



Sanjeeth Shetty  
Foundation

# The Sanjeeth Shetty Leaders Fellowship

*Guidelines for Candidates - Part 01 of 02*

*Version 9.0 (11 October 2024)*







## THE SANJEETH SHETTY LEADERS FELLOWSHIP

Greetings. My name is Vivek Vishwanathan, and I work with the *Sanjeeth Shetty Foundation*, and serve as part of *The Sanjeeth Shetty Leaders Fellowship (TSSLF)*. I am also an alumnus of *NMAM Institute of Technology (NMAMIT)*, having pursued my degree in Mechanical Engineering between the years 2013-2017. Additionally, I have had the privilege of being part of this Fellowship (Cohort 2017), and can personally attest to its transformative impact on my journey.

The *Sanjeeth Shetty Leaders Fellowship (TSSLF)* is a flagship initiative of the *Sanjeeth Shetty Foundation*, dedicated to fostering leadership excellence among aspiring young graduates. Founded by Mr. Sanjeeth Shetty in 2013, and established at *NMAM Institute of Technology (NMAMIT)*, Karnataka, the Fellowship is now in its 13th year. Since its inception, TSSLF has recognised 86 Fellows for their contributions to college and the wider community. In its initial 02 years, the Fellowship honoured the distinguished achievements of graduates in select engineering disciplines at NMAMIT. The Fellowship has since evolved to include all engineering disciplines, as well as Computer Applications; with Fellows receiving the *Awards of Distinguished Achievement* and *Awards of Outstanding Achievement*, each year.

Starting this year, the Fellowship aims to broaden its reach by engaging a wider base of emerging and potential leaders, ensuring that every deserving student is recognised. To this end, the Fellowship has been expanded to include students from *Justice KS Hegde Institute of Management (JKSHIM)*, Karnataka. In line with its commitment to service, the Foundation has introduced an additional award - the *Abhyuday Award for Collaborative Excellence* - to acknowledge students' contributions to Abhyuday.

Why do we exist? In a world increasingly defined by complex challenges - from political instability, climate change, economic inequality, social injustice and technological disruption - the need for visionary leadership has never been more critical. As we navigate unprecedented changes in our environment, in our economies, in society, and across industries, it is essential to cultivate leaders who can think critically, act decisively, and inspire themselves to work towards a more fair, equitable and sustainable future. Young leaders must redefine their leadership by embracing empathy, innovation and collaboration. They must also advocate for inclusive policies that address inequality and

sustainability. Above all, young leaders must combat mistrust and misinformation and re-build faith in institutions - global and local.

It is necessary for these young leaders to understand the world's problems, including from a global perspective; and understand how each of their actions can impact the broader world. We believe that through grass root movements, entrepreneurial ventures, and by holding established leaders accountable, young people can drive systemic change. *The Sanjeeth Shetty Leaders Fellowship* is dedicated to developing such leaders by equipping them with the skills, knowledge, and above all, the mindset needed to confront these challenges. We do not believe that we can play an extraordinary global role like some of the world's biggest and most impactful nonprofits; we are very aware of our size and our limitations. However, we are betting on a pool of young leaders, some of whom may go on to become principled and impactful leaders of the future. One or two of them may go on to impact the world in a big way; and if such an event actually occurs, we will have fulfilled our little purpose. That is all we seek to achieve in whatever we are doing.

The structure of the Fellowship resembles a meticulously crafted pyramid, where strategic milestones act as filters for leadership assessment. The Fellowship's transparent and accountable process upholds the highest standards of integrity and accountability. The milestones of the Fellowship include:

*Milestone 01: Fellowship Aptitude Test*

*Milestone 02: Leadership Labs*

*Milestone 03: Group Discussions*

*Milestone 04: Leadership Integrity Assessment*

*Milestone 05: Leadership Capability Interviews*

*Milestone 06: Fellowship Awards*

*Milestone 07: Afternoon Tea with the Patron*

The Fellowship is open to final-year students enrolled in the following programs: (1) Bachelor of Engineering at NMAMIT; (2) Master of Computer Applications at NMAMIT; and (3) Master of Business Administration at JKSHIM. This revamped Fellowship is designed to ensure that every deserving student has a fair and equitable opportunity to be considered for the Fellowship. Please allow us to provide an elaborate idea of each of the milestones.

The *Fellowship Aptitude Test (FAT)* shall serve as an initial assessment, providing a baseline evaluation of the applicants' general aptitude and foundational proficiency. It shall assess skills in language, numeracy, logical reasoning, and comprehension of fundamental



concepts. The FAT shall be the first screening stage for all eligible applicants, ultimately yielding a cohort of 96 Fellowship-Candidates - 08 candidates from each engineering discipline - totaling to 80 candidates from the engineering disciplines of NMAMIT, and 08 candidates each from JKSHIM and the NMAMIT Computer Applications discipline. These 96 Fellowship-Candidates shall then proceed through the remainder of the Fellowship process, with their performance at each stage impacting their likelihood of being selected as a Fellow. To better understand the structure and expectations of the test, applicants shall be provided with a sample questionnaire for the *Fellowship Aptitude Test*.

The *Leadership Labs* are the heart of the Fellowship. The Foundation has put in a lot of thought and effort in designing these labs in the hope that they add significant value to the lives of the Fellowship-Candidates. The *Leadership Labs* shall consist of three programs: *Command Control*, *The Innovator's Blueprint*, and *Mastering the Self*. Each program includes courses led by distinguished leaders in their respective fields.

The 05 courses under *Command Control* are designed to expose Fellowship-Candidates to leadership across 05 distinct environments: the global corporate world, where the focus is on revenue and growth; the startup and entrepreneurial sector, centred on problem-solving and scalability; the nonprofit sphere, dedicated to driving social impact; the realm of public service, including government, where leadership is shaped by civic responsibility; and the military, where the emphasis is on maintaining territorial integrity and security.

The 06 courses under *The Innovator's Blueprint* are designed to equip Fellowship-Candidates with the essential skills for incubating startups, nonprofits, or any innovation-driven initiative. The curriculum covers *Design Thinking*, pioneered by IDEO and Stanford University, to foster creative problem-solving; *Digital Transformation* to leverage technology for growth; and *Business Model Generation* to develop scalable business strategies. Fellowship-Candidates are also introduced to *Emerging Technologies* and taught strategies for fostering innovation. The program concludes with a primer on *Brand Building*, providing insights into crafting a strong and resonant brand identity. Together, these courses prepare Fellowship-Candidates to lead and innovate effectively in any environment.

Over the years, it has become clear to many of us that a strong body and a resilient mind are essential foundations for any meaningful achievement. Additionally, critical life skills such as managing money and relationships - including the challenging art of parenting - are often overlooked in traditional education. While some may navigate these areas



successfully, most of us learn through trial and error, if at all. The O6 courses under *Mastering the Self* are designed to introduce Fellowship-Candidates to these vital subjects, providing them with the tools to build a balanced and fulfilling life. The *Leadership Labs* culminate in a course on *Spiritual Journeys: Exploring Inner Peace*, guiding participants towards a deeper understanding of themselves and their inner well-being.

The next stage of the Fellowship process - *Group Discussions* shall follow the *Leadership Labs*. They have been designed to evaluate a Fellowship-Candidate's ability to articulate ideas clearly, collaborate effectively with diverse teams, and demonstrate critical thinking under pressure. To ensure Fellowship-Candidates are assessed purely on the strength of their ideas, they shall be permitted to express their opinions in English, Hindi, Kannada, or Tulu. Based on marks scored from Milestones 01 through 03, a cohort of 24 Fellowship-Candidates - 02 from each engineering discipline - totaling to 20 candidates from the engineering disciplines of NMAMIT, and 02 candidates each from JKSHIM and the NMAMIT Computer Applications discipline, shall be shortlisted for further evaluations.

To facilitate more thorough qualitative and quantitative assessments, what was previously a single round of interviews has now been divided into two distinct assessments: the *Leadership Integrity Assessment* and the *Leadership Capability Interviews*. The former shall evaluate a candidate's demonstrable achievements across academics, extracurricular activities, and industry experiences, while the latter shall qualitatively assess a candidate's articulation and clarity of thought as a leader.

Based on cumulative scores across all milestones of the Fellowship, a cohort of 12 Fellowship-Candidates - 01 Fellow from each engineering discipline, totaling to 10 Fellows from the engineering disciplines of NMAMIT, and 01 Fellow each from JKSHIM and the NMAMIT Computer Applications discipline - shall be shortlisted for the Fellowship Awards. An honorary award shall be bestowed upon a student from NMAMIT in recognition of the student's contributions to Abhyuday.

The Fellowship concludes with *Afternoon Tea with the Patron*, a specially curated afternoon that provides Fellows with the unique opportunity to engage closely with Mr. Sanjeeth Shetty in an intimate setting. This gathering fosters meaningful discussions on topics dear to Mr. Shetty's heart, including self-mastery, ethical leadership, and the deeper search for meaning in life.

This document, including the following sections, constitutes Part 01 of 'Guidelines for Candidates'. It provides information about the Fellowship application process; and

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includes sample questionnaires for the *Fellowship Aptitude Test*. Part 02 of the 'Guidelines for Candidates' shall be released at a later stage of the Fellowship, following the completion of Milestone 01; and shall be released to the 96 shortlisted Fellowship-Candidates.

With best wishes

Vivek Vishwanathan (Fellow Cohort 2017)

Program Director - The Sanjeeth Shetty Leaders Fellowship  
Sanjeeth Shetty Foundation



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## Section 01: Channels of Communication

Information about the Fellowship shall be communicated across 03 distinct phases: (01) Pre-Fellowship, (02) Fellowship, and (03) Post-Fellowship. In each phase, the *Sanjeeth Shetty Foundation* shall ensure clear and consistent communication with all stakeholders.

### Phase 01: Pre-Fellowship

- This phase shall focus on providing key information regarding: (01) The Fellowship application process; and (02) The *Fellowship Aptitude Test (FAT)*
- Communication with applicants in this phase shall be maintained through: (01) E-mails; (02) NMAMIT's information boards; and (03) Final-year Class Representatives at NMAMIT

### Phase 02: The Fellowship

- Following the *Fellowship Aptitude Test*, shortlisted candidates - referred to as Fellowship-Candidates - shall proceed through the remainder of the Fellowship. During this phase, candidates shall be apprised of each milestone of the Fellowship.
- Communication with Fellowship-Candidates in this phase shall be conducted through: (01) E-mails from the *Sanjeeth Shetty Foundation*; and (02) Telegram
- Phone calls shall only be made in exceptional situations or emergencies. Fellowship-Candidates are encouraged to stay informed by staying updated on the prescribed communication channels.

### Phase 03: Post-Fellowship

- The Post-Fellowship phase is focused on maintaining ongoing engagement with Fellows through the Fellowship's network; events hosted by the Fellowship and the Foundation; personal interactions; and program updates
- The primary channels of communication in this phase shall include: (01) Instagram; (02) Telegram; (03) E-mail; and (04) WhatsApp

Recognising that many of you shall soon embark on demanding professional careers, we shall make every effort to limit post-Fellowship communications via phone to essential circumstances. We appreciate your understanding if we occasionally need to reach out through these channels when necessary. Further details of the Foundation's communication channels are mentioned in the *Contact* section of this document.



## Section 02: Fellowship Application

The Fellowship is open to final-year students enrolled in any of the programs under the following disciplines: (01) Bachelor of Technology at NMAMIT; (02) Master of Computer Applications at NMAMIT; and (03) Master of Business Administration at JKSHIM. Applicants must have a minimum CGPA of 7.0 with no active backlogs to be eligible for the Fellowship.

Applicants shall be required to submit their applications through prescribed Google forms which have been shared with all students via email. Those applicants whose applications have been accepted and are eligible to participate in the Fellowship shall be notified through email communications from NMAMIT. All eligible applicants shall proceed to Milestone 01 of the Fellowship - *Fellowship Aptitude Test*.

### Key Guidelines for Applicants

- Applicants must ensure that all of the information submitted in their application is accurate and truthful in every aspect
- Providing false information to secure an entry into the Fellowship shall be treated as an offence. Consequences for such actions include immediate disqualification from the Fellowship, and, if applicable, withdrawal of the Fellowship award.
- By applying for the Fellowship, applicants provide complete consent for the use of their personal details - including full name, photographs, academic details - present and future, details of employers, and other demonstrable achievements - across various digital platforms of *The Sanjeeth Shetty Foundation* and *The Sanjeeth Shetty Leaders Fellowship*. The Foundation shall ensure the confidentiality of every applicant's information, with a commitment to using it responsibly, in a tasteful and legitimate manner.
- Furthermore, submitting an application for the Fellowship signifies the candidate's commitment to engage with each milestone of the Fellowship with complete integrity and dedication



## Section 03: Milestone 01 - Fellowship Aptitude Test

### Overview

The *Fellowship Aptitude Test (FAT)* shall serve as an initial assessment, providing a baseline evaluation of applicants' general aptitude and foundational proficiency. It shall assess skills in language, numeracy, logical reasoning, and comprehension of fundamental concepts.

### Assessment Criteria

The FAT is a 90-minute test comprising 40 multiple-choice questions. Applicants can achieve a maximum score of 120 in the *Fellowship Aptitude Test*. Each correct answer shall earn 03 marks, while 01 mark shall be deducted for each incorrect response.

- *Section 01 - Verbal Reasoning & Analytical Writing*: This section shall assess applicants' language proficiency through questions focusing on: (01) Reading Comprehension; (02) Sentence Correction; and (03) Paragraph Ordering
- *Section 02 - Quantitative Reasoning*: This section shall test quantitative aptitude through questions covering: (01) Basic Business Mathematics; (02) Percentages; (03) Arithmetic; (04) Geometry; (05) Time & Work; (06) Probability; and (07) Speed & Distance
- *Section 03 - Data Insights*: This section shall assess reasoning abilities through: (01) Logical puzzles; and (02) Analytical questions
- *Section 04 - Domain Proficiency*: This section focuses on fundamental concepts relevant to the applicant's field of study
  - *Fundamentals of Science*: Applicable to applicants from NMAMIT engineering and Computer Applications disciplines, this section evaluates foundational concepts in Science and Engineering
  - *Fundamentals of Business Management*: Applicable to applicants from JKSHIM, this section covers essential concepts in Management
- *Section 05 - State of the World*: This section gauges applicants' knowledge of national and global affairs



Sl. #	Assessment Criteria	No. of Questions	Maximum Marks
1	Verbal Reasoning & Analytical Writing	08	24
2	Quantitative Reasoning	10	30
3	Data Insights	06	18
4	Domain Proficiency	08	24
5	State of the World	08	24
	Total	40	120

### Key Guidelines for Candidates

- All official communication, including schedules, venue assignments, and results, shall be shared via email. Key communications about the *Fellowship Aptitude Test (FAT)* shall also be posted on information boards at NMAMIT.
- Applicants must strictly adhere to the test schedule, as rescheduling requests shall not be accommodated
- The FAT shall be conducted in designated on-campus technology centres at NMAMIT. Applicants shall be assigned to specific technology centres, and these assignments shall be communicated via prescribed communication channels. Attendance at the assigned technology centre is mandatory, with no exceptions.
- Applicants must report to their assigned technology centre 30 minutes before the scheduled start of the test; thus allowing time for identity verification, seat allocation, and pre-test instructions
- Applicants must bring their original college-issued ID card. In the event of a misplaced ID card, a letter from the Head of Department (HoD), containing the applicant's full name, Department, and University Seat Number (USN), must be submitted as a replacement.
- Applicants are allowed to carry the following into the test centres:
  - A blue or black ballpoint pen
  - A clear, sticker-free water bottle with no visible writing
- The following materials are strictly prohibited in the test centres:
  - Electronic devices (calculators, laptops, mobile phones, smartwatches, earphones, or any other gadgets)
  - Study material (notes, textbooks, e-books, or hand-written notes)
  - Communication devices (smart pens, earpods, etc.)

Possession of prohibited materials or non-compliance with the test rules shall result in immediate dismissal from the test centre, and the applicant may face



disqualification from the Fellowship. Any form of academic dishonesty shall also lead to disqualification.

- Applicants must inspect their assigned seat for any unauthorised materials before the test begins. Upon entry, they are required to sign the attendance sheet and present their ID for verification.
- Working sheets shall be provided during the test; applicants must mention their names and USNs on them. These sheets must be handed over to the room invigilator before leaving the test room.
- Applicants are required to remain in the technology centre for the entire duration of the test. Early exits or breaks are not permitted.

### Outcome of the Milestone

Based on their performance in the *Fellowship Aptitude Test*, 96 Fellowship-Candidates - 08 candidates from each engineering discipline - totaling to 80 candidates from the engineering disciplines of NMAMIT, and 08 each from JKSHIM and the NMAMIT Computer Applications discipline, shall proceed to Milestone 02: *Leadership Labs*. Shortlisted applicants shall be notified through: (01) Email communications from the Foundation; and (02) Telegram. To better understand the structure and expectations of the *Fellowship Aptitude Test*, a sample Questionnaire & Solution set has been provided in the Annexure sections of this document.



## Annexure 01: Fellowship Aptitude Test - Questionnaire Sample Set

### Section 01: Verbal Reasoning & Analytical Writing

#### Instructions

- The section consists of the following type of questions:
  - Reading Comprehension
  - Sentence Correction
  - Para Jumbles
- Multiple choice questions shall carry 3 marks for every right answer and -1 for every wrong answer. No marks shall be deducted for unattempted questions.

#### 1.1. Reading Comprehension

*Read the following passages carefully and answer the questions that follow.*

Companies that must determine well in advance of the selling season how many units of a new product to manufacture often under-produce products that sell well and have overstocks of others. The increased incidence in recent years of mismatches between production and demand seems ironic since point-of-sale scanners have improved data on consumers' buying patterns and since flexible manufacturing has enabled companies to produce, cost-effectively, small quantities of goods. This type of manufacturing has greatly increased the number of new products introduced annually in the United States. However, frequent introductions of new products have two problematic side effects. For one, they reduce the average lifetime of products; more of them are neither at the beginning of their life (when prediction is difficult) nor at the end of their life (when keeping inventory is expensive because the products will soon become obsolete). For another, as new products proliferate, demand is divided among a growing number of stock-keeping units (SKUs). Even though manufacturers and retailers can forecast aggregate demand with some certainty, forecasting accurately how that demand will be distributed among the many SKUs they sell is difficult. For example, a company may be able to accurately estimate the aggregate number of shoes it will sell, but it may be uncertain about which specific types of shoes will sell more than other types.

1. Which of the following most accurately describes the function of the last sentence in the passage?
  - a. To cite a situation in which the aggregate demand is more important than the distribution of demand among SKUs
  - b. To refute an assertion about the side effects of flexible manufacturing
  - c. To illustrate an assertion about companies' ability to forecast demand



- d. To provide an example of ways in which companies address the difficulties of forecasting demand
  - e. To note an exception to the author's assertion about distributing demand among SKUs
2. The passage suggests which of the following is about divided demand among a growing number of SKUs?
- a. It has increased the average lifetime of products
  - b. It has resulted from retailers' attempts to predict demand more accurately and avoid both understocks and overstocks
  - c. It has decreased the use of flexible manufacturing by companies
  - d. It has not increased the expense of keeping inventory of certain products
  - e. It has not prevented companies from predicting aggregate demand with some certainty
3. According to the passage, which of the following has led to growth in the number of new products introduced in the United States each year?
- a. Reduced average lifetime of products
  - b. Increased ability to forecast aggregate demand
  - c. More cost-effective ways of keeping inventory for products
  - d. Cost-effective production of small quantities of goods
  - e. Increased ability to divide demand among a number of SKUs and to forecast how that demand will be distributed among those SKUs

## 1.2. Sentence Correction

*Choose the most suitable option to replace the shaded phrase in the following questions.*

1. Recently, hopes that the European Central Bank will reach a deal to help Spain and Italy borrow at cheaper rates has nudged financial markets higher.
- a. Spain and Italy borrow at cheaper rates has nudged financial markets higher
  - b. Spain and Italy borrow at cheaper rates have nudged financial markets to higher levels
  - c. Spain and Italy borrow at cheaper rates has nudged financial markets to higher levels
  - d. Spain and Italy borrow at cheaper rates nudged financial markets to higher levels
  - e. Spain and Italy borrow at cheaper rates nudged financial markets higher



2. Unlike Ancient Greek art which saw the veneration of the animal form and the development of equivalent skills to show musculature, poise, beauty and anatomically correct proportions, Ancient Roman art depicted gods as idealised humans, shown with characteristic distinguishing features.
- a. Unlike Ancient Greek art which saw the veneration of the animal form and the development of equivalent skills to show musculature
  - b. Ancient Greek art saw the veneration of the animal form and the development of equivalent skills to show musculature
  - c. While Ancient Greek art saw the veneration of the animal form and developed equivalent skills to show musculature
  - d. While Ancient Greek art venerated the animal form and developed equivalent skills to show musculature
  - e. Unlike Ancient Greek art which venerated the animal form and the development of equivalent skills to show musculature

### 1.3. Parajumbles

*The question consists of five statements labelled A, B, C, D and E which when logically ordered form a coherent passage. Choose the option that represents the most logical order.*

#### Question 01

- A. These were mainly bulwarks against winter, the hoarded dregs of more plentiful seasons
  - B. The first was the earliest mince pies, which saw cooked, shredded meat, dried fruits, alcohol with its preservative qualities and perhaps a few spices or herbs, all encased in large pies
  - C. Subsequently, people baked this into a kind of pie, adding bread-crumbs for bulk, eggs to bind it, adding dried fruits and called it 'plum pudding'
  - D. The pudding seems to have had two principal forerunners
  - E. The second main pudding was a pottage or soup called frumenty, a fast dish involving cracked wheat, currants and almonds which was ladled out at the start of a meal
- a. ECDAB
  - b. BAECD
  - c. DACEB
  - d. DBAEC

#### Question 02

- A. Passivity is not, of course, universal

\_\_\_\_\_





- B. In areas where there are no lords or laws, or in frontier zones where all men go armed, the attitude of the peasantry may well be different
- C. So indeed it may be on the fringe of the unsubmissive
- D. However, for most of the soil-bound peasants the problem is not whether to be normally passive or active, but when to pass from one state to another
- E. This depends on an assessment of the political situation
  - a. BEDAC
  - b. CDABE
  - c. EDBAC
  - d. ABCDE

*End of Annexure 01 Section 01*



## Section 02: Quantitative Reasoning

### Instructions

- The section consists of the following type of questions:
  - Numericals based on fundamental concepts
  - Data sufficiency problems
- Multiple choice questions shall carry 3 marks for every right answer and -1 for every wrong answer. No marks shall be deducted for unattempted questions. There shall be no negative marking for subjective questions.
- In case of data sufficiency problems, the final numerical value need not be calculated. The given data needs to be analysed and a suitable answer must be chosen. A sample data sufficiency problem is given below for better understanding. Example:

**Question:** Given  $x$  and  $y$ , what is  $x + y$ ? Statement 1:  $x = 3$  | Statement 2:  $y = 4$   
Statement (1) ALONE is sufficient, but statement (2) alone is not sufficient  
Statement (2) ALONE is sufficient, but statement (1) alone is not sufficient  
BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient  
EACH statement ALONE is sufficient  
Statements (1) and (2) TOGETHER are NOT sufficient

**Answer:** From the question, we know that both statements 1 and 2 are both sufficient but neither of them alone is sufficient to find out the value of  $x + y$ . Hence the answer is C. Note that the actual value of  $x + y$  is not asked in the question.

For each of the following questions, choose the most appropriate option that provides sufficient data to answer the given question.

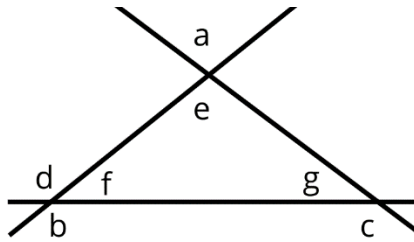
1. The cost of delivery for an order of desk chairs was \$10.00 for the first chair and an additional \$1.00 for each additional chair in order. If an office manager placed an order for 'n' desks, is  $n > 24$ ?  
Statement 1: The delivery cost for the order totalled more than \$30.00  
Statement 2: The average (arithmetic mean) delivery cost per chair of the n chairs was \$1.36
  - a. Statement (1) ALONE is sufficient, but statement (2) alone is not sufficient
  - b. Statement (2) ALONE is sufficient, but statement (1) alone is not sufficient
  - c. BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient



- d. EACH statement ALONE is sufficient  
e. Statements (1) and (2) TOGETHER are NOT sufficient
2. Warehouse W's revenue from the sale of sofas was what percentage greater this year than it was last year?  
Statement 1: Warehouse W sold 10% more sofas this year than last  
Statement 2: Warehouse W's selling price per sofa was \$30 greater this year than last
- a. Statement (1) ALONE is sufficient, but statement (2) alone is not sufficient  
b. Statement (2) ALONE is sufficient, but statement (1) alone is not sufficient  
c. BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient  
d. EACH statement ALONE is sufficient  
e. Statements (1) and (2) TOGETHER are NOT sufficient
3. In a workforce, the employees are either managers or directors. What is the percentage of directors?  
Statement 1: The average salary for the manager is \$5,000 less than the total average salary  
Statement 2: The average salary for directors is \$15,000 more than the total average salary
- a. Statement (1) ALONE is sufficient, but statement (2) alone is not sufficient  
b. Statement (2) ALONE is sufficient, but statement (1) alone is not sufficient  
c. BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient  
d. EACH statement ALONE is sufficient  
e. Statements (1) and (2) TOGETHER are NOT sufficient
4. If  $a$ ,  $b$ ,  $k$ , and  $m$  are positive integers, is  $ak$  a factor of  $bm$ ?  
Statement 1:  $a$  is a factor of  $b$   
Statement 2:  $k \leq m$
- a. Statement (1) ALONE is sufficient, but statement (2) alone is not sufficient  
b. Statement (2) ALONE is sufficient, but statement (1) alone is not sufficient  
c. BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient  
d. EACH statement ALONE is sufficient  
e. Statements (1) and (2) TOGETHER are NOT sufficient



5. What is the degree measure of angle a?



Statement 1:  $b + c = 287$  degrees

Statement 2:  $d + e = 269$  degrees

- a. Statement (1) ALONE is sufficient, but statement (2) alone is not sufficient
- b. Statement (2) ALONE is sufficient, but statement (1) alone is not sufficient
- c. BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient
- d. EACH statement ALONE is sufficient
- e. Statements (1) and (2) TOGETHER are NOT sufficient

*For each of the following questions, compute the solution and mention your answer in the space provided.*

6. If  $x + y = a$  and  $x - y = b$ , then find  $2xy$  in terms of  $a$  and  $b$ .  $2xy = \underline{\hspace{2cm}}$ ?

- a.  $2xy = (a^2 - b^2)$
- b.  $2xy = (a^2 + b^2)/2$
- c.  $2xy = (a^2 - b^2)/2$
- d.  $2xy = (a^2 - b^2) \times 2$
- e.  $2xy = (a^2 + b^2)/2$

7. A hiker walking at a constant rate of 4 miles per hour is passed by a cyclist travelling in the same direction along the same path at a constant rate of 20 miles per hour. The cyclist stops to wait for the hiker 5 minutes after passing her while the hiker continues to walk at her constant rate. How many minutes must the cyclist wait until the hiker catches up?

- a. 6.66 minutes
- b. 5 minutes
- c. 20 minutes
- d. 25 minutes
- e. 26.66 minutes

\_\_\_\_\_



8. Six machines, each working at the same constant rate, together can complete a certain job in 12 days. How many additional machines, each working at the same constant rate, will be needed to complete the job in 8 days?
- a. 2
  - b. 3
  - c. 4
  - d. 6
  - e. 7

*End of Annexure 01 Section 02*



## Section 03: Data Insights

### Instructions

- The section consists of puzzled based questions
- All questions shall carry 3 marks for every right answer and -1 for every wrong answer. No marks shall be deducted for unattempted questions.

### 3.1. Logic Puzzle

Analyse the data set given in each puzzle and answer the questions that follow

In a business school of 120 students, each student has to opt for either one or two or three areas of specialisation out of Marketing, Finance and Strategy. The number of students taking exactly two out of three areas of specialisation is 92. The number of students taking exactly one area of specialisation is six times the number of students taking all specialisations. Out of students taking exactly two areas of specialisation, those taking Finance and strategy are two times as those taking Marketing and Finance. Of those students who opted for only one area of specialisation those taking strategy are two more than those taking Marketing and two less than those taking Finance. Also, the number of students opting for strategy specialisation is 22 more than those taking marketing specialisation. (Hint: 'Venn' is the way!) The following table lists the average salary for students opting for exactly one, exactly two, exactly three and all students achieved at the placement rounds of the business school.

Specialisation	Average Salary (in Lakhs)
01 Area	10
02 Areas	15
03 Areas	?
All Areas	14.1

1. The number of students who opted for finance and strategy as the area of specialisation is?
2. The average salary of students who opted for all three areas of specialisation is?
3. If for students opting for only one area of specialisation the ratio of average salaries of students opting for marketing, finance and strategy are in the ratio 1:2:3 then the average salary of students with finance only as specialisation is?



Analyse the data set given in each puzzle and answer the questions that follow.

A tea taster was assigned to rate teas from six different locations - Munnar, Wayanad, Ooty, Darjeeling, Assam and Himachal. These teas were placed in six cups, numbered 1 to 6, not necessarily in the same order. The tea taster was asked to rate these teas on the strength of their flavour on a scale of 1 to 10. He gave a unique integer to each tea. Some other information is given below:

- Cup 6 contained tea from Himachal
- Tea from Ooty got the highest rating, but it was not in Cup 3
- The rating of the tea in Cup 3 was double the rating of the tea in Cup 5
- Only two cups got ratings in even numbers
- Cup 2 got the minimum rating and this rating was an even number
- Tea in Cup 3 got a higher rating than that in Cup 1
- The rating of tea from Wayanad was more than the rating of tea from Munnar, but less than that from Assam

1. What was the second-highest rating given?
2. What was the number of the cup that contained tea from Ooty?
3. If the tea from Munnar did not get the minimum rating, what was the rating of the tea from Wayanad?
  - a. 3
  - b. 4
  - c. 1
  - d. 5

*End of Annexure 01 Section 03*

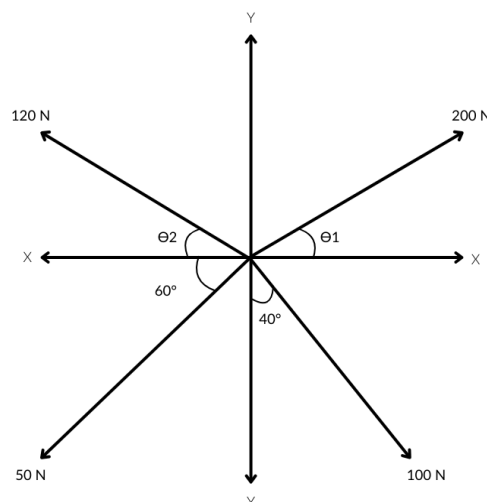


## Section 04: Domain Proficiency

### Instructions

- Multiple choice questions shall carry 3 marks for every right answer and -1 for every wrong answer. No marks shall be deducted for unattempted questions. There shall be no negative marking for subjective questions.

- What is the fundamental difference between Babcock & Wilcox boiler and the Cochran boiler?
  - Babcock & Wilcox is a water tube boiler whereas Cochran is a fire tube boiler
  - Babcock & Wilcox is a fire tube boiler whereas Cochran is a water tube boiler
  - Babcock & Wilcox cannot generate superheated steam whereas Cochran boiler can
  - Cochran cannot generate superheated steam whereas Babcock & Wilcox boiler can
- Which of the following is true?
  - Stress produces strain
  - Strain produces stress
  - Force produces both stress and strain
  - Stress produces force and force produces strain
- For the given diagram,
  - Resolve the following forces into their total respective horizontal and vertical components
  - Write the resultant force in terms of forces along x and forces along y. (Formula is sufficient, substitution & calculation need not be shown)



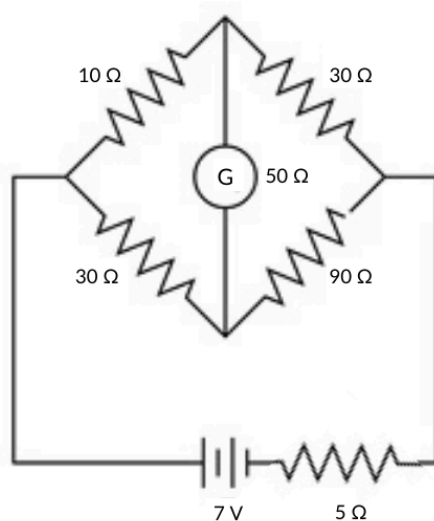


$$\Sigma F_x = \underline{\hspace{5cm}}$$

$$\Sigma F_y = \underline{\hspace{5cm}}$$

$$\text{Resultant Force, } R = \underline{\hspace{5cm}}$$

4. What is the relationship between wavelength and frequency in a medium?
- Wavelength is directly proportional to frequency
  - Wavelength is inversely proportional to frequency
  - There is no relationship between wavelength and frequency
  - Wavelength is always twice the frequency
5. Which of the following is true about sound?
- Greater the elasticity and lower the density, the faster sound travels in a medium
  - Lower the elasticity and higher the density, the faster sound travels in a medium
  - Greater the elasticity and lower the density, the slower sound travels in a medium
  - Lower the elasticity and higher the density, the slower sound travels in a medium
6. The resistances of the four arms P, Q, R and S in a Wheatstone's bridge are 10 ohms, 30 ohms, 30 ohms and 90 ohms, respectively. The e.m.f. and internal resistance of the cell are 7 volt and 5 ohm respectively. If the galvanometer resistance is 50 ohms, the current drawn from the cell will be



- 1.0 A
- 0.2 A
- 0.1 A
- 2.0 A

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7. Based on their functioning, how is an electric motor different from an electric generator?
- a. Electric motor transforms electrical energy into mechanical energy whereas an electric generator transforms mechanical energy into electrical energy
  - b. Electric generator transforms electrical energy into mechanical energy whereas an electric motor transforms mechanical energy into electrical energy
  - c. Both perform the same function of transforming electrical energy into mechanical energy
  - d. Both perform the same function of transforming mechanical energy into electrical energy
8. C++ programming uses which of the following approaches?
- a. Right - left
  - b. Top - down
  - c. Left - right
  - d. Bottom - up

*End of Annexure 01 Section 04*



## Section 05: State of the World

### Instructions

- All questions shall carry 3 marks for every right answer and -1 for every wrong answer. No marks shall be deducted for unattempted questions.
1. Which country recently surpassed the United States in artificial intelligence research publications, marking a shift in global AI leadership?
    - a. Japan
    - b. India
    - c. China
    - d. South Korea
  2. What is the primary objective of the BRICS group's New Development Bank, which has expanded with new members recently?
    - a. To finance NATO defence strategies
    - b. To fund infrastructure and sustainable development in emerging economies
    - c. To support cryptocurrency regulations globally
    - d. To invest in space research
  3. India recently launched the 'PM Vishwakarma Scheme.' What is the main purpose of this initiative?
    - a. To provide financial aid to traditional artisans and craftsmen
    - b. To promote digital literacy across the nation
    - c. To develop infrastructure in rural areas
    - d. To support technological startups
  4. Which major technological advancement did OpenAI release that has substantially impacted natural language processing?
    - a. GPT-3
    - b. ChatGPT
    - c. BERT
    - d. DALL-E
  5. As of 2024, which Indian state recently became the leading producer of renewable energy, particularly solar and wind power?
    - a. Maharashtra



- b. Karnataka
  - c. Rajasthan
  - d. Tamil Nadu
6. Which tech startup became India's most valuable unicorn in 2023, with a valuation surpassing \$15 billion?
- a. Swiggy
  - b. BYJU'S
  - c. Ola Electric
  - d. Oyo Rooms
7. The recent 'New Space India Limited (NSIL)' initiative by the Indian government primarily focuses on which area?
- a. Public-private partnership in space technology
  - b. Artificial Intelligence in agriculture
  - c. Blockchain development
  - d. Healthcare innovations
8. In the 2024 ICC T20 World Cup, which country hosted the tournament for the first time?
- a. India
  - b. West Indies
  - c. USA
  - d. England

*End of Annexure 01 Section 05*



## Annexure 02: Solutions

### Section 01: Verbal Reasoning & Analytical Writing

#### Reading Comprehension

Key takeaways from the passage:

- The author is merely stating facts
  - The author describes how companies forecast demand at an aggregate level but finding it difficult to do so at an individual SKU level
1. “For example, a company may be able to accurately estimate the aggregate number of shoes it will sell, but it may be uncertain about which specific types of shoes will sell more than other types.” The above is used as an illustration for – “Even though manufacturers and retailers can forecast aggregate demand with some certainty, forecasting accurately how that demand will be distributed among the many SKUs they sell is difficult.” Option (c) explains that it is difficult to forecast accurately and is hence the right answer.
  2. The passage suggests – “For another, as new products proliferate, demand is divided among a growing number of stock-keeping units (SKU’s). Even though manufacturers and retailers can forecast aggregate demand with some certainty.” Option (e) is a clear word justification of the above and is hence the right answer.
  3. According to the passage – “flexible manufacturing has enabled companies to produce, cost-effectively, small quantities of goods. This type of manufacturing has greatly increased the number of new products introduced annually in the United States.” Option (d) is a word justification of the above and is hence the right answer.

#### Sentence Correction

1. Option (b) is the correct answer
  - Option (a) and (c) can be eliminated for the usage of the singular verb "has nudged", when the subject is the plural noun "hopes". The usage of just the word "higher" is another reason to eliminate option (A).
  - Option (e) can be eliminated for the usage of both the simple past "nudged" and the construction "higher".
  - Option (d) uses the incorrect tense construction. The present perfect "have nudged" is the correct usage, given the timeline of the sentence.
2. Option (d) is the correct answer.
  - Choices (a) and (e) can be eliminated for the usage of “unlike”. Moreover, in option



(e), “venerated” as a verb and “development” as a noun are not in parallel construction.

- Choice (b) uses neither “Unlike” nor “while”. This leads to two complete sentences – one about Greek art and one about Roman art – joined by nothing other than a comma. Two complete sentences should be joined by a semi-colon or with conjunctions. Choice (b) is, therefore, incorrect.
- Choice (c) uses “veneration” as a noun and “developed” as a verb. This lack of parallel construction also leads to an ambiguity in meaning. “Saw” and “developed” are now parallel and the sentence seems to imply that the art did two things – noticed the veneration and developed skills. This meaning is clearly incorrect because it is not the art that can develop skills but the artists.

## Parajumbles

### 1. Answer: Option (d)

- The passage talks about puddings which are introduced in sentence D. Sentence D talks about two types of puddings
- Sentence B talks about the first type of pudding. It is dependent on sentence D. The keyword is 'FIRST'
- In A 'these' is referring to the ingredients like shredded meat, fruits and alcohol etc and also preservatives that save the food from getting spoiled (bulwarks mean defence)
- E follows A because it is referring to the second main pudding. The keyword is SECOND
- C is a dependent sentence that follows E because it talks about the same pudding

### 2. Answer: Option (d)

*End of Annexure 02 Section 01*



## Section 02: Quantitative Reasoning

1. Total cost =  $10 + (n-1)*1 = 9 + n$

- From statement 1: Total cost  $> 30 \rightarrow 9 + n > 30 \rightarrow n > 21$ , well this is insufficient since  $n$  could be 22 or 25 cross out A and D
- From statement 2: average = total cost/ $n = (9 + n)/n = 1.36$  since you can calculate the exact value of  $n$  this is sufficient to answer the question. If you solve the equation, you get  $n = 25$  sufficient. Hence the answer is (b).

2. The correct answer is (e).

- Statement (1) is not enough - If you're assuming that the price of the sofas is constant - a completely unfounded assumption. If you were guaranteed that the sofas were selling at the same price for which they sold last year, then (1) would mean the revenue was 10% greater but you have no such guarantee. Since you know nothing about the price at which the sofas sold this year vis-a-vis last year, you know nothing about the percent increase in revenue.
- Statement (2) doesn't help either because we have no information about the number of sofas sold (which is clearly a relevant concern).
- Both the statements together: still not good enough, because we don't have any value to which to compare \$30.
  - For instance, if the sofas were \$50 last year and \$80 this year, that's going to be a very large percent increase; if sofas were \$1000 last year and \$1030 this year, the percent increase will be very small.

3. Let the total average be 't' and the percentage of directors be 'd'. Then,

- $t*100 = (t-5000)(100-d) + (t+15000)d$ . Therefore,  $d$  can be solved.
- The correct answer is (c).

4. The answer is (c). In order for  $a^k$  to be a factor of  $b^m$ ,  $a^k$  must be divisible by  $b^m$ .

That means that  $b^m$  needs to have  $k$  factors of  $a$ . For example, if  $a^k$  is  $2^4$ , that means  $b^m$  must have four 2's. If I were to write this out, it would be:  $(b*b*b*...) / (a*a*a*...)$  First, the only way this would simplify is if  $a$  is a factor of  $b$ . Otherwise, we cannot cancel anything. Secondly, if  $a$  is a unique factor of  $b$ , then we cannot have more  $a$ 's than  $b$ 's. So that means  $k$  must be less than or equal to  $m$ . We'll need both statements to be sufficient.

5. The question asks us to find the degree measure of angle  $a$ . Note that  $a$  and  $e$  are equal since they are vertical angles, so it's also sufficient to find  $e$ . Likewise, you should notice that  $e + f + g = 180$  degrees. Thus, to find  $e$ , it is sufficient to find  $f + g$ . The question can



be rephrased to the following: "What is the value of  $f + g$ ?"

- Statement 1 is SUFFICIENT: Statement (1) tells us that  $b + c = 287$  degrees. This information allows us to calculate  $f + g$ . More specifically,
  - $b + c = 287$
  - $(b + f) + (c + g) = 180 + 180$ . Hence, they form two pairs of supplementary angles.
  - $b + c + f + g = 360$  and thus,  $287 + f + g = 360$  and  $f + g = 73$
- Statement 2 is INSUFFICIENT: Statement (2) tells us that  $d + e = 269$  degrees. Since  $e = a$ , this is equivalent to  $d + a = 269$ . There are many combinations of  $d$  and  $a$  that satisfy this constraint, so we cannot determine a unique value for  $a$ .
- The correct answer is (a).

6. Using the formulae,

- $(x+y)^2 = x^2 + y^2 + 2xy \rightarrow 1$
- $(x-y)^2 = x^2 + y^2 - 2xy \rightarrow 2$
- Subtracting equation 2 from 1
  - $(x+y)^2 - (x-y)^2 = 4xy$
  - $a^2 - b^2 = 4xy$
  - Hence, the answer is  $2xy = (a^2 - b^2)/2$  i.e., option (c)

7. For this problem, we use the  $d = s \cdot t$  formula (Distance = Speed \* time)

- Hiker distance after 5 minutes
  - $s = 4 \text{ miles} / 1 \text{ hour} \rightarrow 4 \text{ miles} / 60 \text{ minutes} \rightarrow 1 \text{ mile} / 15 \text{ minutes}$
  - $t = 5 \text{ minutes}$
  - $d = s \cdot t \rightarrow 1/15 * 5 = 1/3 \text{ miles}$
- Cyclist distance after 5 minutes
  - $s = 20 \text{ miles} / 1 \text{ hour} \rightarrow 20 \text{ miles} / 60 \text{ minutes} \rightarrow 1 \text{ mile} / 3 \text{ minutes}$
  - $t = 5 \text{ minutes}$
  - $d = s \cdot t \rightarrow 1/3 * 5 = 5/3 \text{ miles}$
- Distance between the two after 5 minutes
  - $5/3 - 1/3 = 4/3 \text{ miles}$
- Time it takes Hiker to travel  $4/3$  miles
  - $4/3 = 1/15 * t$
  - $t = 20 \text{ minutes}$

Hence, the answer is (c)

8. Answer is (b)

---





	6 Machines	(6 + x) Machines
Rate	y	y
Time	12	8
Work	1 job (assume 72 units)	1 job (assume 72 units)

- Remember that Rate X Time = Work. Assume 72 for ease of calculations (LCM of 12 & 8)
- From the table 6 machines do 12y work and 6+x machines do 8y work.
- From the first column, each machine does 2y work (or 1/6 of the total job) over that 12-day period, which also translates to  $(1/6) * (1/12)$  or 1/72 of the job per machine per day. Hence to finish 8y work, in 8 days the total number of machines required will be 9. Hence 3 additional machines.

*End of Annexure 02 Section 02*

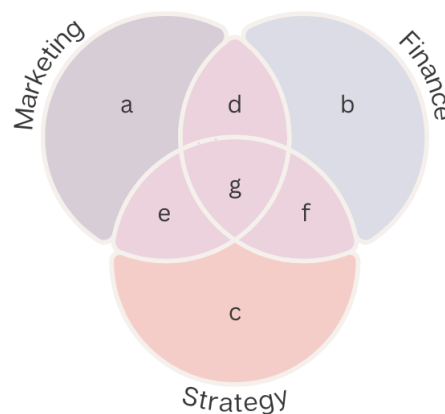


## Section 03: Data Insights

### Logic Puzzle 01:

The following Venn Diagram can be constructed where,

- a is the number of students who chose 'only marketing' specialisation
- b is the number of students who chose 'only finance' specialisation
- c is the number of students who chose 'only strategy' specialisation
- d is the number of students who chose 'exactly marketing & finance' specialisations
- e is the number of students who chose 'exactly marketing & strategy' specialisations
- f is the number of students who chose 'exactly strategy & finance' specialisations
- g is the number of students who chose 'all 3' specialisations



Based on the data given in the question,

- $a + b + c + d + e + f + g = 120$
- $d + e + f = 92$
- $a + b + c = 6g$ , substituting & solving we get,  $g = 4$
- $f = 2d$
- $c = a + 2 = b - 2$ , substituting & solving we get,  $a = 6$ ,  $c = 8$  &  $b = 10$
- $e + f + g + c = 22 + a + e + g + d$ , on solving we get,  $d = 20$ ,  $f = 40$  &  $e = 32$

Based on the values found, answers are as follows:

1. 74
2. 44
3. 18 lakhs
4. According to the question,  $(6x + 10(2x) + 8(3x))/24 = 10$ , solving for  $x$ , we get the average salary of students with finance only specialisation is 9.6 lakhs



Logic Puzzle 02:

On the evaluation of the data given in the question, the following conclusions concerning the ratings of the tea and cups can be arrived at.

Cup 1	Cup 2	Cup 3	Cup 4	Cup 5	Cup 6
Wayanad / Assam / Darjeeling	Munnar / Darjeeling	Assam / Darjeeling	Ooty	Munnar / Wayanad / Darjeeling	Himachal
(Since rating < C3) = 5	Min & even = 2	2x (even) = 6	9	x = 3	7

From the above-concluded data, the answers are 1 – 7, 2 – Cup 4, 3 – D & 4 – B.

*End of Annexure 02 Section 03*



## Section 04: Domain Proficiency

1. The correct answer is (a)
2. The correct answer is (c)
3. According to the figure given

Resolving force 200 N,

Along x axis –  $+200\cos\theta_1$

Along y axis –  $+200\sin\theta_1$

Resolving force 120 N,

Along x axis –  $-120\cos\theta_2$

Along y axis –  $+120\sin\theta_2$

Resolving force 50 N,

Along x axis –  $-50\cos 60$

Along y axis –  $-50\sin 60$

Resolving force 100 N,

Along x axis –  $+100\sin 40$

Along y axis –  $-100\cos 40$

$$\Sigma F_x = 200\cos\theta_1 - 120\cos\theta_2 - 50\cos 60 + 100\sin 40$$

$$\Sigma F_y = 200\sin\theta_1 + 120\sin\theta_2 - 50\sin 60 - 100\cos 40$$

The resultant force is given by:  $R = \sqrt{(F_x)^2 + (F_y)^2}$

4. The correct option is (b). Wavelength is inversely proportional to the frequency.

As we know, Wave velocity = Wavelength  $\times$  Frequency.

□ Wavelength = Wave velocity  $\times$  Frequency.

In a particular medium since wave velocity is constant, wavelength is inversely proportional to the frequency.

5. The correct answer is (a). The speed of sound in a medium is determined by a combination of the medium's rigidity (or compressibility in gases) and its density. The more rigid (or less compressible) the medium, the faster the speed of sound. The greater the density of a medium, the slower the speed of sound.
6. Correct option is (b). Given circuit is a balanced Wheatstone bridge. Since the bridge is balanced no current passes through the galvanometer. Hence, the effective resistance is:  $R_{\text{eff}} = 40 \times 120 / (40 + 120) = 30 \, \Omega$ . Therefore, the current in the circuit,  $I = 7 \, \text{V} / (30+5) \, \Omega = 0.2 \, \text{A}$ .



7. The correct answer is (a)

8. The correct answer is (b)

*End of Annexure 02 Section 04*



## Section 05: State of the World

1. Which country recently surpassed the United States in artificial intelligence research publications, marking a shift in global AI leadership? *Answer: China*
2. What is the primary objective of the BRICS group's New Development Bank, which has expanded with new members recently? *Answer: To fund infrastructure and sustainable development in emerging economies*
3. India recently launched the 'PM Vishwakarma Scheme.' What is the main purpose of this initiative? *Answer: To provide financial aid to traditional artisans and craftsmen*
4. Which major technological advancement did OpenAI release that has substantially impacted natural language processing? *Answer: ChatGPT*
5. As of 2024, which Indian state recently became the leading producer of renewable energy, particularly solar and wind power? *Answer: Karnataka*
6. Which tech startup became India's most valuable unicorn in 2023, with a valuation surpassing \$15 billion? *Answer: Ola Electric*
7. The recent 'New Space India Limited (NSIL)' initiative by the Indian government primarily focuses on which area? *Answer: Public-private partnership in space technology*
8. In the 2024 ICC T20 World Cup, which country will host the tournament for the first time? *Answer: USA*

*End of Annexure 02 Section 05*



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## Section 01: Pre-Fellowship

### Fellowship Application Channel

Final-year students enrolled in either of the following programs: (01) Bachelor of Technology at NMAMIT; (02) Masters of Computer Applications at NMAMIT; and (03) Masters in Business Administration at JKSHIM are eligible to apply for the Fellowship, provided they have a minimum CGPA of 7.0 and no active backlogs.

## Section 02: Fellowship

### Milestone 01: The Fellowship Aptitude Test

*The Fellowship Aptitude Test* shall be a virtual test administered through designated on-campus technology centres. This 90-minute test shall comprise 40 multiple-choice questions. Students can achieve a maximum score of 120 in the *Fellowship Aptitude Test*. Each correct answer shall earn 03 marks, while 01 mark shall be deducted for each incorrect response.

- *Section 01: Verbal Reasoning & Analytical Writing:* This section shall assess applicants' language proficiency through questions focusing on: (01) Reading Comprehension; (02) Sentence Correction; and (03) Paragraph Ordering
- *Section 02: Quantitative Reasoning:* This section shall test quantitative aptitude through questions covering: (01) Basic Business Mathematics; (02) Percentages; (03) Arithmetic; (04) Geometry; (05) Time & Work; (06) Probability; and (07) Speed & Distance
- *Section 03: Data Insights:* This section shall assess reasoning abilities through: (01) Logical puzzles; and (02) Analytical questions
- *Section 04: Domain Proficiency:* This section focuses on fundamental concepts relevant to the applicant's field of study
  - *Fundamentals of Science:* Applicable to applicants from NMAMIT engineering and Computer Applications disciplines, this section evaluates foundational concepts in Science and Engineering
  - *Fundamentals of Business Management:* Applicable to applicants from JKSHIM, this section covers essential concepts in Management
- *Section 05: State of the World:* This section gauges applicants' knowledge of national and global affairs





Sl #	Assessment Criteria	No. of Questions	Maximum Marks
1	Verbal Reasoning & Analytical Writing	08	24
2	Quantitative Reasoning	10	30
3	Data Insights	06	18
4	Domain Proficiency	08	24
5	State of the World	08	24
	<b>Total</b>	<b>40</b>	<b>120</b>

Based on their performance in the *Fellowship Aptitude Test*, 96 Fellowship-Candidates - 08 candidates from each engineering discipline - totaling to 80 candidates from the engineering disciplines of NMAMIT, and 08 each from JKSHIM and the NMAMIT Computer Applications discipline, shall proceed to Milestone 02: *Leadership Labs*.

### Milestone 02: Leadership Labs

The *Leadership Labs* are the new heart of the Fellowship, designed in the hope that they add significant value to the lives of the Fellowship-Candidates. *The Leadership Labs* shall consist of 03 specific programs: (1) *Command Control*; (2) *The Innovator's Blueprint*; and (3) *Mastering the Self*.

The 05 courses under *Command Control* are designed to expose Fellowship-Candidates to leadership across five distinct environments: the global corporate world, where the focus is on revenue and growth; the startup and entrepreneurial sector, centred on problem-solving and scalability; the nonprofit sphere, dedicated to driving social impact; the realm of public service, including government, where leadership is shaped by civic responsibility; and the military, where the emphasis is on maintaining territorial integrity and security.

The 06 courses under *The Innovator's Blueprint* are designed to equip Fellowship-Candidates with the essential skills for incubating startups, nonprofits, or any innovation-driven initiative. The curriculum covers *Design Thinking*, pioneered by IDEO and Stanford University, to foster creative problem-solving; *Digital Transformation* to leverage technology for growth; and *Business Model Generation* to develop scalable business strategies. Fellowship-Candidates are also introduced to *Emerging Technologies* and taught strategies for fostering innovation. The program concludes with a *Primer on Brand Building*, providing insights into crafting a strong and resonant brand identity. Together, these courses prepare Fellowship-Candidates to lead and innovate effectively in any environment.



Over the years, it has become clear to many of us that a strong body and a resilient mind are essential foundations for any meaningful achievement. Additionally, critical life skills such as managing money and relationships - including the challenging art of parenting - are often overlooked in traditional education. While some may navigate these areas successfully, most of us learn through trial and error, if at all. The 06 courses under *Mastering the Self* are designed to introduce Fellowship-Candidates to these vital subjects, providing them with the tools to build a balanced and fulfilling life. The *Leadership Labs* culminate in a course on *Spiritual Journeys: Exploring Inner Peace*, guiding participants towards a deeper understanding of themselves and their inner well-being.

Each of these courses shall be delivered by experts from around the world. The Fellowship expects the *Leadership Labs* to be a truly transformative experience for the Fellowship-Candidates. Each course shall be hosted on Zoom, lasting a total of 90 minutes (Introductions: 05 minutes | Course Delivery: 65 minutes | Q&A: 20 minutes). The courses that constitute each program of the *Leadership Labs* are as follows.

- Program 01: *Command Control*
  - Course 01: Corporate Leadership: Strategies for Success
  - Course 02: Entrepreneurial Leadership: Start-up and Scale-up
  - Course 03: Non-Profit Leadership: Strategies for Impact
  - Course 04: Leadership in Public Service: Strategies for Change
  - Course 05: Strength and Strategy: Military Leadership
- Program 02: *The Innovator's Blueprint*
  - Course 06: Design Thinking
  - Course 07: Digital Transformation
  - Course 08: Business Model Generation
  - Course 09: Emerging Technologies
  - Course 10: Strategy is Innovation
  - Course 11: Brand Building
- Program 03: *Mastering the Self*
  - Course 01: Strong Body, Strong Mind: The Power of Fitness
  - Course 02: Secure your Future: Effective Money Management Techniques
  - Course 03: Harmony in Relationships: Balancing Bonds and Boundaries
  - Course 04: Spiritual Journeys: Exploring Inner Peace

Each Fellowship-Candidate shall be awarded 01 mark for attending a course; with a maximum score of 15 marks. Each Fellowship-Candidate shall be expected to attend at least 12 courses to avoid disqualification from the Fellowship.



### Milestone 03: Group Discussions

In the *Group Discussions* stage, all Fellowship-Candidates shall be randomly assigned to groups of 08. Each *Group Discussion* shall last 30 minutes, during which the participants may express their opinions in English, Hindi, Kannada, or Tulu. The Fellowship-Candidates shall be evaluated on the following criteria, with each of them scored on a scale of 0 to 4, where the scale corresponds to: 0 - Poor, 1 - Average, 2 - Good, 3 - Excellent, and 4 - Outstanding.

Sl #	Assessment Criteria		Scale	Maximum Marks
1	Communication Skills			
	1.1	Clarity of Thought	0 - 4	4
	1.2	Articulation	0 - 4	4
	1.3	Language Proficiency	0 - 4	4
	1.4	Listening Skills	0 - 4	4
2	Content Knowledge			
	2.1	Relevance	0 - 4	4
	2.2	Depth of Knowledge	0 - 4	4
	2.3	Factual Accuracy	0 - 4	4
3	Interpersonal Skills			
	3.1	Empathy	0 - 4	4
	3.2	Respectfulness	0 - 4	4
	3.3	Body Language	0 - 4	4
	Total			40

The top 24 Fellowship-Candidates, chosen based on their cumulative scores from Milestones 01 through 03, shall progress to the next stage of evaluations - the '*Leadership Integrity Assessment*' and the '*Leadership Capability Interviews*'. This group of Fellowship-Candidates shall comprise 02 candidates from each engineering discipline - totaling to 20 candidates from the engineering disciplines of NMAMIT, and 02 candidates each from JKSHIM and the NMAMIT Computer Applications discipline.



## Milestone 04: Leadership Integrity Assessment

In this stage, the demonstrable achievements of each Fellowship-Candidate shall be evaluated. Each Fellowship-Candidate shall be required to support their claims of achievements with verifiable evidence.

- *Academic Excellence:* Fellowship-Candidates are awarded marks on a scale of 01 to 10 based on their CGPA. The CGPA directly translates into a corresponding score between 01 and 10.
- *Excellence Beyond Academics:* Each Fellowship-Candidate shall be evaluated on a scale of 0 to 4 for the criteria under this category, with the scale corresponding to the following: 0: No achievements, 1: Notable achievements at the district level or participation at the state level, 2: Notable achievements at the state level or participation at the national level, 3: Notable achievements at the national level or participation at the international level, and 4: Notable achievements at the international level
- *Industry Experience:* Each Fellowship-Candidate shall be rated on a scale of 0 to 2 for their experience in industry, with the scale corresponding to the following: 0: No industry experience, 1: Fellowship-Candidate possesses relevant industry experience, such as having completed internships or relevant work placements, and 2: Fellowship-Candidate effectively articulates the industry experience when discussing with the assessor, demonstrating a clear understanding of the role and responsibilities involved

Sl #	Assessment Criteria		Scale	Maximum Marks
1	Excellence in Academics			
	1.1	Academic Scores	0 - 10	10
2	Excellence Beyond Academics			
	2.1	Excellence in Sports	0 - 4	4
	2.2	Youth Service & Student Leadership Corps	0 - 4	4
	2.3	Leadership in the Arts & Culture	0 - 4	4
	2.4	Leadership in Religious Work	0 - 4	4
	2.5	Leadership in Political Work & Nation Building	0 - 4	4
	2.6	Leadership in Community Service	0 - 4	4
	2.7	Any other special demonstrable achievement	0 - 4	4



3	Experience in Industry			
	3.1	Internships / Work Experience	0 - 2	2
	Total			40

### Milestone 05: Leadership Capability Interviews

The *Leadership Capability Interviews* shall be conducted by a panel comprising up to 03 external assessors and up to 04 neutral observers. Each Fellowship-Candidate shall be posed with 03 questions: 01 from each assessor, and 01 question involving a leadership case study for the Fellowship-Candidate to interpret. Each interview shall last 20 minutes and shall be structured as follows.

- Assessor Question 01: 02 minutes
- Assessor Question 02: 02 minutes
- Leadership Case Study: 06 minutes
- Additional Details and Discussion: 10 minutes

Fellowship-Candidates shall be evaluated on a scale of 0 to 4 for their articulation and communication skills in responding to each of the three questions, where the scale corresponds to: 0 - Poor, 1 - Average, 2 - Good, 3 - Excellent, and 4 - Outstanding.

Sl #	Assessment Criteria	No. of Questions	Maximum Marks
1	Assessor's Question 01	01	04
2	Assessor's Question 02	01	04
3	Leadership Case Study	01	04
	Total	03	12

### Milestone 06: Fellowship Awards

From the pool of 24 Fellowship-Candidates, 12 Fellowship-Candidates shall be awarded *The Sanjeeth Shetty Leaders Fellowship - Fellowship Awards* - 01 Fellow from each engineering discipline - totaling to 10 Fellows from the engineering disciplines of NMAMIT, and 01 Fellow each from JKSHIM and the NMAMIT Computer Applications discipline. The selection of these 12 Fellows shall be based on their cumulative scores across Milestones 01 through 05.

The 10 Fellows from engineering disciplines of NMAMIT shall be awarded *Awards of Distinguished Achievement*. 01 Fellow with the highest score amongst these 10 Fellows shall be awarded the *Award for Outstanding Achievement*. 01 Fellow each from JKSHIM



and the NMAMIT Computer Applications discipline (again, the highest scorers) shall be awarded the *Award for Outstanding Achievement*.

01 student from NMAMIT, unanimously nominated by the Department of Counselling, Welfare, Training & Placement shall receive the *Abhyuday Award for Collaborative Excellence*, in recognition of the student's contributions to Abhyuday.

#### Milestone 07: Afternoon Tea with the Patron

*Afternoon Tea with the Patron* is an intimate event hosted by the Patron Mr. Sanjeeth Shetty for the Fellows of every cohort. Hosted at the Vivanta by Taj in Mangaluru, this 05-hour event facilitates interactions between the Fellows and Mr. Shetty. Mr. Shetty usually spends the afternoon talking to Fellows about *Mastery of the Self, Ethical Leadership*, and *Man's Search for Meaning*.

### Section 03: The Abhyuday Award for Collaborative Excellence

The *Abhyuday Award for Collaborative Excellence* is a one-off honour, that shall be presented to one student from *NMAM Institute of Technology* in recognition of the student's significant contributions to Abhyuday. This honour is conferred upon a student unanimously chosen by the Department of Counselling, Welfare, Training & Placement at NMAMIT.

The *Abhyuday Award for Collaborative Excellence* is an independent recognition, distinct from *The Sanjeeth Shetty Leaders Fellowship Awards*. The recipient of the *Abhyuday Award* shall be announced along with the results of the *Fellowship Aptitude Test (FAT)*, with the formal presentation taking place during the *Fellowship Awards*.

Whilst receiving this nomination does not automatically grant eligibility for *The Sanjeeth Shetty Leaders Fellowship*; the recipient, if interested, must apply separately for the Fellowship. However, if the recipient of the *Abhyuday Award for Collaborative Excellence* is unable to secure an entry into the Fellowship, the recipient shall be granted an exclusive opportunity to participate in the *Leadership Labs* along with the other Fellowship-Candidates.



