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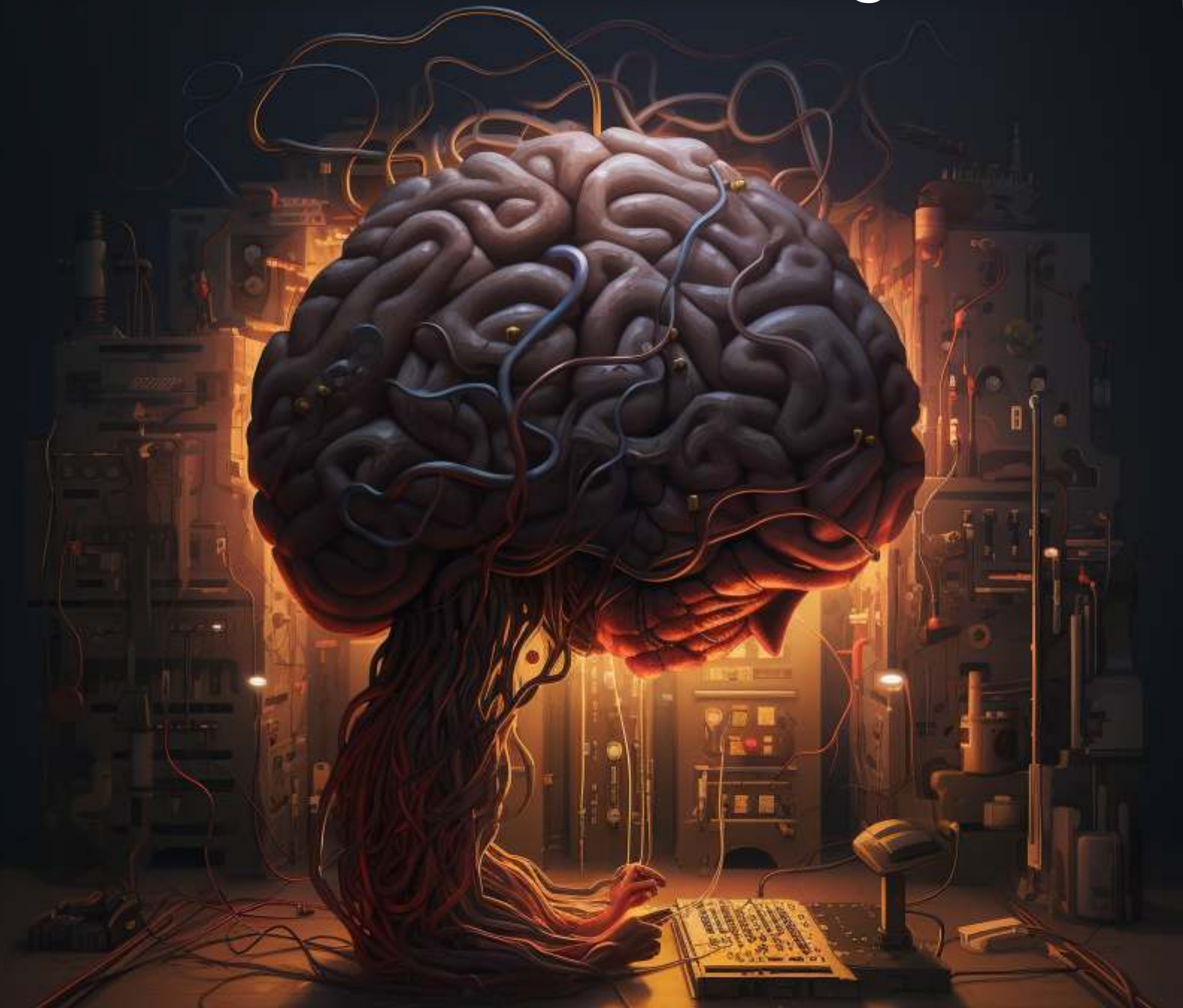
# Saransh

January 2024

Quarterly Newsletter

Volume 2 Issue 3

## Leadership Dynamics: Decision Science in the Age of AI





***CMS Business School  
Promoting  
Wellness among Women***



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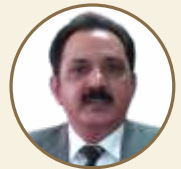
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## AI as a Strategic Ally: Revolutionizing Leadership Practices

### Introduction

In the dynamic landscape of modern leadership, the integration of Artificial Intelligence (AI) as a strategic ally has become a game-changer. Beyond being a mere tool, AI is revolutionizing leadership practices by acting as a proactive and insightful partner. In this exploration, we unravel the multifaceted ways in which AI serves as a strategic ally, transforming leadership roles and fostering agile decision-making.

### Automating Routine Tasks

One of the primary ways AI acts as a strategic ally for leaders is through the automation of routine tasks. Mundane and time-consuming activities such as data entry, scheduling, and basic communication can be efficiently handled by AI systems. This liberates leaders to focus on more strategic, value-added aspects of their roles, fostering productivity and efficiency.

### Data-Driven Decision-Making

AI serves as a formidable ally by providing leaders with data-driven insights. Advanced analytics and machine learning algorithms analyze vast datasets, uncovering patterns and trends that might elude human observation. Leaders can leverage these insights for informed decision-making, gaining a competitive edge in navigating complex business landscapes.

### Predictive Analytics for Strategic Planning

AI predictive analytics capabilities empower leaders to anticipate future trends and challenges. By analyzing historical data and identifying potential scenarios, AI helps leaders proactively plan and strategize. This forward-looking approach enhances an organization's ability to adapt to changing circumstances and make decisions that align with long-term goals.

### Enhancing Customer Engagement

For leaders focused on customer-centric strategies, AI acts as a strategic ally in enhancing customer engagement. Chatbots, personalized recommendations, and sentiment analysis enables leaders to understand customer needs and preferences better. This, in turn, allows for the development of targeted and effective strategies to enhance customer satisfaction and loyalty.

### Risk Management and Mitigation

AI plays a pivotal role in risk management by continuously monitoring and analyzing data for potential threats or vulnerabilities. Leaders can rely on AI to identify and assess risks in real-time, enabling them to make proactive decisions to mitigate potential issues before they escalate. This aspect of AI as a risk management ally enhances organizational resilience.

### Adaptive Learning and Skill Development

As a strategic ally, AI contributes to the continuous learning and skill development of leaders and their teams. Personalized learning platforms powered by AI analyze individual learning styles and preferences, delivering targeted content to enhance leadership skills. This adaptive learning approach ensures that leaders stay ahead in a rapidly evolving business landscape.

### Streamlining Communication and Collaboration

AI-driven communication tools facilitate seamless collaboration within organizations. From language translation to intelligent content curation, these tools enhance cross-functional communication and collaboration. Leaders can leverage AI to foster a culture of innovation and knowledge-sharing, breaking down silos and promoting a more connected and informed workforce.

### Conclusion

The era of AI as a strategic ally is reshaping leadership practices, ushering in an era of enhanced efficiency, informed decision-making, and proactive strategy development. By automating routine tasks, providing data-driven insights, and contributing to predictive analytics, AI allows leaders to focus on what truly matters—strategic thinking, innovation, and effective decision-making. As organizations embrace AI as a strategic ally, the symbiotic relationship between human leadership and artificial intelligence will continue to redefine the future of business, ensuring that leaders remain agile, adaptive, and at the forefront of innovation.



**Dr. V. Navaneetha Kumar**  
Professor & Area Head  
Decisions science (SOM)  
JAIN (Deemed-to-be University)  
CMS Business School

## Leadership Dynamics: Decision Science in the Age of AI

In today's rapidly evolving landscape, leaders are facing unprecedented challenges that demand innovative solutions. The fusion of leadership dynamics with decision science in the age of artificial intelligence (AI) has become not just a trend but a necessity for organizations aiming to stay ahead of the curve.

Decision science, which encompasses the systematic study of decision-making processes, gains new dimensions when paired with the capabilities of AI. The synergy between human leadership intuition and AI-driven analytical insights has proven to be a formidable force. Leaders are increasingly relying on AI to process vast amounts of data, identify patterns, and generate valuable insights that guide strategic decision-making.

One significant development is the shift towards real-time decision-making. AI algorithms can analyze data streams in real-time, allowing leaders to make informed decisions at unprecedented speeds. For example, in financial sectors, AI algorithms can analyze market trends, assess risk factors, and execute trades in milliseconds, ensuring a competitive edge.

AI-powered tools are enhancing leadership dynamics by offering personalized guidance. These tools analyze leadership styles, communication patterns, and team dynamics to provide tailored advice to leaders. This fosters more effective leadership, ensuring that decision-makers adapt their approaches based on data-driven insights about their teams.

The marriage of decision science and AI is transforming risk management. AI algorithms can assess potential risks by analyzing historical data and predicting future scenarios. This allows leaders to proactively address challenges and optimize decision pathways. For instance, in healthcare, AI models can predict patient outcomes, enabling medical professionals to intervene early and improve treatment efficacy.

One notable example is how AI is revolutionizing customer service. Leaders in the e-commerce industry are leveraging AI-powered chatbots to provide instant, personalized assistance to customers. This not only enhances the customer experience but also allows leaders to gather valuable data on consumer preferences and behaviors.

In manufacturing, AI-driven predictive maintenance is becoming a game-changer. Leaders can anticipate equipment failures before they occur, minimizing downtime and optimizing operational efficiency. This proactive approach to maintenance is a testament to the power of decision science when augmented by AI capabilities.

While the benefits of integrating decision science with AI in leadership are clear, challenges and ethical considerations must be acknowledged. Issues such as bias in AI algorithms, data privacy concerns, and the potential displacement of human workers must be carefully navigated by leaders embracing these technologies.

The marriage of leadership dynamics with decision science in the age of AI represents a pivotal moment in the evolution of organizational strategy. Leaders who harness the power of AI to inform their decision-making processes will find themselves better equipped to navigate the complexities of the modern business landscape. The future of leadership is undoubtedly intertwined with the capabilities of AI, and those who embrace this symbiotic relationship are poised to lead with unprecedented precision and foresight.

**Dr. Syed Kazim**  
Editor



# Ethical Considerations: Navigating the Moral Compass in AI-Driven Leadership

## Introduction

In the era of Artificial Intelligence (AI), where algorithms shape decisions and machine learning powers insights, ethical considerations stand as the lodestar guiding leaders through the complex terrain of AI-driven decision-making. As organizations increasingly integrate AI into their leadership practices, it becomes imperative to not only harness the transformative power of technology but also to navigate the ethical dimensions that accompany it. In this exploration, we delve into the moral complexities of AI in leadership and unravel how ethical considerations serve as the crucial compass for navigating this evolving landscape.

## The Moral Imperative of Ethical Leadership

As AI assumes a pivotal role in organizational decision-making, ethical leadership becomes non-negotiable. Leaders must recognize the profound impact their decisions have on individuals, Society, and the organization itself. Upholding ethical standards ensures that the deployment of AI aligns with values, respects fundamental rights, and contributes positively to the broader community.

## Bias Mitigation and Fairness

One of the primary ethical challenges in AI-driven leadership is the potential for bias in algorithms. Leaders must be vigilant in identifying and mitigating biases to prevent discriminatory outcomes. Embracing fairness-enhancing techniques, diverse and inclusive data sets, and regular audits of AI systems are essential steps to ensure that the benefits of AI are equitably distributed.

## Transparency and Accountability

Transparent communication is the bedrock of ethical AI-driven leadership. Leaders must ensure that the workings of AI systems are clearly communicated to stakeholders. Transparency builds trust and allows individuals affected by AI decisions to understand the rationale behind them. Establishing accountability mechanisms further reinforces ethical leadership, holding decision-makers responsible for the outcomes of AI-driven choices.

## Privacy Protection and Informed Consent

Respecting individual's privacy rights is paramount in AI-driven decision-making. Leaders must implement robust data protection measures, inform individuals about the purposes of data collection, and secure informed consent. Ethical leadership in this context involves striking a balance between leveraging data for insights and safeguarding individual's, privacy, ensuring responsible and transparent use of personal information.

## Addressing Unintended Consequences

AI systems, while powerful, may have unintended consequences. Ethical leaders anticipate and address these consequences, whether they involve job displacement, societal impacts, or unforeseen biases. A commitment to continuous monitoring, evaluation, and adaptation of AI systems helps leaders navigate the ethical challenges associated with the evolving nature of technology.

## Societal Impact and Corporate Social Responsibility

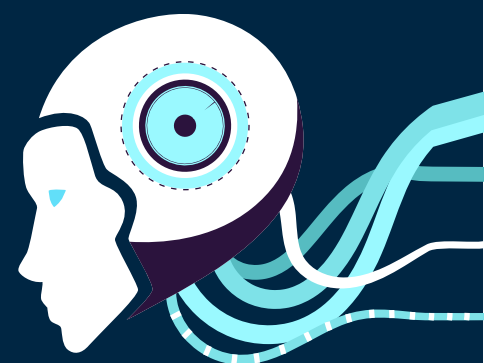
Leadership extends beyond organizational boundaries, and ethical considerations should encompass the broader societal impact of AI implementations. Embracing corporate social responsibility ensures that AI-driven decisions contribute positively to societal well-being. Leaders must actively engage with stakeholders, listen to diverse perspectives, and incorporate societal values into their decision-making processes.

## Conclusion

In the confluence of leadership and AI, ethical considerations emerge as the guiding force, shaping the character of organizations and defining the legacy of leaders. As we navigate the moral complexities of AI-driven decision-making, ethical leadership stands as the compass that steers us toward responsible, transparent, and equitable outcomes. By embracing ethical considerations at the core of AI integration, leaders not only foster trust but also contribute positively.



**Dr. G.S. Vijaya**  
Professor & Program Coordinator  
Decisions science (SOM)



# Navigating the Confluence of Leadership, Decision Science & AI

## Introduction

In the intricate tapestry of the modern business landscape, the convergence of leadership, decision science, and artificial intelligence (AI) marks a transformative epoch. As organizations strive for agility, innovation, and data-driven excellence, the amalgamation of these three dynamic forces becomes not just a strategic choice but a necessity. In this exploration, we embark on a journey to unravel the significance of navigating the confluence of leadership, decision science, and AI—a terrain where the mastery of complexity is the key to unlocking unprecedented possibilities.

## The Significance of Convergence

Leadership, decision science, and AI, each a formidable entity in its own right, are no longer disparate realms. Instead, they converge to create a synergistic ecosystem where human intuition meets machine intelligence, and data-driven insights inform strategic decisions. This convergence signifies a paradigm shift, challenging leaders to navigate through a landscape where the boundaries between disciplines blur, giving rise to new possibilities and complexities.

## The Complexity of the Terrain

As AI becomes an integral part of decision-making processes, and decision science provides the framework for navigating uncertainties, leaders find themselves in a terrain marked by both promise and challenges. Ethical considerations, bias mitigation, and the need for continuous learning creates a complex landscape that demands a nuanced understanding. Navigating this terrain requires leaders to be adept at balancing the potential of AI with the ethical imperatives of decision science.

## Preview of Insights and Strategies

In the pages that follow, we will delve into the intricate dynamics of leadership in the AI era. Our exploration will unfold the ways in which decision science serves as the compass, guiding leaders through the ethical dimensions of AI. We will examine how AI acts as a strategic ally, transforming leadership practices and redefining the very fabric of organizational decision-making. From automating routine tasks to enhancing customer engagement, and from predicting future trends to fostering a culture of continuous learning, the insights and strategies we unveil aim to equip leaders with the knowledge and tools needed to navigate this confluence successfully.

## Conclusion:

As we embark on this exploration, we recognize that the confluence of leadership, decision science, and AI is not just a trend but a fundamental shift shaping the future of business. Navigating this confluence requires a holistic perspective—one that embraces the opportunities presented by AI, leverages the principles of decision science, and upholds the ethical standards that define exemplary leadership.



**Dr. Ravi Shankar ulle**

Assistant Professor  
Decision science





## CMS Business School Dynamics

### Parichay 2023

Parichay is the flagship Intra-Collegiate Management fest of CMS Business School. The theme for Parichay 2023 was "Age of Empires," imbued with a touch of Indian history. The objective of Parichay 2023 was to foster healthy competition, striving for the throne through maximum defeats and accumulated points. This event provides an outstanding platform for participants to showcase their talent by competing across various management verticals. Organized by second-year students, it was tailored for the first-year students.

Preliminary events took place on the 23rd and 25th of September 2023 on the campus. The grand finale and the valedictory event unfolded at Dr. B R Ambedkar Bhavan on 4th October 2023. The finale was graced by Dr. Dinesh Nilkant, Pro Vice-Chancellor, JAIN (Deemed-to-be University), and Dr. Harold Andrew Patrick, Dean, CMS Business School.

A total of 16 different competitions were conducted, spanning stage events such as Best Manager, Best Entrepreneur, Business Quiz, Finance, Marketing, Human Resource, and Supply Chain Management.



**The Great Sustainability Challenge**

The Ethics and Sustainability Cell organized various competitions for first- and second-year MBA students to raise awareness about the 17 Sustainability Goals proposed by the United Nations. The diverse programs included the Classroom Sustainability Pitch, Painting and Sketching Competition, Trash to Treasure Challenge, Sustainable Cuisine Challenge (Fireless Cooking), Quiz Competition, and the release of Sustainability Charter and Stickers to sensitize stakeholders about saving water, electricity, and paper. These competitions took place from October 12th to 16th, 2023, with over 100 students actively participating in the program. The program concluded with a valedictory ceremony, during which a video featuring children of various faculty members delivering a message on sustainability was also released.





### CMS Business School Receives AACSB Membership Certificate

Dr. Selvi S, Associate Professor, IQAC & Accreditation Head, Faculty of Management Studies, CMS B School, Jain (Deemed-to-be University), receives the AACSB Membership Certificate from Ms. Amy Memom, Manager, AACSB Accreditation in a recently concluded 13th Indian Management Conclave (IMC) 2023. Representing CMS B School, Jain (deemed-to-be University), Dr. Selvi S also participated in the Strategic Planning Seminar held on October 11th & 12th, 2023. The program was conducted by AACSB team in association with SPJIMR, at the Mumbai Campus.

### Dr. Salma Begum Recognized for Mentoring Disadvantaged Youth

Dr. Salma Begum, Assistant Professor, JAIN (Deemed-to-be University), CMS Business School, was recognized by 'Freedom Employability Academy; for her outstanding service and dedication in helping build the future of disadvantaged youth through mentoring and guiding them. Her commitment to empowering disadvantaged youth with valuable skills and knowledge has made a lasting impact on their lives, fostering a brighter tomorrow. Her unwavering passion for mentorship continues to inspire positive change in the community.

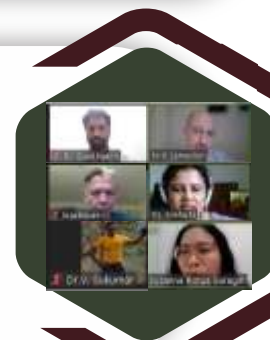


### Dr. Shalini Invited as Resource Person at Patel Institute of Management and Sciences

Dr. Shalini, Program Coordinator, General Management Area was invited as a Resource person to a Webinar on 'Intellectual Property Rights'. The webinar was held on 9th September 2023 and the audience comprised MBA students of Patel Institute of Management and Sciences. The Webinar was extremely well received by the students of PIMS.

### Dr. Syed Kazim Invited as Session Chair at an International Conference

Dr. Syed Kazim was invited as a Session Chair at 'The International Conference on Business and Technology (ICBT'2023)'. The conference was organized by EuroMid Academy of Business and Technology, Istanbul, Turkey. It will be held on 1st and 2nd November, 2023 at Hilton Istanbul Bomonti Hotel, Turkey. The main objective of the ICBT'2023 Conference was to bring together leading academicians, scholars, and researchers to share their knowledge and new ideas as well as to discuss current development in the fields of business, education, society, and technology.



### Dr. Raja Sankaran & Dr. Moovendhan Conducted a Workshop on Data Analytics

Dr. Raja Sankaran & Dr. Moovendhan conducted a workshop for the 1st year MBA students on Data Analysis in Economics Using SPSS on 7th November 2023. The workshop was designed to facilitate the advancement of their Master's Thesis. The primary emphasis of this workshop was on using correct references (adhering to the guidelines outlined in the APA 7th Edition), and in-text and end-text citations within the context of the Master's Thesis.

### Samskrithi 2023

CMS Business School organised the very first edition of "Samskrithi-2023" - Cultural Spectacular in an attempt to host and respect the diverse cultures in our nation aligned with the motto of "Ek Bharat Shreshtha Bharat" under the commemoration of Kannada Rajyotsava in the month of November 2023. Participating in this "Samskrithi" event provided students with an enthralling glimpse into the heart of one of the world's most varied and culturally rich nations. This one-of-a-kind experience goes beyond textbooks, allowing students to immerse themselves in a rich world of customs, art, music, and dance.



### Students secured 2nd Place in the National Level Satyam Case Study Competition

Ms. Shashi Rekha and Ms. Maanya Chandran, 2nd-year MBA students at JAIN (Deemed-to-be University), CMS Business School, secured the 2nd position in the National Level Satyam Case Study Competition organized by ISB ICFAI Business School. The competition consists of 3 rounds spanning over 2 months. The competition concluded with a final round held at ISB ICFAI Business School in Hyderabad on Saturday, November 25, 2023. A total of 125 teams participated in the competition nationwide. The event was coordinated by Dr. Syed Kazim.



### Students secured 5th Position in the National Level Debate Competition at XLRI

Shruti Chandrashekar and Lionel Norvin Nestor secured 5th place in the national-level debate competition organized by XLRI Alumni and XLink Team of XLRI. The national level debate competition was the 4th Edition of the Fr. McGrath Memorial Program from 10th October 2023 to 29th November 2023. The event, like earlier editions, invites students pursuing a postgraduate course in Management to participate in a debate on current issues being faced by the corporates. This year the theme is "Artificial Intelligence and Responsible Leadership". Around 200 teams participated from across India. The students participation was coordinated by Dr. Syed Kazim.



### Marketing Career Cross Road

Marketing Area organised The Marketing Career Crossroads Panel Discussion on October 5th, 2023, providing valuable insights for both aspiring and established marketers. Panellist for the event were Mr. Kiran Veigas, General Manager & Head, Happiest Mind Technologies; Mr. Gowthaman S, Senior Vice President, SBI Life Insurance Co Ltd; Mr. Sanjeev Singh, Heading Retail and Promoters Management, Smith Corporation; Ms. Leela Pirgal, Director of Business Strategy Metropo19; Mr. Sunil Ravish Director-Marketing, KPIT Technologies; and Ms. Suparna Goshal, Adjunct Faculty, CMS Business School, JAIN (Deemed-to-be University). The Panel discussion was aimed at enhancing the Communication, teamwork, and problem-solving abilities of the students.



### Sanghosthi – The Expert Speak

'Sanghosthi – The Expert Speak' was organized on the theme 'Team Building in a Diverse Work Environment' by the Marketing Area of CMS Business School on 7th October 2023. The guest for the event was Ms. Rachel Shetty, Team Manager, Board of Control for Cricket in India (BCCI), Administrative Head of Cricket Operations Karnataka State Cricket Association. The participating audience was enlightened on the concepts of diversity, inclusive leadership, cultural competence, etc. The resource person emphasized that effective communication is crucial in diverse teams. Participants likely learned about the importance of clear and open communication, active listening, and adapting communication styles to accommodate different cultural norms and preferences.



### Professional Development Program

A Professional Development Program (PDP) on Understanding Five Major Qualitative Research Methods in Project Implementation was organized by the OB & HR Area of CMS Business School from October 16th to 20th 2023. Resource Persons for the PDP were Dr. Satyajeet Nanda, Associate Professor, CMS Business School, and Dr. Manjulika Vaz, Associate Professor and Social Scientist, Division of Health & Humanities, St. John's Research Institute, St. John's National Academy of Health Sciences, Bengaluru. The program helped the participants to dive deep into the world of qualitative research methods. The participants learned about the major qualitative research methods and their applications in project implementation.



### Industry Visit to BMRCL, Bayyappanahalli

An industry visit to Bangalore Metro Rail Corporation, BMRCL, Bayyappanahalli was arranged for the 1st-semester students by Dr. M.K Lodi of the General Management Area on October 16th, 2023. The visit was conducted on the premises of the Bayyappanahalli Yard where the students witnessed the operations of the metro along with detailed explanations. The students were also taken to the service yard where the metro coaches are serviced. The students had a very rich and practical experience on working of Bangalore Metro Rail Corporation.



### FIG activity - Corporate Czar Series - II

The Finance Area Group (FIG) of CMS Business School organized Corporate CZAR Series II on October 18th, 2023. The topic for Corporate CZAR Series II was "Pathway to Holistic Leadership," with the aim of helping students identify and sharpen their skill set and knowledge to become holistic leaders and understand the concept of holistic leadership qualities. The activity emphasized the importance for MBA graduates to familiarize themselves with corporate etiquette. The resource person for the event was Mr. Vijay N S, Director of My Solar Energy Solution. Approximately 90 students participated in and benefited from the program.



### Experiential Learning Competition

The Experiential Learning Committee organized a three-stage "Business Dynamics Challenge: Navigating the Corporate Landscape" activity, with the Preparatory Phase taking place on October 27th, 2023. In this phase, 15 registered teams were oriented towards the three stages of the event. The program commenced with the introduction of the activity to the participants by Dr. Monoo John, followed by presentations from student coordinators explaining the rules and regulations of the activity. Dr. Salma, Dr. Trupti, and Prof. Suparna also attended the event as part of the Experiential Learning Committee. Students were assigned various roles in the Business for Electric Vehicles Segment, marking the initiation of the first step of the activity with the preparatory phase.



### Khadi Mahotsav

The Student Council along with the faculty members and students of CMS Business School observed the Khadi Mahotsav on October 31st 2023, to spread awareness about as well as sensitize the youth towards Khadi, 'Vocal for Local' and make them aware of benefits of these to our economy, ecology & women empowerment. The activity aimed at encouraging the stakeholders at large and young students, in particular, to buy Khadi & local products and inculcate in them pride for local products. The event comprised of Pledge taken by the students. Stalls of Khadi products were placed to promote the Khadi manufacturing industry.





### Forex Simulation Gala

The Finance Area conducted the Forex Simulation Gala on November 9th, 2023, under the guidance of Dr. B. Raghavendra Rao. In the global village of the economic world, all economic units and their trades are interconnected. Transactions are denominated in one or another foreign currency. Globally, corporates are mainly exposed to currencies like USD, EUR, JPY, and GBP. The outcome of the simulation led to the identification of relevant independent variables for a given currency pair. Comprehending the set of variables and the interplay among them, envisioning scenarios, mitigating random variables, and promoting hedging strategies were integral aspects of the simulation.

### Dr. Syed Kazim Won the Best Paper Award at an International Conference

Dr. Syed Kazim presented a paper titled "Role of Intrinsic and Extrinsic Need in Pursuing Entrepreneurial Venture among Youth", and won the best paper award at the 14th Annual International Research Conference organized by Symbiosis International (Deemed University), Pune, on the theme "Securing the Future through Sustainability, Health, Education, and Technology." The objective of the conference was to provide a platform for academics, researchers, scholars, and students to participate, present, or publish their research papers. The conference took place in a hybrid mode from the 13th to the 15th of December 2023.



### Faculty Corporate Meet

The Faculty Corporate Meet was held on 22nd December 2023 at JW Marriot, Nandi Hills. The meeting provided the faculty members of the Marketing Area with a dynamic platform fostering the synergy between academia and industry. Delving into the core theme of 'How does brand Marriott manage clients from different cultural moorings?'. The event became a melting pot of innovative ideas and collaborative strategies. Faculty members participated with great enthusiasm, sharing insights to enhance teaching methodologies aligned with real-world demands. The session provided an in-depth exploration of Marriott International's strategies and practices in managing a culturally diverse clientele.



### Achieving Service Excellence: Training Program for Administrative Staff

The Achieving Service Excellence (Series 3) training for administrative staff was conducted on the 19th and 20th of December 2023. The training covered topics such as Etiquettes of Effective Communication, Seven Habits of Highly Effective People, Unleashing Team Dynamics, and Navigating Workplace Waters. The sessions were facilitated by Dr. Shalini – Area Chair, General Management Area; Dr. Syed Kazim - Associate Professor; Dr. Monoo John – Area Chair, OB & HR Area; and Capt. Vaibhav Goutham Suresh - Deputy Director, SAAM. 30 non-teaching staff participated in the program. It was coordinated by Dr. Syed Kazim.



### Faculty Enrichment Programmes on Demystifying Thematic Mutual Funds

The FEP was held on December 12, 2023, titled "Demystifying Thematic Mutual Funds – New Age Investment Avenues," aimed at unraveling the significance of Thematic funds as a burgeoning investment option. The session was conducted by Dr. Premalatha K P, Assistant Professor, CMS Business School, and underscored the enduring nature of this investment opportunity. The event's objectives include a comprehensive review of mutual funds as a contemporary investment avenue and a detailed appraisal of thematic mutual fund schemes, positioning them as emerging opportunities. About 50 participants attending the event and gained valuable insights.



### National Unity Day-2023

The Student Council Committee of CMS Business School engaged the students and faculty members in creating awareness about the significance of National Unity Day on October 31st 2023. Rashtriya Ekta Diwas or National Unity Day was introduced by the Government of India in 2014 to pay tribute to the Iron Man of India, Sardar Vallabh Bhai. The contribution of Sardar Vallabh Bhai Patel to the unification of India was remembered and a pledge was taken to dedicate oneself to preserving the unity, integrity, and security of the nation.



### Copyright of TAP R Model

Dr. Dinesh Nilkant, Pro-Vice Chancellor, JAIN (Deemed-to-be University), Dr. Harold Andrew Patrick, Dean, JAIN (Deemed-to-be University), CMS Business School, and Dr. Praveen Gujjar J, Area Chair – Business Analytics, received the copyright of the TAP – R Model from Intellectual Property India, Copyright Office, Government of India. TAP – R Model is a framework for learner achievement that incorporates Theory, Application and Practice sessions with emphasis on Research. It is founded on Synergy developed by Mouton and Blake (1984), and is a systematic approach to learning which balances pedagogy and andragogy approaches to synergistically allow the adult learner to achieve their goals.



### HR Life with CHAI

The OB & HR Area of CMS Business School organized HR Life with Chai, an interactive event for the students to get an insight into their future excursion as an HR professional on November 7th 2023. Ms. Poornima SP, Vice President & Global HR Head, Smartshift Technologies was invited as guest of the event. Ms. Poornima spoke to the students about the future of HR and Journey as a HR professional. She gave them insights on their specialization and career prospects, to network with Industry experts for internships and job opportunities in future. A total of 50 HR specialization students attended the event.



### Dr. Harold Andrew Patrick Invited as a Panelist at BNM Institute of Technology

Dr. Harold Andrew Patrick, Dean, CMS Business School, Jain (Deemed-to-be-University), was invited as a panelist at the panel discussion on Benchmarks & Sharing Best Practices for a Dynamic Tomorrow on 15th December 2023. The panel discussion was a part of the 6th ICIER International Conference and illuminated the virtual stage with their expertise, offering diverse perspectives that resonate with the evolving landscapes of business, education, and finance. The conference was organized by the Department of Business Administration, BNM Institute of Technology, Bengaluru.



### Seminar on Generative AI for Analytics

The Business Analytics Area, under the leadership of Dr. Praveen Gujjar J, organized the Seminar on Generative AI for Analytics on November 7th 2023. Generative AI has the potential to revolutionize analytics by providing advanced capabilities for data analysis, visualization, and decision support. Mr. Sushrut Tendulkar, Lead Analyst - AI Labs, Verse Innovation graced the event with his resourceful presence. The seminar enriched the students with knowledge on importance and uses of generative AI. A total of 80 students participated in the seminar.



## Industry Institute Interface



**Dr. Mohamed Khaiser Ahmed**  
Retired Professor  
Bangalore University

3<sup>rd</sup> October 2023



**Ms. Aishwarya Udaykumar**  
Ex Deputy Manager  
Mercedes Benz

12<sup>th</sup> October 2023



**Dr. B. Venkatachalam**  
Managing Director  
Hexagon Capital Markets Ltd.

9<sup>th</sup> October 2023



**Dr. Karanam Nagaraja Rao**  
State Operations Manager (Rtd)  
Bajaj Allianz, Karnataka

16<sup>th</sup> October 2023



**Mr. Varun Ramachandran**  
Assistant Director, Learning Advisor  
Ernst & Young Global Delivery Services

9<sup>th</sup> October 2023



**Ms. Mahalakshmi A**  
Accounts Analyst  
Cargill Business Services

16<sup>th</sup> October 2023



**Mr. T. R. Dayalan**  
Country Head & Consultant  
ARK Power Solutions Pvt. Ltd.

9<sup>th</sup> October 2023



**Ms. CA. Poornima S R**  
Chartered Accountant and  
Managing Partner  
Poornima SR & Co.

16<sup>th</sup> October 2023



**Prof. M H Suryanarayan**  
Retired Professor  
Indira Gandhi Institute of  
Development Research

10<sup>th</sup> October 2023



**Dr. Shrishail K Angadi**  
Ex- Head of IT Operation  
TCS

16<sup>th</sup> October 2023



**Dr. Ajay Massand**  
Associate Professor  
PES University

11<sup>th</sup> October 2023



**Dr. CA. Subrahmaniya Sivam R**  
Chartered Accountant  
SS Shivsu & Associates

17<sup>th</sup> October 2023



**Dr. R. Chandrasekhar Menon**  
Core competency- Business Analytics  
Healthcare  
Global Health Care Institute

11<sup>th</sup> October 2023



**Dr. Naveen Gurusiddaiah**  
Cyber Resilience Practice Manager  
OpenText

17<sup>th</sup> October 2023



## Industry Institute Interface



**CMA. N Raveendranath Kaushik**  
Raveendranath Kaushik & Associates

18<sup>th</sup> October 2023



**Mr. P G Yogindra**  
Executive Director  
HAL (Retd.)

27<sup>th</sup> October 2023



**Mr. Sumukha Pranesh**  
Manager  
Kotak Securities Private Client Group

18<sup>th</sup> October 2023



**Mr. Prakash Nimbalkar**  
Chief Operating Officer (Consulting)  
Steinbeis Global Technology Accelerator

30<sup>th</sup> October 2023



**Mr. Rajendra Nayak**  
Regional Head  
EduPinnacle

19<sup>th</sup> October 2023



**Mr. Madan Ganesh**  
Executive Director  
JPMorgan Chase

31<sup>st</sup> October 2023



**Mr. Nishanth B**  
Founder Director  
Rectrix Technologies Pvt Limited

20<sup>th</sup> October 2023



**Mr. Apoorva Bhandari**  
Founder  
Mars Apparel

2<sup>nd</sup> November 2023



**Mr. Venkatachalapathy**  
EX-CEO  
Megamart

25<sup>th</sup> October 2023



**Mr. Santhosh J**  
Senior Manager - Digital Product  
Lowe's Companies Inc.

2<sup>nd</sup> November 2023



**Dr. Pushkarni**  
Associate Dean  
School of Economics - RV University

25<sup>th</sup> October 2023



**Mr. Prakash R**  
Senior Manager-Insights  
Valueleaf Services (India) Pvt. Ltd.

3<sup>rd</sup> November 2023



**Dr. Salma Begum**  
Principal  
Government Degree College

26<sup>th</sup> October 2023




**Mr. Narahari Hansoge**  
Adjunct Faculty - IIMB  
Finance & Accounting

6<sup>th</sup> November 2023


# Business Opportunities in 2024




E-commerce Solutions



Telemedicine and Healthcare Tech



Health and Wellness




Renewable Energy



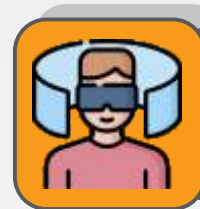
Sustainable Products and Services




Cybersecurity Services



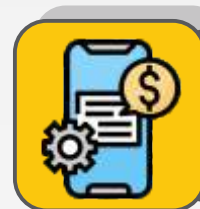
Remote Work Solutions



Virtual Reality (VR) and Augmented Reality (AR)



Online Education and EdTech



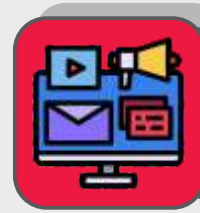
Personal Finance and Fintech




# Business Opportunities in 2024




Subscription Services



Digital Marketing and Branding



Smart Home Technology




Artificial Intelligence (AI) Solutions



Biotechnology and Healthcare Innovations




Green Construction and Sustainable Real Estate




Robotics and Automation



Food Tech and Alternative Proteins



Elderly Care Services



Renovation and Home Improvement Services



## Shadow the CEO



**Ms. Mohona Deb**  
MBA Batch 2023-25

**Vanitha Choudhari**  
Founder  
RadicalEdge Learning Consultants and GEMinU

**Mr. Alan Winston**  
MBA Batch 2023-25

*Vanitha possesses a wealth of specialized knowledge derived from her six years as an entrepreneur and 21 years in corporate. Having dedicated the last 17 years to assisting individuals in transforming their leadership and attitude, she stands out for her remarkable ability to translate scholarly research into active facilitation. Participants benefit from her unique approach, gaining both theoretical insights and practical experience. This dual impact contributes significantly to behavior modification and the development of managers into capable leaders.*

**Can you share the key milestones in your career journey that led you to your current position as the Founder of Radical Edge Learning Consultants and GEMinU?**

I have a diverse and extensive career journey spanning 29 years out of which I have spent 21 years in corporate, with 14 diverse roles including that of VP-SRM Training and Area Head-South at HSBC, Senior Trainer-India at GP Strategies Corporation, and VP-PFS Training at HSBC Bank. My entrepreneurial journey includes founding Radical Edge Learning Consultants and GEMinU in June 2016. So, my key milestone starts with my first sales job and never looking back after that. One of the key milestones was delivering my son and returning to my work doing exceptionally well both professionally as well as personally. Setting up my company and being persistent about it is another important milestone. The icing on the cake is certainly the compliments from my friends, acquaintances regarding the positive change that they have seen in me during the last 29 years.

**Given your extensive global experience, how do you believe cultural diversity contributes to effective leadership and organizational success?**

It plays a pivotal role, be it in a small company or a large organization. Within India we have huge cultural diversity and such diversity always ushers innovation, new ideas and new perspectives. So, given an opportunity I would urge every leader, be it in the start-up eco-system or a big company, to try and have multi diverse teams in their companies as they bring in different thoughts, perspectives, new ideas and innovation. I think that is fantastic when there is a multi-cultural diversity. And it is 100% effective for leaders as they learn a lot from such diversity.

**As a successful businesswoman, what advice do you have for aspiring women leaders navigating their way through corporate or entrepreneurial landscapes?**

As a successful businesswoman, an advice for aspiring women leaders would be not to be apologetic about your aspirations. You have wings to fly and you have just one life. So, make the most of it. Also, it is important to be balanced. Have fun as it is important for all of us to be happy and take time for ourselves. Make reading a habit, upskill yourself all the time. Always leverage your unique perspectives, embrace challenges as opportunities for growth, and build strong networks.

**As a business mentor for the Cherie Blair Foundation for Women, how do you support and guide women entrepreneurs, and what challenges do you commonly help them overcome?**

Make sure you listen to their ideas and support them in the manner they need. Some may need help in marketing, some in storytelling or creating their business into storytelling, irrespective of their need, I try to help them.

Regarding the challenges, I would say that there are 2 or 3 major challenges that women across the world face. These challenges are not confined to India. The first one relates to financial management; they are not sure how to go about it. Second is how to grow their business and the third is how to market their business. I help them in solving these issues.

**What are your future plans and visions for Radical Edge Learning Consultants and GEMinU? How do you see the landscape of leadership development evolving, and what role do you aspire to?**

My plans for the future are to grow global and conduct career counselling sessions in schools and colleges both within India and overseas. I strongly believe that our career counselling is unique, as it is based on emotional intelligence. So, when we counsel students, we also help them to understand how to cope with failure.

**With your experience in Learning & Development at organizations like HSBC and GP Strategies Corporation, how do you approach developing and delivering impactful L&D solutions?**

We need to keep in mind the needs of the audience. It is not about your proficiency in any given domain. On the contrary, it is about what their training needs are. Sometimes we create slide deck to be delivered for the day. However, when we understand the needs of the audience, we change, to suit their needs. We need to be super flexible at the drop of a hat. Also, one needs to be creative and impactful. Because training can add value only if the audience gets the message or find it inspiring. It is similar to teachers. When a teacher is knowledgeable or a great personality, that alone doesn't ensure benefit to the student as he may or may not imbibe knowledge. It depends on how the teacher is able to instill it among students. Likewise in L&D. When you are able to communicate & inspire people to take actions only then you have done a great job.

**In your Two-decade-spanning career, what do you think would be the top organisational behaviour skill every middle manager and employee must master?**

So, there are three important things that needs to be talked about, for mid-level leaders. They should have listening skills coupled with empathy, challenging people respectfully and the third important skill is curiosity, curiosity about what is happening globally. With respect to employees, they need to be curious, be open minded and have the appetite to take risks.

**Which type of leadership works best, 'leadership by charisma' or 'leadership by levying hierarchy'?**

None Actually, because there is no prescription in leadership, A good leader is the one who understands the situation, people and vision. In my leadership programs I say this metaphor, A leader is like an electrician because when you call an electrician he comes with his own tools, he checks and takes the right tool to fix the problem.

**Can you suggest some strategies for integrating family responsibility and professional goals?**

The underlying strategy is smart thinking. Taking my own example, I strongly believe that I am no wonder woman. I am just a normal woman; in fact, I do not hesitate to seek help from my spouse as well as my relatives and friends. In fact, I am totally unapologetic in seeking help. I am keen to have a good family life and a great life for myself. I like travelling once in a year I go on a solo trip, I often find that people, especially women, suffer from a guilt syndrome.

If you want to excel in business, you need solid family support. You should instil in your family, the importance of your work and how important it is to you that they feel pride for you and respect you.



## Transformative Years at CMS Business School

*"The only practice that's now constant is the practice of constantly accommodating to change"*

-William McGovern

"Change is the only constant" and I strongly believe in that and have been living with that. A biotech graduate, a banker joins the club of Master of Business Administration (MBA)s in the year 2012. This is the year MATS transformed into CMS Business School as if the Change was destined.

The journey in CMS was one of the most memorable journeys of student life. Carrying a Biotech graduation and getting into the world of "Three Golden Rules of Accounts" was no less than a roller-coaster ride. But faculties like Dr Batani Raghvendra Rao (BRR) sir, Anant Iyer sir and others made it a cakewalk with their sense of humour in Accounts and Marketing subjects. Apart from studies, CMS taught us to be a leader through exposure to Study Tours, Inter-college Fests and many more such events.

As a CMSite, I am proud to have represented many events and converted those opportunities into success. If I had to summarize the 2 years journey in CMS in 2 lines, then it will be: The impactful learning experience with in-house and guest lecturers.

360-degree personal development through various practical scenarios.

As part of my internship, I joined Swiss Re in the year 2013 for 3 months and based on the Interns Project report, I was offered Pre Placement Offer (PPO). 19th April 2014 I completed the exams and on 21st April I joined Swiss Re.

Currently, I work as Assistant Vice President (AVP) in Swiss Re. Swiss Re is into Reinsurance and I am into Operations. I look into the operations in EMEA (Europe, Middle East Africa) region, which provides Insurance solutions to top Insurance

companies. We directly contribute to the top line of the Company by bringing innovation in terms of Automation to the process and providing Financial solutions to the client which helps in creating Underwriting capacity for the Insurance Companies. This has been a place where I received of forum to implement all the learnings from CMS into reality.

As an alumnus, I would urge each CMSite to be first proud of their institute and try to make the best out of it. There are ample opportunities you will come across every day during your journey at CMS, just live the moment to the fullest by giving your best and success will follow as a natural outcome. I wish all of you the very in charting your career path and chasing your dreams.

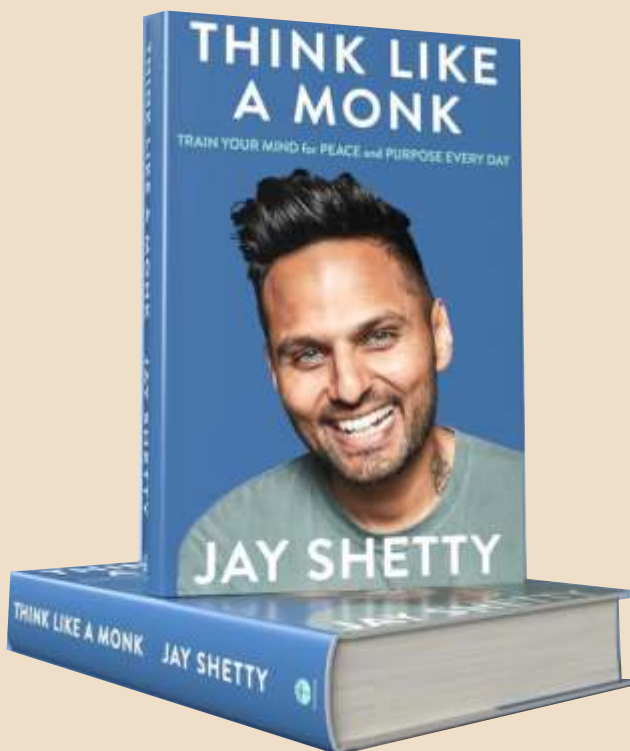


**Shibadyoti Ghose**  
MBA Batch 2012 -14



# Think Like A Monk

by Jay Shetty



When I start reading a book, I have the habit of taking it with me wherever I go. So, when I brought it to my friend's house, he questioned, "Why are you reading this book? Do you want to be a monk or something?" I explained to him that the purpose of this book is not to become a monk but rather to think like a monk.

The goal of Jay Shetty's book "Think Like a Monk" is to adopt a monk's perspective and apply it in an ordinary person's life. It delves into his experiences as a monk and living a monastic life.

There is a chapter called "Routine" in this book, and I found it to be the most beneficial of all the excellent things mentioned in this book. Jay wrote this phrase in this chapter: "Location Has Energy, Time Has Memory." When you perform the same activity in the same place at the same time, that area has a distinct energy, and your brain holds a specific memory during that moment. Following this made me more productive since I didn't need to prepare my thoughts to accomplish a certain thing; I only needed to sit in that spot at that time, and my brain stored the knowledge.

Jay has divided this book into three sections:

- Let go
- Grow
- Give

In all of these chapters, he offers the same solution: meditation.

Let go:

Let go of fear, negativity, and the false persona we're attempting to project in front of others. To do so, simply imagine yourself exhaling all negativity and inhaling all happiness. Being positive or negative is determined by internal elements rather than external influences. If you feel you're being positive, you are positive, and vice versa.

Grow:

In order to grow, you must first have a goal and a plan to support you in achieving it. Moreover, have the mentality to stick to the schedule even when you're not feeling very motivated. And that's the strength of routine - you follow it day in and day out, even on your worst days, because you know you have to.

By imagining your achievement and personal development, you may keep the growth mentality for a lifetime and continue to progress as you meditate here.

Give:

Being glad for what you have accomplished, and even if you haven't accomplished anything, being grateful for the opportunity to do so in the future, is one of the best attributes of successful people. "Giving Gives Happiness." When you give something to someone, you will be considerably happier than the recipient. So, as a service, give more to stay happier.

The meditation trick here is to chant to anything you're grateful for while meditating, and this will subconsciously make you aware of what you have rather than what you don't.



**Ravichandran M**  
MBA Batch 2023 -25



## Human Machine Collaboration in Decision Making

In today's fast-paced business landscape, the synergy between humans and artificial intelligence (AI) is reshaping the way decisions are made. The fusion of human intuition and AI insights is proving to be a game-changer, and understanding the dynamics of this collaboration is paramount for organizational success.

Effective collaboration between humans and AI systems is not just a buzzword; it's a strategic imperative. Organizations are exploring models that capitalize on the strengths of both, creating decision-making processes that are greater than the sum of their parts.

One key aspect is identifying best practices for seamlessly integrating AI insights with human judgment. It's not about replacing human decision-makers with algorithms but enhancing their capabilities. AI brings to the table data-driven insights, patterns, and predictive analyses, empowering human decision-makers to make informed and strategic choices.

Successful models of collaboration highlight the importance of clarity in roles and responsibilities. It's not about humans versus machines but rather about defining complementary roles. AI is adept at processing vast datasets and identifying trends, while humans excel in contextual understanding, creativity, and ethical considerations. Organizations that excel in this collaboration ensure that each component, human and AI, contributes where it adds the most value.

Lessons learned from trailblazing organizations underscore the need for a cultural shift. Embracing a collaborative decision-making approach requires a mindset that values the strengths of both parties. Open communication channels, training programs, and a culture of continuous learning foster an environment where humans and AI can collaborate seamlessly.

One compelling example comes from the healthcare sector, where AI aids medical professionals in diagnosing illnesses. The AI system processes extensive medical data, providing insights that assist doctors in making more accurate diagnoses. This collaborative model doesn't replace the doctor's expertise but augments it, ultimately leading to better patient outcomes.

In the financial industry, AI is revolutionizing investment decisions. Algorithms analyze market trends and patterns, providing investors with valuable insights. However, successful financial institutions recognize the importance of human oversight. Traders use AI recommendations as one of many inputs, combining data-driven insights with their experience and market understanding.

As organizations continue to navigate this evolving landscape, the key takeaway is that human-machine collaboration is a strategic imperative for informed decision-making. It's not about choosing one over the other but leveraging the strengths of both humans and AI to create a powerful synergy.

In conclusion, the success of collaborative decision-making lies in recognizing the unique strengths that humans and AI bring to the table. Identifying best practices, fostering a collaborative culture, and learning from successful implementations are essential steps toward unlocking the full potential of human-machine collaboration in decision-making. The future belongs to those who understand the art of collaboration, where humans and AI work hand-in-hand to drive organizational success.



**Shivani Swain**  
MBA Batch 2022 -24





## Decision Science in the Age of AI

In today's rapidly evolving technological landscape, the confluence of leadership dynamics and decision science has become an indispensable approach for organizations seeking to harness the transformative power of artificial intelligence (AI). Two compelling case studies highlight how this fusion is not only transforming industries but also challenging conventional notions of leadership.

In the healthcare sector, where prompt and accurate decision-making is the cornerstone of success, AI stands at the forefront of AI-powered innovation in stroke diagnosis and treatment. As Amy Feldman's Forbes article aptly underscores, VizAI's AI-driven solutions are not merely expediting the diagnostic process but fundamentally altering the very essence of healthcare leadership. VizAI's groundbreaking approach seamlessly integrates decision science principles with cutting-edge AI algorithms. Its swift analysis of medical imaging data empowers healthcare professionals to make informed decisions with unprecedented speed, a crucial advantage in time-sensitive situations like stroke treatment. This transformative technology ushers in a new era of healthcare leadership, where success hinges on the seamless integration of AI into decision-making processes, leading to demonstrably improved patient outcomes.

The impact of AI extends far beyond healthcare, profoundly influencing the future of work and demanding a radical shift in leadership dynamics. A recent study by the University of California, Berkeley, emphasizes that leadership in this dynamic environment transcends traditional managerial roles. It requires a deep understanding of AI's intricate workings and a proactive approach to navigating its implications. Leaders are now tasked with fostering a culture of continuous learning and adaptability within their organizations. Industry reports indicate that companies that invest in AI and provide ongoing training for their teams experience a surge in productivity and innovation. This underscores that embracing AI is not merely a strategic imperative but a path to future-proofing organizations.

Moreover, the need for a human-centric leadership approach is reinforced by compelling evidence. Research from leading business schools highlights that while AI is a powerful tool, successful leaders prioritize the well-being and development of their teams. Emotional intelligence, empathy, and effective communication emerge as critical leadership qualities. Organizations with emotionally intelligent leaders are more likely to cultivate a positive workplace culture and reap the benefits of higher employee satisfaction.



**Vishnu Vaedhan**  
MBA Batch 2022 -24

## Navigating the Dynamics of Decision Science

In the ever-evolving landscape of the business world, leadership dynamics have taken on a new dimension with the integration of artificial intelligence (AI) into decision-making processes. The fusion of leadership and AI, often referred to as decision science, has brought about a paradigm shift in how organizations navigate challenges and capitalize on opportunities.

One of the key aspects of leadership in the age of AI is the ability to leverage data-driven insights for informed decision-making. AI systems can process vast amounts of data at unprecedented speeds, extracting patterns and trends that may elude human cognition. Leaders who embrace decision science harness the power of AI to make strategic choices based on evidence rather than intuition alone.

The integration of AI into leadership dynamics also requires a reevaluation of traditional hierarchies. In the age of AI, leadership is not solely about top-down decision-making but involves collaboration between human leaders and intelligent machines. Effective leaders understand how to integrate AI seamlessly into their decision-making processes, creating a synergy that enhances both human and machine capabilities.

Moreover, leadership dynamics in the age of AI demand a heightened emphasis on adaptability. The rapid pace of technological advancements requires leaders to be agile and open to change. Leaders who embrace decision science recognize the need for ongoing learning and development, staying informed about the latest AI technologies and their applications in the business realm.

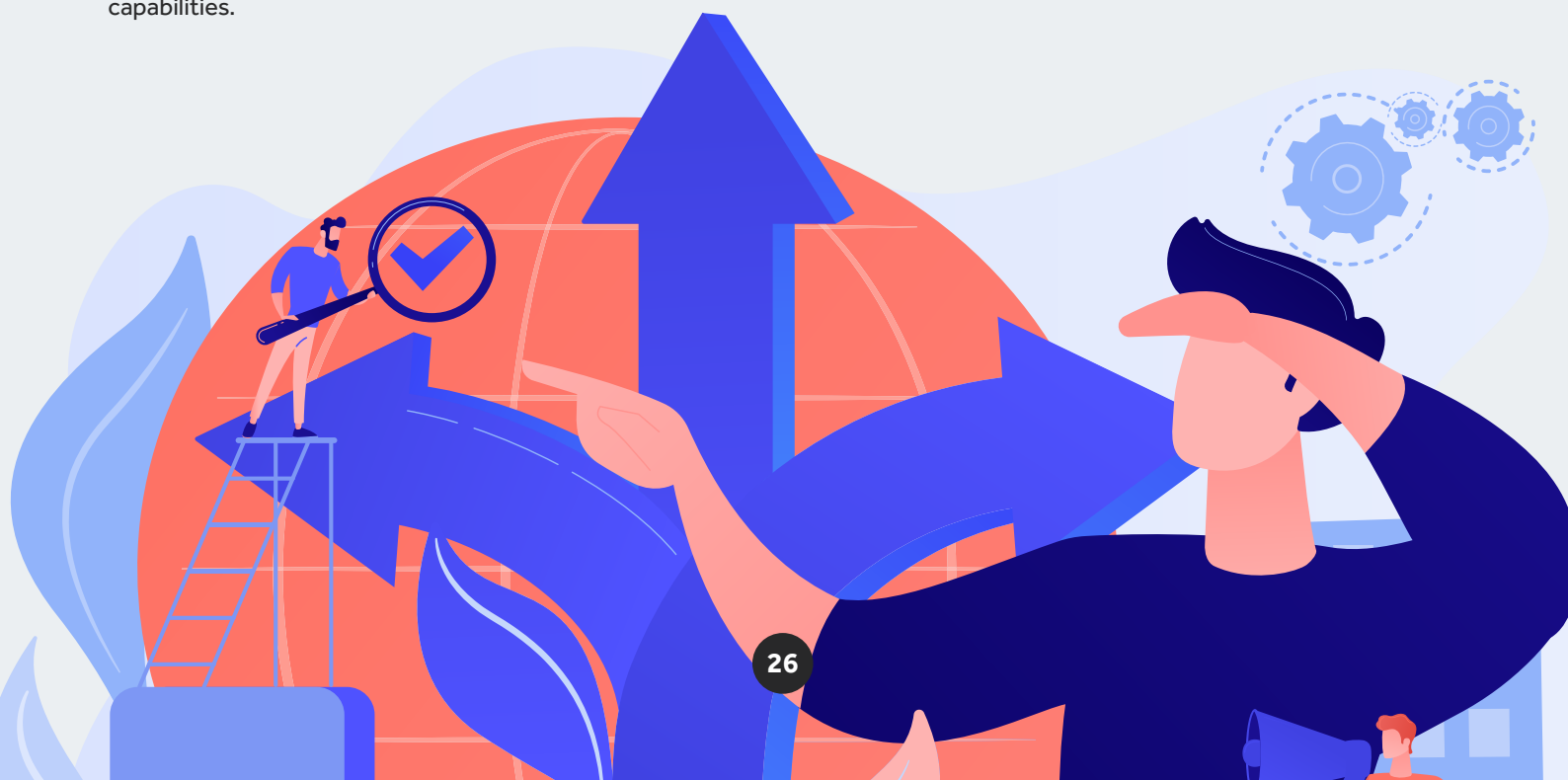
Ethical considerations play a pivotal role in the leadership dynamics of the AI era. As AI systems become more sophisticated, leaders must navigate ethical dilemmas surrounding issues like bias in algorithms, data privacy, and the potential impact of AI on employment. Responsible leadership involves not only harnessing the benefits of AI but also ensuring that its deployment aligns with ethical standards and societal values.

Effective communication is another cornerstone of leadership dynamics in the age of AI. Leaders must articulate the rationale behind AI-driven decisions to their teams, fostering a culture of transparency and trust. Clear communication helps alleviate concerns about job displacement and empowers employees to collaborate with AI systems to achieve common goals.

In conclusion, the fusion of leadership and AI, encapsulated in the realm of decision science, defines the contemporary business landscape. Leaders who navigate this landscape successfully are those who understand the symbiotic relationship between human intuition and machine intelligence. They leverage data-driven insights, embrace adaptability, address ethical considerations, and communicate effectively to build a future where leadership dynamics are shaped by the collaboration between human leaders and artificial intelligence. As we continue to march forward into the age of AI, the ability to harness the full potential of decision science will be a defining factor in the success of leaders and their organizations.



**Mamata Rauniyar**  
MBA Batch 2022 -24



# AI Alchemy: Transformative Leadership Dynamics through Decision Science

In the rapidly evolving landscape of the 21st century, leaders face unprecedented challenges in navigating their organizations through the complexities of the digital era. As artificial intelligence (AI) becomes increasingly integrated into business processes, understanding the dynamics of decision science is crucial for effective leadership. According to the Oxford dictionary, AI is defined more specifically as "the theory and development of computer systems able to perform tasks normally requiring human intelligence such as visual perception, speech recognition, decision-making, and translation between languages." The development of computer systems that can perform tasks normally requiring human intelligence is referred to as artificial intelligence (AI). Learning from experience, adapting to new settings, interpreting natural language, and making decisions are all examples of these activities. AI is a vast and interdisciplinary field that includes machine learning, natural language processing, computer vision, and robotics.

Alan Turing created the first AI-driven machine, a scanner that surfed across memory symbol by symbol, reading what it discovered and automatically writing new symbols. The scanner's activities were determined by a pre-fed program of instructions stored in its memory in the form of symbols, and it thus had the power to modify/improve its own program.

Leadership has traditionally been associated with decisiveness, insight, and experience. The rise of AI, on the other hand, has sparked a paradigm change. Modern leaders must now combine their natural human attributes with the analytical capabilities of AI technologies. Decision science, a multidisciplinary study that draws on economics, psychology, and statistics, is critical to establishing this equilibrium.

The systematic study of decision-making processes is what decision science is all about. It offers leaders a framework for making informed decisions by taking into account both qualitative and quantitative elements. Decision science in the age of AI is aided by machine learning algorithms that can analyze massive datasets, discover trends, and generate predictions. This convergence of human judgment and artificial intelligence skills is altering the fundamental fabric of leadership.

Leadership in the age of AI necessitates agility and a dedication to lifelong learning. Leaders must keep up with the newest breakthroughs in AI and decision science as technology evolves. Adopting a learning culture within organizations enables leaders to realize the full promise of AI while being adaptable in the face of change.

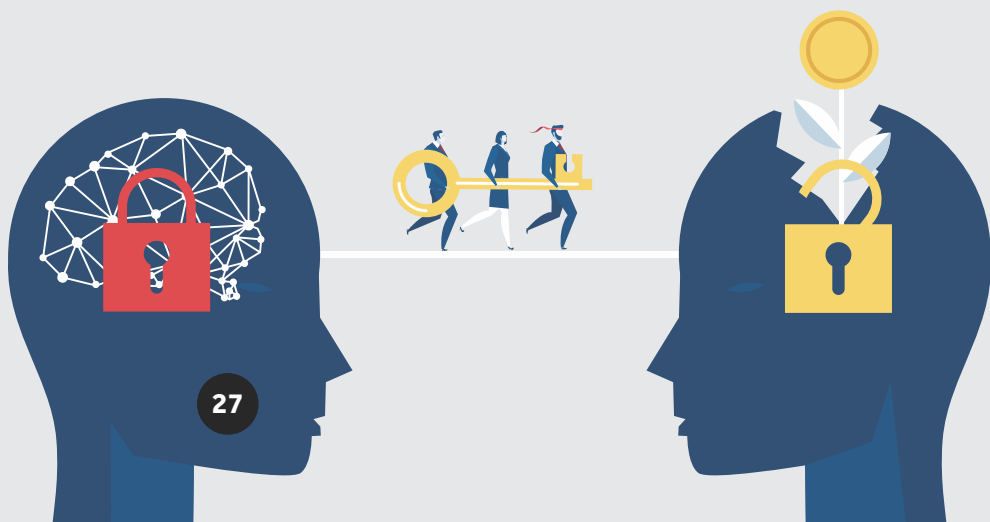
AI augments decision-making by providing previously unreachable data-driven insights. Leaders may use AI algorithms to quickly evaluate and interpret information, allowing them to make well-informed decisions in real time. Furthermore, AI reduces cognitive biases that might cloud human judgment, creating a more objective and rational decision-making environment.

## Conclusion

However, for AI to be successfully integrated into decision science, executives must have a thorough understanding of the technology and its limitations. The trick is to mix human intuition and AI-generated insights, establishing a precise balance between innovation and experience. Finally, in the age of AI, leadership dynamics are undergoing a fundamental shift. Artificial intelligence-enabled decision science is altering the way leaders make decisions and manage their organizations. Tomorrow's successful leaders will be those who can merge human intuition with AI-driven insights, encouraging innovation, ethical responsibility, and agility. As we stand at the crossroads of human brilliance and technology advancement, the marriage of leadership and decision science is poised to propel organizations into a future where informed judgments are no longer an option but a requirement.



**Mahima Raj**  
MBA Batch 2022 -24



# Decoding Leadership in the AI Epoch: Navigating the Intersection of Human Intuition and Technological Innovation

"In the age of artificial intelligence, leadership is not about replacing humans with machines, but about augmenting humans with machines." - Peter Drucker

## The AI-Driven Transformation of Leadership Dynamics

Artificial intelligence (AI) is redefining sectors and changing how people live, work, and make decisions in today's fast-changing world. The field of leadership has not been immune to the effects of this technological revolution. In the AI era, effective leadership necessitates a deep comprehension of data-driven decision science and the capacity to use it to successfully navigate the intricacies of the contemporary business landscape.

## Data-Informed Decision-Making: A Revolution in Thinking

Conventional leadership paradigms often use experience and intuition to inform choices. However, this method is becoming less effective due to the sheer amount and complexity of data already available. Data-driven decision-making provides a more objective and fact-based basis for strategic planning and execution. It achieves this by using statistical analysis and predictive modeling to extract useful insights from data.

## AI: The Catalyst for Decision Science

The development of decision science is greatly aided by artificial intelligence. AI algorithms can process massive datasets at a pace and efficiency never seen before, allowing them to spot patterns and trends that would otherwise go undetected. This capacity is essential for drawing conclusions from intricate information and forecasting future events with confidence.

## The AI Era's Changing Leadership Environment

The emergence of decision science does not mean that algorithms will replace human judgment. Rather, the focus is on enhancing human proficiency through the utilization of data and analytics. The most successful leaders in the AI era are those who can integrate technology with human intuition.

## Key Leadership Capabilities for the AI Age

To prosper in the AI era, executives must have a variety of new abilities and proficiencies:

### Data literacy:

Making educated decisions requires the capacity to comprehend and analyze data. Effective communication of ideas, pattern and trend recognition, and evaluation of data quality and relevance are all skills that leaders need to possess.

### AI literacy:

Concepts, methods, and applications related to AI must be fundamentally understood by leaders. They will be able to decide on AI adoption, implementation, and governance with greater knowledge thanks to this.

### Making Ethical Decisions:

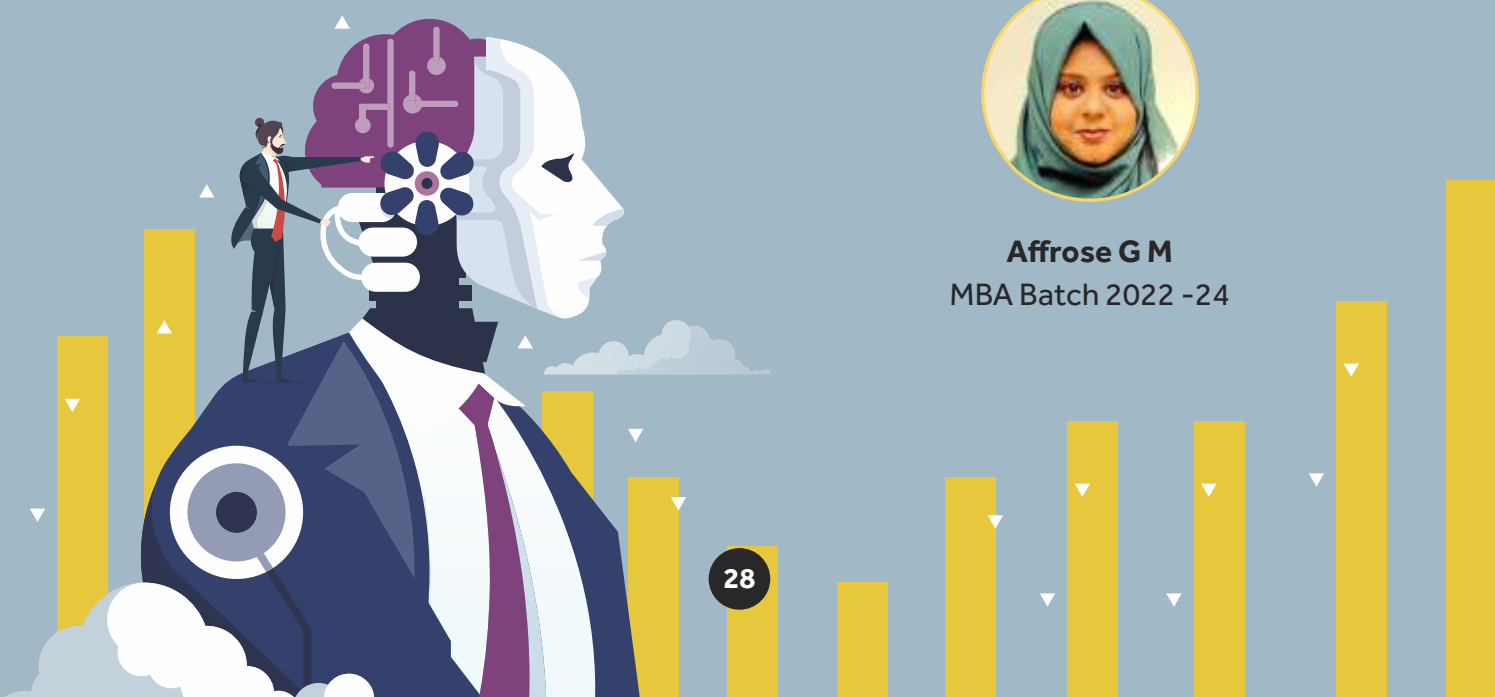
A multitude of ethical issues, such as bias, privacy, and transparency, are brought up by AI. To guarantee that AI is used properly and ethically, leaders must be able to negotiate these challenges.

## Conclusions: Embracing Leadership's Future

Leaders have a rare opportunity to rethink their roles and adopt new decision-making processes in the era of artificial intelligence. Leaders can effectively navigate the intricacies of contemporary business, make well-informed decisions that propel organizational success, and shape a future where artificial intelligence (AI) enables humanity to achieve unprecedented levels of innovation and advancement by adopting decision science and cultivating a culture of human-AI collaboration.



Affrose G M  
MBA Batch 2022 -24



## The Changing Dynamics of Leadership in the Age of AI: The Power of Decision Science

In the era of Artificial Intelligence (AI), decisions are made with the help of AI tools to understand the data collected by leaders. It is important to make decisions in organizations keeping in mind the organizational goals and customer expectations. The use of AI tools lessens the burden of this decision-making process for leaders, as these advanced tools provide insight into the data and offer various trends and patterns for leaders to gain a clear view of the business, products, and customers. Privacy of data is important, along with addressing various ethical implications to avoid legal complications. By using data science AI tools, the future of the business, such as future demand and sales forecast, can be predicted with great accuracy.

However, decision science is not solely dependent on data. Human expertise is required to analyze and interpret the results, ensuring that decisions are ethical, align with human behavior, and meet the goals of the organization. Leaders need to be able to interpret and understand data to make informed decisions, utilizing the vast amount of data available to them. Leaders should understand various decision science methodologies like statistical tools and predictive analytics to derive conclusions from complex datasets.

Despite the use of AI in decision-making, it is a challenging process for leaders, as they will face ethical challenges and need to finesse human nuances, empathy, and other softer aspects of human nature. Leaders should adopt AI-related tools in their decision-making with a personalized and human approach to data, providing viewers with a realistic perspective.



**Anushka Komirelli**  
MBA Batch 2023-25



For example, an online ticket booking platform helps users compare prices among various sites and provides the best deals. Real-time updates about seat availability are also given. AI algorithms streamline the booking process, optimizing ticket sales and ensuring efficient resource utilization. However, users may require personalized experiences, such as last-minute changes in itineraries, which necessitate human intervention. Balancing automated decision-making and human intervention gives customers a good user experience. Therefore, leaders should focus on these aspects while making decisions with the help of AI tools.

In summary, the integration of leadership dynamics and decision science in the age of AI is transforming the way organizations function and thrive. Effective leaders view decision science as a guiding philosophy rather than just a tool. They must understand the ethical implications of AI and encourage continuous learning to keep up with the changing dynamics of business. The integration of AI and decision-making encourages humans to embrace technology, provide insights into the collected data, and approach data interpretations and decisions with a human touch.



## CMS Got Talent

The Sun art featured here mesmerizes with its depiction of the solar system, showcasing intricate details and vibrant colors. This artwork beautifully captures the radiance and power often associated with the Sun, adorned with elaborate ornaments, halo-like designs, and intricate motifs that symbolize energy, warmth, and life. The use of bright hues, meticulous detailing, and symbolic representations in this art form encapsulates the essence and beauty connected with the Sun in the Gurjari tradition. It serves as a captivating representation of the awe-inspiring nature and significance attributed to the Sun, without invoking any divine or godly connotations.



**Rohith Ravi**  
MBA Batch 2022-24



How I feel when listening to my favorite song Kabhi Kabhi the bartenders remix. The vocals are soothing, the jazz is peppy and all around a great song



**Dheeraj R Hejamady**  
MBA Batch 2023-25



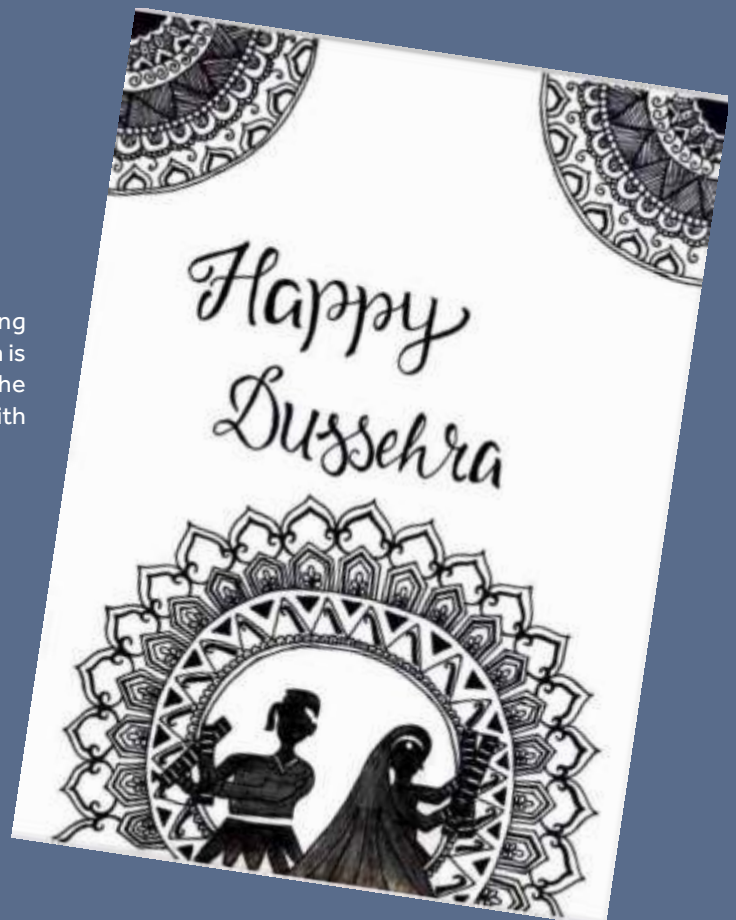
**Sunset Mandala**

The mandala's central circle radiates like a fiery sun, ablaze with hues of orange, crimson, and gold. blend of the colors, creating a mesmerizing dance of light and heat. And Palm trees swaying in the breeze, Silhouetted against this fiery backdrop, stand tall palm trees. Their slender trunks stretch gracefully towards the heavens, their fronds swaying gently in an unseen breeze.



**Vanshika Pathak**  
MBA Batch 2023-25

Greeting Dussehra wishes. A painting made using Mandala's art. Portrays the Dandiya dance style which is exclusively performed during the festival. May the festive fervor depicted on the canvas fill your home with warmth and happiness.



**Amruta Kamble**  
MBA Batch 2023-25

## Business Across the World



**P&G appoints India-born Freddy Bharucha to lead North American personal care and beauty operations:** A 21-year veteran of P&G, Bharucha has lived and worked across a range of global markets including Asia-Pacific, Europe, North America, India, the Middle East, South Africa, Greater China, and Latin America. He has held leadership positions spanning multiple categories at P&G, including beauty, health, fabric, and home care.



**Global Partnership on AI members**

The Global Partnership on Artificial Intelligence (GPAI), an alliance of 29 member countries, has unanimously adopted the New Delhi declaration underscoring the need to mitigate risks arising from the development and deployment of AI systems, and promoting equitable access to critical resources for AI innovation including computing and high-quality diverse datasets.



**Tata Motors unit signs MoU to set up 10,000 EV charging points**

Tata Passenger Electric Mobility Ltd. (TPEM), a subsidiary of Tata Motors, has signed a MoU with leading charge point operators CPOs to roll out over 10,000 additional electric vehicle charging points within the next 12-15 months. TPEM will actively assist the four CPOs in installing chargers at locations most frequented by EV owners.



**Moody's gives a negative outlook for global banks in 2024**

Reduced liquidity and strained repayment capacity will squeeze loan quality, leading to greater asset risks. Moody's Investors Service said the outlook for global banks for 2024 is negative as central banks' tighter monetary policies have resulted in lower GDP growth. It said Indian banks' profitability will increase further on lower provisioning expenses and robust growth in higher-yielding retail segments.



**Cashless medical treatment for road accident victims in 3-4 months**

The central government is all set to roll out cashless medical treatment for injured accident victims nationwide within the next three to four months. It is envisioned to provide access to cashless trauma care treatment for road accident victims at the nearest appropriate hospital in the country, by the Supreme Court ruling.



**TikTok Takes Time Travel: Launching Historical Simulation Feature for Gen Z Forget boring textbooks!**

TikTok's new 'ChronoScope' feature is bringing history to life with immersive simulations. Users can virtually explore ancient Rome, walk the moon with astronauts, or even witness major historical events firsthand. Educators and historians are intrigued by the potential to engage Gen Z through interactive learning, while some raise concerns about historical accuracy and potential misinformation.



**Robot Revolution Reaches Retail: Grocery Giant Automates Warehouses with AI-Powered Bots**

Supermarket chain SuperFresh is piloting a fully automated warehouse system powered by AI-powered robots. These bots handle picking, packing, and even some restocking, while human employees focus on customer service and fresh produce handling. This move promises faster deliveries and lower costs, but also raises questions about job displacement and the future of the workforce.



**Fashion Face-Off: Sustainable Sneakers Made from Algae Challenge Leather Giants**

Biomaterials startup AlgaFlex is shaking up the sneaker industry with innovative shoes made from ocean-grown algae. These eco-friendly kicks offer similar durability and comfort to traditional leather, while absorbing carbon dioxide and even filtering polluted water. This could be a game-changer for sustainable fashion, putting pressure on established brands to adapt or lose ground.



**Space Race Heats: Elon Musk Vies with Jeff Bezos for Lunar Tourism Supremacy**

The competition for lunar vacation packages is intensifying as SpaceX and Blue Origin ramp up their lunar lander development. Both companies are promising luxurious cabins, lunar surface excursions, and even spacewalks for wealthy adventurers. This "billionaire space race" is driving innovation and could bring us closer to lunar settlements shortly.



**Virtual Influencer Boom: AI-Generated Stars Take Over social media and Endorsements**

AI-powered virtual influencers are taking over social media, amassing millions of followers and lucrative brand deals. These hyper-realistic avatars, programmed with specific personalities and interests, offer brands a new way to connect with younger audiences. But concerns linger about authenticity and the potential for manipulation in the influencer marketing landscape.



## Vocabulary Inbox

### Zombie Project

A project that is still active but lacks the necessary resources or commitment to succeed truly, often kept alive due to inertia or lack of decision-making.

### Silver Bullet Solution

An overly simplistic solution that is believed to solve a complex problem with little effort, often without taking into account the intricacies of the situation.

### Elephant in the Room

An obvious problem or issue everyone is aware of but avoids discussing openly.

### BHAG (Big Hairy Audacious Goal)

A bold and ambitious long-term goal that pushes the boundaries of what's currently achievable.

### Gazelle Company

A fast-growing, mid-sized company that is increasing revenue by at least 20% annually for four years or more.

### Greenwashing

The practice of conveying a false impression of environmental responsibility in order to improve a company's public image.

### Drinking the Kool-Aid

Blindly believing in a company's vision or strategy, even if it's unrealistic or harmful.

### Move the Needle

To make a significant impact or difference.

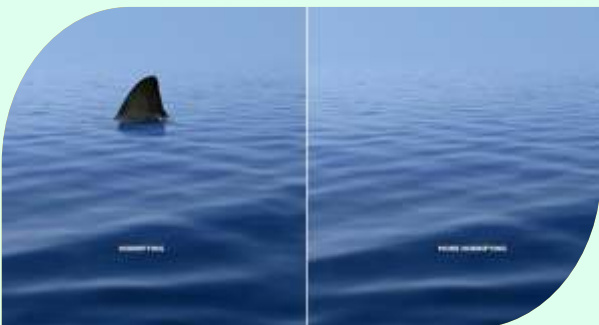
### Low-Hanging Fruit

Easy tasks or opportunities that can be quickly completed with minimal effort.

### Growth Hacking

Using unconventional marketing techniques to rapidly grow a user base.

# Think Out of the Box



# Leadership Dynamics – Decision Science In The Age Of AI

1. What is the primary challenge in integrating AI into leadership decision-making?
2. Which AI concept involves machines that improve their performance without explicit programming?
3. In decision science, what does the term "cognitive bias" refer to?
4. How does AI impact leadership communication strategies?
5. Which leadership style is most adaptable to leveraging AI in decision-making?
6. What is a key consideration for ethical AI decision-making?
7. Which aspect of decision science focuses on understanding how decisions are made in real-world conditions?
8. What role does explainability play in AI-driven decision-making?
9. In the context of AI, what does "algorithmic bias" refer to?
10. How does AI impact risk management in leadership decisions?
11. Which tech company recently became the first to reach a market capitalization of \$3 trillion?
12. Name the global economic forum that took place in 2023, where leaders discussed sustainable business practices.
13. Which electric car company achieved a significant milestone by delivering one million vehicles in 2023?
14. Identify the cryptocurrency that gained widespread acceptance in various businesses and financial sectors during the past year?
15. What major merger occurred in the pharmaceutical industry recently, creating one of the largest healthcare companies?
16. Which country implemented a groundbreaking carbon pricing system to encourage businesses to reduce their carbon footprint?
17. Name the social media platform that faced scrutiny for its impact on mental health, leading to increased calls for regulation?
18. Identify the renewable energy source that experienced a significant boost in investment and adoption in 2023.
19. Which e-commerce giant faced antitrust investigations and regulatory challenges in multiple countries?
20. Name the international trade agreement that gained attention for its potential impact on global commerce and supply chains?

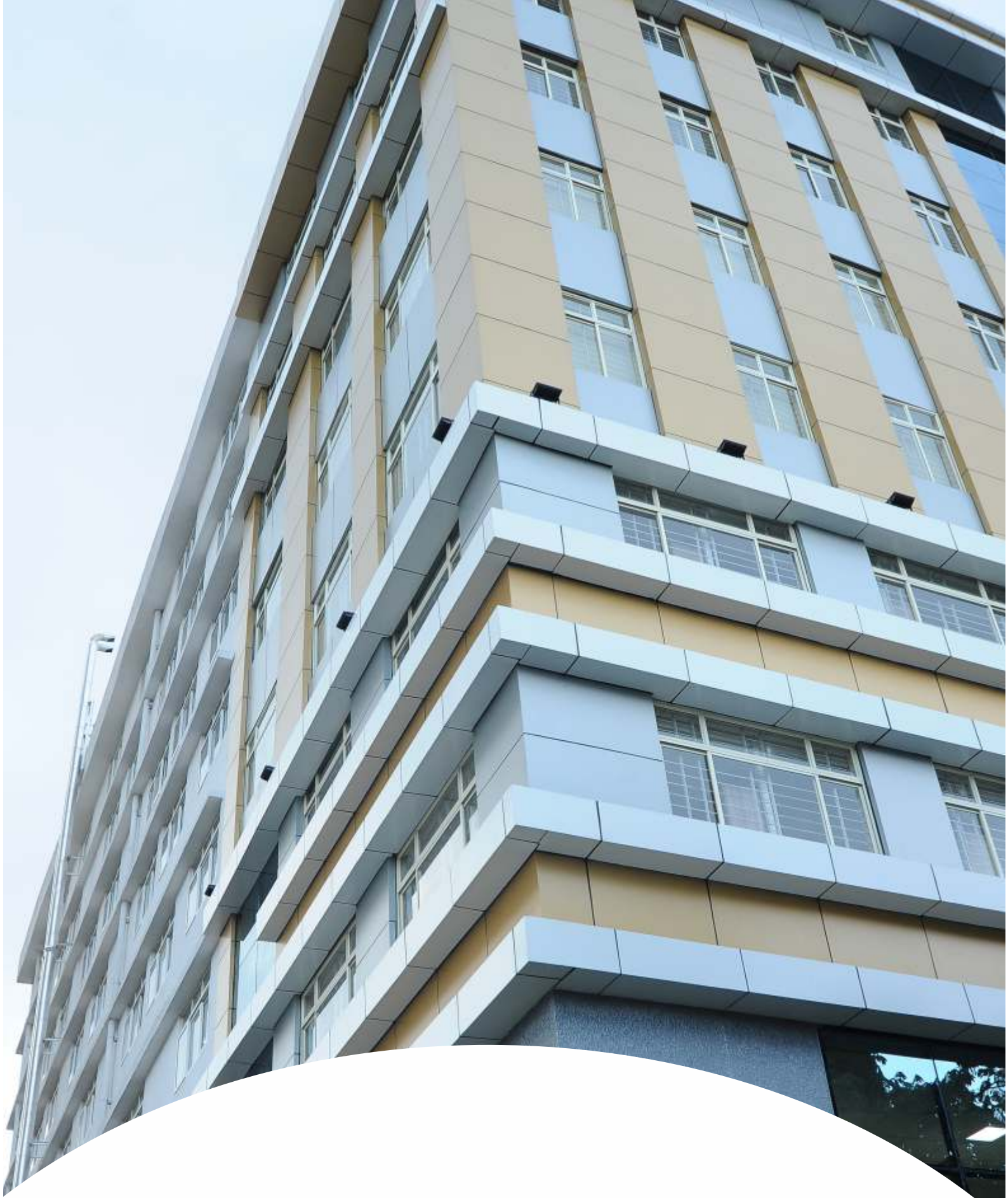
## Note

1. The Quiz Contest is only open to students of CMS Business School.
2. The last date to submit the answers is 20th January 2024.
3. The winners will be decided based on early responses and correct answers.
4. The winners will be given a prize.
5. Scan the QR code to answer the questions.

## Quiz Winners of Volume 2 Issue 2

- 1st: Kanasindhu AP (MBA Batch 2023-25)  
 2nd: R Riya (MBA Batch 2023-25)  
 3rd: Navya Yarram (MBA Batch 2023-25)





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