NATIONAL INSTITUTE OF AGRICULTURAL EXTENSION MANAGEMENT (An Organisation of Ministry of Agriculture and Farmer's Welfare, Government of India)





# **EDITION-59**

MANAGE

APRIL-JUNE 2022



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# KARMA AND KALYUG

Talking about Kalyug and Karma together makes me feel like drinking hot chocolate and eating chocolate ice cream simultaneously. So starkly different, yet both made from the same ingredient. Karma is so popular! It is said to take revenge! In a world of science and horse sense, believing in something as superficial and baseless as Karma sounds like a dumb and hysterical idea. Isn't it? Instead of waiting for Karma to play its game, we ourselves should take revenge and bark at a dog if it barks at us. It's all about the same. KALYUG, or the AGE OF DOWNFALL! So aptly named, right? Everything is going down.

The part to note is that Kalyug is dominating Karma! The few selfless beings and their deeds go unnoticed because of the pomp, show, and fancy of Kalyug. To be precise, Kalyug is the private sector, and Karma is the government sector.

Kalyug gives us extraordinary gains in a short time that are immensely unsecure and temporary, just like a house of cards.

The results of Karma might be slow, but they are infinitely effective and permanent. It is extremely hard and needs a nearly impossible amount of patience to believe in Karma in Kalyug.

# - Pankhuri Mehrotra

But the dominance of Kalyug is just like that of the villain in a Bollywood movie, which is scary and dangerous before the interval and turns out to be a comic buffoon later! I talked with Karma. Here is what it said, rather beautifully said!

"I might seem weak and low.

Ever heard of a zero?

The good gets better, the bad gets worse.

Take it as a boon or as a curse!

Wait for me, don't react!

I do take revenge; it's a fact.

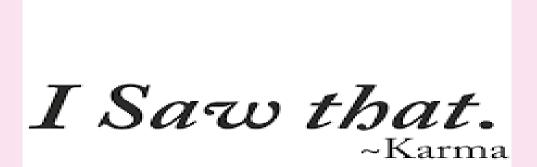
Yeah! They do call me a bitch.

Perhaps because I don't ditch or switch.

Be it the Weasleys or Richie Rich! "

I was mesmerized. I had no idea Karma was rhythmic! Being a human being, a selfish thought of confronting Karma came to my mind, so I decided, today I will balance everything wrong that has ever happened to me. I was like, "Hey Karma! What about the people who hurt me? Will they be hurt equally? " "Intentions matter, actions don't." I do and will always haunt Teach them a lesson they'll never forget. Beware! I'm their life's biggest threat! But, don't be on cloud nine, it's too soon. None's perfect, beheld the moon? I forgive like a mother when I see Deeds reversed, for the balance to be!"

I stood there agape. Perfect silence all around. It vanished. Left me behind. It taught me something I had never learned. Forgiveness. Everything that came after it, was bliss. No more hate and no more regrets were left. Karma had Batista bombed Kalyug right in front of me! It remains victorious eternally!



# DIGITAL ART & NFT

# - Adeep Lakra

In the world of the digital age and digital art, the new trend that is picking up pace is the NFT, or Non-fungible Token. NFT is a type of digital signature that can be added to your digital art. This signature is unique and can be identified by digital art collectors, online marketplaces and auction houses. By adding the digital signature to your digital art, you are authorizing that art to be an original and a true copy.

#### What is a non-fungible token?

In economics, a fungible asset is something that has easily interchangeable units, such as money. When it comes to money, you can exchange a  $\pm 10$  note for two  $\pm 5$  notes and have the same amount. It is impossible if anything is non-fungible, which means it has unique qualities



Chris Torres, Nyan Cat

that prevent it from being interchanged with something else.

Non-fungible assets are irreplaceable. For example, a stamp collection catered to by Mr. A can't be replaced by the one catered to by Mr. B until every unit encapsulating it is an exact copy. NFT is defined as a token that has exclusive ownership rights. With the advent of the internet, digital tokens have sought new heights, and NFTs can cater to that need. The value of an NFT is decided by the owner alone, being non-fungible, the real value of an NFT is impossible to measure.

#### What are the implications of NFTs for creators?

Before the invention of cryptocurrency, we had never had the opportunity to own something entirely digital. Owning a computer is different from owning a piece of work on the internet. Now, with the advent of block chain, keeping records of ownership is convenient and secure. The passage of artwork such as movies, pictures, and so on was through physical transfer means, yet ownership was not material. So, in the long run, digital artwork could be used by multiple owners and users without a value chain. The emergence of NFTs has changed this, giving creators the power to rent, sell, and display digital artworks as they see fit.

Users of a particular NFT had to rent, buy, or provide a few legal proprietorship rights to the creator. These will create an ecosystem of ownership for creative work and get humans closer to only subsiding for creative work while machines and AI take over mundane tasks.

## **METAVERSE**

# -Gaurav Kajale

#### What is Metaverse?

The Metaverse is an ever-changing and dynamic world that is always changing, and it's the economy that drives it. The Metaverse was engineered to be a new-generation 3D virtual interactive environment based on block chain technology. It is like a 2D screen or a 3D rectangular screen with depth. The users can interact with the software or hardware by using their mouse clicks, drag-and-drop actions, touch actions on mobile devices, etc.



As organizations look to the future, having a metaverse presence has the potential to not only create virtual environments for employees and customers but also to provide new ways to analyse data, improve communications, and enhance efficiency.

Unlike the internet, which is available to the public and anyone can publish data to it, the Metaverse only allows content approved by certain parties to be published. One of these parties is called a property rights owner (or, in short, PROP). PROPs have absolute control over their version of the Metaverse and can set up whatever rules they like about who can access it and under what conditions. Trends, extend digital operations into areas such as cryptocurrencies, and generally provide a more immersive customer experience.

The metaverse, which has existed in some form or another for more than two decades, is now becoming popular. According to Gartner, one in every four individuals will spend at least one hour per day in the metaverse, doing everything from shopping and socializing to attending business events and remote learning, during the next four years. With leading technology companies such as Meta (previously Facebook, Inc.), Google, and Microsoft investing billions of dollars in the technology, there is no denying that it has the potential to revolutionize the way businesses engage and communicate with customers in the same way that social media has over the last two decades. In a digital world, the focus is on creating innovative digital solutions to enhance the customer experience. Our aim is to make Metaverse a financial service platform that offers many services for all users of Metaverse.

In order to deliver these services, we need to define a monetary system and a trading system. First of all, there have been quite interesting discussions on this topic recently and on the future direction of money in block chain technology.

During the epidemic, our consumption of digital services such as mobile banking and online shopping shifted. We compare digital experiences not just between competitors, but to the last amazing digital experience we had, whether it was on our favourite fashion brand's app or conversing with a virtual person from our bank. Clients want new ways to interact, and bridging the gap between the real and virtual worlds might help organizations attract new, digitally native customers, as well as adopt and integrate innovative products such as "metaverse mortgages" and NFTs.

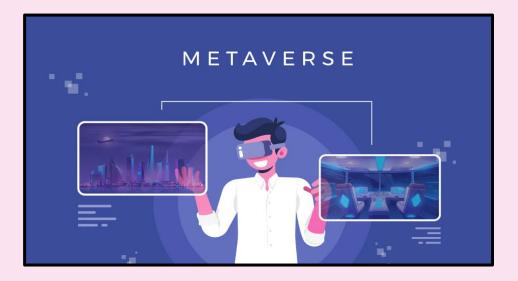
However, when it comes to combining these digital objectives with the realities of their complicated hybrid IT platforms and modernizing their decades-old legacy settings, FSI providers encounter hurdles.

#### Automation for really complex IT environments

To embrace new digital experiences, banks and financial services organizations must adopt service-oriented orchestration and consider how they may progress toward environment-ascode.

Environment-as-code extends infrastructure-as-code to integrate product and I&O teams, prioritizing developer agility and governance while enabling them to build, manage, and orchestrate environments, platforms, and services quickly, reliably, resiliently, and at scale. It is possible to accomplish this using automation solutions that enable full lifecycle orchestration for any application, in any environment, and at any scale, as well as the centralized control plane essential for effective governance and compliance.

These resilient and secure environments serve as the foundation for world-class digital experiences, and this strategy may also free up developer time to focus on developing innovative new services and products, such as those in the metaverse. It will be fascinating to observe how banks, financial services firms, and insurers proceed with plans to incorporate metaverse technologies without falling behind their competitors.



# WHY INDIA'S GHI RANKING HAS DROPPED?

# - Yadala Bharghav Reddy

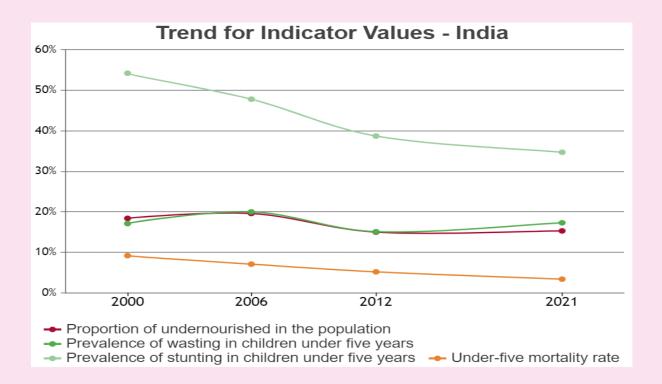
In mid-October, the Global Hunger Index (GHI) 2021 rankings were released, with India ranking 101 out of 116 countries. In the 2020 GHI rankings, India was ranked 94th out of 107 countries.

Before we get to the story, let's see: what's GHI? And how are GHI rankings calculated?

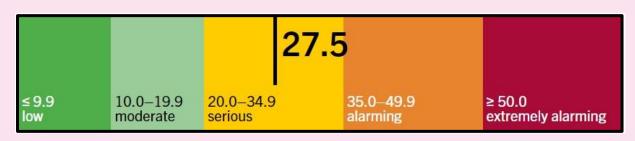
The Global Hunger Index (GHI) is a tool for comprehensively measuring and tracking hunger at global, regional, and national levels over recent years and decades. Rankings are always a relative rather than an absolute measure of any indicator. GHI scores are, based on a formula that captures three dimensions of hunger—insufficient caloric intake (undernourishment), child undernutrition, and child mortality—using four component indicators: undernourishment, child wasting, child stunting, and child mortality.

India's overall score has improved since 2012, but its rank has dropped. India's rank dropped due to poorer scores on under-5 wasting (from 15.1% in 2012 to 17.3% now) and undernourished Indians (from 15% to 15.3%).

Rank	Country	2000	2006	2012	2021
101	India	38.1	37.4	28.8	27.5



"People have been severely hit by COVID-19 and by pandemic-related restrictions in India, the country with the highest child wasting rate worldwide," the report said. The report, prepared jointly by Irish aid agency Concern Worldwide and German organization Welt Hunger Hilfe, termed the level of hunger in India 'alarming'."



On the other side of the story- the government has dismissed the report's "unscientific" methodology. But why?

The government says it is devoid of ground reality and facts and suffers from serious methodological issues. There is no mention of whether respondents received support from government schemes during the pandemic. The undernourishment score is based on a "four-question" telephonic opinion poll conducted by Gallup and does not reflect ground reality.

That particular number in the GHI is based on a 2021 Food and Agriculture Organization (FAO) report. Indeed, some FAO data relies on Gallup polls, but undernourishment isn't one of them. This data is based on several indicators, one of which is the FAO's "food balance sheets," which estimate the share of the population with inadequate access to calories.

The GHI, like any other index, has its flaws. But it is a peer-reviewed report and has undergone methodological improvements over the years. It is internationally recognized and can be used for a broader understanding of a country's performance on hunger. The findings are based on data reported by the countries and multilateral organizations. The Centre may dislike the report, but its own family health survey for 2019-20 doesn't paint a rosy picture. The GHI can help identify problems that may need policy intervention.

# **SUMMER INTERNSHIP EXPERIENCES – Batch 2021-23**

#### Manchineni Yamini- GODREJ AGROVET LIMITED

Each day of the internship is challenging, as Godrej gives you realtime business problems. You come out with a feeling of high contentment as you are responsible for huge changes in the current processes. My project is to build a potential growth plan for boosting ice-cream sales at Creamline Dairy Products Limited (Jersey) of Godrej Agrovet Limited. From the first day CEO of the business unit (stalwart of Sales and Marketing) has guided in every aspect. After I suggested the recommendation, the company made me implement it right away. I value and cherish the freedom and scope they gave me to create an impact. I met all the end-to-end stakeholders of the business, brought the existing problems to the table, brainstormed solutions, and implemented them. I contributed to building the system for scaling up in the coming years. For boosting sales, I worked on methodologies for schemes and tie-ups with modern trade channels like Reliance. In the process, each



person I worked with became family, and everyone is so supportive and just a call away. A special mention goes to the HR team at Godrej, which is very approachable and facilitated the smooth running of two precious months. Getting their love is tough, but it's the best! These two months mould me in the best way and gave me the confidence to become an entrepreneur.

Sonam Yadav- UPL LTD.



Real change, enduring change, happens one step at a time. This summer, I interned with the agribusiness giant UPL Limited, a major global player in the agri-input industry. The two months of experience were incredibly gratifying in terms of my growth professionally and beyond. Working with the organization provided me with real-time experience in managing projects and bringing them to fruition on the ground through appropriate channels.

The project's aim was to propose and develop a plan along with the initial implementation strategy for UPL's flagship stewardship project in Maharashtra, which will be later rolled out across India. During my internship, I met and learned from various internal and external stakeholders of the project in India and around the world, particularly in Brazil, which allowed me to gather diverse perspectives from those working in the agriinput industry and create a useful network for the project in India. My grasp of the business at the ground level was enhanced by on-field involvement with the field team as I observed actual

dealings. Working on the sustainability niche project of UPL Limited was indeed a fruitful experience & conferred me with a multi-dimensional learning opportunity. Leadership workshops and engagement activities with interns were insightful and stimulating, which aided me in familiarising myself with other facets of the organization and made the experience more dynamic. This fantastic opportunity provided me with immense exposure and networking opportunities and would undoubtedly act as a bedrock for my corporate career.

#### Pankhuri Mehrotra- ITC LTD

My summer internship experience with ITC Limited was one of the most enriching, motivating, and enthralling experiences of my life.

I worked in the Medicinal and Aromatic Plants Extract (MAPE) business of ITC Limited, which deals with crop development and procurement of Medicinal and Aromatic Plants. My project was to prepare a business expansion plan for a business in a given state. During the internship, I had to fine tune the future vision of the company with the present progressions it has made in this business. It involved a hearty blend of primary and secondary research, during which I interacted with the various stakeholders involved in the supply and value chains. It exposed me to the corporate world and rewarded me with



a better understanding of the real-life and on-the-ground situations that managers face every day. Throughout the internship, I learned tremendously about the various facets of the business and its operations. Keeping in mind the multifarious factors, I had to formulate and suggest business plans to go ahead. The opportunity and freedom given to explore and examine the multiple aspects of the business empowered me and helped me refine my skills as a manager. The focus on value creation inspired me to devise solutions to the problems that came my way meticulously. Having been through this invaluable experience, I am now looking forward to the future: learning, solving, implementing, and creating during my corporate journey.

## Aishwarya Lekshmi- SABIC INDIA PRIVATE LIMITED



My summer internship journey with SABIC India Pvt. Ltd., which is a Saudi Arabic global diversified chemical company, was the most enriching and practical experience in the industry I have ever had as a fresher.

SABIC's engaging and collaborative work environment helped me build business communication skills by providing opportunities to meet many industry leaders and researchers. As a part of the agri-nutrient division, I gained knowledge of the New Fertilizer Registration process in the country and the nitty-gritty of the entire process, as well as the commercial launch of a new product.

The entire internship paved the way to use the theoretical knowledge gained in the classroom in the real business world and provided a holistic learning experience, for which I'm grateful to the entire team at SABIC Agri-Nutrient, without whom my internship would not have been

successful.

#### Prerna Singh- PricewaterhouseCoopers India Private Limited

Today is the opportunity to build the tomorrow you want because every opportunity knocks on your door with a purpose. One such opportunity was when I got into PwC as a summer intern. PwC is one of the largest professional services networks in the world. I felt that an internship at PwC was a great platform for me to hone my technical and reasoning skills in a way a management consultant is required to do while building trust in society and solving important problems. My project involved primary and secondary research from different stakeholders in agricultural higher education, which offered me contrasting insights and enhanced my perspective on the project.

Consistency and persistence are the two words that have driven me to excel in my internship, as PwC provides a workplace culture in which individuality is both noticed and valued. At



every step of my internship, I realized and lived the PwC values of acting with integrity, making a difference, caring, working together, and reimagining the possible. Under the leadership and guidance of amazing mentors, I was exposed to many opportunities and learned from the best. I got to learn both the tangibles, such as the technical aspects involved, like the process that goes into management consulting, and the intangibles, such as the strong work ethic and the high standards required in the work. This experience has remarkably expanded my professional maturity and exposure.

#### Gaurav Kajale- KPMG India Private Limited



KPMG has always been one of my dream companies to intern at and work for. I perceive the opportunity as a major milestone in my career that I will cherish for the rest of my life. The welcoming atmosphere at KPMG made me feel like an important part of the team from day one. My internship was no less than a voyage where I sailed through various aspects of corporate etiquette, company and client relationships, and the nuances of management consulting. My project, which was primarily related to enhancing market linkages for Farmers' Producer Organizations, helped me understand the intricacies of the agriculture value chain. This internship has helped me understand the art of thinking like a consultant, to solve important problems, and paying great attention to detail

was the key takeaway for me. The experience has remarkably expanded my professional maturity and exposure.

#### Samiran Chakraborthy- Britannia Industries Ltd.

It was a delight to intern with Britannia Industries Limited. The internship at Britannia Industries was not only limited to our project but also gave an insight into the overall business and the sector. The projects themselves, though challenging, gave us the freedom to think aloud and discover new opportunities for the company. Inviting innovation by igniting curiosity to create a meaningful learning environment, Britannia gave a holistic experience of the total foods company. I was assigned to the purchase division to work on the by-products of wheat milling. I was fortunate to work with our Alumni at Britannia Industries, whose constant support

# Angel Jemimah- Noveltech Feeds Pvt Ltd

and guidance made the project fruitful.



My summer internship with Noveltech Feeds Pvt. Ltd. was one of the most enthralling experiences of my life. My internship experience was a more realistic description of what a management student does instead of simply reading and collaborating with co-workers on a regular 9–5 (or 10-6) schedule.

Due to the knowledge I have acquired from my time in the classroom and through my summer internship at Noveltech Feeds Pvt. Ltd., the "Real World" no longer appears to be as intimidating as it once was. Yes, many prerequisite classes had so much to do with the abilities required to comprehend and complete the various tasks at my internship. And I firmly believe that having some background in multiple subjects is essential to understanding the world and developing into a

well-rounded intellectual. I have great knowledge of different arenas of the business and have gained a different perspective on problem-solving, understanding the process, importance, and tools used in estimating projects, collaborative working, and self-accountability.

And as beautifully quoted in my favourite book by Charlie Macksey, "Sometimes just getting up and carrying on is brave and magnificent. Being brave and bold every time doesn't mean strength at all times; it also means to sit back, shed tears, and ask for help because listening less to fear and more to dreams is what life is all about, and this is what I have experienced during my summer internship.

# **SPICE POLL: THE STARTUP ECOSYSTEM- BOOM OR BUBBLE?**

The start of the third decade of the 21st century saw a massive uproar in the number of startups in all businesses. With the tally of unicorns in India exceeding a century, the country and the world are witnessing a never-before surge in the number of startups. The success stories and achievements of entrepreneurs from all domains are being highlighted and talked about across the globe. What goes unnoticed is the number of startups that shut down each day and as a result, the workforce is rendered unemployed all of a sudden. The Government of India has been striving hard to encourage the startup culture and aims to create startup ecosystems in various states, keeping in mind one of the major goals of the government: Make in India. A massive increase in the number of angel investors, venture capitalists, and startup incubators has also contributed to the explosion of startups. However, the term 'startup bubble' is also trending.

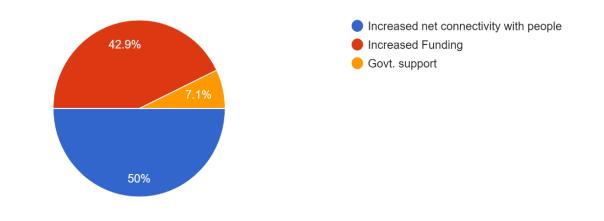
The hype around the overnight success of startups has led to an overestimation of the potential of numerous sprouting startups without assessing the various factors affecting their survival and triumph. When MANAGEites were surveyed about their opinion on the startup boom and bubble, here is what they had to say.

50% of MANAGEites believed that with more and more people having access to the internet, the opportunities for startups taking off have increased, and increased awareness because of the same has helped the startups reach more and more potential users.

For the reason behind the massive lay-offs, almost equal number of MANAGEites believed that a startup crash is on the way and/or it is because of recession. However, 38.5% had the opinion that it was just a market correction in the startup world.

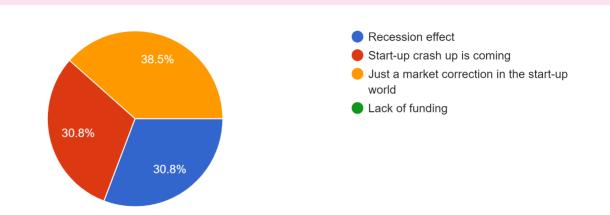
According to MANAGEites the reason for the majority of Indian startups not being profitable is extensive expenditure. While almost 65% MANAGEites stand with the stance that the E-Commerce sector will have the most profitable number of startups in the times to come.

A poll was conducted among the students of the Post Graduate Diploma in Management (Agri-Business Management). The results of the poll are as follows

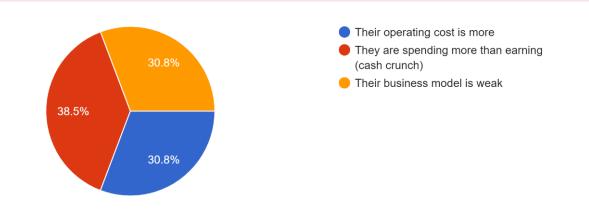


**1.** What is the reason for this booming startup culture in India?

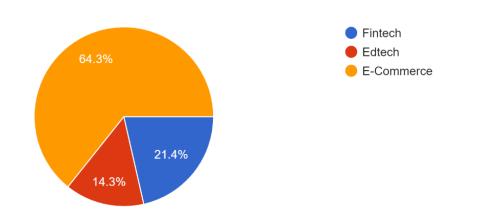
2. In India, start-ups have laid off more than 10,000 workers. What is the most likely cause of this?



3. Why many Indian startups are not profitable even after these many years?



4. Which sector has the most profitable or recognized startups that will survive in the long run?



# ALUMNI SPEAK

Mr. Pranay Kumar (Batch 2009-11) Assistant Vice President, Institutional Sales, DeHaat



# Interview

# **1.** What was your field of interest in your early years? How did Agri-business come into the picture?

**Ans.** I have been a student of science since my school days. With science being my favourite subject, I had always looked for the root and cause of every statement. So, I started developing logic for everything from the days of my schooling. When I was studying B.Sc. (Ag), I developed an interest in economics, and at the same time, when the world was preparing for the great depression (which happened in 2009), I used to read articles about it. When all great economists used to talk about the same thing, I started learning more about it and trying to understand the root and cause of what was happening. So, combining all my interests and the day-to-day happenings during those years, somehow agribusiness became interesting to me. That was the time I realized my skills were good enough to be an agribusiness manager. That's how it happened, and now this is me.

#### 2. What are the most important skills to be a good procurement manager?

**Ans.** I feel every procurement manager can make a big impact on the business. So, can represent the three most important skills for a procurement manager: communication, analysis, and negotiation. On average, a procurement manager on average can control approximately 20-50 percent (depending on the type of business) of the total cost for any business; hence, these skills have a great impact on the procurement manager working for the business.

# **3.** With massive technological developments in the agriculture sector, how has procurement as a domain changed over the years?

**Ans.** Now, many companies are talking about digital tools in procurement: e-procurement, ebidding, and e-auctions are the tools in which most companies are investing and switching. This has not only made the life of a procurement manager easier but also made governance and compliance more robust and fullproof.

#### 4. What are your views about automation in the procurement sector?

**Ans.** I think automation in procurement as a sector has not developed much. Speaking specifically about agri-procurement, automation has not even scratched the surface yet. While automation has developed and had a great impact on other sectors, the complexities and non-standardization in Agri-food procurement will make it a far-fetched dream.

But, yes, a lot of research and development is being done for automation in all sectors, and a significant impact can be seen if something works in our favour.

#### 5. What is your advice for the present students of MANAGE?

Ans. One of the prime pieces of advice for all students is to focus on their aspirations. They should be in a position to understand what they want to do in their career. Now the scope is vast, and during college academics, they might see a new career opportunity every other day. But it's important that they know their interests and understand if the required skillset matches theirs or not. And then they should focus only on that opportunity without losing sight of it.

#### 6. What is the biggest life lesson MANAGE or being a MANAGE ite has taught you?

Ans. My biggest life lesson in MANAGE has been time management. Being in MANAGE, we had many activities going on together, academic courses, presentations, placements, live projects, and co-curricular activities. I was always very active in B-Plan and other activities arranged by different colleges. So, completing all these activities within the stipulated timeline gave me a lesson in time management and multi-tasking, which is so relevant for me today as well.

## TALENT HUB

## Niharika Rawat

Dance! It's not just a skill but a therapy, muse and hobby for Niharika. She doesn't remember at what age she started grooving to the beats, but as far as her memory goes, dance has always



been her preferred way to express her emotions. She calls herself the jack of all trades but master of none as she doesn't hold expertise in a specific form. Dance is what elates her heart and is a beam of joy during dark days.

Her journey from being a school girl to MANAGEite dance always helped her stand out from the crowd and look confident. During the demotivating pandemic days and her busy

competing life, dance has always been her escape route from stress and negativity. Dance will be her best friend until the time her bones start automatically shaking. Still, she will always groove in her heart to the beat of her soul.

#### **Tanay Mishra**

Tanay, in his own words, "Got an internet connection in the 6th standard and has never stopped exploring avenues since." He is fond of great music, and because of his diverse exposure to melodies, he has been able to cherish his dream of learning to play the guitar, ukulele, keyboard, table, and compose music digitally. He found solace in creating tunes from scratch and making



everyone vibe to the music he creates. His inspirations are carved out of artists like Pink Floyd, John Mayer, the Rolling Stones, and Shamoon Ismail, to name a few. His taste in music ranges from Rock and roll to R&B, which is also an excellent conversation point for Tanay. In his free time, Tanay likes to play music and make beats that go along with it. Tanay carries his ukulele with him for every trip he plans and aims to keep doing the same for a long time. He can discuss for hours about all the nerdy knowledge of music, yet when he plays, it all seems too real. His future plans include learning how to play a classical guitar and playing Beethoven on it.

# LIT CORNER- Wasted

# - Boyina Anjusree

The poem is titled as 'Wasted' because I think if we cannot come out of these worldly opinions and exactements of how we should be, who we are; we are wasting our precious life bestowed on us by God almighty. Well, this is a gist of how I dream of being one day and a glimpse of the world that I aspire for.

And one day I thought I'll be

Someone out of this world you see, From all the mundane and profane I'll be free And that is the day I'll finally be me Listening to them judgemental hypocrites, no way Neither interest or belief in what all they say Enough of this gullibility, I'll no more be a prey Ignorant of the taxonomy of human race, I'll stay. I'll enter a world that never existed Simple and pure, no inhumane evil, not so twisted Free from the harbingers of practices ironfisted Features of the world I aspire for, I've enlisted. There'll be no jealousy, fear or hate Trust me it'll be the best world till date Gender, caste, religion, colour nobody will rate It won't be a normal world, it'll indeed be the heaven's gate Will this day ever come true? I sigh. Will my dreamworld be pragmatic enough? I cry. Will I ever be that someone before I die? Will they let me be me, will they let me fly?

## **BOOK REVIEW - GONE GIRL**

# - D Pavan Kumar

#### Author – Gillian Flynn

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A story about a shattered marriage and a sociopath who will stop at nothing to exact revenge: Flynn echoes the home noir genre but takes it a step further by including multiple story twists that defy the reader's assumptions. The reader's capacity to trust t narrator is one of the most defied expectations. The novel is divided into two halves, one told by Nick, the husband, and the other by Amy, his wife. In this story, both narrators are lying, and the frequent switches in point of view as Nick recounts his version of the story and Amy tells hers leaving the audience unsure of who is telling the truth.

Because both narrators are unreliable, the reader is forced to constantly examine and analyse the

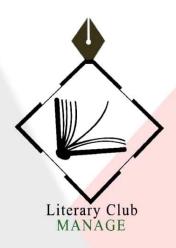
information Nick and Amy, present. The reader must compare two versions of the story to figure out who is the protagonist, or good person, and who is the antagonist, or evil guy. Who is the hero in this story if both narrators are bad guys? Is Amy, the All-American girl, a sociopath, or a battered wife? Is Nick Dunne merely a philandering husband or a murderer?

Amy Dunne vanishes on their fifth wedding anniversary. Amy's husband is the focus of the subsequent police inquiry, and the case of her abduction quickly becomes a murder probe. Nick's strange and indecent behaviour rapidly draws the attention of the police, as well as his family and friends.

The story of their romance and marriage unfolds in a series of twists as narrated through Amy's diaries and Nick's recollections. At a party, Amy and Nick meet. Both live in New York City and work as authors. They fell in love soon and married roughly two years later. When they both lose their jobs, everything starts to fall apart. When his mother is diagnosed with terminal cancer, he and his family return to his hometown of Carthage, Missouri, to assist her. Their marriage is gradually deteriorating at this moment. Both Nick and Amy are unhappy. Nick,

who is a part-time university professor, starts an ongoing affair with a 23-year-old student. One of the widespread twists within the tale is that Nick doesn't comprehend that Amy is aware of approximately the affair. Amy plots her revenge with the aid of staging her own disappearance and framing Nick for her murder.

Nick is not entirely innocent. However, he also devotes himself to mind games. As Nick follows the clues Amy left him in the form of their traditional birthday scavenger hunt, he realizes what she has done. Through television interviews, he convinces her that he is repentant and that he has won their marital power game. He reappears, after setting up a former college boyfriend for his kidnapping, whom he then killed during his escape. Amy is the victim of a cheating, selfish husband and an obsessed ex-boyfriend. Nick is stunned when Amy tells him that she is pregnant with their baby, she destroys her revealing memories and agrees to stay in the marriage to protect her son from Amy. Amy, satisfied now that Nick is fully and permanently under her control, plans to publish her side of the story, hoping for a bestseller.



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