confidence. By the time Jodo interviewed, he felt prepared rather than pressured, calm rather than anxious, which made a tangible difference.

Learning to Choose the Right Bets

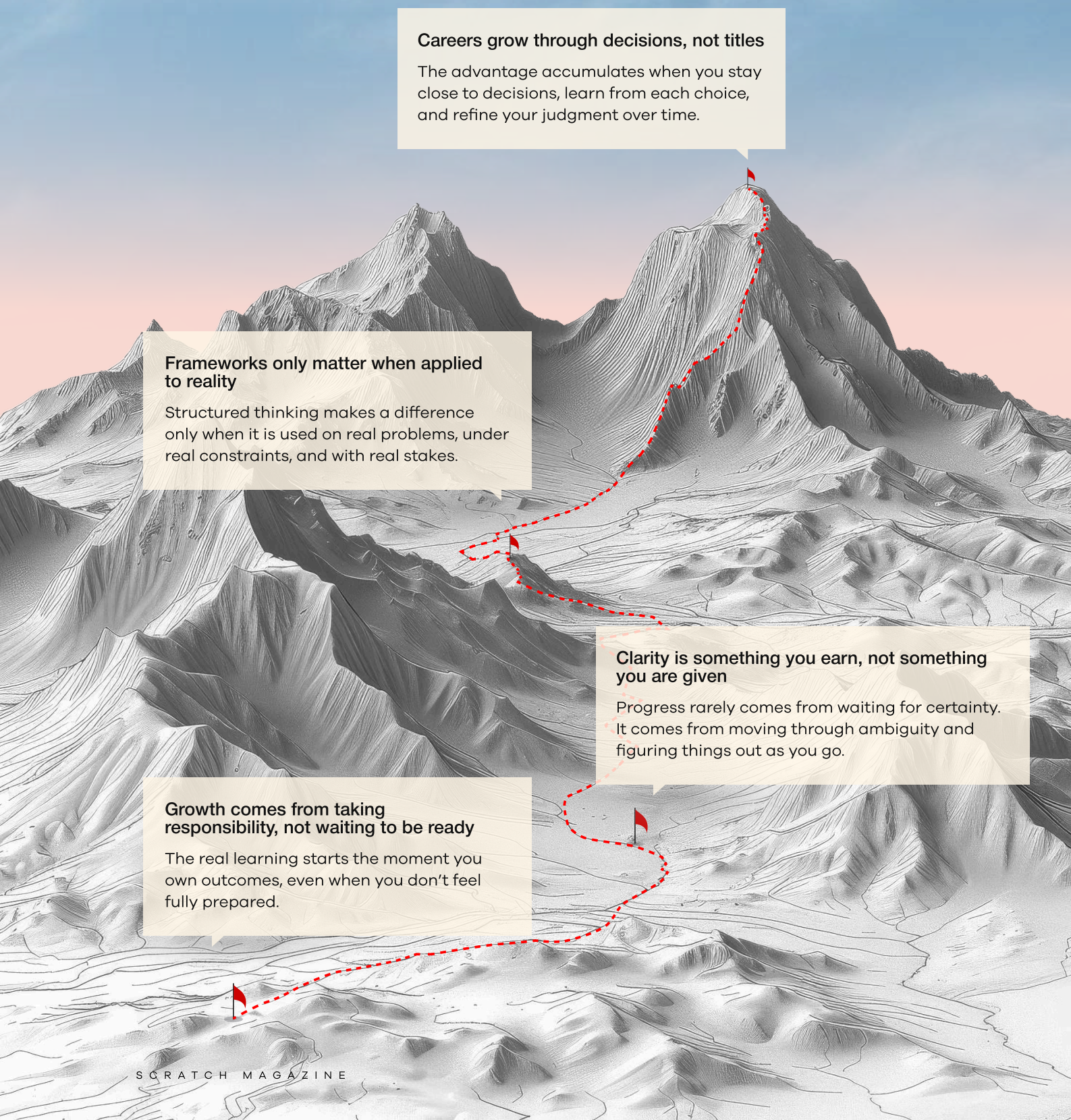
Sumer approaches careers in startups and entrepreneurship much like a portfolio. Some choices fail, others deliver steady returns, and a few have the potential to significantly shape long-term direction. His focus has consistently been on learning and ownership, staying close to decisions, and taking responsibility for outcomes.

It is a mindset he developed early and continues to refine. Showing up, learning deliberately, and evolving under pressure are at the core of his approach. For students and early professionals, the lesson is clear: growth comes not from completing tasks but from taking responsibility and building clarity along the way.

Equally important is recognising when to pivot or double down. Sumer emphasises evaluating feedback continuously, measuring impact, and adjusting strategy without losing sight of core objectives. Decisions are rarely perfect, but consistent reflection, iteration, and accountability turn small bets into meaningful learning and long-term career leverage.

What His Journey Reveals

Sumer Rai's path offers practical lessons for anyone stepping into early careers, startups, or high-pressure roles.



Careers grow through decisions, not titles

The advantage accumulates when you stay close to decisions, learn from each choice, and refine your judgment over time.

Frameworks only matter when applied to reality

Structured thinking makes a difference only when it is used on real problems, under real constraints, and with real stakes.

Clarity is something you earn, not something you are given

Progress rarely comes from waiting for certainty. It comes from moving through ambiguity and figuring things out as you go.

Growth comes from taking responsibility, not waiting to be ready

The real learning starts the moment you own outcomes, even when you don't feel fully prepared.

ALUMNI SPOTLIGHT

POOJA PATODI

PGP TBM Cohort 2
Management Consultant,
Takshashila Consulting

JOURNEY FROM CHARTERED ACCOUNTING TO CONSULTING

Masters' Union alumna on navigating her career choices and turning complex challenges into opportunities.

> SONDER IS THE ULTIMATE LESSON IN HUMILITY: RECOGNISING THAT EVERY PERSON YOU MEET IS THE PROTAGONIST OF A STORY AS COMPLEX AS YOUR OWN.

Pooja Patodi's focus for her career has been about shaping how she approaches clients, colleagues, and complex challenges. Her beliefs are a lens through which she balances analytical rigour with human understanding, ensuring that every decision considers both numbers and people.

The Journey from Numbers to Narrative

Pooja started her professional life as a Chartered Accountant, drawn to the discipline, rigour, and ethical clarity that the CA curriculum demands. That phase taught her to look at a business honestly, with numbers serving as an unambiguous measure of performance. Yet, as she progressed, she felt a growing restlessness. Compliance and reporting revealed the 'what,' but she wanted to understand the 'why' that drove decisions and how human judgement influenced market shifts. This curiosity and drive to expand her skill set led her to pursue PGP at Masters' Union.

The pivot was not just academic. It was philosophical. Pooja realised that technical knowledge alone could only take her so far. To influence outcomes, she needed to marry analytical rigour with strategic insight and human understanding.

Flying Through Fog: Early Lessons in Consulting

Transitioning to consulting was a leap into uncertainty, where early experiences felt like flying through fog. Pooja quickly realised that waiting for perfect data is a luxury the real world doesn't allow, and she had to rely on instinct, aiming to be directionally right rather than precisely wrong. The challenge was profound. Consulting required her to move from reconciling ledgers to solving problems without a clear template. Small missteps could be corrected later; what mattered most was momentum, clarity, and decisive action.

First Principles and Problem-Solving

Pooja's CA background, coupled with her investment experience, informs her approach to complex, ambiguous problems. She relies on **first principles thinking**, breaking issues down into their smallest components before reconstructing them to address the larger challenge.

This method has proved invaluable in her consulting work, whether optimising logistics for a major manufacturing client or leading HR digital transformation for a large retail chain. The scale of some projects can be overwhelming, but by starting with the fundamentals, the bigger picture becomes manageable.

Masters' Union: A Practitioner-Led Advantage

For Pooja, Masters' Union was a proving ground. The practitioner-led model emphasised ideation, prototyping, and execution, providing a platform to apply classroom learning directly to real-world scenarios. Marketing classes under **Professor Bhupesh** and game theory discussions with **Professor Akash** left a lasting impression and gave her practical tools she could confidently bring into her professional work.

The placement and career services teams played an equally pivotal role. From mentorship to networking, they helped her identify roles that matched her evolving interests, easing her transition from student to consultant.

Defining Professional Moments

When asked about a defining experience, Pooja highlights a project that involved ideating workforce sourcing strategies for over 500,000 blue-collar workers. The scale was immense, the ideas often impractical on paper, yet the team pushed forward. 'We had to get on the ground and do research ourselves, the layers of complexity felt almost unreal, but seeing tangible results made all the effort worthwhile,' she recalls.

It was a lesson in perseverance, execution, and humility, a reminder that meaningful impact requires engagement at every level.

Advice for Aspiring Professionals

For those contemplating a pivot after a technical qualification like CA, Pooja offers measured guidance:

> YOUR PROFESSIONAL BACKGROUND IS YOUR ANCHOR, NOT YOUR CAGE. YOU'RE NOT STARTING OVER; YOU'RE STACKING SKILLS. LEARN HARD SKILLS THROUGH HANDS-ON PRACTICE, BUT INVEST EQUALLY IN SOFT SKILLS, STORYTELLING, EMPATHY, AND LEADERSHIP. YOU DON'T NEED TO SEE THE WHOLE HORIZON TODAY; JUST TAKE THE NEXT STEP WITH CLARITY AND PURPOSE.

Her words are a roadmap for students and early professionals navigating transitions in their own careers: an invitation to embrace uncertainty, focus on fundamentals, and trust the process.

Pooja Patodi's path offers lessons for early professionals and students navigating pivots or complex careers:

Skills are cumulative, not limiting

Your technical background provides a foundation. Growth comes from stacking skills, not abandoning what you know.

Learning happens in execution

Real understanding emerges when frameworks and theory meet on-the-ground problem-solving.

Decisions shape careers more than titles

Staying close to choices, owning outcomes, and iterating under pressure accelerates professional growth.

Humility and empathy matter

Success is built as much on insight into people and relationships as it is on analytics or strategy.

Pooja Patodi's journey is defined by curiosity, discipline, and a willingness to act decisively in the face of ambiguity. From balancing ledgers to designing solutions at scale, she demonstrates that technical expertise and strategic insight are most powerful when combined with empathy and courage. For the next generation of leaders, her story is both a guide and an inspiration.

THE ART OF PIVOT

SURYANSHU PANDA

PGP TBM Cohort 4
Head - Business Strategy and Implementation,
Technico Innovative Products

FROM PANDEMIC KITCHENS TO CORPORATE STRATEGY

How Suryanshu Panda, one of the first MBA hires in a 50-year-old family business, scaled entrepreneurial hustle into measurable growth.

> MY FIRST INVESTMENT OUT OF MY STARTUP'S BUYOUT WAS PGP TBM AT MASTERS' UNION.

For Suryanshu Panda, joining Masters' Union was a decision more than enrolling in a degree. It was a deliberate step to give his entrepreneurial instincts a framework, a language, and a structure that could scale. His journey from founding **Chef Junction** in Bhubaneswar during the uncertainty of lockdown to his current role as **Head of Business Strategy at Technico Innovative Products**, a family-run Auto Care and FMCG business, has been defined by curiosity, rigour, and the drive to turn chaos into method.

From Kitchens to Corporate Corridors

In 2020, the streets of Bhubaneswar were silent. People craved food they could trust. Tier-2 cities offered little beyond unsafe street options or impersonal cloud kitchens. Suryanshu noticed an overlooked network of home cooks, the neighbourhood aunties whose meals carried care, flavour, and reassurance, and built a platform around them.

Launching **Chef Junction** was instinctive rather than calculated. Hygiene, immunity, and familiarity were survival, not buzzwords. Every decision, from appointing delivery fleet to training home chefs, was guided by one principle: people needed food they could rely on without compromising safety.

Running a startup during the pandemic tested every skill. Lockdowns turned delivery into a high-stakes puzzle. Many delivery partners refused to venture out, and customers hesitated to accept even contactless meals. Home chefs, the lifeblood of the platform, had to transform rapidly from hobbyists into professionally compliant operators.

Suryanshu improvised constantly. WhatsApp became the central command for operations, Zoom sessions disguised as 'recipe masterclasses' trained chefs in hygiene, and hygiene kits were delivered to doorsteps. Menus were simplified to essentials, focusing on what customers truly craved. Dal-chawal with a turmeric twist became a signature offering. The results spoke for themselves: orders tripled in months.

Recognition followed. **Times of India**, **Hindustan Times**, **regional news channels**, **and even a PhD-level IIM case study** acknowledged the venture.

Four years later, Chef Junction's footprint included

3
Cities

1Cr
Annual Recurring Revenue

2L
B2C Customers

150+
B2B Institutional Partners

250+
Home Chefs

70+
Delivery Agents

This early success was not just about numbers. It taught Suryanshu lessons in resilience, operational creativity, and customer empathy, that would prove invaluable in his next phase.

How Hustle at Chef Junction Became Corporate Impact

The next chapter began with **PGP TBM at Masters' Union**, an investment in structure rather than ambition. For Suryanshu, the programme offered a way to translate raw entrepreneurial instincts into repeatable systems that could scale in complex organisations.

Experiential learning became the proving ground. Real projects replaced theory, mentors guided problem framing, hypotheses were tested rigorously, and trade-offs were measured against outcomes. For the first time, the chaos of running a startup could be converted into structured processes.

'The MBA didn't turn me corporate; it gave me a framework to make my hustle repeatable,' Suryanshu reflects.

He realised that entrepreneurship teaches action, while structured thinking turns that action into alignment. Startup wins are extraordinary but fleeting; corporate wins are extraordinary and repeatable.

Placement Team That Helped Finding Direction

Man-to-Man Approach

Personalised engagements helped in achieving strategic clarity.

Dedicated Advisory

Assigned counceller dissected the profile for better interview performance.

Narrative Rebuilt for Corporate Strategy Roles

The founder journey was reframed for corporate alignment.

Company-Specific Mock Interviews

Tailored mocks were conducted to simulate real interview conditions.

Tailored Drills on Structural Pitch

Startup ambiguity was translated from complexity to strategic value.

Becoming a Part of Family Business

At Technico, Suryanshu applied these lessons to a company established almost 50 years ago. Family-run enterprises come with inherited rhythms and deep-rooted instincts. The challenge was to preserve the legacy while introducing growth.

He implemented practical changes with measurable impact:

- **Growth sprints**

  Bi-weekly experiments designed to test new ideas and track results.

- **Grassroots activations**

  Street demos, micro-influencers, and pop-up workshops boosted product awareness efficiently.

- **Customer-first rebrand**

  Ecorev (a new FMCG brand) was repositioned based on field feedback to lift sales.

- **Pricing dashboards and tech rollouts**

  Phased adoption of Salesforce, CRM, and inventory systems improved forecasting, doubled reorders, and created visibility across teams.

Trust was central to these changes. Small, visible wins and low-risk pilots allowed leadership to see value without feeling threatened. Suryanshu describes it as 'dancing with legacy,' respecting what worked while introducing measured change and celebrating incremental success.

The approach was practical. He drew on lessons from Chef Junction: simplify, test, iterate, and keep the customer or end-user at the centre. Every pilot, every experiment was an opportunity to convert insight into impact.

The Pivot That Endures

Suryanshu's story is not about leaving one world for another. It is about carrying lessons forward and finding the intersection of instinct, experimentation, and structure. From pandemic kitchens to corporate decisions, his journey shows that insight, resilience, and clarity are built through experience, reflection, deliberate practice, and a willingness to embrace change and uncertainty.

More importantly, his evolution reflects maturity in ambition. Growth, for him, is no longer about speed alone but guiding change thoughtfully, influencing systems, aligning stakeholders, and building institutions that outlast individual energy, applause, or short-term wins.

For students and young professionals considering a similar path, Suryanshu demonstrates that an MBA is not about filling gaps. It is about weaponising the skills you already have, translating founder chaos into corporate strategy, and turning extraordinary moments into repeatable systems.

'Every pivot starts with subtraction, not addition,' he says. That principle guides his approach at Technico and serves as a framework for anyone aiming to scale impact in complex, high-stakes environments.

In Frame: Suryanshu Panda co-founded FOCOS Club, acting as the first Vice President; celebrating the success of first-ever Case Union, sharing laughs, ideas, and teamwork.

Suryanshu's Leadership Checklist: From Founder to Strategy Chief

Check, learn, and apply. Tick the boxes for your journey ahead.

- [ ] **Leverage Outclass Challenges**

  Dive into Dropshipping, Creator, and Local Consulting projects like they're your next startup. These aren't assignments; they're live labs that built my real-world pattern recognition for Technico's growth sprints.

- [ ] **Build Your CXO Shadow Network**

  Max out the CXO Mentorship Programme. I cold-pitched FMCG leaders during alumni mixers - landed Technico's founder chat that sealed my role.

- [ ] **Master Hypothesis-to-Execution Sprints**

  Use the Venture Initiation Programme to practice weekly experiment cycles. This directly translated to my bi-weekly growth sprints at Technico, driving 45x revenue.

- [ ] **Hack the Industry Roundtables**

  Attend every immersion event. Masters' Union's real CXO access gave me the language to translate startup chaos into corporate strategy, the key to family business trust-building.

- [ ] **Build Your Personal Board Early**

  Consult with 2-3 senior alumni mentors by Term 2. Mine dissected my founder profile for corporate polish, prepping me for placement mock interviews that felt real.

- [ ] **Live the 80/20 Rule Ruthlessly**

  Focus 80% energy on repeatable systems and 20% on theory. My sandbox pilots at Technico? Born from Masters' Union's "test small, scale fast" mantra.

- [ ] **Document Your Pivot Journal Weekly**

  Track one obstacle and the creative hack you implemented.

THE CLUB COLLECTIVE

THE CAMPUS AFTER HOURS, SPIRIT OF STUDENT LIFE

How undergraduate and postgraduate student clubs transform ideas into action through creativity, strategy, and hands-on learning experiences.

- 3 MONTHS
- 8 CLUBS
- 4 FRATERNITIES

Some of the most valuable learning at Masters' Union does not happen during lectures. It happens after hours. In rooms alive with debate, risk, creativity, and pressure. The student clubs are where ideas are tested, instincts sharpened, and collaboration becomes real. This section captures those moments. Not as highlights, but as proof of how students learn when ownership replaces instruction and curiosity leads the way.

POSTGRADUATE CLUBS

Cracking cases when the pressure is real

The Consulting Club transformed its usual case study session into something extraordinary. For Halloween, the case titled The Boardroom Murder replaced slides with suspense. Students stepped into a live problem where persuasion mattered as much as logic. Alliances formed. Assumptions were challenged. Evidence was questioned. It felt less like a classroom exercise and more like a consulting room under pressure. Learning came quietly, through instinct, debate, and decision-making in uncertainty.

Insurance, without the fine print

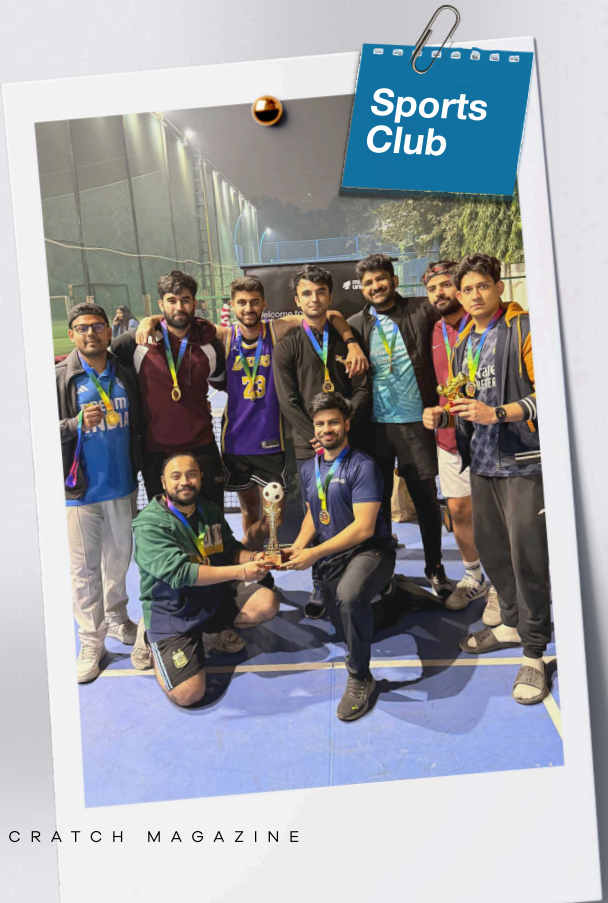
Health insurance is one of those things people don't truly understand until they need it. **Swapnil Shinde from the Founder's Office at Ditto** led a session that stripped the topic down to lived experience. Students heard real stories, weighed clear trade-offs, and received practical advice. Beyond information, they walked away with sharper judgement. One-on-one consultations added depth, but the true value lay in gaining clarity on personal finance choices that extend far beyond campus.

Talent, judged seriously

MU's Got Talent was more than a showcase. It was a structured competition across music, dance, and performance, with clear rubrics and real evaluation. Students from all fraternities brought originality and intent to the stage. The event proved that creativity, when taken seriously, demands discipline, preparation, and courage. The applause was loud, but the respect was louder.

Performance marketing made practical

This crash course with senior leadership from **Dentsu** focused on what actually matters: metrics, funnels, and measurement. Students learned how campaigns are built, tested, and scaled in the real world. The session bridged theory and execution, especially for those working on startups, dropshipping models, or live projects. It was less about ambition and more about control. **Team MU Main Characters** left with a winning cash prize of ₹10,000.



Competition that builds community

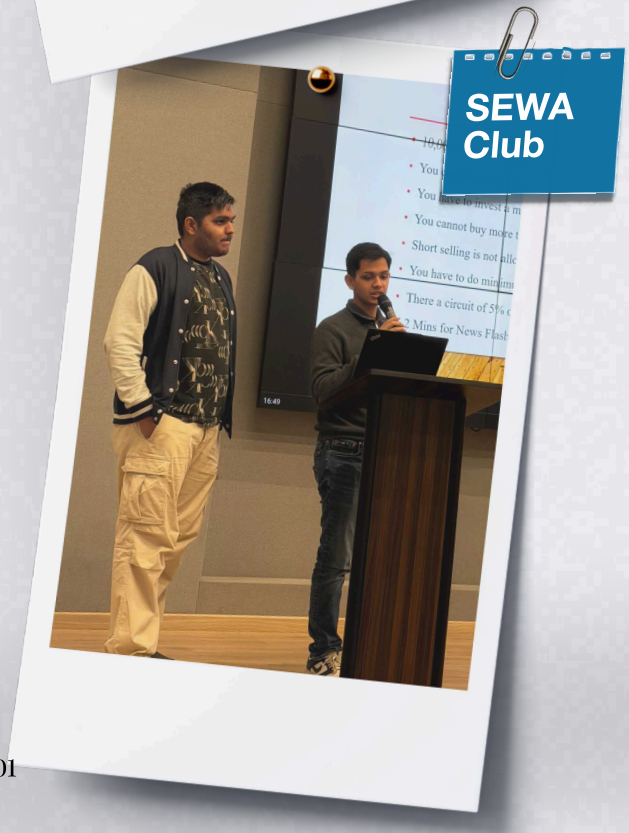
Inter-Frat Sports returned with football and pickleball, and the energy matched the scale. Matches were intense, but the undertone was camaraderie. Teams pushed hard. Fraternities showed up. The event reinforced something simple but often overlooked: performance improves when well-being, teamwork, and healthy competition are taken seriously.

Conversations that do not feel staged

Hosted by **Nishil**, the Creators Club hosted a session with filmmaker and travel content creator **Raunaq Sahni**, **founder of Monkey Magic**, that felt closer to a coffee chat than a formal talk. The podcast-style format allowed ideas to flow naturally. Students engaged not as an audience, but as participants. The value lay in honesty, pace, and the comfort of unscripted insight.

Learning markets by trading them

The *Mock Markets Simulation* put students inside market dynamics rather than explaining them. Decisions had consequences. Risk felt real. Strategy evolved in real time. It was experiential learning at its best: quietly intense, deeply instructive, and memorable long after the screens were shut.



Strategy with a social outcome

The *PG vs UG Poker Tournament* blended analytical thinking with purpose. Beyond probability and decision-making, the event created genuine cross-cohort interaction. It also raised ₹30,000, proving that engagement and impact can coexist when events are designed with intent.

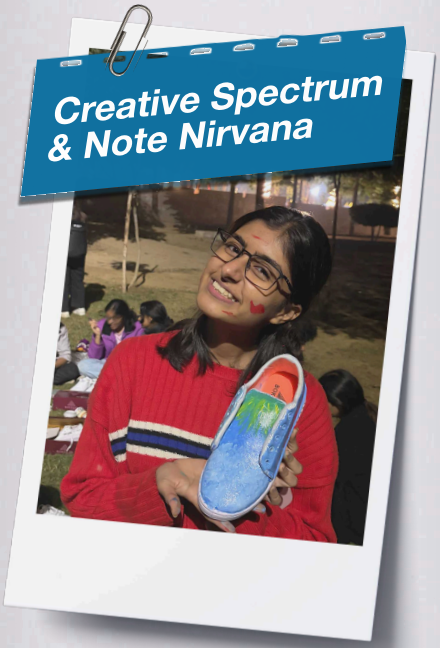
UNDERGRADUATE CLUBS

The Navratri garba glory

Navratri brought more than celebration; it brought competition. Groove Junction's interfraternity dance event turned the auditorium into a stage of energy, precision, and creativity. Duos, solos, and group performances tested coordination, timing, and stage presence. Each fraternity brought its A-game, combining choreography, team spirit, and flair. The audience wasn't just watching, they were part of the rhythm, cheering as performers pushed boundaries and made every beat count. **Meta** fraternity won the dancefloor!

Interfrat battle of poetry and debate

The **Literature Club's** interfraternity competition blended poetry, debate, and critical thinking. *Voices & Verses* challenged students to improvise and express emotion on stage, while the Press *Conference Debate Series* demanded rapid-fire reasoning and teamwork. Judged by PGP students, **Gautam Lakshman** and **Aryan Sharma** alongside a veteran of the Indian Army, **Colonel Alok Shukla and**, the event was rigorous yet encouraging. Performance, confidence, and clarity mattered, and the outcome reflected the depth of engagement across all fraternities. All four frats shared the winning titles.



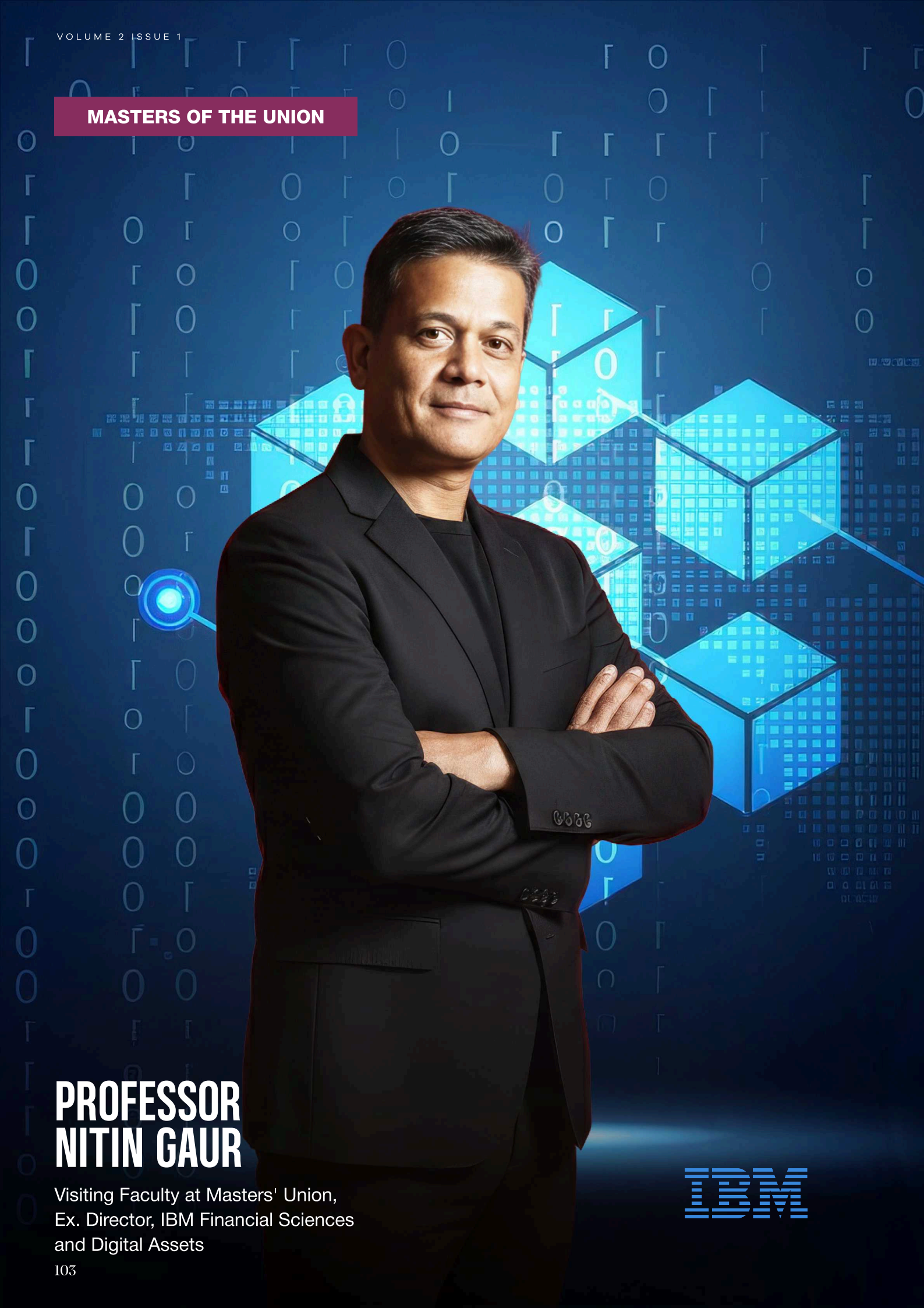
Art and sound, unchained

A *sneaker painting* and *jamming workshop* transformed Leisure Valley Park into a canvas of creativity. Students sang, painted, and collaborated in bursts of energy, experimenting with form and colour while building connections beyond the curriculum. Although there were no winners, participation was high, engagement sustained, and the atmosphere playful yet thoughtful, a reminder that learning sometimes comes in unexpected, joyful forms.

Learning in motion

The *Go-Karting Drive* at Turbo Drift tested focus, timing, and composure under pressure. Each lap became a lesson in anticipation, risk, and split-second decision-making. Safety and organisation were paramount, but the thrill of competition remained central. With nearly 60 students participating in the trials, it wasn't just about speed; it was about precision, teamwork, and mastering the unexpected. The race was won by **Google** fraternity!

MASTERS OF THE UNION



PROFESSOR NITIN GAUR

Visiting Faculty at Masters' Union,
Ex. Director, IBM Financial Sciences
and Digital Assets

TEACHING BLOCKCHAIN, DECENTRALISED FINANCE (DeFi), AND DIGITAL ASSET INFRASTRUCTURE

How to build trust-driven financial systems that deliver high-impact outcomes.

> BLOCKCHAIN CAUGHT MY EYE NOT JUST BECAUSE IT WAS NEW, BUT BECAUSE IT INTRODUCED A TRUST LAYER FOR THE INTERNET, SOMETHING WE NEVER TRULY HAD BEFORE.

Over twenty years in technology and finance have shown me that transformative systems succeed not through code alone, but by understanding trust, regulation, and human incentives at a broader level. Technology may look mechanical from the outside, but at its core, it is about people, how they make decisions and structure their financial lives.

Why Blockchain Captured My Focus

I first encountered blockchain at IBM, after working on Mobile Payments, MobileFirst, and the IBM Cloud platform. What drew me was not the novelty but the structural promise: a way to embed trust directly into the architecture of the internet.

Decentralised systems could make finance more transparent, inclusive, and efficient. The challenge was translating that promise into solutions enterprises could actually adopt, within regulatory and operational realities. That mission has guided my work ever since.

Designing Real-World Systems at IBM

IBM World Wire, our blockchain-based cross-border payment system, taught me a crucial lesson: technology alone does not drive adoption. Banks operate under strict compliance frameworks, manage liquidity risks, and enforce operational controls.

We had to design solutions that respected these realities while demonstrating clear advantages, instant settlement, programmable payments, and reduced friction. Integrating stablecoins and central bank digital currency concepts into settlement rails was more than innovation; it reshaped the movement of value.

Experiencing these challenges firsthand continues to shape my work and informs how I teach the next generation of financial leaders.

What Enterprise Blockchain Really Demands

Enterprise adoption depends on far more than technical implementation. Timing is critical; move too early, and pilot fatigue sets in; move too late, and you risk being left behind. Interoperability is essential. No single blockchain solves every problem, and new systems must integrate with existing infrastructure.

Governance structures, organisational culture, and stakeholder alignment are as important as code. In class, I focus on why institutions behave as they do, what conditions enable adoption, and how systemic incentives shape decision-making. Understanding this is as crucial as understanding the technology itself.

DeFi and the Emergence of Programmable Finance

My current work spans decentralised finance and tokenised assets. Programmable liquidity, tokenised money market funds, and private credit instruments form the foundation of a system that operates continuously. AI acts as a risk-management layer, zero-knowledge proofs preserve privacy and compliance, and intent-based execution powered by AI agents could simplify institutional interactions with complex protocols.

DeFi is exciting but volatile. Permissionless access allows anyone to lend, borrow, or trade, but introduces risks of smart contract vulnerabilities, oracle failures, and governance exploits. My advisory work evaluates protocols across governance design, resilience, regulatory positioning, and user behaviour. Institutional DeFi is about integrating these components into traditional finance for greater efficiency and transparency.

Bringing Industry to the Classroom

At Masters' Union, I teach blockchain, DeFi, and digital asset infrastructure through experiential learning. Case studies analyse both successes and failures. Industry simulations and live engagement bring current challenges into the classroom.

I want students to see financial systems as interconnected networks shaped by behaviour, policy, and economics. The goal isn't only technical knowledge; it's the ability to anticipate second-order effects and recognise that every infrastructure decision has consequences.

This practitioner-led model blurs the line between academia and industry, giving students a head start in understanding real-world problems and contributing to innovation from day one.

Anchoring Technology in Real Impact

Whether building enterprise blockchain platforms, advising on DeFi, or teaching, one principle guides everything: technology matters only when it solves real problems, strengthens trust, and empowers people.

If students take one thing from my classroom, it's this: your work can shape how people experience money every day, and that responsibility is worth approaching deliberately and thoughtfully.

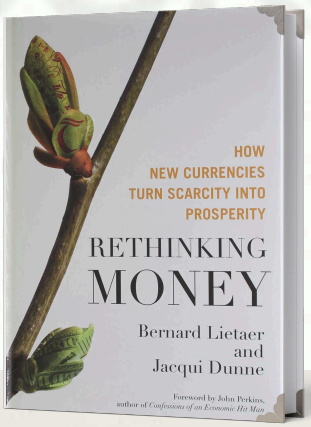
RESOURCES FOR BUILDING A BROAD PERSPECTIVE

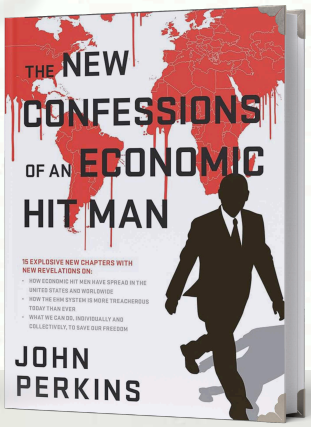
I encourage students to take a cross-disciplinary approach. Understanding finance and blockchain requires economics, human behaviour, and global systems. These are some resources I recommend:

BOOKS

Rethinking Money by Bernard Lietaer

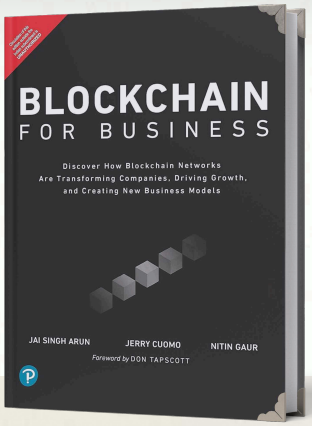
Examines monetary systems and complementary currencies.





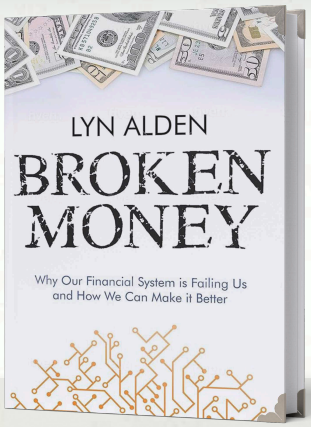
Confessions of an Economic Hitman by John Perkins

Offers a controversial but insightful view of global financial power structures.



Blockchain for Business by Nitin Gaur

Explores how decentralised systems transform payments, supply chains, and trust frameworks.



Broken Money by Lyn Alden

Provides a deep analysis of money's evolution and its impact on financial architecture.

PODCASTS

All-In Podcast provides candid tech and macro insights.

On the Brink and Empire from Blockworks offer crypto-native, policy-focused discussions.

Odd Lots and The Big Take from Bloomberg deliver in-depth economic analysis.

Modern Wisdom and A Bit of Optimism by Simon Sinek helps sharpen perspective and remain grounded.

Bringing together insights from multiple disciplines helps students build conviction and clarity. This approach equips them to anticipate the behaviour of complex financial systems and understand how technology, policy, and human behaviour interact globally.

MASTERS OF THE UNION

PROFESSOR MONICA JASUJA

Visiting Faculty at Masters' Union,
Ex. Mastercard Head of Digital & Emerging Partnerships

TEACHING PRODUCT THINKING AND PAYMENTS

Mastercard's ex-Head of Digital & Emerging Partnerships on why trust defines success in payments.

> PAYMENTS LOOK LIKE TECHNOLOGY FROM THE OUTSIDE. FROM THE INSIDE, THEY ARE REALLY ABOUT TRUST, BEHAVIOUR, AND HOW PEOPLE CHOOSE TO LIVE THEIR DAILY LIVES.

At Masters' Union, I guide students through the subtle art of product thinking in payments. Over two decades of building global digital systems have taught me that technology is only as effective as the trust it earns. In class, I focus on human behaviour, judgement, and understanding how people really use products.

Trust is the Real Currency in Payments

I often begin my sessions at Masters' Union with that thought, not as a provocation, but as a grounding. Most people walk into the world of payments believing it is a problem of code, speed, or scale. Those definitely matter but they are not the heart of it. The heart is human behaviour. Once you understand that, everything else follows.

I have spent over two decades building and scaling digital payment systems across geographies. From Silicon Valley to Singapore, from Jakarta to India, the context keeps changing. Regulations shift, infrastructure evolves, consumer expectations rise. Yet one thing remains stubbornly consistent. People adopt financial products only when they feel safe using them. Trust is the real currency. Lose it once, and no amount of innovation will win it back easily.

Shifting from Features to Platform Thinking

My career began deep in product management, where clarity and execution mattered above all else. At **PayPal**, **Mastercard**, and later **Comviva** and **GoTo Financial**, my role was to sit at the intersection of technology, business, and the end user. It was never enough to ship features. The real work was asking whether those features genuinely solved a problem, or simply added noise.

Over time, I moved from building products to shaping platforms. Platforms force you to think differently. You stop optimising for a single user journey and start designing for ecosystems. Banks, merchants, regulators, partners, and consumers all pull in different directions. The job of a product leader is not to please everyone, but to create alignment without friction. That is harder than it sounds, especially in payments, where failure is public and unforgiving.

Understanding and Respecting Risk

Early in my career, I underestimated risk. Not recklessly, but naively. I believed good ideas would naturally find adoption. Experience taught me otherwise. In payments, every decision carries downstream consequences. A poorly designed flow can exclude users. A rushed launch can expose vulnerabilities. A misaligned incentive can break an ecosystem.

Today, when I work on new initiatives or advise founders, I spend disproportionate time upfront. I ask uncomfortable questions. Who bears the risk? Who absorbs the failure? What happens at scale? Innovation does not mean moving fast and breaking things when people's money is involved. It means moving deliberately and building systems resilient enough to evolve.

Teaching the Real Demands of Product Management

At Masters' Union, I teach 'Breaking into Product Management' to students who are ambitious, sharp, and impatient to make an impact. Many arrive thinking product roles are about ideation and influence. I gently correct that assumption. Product management is a responsibility before it is a role. You are accountable for decisions that affect millions of users, often invisibly.

In class, we talk less about frameworks and more about judgement. Frameworks help structure thinking, but judgement comes from context. We analyse real payment failures, flawed incentive models, and regulatory missteps. Students are often surprised to see how small decisions cascade into systemic issues. That surprise is useful. It slows them down. It makes them better.

Seeing Leadership Through a Global Lens

Working across the US, Southeast Asia, and India has shaped my leadership style. India moves fast and innovates under constraints. That agility is powerful, but it must be matched with process as organisations scale. Southeast Asia thrives on partnerships and localisation. No two markets behave the same. The US prioritises compliance and predictability, sometimes at the cost of speed.

Exposure to these differences has made me wary of one-size-fits-all leadership advice. Context matters. What works in one market may fail spectacularly in another. I encourage students to stay curious, to listen before acting, and to respect the invisible forces that shape user behaviour.

Building Ecosystems Beyond Single Companies

My current work with the **Emerging Payments Association Asia** allows me

to operate at an ecosystem level. Through initiatives like **India Connect** and cross-border payment dialogues, I see firsthand how fragmented the global payments landscape still is. Interoperability is not a technical challenge alone. It is political, regulatory, and cultural.

Progress happens when stakeholders choose collaboration over control. It requires patience and credibility. You cannot force ecosystems to move faster than trust allows. This is something I emphasise repeatedly to students and founders alike. Scale without alignment is fragile.

How Teaching Sharpens Industry Perspective

Teaching keeps me honest. Students ask direct questions, challenge assumptions, and are unimpressed by jargon. That is a gift. It forces me to articulate not just what I do, but why I do it. The classroom becomes a feedback loop. Industry informs teaching. Teaching sharpens industry perspective.

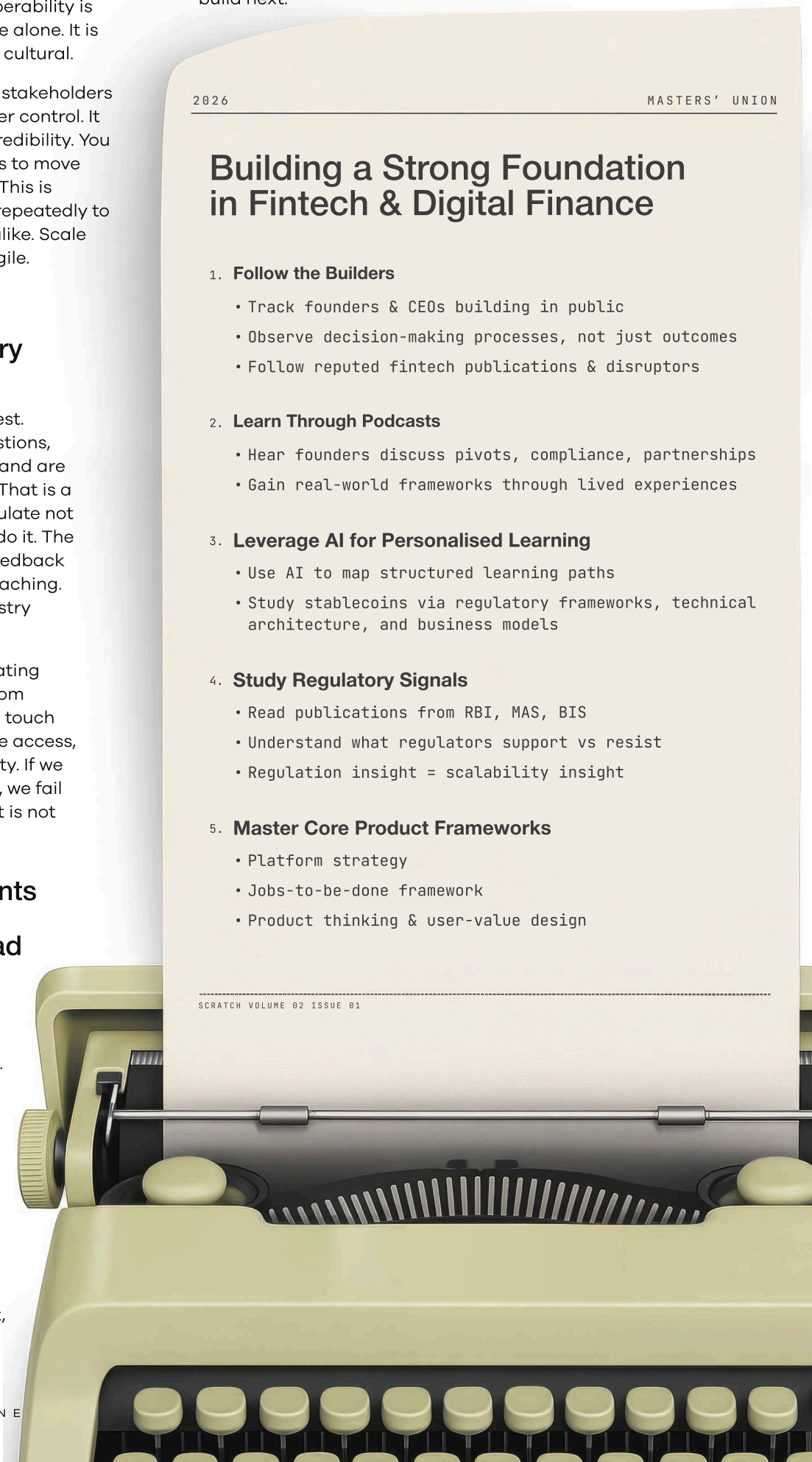
I do not believe in separating professional ambition from responsibility. Payments touch everyday life. They shape access, inclusion, and opportunity. If we design without empathy, we fail quietly but at scale. That is not acceptable.

Preparing Students for the Invisible Challenges Ahead

The future of payments will be faster, more invisible, and more embedded into daily life. That makes the role of product leaders even more critical. When systems fade into the background, accountability must move to the foreground.

What I want students to take away from my classes is not a checklist, but a mindset. Respect the user. Understand the system. Anticipate consequences. And above all, remember that technology is only as good as the trust it earns.

This belief has guided every stage of my career. It continues to guide how I teach, how I lead, and how I choose what to build next.



MASTERMINDS

DR RINKU MAHINDRU

Associate Professor at Masters' Union,
Ex. Delhi School of Economics

HOW DR RINKU TRANSFORMS ECONOMICS INTO EXECUTIVE DECISION-MAKING

Translating economic policy and organisational behaviour into practical decision frameworks with 15 years of experience.

> LEADERSHIP IS ABOUT UNDERSTANDING THE ENVIRONMENT AS MUCH AS IT IS ABOUT MANAGING PEOPLE.

At Masters' Union, Dr Rinku Mahindru guides executives and students to interpret economic signals, organisational dynamics, and decision-making frameworks, translating theory into actionable insights that shape industry-ready leaders.

Reframing Organisational Participation and Governance

Dr Rinku Mahindru's academic journey began with a fascination for the structures that govern workplaces and the human dynamics that play out within them. Her PhD from the **Delhi School of Economics, University of Delhi** (2015), focused on workers' participation in management in selected Indian companies. Unlike conventional studies that frame participation as a legal obligation or a normative ideal, her research explored how it is perceived, interpreted, and operationalised by managers and workers in the public and private sectors.

Her work delved into the interplay between leadership intent, organisational culture, power hierarchies, and labour legislation. By analysing these factors, she highlighted a persistent gap: formal mechanisms exist, but employee voices often fail to influence decisions meaningfully. The research relied on scenario-based studies, interviews with managers and workers, and organisational case analysis to uncover these subtleties.

> UNDERSTANDING PARTICIPATION IS LESS ABOUT COMPLIANCE AND MORE ABOUT INFLUENCE. THAT DISTINCTION SHAPES HOW ORGANISATIONS FUNCTION.

This approach reframed the debate in organisational behaviour, shifting attention from whether participation should occur to how managers create conditions for it to be effective. Her insights were later published in **Management Research Review (Emerald Publishing)**, marking a key contribution to governance and organisational studies in India.

Economics as a Decision-Making Lens

Dr Rinku's grounding in economics, All India Topper in CBSE Economics and second rank in M.Com. at the University of Delhi, underpins her distinctive teaching approach. She frames macroeconomics as a tool for **decision-making**, not theory.

Her course, **How Do Economic Policies Shape Industries**, equips leaders to make context-aware organisational choices. Key learning components include:

- **GDP analysis**
  Global comparisons, per capita metrics, and development differentials.
- **Policy evaluation**
  Monetary and fiscal policies linked to real business decisions.
- **Trade and geopolitics**
  Understanding agreements, tariff wars, and global shifts.
- **Organisational applications**
  Investment planning, workforce allocation, expansion strategy, and risk assessment.

By linking economic trends to organisational behaviour and strategy, she ensures students interpret macro signals in actionable ways, preparing them to make informed decisions in complex environments.

Twelve Years at Delhi School of Economics: Experiential Learning in Action

Before joining Masters' Union, Dr Rinku Mahindru spent twelve years as an Assistant Professor at the Delhi School of Economics. She taught M.Com, MBA (HRD), and MBA (International Business) programmes, covering macroeconomics, organisational behaviour, human resources and labour laws, industrial relations, and finance.

She was an early advocate of experiential learning, consistently embedding case studies, simulations, and live projects into her classrooms. For example, one MBA cohort analysed the expansion strategy of a manufacturing firm navigating regulatory changes and presented their solutions to a panel of industry practitioners. Another project asked students to design a human resource intervention for a real-world Indian IT company, bridging classroom concepts with organisational realities. She also guided learners through live projects on the Right to Information Act, helping them understand policy, compliance, and organisational accountability. In addition, she developed financial planning toolkits that enabled students as young as 20 to take steps toward financial independence, turning theoretical concepts into practical, real-world skills.

Beyond her teaching responsibilities, Dr Mahindru contributed extensively to the institution's academic framework. She played a central role in curriculum design, assessment planning, dissertation supervision, and placement coordination. This dual exposure to both classroom teaching and institutional systems reinforced her core

philosophy: education should cultivate judgment, contextual thinking, and execution capability, not just theoretical knowledge.

Joining Masters' Union: Designing Executive Learning Systems

Dr Rinku joined Masters' Union in December 2022, during a phase of rapid growth in executive education. She quickly moved beyond teaching to **shape the academic ecosystem for executives and working professionals**.

She has led the design and governance of flagship programmes including:

- **PGP Rise (Executive MBA)**
- **PGP-SBM**
- **Owners & Promoters Programme (PGP-OPM)**
- **Applied Finance and HR programmes in partnership with KPMG**

She also established the Enterprise (B2B) vertical, overseeing curriculum from **Training Needs Analysis to programme execution**. Each module integrates organisational behaviour, functional expertise, and macroeconomic insight.

Leading Curriculum and Executive Capability

As Associate Professor and Head of Training & Development, Dr Rinku oversees the Executive Academics team, faculty alignment, evaluation frameworks, and delivery standards across multiple concentrations: Finance & FinTech, AI & ML, Marketing & Sales, and Management & Strategy.

She also designs structured career and leadership readiness curricula, ensuring learners translate academic learning into workplace impact. Components include psychometric assessments, professional narrative building, executive presence coaching, resume and LinkedIn positioning, and career practicums.

The result: graduates who can anticipate macroeconomic trends, understand organisational power structures, and make informed decisions in ambiguous contexts. Her approach equips them with both knowledge and actionable capability, a combination often missing in traditional executive education.

Integrating Knowledge, Action, and Leadership

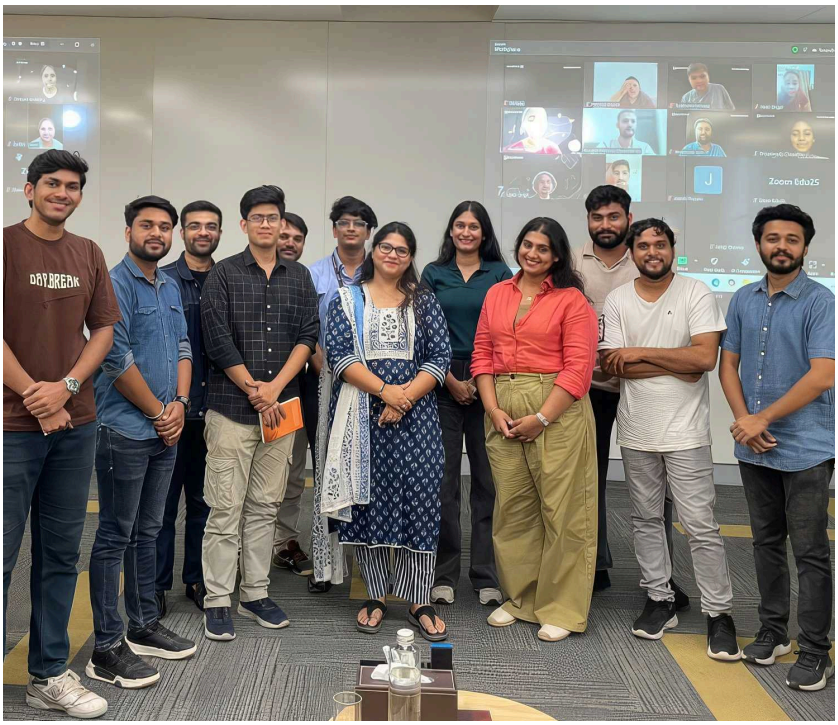
Dr Rinku's work reflects a philosophy where education and practice intersect. Leaders learn best when they see consequences in context, when theory meets application, and when insight is coupled with execution. Her integration of research, teaching, and academic leadership ensures Masters' Union students are prepared not only for examinations but for the demands of leadership in dynamic industries.

'Leadership is not only about managing people. It is about understanding the environment, anticipating change, and making decisions that have tangible outcomes,' she says.

By blending these elements, she equips students and executives to navigate complexity, interpret organisational and economic signals, and act decisively. Masters' Union graduates under her guidance are prepared not just to understand the world, they are ready to influence it.

Preparing Students for Complexity

Dr Rinku Mahindru's work is a blueprint for executive education that bridges knowledge and action. By combining rigorous research, experiential learning, and macroeconomic insight, she ensures that leaders emerge capable of navigating uncertainty, making informed decisions, and creating meaningful impact. Her approach transforms education into a practice, preparing professionals not only to understand the world but to shape it.



COURSES ON CAMPUS

INTRODUCING 2 NEW COURSES AT MASTERS' UNION

Discover how UG is equipping future finance leaders with hands-on market skills, while PGP prepares professionals to shape organisations and lead high-impact people strategies.

- PGP IN HUMAN RESOURCES & ORGANISATION STRATEGY
- UG PROGRAMME IN FINANCE & ECONOMICS

PGP IN HUMAN RESOURCES & ORGANISATION STRATEGY

Move beyond traditional HR - learn to build organisations.

For years, Human Resources sat slightly to the side of the business. Important, yes. Influential, sometimes. But rarely at the centre of decision-making. That distance no longer exists.

Today, questions about culture, retention, leadership and growth land squarely in the boardroom as serious organisational risks rather than meeting notes. When teams no longer share offices, someone must shape behaviour, design systems that grow with the company instead of slowing it down, and understand people well enough to make expansion sustainable. Increasingly, that responsibility sits with HR, but only when they are trained to think differently.

Why HR Had to Change

Technology changed roles faster than job descriptions could keep up. Hybrid work stretched culture across screens and time zones. Teams became larger, global, and harder to lead instinctively.

Yet most HR training stayed the same: process-heavy, policy-focused, and light on analytics, technology, or how organisations really behave under pressure.

The modern CHRO cannot afford that gap. Today, it is one of the most in-demand roles in the global C-suite, just behind the CTO. Not because it sounds important, but because culture, talent, and structure now decide whether a business scales or stalls.

The PGP in Human Resources & Organisation Strategy (HR&OS) at Masters' Union begins from this reality. It is built for people who want to design organisations, not simply administer them.

Learning HR as a Business Function

This programme treats HR as part of the business engine, not a parallel function.

Students are taught by CHROs, founders, operators, and Masters' Union faculty who have built teams inside fast-growing startups, large enterprises, and complex organisations. The classroom focuses on decisions as they happen in real companies, with consequences that extend beyond HR alone.

The curriculum blends organisation design, people analytics, culture leadership, and HR technology with core business thinking. Finance, strategy, operations, and analytics are not add-ons. They are foundations.

To make this real, the first two terms are aligned with the PGP in Technology & Business Management. HR&OS students learn alongside TBM students, work on shared projects, and solve cross-functional business problems.

By the time specialisation begins, students are no longer viewing HR from the sidelines. They approach it with the confidence of someone who understands how businesses make money, take risks, and grow.

What the Aon Partnership Changes

The programme is developed in partnership with Aon, the global professional services firm known for its work in risk, health, and human capital.

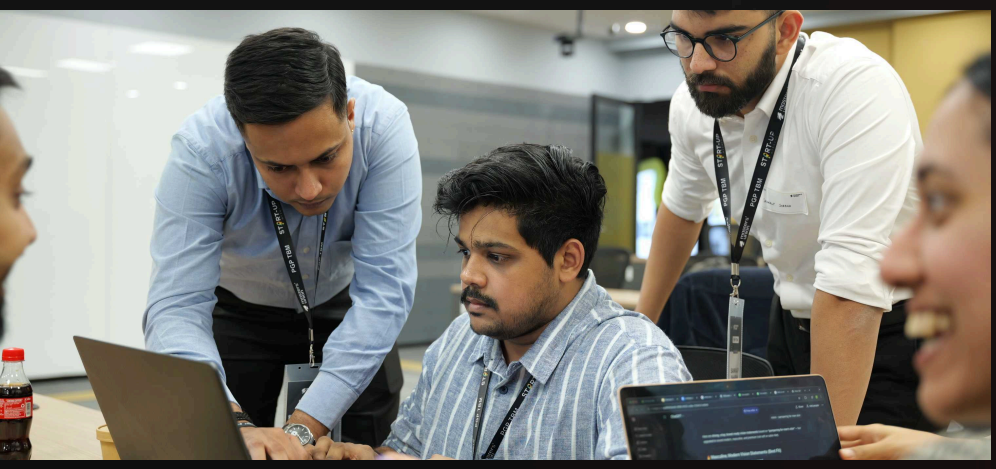
An entire term is designed and delivered with Aon's leadership. Students work through seven structured courses and live projects that demonstrate how high-impact people systems are designed, measured and implemented across industries.

The exposure extends beyond coursework. Students have opportunities to undertake domestic and international internships with Aon, engage with global CHROs and founders through Aon's flagship conferences, and participate in the Aon HR Symposium hosted on campus.

Graduates leave with a globally recognised Aon certification that is integrated into the curriculum rather than added at the end.

Learning That Stays Close to Practice

This programme is built around doing the work, not just discussing it.

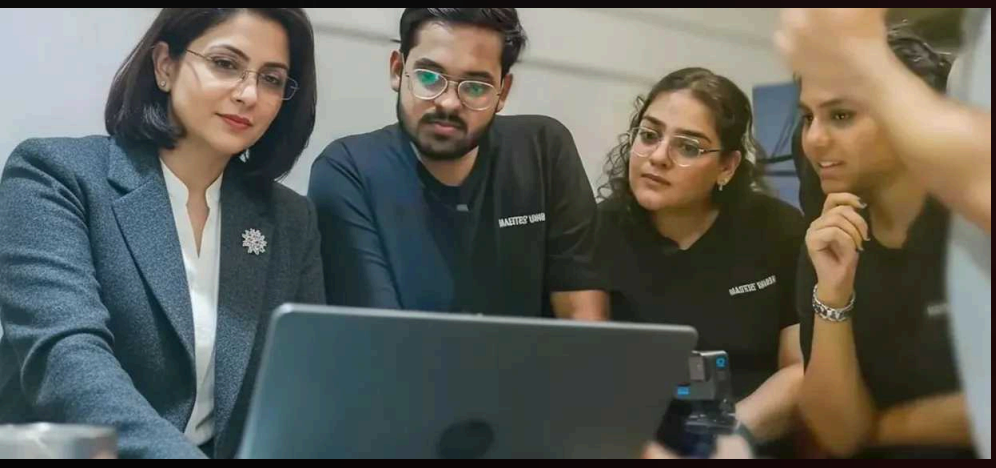


An Entire Term Taught by Leaders From Aon

Graduate with globally recognised industry certifications. Learn from leaders who architect and scale people systems within high-impact organisations.

The Culture Audit Lab

Use interviews, sentiment dashboards, and analytics to diagnose culture gaps and present transformation plans.



Lead a Talent Acquisition Sprint

Design assessments, source candidates, run interviews, and drive final selections for a real company.

Create an Employer Brand Campaign

Build career pages, content pipelines, social media narratives, and recruitment videos.

Career-Ready and Industry-Backed

This programme includes industry-aligned certifications in rewards and compensation, workplace coaching (ICF-aligned), and HR tech systems such as Darwinbox, SAP SuccessFactors, and Rippling. Domestic and international immersions ensure students see real-world systems in action.

Placements are handled with the same rigour as the PGP TBM programme. A dedicated pod guides students into roles across CHRO offices, HR consulting, people analytics, HR tech, talent and culture teams, and organisational transformation in large enterprises. Support includes mentoring, CV workshops, mock interviews, and company-specific preparation.

HR&OS graduates work across diverse and high-impact roles, including CHRO offices in scaling startups, HR consulting roles (across Big 4 and boutique firms), people analytics and HR tech positions, and talent, culture, and organisational development teams. They also take on employer branding and learning and development leadership roles, as well as HR transformation positions in large enterprises.

Consulting Careers

HR Consulting
Roles in HR consulting within Big 4 and specialised boutique firms.

HR Tech & Transformation
Projects focused on HR tech systems, digital transformation, and workforce redesign.

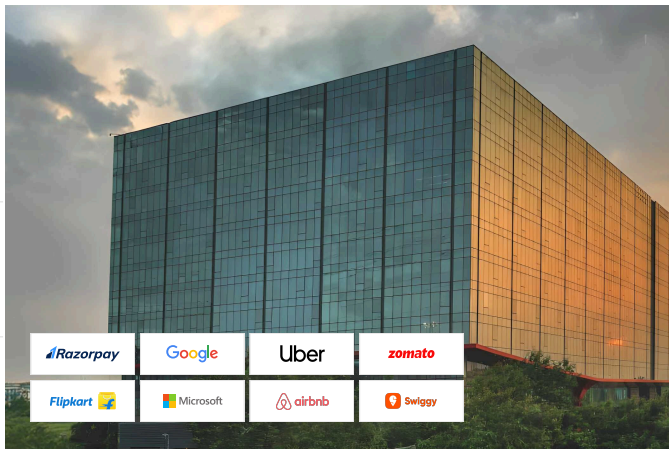
Organisational Design Exposure
Experience in digital HR solutions, structure redesign, and change management.

Job Prospects

People Operations & Culture Roles
Opportunities in People Ops, culture building, and HR analytics across startups and tech firms.

Enterprise HR Functions
Roles in employer branding, L&D, talent strategy, and organisational development in large companies.

Leadership & Strategic HR
Leadership programmes and CHRO office roles across top organisations.



Other Benefits

Dedicated Career Pathways
A focused track for **HR and organisational strategy careers**.

Mentorship & Industry Access
Guidance from **CHROs, consultants, and founders** across leading organisations.

Skill Building
Develop competencies in **people analytics, change management, and strategic leadership**.

Admissions & Next Steps

Eligibility:

→ Bachelor's degree in any discipline

→ Freshers & early-career professionals

Selection Process:

→ Online application

→ MU BAAT (video-based creative assessment)

→ Personal interview

→ Final decision

→ All students who receive an admissions offer will be automatically considered for a scholarship

For those ready to shape organisations and influence how work happens, this programme offers the tools, experience, and perspective to lead with impact.

UG PROGRAMME IN FINANCE & ECONOMICS

A 4-year bachelor's degree where you learn finance through hands-on experience and industry projects.

Finance is no longer confined to spreadsheets or exams. It is strategy, risk, and decision-making brought to life. From corporate boardrooms to startup valuations, the ability to read numbers and translate them into action defines who rises and who is left behind. This programme puts you at the heart of financial decision-making, equipping you with skills that matter, in roles that matter.

Finance Education is Evolving

Markets move faster than curricula. Investment strategies, regulatory frameworks, and global capital flows shift constantly. Yet much finance education remains theoretical, disconnected from how money actually works in practice.

CA and CFA qualifications are rigorous. But real expertise demands more than exams. It requires exposure to audits, portfolio management, trading floors, venture deals, and financial modelling under realistic pressures. Without this experience, graduates risk being observers, not participants.

This programme bridges that gap. It combines world-class classroom teaching with hands-on projects, industry-led challenges, and immersive internships. By the end, you will not just understand finance, you will practice it.

Learning Finance through Experience

This is not about learning theory first and hoping for application later. It is about understanding finance as the engine that drives business.

Students learn from Chartered Accountants, CFAs, and finance leaders who have shaped strategy at Deloitte, KPMG, PwC, Goldman Sachs, JP Morgan, Barclays, and more.

Classes are case-driven, built around decisions that carry consequences beyond balance sheets.

The curriculum blends corporate finance, investment banking, taxation, portfolio management, risk, and wealth advisory with practical execution. Students pitch M&A deals, audit real firms, structure IPOs, manage a ₹5 crore investment fund, and advise HNIs. These are challenges that simulate the pressure, scale, and ambiguity of real financial markets.

Dual Pathways: CA or CFA-Integrated Finance

Students choose the path that matches their ambitions.

Chartered Accountancy (CA) Pathway

Structured preparation for CA Foundation, Intermediate, and Final exams. A two-year Articleship at a Big 4 firm ensures hands-on experience auditing financials, preparing taxes, and interacting with clients. Graduates emerge ready for senior roles in audit, taxation, and corporate finance.

Year 1

Lay the Foundations of Accounting and Business

Build a strong base in accounting, business law, economics, and statistics, developing the analytical mindset and professional discipline of a Chartered Accountant.

Year 2

Master Compliance, Taxation, and Audit Basics

Gain practical expertise in taxation, auditing, and cost management while applying these concepts in real-world business contexts and mock audit exercises.

Year 3

Advance into Strategic Finance and Assurance

Dive deeper into advanced accounting, strategic cost management, governance, and assurance. Learn to evaluate businesses, manage risk, and maintain compliance at scale.

Year 4

Emerge as a Complete Finance Professional

Apply everything through internships, valuation projects, and audit simulations, preparing to lead in accounting, taxation, or corporate advisory roles globally.

CFA-Integrated Finance Pathway

A global finance pathway preparing students for investment banking, venture capital, and portfolio management. CFA Levels I–III are integrated with industry exposure, financial modelling projects, and real-world challenges. Graduates are equipped to navigate global markets with analytical rigour and strategic insight.

Year 1

Build the Foundations of Finance and Economics

Master the fundamentals of accounting, micro and macro economics, statistics, and ethics, laying the groundwork to understand how businesses, markets, and financial systems function.

Year 2

Master the Core of Investment and Valuation

Deepen your knowledge with corporate finance, fixed income, equities, and derivatives. Learn to analyze markets, build financial models, and make data-driven investment decisions.

Year 3

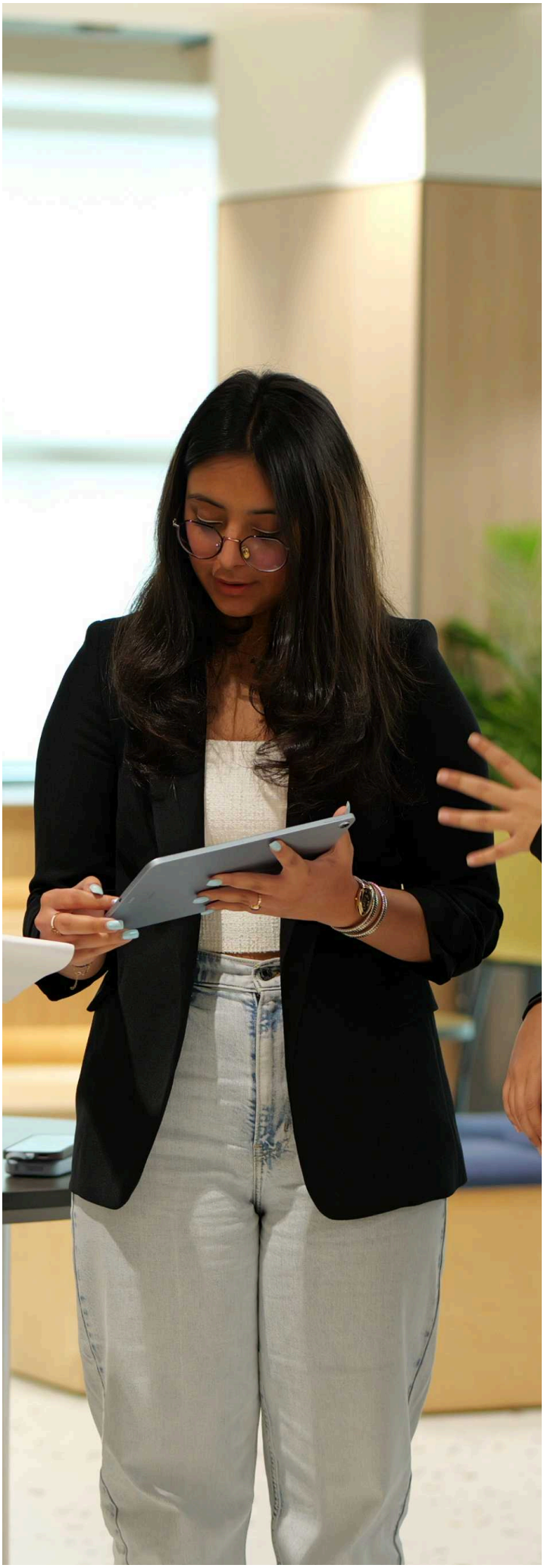
Advance into Risk, Strategy, and Asset Management

Explore advanced derivatives, alternative investments, and risk management while tackling CFA-aligned projects. Learn to manage portfolios and assess investment strategies.

Year 4

Transition from Analyst to Investment Professional

Apply your learning through internships and capstones, mastering portfolio construction, ethics, and compliance, preparing to operate as a finance professional in global markets.



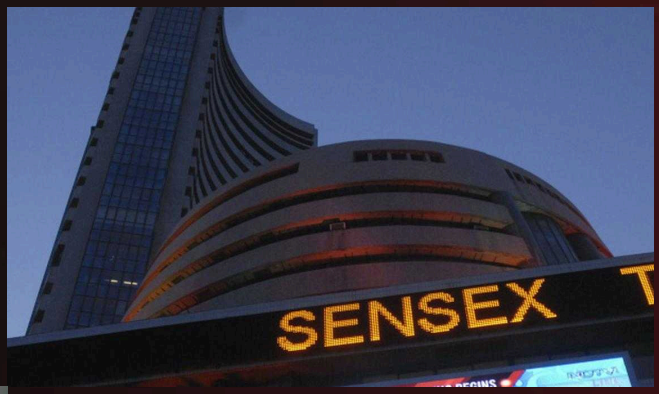
Real Challenges, Real Learning

The programme is built around doing, not just discussing. Each project mirrors the challenges professionals face, blending analytical skill, strategy, and judgement. Students participate in:

Beat The Sensex

Outperform the Market: Trade with Real Capital

- Backed by a **₹50L** fund from Masters' Union
- Active investments in **stocks, bonds, commodities, & crypto**
- **53% realised gains** over 3 years, beating both Sensex & Nifty



10 Cr. AUM Challenge

Establish Your Own Wealth Management Firm

- Target to get **₹10 Cr. in AUM** within 1 year
- Learn how to **sell to funds & LPs**
- Network with & **raise capital from UHNIs**

Investment Banking Challenge

Lead Real M&A Deals: Evaluate and Pitch Strategies

- Evaluate acquisition targets for clients like **Reliance, Cipla**
- Estimate **fair value, synergies**, and potential **deal structures**
- Conduct diligence and draft **M&A strategy** for management

PE/VC Challenge

Evaluate Startups: Invest Like a Venture Capitalist

- Develop **sector thesis** and analyse **trends & competition**
- **Spot investments** aligned with thesis and problem-founder fit
- Recommend **investments** and project **potential exits**

The Financial Audit Challenge

Own Financial Integrity & Tax Compliance for a Firm

- Reconcile statements to **identify errors or mismatches**
- File accurate tax returns across **income, TDS, and GST**
- Optimise taxes through **compliant deductions and structuring**

Learn with Our Expert Community

Become a part of our deeply engaged community consisting of seasoned & aspiring Traders, Investment Bankers, Fund Managers, Venture Capitalists, etc. to gain insights, share strategies, and grow your financial expertise.

- Receive real-time insights & feedback from industry experts
- Make faster, data-backed decisions with expert support
- Learn from Upstox experts leveraging Bloomberg Terminal
- Structured, expert-driven learning with 1:1 mentorship
- 300+ AMA sessions by leading finance experts

Internships and Global Exposure

Students gain real-world experience in top financial institutions: EY, KPMG, Deloitte, PwC, Paytm, Yes Bank, and Sauce VC, among others. These internships provide ownership from day one, exposure to senior decision-makers, and the chance to see the consequences of financial choices firsthand.

The Global Immersion Programme extends learning beyond India: London, New York, Singapore, and Europe. Students witness financial systems in action, engage with investors, and analyse markets at the source.

Career Outcomes and Future Opportunities

Higher Studies

Graduate with an Integrated MBA in Five Years

UG students can choose a fifth-year extension at the end of Year 4 to earn an MBA, strengthening their profile for careers in Investment Banking, Consulting, and Global Finance.

Prepare for Global Postgraduate Programmes

Get expert support for MS Finance, MFin, MBA, and PhD applications, including GMAT/GRE prep and mentorship from alumni at top global universities.

BABSON | NUS National University of Singapore | SDA Bocconi School of Management | ILLINOIS TECH

Job Prospects

Over 100+ Marquee Recruiters

Top recruiters include AmEx, Bloomberg, Citi Bank, KPMG, PwC, EY, Aditya Birla Capital, Kotak, and more.

Unlock High-Impact Roles After CA

Step into careers across audit, taxation, consulting, and corporate finance, ccdriving business growth and financial strategy for top enterprises.

Command Global Finance Careers After CFA

Open doors to roles in investment banking, equity research, portfolio management, & wealth advisory across established finance centers worldwide.

LIFE AFTER MASTERS' UNION

Alumni sharing knowledge, inspiring peers, and keeping the community alive.

FOCOS Practicum with Vidhu Goel

Alumnus **Vidhu Goel** of Cohort '23 led the FOCOS Practicum on **4 November 2025** at the Masters' Union campus in Gurugram, offering students a mentorship-driven learning experience rooted in application rather than abstraction. The session moved beyond theory into guided discussions shaped by lived experience, helping students connect core concepts to real decisions.

By anchoring ideas in practical scenarios and open dialogue, Vidhu helped participants build clarity in their thinking and confidence in their approach. The practicum reflected what learning looks like when alumni return not as guests, but as practitioners who understand the classroom from both sides.

GetFit November Challenge

From **15 to 30 November 2025**, the GetFit November Challenge brought together **75+ alumni** through the WhatsApp Alumni Community for a two-week fitness campaign built on accountability and shared momentum. What began as a step-count challenge quickly became a collective habit.

Shubham Grover of Cohort '21 secured Top Strider with over five lakh steps. **Ankit Goyal** of Cohort '23 was named Rising Mover and recorded the highest single-day step count. **Dhirendra Kumar** of Cohort 21 earned the Steady Stepper title, each crossing four lakh steps. Cohort 1 emerged as the most active cohort overall.

Alongside these honours, Steady Streak Achievers and the Snappy Stepper award recognised consistency and creativity. More than numbers, the challenge reinforced a culture where discipline, encouragement, and friendly competition extend well beyond campus.

Sales Practicum with Rashika Garg

On **5 December 2025**, **Rashika Garg** of Cohort '23 led a hands-on Sales Practicum at the Masters' Union campus in Gurugram, guiding students through the realities of sales strategy and execution. The focus was clear: understand the customer, craft a persuasive pitch, and respond thoughtfully under pressure.

Through interactive scenarios and applied exercises, students examined how trust is built, objections are handled, and stakeholder dynamics are managed. The session strengthened their fundamentals in sales thinking and communication, equipping them with practical judgement that reaches far beyond a single transaction.

Marketing Practicum with Prabhu Dayal Guliani

On **6 December**, **Prabhu Dayal Guliani** of Cohort '23 led the Marketing Practicum on campus, taking students through the discipline behind effective marketing decisions. The session centred on translating customer insight into strategy, and strategy into measurable execution.

Through structured frameworks and real-world applications, students learned to approach marketing challenges with clarity and rigour. The emphasis was not on flashy ideas, but on thoughtful problem-solving and outcome-driven thinking that stands up to scrutiny in real business contexts.

Alumni Homecoming 2025

On **20 December 2025**, alumni from Cohorts 2021 to 2024 returned to the CDS Corporate Tower Campus in Gurugram for Masters' Union's second Alumni Homecoming. The evening was designed to reconnect, reflect, and celebrate the growing alumni network.

Faculty addresses, alumni awards, the launch of the Alumni Ambassador Programme, and the unveiling of the 5-Year Alumni Report set the tone. Interactive campus throwbacks and thoughtful keepsakes invited reflection, while a stand-up performance by **Rahul Dua** added warmth and energy.

The evening flowed into dinner and conversations that crossed batches and industries. More than a reunion, the Homecoming reinforced the strength of a community that continues to shape student journeys long after graduation.

Supply & Operations Practicum with Shambhavi Sharma

On **12 December 2025**, **Shambhavi Sharma** of Cohort '24 mentored students through a Supply and Operations Practicum at the Masters' Union campus in Gurugram. The session explored operational frameworks, supply chain decisions, and the daily realities of execution.

Students engaged with real-world challenges that tested efficiency, prioritisation, and strategic alignment. By examining how operational decisions shape organisational outcomes, the practicum strengthened their understanding of how strategy translates into on-ground impact.

Founder of Masters' Union and Tetr College

PRATHAM MITTAL

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