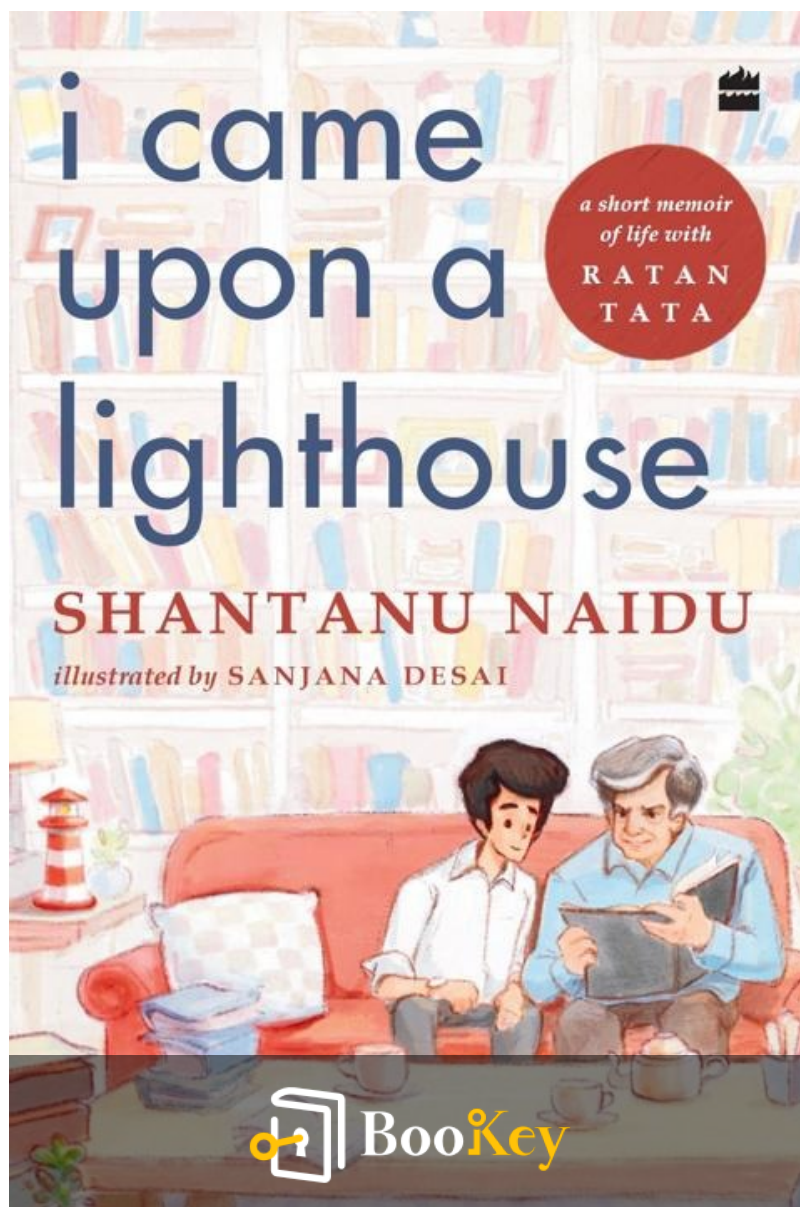


# I Came Upon a Lighthouse PDF

Shantanu Naidu



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## About the book

In "I Came Upon a Lighthouse," Shantanu Naidu invites readers on a poignant journey through the intertwined lives of an unconventional relationship that bridges the gap between generations. Set against the backdrop of a lighthouse—a symbol of guidance and hope—the narrative unfolds the profound lessons learned from a beloved mentor, exploring themes of resilience, self-discovery, and the beauty of human connection. Naidu's evocative storytelling captures the essence of life's transient moments, urging us to reflect on our own paths and the illuminating figures who shape them. As you turn the pages, you'll find yourself drawn into a world where wisdom shines brightly, and every encounter becomes a guiding light in the quest for purpose and belonging.

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## About the author

Shantanu Naidu is an innovative entrepreneur, author, and dog lover, widely recognized for his engaging storytelling and insightful reflections on life and resilience. A graduate of the prestigious Indian Institute of Technology (IIT) Bombay, he combines his technical background with a passion for writing, often drawing inspiration from his personal experiences and relationships. Naidu's work transcends traditional boundaries, merging elements of self-help with narrative flair, as seen in his debut book, "I Came Upon a Lighthouse." Beyond his literary pursuits, he is also notable for his role as the assistant to the renowned industrialist Ratan Tata, which has enriched his understanding of leadership and mentorship. Naidu's unique voice and relatable anecdotes resonate with readers seeking guidance and inspiration in their own journeys.

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# Chapter 1 Summary : 1. Motopaws



Section	Summary
Introduction	The narrator shares a traumatic experience of finding an injured dog in Pune, which initiates his journey.
Grief and Motivations	Expressing sorrow and anger over the treatment of animals, the narrator reflects on his helplessness and discusses a similar experience with a colleague.
The Idea of Motopaws	The narrator and his girlfriend Mihira brainstorm creating visibility for stray dogs at night, leading to the concept of “Motopaws” with bright collars.
Collective Effort and Launch	With friends' help and denim donations, they plan a launch event and collar 500 dogs, gaining media attention.
Recognition and a Hopeful Future	The narrator’s father encourages contacting Ratan Tata, leading to an unexpected interest in Motopaws after sending a letter.
Challenges and Setbacks	The collar materials initially fail, prompting a dedicated effort to improve product quality before the meeting with Tata.
An Unexpected Accident	Days before the meeting, the narrator has a serious motorcycle accident, causing anxiety about attending the important meeting.
Conclusion	The chapter highlights themes of compassion, community action, unexpected challenges, and the drive to create change, culminating in a pivotal opportunity.

## Chapter 1: Motopaws





## Introduction

The chapter begins with a heavy emotional tone as the narrator recounts a traumatic experience in Pune when he finds a dog lying injured on the road after being hit multiple times. This moment marks the start of his journey.

## Grief and Motivations

The narrator expresses his sorrow and anger toward the careless treatment of animals, reflecting on the grief he feels for the dogs' last moments and how helpless he was in those situations. A colleague shares his own experience of hitting a dog, leading the narrator to question how many others have experienced similar incidents.

## The Idea of Motopaws

Driven by the desire to prevent such tragedies, the narrator discusses a solution with his girlfriend, Mihira, to create visibility for stray dogs during the night. They brainstorm ideas like bright collars, leading to the creation of “Motopaws,” aimed at making dogs more visible to drivers.



## **Collective Effort and Launch**

With the help of friends and donations of denims, the team plans a launch event for the collars. They partner with motorcycle companies to raise awareness and excitement for the initiative. Despite being a small group, they manage to collar 500 dogs on launch day, generating significant media attention.

## **Recognition and a Hopeful Future**

As the project gains traction, the narrator's father suggests reaching out to Ratan Tata, a prominent figure in their family's history. Despite doubts, a letter is sent to Tata's office, leading to an unexpected response of interest in Motopaws and a forthcoming meeting.

## **Challenges and Setbacks**

In the months leading to the meeting, the collars fail, prompting the team to find better materials to ensure quality. Their dedicated research and development eventually results in a durable product that maintains the essence of Motopaws.



## **An Unexpected Accident**

Just before the meeting with Tata, the narrator has a serious motorcycle accident, leaving him worried about his ability to attend the meeting, adding a layer of tension and uncertainty to the story.

## **Conclusion**

The chapter encapsulates themes of compassion, community action, unexpected challenges, and a desire to make a difference in the world, all intertwining in the lead-up to a significant opportunity for the narrator.



## Example

**Key Point:** The importance of community action in addressing social issues.

**Example:** Imagine walking through your neighborhood at night, where the streetlights flicker dimly and the sight of stray dogs lurking in the shadows seems haunting. You pass by and feel a pang in your heart, realizing you can't ignore their plight any longer. This is the moment that connects you to the narrator's journey—feeling that deep sense of urgency to take action. Just as he rallied friends to brainstorm solutions like bright collars for visibility, you feel inspired to organize a community event. Perhaps you envision a meeting where locals share ideas about better care for strays, sparking enthusiasm and collective efforts that mirror the excitement of Motopaws. You know that every effort counts; it's not just about one person but about a united community standing together to save lives.



## inspiration

**Key Point:** Compassion leads to action.

**Life inspiration:** In a world often indifferent to the suffering of others, your heart can ignite change, much like the narrator's discovery of the injured dog compelled him to take action. This chapter teaches you that a single moment of compassion can snowball into a powerful movement, inspiring you to channel your grief and anger into tangible solutions. No matter how small your efforts may seem, they can create ripples of change, encouraging you to step up and take responsibility for the well-being of those around you, including animals in need. Embrace your capacity for empathy, and let it drive you to make a difference in your own community, knowing that collective action can lead to profound transformations.





# Chapter 2 Summary : 2. A Promise Is a Promise



Section	Summary
Chapter Title	Promise Is a Promise
Author's Feelings	The author feels intense nerves and excitement before meeting Mr. Tata, fearing missteps could ruin the meeting.
Preparation	With friend Sukrut, they prepare by dressing smartly and planning a brief photo session.
Arrival	Their arrival in South Mumbai includes exploration to distract from anxiety.
Meeting Day	Naina, the author's father, prepares carefully for the meeting.
Encounter with R. Venkataramanan	They meet R. Venkataramanan, who guides them to Mr. Tata.
Initial Interaction	Mr. Tata's warm demeanor helps ease the author's nerves.
Project Sharing	The author shares his Motopaws project's journey and receives positive feedback from Tata, highlighting Tata's support for animal welfare.
Misunderstanding	Tata asks how he can help, but the author clarifies their intent to build a relationship without requests, reflecting Tata's nature of helping others.
Invitation	After showing photos of his dogs, Tata invites the author to meet them post-meeting.
Bonding Moment	Tata assures Naina of his care, creating a deep connection with the author, emphasizing mentorship and guardianship.
Chapter Impact	Mr. Tata's kindness and commitment leave a lasting impact on the author's journey.



## Chapter 2: Promise Is a Promise

In this chapter, the author expresses intense nerves and excitement ahead of meeting Mr. Tata, fearing any misstep could jeopardize the meeting. With the help of his friend Sukrut, they aim to present themselves as professional by dressing smartly and planning for a brief photo session. Their arrival in South Mumbai is marked by a day of exploration, which helps to distract from their anxiety.

On the day of the meeting, Naina, the author's father, prepares for the occasion with care. Upon arriving at the Tata office, they encounter R. Venkataramanan, who leads them to Mr. Tata. Their initial nerves are overshadowed by Tata's warm and humorous demeanor, which offers comfort. The author shares the Motopaws project's journey and receives enthusiastic feedback, emphasizing Tata's support for animal welfare.

Unexpectedly, Tata asks how he can help, but the author reiterates their intent to build a relationship without any requests. This misunderstanding highlights Tata's usual role of helping others, which the author ultimately declines. After presenting photos of his own dogs, Tata offers an invitation to meet them after his next meeting.

The bond formed during this visit deepens when Mr. Tata



makes a heartfelt statement to Naina, assuring him of his care for his son. This promise resonates profoundly with the author, establishing Tata as a supportive figure in his life—reflecting the complexities of mentorship and guardianship. As the chapter closes, it becomes clear that Mr. Tata's commitment and kindness have left an indelible mark on the author's journey.



## Example

**Key Point:** The power of mentorship and genuine connection can profoundly shape one's journey.

**Example:** Imagine standing before a towering figure like Mr. Tata, your palms sweaty as you clutch your presentation materials. You've spent countless nights rehearsing your spiel, picturing every detail, from what to wear to how to introduce your project, yet anxiety gnaws at you. As you enter the Tata office, your heart races, but the moment Mr. Tata flashes a warm smile, that tension begins to dissolve. You realize that this meeting isn't just about pitching your project; it's about forging a connection. Tata's genuine interest instead of critique reassures you, creating an unexpected bond. You recall the sensation when he asks how he can assist you and you respond with a principled refusal; this moment highlights the importance of establishing relationships built on mutual respect, rather than transactional interactions. Leaving the meeting, the warmth of Tata's words to your father echoes in your mind, reminding you that true mentorship lies in the sincerity and care that one individual can offer another—an invaluable lesson you will carry forward.



## inspiration

**Key Point:** The importance of integrity in relationships.

**Life inspiration:** As you navigate through life, let the poignant moment when Mr. Tata reassures the author of his care inspire you. In a world that often values results over relationships, remember that integrity and genuine care can forge bonds that transcend mere convenience. Just as Tata's promise reinforced the trust and support in their budding friendship, approach your interactions with sincerity and commitment. Whether it's in your personal or professional life, nurturing relationships with integrity can create a foundation of loyalty that not only supports you in challenging times but also enriches the lives of those around you.





# Chapter 3 Summary : 3. Butter Soap

Section	Summary
Setting the Scene	The author describes his first day in a GMAT coaching class, detailing the competitive atmosphere and feeling humiliated after a question about returning to India is met with laughter.
Obsession with Ivy League	The author becomes fixated on achieving a high GMAT score to attend an Ivy League school, which strains his relationships, including with his girlfriend Mihira. His first GMAT attempt ends in disappointment.
A Turnaround	After a disheartening first attempt, he dedicates his holidays to studying, resulting in a significant GMAT score increase to 760, reflecting on the emotional weight of this achievement.
Seeking Recommendations	The author considers asking Ratan Tata for a recommendation for Harvard. He ultimately accepts guidance from Tata, rebranding his startup and boosting its growth.
Interviewing at Ivy Leagues	He receives interview calls from Harvard and Cornell but struggles with anxiety and feelings of inadequacy when compared to more experienced candidates.
Facing Rejection	After a tense waiting period, he is rejected by Harvard, which crushes his hopes and highlights the emotional toll of his educational ambitions.
Conclusion	The chapter ends with the author's reflection on the emotional turmoil of being rejected by Harvard, emphasizing the pressure of societal expectations on students.

## Chapter 3: Butter, Soap

### Setting the Scene

The chapter opens with a vivid depiction of the author's first day in a GMAT coaching class, illustrating the pressure and competitiveness of fellow students. Laughter ensues when the narrator asks a question about returning to India after attending an Ivy League school, making him feel humiliated and uncertain.



## Obsession with Ivy League

Feeling the burden of expectations, the author becomes fixated on achieving a high GMAT score to get into an Ivy League school, distancing himself from friends and relationships, including his girlfriend Mihira. Despite intense preparation, his initial attempt at the GMAT ends in disappointment with a mid-600s score, leading to self-doubt and a fear of failure.

## A Turnaround

Determined to redeem himself, he schedules a second attempt, spending the holidays preparing intensely. His effort pays off with a score of 760 in the second attempt. The author reflects on the significance of this achievement and its emotional weight, contrasting it with the competitive nature

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# Chapter 4 Summary : 4. Leaving on a Jet Plane

## Leaving on a Jet Plane

### Emotional Response to Rejection

The narrator experiences profound feelings of betrayal and disappointment after being rejected by Harvard, expressing these emotions in a heartfelt letter to Mr. Tata. Mr. Tata offers wisdom and encouragement, emphasizing that the rejection is not the end of the world and suggesting the narrator consider applying elsewhere.

### Acceptance to Cornell

After initially feeling despondent, the narrator receives an unexpected acceptance letter from Cornell, leading to a mix of joy and guilt over leaving behind friends and family. The acceptance prompts elation and a sense of validation, particularly as the narrator had been focused on Harvard.



## **Final Days Before Departure**

As the narrator prepares to leave for Cornell, there are reflections on the emotional toll of leaving home for the first time, especially on the family dynamic. The narrator grapples with feelings of loyalty to family and community versus the excitement of pursuing education abroad.

## **Meeting Mr. Tata**

The narrator arranges a visit with Mr. Tata to introduce him to Motopaws team members but learns that he is ill.

Regardless, Mr. Tata makes time for them, showcasing the importance he places on keeping promises, which resonates deeply with the narrator.

## **Future Aspirations**

With an impending departure to Cornell, the narrator reflects on career aspirations and plans to work with the Tata Trusts, seeing it as a chance to contribute meaningfully to society while remaining close to home. The narrative emphasizes the importance of relationships and community ties amid





personal aspirations.

## Conclusion

The chapter closes with the narrator contemplating the transition ahead, acknowledging the emotional journey and the commitment to keep connections with family and Mr. Tata strong despite geographical distances. The promise made to Mr. Tata symbolizes an ongoing bond and dedication to shared values and responsibilities.



## Example

**Key Point:** Embracing Change and Personal Growth

**Example:** Imagine standing at the threshold of a new adventure, just like you would when stepping onto a plane bound for exciting possibilities. You're filled with a whirlwind of emotions: exhilaration over the future ahead at Cornell, yet a poignant ache of leaving home behind. You recall the comfort of familiar faces as you prepare to transition from the cocoon of childhood to the vast world of opportunities. The moment you receive that acceptance letter, it's as if the universe acknowledges your aspirations, nudging you to embrace change with open arms. This acceptance isn't just a ticket to education; it's a call to grow, to learn, and to redefine your sense of belonging. Just as the narrator reflects on relationships with family and Mr. Tata, you too grapple with the balance of forging your path while cherishing the emotional ties you built at home. This chapter encapsulates the importance of valuing personal growth amidst the heartfelt process of leaving loved ones behind, reminding you that each farewell paves the way for exciting new beginnings.



## inspiration

**Key Point:** Emotional growth through rejection and acceptance

**Life inspiration:** This chapter teaches you that rejection, such as not getting into Harvard, doesn't define your worth or limit your future; in fact, it can be a stepping stone towards unexpected opportunities. Just like the narrator eventually receives an acceptance from Cornell, you, too, are reminded that life is full of surprises, and sometimes, the doors we least expect to open are what lead us to the paths we are truly meant to follow.

Embrace the frustration of rejection as part of your journey, for it often propels you toward even greater destinations, encouraging you to remain resilient and hopeful.



# Chapter 5 Summary : 5. ‘Step Out of the Car, Please’

## Chapter 5: Step Out of the Car, Please

In this chapter, the narrator reflects on a farewell dinner with Mr. Tata in Mumbai, showcasing the growth of their relationship over a short period. The narrator expresses excitement and anxiety as he prepares for the meeting, despite being sick and feeling underdressed due to a recent shirt purchase intended to impress.

Mr. Tata offers to drive to his favorite restaurant, a rare occurrence as he typically avoids being mobbed by fans. Their dinner is marked by a mix of small talk and long silences, with the narrator feeling awkward and unwell. Eventually, the narrator shares his desire to work for the Trusts after graduation, prompting a thoughtful response from Mr. Tata who encourages him to explore opportunities abroad before making a commitment.

The conversation reveals Mr. Tata's mentorship as he offers assurance of the narrator's potential, emphasizing his sincerity, and insists that the narrator should not feel trapped



by any promises. The evening wraps up with hopeful suggestions for future connections, including attending the narrator's graduation.

As they part ways, the narrator requests a photo, leading to an emotional goodbye. Mr. Tata light-heartedly recalls how the narrator made him feel as if he had received a traffic stop experience, this moment cementing a bittersweet memory filled with a mixture of sadness and joy. The narrator is left with a sense of loss but also gratitude for the relationship and the paths that lie ahead.





## Example

**Key Point:** Embrace meaningful connections even when facing uncertainty and discomfort.

**Example:** Imagine you're at a farewell dinner with a mentor who has inspired you for years. As you sit across from them, your heart races, and you feel underdressed and anxious. Yet, in this moment, you realize that vulnerability can lead to deeper connections. You muster the courage to express your aspirations, and to your surprise, your honesty is met with encouraging guidance. This evening not only highlights your journey but solidifies the bond you share, reminding you that stepping out of your comfort zone can foster invaluable relationships.



## inspiration

**Key Point:** Embrace Uncertainty and New Opportunities

**Life inspiration:** In this chapter, as you reflect on Mr. Tata's encouragement to explore opportunities abroad, it inspires you to embrace the uncertainties in your own path. Like the narrator, you might feel anxious about stepping into the unknown, especially when faced with important life decisions, but this moment acts as a reminder that growth often comes from taking risks. Instead of letting fear of the future hold you back, consider it an invitation to seek out new experiences and expand your horizons, knowing that it's okay to leave behind the familiar for the sake of personal development.



# Chapter 6 Summary : 6. Ithaca Is Gorges

## Chapter 6: Ithaca Is Gorges

### Departure and Emotions

The narrator describes a heavy emotional farewell at the airport, especially with his mother, Amma, and close friends. The sadness intensifies during the flight when he reads goodbye letters from Tuhina, a girl he has fallen for.

### Arrival and Illness

Upon arriving in Ithaca, the narrator struggles with illness (cough, cold, fever) that detracts from his excitement about starting his journey at Cornell. He meets Vivaan, his new roommate, and begins to connect with Tuhina over the phone while he recuperates.

### Capturing Cornell

The beauty of Cornell captivates the narrator, who feels



compelled to document his experiences through social media. Despite his enthusiasm, he notices that most of his classmates stick to Sage Hall, leaving him to explore the campus alone.

## **School Life**

Orientation at business school is overwhelming, with a mix of inspiring speeches and intense networking exercises. The narrator confronts feelings of inadequacy compared to his accomplished classmates and faces challenges in making meaningful connections.

## **Isolation and Longing**

Despite the vibrant environment, the narrator feels lonely and disconnected, relying heavily on Tuhina for emotional support. As their communication deteriorates, he feels

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# **Chapter 7 Summary : 7. ‘Can I Stick my Tongue Out?’**

## **Chapter 7: ‘Can I Stick My Tongue Out?’**

### **Stepping Out of Comfort Zones**

The chapter explores the author's experiences in New York, where being far from home forced him to either embrace courage or relax into old habits. To cope, he immerses himself in motorcycle culture and music.

### **Motorcycle Adventures**

The search for a motorcycle is laborious, reflecting the challenges of adapting to life in the U.S. The author eventually finds a 1978 Suzuki 550GS, symbolizing his adventure and independence despite warnings from friends about motorcycle dangers.

### **Building Connections**





Amidst his struggle, he creates new experiences, including starting a motorcycle association and performing at open mics, helping him adjust to his new surroundings. His communications with Mr. Tata serve as reminders of home, emphasizing the importance of connection.

## **Meeting Mr. Tata in New York**

When Mr. Tata arrives in NYC, their reunion is filled with warmth and concern. Their interactions reveal Tata's challenges and the burdens of leadership, contrasting with the author's lighter experiences. Together, they enjoy the vibrancy of NYC, exploring local spots, where their bond of friendship deepens.

## **Shared Moments and Rituals**

Their time together becomes a cherished routine filled with food, shopping, and laughter, highlight Tata's humility despite success. The day culminates in friendship, shared stories, and emotional moments that enrich the author's life in New York.



## Final Thoughts

The chapter concludes with a poignant reflection on the relationship with the city that transcends its physicality, defining New York City as a backdrop to the author's meaningful experiences with Mr. Tata, whose presence makes the city feel like home.



## inspiration

**Key Point:**Stepping Out of Comfort Zones

**Life inspiration:**Imagine standing on the brink of the familiar, watching as the vibrant world of New York City pulses with energy around you. You can feel the gravity of your comfort zone pulling at you, whispering familiar promises of safety and predictability. But as you gaze at the motorbikes roaring past, you sense that every ride is a chance to break free from the confines of your habitual patterns. The journey of the author serves as a powerful reminder that embracing the discomfort of new experiences can be a catalyst for personal growth. By stepping outside your usual frame of reference, like he did by immersing himself in the motorcycle culture, you unlock pathways to independence and self-discovery. So, take that bold step — whether it's trying a new hobby, moving to a new city, or simply speaking to someone you don't know. In those moments of courage, you'll find not just adventure, but a deeper, richer connection to the world around you.



# Chapter 8 Summary : 8. Bom-bae

## Chapter 8 Summary: Bom-bae

In this chapter, six months have passed since the narrator left home for a challenging learning experience. Returning to India for the winter break feels surreal, as it evokes memories of past relationships and experiences, particularly with Tuhina. Mr. Tata extends a generous invitation to spend three days at his home, 'Halekai', mirroring his warm and minimalistic personality.

The narrator recalls the charm of Mumbai during December, filled with nostalgic moments in the city's vibrantly adorned streets. Anticipation builds as the narrator prepares to meet Mr. Tata, adhering to a disciplined schedule that reflects the admiration he holds for him.

Upon meeting, the two bond over playing with Mr. Tata's dogs, amidst distractions from ongoing legal issues related to Tata's business. The weight of Mr. Tata's professional challenges is palpable, yet he makes a conscious effort to engage fully with his guest. A visit to the library leads to discussions about innovative housing solutions for Mumbai's slums, showcasing Tata's insightful and empathetic nature as



he encourages dialogue and reflection on societal problems. Despite ongoing legal battles consuming Mr. Tata's attention, he offers to help the narrator navigate potential internship opportunities that align with his studies in the United States. This shows Mr. Tata's enduring kindness and empathy. As the chapter concludes, the narrator receives a message from Tuhina expressing her desire to meet, leaving him in a dilemma between loyalty to his mentor and personal feelings. The day's events culminate in a blend of nostalgia, admiration, and the complexities of relationships amidst personal and professional turmoil.



# Chapter 9 Summary : 9. Smooth Criminal

## Chapter 9: Smooth Criminal

### Morning on the Deck

The day begins on the third-floor deck, where the protagonist talks with his companion about the ongoing issue of pigeons around the swimming pool. Despite his struggles, the companion's humorous outlook brings excitement for the day ahead.

### A Day of Exploration

The protagonist is thrilled to accompany his companion throughout the day, engaging in lively discussions on various diverse topics. Their first visit is to an office in Fort where they meet Deepthi to explore internship opportunities at US-based non-profits.





## Investing in Experiences

During their meeting, the companion actively supports the protagonist in shaping his future. Although he ultimately chooses to intern at Tata Trusts for an animal hospital project, he realizes it was a pivotal moment for personal growth.

## The Interview Experience

At Tata Trusts' World Trade Center office, the protagonist goes through an interview process surrounded by important social issues. He feels the tension of ongoing legal troubles but remains excited about potential contributions.

## Reflections from Above

The companion shares insights from a cabin in the office.

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# Chapter 10 Summary : 10. Thinking of Winter

Key Points	Description
Loneliness in Ithaca	The author feels isolated while studying in Ithaca, longing for meaningful connections.
Desire for Companionship	The author's loneliness leads to considerations of adopting a dog, despite mixed feelings about breeders and shelters.
Spontaneous Journey	The author takes a motorcycle trip to Moravia to find a puppy and meets 'Winter,' the last of the litter.
Immediate Bond	The author feels an instant connection with Winter, symbolizing warmth and hope during a dull time.
Integration into Daily Life	The chapter discusses how the author includes Winter in daily activities, facing challenges and enjoying companionship.
Breaking Social Barriers	Winter helps the author forge new friendships and rediscover purpose, alleviating feelings of loneliness.
Preparing for the Move	As the author gets ready to move to Mumbai, they worry about the logistics of traveling with Winter.
Airport Reunion	The reunion at the airport highlights the strong bond between the author and Winter, emphasizing their relationship's significance.
Transformative Impact	The chapter concludes with the reflection on the profound joy and meaning Winter has brought into the author's life.

## Thinking of Winter

In this chapter, the author reflects on the significant role of relationships and the coincidences that shape them. The narrative begins with the author feeling lonely while studying in Ithaca, far from home and lacking meaningful connections. This loneliness prompts the desire for companionship, leading to the contemplation of getting a





dog, despite reservations about adopting from breeders and facing the challenges posed by shelters.

Driven by a urge for connection, the author embarks on a spontaneous motorcycle journey to Moravia, where a family is looking to home puppies. Upon meeting the last remaining puppy, affectionately named "Winter," the author feels an immediate bond, recognizing the light and joy Winter brings. This decision marks a pivotal moment of warmth and hope in an otherwise bleak period.

The chapter chronicles the author's journey of integrating Winter into daily life. They navigate challenges, such as finding pet-friendly housing, but also experience the joy of companionship. Winter helps the author break down social barriers, leading to new friendships and a renewed sense of purpose. Winter's playful nature and loving disposition enrich the author's life, offering comfort and connection. Eventually, as the author prepares for a move to Mumbai, they face the anxiety of traveling with Winter. Despite the stress of travel regulations, reunification at the airport signifies the deep bond they share. The conclusion of the chapter highlights the transformative impact Winter has had on the author's life, illustrating the deep and lasting relationship that provides solace, joy, and meaning.



## Example

**Key Point:** The Importance of Relationships

**Example:** Imagine sitting alone in your apartment, the walls echoing your loneliness as you sift through textbooks, yearning for connection. The idea of getting a dog often flits through your mind, and you can feel a spark of hope ignite as you envision the warmth of a furry companion. That spontaneity propels you on a motorcycle adventure to a place where a puppy awaits, promising not just companionship, but a transformative bond. As you meet that tiny bundle of joy, named Winter, the world seems to brighten, and in that moment, you grasp how one relationship can profoundly alter your path, turning isolation into a shared journey filled with affection, friendships, and a renewed sense of belonging.



## inspiration

**Key Point:** The Power of Relationships and Human Connection

**Life inspiration:** This chapter emphasizes the profound impact that relationships, even with pets, can have on our lives. It encourages you to seek out meaningful connections and to recognize that companionship can emerge in the most unexpected ways. By opening yourself up to others, whether human or animal, you invite warmth and joy into your life, transforming moments of loneliness into opportunities for growth and happiness.



# Chapter 11 Summary : 11. Aamras

## Chapter 11 Summary: Aamras

In this chapter, the protagonist prepares for graduation at Cornell University, including the excitement of printing invitations for the event. Although he only expected his parents to attend, he also invited Mr. Tata, who had previously promised to try to come. Initially elated by Mr. Tata's acceptance, the protagonist faces disappointment when Mr. Tata's travel plans prevent him from attending the official ceremony. Instead, Mr. Tata proposes a graduation dinner the night before.

The protagonist's parents, especially his mother, seem more focused on the dinner than the graduation itself, leading to considerable tension and thorough preparation for the evening. On the day of the dinner, Mr. Tata arrives, and the evening unfolds joyfully despite the cramped living space. Winter, the family dog, becomes an unexpected focus of Mr. Tata's attention.

During the dinner, Mr. Tata praises the protagonist's accomplishments, and they take important photos together. The meal consists of simple dishes that eventually delight





Mr. Tata, enhancing the celebratory atmosphere. Shared laughter, stories, and even videos create a warm and intimate setting.

As the night concludes, the protagonist reflects on the importance of the people in the room, recognizing that their support has been instrumental in his journey. The evening serves as a celebration of community and gratitude rather than just an acknowledgment of his graduation. The chapter closes with a sense of fulfillment and anticipation for the future, symbolizing the end of his Cornell experience, with the emotional presence of Mr. Tata and family solidifying his achievements.



# Chapter 12 Summary : 12. Office of the Chairman

## Chapter 12 Summary: Office of the Chairman

In this chapter, Shantanu Naidu reflects on his new role in the Office of the Chairman at Tata, which he romanticizes yet acknowledges the possibility of losing readers through excessive idealization. Following a summer internship involving a veterinary hospital project, he is offered a permanent position by Mr. Tata, which he eagerly accepts. Shantanu describes his moving preparations, choosing a small flat in Colaba, Mumbai, close to his workplace. He admires the historic and vibrant nature of the area and the energy of the city.

As he settles into his role, he receives a significant phone call

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# Chapter 13 Summary : 13. Pedestal

## Summary of Chapter 13: Pedestal

### Introduction to Responsibilities

In his first week, Shantanu is assigned to shadow Mr. Tata, following him to meetings and events, which transforms their relationship from casual friends to a professional one. This shift causes Shantanu to feel the loss of their friendship.

### Evolving Dynamics

As Shantanu accompanies Mr. Tata more often, their interactions become more formal. Despite missing the personal connection, he is reminded of his responsibilities and the learning opportunities that come with the role.

### Challenges of Shadowing

Shadowing Mr. Tata in public settings brings its own challenges, including managing fan interactions and





maintaining readiness with information. Mr. Tata prefers a humble approach and avoids excessive security.

## **Variety of Meetings**

Shantanu notes that the meetings he attends with Mr. Tata are primarily investment-focused but also include healthcare innovations and collaborations with universities and tech companies. He absorbs information rather than contributing initially.

## **Task of Finding a Letter**

Mr. Tata becomes fixated on finding an old letter, which boosts morale for Shantanu as he feels it provides a chance to help his boss. He spends time searching through archives, showcasing the depth of their relationship as he seeks to ease Mr. Tata's burden.

## **Discovery and Reunion**

After a diligent search, Shantanu finally finds the missing memo, which leads to a heartwarming reunion. Mr. Tata expresses gratitude, highlighting the importance of the letter



in his personal history.

## **Reflection on Their Relationship**

Their joyful interaction reinforces Shantanu's belief that their bond still exists despite the professional shift. He realizes the humanity in Mr. Tata, emphasizing the need for varied perspectives in storytelling, which they both agree on.

## **Conclusion**

The chapter concludes with the metaphor of lighthouses, suggesting that while external circumstances may obscure clarity, the guiding light of their relationship remains strong and can be rekindled.



# **Chapter 14 Summary : 14. Around the World**

## **Around the World**

### **Mr. Tata's Travel Dynamics**

Travel is an integral aspect of Mr. Tata's professional life, where he frequently travels internationally for extended periods due to his commitments on various boards and councils. Despite the challenges of switching time zones and managing office updates upon return, he efficiently tackles the workload but finds it overwhelming at times. Previously, his assistant accompanied him to eliminate backlog, a role which needed filling again.

### **First Trip and Birthday Celebration**

The narrator's first trip with Mr. Tata was to Hyderabad, coinciding with his birthday. A surprise celebration marked by cupcakes provided a moment of vulnerability for Mr.





Tata, showcasing the importance of small, private moments rather than grand gestures.

## **Daily Ritual and Workload Management**

Their routine included shared breakfasts and managing office paperwork during travel, illustrating the balance between work and personal connection. The narrator learns to adapt and recognizes the power of genuine interactions alongside formal responsibilities.

## **The International Journey**

Anticipating an international trip, the narrator prepares meticulously, excited about visiting Cornell, Mr. Tata's alma mater. While working is critical, Mr. Tata teaches the narrator the value of enjoying the journey and balancing work with leisure.

## **Arrival at Cornell and Meaningful Moments**

Upon arriving in Ithaca, nostalgic feelings arise as the narrator recalls past experiences. The short visit involves significant meetings and a reunion dinner, allowing them to



create new memories. Mr. Tata's interactions with his peers illustrate his enduring legacy and the warmth of human connections.

## **Shared Experiences and bonds**

The night culminates in heartwarming interactions at the reunion dinner, where the narrator assists older alumni, fostering a sense of community and gratitude. The shared experiences deepen the bond between Mr. Tata and his assistant, highlighting the importance of kindness in interpersonal relations.

## **Reflection and Memories**

The trip leaves a lasting impact, filled with smiles and meaningful moments. The narrator cherishes the memories formed, recognizing the transformative nature of these experiences and the deepening relationships with Mr. Tata.



# **Chapter 15 Summary : 15. Darling, Je Vous Aime Beaucoup**

## **Chapter 15 Summary: Darling, Je Vous Aime Beaucoup**

### **San Francisco Experience**

After leaving Ithaca for San Francisco, the narrator had a challenging time, particularly with Mr. Tata becoming more stern. They focused on work, and the narrator felt the pressure of being a clumsy assistant marked by mistakes, which Mr. Tata pointed out sternly. Despite personal difficulties, including a vision issue, the narrator learned about professionalism and resilience.

### **Transition to Paris**

The trip took a turn when Mr. Tata decided to go to London, allowing the narrator to spend time in Paris alone. Excited but nervous, the narrator arrived and explored, reveling in the



city's beauty and atmosphere, accompanied by the song "Darling, je vous aime beaucoup" by Nat King Cole.

## **Connection with the City**

In Paris, the narrator quickly fell in love with the city, experiencing its charm and romance. They wandered about, visiting iconic sites and basking in the vibrant life of the streets. The trip also included a heartfelt visit to J.R.D. Tata's grave, reflecting on his relationship with Mr. Tata and their shared history.

## **Professional Growth**

Upon Mr. Tata's arrival, the narrator anticipated a fresh start, but the professional dynamics remained complex. Although stern and demanding during work, Mr. Tata also provided learning opportunities at the Paris Air Show. The narrator

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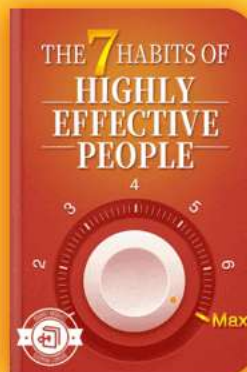


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# Chapter 16 Summary : 16. Lily

## Chapter 16 Summary: The Nano and Its Legacy

### The Promise of the Nano

The narrator reflects on a promise made to their mother to eventually own a Tata Nano. However, upon learning that production has ceased, they feel a pang of disappointment. The family's new car, although not a Nano, serves as a reminder of past aspirations.

### Memories and Market Response

The narrator recalls their high school days when the Nano was launched, where they faced bullying linked to their father's connection with Tata. The Nano's marketing aimed at the "common man" backfired, as aspirational Indian buyers rejected it, viewing its affordability as a stigma.

### Public Perception and Marketing Failure



The chapter discusses how the Nano was perceived as a marketing failure, despite its intentions to enhance safety for families. The failure was not just a product of its design but linked to societal views on class and status.

## **Personal Connection to the Nano**

During a flight with Mr. Tata, the narrator expresses a desire to buy a Nano, leading to a special discussion about the car. This moment symbolizes a desire to connect with Tata's vision and legacy.

## **Bringing Lily Home**

After successfully acquiring the last available Nano, affectionately named "Lily," the narrator experiences joy as they introduce it to their family. The car represents a newfound adventure and a lasting connection with Mr. Tata's empathetic vision.

## **Community and Misconceptions**

The Nano's enduring presence elicits questions about its availability and spurs community interactions. Despite





reports of low sales, the narrator finds evidence of ongoing interest and ownership, reflecting a misrepresentation in the media.

## **A Farewell Ride with Mr. Tata**

The chapter concludes with a poignant memory of a car ride with Mr. Tata in Lily, filled with nostalgia and happiness. It encapsulates the emotional ties to the Nano and serves as a tribute to its original intent of serving the community. The hope remains that the Nano, as a symbol of empathy, is remembered for its intended purpose and legacy.



# Chapter 17 Summary : 17. Banquet

## Chapter 17 Summary: Banquet

In this chapter, the narrator reflects on the pivotal role certain individuals play in shaping their life. When Mr. Tata entered the narrator's life, he brought along a group of supportive women: Parizaad, Deepthi, and Denese. Initially reserved and shy, the narrator gradually formed a close bond with them, transitioning from formal interactions to a more affectionate and mischievous friendship.

### The Trio's Influence

-

#### Parizaad

: The seasoned gatekeeper of the office, instills a strong sense of ethics and integrity, reminding the narrator that every action reflects on Mr. Tata's reputation. Her unwavering standards earn her respect from all.

-

#### Deepthi

: A more forgiving presence, she allows the narrator to be



authentic, providing support that ranges from covering for mistakes to practical help. She operates as the “operational field pixie,” ensuring everything runs smoothly.

-

## **Denese**

: The friendly face at the front desk who quickly evolves from a colleague to a sisterly figure. She played a crucial role in ensuring the narrator's initial letter to Mr. Tata reached him, significantly impacting their career trajectory.

## **Growth Through Connection**

The camaraderie among the four deepens through shared lunches and playful banter. The narrator realizes that their relationship is not just professional; it transcends into genuine friendship and support. They share each other's burdens, celebrate their successes, and uphold a culture of loyalty, where mistakes are addressed collectively rather than pointing fingers.

## **Bonding Over Food**

Food serves as the cornerstone of their daily interactions, with shared lunches becoming a significant ritual. Together,



they navigate office dynamics while fostering warmth and laughter, underscoring the importance of community in the workplace.

## **Final Reflections**

The narrator expresses gratitude for this unique familial bond, recognizing that these women have not only prepared them for their role in Mr. Tata's office but have also fostered personal growth. Their influence compels the narrator to be a better person, highlighting the immense value of supportive relationships in one's journey through life.



# Chapter 18 Summary : 18. Sunflower

## Chapter 18: Sunflower

### Vacation Planning

For months, Mr. Tata expressed a desire to escape and enjoy some sun, particularly during the dreary months of October to December. Despite the fantasy plans discussed at the office, it seemed unlikely they would go. However, after hearing troubling news from the National Company Law Appellate Tribunal (NCLAT), he still expressed a need to take a vacation.

### Kovalam Trip

On Christmas Eve, they flew to Kovalam, staying at the Green Cove Resort, a location Mr. Tata fondly remembered. He accepted the accommodation terms without demanding any special treatment. The atmosphere was welcoming, and they dedicated their time to lounging by a beautiful pool under the sun.



## Daily Activities

Days began slowly, filled with swimming, relaxing in the sun, and enjoying pina coladas. Mr. Tata's enthusiasm for sunbathing was overwhelming—he required constant repositioning of his lounge chair to avoid any shadow. Playful interactions filled their time, with Mr. Tata showcasing a child-like joy while swimming and recounting stories from his past.

## Evening Gatherings

Evenings were spent having dinner, with the staff setting up their dining area closer to the beach. Mr. Tata engaged the manager in friendly conversation, sharing stories and enjoying live music. Celebrating his birthday together became a tradition, marked by low-key festivities during

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# Chapter 19 Summary : 19. Lockdown

## Lockdown

### Overview of the Situation

The narrative unfolds during the initial stages of the Covid-19 pandemic when Mr. Tata finishes reading a manuscript while the country is in lockdown. The Tata Trusts began working from home to ensure safety, especially as Mr. Tata, an octogenarian, was at high risk. As the lockdown progressed, nobody was permitted to see Mr. Tata except for the author.

### Strategic Planning

Mr. Tata's unrest about the pandemic's implications led him to collaborate with his advisors to devise a response plan for the Tata Trusts. Together, they identified potential obstacles and crafted a robust strategy aimed at providing aid during the crisis. A press note was drafted, outlining a commitment of Rs. 500 crore for acquiring protective equipment and



setting up facilities. This initiative aimed to not only support the pandemic response but also instill hope in a distressed nation.

## **Community Support Efforts**

As panic spread nationwide, the Trusts committed Rs. 1,500 crore for pandemic relief efforts, which generated confidence and reassurance among the public. Mr. Tata emerged as a beacon of hope during these trying times, leading multiple community support initiatives.

## **Personal Connection and Daily Life**

The lockdown established a routine where the author spent increased one-on-one time with Mr. Tata. They tackled pending matters and enjoyed shared meals. Comfort, companionship, and an emotional bond developed, providing solace during isolation from their families.

## **Supporting Stray Animals**

The pandemic brought challenges not only for humans but also for stray animals. The author took it upon himself to



feed hungry street animals, eventually sharing pictures with Mr. Tata to keep him connected to the outside world. This activity became a source of joy and connection during a time of silence and stillness in the city.

## **Aid for Frontline Workers**

Recognizing the plight of frontline policemen who were working tirelessly without sufficient food or water, the author proposed a meal program for them. With Mr. Tata's support, they initiated a feeding program which served hot meals to police officers in the city, demonstrating solidarity and care during the crisis.

## **Virtual Engagement and Learning**

Throughout the lockdown, Mr. Tata transitioned to virtual meetings. The author assisted him in navigating this new landscape, which became a learning opportunity for both. Mr. Tata's new engagement on social media allowed him to reach younger audiences, fostering hope through shared experiences and insights.

## **Reflection and Connection**



The lockdown served as an unexpected opportunity to present Mr. Tata with the manuscript that encapsulated their journey together. His heartfelt response, delivered through a handwritten letter, expressed deep personal sentiments, showcasing the bond they had developed. This letter became a cherished keepsake, symbolizing the connection built during a challenging period.



## Example

**Key Point:**Community Support and Solidarity

**Example:**During the lockdown, imagine being part of a team that rallied to support your community—collecting donations, distributing food, or simply lifting someone's spirits with a kind word. You worked alongside others to create a meal program for frontline workers, showcasing the power of unity in adversity. Such efforts reiterated the importance of connection and compassion in tough times.



# Chapter 20 Summary : 20. I Came Upon a Lighthouse

Section	Summary
Introduction to Media Attention	The narrator reflects on unexpected media attention following an interview with "Humans of Bombay," which captured interest due to their journey with Ratan Tata.
Interview Experience	The narrator received Mr. Tata's consent for the interview, referred to Tata as "Millennial Dumbledore," and the story went viral, resulting in overwhelming public attention.
Navigating Public Scrutiny	The narrator discusses feelings of exposure and vulnerability amidst negative comments, reflecting on the challenges of sudden notoriety.
Concerns for Mr. Tata	Worried about Mr. Tata's reaction to publicity, the narrator reaches out and receives reassurance, which boosts their courage in handling media attention.
Evolution of Perception	The narrator acknowledges the exposure helped clarify their identity, combating misconceptions while emphasizing grounded values influenced by family and Tata.
Daily Life and Lessons Learned	The chapter describes daily routines with Mr. Tata, focusing on lessons learned about humility and purpose from their shared experiences.
Conclusion and Future Aspirations	The narrator reflects on their bond with Mr. Tata, expressing aspirations to contribute to society, inspired by Tata's legacy and their personal growth.

## Summary of Chapter 20: I Came Upon a Lighthouse

### Introduction to Media Attention

In this chapter, the narrator reflects on the unexpected media attention they received following an interview with "Humans of Bombay." Despite initially being content with limited outreach, the story of their journey with Ratan Tata, from rescuing dogs to becoming his assistant, began to circulate,





capturing widespread interest.

## **Interview Experience**

The narrator sought Mr. Tata's consent before participating in the interview. Once approved, they shared their journey, during which they expressed admiration for Tata by referring to him as "Millennial Dumbledore." Upon publication, the story went viral, reaching various media outlets, which led to the narrator experiencing an overwhelming amount of attention and scrutiny.

## **Navigating Public Scrutiny**

The narrator describes feeling exposed and vulnerable due to the intense spotlight, especially regarding negative comments and public perceptions. Although they do not consider themselves a celebrity, the sudden notoriety made them reflect on the challenges of public life.

## **Concerns for Mr. Tata**

Worried about how Mr. Tata would cope with the newfound publicity, the narrator reached out to him, only to receive



reassurance and support. This interaction fortified the narrator's courage to face ongoing media attention.

## **Evolution of Perception**

Despite initial discomfort with the attention, the narrator acknowledges that the exposure helped establish a clearer narrative about their identity, counteracting prior misconceptions. They grapple with their rising profile but attribute their grounded nature to their family values and Mr. Tata's influence.

## **Daily Life and Lessons Learned**

The chapter delves into the narrator's routine with Mr. Tata, highlighting their work ethic, weekend dinner habits, and shared experiences. Through day-to-day interactions, the narrator learns invaluable lessons about humility, appreciation, and the art of living with purpose, often absorbed through Mr. Tata's example rather than direct instruction.

## **Conclusion and Future Aspirations**



The narrator closes by reflecting on the depth of their connection with Mr. Tata, hinting at upcoming chapters in their life and career. They express a desire to contribute meaningfully to society, inspired by Tata's legacy and their own experiences. The chapter encapsulates a journey of self-discovery, learning, and the profound influence of mentorship.



## inspiration

**Key Point:** Embrace the Unexpected

**Life inspiration:** In this chapter, the narrator experiences an unexpected surge of media attention, illustrating how life's surprises can lead to personal growth. This can inspire you to embrace the unforeseen events in your life, understanding that sometimes, the most significant changes come from moments you least anticipate. By facing public scrutiny and learning from these experiences, you are reminded that your reactions and the way you navigate challenges define your character and resilience. Use such moments as opportunities to grow and refine your identity, just as the narrator did with Mr. Tata's guidance.





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# Best Quotes from I Came Upon a Lighthouse by Shantanu Naidu with Page Numbers

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## Chapter 1 | Quotes From Pages 15-28

1. Pleasant stories don't always start in pleasant places.
2. The pain of wondering about the what-ifs is harsher than the pains of rejection.
3. If I saw me, I would probably roll my eyes and walk away.
4. Animal welfare is an area which I am very passionate about.
5. We had 500 collars, and we collared 500 dogs.

## Chapter 2 | Quotes From Pages 29-40

1. 'Don't worry, sir, I will take care of your son.'
2. I cannot recount the number of times Mr. Tata has gone above and beyond to keep this promise.
3. At twenty-seven, without the knowledge of how the rest of my life will pan out, I am happy to have found someone I





can describe this way.

4.He has been there when I have celebrated. He has been there without me asking for it.

5.The universe may find me ungrateful for saying this, but I have been gifted a guardian—one I find it hard to believe I deserve.

### **Chapter 3 | Quotes From Pages 41-52**

1.I have often seen, many times in my own life, instances where you may deserve something. But it doesn't always mean it'll be handed to you without an initial struggle, or at the time when you want it.

2.I decided this wasn't how I wanted it to end. If it was in fact my incapability, it would show in the second attempt too. Then I could give up.

3.The reality of getting to the exam hall completely threw me off. It just did not make sense.

4.Motopaws went from just Motopaws, to a 'Ratan Tata-backed start-up'.

5.I had my Motopaws story. I had the 760 score. But a lot of



candidates had a lot more things.

6.It was hard to tell how it went. I emailed Mr. Tata that it went very well, which was clearly a semi-truth.

7.That did not happen. The rejection stayed. The suit, the hotel room, the fees for my tuition, all came back to haunt me.





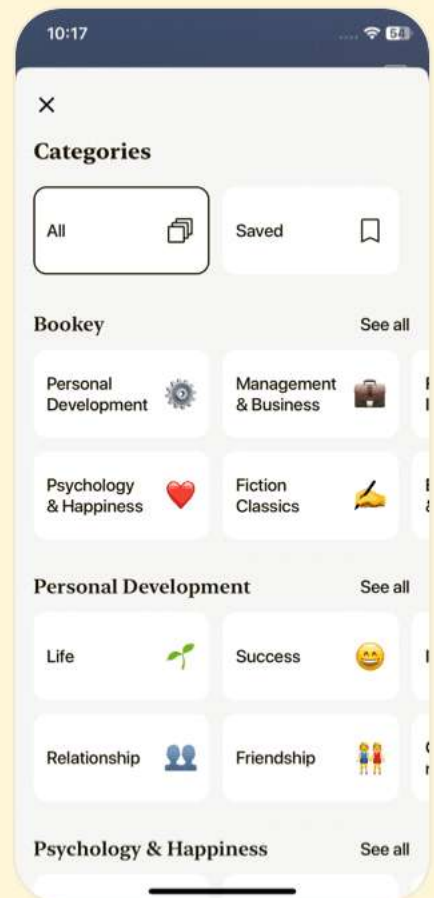
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## Chapter 4 | Quotes From Pages 53-64

1. 'Hello, Shantaa-nu? I am really sorry to hear about the rejection. But do not be depressed. It is not the end of the world.'
2. 'You are like a younger brother. If you are upset, we can always meet and talk about it.'
3. 'It was a hiccup in getting to something greater.'
4. 'You don't come upon a friend like him only to leave him behind.'
5. 'It was my turn to make him a promise.'
6. 'You don't go away from the lighthouse, you go towards it.'

## Chapter 5 | Quotes From Pages 65-73

1. 'There is a sincerity in you that's somehow,...., different.'
2. 'I would want you to have it.'
3. 'When you return, we will put you on a track to solve the right things.'
4. 'I will always be here, friend.'



5. 'How lucky to have someone it was so tough to say goodbye to.'

## Chapter 6 | Quotes From Pages 74-83

1. Something about looking at cities from far above makes you feel insignificant, yet gives you heart.
2. I want everyone to experience it with me.
3. I guess, at this point in the story, a confession is due. The fact that I'm writing this book only validates what I am about to say. I like to capture experiences.
4. As I almost recovered, school started soon after and orientations were overwhelming.
5. Even my roommate started going out by himself without inviting me—something that was a product of his independence, but that my dependent self couldn't comprehend.
6. In the end, no matter how well you think you've designed a dream, or how great an architect you think you are, you don't really end up with the version you want.





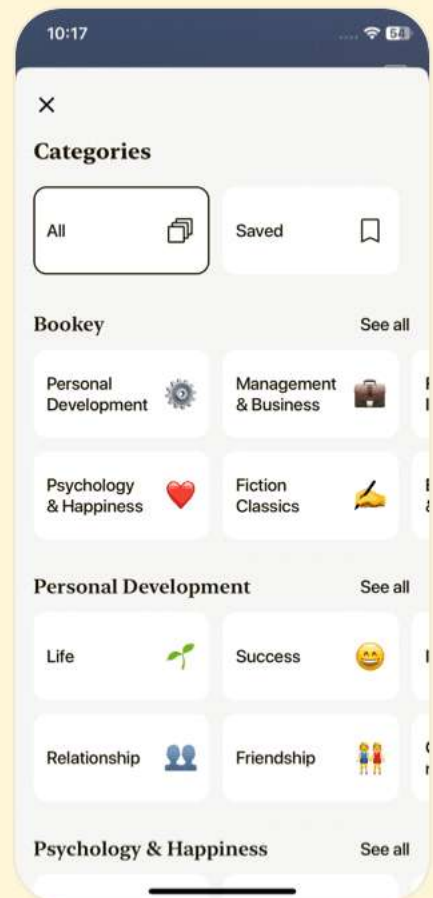
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## Chapter 7 | Quotes From Pages 84-99

1. When you're put in a place that's so far out of your comfort zone, either your underlying courage and strength shine through, or you use one of the many unhealthy defence mechanisms that your personality has to offer.
2. For the first time in a very long time, survival felt like a possibility.
3. Little did I realize that with each desperate decision to cope, I was creating pockets of experiences I could narrate when it was all over, like I am now.
4. Texting is such a millennial practice. But it gave me the space to express myself honestly without worrying about how I sounded or came across.
5. I wouldn't have performed on stage.
6. We don't sell broken businesses; we fix them.
7. I don't see why not.

## Chapter 8 | Quotes From Pages 100-108

1. Months seem like years when you're on your



longest and toughest learning curve.

2. Those days hold some of the warmest memories I have of my time in Mumbai.
3. When you're in the company of someone as black and white as him, your greys get washed away.
4. It was now about a person I had come to value, respect, and learn so much from.
5. Anyone can offer help in the best of their times. Very few can when their own troubles weigh down so heavily.

## **Chapter 9 | Quotes From Pages 109-120**

1. 'I had to stop midway, trying to usher her into the cab quickly so the security guards won't have a story to tell the next day.'
2. 'I could sense the tension at the Trusts given the legal mess that was ongoing.'
3. 'His goodness twisted the knife in my heart.'
4. 'The mistake, I realized, was lying to him.'
5. 'If I could go back to December 2016, I would still be the twenty-four-year-old, emotional mess who just wanted to



see that girl one last time.'

6.'But I would look him in the eye and tell him the truth, and  
I know he would understand.'

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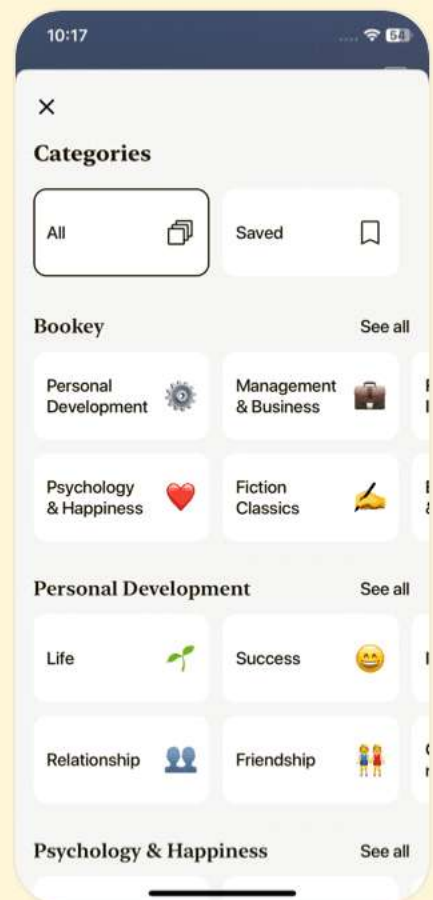
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## Chapter 10 | Quotes From Pages 121-137

- 1.If you truly want to marvel at the plays of destiny,  
the best place to find them would be relationships.
- 2.He was a stray picked up from the streets. A strong,  
independent dog, and a devotee of affection and  
sweetmeats.
- 3.It's not like he solved any of what was wrong in my life.  
But he made me not care. He gave me the courage to face  
it.
- 4.Even if it cost me everything else in life, I would stand by  
him and never let him feel the slightest bit less loved or  
have less than what anyone else in the world could give  
him.
- 5.He was just accepted by him, as he was everywhere in the  
world.

## Chapter 11 | Quotes From Pages 138-144

1. 'Congratulations, Shantaa-nu, You have made me  
very proud these two years. I am very happy for  
you, and I can't wait for you to return to Bombay.'



2. That evening was not so much a celebration of me graduating as of the people who had helped me build myself.
3. Every person in that room had committed themselves to me, my well-being, my growth, and happiness. They were all there for me.
4. But there was no more fear. I had all of them.

## **Chapter 12 | Quotes From Pages 145-162**

1. 'I had waited too long, much too long, to be here. Every place I explored and every moment I spent there reassured me of having made the right decision. I finally belonged again. I had no complaints.'
2. 'I didn't realize the weight of that phone call, of those brief but pregnant words. I had just been enlisted in a little piece of history.'
3. 'It was important to note here the very veiled, but calculated effort that [Mr. Tata] put in to make sure I felt purposed from the very first day... these efforts have not





just grown with time but have grown in an organized, directed manner.'

4. 'He could have said assistant. Junior. New hire. ... But he said, "colleague," and he has introduced me as one ever since.'

5. 'The moment you address and treat subordinates as colleagues, there is little room for disagreement, and the subordinates really put in the effort to live up to that treatment.'

6. 'If I had to categorize the investment proposals we receive, they would be... worthy concepts with a good team and commitment to the idea.'

7. 'With all this, we never got another negative response or follow-up. ... It has to be polite, humane, and in the best interest of the receiver.'





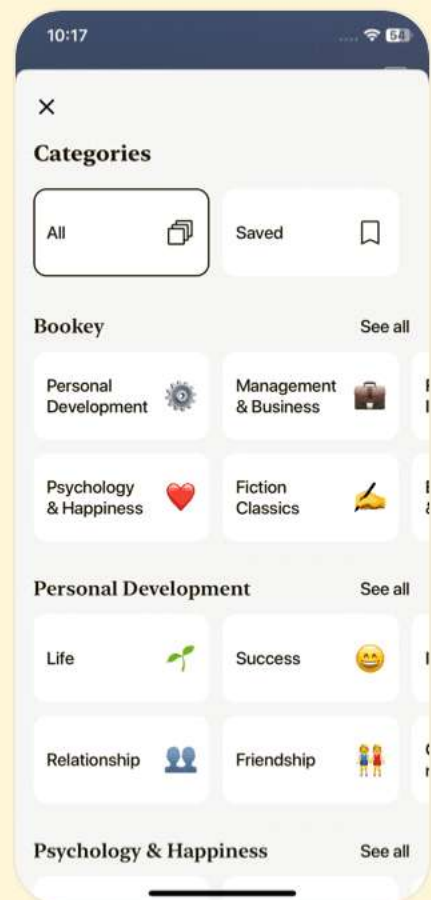
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## Chapter 13 | Quotes From Pages 163-173

1. 'Mr. Tata, I hope I am in my place when I counter something you might have suggested.'
2. 'Who would want to hurt me?'
3. 'All these letters are proofs of significant events throughout my time as chairman. Only I live to tell these stories.'
4. 'Finding this letter did not require any unique skill which I alone possessed. A certain level of persistence? Sure.'
5. 'Lighthouses get shrouded too. Sometimes there's fog, sometimes mist, sometimes a storm. But the beacon is always lit. It's always there.'

## Chapter 14 | Quotes From Pages 174-188

1. 'There will be times when we can get through stuff, and there will be times when we can't. And when we can't, don't feel so caught up in getting it done, no matter what. It's okay.'
2. 'The most important meeting was with the Cornell vet school to discuss the hospital in Mumbai.'
3. 'Just two graduates enjoying the sunset in summertime



Ithaca.'

4. 'If I missed something, Mr. Tata, through sheer eye contact, signalled me to go help.'

## **Chapter 15 | Quotes From Pages 189-203**

1. 'You're putting signature requests in front of me, but what does it mean?'

2. Cumulatively, they were the orientation I was looking for.

3. Moulding doesn't happen with cotton and wool. It happens with heat and hammer.

4. 'This is what I remember. Hope you can find the song.'

5. The day he gets mad at you and shows it, know that you have truly been accepted into this office.





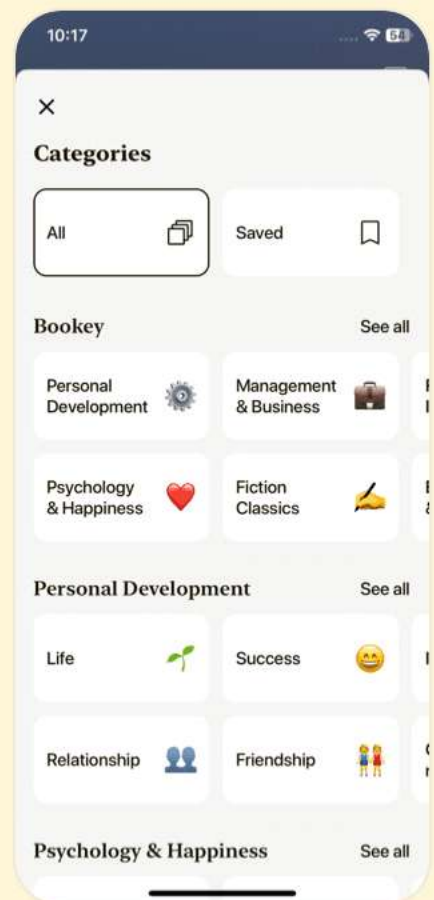
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## Chapter 16 | Quotes From Pages 204-214

1. 'You should get it. I know you want it.'
2. 'The aspirational, status-conscious common man in India never wants what's good for him. He wants what's above him, what he can't reach.'
3. 'But, most crucially, all this is never based on complete knowledge, only controversial hearsay.'
4. 'The chance to earn public support was snatched away because it was called the people's car.'
5. 'As I saw him ask questions and talk about it, I realized why I really wanted the Nano. I wanted to hold on to this part of him.'
6. 'If you see Lily on the streets, or any Nano, find the kindness in your heart to remember it as it was meant to be: a symbol of empathy, a gesture to take care not just of a customer, but a community.'

## Chapter 17 | Quotes From Pages 215-223

1. A LOT OF EVENTS, destinies, and incidents need to align for a person's path to cross with that of





another who will leave a permanent impact on their life.

2. if your heart and intent are in the right place, mistakes will be forgiven.
3. You now represent Mr Tata's office. This means you will now always be seen through that lens. Every move you make, every word you say, every favour you ask for, will be a move, word, and favour from the office of Mr Ratan Tata.
4. They run this office and guard it with integrity.
5. Every thought I have is subconsciously passed through the 'What would these three think?', filter.

## **Chapter 18 | Quotes From Pages 224-232**

1. 'I need that swim. And we need that sun.'
2. 'Nobody is happier to see the sun than a sunflower, and Mr. Tata clearly was one.'
3. 'It is tough to gift something to someone who already has everything.'
4. 'In me, he would always have the comfort of a friend.'



5. 'The glint in his eye, the cheer, and the rumbling Gandalf laugh were the sounds of Ratan Tata being happy.'

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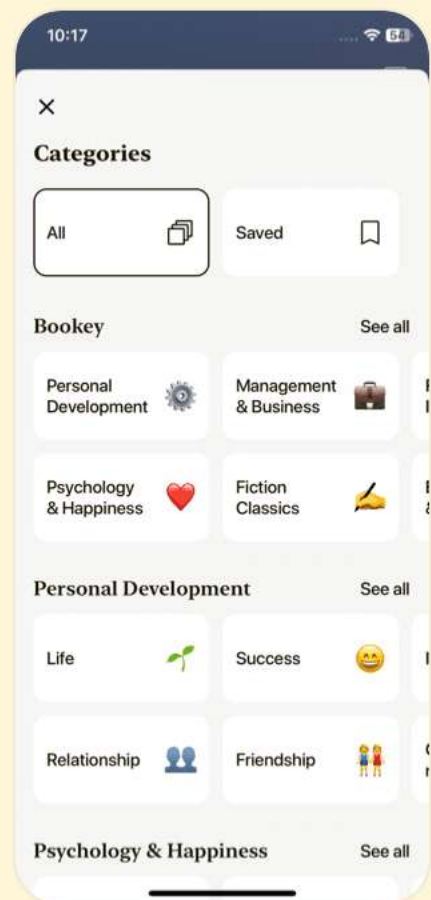
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## Chapter 19 | Quotes From Pages 233-244

1. ‘Shantaa-nu, I called to tell you that the note has been received very well. We have a lot of work to do.’
2. ‘If you can take charge of it, I’d be happy to explore.’
3. ‘May you be as loved as a Ratan Tata Instagram post’
4. The letter was to express how overwhelmed he was reading the short memoir of our journey together so far.
5. You have many attributes that I admire. You are like a son or younger brother; I enjoy being in your company.

## Chapter 20 | Quotes From Pages 245-254

1. ‘Millennial Dumbledore—that’s how I would describe him.’
2. It had snowballed. Everyone now knew my story, usually posted under one common headline: ‘How this 27-year-old got a coveted job with Mr. Ratan Tata’.
3. ‘Shantaa-nu, why are you thinking like this? I would never let this affect me and I know this happens. Please don’t worry about it.’



4.How much you can learn from someone like Ratan Tata is less about him handing out life lessons and more about how attentively you observe and listen.

5.It is not possible to forget the day when I came across this guiding light of a person, shining unapologetically with undiluted affection and empathy for the entire world.





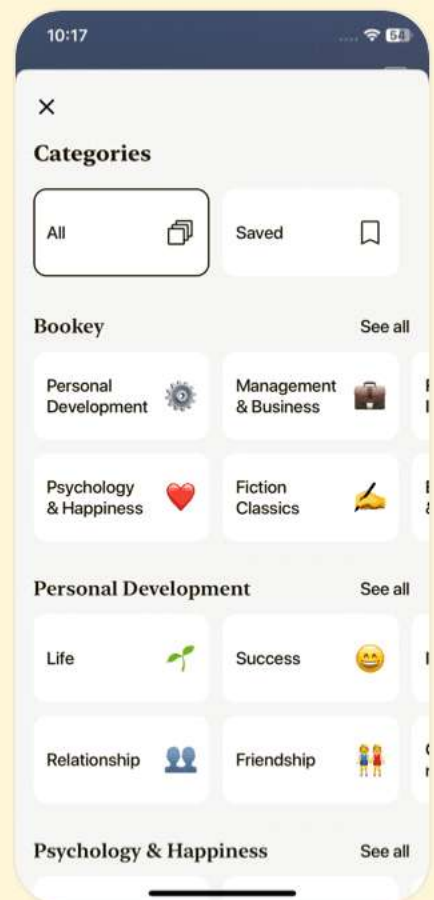
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# I Came Upon a Lighthouse Questions

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## Chapter 1 | 1. Motopaws| Q&A

### 1.Question

**What does the author learn from the dogs he sees injured on the road?**

Answer:The author learns about the fragility of life and the loneliness that these animals experience in their final moments. The repeated incidents of seeing dogs hurt or killed deepen his grief and frustration, leading him to ponder the circumstances that lead to these tragic events.

### 2.Question

**How does the author demonstrate the power of collective action through Motopaws?**

Answer:The author rallies a group of friends and volunteers to create a campaign called Motopaws, which aims to make stray dogs visible at night to prevent accidents. This collaboration showcases the impact of teamwork and



community engagement in addressing an important issue, illustrating that change can happen when people come together for a common cause.

### 3.Question

**What underlying theme is represented by the character of Mihira in the story?**

Answer:Mihira represents compassion and dedication towards animal welfare. Her willingness to support the author's idea, even if it seems trivial, embodies the theme of kindness and the importance of taking action to address the suffering of animals.

### 4.Question

**What role does self-doubt play in the author's journey to connect with Mr. Tata?**

Answer:The author's self-doubt initially hinders him from believing he could connect with someone as distinguished as Mr. Tata. This insecurity contrasts with his father's unwavering belief in the possibility of a response, highlighting how self-doubt can limit one's potential and



aspirations.

### 5.Question

**How does family influence the author's motivation to pursue his project?**

Answer:The author's family history with Tata motivates him significantly. Their legacy and pride in being part of the Tata family inspire him to seek acknowledgment and support from Mr. Tata for his Motopaws initiative. It reinforces the idea of carrying forward family values and aspirations.

### 6.Question

**How does the author's experience with adversity shape his determination?**

Answer:Faced with personal challenges, such as his motorcycle accident, the author's determination intensifies. Rather than succumbing to despair, he focuses on his goal of meeting Mr. Tata, showcasing resilience and the power of hope even in the face of injury and hardship.

### 7.Question

**What does receiving a letter from Mr. Tata signify for the author?**



Answer:Receiving a letter from Mr. Tata signifies validation and recognition of the author's efforts. It represents not just personal achievement, but also the success of Motopaws, and serves as a turning point in the author's journey, emphasizing that persistence can lead to meaningful connections.

### 8.Question

**In what ways does the ingenuity behind Motopaws reflect on societal values?**

Answer:The ingenuity behind Motopaws reflects societal values like empathy and responsibility towards animals. It highlights the need for awareness in urban settings regarding stray animals, underlining a collective moral obligation to protect vulnerable beings in society.

### 9.Question

**What can we learn from the author's initial reaction to seeing an injured dog?**

Answer:The author's initial reaction of anger and helplessness highlights a common human response to witnessing suffering. However, it also underscores the



importance of channeling those feelings into constructive action rather than remaining passive.

### 10.Question

**What message does the author convey about the impact of small actions?**

Answer:The author's journey illustrates that small, thoughtful actions—like creating reflective collars—can have a significant impact. It conveys the message that even minor initiatives can lead to greater societal awareness and change.

## Chapter 2 | 2. A Promise Is a Promise| Q&A

### 1.Question

**What does the promise from Mr. Tata signify for the author in their relationship?**

Answer:Mr. Tata's promise to take care of the author signifies a deep sense of responsibility and mentorship. It goes beyond a casual interaction; it establishes a bond of trust and reassurance, which the author values greatly. Mr. Tata's presence during times of celebration or struggle shows that he



is not just an influential figure but a consistent support system.

## 2.Question

**How did the author prepare for the meeting with Mr. Tata, and what emotions were involved?**

Answer:The author prepared with extreme care, highlighting the importance of the meeting. They engaged in rituals to ensure success, worried about impressing Mr. Tata, and were filled with anxiety leading up to their encounter. This emotional buildup signifies how monumental the meeting was for the author, underscoring their deep respect and admiration for Mr. Tata.

## 3.Question

**What role does Sukrut play in the narrative and the author's life?**

Answer:Sukrut serves as a source of happiness and lightheartedness in the author's life. His presence alleviates the author's anxiety, making the experience of meeting Mr. Tata more enjoyable. Their friendship works as emotional





support, demonstrating the importance of companionship in facing significant life events.

#### 4.Question

**How does the author describe Mr. Tata's demeanor during the meeting?**

Answer:Mr. Tata is depicted as warm, welcoming, and kind, with a sense of humor that puts the author at ease despite the tension of the occasion. His rich tone and calm presence provide a feeling of comfort, making a lasting impression on the author.

#### 5.Question

**What lesson does the author learn from Mr. Tata's promise?**

Answer:The author learns the value of unconditional support and the importance of having someone who genuinely cares for their well-being. Mr. Tata's promise goes beyond mere words; it becomes a guiding principle in the author's life, illustrating that true guardianship involves being present in both good and bad times.



## 6.Question

**What does the author mean when they refer to a 'guardian' in relation to Mr. Tata?**

Answer:By calling Mr. Tata a 'guardian,' the author acknowledges his significant, protective, and guiding influence in their life. This term encapsulates the notion of a mentor who offers wisdom, support, and care in various facets of the author's journey.

## 7.Question

**What emotions did the author feel after the meeting with Mr. Tata, and how did they reflect on the experience?**

Answer:After the meeting, the author felt a sense of void in Mr. Tata's absence, highlighting how impactful the interaction was. They experienced a mix of joy and contemplation, recognizing the preciousness of the moments they shared and the meaningful connection they had established.

## 8.Question

**How did Mr. Tata's character impact the author's perception of success and mentorship?**



Answer:Mr. Tata's character embodied the essence of integrity, kindness, and wisdom, which significantly shaped the author's perception of success. Instead of seeing success as solely personal achievement, the author learns that it also includes mutual support, compassion, and the understanding that one can be a guiding light for others.

### 9.Question

**What role does storytelling play in the author's connection with Mr. Tata?**

Answer:Storytelling serves as a bridge that connects the author and Mr. Tata, as the author views Mr. Tata through the lens of family narratives shared by their father. This background deepens the author's respect for him and signifies how stories can cultivate relationships and foster a sense of belonging.

## Chapter 3 | 3. Butter Soap| Q&A

### 1.Question

**What lesson can be learned from the embarrassment faced during the first day of the coaching class?**



Answer: The embarrassment teaches us that vulnerability is a part of personal growth. It's natural to feel insecure when surrounded by high achievers, but such moments can drive us to work harder and push our limits.

## 2.Question

**How did the protagonist deal with the initial failure in the GMAT?**

Answer: Instead of giving up after scoring in the mid-600s, the protagonist chose to schedule another exam, dedicating himself to fixing his nerves and improving his preparation. This determination shows the importance of resilience in the face of setbacks.

## 3.Question

**Why is the '760' score significant, and what emotions did it evoke?**

Answer: The '760' score was not just a number; it symbolized the culmination of hard work and struggle. It evoked a mix of joy and relief for the protagonist, making that moment feel



truly special and validating all the effort put into preparation.

#### 4.Question

**What does the protagonist realize about deserving something after their struggle?**

Answer:The protagonist realizes that deserving something does not guarantee immediate reward; it may require persistence and patience, illustrating that the journey often shapes the outcome more than the destination itself.

#### 5.Question

**How did the recommendation from Mr. Tata impact the protagonist's journey?**

Answer:Mr. Tata's recommendation served as a significant endorsement that added credibility to the protagonist's application. It not only provided a boost in confidence but also positioned him favorably amidst stiff competition for Ivy League schools.

#### 6.Question

**What does the protagonist's experience with the Harvard interview reveal about self-worth?**

Answer:The experience highlights the intertwined



relationship between self-worth and external validation, showing how academic achievements can substantially shape one's perception of value. It underscores the importance of believing in oneself even in the face of competition and potential rejection.

### 7.Question

**Reflecting on the rejection from Harvard, what does it teach about expectations?**

Answer:The rejection emphasizes the need to manage expectations realistically, showing that despite hard work and hope for acceptance, outcomes can be unpredictable. It teaches resilience and the importance of self-acceptance regardless of societal markers of success.

### 8.Question

**How did the protagonist's relationship with friends and family evolve during this journey?**

Answer:The relationship with friends strained as the protagonist became consumed by GMAT preparation, highlighting how ambition can lead to isolation. Meanwhile,





family support became a source of motivation, but also an added pressure to succeed.

### 9.Question

**What does the protagonist's journey say about the importance of personal authenticity?**

Answer:The journey confirms that staying true to oneself is crucial, especially when faced with external pressures. The protagonist's insistence on not fabricating stories for applications reflects the value of authenticity in achieving lasting success.

### 10.Question

**What overall message does this chapter convey about striving for success?**

Answer:The chapter conveys that success is often accompanied by struggles and rejections, but perseverance, self-reflection, and authenticity are key drivers in navigating through challenges towards one's goals.





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## **Chapter 4 | 4. Leaving on a Jet Plane| Q&A**

### **1.Question**

**What lesson did Shantanu learn from his rejection from Harvard?**

Answer:He learned that setbacks are not the end of the world and that there are alternative paths to success. Mr. Tata reminded him it was a mere hiccup in the grand scheme of things, emphasizing resilience and the importance of finding one's own way.

### **2.Question**

**How did Mr. Tata's words impact Shantanu during his difficult time?**

Answer:Mr. Tata's soft and wise words provided comfort and perspective. He reminded Shantanu that rejection was not a reflection of his worth and encouraged him to keep moving forward towards his goals.

### **3.Question**

**What was the significance of Shantanu's acceptance into Cornell after initially wanting to attend Harvard?**



Answer:Shantanu's acceptance into Cornell symbolized a turning point and validation of his capabilities. It demonstrated that sometimes what we think we want isn't necessarily what we need, and that success can come from unexpected places.

#### 4.Question

**How did Shantanu cope with leaving home for the first time?**

Answer:Shantanu felt a mix of pride and sadness about leaving home. He recognized the emotional struggle of his parents, who were proud yet fearful of him moving abroad. This duality of emotions added depth to his experience.

#### 5.Question

**What did Shantanu realize about his relationship with his family and his roots?**

Answer:He came to understand that he belonged with his family and community, and that leaving home didn't mean abandoning them. He felt a strong desire to contribute to solving issues within his own country and uphold family ties.





## 6.Question

**What role did Motopaws play in Shantanu's journey?**

Answer:Motopaws was transformative for Shantanu; it not only provided him a passion project but also became the narrative for his journey. It represented dedication, problem-solving, and the drive to create positive change in society.

## 7.Question

**What final promise did Shantanu want to make to Mr. Tata?**

Answer:Shantanu wanted to assure Mr. Tata that he would contribute positively to society and stay connected to his roots, emphasizing that he would be there for him and uphold the values they both cherished.

## 8.Question

**How did the journey of leaving for Cornell parallel the journey of growing up?**

Answer:Leaving for Cornell represented a significant life transition filled with challenges and the need for self-reliance, much like growing up requires facing fears and



stepping into the unknown while carrying family legacy.

### 9.Question

**What key message does Shantanu convey about dealing with setbacks?**

Answer:He conveys that setbacks are part of the journey, and that viewing them as opportunities for growth can lead to better outcomes and broader perspectives in life.

### 10.Question

**How did Shantanu's perceptions of success evolve through his experiences?**

Answer:Initially, Shantanu equated success with attending the best school. However, his experiences led him to redefine success as meaningful contributions to society and personal fulfillment, realizing that it's not just about prestige.

## Chapter 5 | 5. 'Step Out of the Car, Please'| Q&A

### 1.Question

**What emotions are expressed during the farewell dinner with Mr. Tata?**

Answer:The emotions are a mix of happiness and sadness. The narrator feels joy at the deepening





relationship and the hope for future collaboration, yet sadness in knowing they must part ways.

## 2.Question

**How does Mr. Tata's demeanor during the dinner inspire confidence?**

Answer:Mr. Tata's calm and humble demeanor, along with his encouragement about the narrator's potential, provides comfort and reassurance, showing that he cares about their growth and future.

## 3.Question

**What lesson does the narrator learn about decision-making from Mr. Tata's advice?**

Answer:The narrator learns that it's important to explore different opportunities before making a commitment, and that true support comes from allowing others the freedom to choose their paths.

## 4.Question

**How does the relationship between the narrator and Mr. Tata develop throughout this chapter?**

Answer:Initially, the relationship is one of admiration from



afar. As they share dinner and deeper conversations, it evolves into a more personal connection, marked by mutual respect and aspirations for the future.

### 5.Question

**What significance does the phrase 'I will always be here, friend' hold at the end of the chapter?**

Answer: This phrase signifies enduring support, indicating that despite physical distance, there will always be a connection and a willingness to be there for each other in spirit.

### 6.Question

**How does the experience of this farewell influence the narrator's view on goodbyes?**

Answer: It leads to a deeper understanding that goodbyes can be bittersweet and filled with mixed emotions, highlighting the importance of cherished relationships in our lives.

### 7.Question

**What symbol can be derived from Mr. Tata's habit of waving back to fans?**

Answer: Mr. Tata's wave can symbolize humility and



approachability, serving as a reminder of the importance of acknowledging others and remaining grounded regardless of one's status.

### 8.Question

**What does the narrator's insistence on keeping in touch signify in the context of their relationship?**

Answer:It signifies a desire to maintain the bond and share experiences, reflecting the belief that meaningful connections extend beyond physical presence.

### 9.Question

**What does the term 'bittersweet' imply in the context of the farewell?**

Answer:'Bittersweet' implies a complex mix of joy for the time shared and sorrow for the separation, encapsulating the enriching yet painful nature of deep human connections.

### 10.Question

**Why does the narrator believe they are not entitled to feel a mix of happiness and sadness?**

Answer:The narrator feels this way due to the societal norms around expressing emotions, especially in a professional



context, and their own insecurities about the relationship's depth.

## **Chapter 6 | 6. Ithaca Is Gorges| Q&A**

### **1.Question**

**What does the protagonist feel during his departure and first days at Cornell?**

Answer:The protagonist feels immense sadness and isolation during his departure, highlighted by the heavy lump in his throat from saying goodbye to his family and Tuhina. His emotional turmoil is further compounded by feelings of sickness, loneliness, and insecurity as he adjusts to a new environment at Cornell, where he feels like an outsider.

### **2.Question**

**How does the protagonist describe his experience of arriving at Cornell?**

Answer:He describes his arrival as overwhelming and magical, with beautiful architecture and a vibrant campus atmosphere. Yet, he also feels suffocated by anxiety, battling



a fever while everyone around him appears to effortlessly fit in and network.

### 3.Question

**What role does Tuhina play in the protagonist's life at Cornell?**

Answer:Tuhina serves as a crucial emotional lifeline for the protagonist, keeping him connected to home while he struggles with loneliness and adjusting to life at Cornell. However, their relationship deteriorates over time, as he comes to rely on her more as a crutch.

### 4.Question

**What realization does the protagonist come to about his experiences and expectations at Cornell?**

Answer:The protagonist grapples with the reality that his idealized vision of Cornell is drastically different from his actual experiences. He comes to realize that dreams often do not align with reality, leading to feelings of disappointment and personal inadequacy.

### 5.Question

**In what ways does the protagonist attempt to document**



## **his life at Cornell?**

Answer:He tries to capture his experiences through Instagram and Polaroid pictures, driven by a desire to share the beauty and magic of campus life with others, demonstrating his need for connection and his passion for storytelling.

## **6.Question**

**What does the protagonist learn about the concept of genius at an Ivy League school?**

Answer:He learns that everyone at the Ivy League school he attends is considered a 'genius' in their own right, which makes him feel less special and increases his anxiety. He realizes that the competitive atmosphere is daunting and that he must carve out his own identity in this intellectually rigorous environment.

## **7.Question**

**How does the protagonist's perception of friendship change throughout his initial experiences?**

Answer:Initially, he hoped to make lifelong friends quickly,





but he finds himself feeling left out and isolated while others form groups easily. This uncharacteristic difficulty in connecting with peers leaves him feeling disappointed and lonely.

### 8.Question

**What does the protagonist ultimately want from his experience at Cornell?**

Answer:Despite all the struggles, the protagonist yearns for growth, connection, and the fulfillment of his dreams. He wants to leave behind the insecurities and loneliness he feels, seeking genuine friendships and memorable experiences.

### 9.Question

**How does the protagonist's emotional state affect his experiences?**

Answer:His emotional distress, stemming from homesickness, illness, and anxiety, clouds his ability to fully engage with the new world around him. It complicates his interactions with classmates and intensifies his desire for his past connections, notably Tuhina.



## 10.Question

**What message does the protagonist convey about sharing experiences?**

Answer:He expresses a strong belief in the power of sharing beautiful moments and lessons with others, indicating that he finds joy in inclusivity and fostering communal experiences, despite the discomfort it sometimes brings to those around him.





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## Chapter 7 | 7. ‘Can I Stick my Tongue Out?’ | Q&A

### 1.Question

**How can stepping out of your comfort zone lead to personal growth?**

Answer:Stepping out of your comfort zone can reveal your underlying courage and strength. In the narrative, the author faced challenges in adapting to life in the US. Rather than succumbing to discomfort, he embraced unconventional methods, like purchasing a motorcycle and forming a motorcycle association at Cornell. This initiative not only helped him cope with his insecurities but also fostered a community and enriched his experience, turning his struggle into meaningful stories.

### 2.Question

**What role does personal connection play in navigating new environments?**

Answer:Personal connections can provide a sense of comfort and belonging in unfamiliar places. The author found solace





in his relationship with Mr. Tata, who served as a grounding presence amidst the chaos of New York City. Through their interactions and shared experiences, he could articulate his struggles and joys, which eased his loneliness and helped him navigate the complexities of his environment.

### 3.Question

**What can we learn from the author's coping mechanisms in the face of adversity?**

Answer:The author's coping mechanisms, such as creating a motorcycle club and performing at open mics, exemplify how creative outlets and community engagement can help individuals manage stress and enhance well-being. These activities provided him with a sense of identity and purpose, showcasing the importance of finding constructive ways to handle life's transitions.

### 4.Question

**Why is it important to maintain connections with friends or mentors from home while adapting to a new life?**

Answer:Maintaining connections with friends or mentors like



Mr. Tata can act as an emotional anchor during challenging transitions. The author's updates to Mr. Tata not only kept him connected to his roots but also allowed him to share his journey, promoting self-reflection and comfort in knowing that someone from his past cared about his experiences.

### 5.Question

**How does the relationship with a mentor impact personal development?**

Answer:A mentor can profoundly influence personal development by providing guidance, support, and perspective. In this story, Mr. Tata's presence and wisdom provided the author with both encouragement and a sense of accountability, helping him to confront challenges and celebrate achievements during his journey.

### 6.Question

**What feelings does the act of taking and sharing memories capture in relationships?**

Answer:The act of taking and sharing memories, particularly through something as simple as a Polaroid picture,





encapsulates the joy and spontaneity inherent in relationships. It emphasizes the importance of cherishing moments spent together, creating lasting bonds, and documenting experiences that can be shared and remembered fondly.

## **Chapter 8 | 8. Bom-bae| Q&A**

### **1.Question**

**What feelings does the author experience upon returning to India after a long absence?**

Answer:The author experiences a mix of nostalgia and excitement, reflecting on the six months that felt like years on a tough learning curve. Despite missing connections with loved ones, he is optimistic about reuniting with friends and family during the holiday season.

### **2.Question**

**How does the author describe his time in Mumbai, and what significance does it hold for him?**

Answer:He romanticizes his time in Mumbai, filled with



intimate memories linked to a past relationship, and describes the city's vibrant spirit that evoked a sense of belonging, especially during the festive season. This period holds warmth and nostalgia as he recalls the beauty of the city and his connections.

### 3.Question

**What impression does Mr. Tata leave on the author during their interactions?**

Answer:Mr. Tata exhibits genuine care and concern, both personally and professionally, impacting the author deeply. His character is marked by honesty and integrity, inspiring the author to strive for perfection and authenticity in his own life.

### 4.Question

**What lesson does the author draw from Mr. Tata's response to his current difficulties?**

Answer:The author notes how Mr. Tata continues to prioritize others' needs and shows empathy even amidst his own challenges, highlighting that true care for others often



shines through in tough times. This realization leaves a lasting impact on the author.

### 5.Question

**How does the author feel when Mr. Tata invites him for breakfast and suggests future plans?**

Answer:The author feels surprised and appreciative that Mr. Tata, despite his ongoing legal troubles, is still keen to invest time in the author's development and internship opportunities. This gesture illustrates Mr. Tata's innate empathy and commitment to fostering the growth of others.

### 6.Question

**What internal conflict does the author experience regarding his relationship with Tuhina?**

Answer:The author finds himself torn between wanting to reconnect with Tuhina and recognizing the importance of his current relationship with Mr. Tata. This illustrates his struggle with loyalty and the ramifications of long-distance emotional ties.

### 7.Question

**What overall message does the narrative convey about**



## **relationships and personal growth?**

Answer: The narrative emphasizes the importance of empathy, mentorship, and the profound impact of relationships on personal growth. It highlights how genuine connections can inspire individuals to navigate complexities in life while maintaining hope and ambition.

## **Chapter 9 | 9. Smooth Criminal| Q&A**

### **1.Question**

**What lesson can be learned about honesty from the narrator's experience with Mr. Tata?**

Answer: The narrator learns that honesty is crucial in relationships. Despite the fear of disappointing Mr. Tata by wanting to spend time with a friend, it would have been better for him to share the truth rather than lie. Mr. Tata's unconditional support demonstrates that true connections are built on transparency and trust, and that hiding one's feelings can lead to regret.

### **2.Question**



**How does the narrator's relationship with Tuhina impact his decisions throughout the chapter?**

Answer: Tuhina represents a significant emotional tie for the narrator, influencing his choices, especially the decision to lie to Mr. Tata. His longing for Tuhina causes him to prioritize a fleeting moment with her over his commitments, but ultimately leads to guilt and self-reflection about his values and relationships.

### **3.Question**

**What does the narrator's internal conflict reveal about the nature of personal values?**

Answer: The internal conflict showcases the struggle between personal desires and obligations towards others. The narrator grapples with wanting to enjoy his time with Tuhina while also feeling a sense of duty to Mr. Tata. This tension highlights the complexities of adult relationships and the challenge of aligning one's actions with their values.

### **4.Question**

**In what way does the setting of Mumbai contribute to the overall sentiment of the chapter?**



Answer:Mumbai serves as a backdrop that intensifies the emotional stakes for the narrator. The vibrant city symbolizes both the chaos and beauty of life, paralleling his tumultuous feelings between joy with Tuhina and guilt towards Mr. Tata. The city's energy reflects the urgency of his experiences and relationships.

### 5.Question

**What is the significance of the narrator's realization about his actions after four years?**

Answer:The narrator's reflection years later emphasizes the growth he has experienced and the lasting impact of his decisions. Recognizing that his actions led to meaningful realizations about honesty, connection, and vulnerability underscores the importance of learning from past mistakes and fostering open communication in relationships.

### 6.Question

**How does Mr. Tata's character influence the narrator's journey?**

Answer:Mr. Tata embodies a mentor figure who provides





guidance and emotional support. His empathetic nature allows the narrator to explore his feelings openly, eventually helping him to engage in self-reflection and growth. The warmth and understanding Mr. Tata offers contrast the narrator's earlier deceit, emphasizing the value of sincere relationships.

### 7.Question

**What does the narrator mean when he mentions feeling 'heartless' about his past decisions?**

Answer: Feeling 'heartless' reflects the narrator's regret and shame for not being truthful with Mr. Tata. It signifies his awareness of having taken their bond for granted, revealing the emotional weight of not expressing his true feelings, which led to a disconnect from someone who cared for him deeply.

### 8.Question

**How does the narrative structure affect the reader's understanding of the character's evolution?**

Answer: The narrative's reflective structure, with the narrator



recounting events from a later point in time, allows readers to see the contrast between his youthful impulsivity and his matured understanding. This layered storytelling emphasizes personal growth and the complexity of human emotions, making his realizations more impactful.

## 9.Question

**What moral can be drawn about the importance of mentorship, as seen through Mr. Tata's role?**

Answer:Mentorship, as demonstrated by Mr. Tata, is shown to be vital for personal growth and understanding. A mentor's belief and support can help guide individuals through difficult decisions, encourage honesty, and foster resilience, illustrating how positive relationships can shape one's journey.



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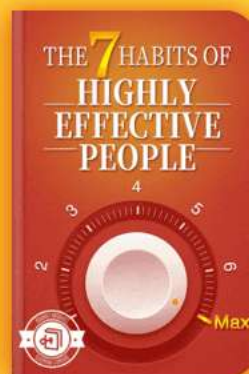
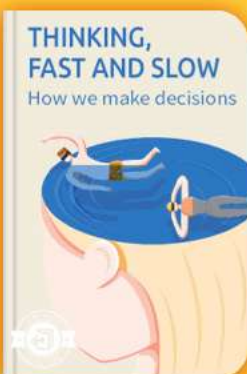


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## Chapter 10 | 10. Thinking of Winter| Q&A

### 1.Question

**What does the narrator reflect on regarding loneliness and relationships?**

Answer:The narrator emphasizes that the most meaningful relationships in one's life often arise from a series of beautiful coincidences. They reflect on their loneliness and how it highlighted the absence of significant relationships, particularly during their time studying far from home.

### 2.Question

**How does Brownie, the narrator's dog, symbolize comfort and companionship?**

Answer:Brownie represents a source of unwavering comfort during the narrator's loneliness while studying abroad. His presence brings a sense of peace and affection that the narrator desperately misses, illustrating the deep bond between a person and their pet.

### 3.Question

**What internal conflict does the narrator face about**





### **adopting a puppy?**

Answer: The narrator grapples with the ethical dilemma of adopting a puppy from breeders versus rescuing from shelters. They are torn between their desire for companionship and the responsibility involved in pet ownership, especially as a student.

### **4.Question**

#### **How does the journey of adopting Winter change the narrator's life?**

Answer: Adopting Winter brings significant transformation to the narrator's life. Winter not only becomes a companion but also helps the narrator engage with the world around them, facilitating connections with strangers and combating their loneliness.

### **5.Question**

#### **What role does Wen Ko play in the narrator's journey with Winter?**

Answer: Wen Ko is a supportive friend who assists the narrator in bringing Winter home. She represents a



connection that helps the narrator strengthen their support system, showcasing the importance of friendships in overcoming feelings of isolation.

## 6.Question

**How does Winter symbolize hope and joy for the narrator?**

Answer: Winter embodies the hope and joy that has been missing in the narrator's life. His playful spirit and unconditional love enable the narrator to open up, interact with others, and rediscover happiness despite previous struggles with loneliness.

## 7.Question

**In what ways does the narrator address their fears about being a pet owner?**

Answer: The narrator expresses fear about their responsibility in caring for Winter, questioning their ability to provide the proper environment for a pet. However, through moments of reflection and commitment, they resolve to ensure Winter's happiness and well-being.





### 8.Question

**What lessons does the narrator learn about responsibility and unconditional love through their bond with Winter?**

Answer:Through caring for Winter, the narrator learns valuable lessons about responsibility, commitment, and the importance of unconditional love. The companionship of Winter teaches them that love can give strength to face life's challenges, regardless of uncertainties.

### 9.Question

**How does the separation during the flight symbolize broader themes of love and anxiety?**

Answer:The separation during the flight highlights the deep bond between the narrator and Winter, revealing the narrator's anxiety about their pet's well-being. It symbolizes the fear of losing that connection, emphasizing the emotional weight of caring for someone you love deeply.

### 10.Question

**How does the narrator's journey with Winter reflect their personal growth?**

Answer:The narrator's journey with Winter signifies



profound personal growth, as they transition from a lonely and anxious student to a responsible and engaging individual. Winter acts as a catalyst for rebuilding their social life and finding joy, ultimately leading the narrator to discover their own strength.

## **Chapter 11 | 11. Aamras| Q&A**

### **1.Question**

**What was the significance of Mr. Tata's presence in the narrator's graduation evening?**

Answer:Mr. Tata's presence symbolized the acknowledgment and support of someone who had played a pivotal role in the narrator's journey. Even though he could not attend the actual graduation ceremony, his willingness to share a personal dinner confirmed his commitment to the narrator's success and represented the broader support system of friends and family during significant life milestones.

### **2.Question**

**How did the preparations for the dinner reflect the narrator's family's values?**



Answer: The meticulous preparations, from scrubbing the house to cooking a simple yet special meal, illustrated the family's deep respect for their guest and the significance of the occasion. The nervousness and enthusiasm of the family, particularly the mother, emphasized their desire to create a warm, memorable experience, highlighting their values of hospitality and familial love.

### 3.Question

**What did the dinner reveal about the relationships between characters in the story?**

Answer: The dinner showcased the close, affectionate relationships between the narrator, their family, and Mr. Tata. It was a moment where barriers were broken down; Mr. Tata, a figure of authority and inspiration, became involved in the personal aspects of the narrator's family life, demonstrating mutual respect and warmth. The interactions signified a community built on support and love.

### 4.Question

**What was the emotional impact of eating aamras during the dinner?**



Answer: The aamras, or mango pulp, served as a nostalgic comfort food, symbolizing home and tradition for the narrator's family. Mr. Tata's enjoyment of the dish validated the efforts of the narrator's mother, reaffirming that love and shared experiences can bring people together, transcending formalities. It created a moment of joy in the evening that represented the success of the gathering.

### 5.Question

**Reflect on the narrator's feelings about their graduation.**

**How does the dinner reflect their internal journey?**

Answer: The narrator initially viewed graduation as a significant personal achievement. However, as the dinner unfolded, it became evident that the occasion was more about celebrating the collective efforts of those who supported them throughout their journey. This shift in perspective illustrated a growth in understanding the importance of community and relationships in personal success.

### 6.Question

**What lessons can we learn about keeping promises from Mr. Tata's character?**



Answer:Mr. Tata's willingness to honor his promise to attend the graduation dinner, despite not making it to the ceremony, reflects the importance of commitment and sincerity in relationships. It highlights a key lesson: maintaining connections and following through on promises can significantly impact others and strengthen bonds.

### 7.Question

**In what ways did the narrator feel completed by the end of the chapter, and what does it signify for their future?**

Answer:By the end of the chapter, the narrator felt a sense of completion, as they realized their journey through Ithaca and Cornell was shaped by the love and support of their family and mentors. This realization formed a foundation of confidence as they looked towards the future, indicating that they could face new challenges equipped with the backing of those who cared for them.

## Chapter 12 | 12. Office of the Chairman| Q&A

### 1.Question

**What motivated Shantanu to bridge the Trusts and Cornell during his internship?**



Answer:Shantanu had a background in animal welfare, and Mr. Tata believed he could effectively connect the Trusts' vision for a state-of-the-art veterinary facility with his education at Cornell. His passion for animal welfare, evidenced by his work with Motopaws, also contributed to this opportunity.

## 2.Question

**How did Shantanu's role at Tata's office change after his graduation?**

Answer:Initially set to work with the animal hospital team, Shantanu received a call from Mr. Tata inviting him to help manage the office, which was a significant shift towards more direct involvement in Tata's operations and vision.

## 3.Question

**What realizations did Shantanu have while exploring Mumbai before starting work?**

Answer:Shantanu felt a deep sense of belonging and excitement as he explored the city. The vibrant energy and beauty of places like Colaba and Marine Drive reassured him





that moving to Mumbai was the right decision.

#### 4.Question

**What does the call from Mr. Tata symbolize for Shantanu?**

Answer:The call was a pivotal moment in Shantanu's career, symbolizing trust, responsibility, and an unexpected opportunity to work closely with someone he idolized. It meant he was being entrusted with important tasks in the office, marking his entry into a significant chapter of his professional life.

#### 5.Question

**What was the overarching feeling Shantanu experienced on his first day at work?**

Answer:Shantanu felt a mix of adrenaline, euphoria, and anxiety as he navigated the reality of working directly for Mr. Tata, realizing the significance of his role and the expectations that came with it.

#### 6.Question

**How did Mr. Tata's introduction of Shantanu as a 'colleague' impact him?**



Answer: Being introduced as a colleague rather than as an assistant or junior elevated Shantanu's sense of self-worth and responsibility. It fostered a collaborative environment and encouraged him to rise to the occasion, working harder to meet Mr. Tata's expectations.

### 7.Question

**What key management lesson did Shantanu learn from Mr. Tata's approach?**

Answer: Shantanu learned the importance of treating employees as equals, which promotes mutual respect and motivates them to strive for excellence. This approach minimizes resistance and fosters a healthy work culture.

### 8.Question

**How did Shantanu intend to personalize the rejection process for start-ups?**

Answer: Shantanu planned to respond personally to each pitch, providing constructive feedback and resources for improvement rather than sending generic rejections, ensuring hopeful entrepreneurs left with valuable insights.



## 9.Question

**What steps did Shantanu take to educate aspiring entrepreneurs?**

Answer:He initiated an online course named 'On Your Sparks', aimed at teaching entrepreneurial basics to eager students, enhancing their understanding of starting and running a business, which he believed should be accessible to everyone.

## 10.Question

**What does the phrase 'a soldier doing his part' imply about Shantanu's perspective towards his work?**

Answer:It suggests that Shantanu viewed himself as an integral part of a larger mission, committing to his role and responsibilities with a sense of duty and dedication, reflecting his humility and teamwork ethos.





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## Chapter 13 | 13. Pedestal| Q&A

### 1.Question

**What lesson can we learn from the evolving relationship between the narrator and Mr. Tata?**

Answer:The evolution of the narrator's relationship with Mr. Tata reflects the challenge of maintaining personal connections in professional settings. It teaches us that while professional responsibilities may shift dynamics, it is essential to foster genuine relationships amidst that growth. The narrator experiences a loss of personal warmth and vulnerability but recognizes the importance of mutual respect and camaraderie, indicative of balancing professional roles without losing sight of humanity.

### 2.Question

**How does Mr. Tata's humility influence his interactions with others?**

Answer:Mr. Tata's humility manifests through his behaviors,



such as allowing others to interact with him freely without creating barriers. He encourages his assistant to voice concerns and suggestions, regardless of differing opinions, as long as those suggestions come from a place of sincere motive. His patient demeanor, even in the face of distractions like fans seeking photographs, showcases the impact of genuine empathy in leadership.

### 3.Question

**What motivates the narrator to help Mr. Tata find the missing letter?**

Answer: The narrator's motivation is fueled by the desire to alleviate Mr. Tata's distress during a rough patch. The prospect of earning Mr. Tata's praise—‘I would put you on a pedestal!’—serves as a playful but meaningful incentive that underscores their relationship's blend of admiration and mutual respect. Ultimately, the deeper motivation is the narrator's wish to see Mr. Tata happy, reflecting the bond built on trust and understanding.

### 4.Question





**What does the phrase ‘Lighthouses get shrouded too’ signify in the context of the chapter?**

Answer: The phrase suggests that even the most reliable and guiding figures, represented by the lighthouse, can experience obscured moments due to external pressures or emotional challenges. It emphasizes that while these figures may be shrouded in difficulties (like fog or storm), their inherent qualities and positive influences remain constant—much like Mr. Tata's core character, which shines through amidst his struggles.

**5.Question**

**How does the narrator reconcile the tension between professional duties and personal friendship with Mr. Tata?**

Answer: The narrator grapples with the tension by consciously choosing to remain self-aware of his unique position. While witnessing the shift from friendship to a more formal assistant-boss dynamic, he reminds himself to focus on the learning opportunities presented in his



responsibilities. Despite the growing professional distance, he cherishes the identity of being a trusted confidant and aims to bridge the gap by cherishing shared moments of happiness.

## 6.Question

**What insights about leadership are conveyed through Mr. Tata's management style?**

Answer:Mr. Tata exemplifies a leadership style rooted in empathy, humility, and open communication. He fosters an environment where differing views are welcomed as long as they serve constructive purposes. His ability to prioritize human connection over rigid hierarchy creates a workplace that values ideas and maintains morale, indicating that effective leadership involves nurturing relationships alongside professional duties.

## Chapter 14 | 14. Around the World| Q&A

### 1.Question

**What does Mr. Tata's ability to manage his extensive travel schedule teach us about the importance of adaptability?**



Answer:Mr. Tata's ability to switch between time zones and commitments emphasizes the importance of adaptability in the workplace. This skill allows him to focus on his responsibilities regardless of physical location or time constraints. It suggests that being flexible and capable of adjusting to new environments is essential not only for managing work effectively but also for personal growth.

## 2.Question

**How does the experience of traveling with Mr. Tata change the narrator's understanding of 'work'?**

Answer:Initially, the narrator defines work as purely task-oriented, focused on completing paperwork and meetings. However, the travels with Mr. Tata reveal that work can also be about building relationships, sharing moments, and listening to stories. This broader definition of work incorporates the value of camaraderie and presence, demonstrating that productivity can also come from connection and dialogue.



### 3.Question

**What lesson does Mr. Tata impart about the balance between work and personal time?**

Answer:Mr. Tata's advice about not getting too caught up in work highlights the importance of balancing productivity with personal time. He encourages enjoying the moments of downtime and emphasizes that it's okay to step back from work to appreciate life. This lesson teaches that while ambition is vital, mental and emotional well-being should also be prioritized.

### 4.Question

**How does the celebration of Mr. Tata's birthday in a humble manner reflect his personality?**

Answer:Mr. Tata's preference for a small, discreet birthday celebration reveals his humility and introverted nature. He enjoys intimate moments over grand displays, indicating that for him, meaningful relationships take precedence over public recognition. This reflects a down-to-earth personality that values simplicity and genuine connections.



## 5.Question

**What significance does the narrator find in returning to Cornell with Mr. Tata?**

Answer:Returning to Cornell symbolizes a full-circle moment for the narrator, blending personal history with professional responsibilities. It represents gratitude toward the lessons learned in entrepreneurship and the memories created, thus reinforcing the connection between past experiences and current opportunities.

## 6.Question

**Why does the narrator feel a strong sense of gratitude during the reunion at Cornell?**

Answer:The narrator feels gratitude during the reunion because it connects him with Mr. Tata's past and the kind, welcoming faces of the alumni. These interactions highlight the warmth of shared experiences and the importance of communal bonds, which enrich both personal and professional life.

## 7.Question

**In what ways does the trip to Ithaca serve as a turning**



## **point for the narrator?**

Answer: The trip to Ithaca serves as a turning point for the narrator by broadening his understanding of work and relationships. It deepens his appreciation for mentorship, highlights the importance of kindness in professional settings, and creates lasting memories with Mr. Tata, showcasing the intersections of personal growth and professional development.

## **Chapter 15 | 15. Darling, Je Vous Aime Beaucoup| Q&A**

### **1.Question**

**What lesson does the author learn about professional relationships during his trip?**

Answer: The author learns that professional relationships require boundaries, as he realizes he works for a boss, not a friend. This distinction becomes clearer as he faces Mr. Tata's sternness, which teaches him the importance of resilience and adapting to a more formal environment.





## 2.Question

**How does the author feel about the change in Mr. Tata's demeanor during their travels?**

Answer:The author feels worried and confused by Mr. Tata's increasing sternness, leading him to question whether the harshness is personal or professional. He grapples with feelings of inadequacy and the pressure to maintain high standards.

## 3.Question

**What does the author mean by 'Moulding doesn't happen with cotton and wool; it happens with heat and hammer'?**

Answer:This metaphor suggests that personal and professional growth comes from enduring challenges and hardships rather than from a comfortable, easy environment. The author understands that the uncomfortable situations he faces are crucial for his development.

## 4.Question

**Describe the impact that visiting J.R.D. Tata's grave has on the author. What significance does it hold?**

Answer:Visiting J.R.D. Tata's grave is a profound moment



for the author, as it connects him to Mr. Tata's legacy and the expectations that come with it. The author expresses his commitment to honor the memory of J.R.D. Tata by supporting Mr. Tata, underscoring the gravity of their relationship.

### 5.Question

**What is the significance of the French song Mr. Tata sings to the author, and how does it reflect their relationship?**

Answer:The song symbolizes the bond between Mr. Tata and the author, emphasizing affection amidst the stern professional environment. It acts as a reminder of their past connection and levity in a stressful work dynamic, illustrating that their relationship can encompass both work and warmth.

### 6.Question

**How does the author handle the criticism he receives from Mr. Tata during the trip?**

Answer:Initially overwhelmed, the author learns to accept criticism as part of his growth. He acknowledges the



necessity of such feedback, recognizing that it helps him understand Mr. Tata's expectations and improve his professional skills.

### 7.Question

**What do the author's experiences in Paris reveal about his character development?**

Answer:The experiences in Paris showcase the author's personal growth; he embraces the city's beauty while also reflecting on his ambitions and future. His adventures and encounters lead him to consider deeper connections and aspirations, revealing a more thoughtful and introspective side.

### 8.Question

**What does the author conclude about his role after the trip?**

Answer:By the end of the trip, the author concludes that he has been accepted into Mr. Tata's world and recognizes the beginning of a steep learning curve in his career. He understands that the challenges he faces will shape him into a



better professional, and he resolves to continue learning and growing.

### 9.Question

**How does the author view the mix of personal and professional in his relationship with Mr. Tata?**

Answer:The author sees the blend of personal and professional as a unique dynamic that is complex. He realizes that while Mr. Tata's mentorship requires a level of professionalism, it is intertwined with personal care and affection, ultimately strengthening their relationship.

### 10.Question

**What impact does the sternness of Mr. Tata have on the author's perception of his own abilities?**

Answer:Mr. Tata's sternness initially makes the author doubt his abilities, leading him to experience feelings of inferiority. However, it also pushes him to strive for excellence and resilience, ultimately shaping his self-confidence and work ethic.





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## Chapter 16 | 16. Lily| Q&A

### 1.Question

**What does the Nano car symbolize for the author?**

Answer:The Nano symbolizes empathy and a communal gesture of care, reflecting the intentions behind its design to ensure the safety of families using two-wheelers. It's also seen as a personal connection to Mr. Tata and a part of the author's memories.

### 2.Question

**How does the author critique Indian consumer behavior regarding the Nano?**

Answer:The author critiques Indian consumers for rejecting the Nano due to classist perceptions, favoring aspirational products over practical solutions, which caused the Nano to be seen not as a safe car for families, but as something to be ridiculed.

### 3.Question

**What lesson can be learned about failure from the Nano's story?**





Answer: Failure can often be a result of societal perceptions rather than the product itself. When something good is created, it can be overwhelmed by negativity and not given the chance to succeed, as demonstrated by the Nano.

#### 4.Question

**Why is the moment with Mr. Tata significant for the author?**

Answer: The moment with Mr. Tata represents a deep emotional bond and validation, allowing the author to connect personally with the legacy of the Nano and the vision behind it, reinforcing the author's belief in the project.

#### 5.Question

**What do the author's reflections on the Nano reveal about societal support for innovation in India?**

Answer: The author's reflections illustrate a lack of supportive culture for innovation in India, where new ideas are often met with skepticism, preventing them from thriving, regardless of their potential societal benefits.

#### 6.Question

**Describe the author's personal feelings towards the Nano**



**car now that they own one.**

Answer:Owning the Nano brings the author joy and a sense of pride. It signifies a new beginning for them, filled with adventure and cherished memories, especially shared with their pet, Winter. The Nano represents more than just a vehicle; it serves as a family heirloom and a reminder of empathy.

### **7.Question**

**What does the author hope for the Nano's legacy in society?**

Answer:The author hopes that the Nano will be remembered as a symbol of kindness and community care, rather than simply a failed marketing attempt. They wish for it to have a dignified place in history as a reminder of its original purpose.

### **8.Question**

**What does the author identify as the real tragedy of the Nano's failure?**

Answer:The real tragedy lies in the lack of recognition for



the Nano's heartfelt intentions and its potential to improve lives. Instead of being celebrated for its empathetic design, it was dismissed and humiliated, losing an opportunity to fulfill its purpose.

### 9.Question

**What kind of emotional journey does the author describe while acquiring the Nano?**

Answer:The emotional journey is filled with nostalgia, connection to family, and a robust sense of personal achievement. The author navigates their childhood experiences with the Nano, turning a once mockery into a cherished reality.

### 10.Question

**How does the author perceive the media's portrayal of the Nano's demise?**

Answer:The author perceives the media's portrayal as misleading and unfair, painting a bleak picture of the Nano's success without acknowledging the actual interest and sales that contradicted the narrative of failure.



## Chapter 17 | 17. Banquet| Q&A

### 1.Question

**What is the significance of people crossing paths in life as described in this chapter?**

Answer:The chapter emphasizes that aligning destinies and incidents play a crucial role in meeting people who can leave a lasting impact on our lives. It suggests that after navigating through many wrong relationships, finding the right ones can transform our journey.

### 2.Question

**How did the author initially view his relationship with Mr. Tata?**

Answer:The author initially perceived entering Mr. Tata's life as discovering a 'mine' filled with the right people, not realizing the extent of support and mentorship that would come with it.

### 3.Question

**Describe the dynamics of the author's relationship with Parizaad, Deepthi, and Denese.**



Answer: The dynamics are deeply characterized by mentorship, affection, and mutual respect. Parizaad embodies strict ethics and accountability, whereas Deepthi provides support through understanding and forgiveness. Denese serves as a relatable figure and a close friend, illustrating a protective and familial bond.

#### 4.Question

**What lesson did the author learn about handling responsibilities at Mr. Tata's office?**

Answer: The author learned the importance of integrity and transparency, understanding that every action reflects on Mr. Tata's office. The guidance from his colleagues instilled a sense of duty to maintain professionalism.

#### 5.Question

**How does the chapter illustrate the importance of workplace relationships?**

Answer: The chapter illustrates that meaningful relationships at work foster a supportive environment where colleagues look out for each other, share personal connections, and



improve work morale, replacing competitive or toxic dynamics.

### 6.Question

**What role does food play in the relationships described in the chapter?**

Answer:Food acts as a central theme that binds the team together, serving as a way to share experiences, facilitate discussions, and strengthen camaraderie, making lunchtime a reflection of their collective spirit.

### 7.Question

**What does the author mean by stating he is 'blessed' and what does he attribute this to?**

Answer:The author expresses gratitude for having found a supportive work environment and individuals who inspire him to be better. He credits his past experiences that have shaped him and led him to these nurturing relationships.

### 8.Question

**How has the author's perception of his colleagues evolved over time?**

Answer:Initially viewing them as mere work acquaintances,





the author's perception evolved into seeing them as family, recognizing the depth, support, and unconditional regard they offer, which goes beyond professional interactions.

### 9.Question

**What is the emotional impact of the workplace bonds on the author?**

Answer: These bonds create a strong sense of belonging and loyalty, alleviating fears of losing these relationships. They also provide motivation to cherish every moment spent together, highlighting how meaningful connections can enhance one's work experience.

### 10.Question

**In what ways did the author's colleagues prepare him for challenges in life beyond the workplace?**

Answer: The author's colleagues prepared him for life by instilling values of accountability, integrity, and support. Their nurturing guidance shaped his character and decision-making, helping him grow both personally and professionally.



## Chapter 18 | 18. Sunflower| Q&A

### 1.Question

**What does Mr. Tata symbolize in his fondness for the sun?**

Answer:Mr. Tata symbolizes joy, warmth, and resilience. His love for the sun reflects his personality—a sunflower that thrives in brightness, seeking positivity even amidst challenges.

### 2.Question

**How did the vacation influence Mr. Tata's mood and outlook?**

Answer:The vacation provided Mr. Tata with a break from the pressures and stresses he faced, allowing him to reconnect with himself, indulge in simple pleasures, and experience pure joy in the moment, which was evident in his laughter and carefree demeanor.

### 3.Question

**What significance does the Green Cove Resort have in the narrative?**

Answer:The Green Cove Resort serves as a sanctuary for Mr.



Tata, a place where he could escape his worries, enjoy nature, and foster connections with his friends. This idyllic setting provided a backdrop for reflection and joy, allowing for a spiritual and emotional recharge.

#### 4.Question

**What can be learned from Mr. Tata's approach to life and challenges?**

Answer:Mr. Tata's approach teaches us the importance of taking breaks, seeking joy in simple pleasures, and maintaining connections with friends. It highlights the necessity of self-care and the value of friendship during difficult times.

#### 5.Question

**Why does the narrator emphasize the importance of their friendship with Mr. Tata?**

Answer:The narrator emphasizes this friendship to illustrate the mutual support and understanding shared between them, especially in light of the challenges Mr. Tata faces. It reinforces the idea that even powerful figures need



companionship and encouragement to navigate their struggles.

### 6.Question

**What metaphor is used to describe Mr. Tata, and what does it signify?**

Answer:Mr. Tata is metaphorically described as a 'sunflower,' signifying not only his bright and warm personality but also his ability to bring light to those around him, embody happiness amidst adversity, and his yearning for joy and light in his life.

### 7.Question

**How does the author depict the contrast between Mr. Tata's public persona and his private moments?**

Answer:The author contrasts Mr. Tata's public persona of strength and resilience with his private moments of vulnerability, laughter, and joy shared with friends. This duality highlights the complexity of his character, showing that beneath his leadership, he is also a caring, joyful individual who values simple pleasures.



## 8.Question

**What role does nature play in Mr. Tata's rejuvenation during the vacation?**

Answer:Nature plays a crucial role in Mr. Tata's rejuvenation by providing a peaceful environment that invites relaxation and reflection. The sun, sea, and tropical surroundings facilitate healing and happiness, allowing him to escape his burdens and revitalize his spirit.

## 9.Question

**What key lesson does the author wish to convey about human connection?**

Answer:The author conveys that human connection is vital for emotional support. Friends can uplift one another, particularly in times of distress, and sharing moments of joy together can significantly enhance one's overall well-being.

## 10.Question

**In what way does this chapter reflect on the theme of resilience?**

Answer:This chapter reflects on the theme of resilience by illustrating how Mr. Tata, despite facing legal and personal



challenges, seeks refuge in friendships and joyful experiences. It shows that taking time to recharge and engage with life positively can help overcome difficulties.

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This book donation activity is rolling out together with Books For Africa. We release this project because we share the same belief as BFA: For many children in Africa, the gift of books truly is a gift of hope.

## The Rule



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Your learning not only brings knowledge but also allows you to earn points for charitable causes! For every 100 points you earn, a book will be donated to Africa.

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## **Chapter 19 | 19. Lockdown| Q&A**

### **1.Question**

**How did Mr. Tata handle the challenges brought on by the lockdown during the pandemic?**

Answer:Mr. Tata confronted the challenges of the lockdown with great resolve. He directed his team at Tata Trusts to formulate a comprehensive attack strategy to address the pandemic, focusing on the needs of the country and the Trusts. His leadership provided structure and hope during a time of uncertainty, exemplified by his commitment to personally staying isolated, and his insistence on discussing strategies and solutions every evening during the lockdown.

### **2.Question**

**What role did Shantanu play in Mr. Tata's life during the lockdown?**

Answer:During the lockdown, Shantanu played a pivotal role as Mr. Tata's confidant and aide. He maintained regular



communication with Mr. Tata, helping to tackle various administrative tasks, feeding stray animals, and providing emotional support. Their relationship transformed during this time, with Shantanu not only assisting Mr. Tata in work-related matters but also becoming a source of companionship in isolation.

### 3.Question

**How did Mr. Tata's response to the pandemic inspire hope in the country?**

Answer:Mr. Tata's response to the pandemic inspired hope by demonstrating proactive leadership. The announcement of a significant financial commitment to combat the pandemic was a powerful message of solidarity and resilience. His efforts to publicly communicate with the nation and his initiative to support frontline workers helped instill a sense of confidence and strength among the people during a time filled with panic and fear.

### 4.Question

**What lesson about leadership can be drawn from Mr. Tata's actions during the pandemic?**





Answer: The key lesson about leadership that can be drawn from Mr. Tata's actions is that true leaders rise to the occasion during crises. They provide clear direction, make timely decisions to protect their teams, and use their resources to serve the greater good. Mr. Tata showed that empathy and responsibility go hand-in-hand with effective leadership.

### 5.Question

**In what ways did Shantanu connect with the community and contribute during the lockdown?**

Answer: Shantanu connected with the community during the lockdown by taking initiative to feed stray animals, recognizing their plight as well. He also sought to understand the challenges faced by frontline workers and proposed a plan to provide meals for policemen. His contributions went beyond his immediate responsibilities, showcasing the importance of compassion and community engagement.

### 6.Question

**What was the significance of the handwritten letter Mr. Tata gave to Shantanu?**



**Answer:**The handwritten letter from Mr. Tata was significant as it represented a personal acknowledgment of Shantanu's support and companionship during challenging times. It symbolized not just gratitude but also a deep emotional bond that had developed between them. This gesture highlighted the impact of mentorship and personal connections in leadership.

## **Chapter 20 | 20. I Came Upon a Lighthouse| Q&A**

### **1.Question**

**What was the impact of Shantanu's story about his journey with Mr. Tata on the public?**

**Answer:**Shantanu's story unexpectedly gained immense popularity, going viral across various media platforms. People from different sectors reached out to him, expressing their support and recognition of his unique association with Mr. Tata. This sudden fame shifted his life from being relatively private to being under the public eye, creating a sense of both vulnerability and



acknowledgment.

## 2.Question

**How did Shantanu feel about the attention he received after the story went viral?**

Answer:Shantanu felt uncomfortable and vulnerable due to the sudden spotlight on him. He experienced anxiety regarding public scrutiny and feared negative comments, but he also recognized that it could empower him to establish a more accurate public image, moving beyond rumors.

## 3.Question

**What lesson did Shantanu learn from Mr. Tata about humility?**

Answer:While Mr. Tata did not explicitly teach him humility, Shantanu internalized it through observing Mr. Tata's behavior and demeanor. His consistent example of groundedness and respect towards others influenced Shantanu's approach to success and recognition.

## 4.Question

**In what way does Shantanu connect with his family's values regarding success?**





Answer:Shantanu's family, having risen from humble beginnings, instilled in him a sense of caution about success. His mother constantly reminded him to stay grounded, emphasizing that success is fleeting and should not lead to arrogance, which has shaped his perspective on recognition and celebration.

### 5.Question

**What does the metaphor of 'coming upon a lighthouse' signify in the context of Shantanu's journey?**

Answer:The metaphor of 'coming upon a lighthouse' symbolizes the guidance and illumination Shantanu received from Mr. Tata. It reflects how Mr. Tata's character and values have become a beacon of inspiration for Shantanu, not just in his career but in shaping his outlook on life and service to others.

### 6.Question

**What does Shantanu indicate about the future chapters of his life and career?**

Answer:Shantanu expresses excitement about future



possibilities, indicating that there are many unwritten chapters ahead. He foresees opportunities for further learning, community service, and making meaningful contributions under Mr. Tata's guidance, as well as staying true to the values that he has internalized.

### **7.Question**

**How does Shantanu describe the working relationship with Mr. Tata?**

Answer:Shantanu describes a dynamic working relationship filled with mutual respect and camaraderie. He highlights the mentorship aspect of their bond, wherein he absorbs lessons not through direct instruction but through Mr. Tata's exemplary behavior and attentive observations.

### **8.Question**

**What is the significance of the title 'Millennial Dumbledore' that Shantanu used to describe Mr. Tata?**

Answer:By calling Mr. Tata the 'Millennial Dumbledore', Shantanu highlights the wisdom, guidance, and nurturing qualities that Mr. Tata embodies. This playful yet respectful



comparison captures the sense of mentorship that is both magical and influential in Shantanu's life.

### 9.Question

**How does Shantanu balance personal identity with his connection to Mr. Tata?**

Answer:Shantanu grapples with maintaining his individuality amid his close association with Mr. Tata. He is aware of the attention he receives and works to stay grounded, drawing lessons from Mr. Tata while also allowing his unique story to coalesce with their shared experiences.

### 10.Question

**What does Shantanu intend to create as he continues his journey with Mr. Tata?**

Answer:Shantanu intends to focus on creating a legacy of community support and addressing societal challenges, demonstrating a commitment to help others rather than solely pursuing business success. He hopes to carry forward Mr. Tata's ethos of empathy and service throughout his own career.





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# I Came Upon a Lighthouse Quiz and Test

Check the Correct Answer on Bookey Website

## Chapter 1 | 1. Motopaws| Quiz and Test

- 1.The project Motopaws was created to improve the visibility of stray dogs on the road.
- 2.The narrator successfully collar 1000 dogs during the launch event of Motopaws.
- 3.The narrator's girlfriend, Mihira, played a vital role in brainstorming ideas for the Motopaws project.

## Chapter 2 | 2. A Promise Is a Promise| Quiz and Test

- 1.The author's friend Sukrut helps them to prepare for an important meeting with Mr. Tata.
- 2.The author initially feels completely relaxed and confident before the meeting with Mr. Tata.
- 3.Mr. Tata offered to help the author by providing support for the Motopaws project after their meeting.

## Chapter 3 | 3. Butter Soap| Quiz and Test

- 1.The author initially scores over 700 on the GMAT in his first attempt.

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2. The author's relationship with his girlfriend Mihira suffers due to his obsession with Ivy League schools.
3. The author successfully gets a recommendation from Ratan Tata for his Harvard application.





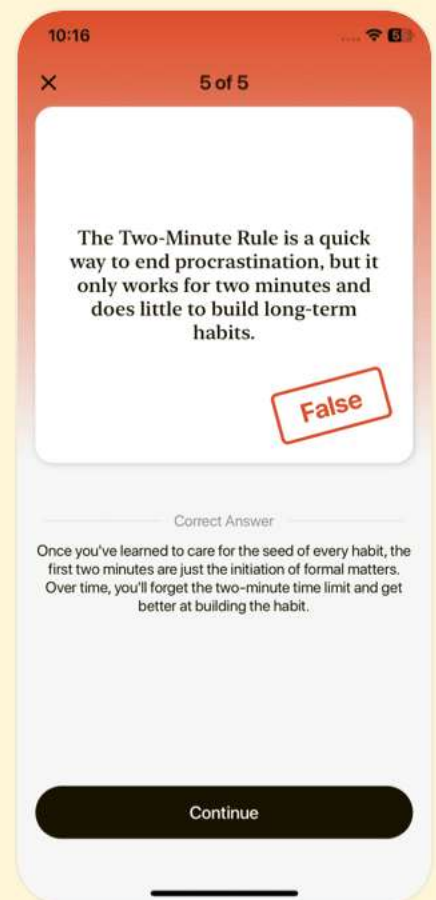


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## **Chapter 4 | 4. Leaving on a Jet Plane| Quiz and Test**

- 1.The narrator was accepted to Harvard and felt validated by this acceptance.
- 2.Mr. Tata emphasizes the importance of keeping promises, which profoundly impacts the narrator.
- 3.The narrator feels only excitement about leaving home for the first time to attend Cornell.

## **Chapter 5 | 5. ‘Step Out of the Car, Please’| Quiz and Test**

- 1.The narrator felt overwhelmed and excited during his farewell dinner with Mr. Tata.
- 2.Mr. Tata typically enjoys driving to restaurants and interacting with fans.
- 3.The narrator was encouraged by Mr. Tata to explore opportunities abroad before committing to the Trusts.

## **Chapter 6 | 6. Ithaca Is Gorges| Quiz and Test**

- 1.The narrator experiences a deep emotional farewell at the airport with his friends and family.
- 2.The narrator is excited to start his journey at Cornell



without any health issues.

3.The narrator quickly makes meaningful connections with his classmates at business school.

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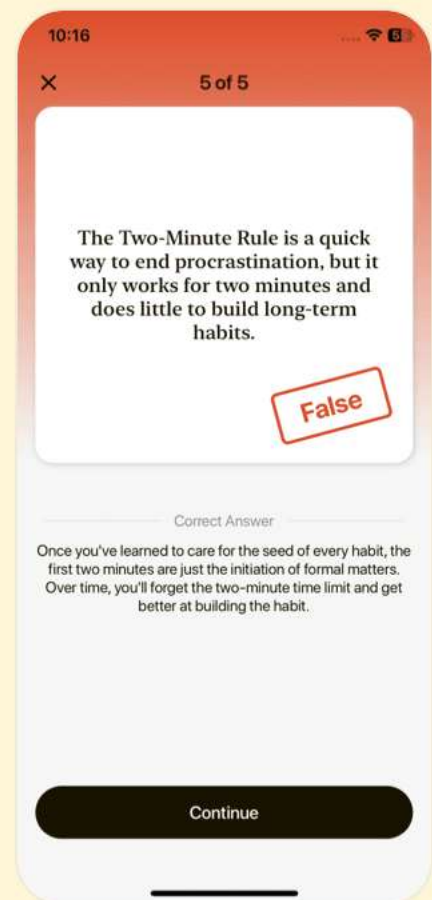


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## **Chapter 7 | 7. ‘Can I Stick my Tongue Out?’| Quiz and Test**

- 1.The author embraces courage and steps out of his comfort zone during his time in New York.
- 2.The author found a new motorcycle, a 1985 Yamaha, which symbolized his adventure and independence.
- 3.Mr. Tata's visit to New York emphasizes the burdens of leadership and strengthens his bond with the author.

## **Chapter 8 | 8. Bom-bae| Quiz and Test**

- 1.In Chapter 8, the narrator recalls the charm of Mumbai during the winter break.
- 2.Mr. Tata lives in a lavish mansion that contrasts with his warm personality.
- 3.The narrator's relationship with Tuhina becomes easier during this chapter without any complications.

## **Chapter 9 | 9. Smooth Criminal| Quiz and Test**

- 1.The protagonist chooses to intern at Tata Trusts for a project related to animal hospitals.
- 2.The protagonist feels completely comfortable asking his



companion for permission to leave at night to meet Tuhina.

3. The protagonist reflects on his past lies and decides to confess to his companion years later.

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## **Chapter 10 | 10. Thinking of Winter| Quiz and Test**

- 1.The author feels lonely while studying in Ithaca and contemplates getting a dog for companionship.
- 2.The author adopts Winter from a breeder during their motorcycle journey to Moravia.
- 3.Winter helps the author break down social barriers and leads to new friendships.

## **Chapter 11 | 11. Aamras| Quiz and Test**

- 1.The protagonist invited only his parents to his graduation ceremony at Cornell University.
- 2.Mr. Tata was able to attend the graduation ceremony as planned.
- 3.The protagonist's graduation dinner was a joyful event, enhanced by the presence of Mr. Tata.

## **Chapter 12 | 12. Office of the Chairman| Quiz and Test**

- 1.Shantanu Naidu romantically idealizes his new role in the Office of the Chairman while recognizing the potential to lose readers through



excessive idealization.

2.Shantanu accepted a permanent position at Tata after completing a summer internship in a veterinary hospital and not a veterinary hospital project.

3.Shantanu focuses on implementing inhumane practices in handling start-up investments.



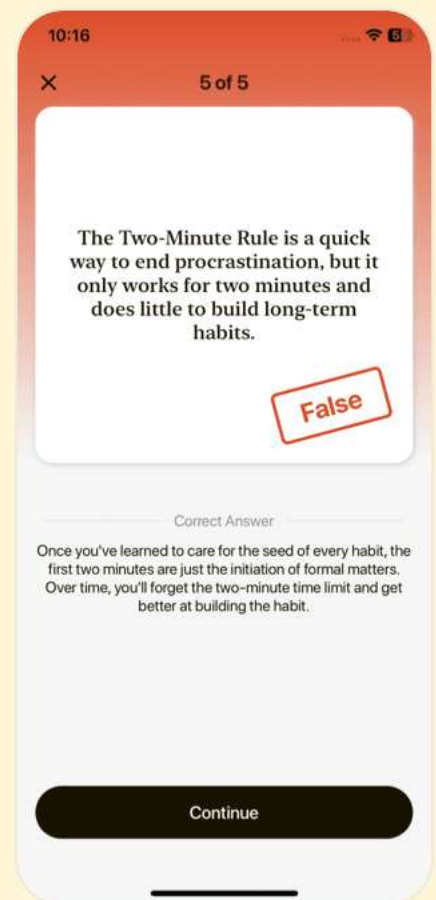


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## **Chapter 13 | 13. Pedestal| Quiz and Test**

- 1.Shantanu's relationship with Mr. Tata becomes more casual during the chapter.
- 2.Shantanu initially contributes to the meetings he attends with Mr. Tata.
- 3.The chapter ends with a metaphor about lighthouses indicating the resilience of Shantanu and Mr. Tata's relationship.

## **Chapter 14 | 14. Around the World| Quiz and Test**

- 1.Mr. Tata frequently travels internationally for his professional commitments.
- 2.The narrator's first trip with Mr. Tata was to New York, where they celebrated his birthday with a grand party.
- 3.Mr. Tata teaches the narrator the importance of enjoying the journey alongside work responsibilities.

## **Chapter 15 | 15. Darling, Je Vous Aime Beaucoup| Quiz and Test**

- 1.The narrator experienced an easy transition while working for Mr. Tata in San Francisco.



2.The narrator fell in love with Paris and its charm during their trip.

3.Mr. Tata's strictness was only due to his demanding nature and did not stem from care or affection.







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## **Chapter 16 | 16. Lily| Quiz and Test**

- 1.The narrator made a promise to their mother to own a Tata Nano, which they later found out was no longer in production.
- 2.The Nano was marketed successfully to the aspirational Indian buyers, who embraced its affordability as a status symbol.
- 3.The narrator's experience with acquiring the Nano named 'Lily' represents a failure to connect with Mr. Tata's legacy.

## **Chapter 17 | 17. Banquet| Quiz and Test**

- 1.Mr. Tata brought along a group of supportive men when he entered the narrator's life.
- 2.Food was a significant part of the camaraderie shared among the narrator and the supportive women.
- 3.The narrator felt the relationship with Parizaad, Deepthi, and Denese was only professional and lacked any personal connection.

## **Chapter 18 | 18. Sunflower| Quiz and Test**

- 1.Mr. Tata planned a vacation to Kovalam during



the months of October to December.

2.Mr. Tata actively demanded special treatment during their stay at the Green Cove Resort.

3.The trip to Kovalam was a joyful escape for Mr. Tata, filled with sunshine and celebration.



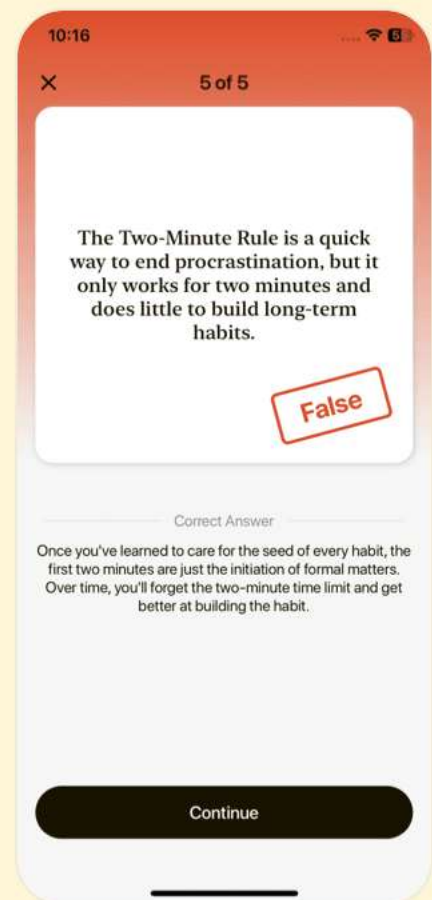


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## **Chapter 19 | 19. Lockdown| Quiz and Test**

1. Mr. Tata committed Rs. 1,500 crore for pandemic relief efforts to instill hope among the public during the lockdown.
2. The author initiated a feeding program for the stray animals during the pandemic at Mr. Tata's request.
3. The lockdown provided the author with the opportunity to present a manuscript to Mr. Tata, which he responded to with a heartfelt handwritten letter.

## **Chapter 20 | 20. I Came Upon a Lighthouse| Quiz and Test**

1. The narrator of the chapter did not initially seek out media attention and was content with limited outreach.
2. The narrator's nickname for Mr. Tata was 'Millennial Dumbledore' as a way to express their admiration.
3. The narrator feels that their new public profile has made them a celebrity.





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