jims
Sec-5, Rohini, Delhi

POST GRADUATE DIPLOMA IN MANAGEMENT (INTERNATIONAL BUSINESS) (PGDM-IB)

BATCH 2026-28

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Accredited by National Board of Accreditation (NBA)
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Granted equivalence to MBA degree by Association of
Indian Universities (AIU)

PRE-INDUCTION COURSE MATERIAL

JAGAN INSTITUTE OF MANAGEMENT STUDIES

3, Institutional Area, Rohini, Sector-5, Delhi -110085

www.jimsrohini.org

Dear Students,

Welcome to PGDM - IB Program at Jagan Institute of Management Studies, Rohini, Delhi.

With a legacy of more than 33 years of quality management education, we stand committed to provide consistent and high-quality learning environment blended with right mentoring, nurturing and coaching to ensure you a successful career.

It is important that you get acquainted with management fundamentals at an early stage to get a feel of experiences that will shape your next two years.

The pre-induction module has been prepared to introduce basic concepts of management and consists of readings, assignments, book recommendations on areas such as International Business, Economics, Human Behavior, Marketing, Accounting and Finance, Statistics, Business Mathematics and communication. The document provides details about various learning resources and thoughtfully designed questions requiring descriptions, explanations, calculations and introspection on various aspects of business and management.

You are expected to plan your work with utmost sincerity, discipline and self-motivation and complete the pre-induction module in time. Read the instructions clearly for assignment submission on page 3.

We look forward to your engaging and enriching experience working on the modules. In case of any query, you can write to us at hukam.singh@jimsindia.org or indu.loura@jimsindia.org

Happy Learning.

Dr. Parminder Bajaj
Dean (PGDM – International Business)
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Instruction for Submission

1. The assignments must be done separately for each course.
2. Use only A-4 size sheet (ruled or plain) for typing or writing the assignment.
3. For typed assignment, Use MS Word, Times New Roman, Font size 12 and justified margin.
4. Use both side of the page.
5. The assignment submission date will be announced in July 2026.

INTERNATIONAL BUSINESS

Before you walk into your first class, we'd like you to do something simple: watch, listen, and notice.

Q1. Watch & Respond

Watch this short, engaging video about how global trade actually works:

Video: https://www.youtube.com/watch?v=HfN8BnRJryQ&t=18s

"International Trade Explaines" – CFR Education (approx. 7 min)

After watching, answer these questions in your own words:

1. What surprised you the most in this video? Mention one specific fact or idea.
2. The video explains why countries trade with each other. In 2–3 sentences, what is the core reason?
3. Can you think of one product you use daily that is likely imported? Which country might it come from, and why does India import it rather than make it here?
4. The video was made for a global audience. Was there anything in it that felt especially relevant to India's situation? Explain briefly.

Keep your answers short and honest. 3–5 sentences per question is enough.

Q2. Follow One News Story

Pick any one news story from the last two months related to international trade or global business. It could be about tariffs, a new trade deal, a company expanding abroad, a supply chain disruption, anything that caught your eye.

Where to look: Economic Times, Mint, Reuters, BBC Business, or simply search India trade news 2025 on Google News.

Write about your chosen story:

1. What is the story? Summarise it in 3–4 sentences.
2. Which countries, companies, or industries are involved?
3. What is the likely impact, on consumers, businesses, or India's economy?
4. Why did this story interest you personally?

Paste or write the headline and source at the top of your answer so your faculty knows which story you are referring to

Q3. An Indian Company Goes Global

Choose any Indian company that has expanded internationally, for example, Tata Group, Infosys, Sun Pharma, Mahindra & Mahindra, or Bajaj Auto.

- Briefly describe the company and its global presence.
- Describe two strategies the company used to expand internationally (e.g., acquisitions, joint ventures, exports).
- Mention one challenge it faced while going global and how it handled it.

Q4. Your Reflection

In about 150 words, share your thoughts on the following:

As someone about to begin a management programme in International Business, what excites you most about the global economy today, and what concerns you?

ECONOMICS

Reading, exploring and enquiring - all are interesting to a curious mind. And a curious mind is the unchallenged qualification for creativity. So why not gain this essential competency?
Let's begin by some exploration; and then follow with some application of the explored resources!
You all are aware that the population census is being conducted these days. Spread over several weeks from April 1, 2026 to September 30, 2026 it is a gigantic task undertaken by the Ministry of Home Affairs, GOI.

WORK TO BE DONE

Essential Requirements: Access to internet and an A4 size unruled white sheet.

Task 1: Explore

Objective: To explore the (demographic/socio-economic) profile of Indians via secondary sources

1) Visit the official website of Census 2027 (https://censusindia.gov.in/census.website/)
2) Explore the history of the exercise in India
3) Explore the 'firsts' of the ongoing census ('Firsts' means never done before in the previous surveys)
4) Explore the 'Data & Resource' on the website's homepage
5) Specifically find more on the census data (past) for your hometown (State/city/district)

Task 2: Analyze using Human Intelligence (HI)

Objective: To apply existing knowledge (HI) to obtain business implications of demographic/social/economic environment in an Indian city

Utilize the exploration done in (5) above to analyze the following

6) Identify industries/businesses (at-least 2) that essentially flourish in your hometown (State/city/district) due to the unique demographic/socio-economic profile of the people.
7) Identify industries/businesses (at-least 2) that are likely to fail in your hometown (State/city/district) due to the unique demographic/socio-economic profile of the people.

Task 3: Analyze using Artificial Intelligence (AI)

Objective: To apply AI to obtain business implications of demographic/social/economic environment in an Indian city

8) Repeat Task 2 (as above) using an AI tool (any of your choice)

Task 4: Present

Objective: To compare the outcomes of data analyzed by HI and AI

9) Use a white A4 sheet to tabulated the outcomes of Task 2 and Task 3 so as to present a contrast in the analysis done by you and the AI tool.

Wholeheartedly do the assigned tasks and when you join the PGDM program, come with Task 4 done

BASIC ACCOUNTING AND FINANCE

Accounting and Finance are very relevant and useful courses in the PGDM curriculum. In any future role, as a manager, competitor, leader or financial analyst, a management student is required to be comfortable with analysing and interpreting financial statements. Managers in business organizations face several decision-making situations every day. In many cases, the accounting information that contains data has a direct effect on the decision-making process in long term. In order to do the interpretations and analysis of financial statements and to understand the impact of decision making on financial performance of an organisation, a management student must have the understanding of basic accounting and finance concepts. It is also crucial to understand that decisions are not taken in isolation, the developments in the economy specifically in the financial sector play an important role in taking rational decisions for the organisation. The following tasks will help you to move forward in that direction!

Activity 1:

Objective: To enable students to identify and understand various accounting events and important components in the financial statements.

You are required to study the given Financial Statements (Profit & Loss Account and Balance Sheet) of a company and provide the following information:

1. List of Current (Short Term) Assets and Long-Term Assets
2. List of Current (Short Term) Liabilities and Long-Term Liabilities
3. Amount of Revenue in the company.
4. Amount of Operating Profit in the company

Income Statement		
No.	**Particulars**	**Amount (₹ in '000)**
1	Sales	16,000.00
2	*Less: Cost of goods sold*	
	Raw materials consumed	7,800.00
	Consumables	800
	Direct labour	750
	Other direct expenses	480
	Total Cost of goods sold	9,830.00
3	Gross profit (1-2)	6,170.00
4	*Less: Operating expenses*	
	Administrative expenses	1,200.00
	Selling expenses	260
	Depreciation	700
	Total Operating expenses	2,160.00

Income Statement		
5	Profit before interest and tax (3-4)	4,010.00
6	Less: Interest	1,440.00
7	Net profit before tax (5-6)	2,570.00
8	Less: Income tax @ 50%	1,285.00
9	Net profit after tax (7-8)	1,285.00

Balance Sheet		
No.	**Particulars**	**Amount (₹ in '000)**
1	Share capital	5000
2	Reserves and surplus	1500
3	*Own funds (1+2)*	*6500*
4	Long-term loans	12000
5	Short-term loans	1500
6	*Loan funds (4+5)*	*13500*
7	**Total funds available (3+6)**	**20000**
8	Fixed assets	14000
9	Investments	300
10	Current assets	
	Inventories	4000
	Receivables	1600
	Cash and banks	100
11	**Total funds employed (8+9+10)**	**20000**

Activity 2:

India has seen rapid growth in sustainable finance and green investments as the country moves towards its net-zero emissions target by 2070. To support environmentally friendly projects, the Government of India and companies are increasingly issuing Green Bonds to fund renewable energy, clean transportation, and sustainable infrastructure. At the same time, investors are increasingly interested in companies with strong Environmental, Social, and Governance (ESG) practices. You are a financial consultant advising the Securities and Exchange Board of India on how to encourage greater participation in green finance and improve awareness among investors and companies.

Questions:

a) Describe two recent sustainable finance initiatives in India (e.g., sovereign green bonds, ESG mutual funds, renewable energy financing, carbon credit markets).

b) Discuss the potential benefits and risks of sustainable finance initiatives for the Indian economy and investors.

c) Explain any two major challenges to the growth of green finance and green bonds in India (e.g., lack of awareness, greenwashing concerns, high project costs).

d) Recommend two strategies that regulators and financial institutions can adopt to promote green investments in India. Explain how these measures would help.

STATISTICS AND BUSINESS MATHEMATICS

Objective 1 – To understand the fundamentals of basic statistics.

Q1. Each of the questions given below consists of a statement and / or a question and two statements numbered I and II given below it. You have to decide whether the data provided in the statement(s) is / are sufficient to answer the given question. Read both the statements and

Give answer (A) if the data in Statement I alone are sufficient to answer the question, while the data in Statement II alone are not sufficient to answer the question.

Give answer (B) if the data in Statement II alone are sufficient to answer the question, while the data in Statement I alone are not sufficient to answer the question.

Give answer (C) if the data either in Statement I or in Statement II alone are sufficient to answer the question.

Give answer (D) if the data even in both Statements I and II together are not sufficient to answer the question.

Give answer (E) if the data in both Statements I and II together are necessary to answer the question.

1. What is the length of a running train crossing another 180 meter long train running in the opposite direction?

I. The relative speed of the two trains was 150 kmph.
II. The trains took 9 seconds to cross each other.

a. I alone sufficient while II alone not sufficient to answer.
b. II alone sufficient while I alone not sufficient to answer.
c. Either I or II alone sufficient to answer.
d. Both I and II are not sufficient to answer.
e. Both I and II are necessary to answer.

2. What is the length of a running train?

I. The train crosses a man in 9 seconds.
II. The train crosses a 240 meter long platform in 24 seconds.

a. I alone sufficient while II alone not sufficient to answer.
b. II alone sufficient while I alone not sufficient to answer.
c. Either I or II alone sufficient to answer.
d. Both I and II are not sufficient to answer.
e. Both I and II are necessary to answer.

Objective 2 - To make the students understand about the fundamental concepts of business mathematics.

Q3. The following pie-chart shows the sources of funds to be collected by the National Highways Authority of India (NHAI) for its Phase II projects. Study the pie-chart and answers the question that follow.

Sources of funds to be arranged by NHAI for Phase II projects (in crores Rs.)

1. Near about 20% of the funds are to be arranged through

a) SPVS
b) External Assistance
c) Annuity
d) Market Borrowing

2. If NHAI could receive a total of Rs. 9695 crores as External Assistance, by what percent (approximately) should it increase the Market Borrowing to arrange for the shortage of funds?

a) 4.5%
b) 7.5%
c) 6%
d) 8%

3. If the toll is to be collected through an outsourced agency by allowing a maximum 10% commission, how much amount should be permitted to be collected by the outsourced agency, so that the project is supported with Rs. 4910 crores?

a) Rs. 6213 cr.
b) Rs. 5827 cr.
c) Rs. 5401 cr.
d) Rs. 5316 cr.

4. The central angle corresponding to Market Borrowing is

a) 52 degree
b) 137.8 degree
c) 187.2 degree
d) 192.4 degree

5. The approximate ratio of the funds to be arranged through Toll and that through Market Borrowing is

a) 2:9
b) 1:6
c) 3:11
d) 2:5

Q4. The following bar chart shows the composition of the GDP two countries (India and Pakistan).

Composition of GDP of Two Countries

1. If the total GDP of Pakistan is Rs. 10,000 crore, then a GDP accounted for by Manufacturing is ?
   a) Rs. 200 cr.
   b) Rs. 600 cr.
   c) Rs. 2,000 cr.
   d) Rs. 6,000 cr.
2. What fraction of India's GDP is accounted for by Services ?
   a) 6/33th
   b) $1/5^{th}$
   c) $2/3^{rd}$
   d) None of the above
3. If the total GDP of India is Rs.30,000 crores, then the GDP accounted for by Agriculture, Services and Miscellaneous is ?
   a) Rs. 18,500 cr.
   b) Rs. 18,000 cr.
   c) Rs. 21,000 cr.
   d) Rs. 15,000 cr.

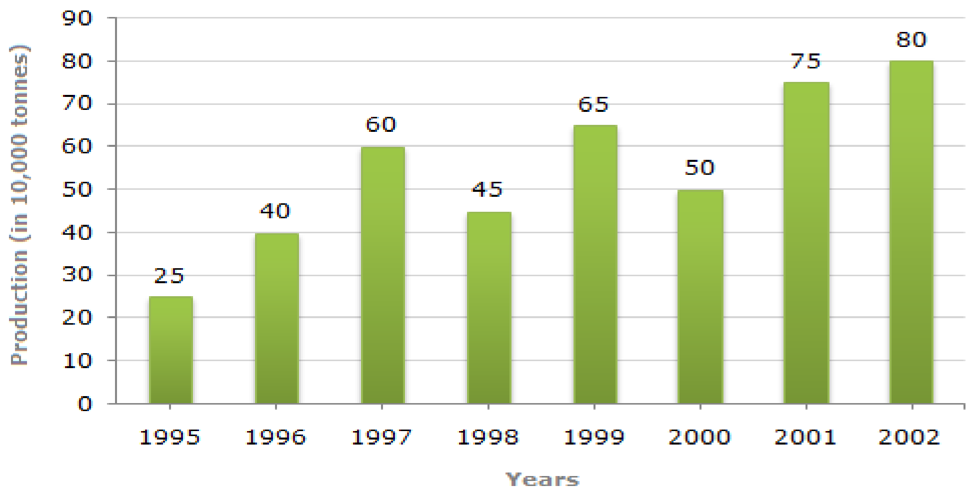
4. Which country accounts for higher earning out of Services and Miscellaneous together ?
    a) India
    b) Pakistan
    c) Both spend equal amounts
    d) Cannot be determined

5. If the total GDP is the same for both the countries, then what percentage is Pakistan's income through agriculture over India's income through Services ?

a) 100 %
b) 200 %
c) 133.33 %
d) None of these

Q5. Study the bar chart and answer the question based on it

Production of Fertilizers by a Company (in 1000 tonnes) Over the Years

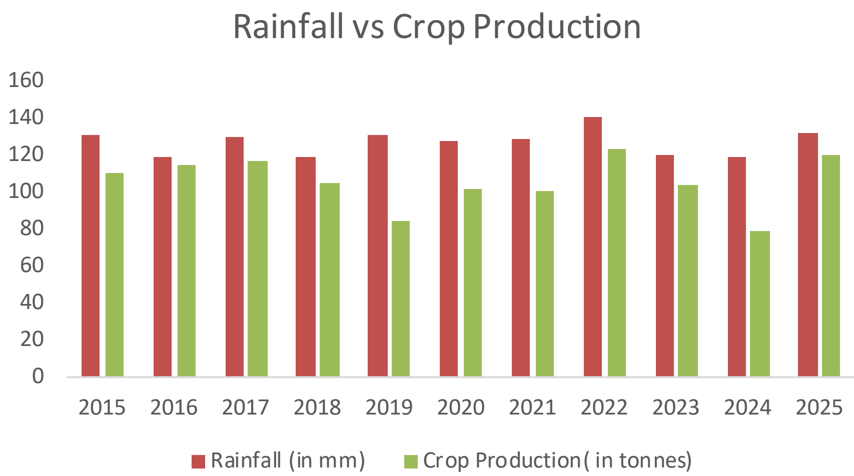


1. What was the percentage decline in the production of fertilizers from 1997 to 1998?
    a. 33(1/3) %
    b. 20 %
    c. 25 %
    d. 21 %

2. The average production of 1996 and 1997 was exactly equal to the average production of which of the following pairs of years?
    a. 2000 and 2001
    b. 1999 and 2000
    c. 1998 and 2000
    d. 1995 and 2001
3. What was the percentage increase in production of fertilizers in 2002 compared to that in 1995?
    a. 320 %
    b. 300 %
    c. 220 %
    d. 200 %

4. In which year was the percentage increase in production as compared to the previous year the maximum?
    a. 2002
    b. 2001
    c. 1997
    d. 1996
5. In how many of the given years was the production of fertilizers more than the average production of the given years?
    a. 1
    b. 2
    c. 3
    d. 4

Activity 2 – Write the interpretation of the below graph (250 Words).



Suggested Readings

1. Statistics for Management and Economics, Gerald Keller, 10e
2. Statistical Methods, S. P. Gupta and M.P. Gupta, Sultan Chand and Sons
3. Statistics for Management, Richard I. Levin, David S. Rubin, Masood H. Siddiqui, and Sanjay Rastogi

Youtube Links

1. https://www.youtube.com/watch?v=keLk7odKCsE&ab_channel=GateSmashers
2. https://www.youtube.com/watch?v=JVaKq-oJnFs&ab_channel=MichelvanBiezen
3. https://www.youtube.com/watch?v=o7F-tbBl_hA&ab_channel=UNDATABLE
4. https://www.youtube.com/watch?v=csXmVBw8cdo&ab_channel=Prof.RyanAhmed

FUNDAMENTALS OF MANAGMENT

ASSIGNMENT-1

This assignment is based on the McKinsey & company published report titled "Organizing for the future: Nine keys to becoming a future-ready company". The report link to access is –

https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/organizing-for-the-future-nine-keys-to-becoming-a-future-ready-company

Students need to read the article and answer the questions provided below. Students may also read the article titled-"Fitter, flatter, faster: How structuring your organization can unlock massive value" for better understanding. The link is :-

https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/fitter-flatter-faster-how-unstructuring-your-organization-can-unlock-massive-value

Note: -The company name and case here is only representational.

Reorganizing for the Future at XYZ Industries

XYZ Industries is a multinational consumer electronics and digital services company operating across Asia, Europe, and North America. Between 2015 and 2020, the company expanded rapidly and employed more than 45,000 people worldwide. Annual revenues exceeded USD 18 billion during this period. Despite strong financial growth, the organization experienced increasing internal inefficiencies, including slow decision-making, excessive bureaucracy, declining employee engagement, and weak coordination across departments.

During the COVID-19 pandemic, XYZ successfully shifted many employees to remote work and expanded digital sales channels. However, by the end of 2020, several operational problems became more visible. Product launches were delayed, employee turnover increased, and customer complaints regarding inconsistent service quality became more frequent.

The company's CEO, Raghav Menon, concluded that XYZ's organizational structure had been designed for stability and control rather than flexibility and innovation. Senior executives observed that the company had become highly hierarchical and fragmented into functional silos, reducing its ability to respond quickly to market changes.

At the same time, the external business environment was changing rapidly because of several factors:

a) Increased digital connectivity among consumers and businesses
b) Lower transaction costs through digital platforms
c) Expansion of automation and artificial intelligence technologies
d) Changing workforce expectations regarding flexibility and career growth

Digital-first competitors were introducing products more quickly and attracting skilled employees away from XYZ.

Analysis reveal following challenges for XYZ

1.**Complex Organizational Structure**

The company operated through a matrix structure with multiple reporting relationships. Employees often required approvals from several managers before implementing decisions. Coordination between product teams and regional offices was slow, resulting in delays in innovation and execution.

2. Weak Organizational Purpose

Although XYZ officially promoted innovation and customer value, many employees felt disconnected from the company's mission. Internal surveys conducted in 2020 showed that only 41% of employees believed the organization's purpose influenced their daily work activities.

3. Slow Decision-Making

Important business decisions frequently required approval from multiple senior executives. During the pandemic, competitors adapted more quickly to changing customer demands, while XYZ struggled with lengthy approval processes.

4. Talent Retention Problems

The company experienced increasing turnover among software engineers, data scientists, and digital specialists. Many employees preferred technology firms and start-ups that offered greater flexibility, autonomy, and faster career progression.

5. Limited Innovation Culture

Employees were reluctant to experiment because failure was often viewed negatively. Most innovation initiatives required senior management approval, reducing creativity and slowing problem-solving.

Assignment Questions

1. Analyze the major organizational challenges faced by Industries and explain how these challenges affected business performance.
2. Evaluate the advantages and disadvantages of flattening organizational structures using examples from the case.
3. Discuss the importance of organizational culture in supporting innovation and employee engagement at XYZ.
4. Examine how digital transformation and data-driven decision-making can improve organizational competitiveness.
5. Prepare a strategic recommendation report outlining additional actions XYZ should take to strengthen long-term growth and adaptability.

Assignment-2

Note- access link for the below given article is - https://economictimes.indiatimes.com/tech/artificial-intelligence/indian-firms-lead-global-peers-in-ai-adoption-but-lag-in-expertise-deloitte/printarticle/129730843.cms

Indian enterprises are outpacing their global counterparts in terms of large-scale adoption of Artificial Intelligence, with most organisations expecting to increase their AI spending next year, according to a report by Deloitte. However, this rapid deployment contrasts with a significant capability gap, as India reports lower levels of specialist AI expertise compared to the global average.

The 'State of AI in the Enterprise' report for 2026 revealed that Indian firms are advancing past trials to lead global peers in large-scale AI adoption across key functions. At-scale deployment is strongest in Product Development (62 per cent), Strategy and Operations (56 per cent), Marketing & Sales (55 per cent) and Supply Chain (48 per cent), signaling that AI is increasingly embedded into functions that drive growth, efficiency, and competitive advantage. "40 per cent of Indian respondents report significant or full usage, compared with a global average of approximately 28 per cent, indicating that Indian

Indian firms lead global peers in AI adoption, but lag in expertise: Deloitte - organisations are not only piloting AI, but are increasingly operationalising it to unlock near-term productivity and business outcomes," Deloitte said. The State of AI Insights from India is part of Deloitte's global State of AI in the Enterprise survey. The India edition captures responses from over 200 business and technology leaders. The report noted that 94 per cent of Indian organisations expect their AI budgets to increase over the next year. Despite the aggressive rollout, there is a significant capability gap. Deloitte observed that only 0 to 4 per cent of Indian companies possess a high level of AI expertise, lagging behind the global average of 2 to 8 per cent. The report lists regulatory and compliance demands as the leading obstacle for AI integration (39 per cent), followed by resistance to change (34 per cent). Organisations report relatively lower pressure from cost (12 per cent) and infrastructure (5 per cent) constraints, indicating that governance readiness and operating-model change are the more immediate limiting factors for scale. Even with these obstacles, Indian organisations expect tangible near-term value from AI. Nearly all respondents anticipate productivity improvements, with 97 per cent expecting productivity to increase. "Indian enterprises are entering a defining phase in their AI journey, where ambition is translating into enterprise-wide execution. The momentum we are seeing reflects a strategic shift from experimentation to embedding AI into the fabric of how organisations create value and compete.

"The next chapter will be shaped less by access to technology and more by the ability to build institutional capability, strengthen governance, and align people with new ways of working. Organisations that invest in trust and skills today will be better positioned to convert early gains into sustained advantage," said S Anjani Kumar, Partner, Deloitte India

1. Describe on the planning challenges company’s face due to AI. Are they able to face it as per the report?
2. Imagine that your organization has invested heavily in AI tools but lacks skilled AI professionals. What strategies would you recommend to bridge the expertise gap?
3. Conduct secondary research on one Indian company successfully implementing AI and evaluate its business outcomes.
4. Keeping in mind recent changes prepare a list of goals for yourself using SMART framework.

MARKETING

Section A: Activities

Submission Instructions for Section A

Students must complete the following activities from Section A and submit them in a neat written format. Each activity should be completed in 200–250 words, supported by observations, examples, or screenshots wherever required. Students should be ready to briefly discuss their work in class.

1. Social Media Platform Choice for a Sports Watch Startup

Imagine you are the founder of a new sports watch startup. Your budget is limited, and you can choose only one social media platform for promotion. Research the platform's user profiles, content formats, and engagement patterns.
Make your case:

- Which platform would you choose?
- What content type would you use?
- Who would be your target segment?
- What would your first three posts look like?

2. Advertisement Review and Improvement

Bring any print advertisement from a newspaper or magazine to class. Critically evaluate it on the basis of:

- Clarity of message
- Relevance to the target audience
- Visual design
- Emotional appeal

What is the advertisement trying to say? Is it saying it effectively?
Now suggest three specific, actionable improvements, such as rewriting the headline, improving the visuals, changing the call to action, or sharpening the message. Be specific, not vague.

3. Customer Insight Interview

Speak to a family member who mostly makes purchase decisions at home. Ask them about their last significant purchase.

You may ask questions such as:

- What did they buy?
- Why did they choose that brand over others?
- Where did they first hear about it?

- Did price, quality, brand name, reviews, or family opinion influence the decision?
- Would they buy the same brand again?

Listen carefully. Your job is not to judge or pitch, but to understand real buying behavior.
Come back with five genuine insights about how purchase decisions are actually made in a household.

Section B: Case Study

Submission Instructions for Section B

Read the case carefully and answer following discussion questions given at the end. Each answer should be around 150–200 words. Students are encouraged to support their answers with app observations, examples, screenshots, or personal experience as consumers. The focus should be on clear thinking, not on perfect technical language.

Blinkit: Speed, Scale, and the 10-Minute Question

In December 2024, Albinder Dhindsa, founder and CEO of Blinkit, had an important decision to make. Blinkit was already one of the leading players in India's quick commerce market, but the comfort of leadership was beginning to fade.

Amazon India was preparing to enter the same market through a project called Tez, with a plan to test fast delivery in Bengaluru. For Blinkit, this was not just another competitor. This was Amazon, a company known for strong logistics, technology, customer trust, and aggressive expansion.

Quick commerce has changed a simple urban habit: buying daily-use products. Earlier, a customer would walk to a kirana store for milk, bread, chips, shampoo, toothpaste, or chocolates. Now, with a few taps on a mobile app, the same products can arrive at the doorstep within minutes.

The promise is simple but powerful:

"Why step out if the product can come home almost immediately?"

India's quick commerce market has been growing rapidly. In 2024, Blinkit was among the strongest players, followed by Swiggy Instamart, Zepto, and BigBasket. Reliance-backed JioMart and Amazon were also expected to become more active in this space.

Blinkit's story did not begin as Blinkit. It started as Grofers in 2013 in Gurgaon. Initially, it worked as an online grocery platform. Later, the company shifted towards quick commerce. By 2021, it began promising very fast delivery and changed its name to Blinkit. In 2022, Zomato acquired Blinkit.

The heart of Blinkit's model is the dark store. These are small warehouses dedicated solely to online orders. Customers do not visit these stores. When an order is received, products are picked, packed, and sent quickly because the dark store is usually located close to the customer's area.

But speed alone does not make Blinkit strong. It also aims to offer convenience, product variety, availability, a good app experience, discounts, and quick service. Customers can order daily groceries, snacks, personal care products, festive items, imported chocolates, electronics, and even premium products.

However, quick commerce is not an easy business. Many orders are small in value, so companies need customers to keep ordering. Every promise has to work well: product availability, correct packing, fresh products, fast delivery, quick refund, and smooth return. One missing item or wrong product can lead to a refund, redelivery, extra cost, and an unhappy customer.

Blinkit also faces pressure to improve profitability. Fast delivery needs dark stores, delivery partners, technology, inventory planning, and constant offers. These things are expensive. Therefore, Blinkit has to balance two things carefully:

Customer convenience and business profitability.

There is also an important human side to the story. Like other quick commerce companies, Blinkit depends heavily on delivery partners. Fast delivery creates pressure on them, especially during peak hours, bad weather, traffic, and late-night orders. This raises questions about worker safety, fair earnings, and ethical marketing promises.

The Amazon threat sharpens Blinkit's challenge. Amazon already has strong customer trust, a large seller network, good technology, and a wide delivery experience in India. If Amazon aggressively enters quick commerce, it may leverage discounts, delivery strength, Prime membership, and brand trust to put pressure on Blinkit.

Blinkit now has four broad choices.

First, it can expand quickly by opening more dark stores and entering more locations. This may help protect market share, but it can also increase costs.

Second, it can focus more on high-value customers in big cities by offering premium products, better recommendations, and higher-value baskets.

Third, it can build more private-label products. These products may give better margins, but customers must trust Blinkit enough to buy them.

Fourth, it can partner with kirana stores or modern retail chains. This may reduce investment in dark stores, but Blinkit may lose some control over product quality, availability, and customer experience.

Each path has a risk. Expanding fast may hurt profitability. Focusing on premium customers may reduce mass appeal. Partnering with kirana stores may affect control. Private labels may fail if customers do not trust them.

For a marketing student, Blinkit is not only a story of fast delivery. It is a story of changing consumer habits, convenience, pricing, product variety, customer trust, app experience, delivery ethics, and competition.

The main question is simple but serious:

When every company can promise speed, what should make Blinkit different: price, product range, trust, convenience, or customer experience?

Discussion Questions

1. Blinkit vs Competitor App

Open Blinkit and one competitor app such as Zepto, Swiggy Instamart, BigBasket, or Amazon Fresh. Search for five products: milk, bread, chips, shampoo, and chocolate. Compare price, availability, delivery time, discounts, and app experience.
Which app feels better and why?

2. Blinkit vs Kirana Store

Observe one nearby kirana store and compare it with Blinkit.

Which is better in terms of trust, price clarity, convenience, variety, and speed?

For which products would you prefer Blinkit, and for which products would you still prefer the kirana store?

3. Cart Observation Activity

Create a cart of ₹300–₹500 on Blinkit without placing the order. Observe delivery fee, handling fee, discounts, product suggestions, and urgency messages.

What tactics is Blinkit using to make customers buy more?

4. Essentials or Mini Marketplace?

Explore Blinkit for premium or non-grocery items, including imported snacks, electronics, festive items, personal care products, and home-use products.

Should Blinkit focus only on essentials, or should it become a “mini marketplace”? Share your opinion.

5. Marketing Manager’s Choice

Imagine you are Blinkit’s marketing manager. Which strategy would you choose?

- Expand to more cities
- Focus on premium customers
- Partner with kirana stores
- Build more private-label products

Justify your choice with your observations.

Section C: Reading-Based Reflection

Submission Instructions for Section C

Students must read the articles/reports listed below and prepare a short reflection of 250–300 words. Students should not simply copy from the article. They should write in their own words.

Suggested Readings

1. Official shareholder letter by Deepinder Goyal on Zomato's proposed rebranding as Eternal

https://www.eternal.com/letter.pdf

2. Winning in Bharat & India: The Retail Kaleidoscope

https://www.bcg.com/publications/2025/india-winning-in-bharat-india-the-retail-kaleidoscope

3. The Future of Pricing Strategy in India: Trends to Watch

https://www.ey.com/en_in/insights/strategy/parthenon/the-future-of-pricing-strategy-in-india-trends-to-watch

4. India's richest man adds fizz to country's cola market with relaunch of iconic brand

https://www.forbes.com/sites/yessarrosendar/2025/10/08/indias-richest-man-adds-fizz-to-countrys-cola-market-with-relaunch-of-iconic-brand/

5. Prada seeks to mend ties with 'Made in India' sandals — Reuters

https://www.reuters.com/world/india/prada-seeks-mend-ties-with-made-india-sandals-2026-04-27/

COMMUNICATION

I. Introduction

Let's understand what this is all about!

Communication is one of the most essential skills in today's times. Rated as the top most skill needed by any employee, effective communication is what makes you stand out from the others.

Unfortunately however, this fundamental skill is underrated by many students, till the time for placements hits them close.

Another misconception surrounding communication is the overemphasis on language. Indeed, good language usage is the backbone of effective communication. Nevertheless, one must treat communication as a bouquet of flowers of all kinds. So, while it's important to have a strong grasp over language, it's equally important to work around other areas, like your posture, confidence, eye contact, tone, volume and pitch of voice, and ofcourse, your smile! Thus, it won't be wrong to say that your communication is a direct reflection of your personality.

The Challenge & Its Solution

And now comes the most challenging part! A lot of you must be wondering how you can improve your communication skills that you so dearly want to work upon. Well, the key is simple:

Engage yourself in all the modules of all language building, and these are LSRW (Listening, Speaking, Reading & Writing). The idea is to immerse yourself in anything and everything! And the generation we are talking about here is the generation of the digital natives. So, you have a plethora of options and resources to choose from.

You could visit websites, watch videos, read blogs, listen to podcasts, attend virtual courses, look at vlogs and shorts, attend online meetings and connect and interact wherever and whenever you can. The sky is the limit! After engaging yourself with all aspects of communication, you will find in yourself an increased confidence and enthusiastic zest to take on the world.

Happy Learning!

II. The Plan

This section talks about the 'real work' you need to do before you are ready for your classes.

(Please refer to the third segment 'Important Listings' to uncover the books and articles you need to read, the courses you need to do and the videos you need to watch.)

No.	What do you have to do?	Application in Class	Language Skill Addressed	Outcomes	Linked Assessment
1.	Book Reading	Summary Presentation	Spoken	Enhanced confidence & public speaking	5 marks
2.	Article Reading	Role Play	Spoken	Enhanced team work, interpersonal skills, public speaking and coordination	
3.	Courses	Group Work: Sharing Individual Takeaways	Written	Improved writing skills, enhanced team work and cooperation	5 marks
4.	Videos	Class Discussion: Quiz, Open Debate, Q&A	Spoken	Enhanced communication, confidence and ability to debate	

III. Important Listings

Recommended Books

(Note: Read one book from the given list. You can certainly read more if you wish to. You will not only find these books useful but also entertaining.)

1. How to win friends and influence people
Dale Carnegie
2. How to listen with Intention
Patrick King
3. Elite Communication Skills for Young Professionals
Ty Hoesgen
4. Active Listening Techniques
Nixaly Leonardo, LCSW
5. Reclaiming Conversation: The Power of Talk in a Digital Age

Sherry Turkle
6. Verbal Judo: The Gentle Art of Persuasion
George J. Thompson & Jerry B. Jenkins
7. Five Stars: The Communication Secrets to get from Good to Great
Carmine Gallo

Recommended Articles
(Note: Read both the given articles.)

https://www.helpguide.org/articles/relationships-communication/nonverbal-communication.htm

https://www.verywellmind.com/what-is-active-listening-3024343

Recommended Videos
(Note: Watch all the videos.)

https://www.youtube.com/watch?v=J2YHz-fW0HI

https://www.youtube.com/watch?v=srn5jgr9TZo

https://www.youtube.com/watch?v=65GbpVZTgAk

https://www.youtube.com/watch?v=1sfM-xx7tHI

Recommended Courses
(Note: Excellent short courses you can do from the comforts of your home. If you wish, you may choose any other course that you would like to join.
All the below listed courses are free.)

https://www.coursera.org/learn/finding-your-professional-voice (9 hours)

https://www.coursera.org/learn/active-listening-enhancing-communication-skills (4 hours)

https://www.udemy.com/course/effective-communications-skills-for-business/ (38 min of on-demand video)

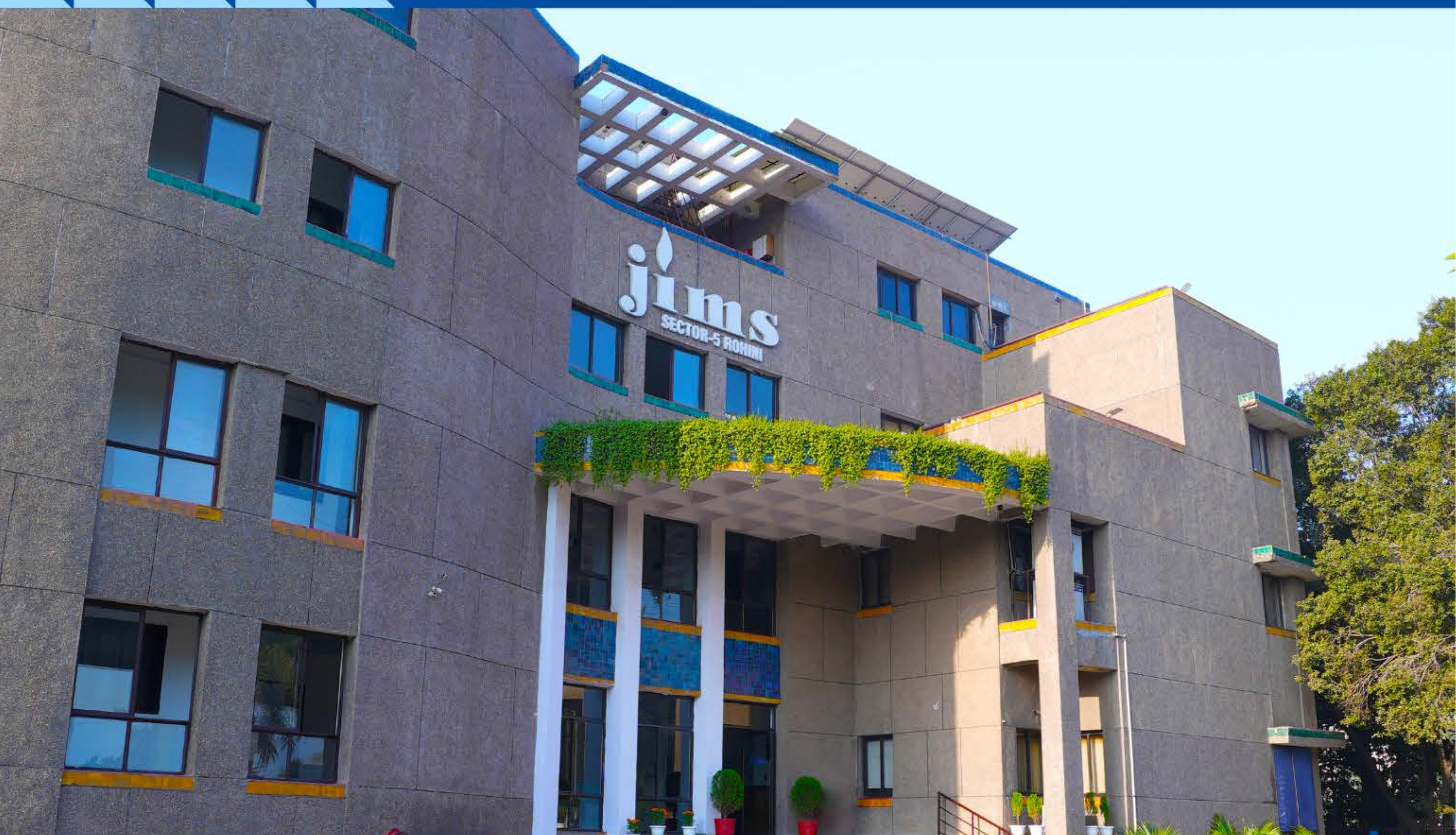
IV. Knowing Yourself

Assess your strengths and weaknesses.
Use this table to help you.

Name:			
MY STRENGTHS			
No.	**Quality**	**Example (when do usually demonstrate this quality?)**	**What can I further do to keep bettering at it?**
MY WEAKNESSES			
No.	**Quality**	**Example (when do usually demonstrate this quality?)**	**What can I do to overcome it and improve myself?**

(Please be as fair and honest while filling the table. Your information will NOT be shared with anyone.)
Happy learning and discovering yourself! Enjoy the process!

Happy learning and discovering yourself! Enjoy the process!



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