

INTERVIEW: JURIST FALI NARIMAN
SUPER MAJORITARIANISM HAS NOT IMPROVED THE IDEA OF UNITY

JOURNALISM WITH A HUMAN TOUCH

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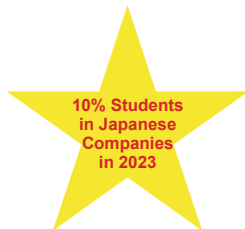
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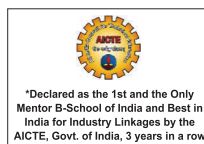
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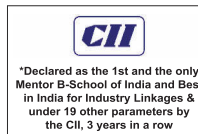
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READING THROUGH IIM Ahmedabad Director Dr Bharat Bhasker's interview for this issue, I was reminded of something that New Zealand cricketing legend Martin Crowe told *The Cricket Monthly*. He said that a batter's greatest gift was to see a ball early and play it late.

"The greatest skill you have as a batsman is the ability to see the ball out of the hand," he said. "Once you do that, you have created time and are gathering information instinctively, processing it and making a decision on what to do. If you see it early, you have time, but if you see it late, you tend to play it early because you are searching for the ball. You are not decisive."

To be decisive. Decision making. Isn't that what b-schools teach their students? I was more interested in the "you have created time" bit. That is magic, isn't it? To make time. Bhasker was telling Principal Correspondent Abhinav Singh that if you kept following the ball, there would be a lot of running around and nothing to show for it. But, if you could predict the trajectory of the ball and be present at that spot when it lands, you are on the ball, so to speak. I was amazed how a legendary batter and a gifted professor were using almost the same analogy to convey concepts in two very different fields. Come to think of it, maybe they are not so different!

This is just one of the many insights contained in

this issue, dear reader, our annual special on India's best b-schools. As always, it is accompanied by THE WEEK-Hansa Research Best B-Schools Survey.

Lending weight to the cover story are interviews with Dr Chandrima Sikdar, professor and associate dean, School of Business, NMIMS Mumbai, and Deepak Ohri, founder and CEO, lebua Hotels and Resorts. Both have wonderful insights to share.

For example, Ohri categorically says that b-school education will not make you a businessman. It just provides the foundation. The edifice you build on it is all you. Sikdar talks about how artificial intelligence and machine learning influence business decisions and how business schools are building units to address climate and environmental concerns.

Of course, it is not all about b-schools cover to cover. V.K. Pandian, who is being tipped as Naveen Patnaik's political heir, spoke exclusively to THE WEEK about his new "freedom" to fulfil the chief minister's dream for an empowered Odisha. There is election coverage from Telangana by Special Correspondent Rahul Devulapalli; on how the hard red in most places has changed political colour. Lifestyle Editor Namrata Zakaria got an exclusive peek into Manish Malhotra's new 40,000sq.ft headquarters in Bandra's Guru Nanak Road.

But the article I loved the most is Senior Assistant Editor Soni Mishra's interview with the grand old legal eagle, Fali S. Nariman, 94. Though the chat was about his latest book, *You Must Know Your Constitution*, it covered much ground. Luck, and nothing else, says Nariman, can be credited for the Constitution enduring for 70 years. He also warns that any discussion about a new Constitution must be "throttled at the start" as it will affect the nation's unity. He also admits that on the matter of same-sex marriages he is in the minority in his own home!

I guess these subjects must be dining table conversations at the Nariman home. It would be worth it to be a fly on the wall and listen to the eldest and elder Narimans arguing it out, with the younger members chipping in!

Philip Mathew.

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FUTURE READY

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PLUS

- THE WEEK-Hansa Research Best B-Schools Survey 2023
- We prepare our students for resilience: Bharat Bhasker, director, IIM Ahmedabad
- Indian B-schools position you for the global platform: Deepak Ohri, founder and CEO, Iebua Hotels and Resorts
- Policy support for entrepreneurs is at its best: Chandrima Sikdar, professor and associate dean, School of Business Management, NMIMS Mumbai

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As the world gets flatter, modern women want jewels they can wear and change daily to match their contemporary attire. Indian jewellery is now speaking a global language.

—Namrata Zakaria

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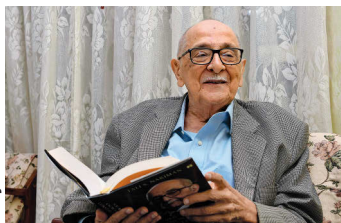


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COVER PHOTO **SALIL BERA**
COVER DESIGN **BINESH SREEDHARAN**

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Judge with a difference

Your cover story on Chief Justice of India D.Y. Chandrachud gave me a chance to know more about the great person who holds the highest post in Indian judiciary ('The sage of reason,' October 29). Chandrachud has dedicated himself to the profession of law. Yet, he found time for his family, and is alive to spirituality, music and books. To live with his foster daughters—Priyanka and Mahi—shows his love, care and concern for the differently abled.

K.E. Paulose,
On email.

The exclusive interview with Chandrachud was heart-touching. It portrayed the untold life story of a great personality who imbibed issues that he felt strongly about.

Sudhakaran R.,
On email.

A thorough gentleman and epitome of humility, Chandrachud represents the emotive side of judiciary. Though he holds one of the strongest

positions in the country, his ideas about life are simple, grounded and spiritual. I want to specially thank THE WEEK for such an interesting cover story.

Devendra Awasthi,
On email.

I was mighty impressed with your cover story on Chandrachud. It is a guide for all budding professionals. I found a purpose in life after

reading the cover story.

Venkataram K.,
On email.

The very moment I saw THE WEEK's cover, I started reading it. I admire his lordship, who is passionate about law. He is a source of inspiration to many lawyers—young and old.

Your cover story on Chandrachud was so intimate and well done that it gave me a feeling of being there and talking to him. He is a symbol of strength who is revered by people from all walks of life.

Mary Veronica
On email.

Chandrachud's personal struggles, work ethic, professional dedication, abiding interest in family, and inspirational journey with foster children shows his unique personality traits. India is lucky to have such an unbiased and focused luminary at the helm of our judiciary. Pendency of cases is a huge challenge. I hope Chandrachud does something to solve it. If he does that, it is going to be yet another feather in his cap.

Rajarao Kumar,
On email.

What makes a country best, unique, and number one in the world are its people and their efforts. If all of us are as dedicated as Chandrachud in our thinking, behaviour, passion for work and ethics, it would be wonderful. I agree with Chandrachud that it is the little things you do that contribute to making the world around you better. Small actions, a kind heart, and the right thoughts can lead us to greater heights.

Praveen Thimmaiah,
On email.

I want to thank Anjuly Mathai for the wonderful cover story on Chandrachud, whose contributions to his family and his profession motivate and inspire so many.

M.R. Ranganatha,
On email.

The interview with Chandrachud was thought-provoking. His humility is awe-inspiring, and his simplicity seems to form the core of his ideals. Though he occupies the highest seat of law, his down-to-earth attitude makes him the most suitable person to be the chief justice of India.

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To have such a person of high calibre and moral values as the chief justice of India should make us all proud.

K.M.G. Vivekanandam,
On email.

Your cover story on Chandrachud was an eye-opener, and it will inspire young people to strive tirelessly to achieve and find meaning in their lives.

Robert S.J.,
On email.

Your cover story was a close-up of Chandrachud's life. I liked it when he said that working for others was one way of forgetting his own problems.

Chandrachud found solace in public service after he tragically lost his former wife to cancer at her young age as a mother of two children. Chandrachud's role as a care-giver to his critically ailing wife for 10 years is notable, and he never let tragedies in his life affect his career.

I am sure Chandrachud will continue to follow the footsteps of his great father. I have started seeing his father in him. Like father, like son.

Mohammed Chand
Ahmed,
On email.

We, too, miss Sachi

R. Prasannan's obituary on Sachidananda Murthy was informative and poignant ('Powerdrive', October 29). The world today needs journalists like Sachi. The world of journalism

is filled with ruthless, arrogant and self-centred people. There needs to be more simple and brilliant journalists who leave a good impression wherever they go—just like Sachi. I was not lucky enough to meet Sachi in person. I grew up reading his articles, which only widened my knowledge base. We, the readers of THE WEEK, are going to miss him.

K.V. Prasad,
On email.

The tributes to Sachi by Philip Mathew and R. Prasannan were quite touching. The current and former journalists of THE WEEK were blessed to have worked with him. After knowing more about Sachi I have realised that not only was he a great journalist but also a good human being.

Radha Pandey,
On email.

Prasannan's tribute to Sachi was a masterpiece, recollecting his professional integrity, loyalty and unfailing courtesy. He belonged to the rare sect of journalists who had high professional values and standards. The column highlighted the right points of Sachi's personality that can be emulated by the present generation.

Sachi was a good journalist, a caring boss and a guide to his colleagues.

Vinay Bhushan Bhagwat,
Hyderabad.

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SCAN TO APPLY



Hush cash in vote banks

We have a right to know about the guys we vote for. They have to tell us if they have been accused of crimes, how much money they have in banks and stocks, how much gold in lockers and ornaments, how many homes, plots and shops they own, and even how deep in debt they are.

That's what we call transparency in democracy.

The guys who are seeking our votes make it plain to us when they file nominations. If we find later that they had lied in those statements, we can get the courts to throw them out.

Not possible? Ask the voters of Hassan. Two months ago, the Karnataka High Court unseated their MP, Prajwal Revanna, for having concealed much of his money and assets from his nomination affidavit. Revanna has since got a stay on the disqualification, but can't vote in the house till the Supreme Court decides the case.

That's what we call accountability in democracy.

Most of these guys seek our votes in the name of their parties, the policies that the parties pursue, and the ideologies the parties espouse. Parties lend them their symbols, manpower and money in the elections.

Extending the logic of transparency and accountability, don't we also have a right to know who gives money to these parties?

No, says R. Venkataramani, our attorney-general. The citizen ought to know of the candidate's wealth and crimes so as to make informed choices, but that doesn't mean he ought to know who is funding the candidate's party—the AG stated in a Supreme Court case that is challenging the anonymity clause in the electoral bonds scheme.

As written in this column earlier, use or abuse of money power had always been the bane of Indian politics. Rich traders made and unmade kings and kingdoms in mediaeval India. Banker Jagat Seth

bankrolled the battle of Plassey. For the next one century, we were ruled by or in the name of a company. The freedom movement was bankrolled by native corporates.

Post-independence, corporates funded parties that served their interests. When she found more cheques being issued in favour of the rightist Swatantra, Jan Sangh and Congress (O), Indira Gandhi banned corporate funding to parties. Funding went under the table. Campaign cash came to be carried in huge chests in chartered jets and express trains.

Rajiv Gandhi lifted the ban on corporate donation in 1985, but the cash chest culture continued. Several venerable political figures were 'caught' with suitcases of currency, the most infamous being the claim

by big bull Harshad Mehta that he had carried currency worth ₹1 crore in a suitcase into PM Narasimha Rao's home.

Then came the hawala scam which singed several reputations. As a few leaders declared they would take money only in cheques, corporates floated electoral trusts. The Manmohan Singh regime gave legal sanctity to this in 2013 by amending the Companies Act so as to allow corporates to donate up to 7.5 per cent of the average of their previous three years' profit.

Campaign costs soared in the Narendra Modi era of laser dazzle and data analytics. Arun Jaitley's 2017 budget unveiled a scheme by which Indian citizens and entities were enabled to buy bonds of ₹1,000 and above from designated banks, and donate the bonds to the parties. The parties can cash the bonds, and keep the money.

Clean and white? Indeed, but for one clause. If a donor wants to stay anonymous, his name appears nowhere in public domain. With neither the voters nor the auditors coming to know who donated how much to who, the scheme has turned out to be as opaque as the old treasure chests and suitcases.





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POINT BLANK



There is nothing worse than the silence of the audience. There is no greater teacher than the audience. There is no greater editor than the audience. They will change the lines. Our evolution comes from the audience.

Vir Das,
stand-up comedian, on the link
between comedians and audience

Sometimes people want to hear lots of good things, and the moment he hears that, he immediately shows the person the next mountain to climb. There is no sense of euphoria at achievements, as he feels there is a lot to deliver for the country.

Nripendra Misra,
former principal secretary to the
prime minister and chairman, temple
construction committee, Shri Ram
Janambhoomi Teerth Kshetra Trust, on PM
Narendra Modi

Several millennia since the origin of the human species, and despite multiple claims that Homo sapiens are the most advanced and intelligent living species on this planet, I am afraid we are no different from the Neanderthals. They fought battles without rules and we fight wars without rules.

P. Chidambaram,
Congress leader

If we are in a world where only women can write about women and only people from India can write about people from India, and only straight people can write about straight people... then that is death of the art.

Salman Rushdie,
author



Vulnerability is extremely beautiful, and strength comes from that. If you are not going to feel it, how are you going to correct it. It is incredible and if I had to say what is my strength, I would say it is vulnerability.

Shefali Shah,
actor

WORD PLAY

A portmanteau of trauma and comedy, **traumedy** is a type of comedy that involves a person talking about traumatic events in his life in a funny way.

MILESTONES



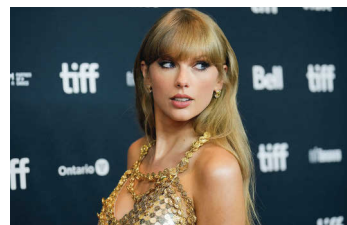
NEW BEGINNINGS

SGBS Unnati Foundation, a Bengaluru-based non-profit organisation, is set to become the first Indian entity to list on a social stock exchange (SSE). The foundation will offer zero-coupon-zero-principal (ZCZP) bonds worth ₹2 crore, and they are expected to be listed on the SSEs of NSE and BSE on November 30.



IN ITS OWN LEAGUE

South Africa have won back-to-back Rugby World Cups. The Springboks retained the Webb Ellis Cup after a thrilling 12-11 win over New Zealand in Paris to become the most successful team in Rugby World Cup history.



TAYLOR-MADE SUCCESS

Taylor Swift became the most-streamed artist in a single day in Spotify's history on October 27, breaking her own record set on October 21, 2022. Her '1989 (Taylor's Version)' also became the most streamed album in a single day.



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END OF JOURNEY

Owner Abdul Karim Karsekar with the last of Mumbai's iconic *kaali-peeli* cabs—Premier Padminis with black bodies and yellow tops that served the city for more than six decades. Karsekar's cab, which was registered on October 29, 2003, recently passed Mumbai's cab age limit.

PHOTO BY AMEY MANSABDAR

SPIN DOCTOR

Danish Kaneria has become the new hindutva poster boy. He is the second Hindu cricketer to represent Pakistan, and he has accused his former teammates and the Pak government of discriminating against him on the basis of his religion. The former Pakistani spinner has also been active on social media, expressing his wish to become an Indian citizen and picking on Indians who are considered anti-BJP.

Interestingly, a BJP leader found himself on the wrong side of party supporters when he criticised Kaneria for speaking against an Indian journalist. The leader was trolled for hitting out at Kaneria. There is now buzz that Kaneria may get Indian citizenship if the Citizen (Amendment) Act is implemented.



POLITICAL PITCH

In Lucknow, politics waded into the World Cup match between India and England. Samajwadi Party leader Akhilesh Yadav, who arrived to watch the match with a sizeable entourage, said the stadium he had built during his tenure as chief minister had given a new identity to the city's culture. The Bahujan Samaj Party said it would not have been possible to construct the stadium if it had not got land from farmers when it was in power. The BJP, in turn, mocked both the parties, claiming credit for putting the stadium to good use and preventing it from going to seed.

BEATING THE BUG

Congress general secretary Priyanka Gandhi Vadra, a star campaigner for the party in poll-bound states, is not letting ill health be an impediment. Even though she had high fever and was advised rest, she campaigned for the Congress in Chhattisgarh on October 30. She addressed a rally at Khairagarh, not giving any indication of being unwell. She is learnt to have dismissed suggestions that she should cancel the rally.

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TRICKS AND THEATRICS

In poll-bound Rajasthan, it is the season of drama and melodrama. The Enforcement Directorate's raids against Congress leaders in the state recently had the surprising effect of Congress leader Sachin Pilot coming out in support of Vaibhav Gehlot, son of Ashok Gehlot, his *bête noire* and chief minister. Vaibhav was questioned by the ED in a case related to an alleged foreign exchange violation.

The ED had a more dramatic effect on Congress MLA Om Prakash Hudla. After ED officials raided his house, Hudla broke down in public and his mother was seen comforting him. Hudla said Rajya Sabha member Kirodi Lal Meena of the BJP was behind the raids, and publicly challenged Meena to provide evidence against him.



POLITICS OF PAGE-TURNING

The BJP is not only expanding its presence in the northeast, but also its bookshelf. The Congress may have dominated book spines for decades, but the BJP is all set to play catchup. There is Prime Minister Narendra Modi, who has written poetry, lyrics and self-help books. Union Ministers S. Jaishankar, Hardeep Singh Puri and Smriti Irani have all published books. The new author on the block is Mmhonlumo Kikon, BJP legislator in Nagaland. Kikon has written a book on the last battles fought by the British in India—against the Japanese at Kohima during World War II. His Majesty's *Headhunters: The Siege of Kohima That Shaped World History* looks at the battle through the eyes of the Nagas.



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UMER ASIF

Lotus planters

How a group of Muslim women is reshaping people's perception of the BJP in Jammu and Kashmir

BY TARIQ BHAT

IN A TIME MARKED by political discontent in Jammu and Kashmir, triggered by the loss of statehood and the abrogation of Article 370, the BJP is trying to reshape people's perception of the party. Leading that change mechanism is a group of highly educated Muslim women—Farida Khan, Darakhshan Andrabi, Hina Bhat, Parvaz Chauhan and Rumisa Rafiq Wani. Their work stands out in comparison with the party's male leaders in the Union territory, who are busy bickering and forming factions.

Farida Khan hails from Seloo in

Sopore, Baramulla—once a hotbed of militancy. She is party secretary in Jammu and Kashmir and chairperson of the Block Development Council (BDC) in Sopore. She boasts a triple master's degree (political science, sociology and economics) and a PhD in economics. She began her political journey in 2013 and was elected BDC chairperson in 2019.

Khan has provided housing to underprivileged individuals through the Pradhan Mantri Awas Yojana, and is now focusing on finishing the ₹4-crore Jal Jeevan project in Boripura. "It is an important project and will resolve the persistent water crisis

in Sopore," she said. After a drug addict killed his mother, she initiated various de-addiction programmes and set up a rehabilitation centre in Sopore. Recently, she got funds for a hospital worth ₹75 lakh in Botingoo. "I work in collaboration with government officials to address grievances expeditiously," she said.

But working with the government comes with challenges. On March 30, 2021, Khan was on her way from Srinagar to a BDC meeting in Sopore when the chairman of the Sopore Municipal Council called her asking to attend a municipal council meeting. She reached the venue of the council meeting but "thought it would be better to attend the BDC meeting first as I was the host and

ON GROUND

Dr Hina Bhat with Jammu and Kashmir Lt Governor Manoj Sinha. Bhat says she has been treated with a lot of respect in the BJP



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UMER ASIF

BATTLING FOR CHANGE

Darakhshan Andrabi (above) says Prime Minister Narendra Modi is a strong leader who has changed things for good; Farida Khan (right) believes that focusing on the youth will bring change in the region

drove away.” That last-minute decision saved her life. Minutes later, militants attacked the council venue—a councillor and a special police officer were killed and another councillor was injured. The militants escaped.

But that incident has not deterred Khan from continuing her work. She believes that focusing on the youth will bring prosperity and change on ground, and credits the BJP for letting her work freely.

That is a sentiment shared by the other women leaders. Darakhshan Andrabi, for instance, became the first Kashmiri—along with Union Minister Jitendra Singh—to be appointed the BJP national executive in 2021. She joined politics at 19 and launched the Socialist Democratic Party, which contested several elections but failed to make an impression. Her political career got a boost after she merged her party with the BJP in 2013. In 2014, Andrabi locked horns with National Conference



COURTESY BJP

chief Omar Abdullah in the Sonawar assembly constituency, but lost. She was made chairperson of the education and women’s welfare committee in 2016.

In 2022, the Union government formed two waqf boards—one in Jammu and Kashmir, and one in Ladakh under the Central Waqf Act, 1995. Prior to this, all waqf properties were registered with the Jammu and Kashmir State Waqf Council and Muslim Specified Waqfs. Andrabi was made chairperson of the Waqf Board in Jammu and Kashmir. She made sweeping changes in managing the board’s 3,500 properties,

including shrines, commercial complexes and schools. Under the new rules, *mujavirs* (caretakers) at all shrines were let go, and donations at the shrines were prohibited, evoking criticism from political parties. Andrabi defended the move saying *mujavirs* would often force people to donate.

“We have initiated reforms, and 80 per cent of the people have supported them,” said Andrabi. “I am not afraid of the opposition. Politicians raised a hue and cry, but that only motivated me. We disbanded all the committees, and only the Waqf Board remains.” The board is now working to build a hospital in Srinagar and improve the standard of schools under it.

Andrabi, who holds a PhD in Urdu, recently visited Hurriyat Conference leader Mirwaiz Umar Farooq at his residence, following his release from the four-year-long house arrest. She also met other religious leaders released by the government and presented them with shawls. “Mirwaiz *sahab* is a dynamic leader, and we all respect him for his status,” she said. “I hope he will guide the youth in the right direction.” She said it was good that he returned to the mosque [Jamia Masjid]. “It is only possible due to peace,” she said. Prime Minister Narendra Modi, she said, is a strong leader who has changed things in Kashmir for good.

Another prominent face of the BJP in the region is Dr Hina Bhat. The dentist joined the BJP in 2014. She fought and lost her first election the same year from the Amira Kadal constituency in Srinagar. After the BJP came to power, she was made vice president of the state unit of the Mahila Morcha, the party’s women’s wing. Later, she became a member of the north zone of the Khadi and Village Industries Commission (KVIC). Modi, in his Mann Ki Baat address, praised her for reviving KVIC’s Pampore training centre in Kashmir



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after 25 years.

Bhat draws inspiration from her father, Mohammad Shafi Bhat, an MP and two-time MLA of the National Conference. In 2002, he quit the party over differences with its leadership and joined the Congress. He returned to the National Conference towards the end of his political career and died in 2016 after a prolonged illness. His daughter though is confident that she made the right decision by joining the BJP.

“As a woman and a Muslim, I am treated with a lot of respect in the party and I owe a lot to it,” said Bhat, a single mother with a 16-year-old son. Bhat is mindful of the discontent in the region, but her commitment to the BJP is unwavering. “Whatever I have achieved is because of the BJP and the support of the leadership, especially Prime Minister Modi,” she said.

Parvaz Chauhan, president of the BJP’s Scheduled Tribe (ST) Morcha in Jammu and Kashmir, would agree with Bhat. She rejects the perception that the BJP is anti-Muslim. “I have not encountered discrimination within the party,” she said. “The BJP has implemented various schemes, such as health cards and land for the landless, which have benefited all without bias.”

The BJP, she said, stands out as a more equitable option compared with other political parties. Chauhan, who belongs to the tribal Gujar community in Jammu’s Poonch, believes parties like the National Conference, the Peoples Democratic Party and the Congress are nepotistic. “The BJP has a stronger connection with people, especially those at the lowest socioeconomic levels—a demography I deeply relate to,” she said.

Her father worked in the forest department, and she is now married to a policeman. “I didn’t study much, but my passion for social work kept me going even after my marriage,” said Chauhan. She is also fascinated



PARTY TROOPERS

Rumisa Rafiq Wani (left) says the BJP provides a level-playing field, particularly to women; Parvaz Chauhan (below) says the BJP has implemented various schemes that have benefited all without bias



which temporarily led to a notice of anti-party activities,” she said. “The misunderstanding was swiftly resolved.”

Rumisa Rafiq Wani, too, believes that politics in Kashmir has long been controlled by a select few influential families. The BJP, she said, provides a level playing field, particularly to women. She became aware of the BJP’s policies after the 2014 assembly elections, influenced in part by her husband’s involvement in politics. Wani, who won the local body elections in Khanabal in 2018, said initiatives by the Modi government, like the Fasal Bima Yojana and health cards, had significantly benefited poor people. “If the BJP were in power in Jammu and Kashmir, they would have efficiently supported the underprivileged during the 2014 floods,” she said.

But her support for the saffron party has many seeing red. Wani received threats for raising the Indian flag on the anniversary of the abrogation of Article 370 on August 5 and on Independence Day. “I did it out of patriotism,” she said. She believes the propaganda against the BJP would fail, and the party would surpass the 50-seat mark in the future 90-member assembly.

But first, it needs to announce the long-delayed elections. **■**

by Modi’s working style. “His dedication to nation-building has left a lasting impression on me,” she said. “The Modi government’s proposal for 33 per cent reservation for women in Parliament and assemblies represents a significant stride towards gender equality.”

The reorganisation of Jammu and Kashmir state into Union territories may have sparked controversy, she said, but it has also brought several benefits, including reservations for the Gujar community in jobs and education. Regarding the anger among Gujjars over the ST status to Paharis in Jammu and Kashmir, Chauhan said it would not affect the reservations of the Gujar community. “During the protests against granting ST status to Paharis, I stood firmly with my community,

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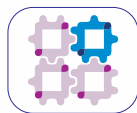
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FALI S. NARIMAN, JURIST

DISCUSSIONS ABOUT A NEW CONSTITUTION SHOULD BE THROTTLED AT THE START

BY SONI MISHRA

There is an old-world charm to the spacious drawing room in the south Delhi home of the grand old man of Indian law. The vintage furniture, the stone-covered accent wall, ceramic souvenir plates, China figurines collected over the years, family photographs from different decades and an old clock going tick-tock evoke nostalgia for a time gone by.

Fali S. Nariman, 94, walks in slowly and occupies his favourite armchair. Old world manners and a certain panache are the hallmarks of the veteran jurist. With a lifetime spent in the world of law, many a time at the centre of milestone events, Nariman's is arguably the most respected voice in the Indian legal system.

The eminent lawyer had begun his practice in the year the Consti-

tution was enacted—1950—and his journey as a practitioner of law runs parallel to the many tests that the document went through.

His new book *You Must Know Your Constitution* takes a look at all the 395 articles of the Constitution and the amendments made up to July 31, 2023. It is scholarly, drawing from a lifetime of research of law. The exercise is made all the more



invaluable by Nariman's recollections of critical cases.

In an exclusive interview with THE WEEK, Nariman talks about a range of topics, from the ongoing debate on whether we need a new Constitution to the Supreme Court's judgment on same-sex marriage to politically vexed issues such as reservation and the Uniform Civil Code (UCC). Excerpts:

Q Our Constitution has lasted for more than seven decades. What is the secret behind its enduring quality?

A It is a matter of the country's luck because a constitution is not expected to last more than 20-odd years. That is the expectation around the world. That has been the experience also, except that some constitutions last very long like the US Constitution. In Britain, they

don't have a written constitution, but they have managed for hundreds of years to keep conventions without any writing at all. We are fortunate that first the Constitution got written, and got enacted. It almost never did, because of language problem, because they couldn't decide on what is the national language. So they instead said we will have two official languages, Hindi and English. And that's how it has jogged along for 70-odd years.

Q So you say we are lucky that our Constitution has lasted this long.

A Absolutely. It is the one thing that has kept this country together. The moment you talk of no Constitution or another Constitution, everything will unnecessarily splinter, which is not a good thing for a nation like India.

Q One of the most important interpretations of the Constitution by the Supreme Court is the basic structure doctrine. Of late, people are raising questions about it, such as former Chief Justice of India Ranjan Gogoi and Vice President Jagdeep Dhankhar.

A I don't agree with that at all. We must get into the history of the basic structure doctrine. For years together, the Supreme Court didn't find any part of the Constitution that was immutable because the Constitution itself says that every article can be amended. And ultimately, they came upon this solution, that each and every article can be amended, but not the pillars of the Constitution. That is the basic structure. Now, what are the pillars is a matter you must leave to the final court to determine.

Q We have a discussion happening on whether we need a new Constitution.

A That discussion should be throttled at the start. You will never be able to get a Constitution drafted in our country, because please remember, the Constitution was drafted at a time when there were only 350 million people in the country. And today, we are four times that number. So it is an impossible sort of task. The better thing is to think of how to make this country one. The unity of the country is a very important thing, more than all this disparity and all the fissiparous tendencies going on between different political parties.

Q Amidst this feeling of growing intolerance, has the Supreme Court lived up to its duty of safeguarding the rights of the people?

A Yes, it has tried to. There is no point in blaming the Supreme Court. It has had its ups and downs. There have been very good judges, there have been judges who have not been so very good. But that

doesn't affect the structure of the Constitution. The structure has to remain.

Q There is a view that the Supreme Court has failed to dispel the feeling that it is working under political pressure.

A I don't think it is working under political pressure. During the emergency, it is true there was this feeling, which was justified, that the courts were also doing something at the dictates of the government. But I don't think that today this is a correct assessment at all. The courts are trying to further the aims and objects of the Constitution. It all depends on how you look at it. If you want to criticise somebody, there are 100 ways in which you can do it.

Q Some critics say since the ruling party has a brute majority, it does not feel the need to reach out to the other side.

A That is the problem. You will see in my book, I have mentioned that this super majoritarianism has not improved the idea of unity. It has created more disparity than unity. Therefore, somehow, although coalition governments take more time to decide, perhaps it is the slower person who ultimately wins in the end. This super majority does not help. Because then you want to emphasise that what you say is absolutely correct and what everybody else says is absolutely wrong. And trying to dissolve (state) governments, which do not take the same view as the Centre is a very bad principle. And that has been the hallmark of the major political parties throughout our 75 years. The Congress did it. The BJP is doing the same thing. Keeping the country together is far more important. Unfortunately, we don't have a Gandhi today.

Q Your views on two recent judgments of the Supreme Court—same-sex marriage and rejecting



SALIL BERA

On [same-sex marriage], I am in a minority in my own family, because I take the view of the majority decision of the court and not the minority.

the plea of a woman to abort a 26-week-old foetus.

A On the first, there are vast differences of opinion. On this, I am in a minority in my own family, because I take the view of the majority decision of the court and not the minority. My grandchildren, my children, they all have different views. Until we have a consensus, there will be these fractured views particularly on things that are so delicate.

Q The chief justice was in the minority, which is a rare occurrence.

A It has happened before, but it is rare. The chief justice and the next senior-most [were in a minority]. But that's how our country progresses because there are different views. At least we express them. It is not as if there is an autocracy where someone says my view is the correct view and you have no business to mention your view.

Q And, the abortion plea?

A The court seems to have gone on the wording of the Act about termination of pregnancy and left it

at that. How Parliament will determine it, I don't know. These are all very vexed questions. I don't think you can determine constitutionalism merely by taking two or three cases and finding out what's the reaction of people. Their reactions are bound to be different.

Q On same-sex marriage, there is huge disappointment in the LGBTQIA+ community.

A Correct. Because they have said now Parliament has to do it. And Parliament probably won't do it. That's how it is, until people are ready for it. That's the same thing with regard to the Directive Principles, the UCC. Is the country ready for it?

Q On the UCC, you take what you call a 'non-populist minority view'.

A We have tribal communities, which have different sets of personal laws. We have people who are at different stages of education in our country. And therefore, it is not possible to completely divorce or throw away the personal laws. The



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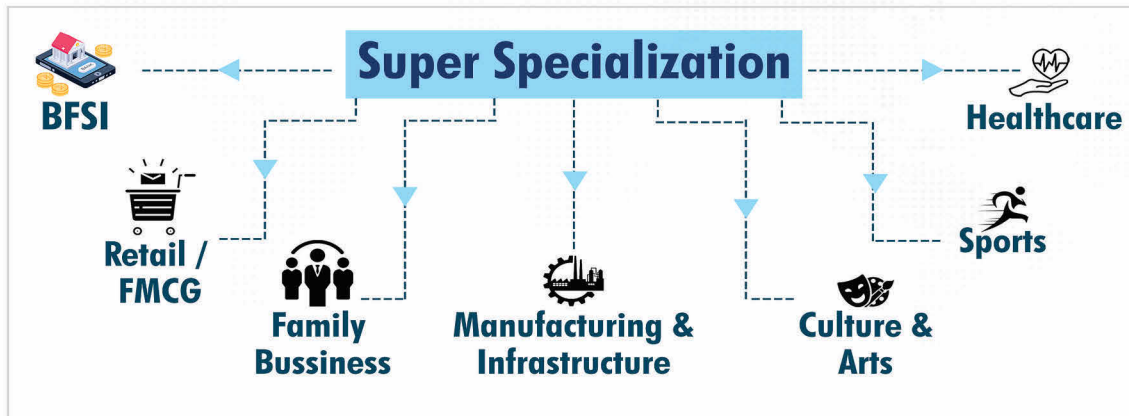


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Constitution framers actually said that though this will be fundamental to the governance of the country, these principles are not to be enforced by the courts. You have to be ready for uniform civil code to be enforced. For instance, if you take Goa, they are ready to have a uniform civil code because they have the old Portuguese system. But then you ask the entire country, they won't be ready like that.

Q In your book, you are critical about the collegium system for appointment of judges.

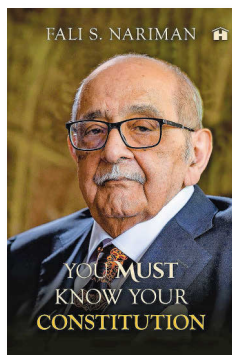
A I have been canvassing for the view which our former chief justice [M.N.] Venkatachaliah had proposed when he was chairman of the review committee of the Constitution many years ago. And in 2003, that particular scheme was put in a bill in the Lok Sabha. That bill was not passed because elections were called and the bill lapsed.

Q We have been seeing a tug of war between the government and the court over appointment of judges.

A It is not the business of judges to appoint or transfer judges. It is the business of some other commission. And that's why I like the idea of the Venkatachaliah Commission consisting of five people—three judges of the highest court, the law minister and an independent person to be appointed by the prime minister. But the majority must remain with the judiciary. Otherwise each government would appoint judges that it wanted.

Q How do you view the controversy over the procedure for appointment of election commissioners? The Supreme Court had laid down a procedure.

A It was not accepted by the government. A majoritarian government has its own way. And that is why it prefers not to consult the chief justice of India. That is a mat-



YOU MUST KNOW YOUR CONSTITUTION

Author: Fali S. Nariman
Publisher: Hay House
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Price: ₹899
Pages 516

ter for Parliament to decide.... The court's judgment is correct. But the government has said no.

In my view, the three election commissioners should have the same status as the Supreme Court judge—that is to say, not removable, they have a certain term. So that we foster a spirit of independence in the Election Commission. We must have elections that are totally above board, and therefore, there should be no whisper that someone is preferring one particular group.

Q You feel that reservation has devolved into vote bank politics and the Supreme Court has failed to provide a clear direction.

A We have the equality principle under Article 14, but then we have exceptions under Articles 15 and 16. And they keep adding exceptions upon exceptions.... But now everybody considers themselves backward merely because of his

caste. Nobody looks at whether a person is economically well-to-do or not.

I still remember, one state in India years ago had said, a small state in the south, that there are no forward castes in our state, which is impossible. But that happened, and it was merely a political gimmick. A person who belongs to the backward caste, suppose he is a judge of the Supreme Court, he does not deserve to have any special benefits, his children do not deserve any special benefits, but yet, they take all those benefits even if he fills a very high office in the land.

Q We have demands from dominant castes like the Marathas and the Patidars for reservation.

A And now the Muslims say that they should have reservation even though they do not believe in the caste system. There are Pasmandas and others. Everybody wants to be seen as more backward than others. There is an old judgment of the Supreme Court where the court has castigated this—that people will come to believe that the more backward you are, the better you are in this country.

Q Sedition continues to be in our statute books.

A Section 123A defines sedition as meaning that every citizen should have affection for his government. If you have a democracy with a government and an opposition, how can you have affection for the government if you are opposing? Unfortunately, a judgment of the Supreme Court of 1965 has upheld that principle. The Supreme Court is now going to consider and hopefully do something about that section.

Q How optimistic are you that our Constitution will endure in the future?

A We have to nurture it. We have to be optimistic. 🕐



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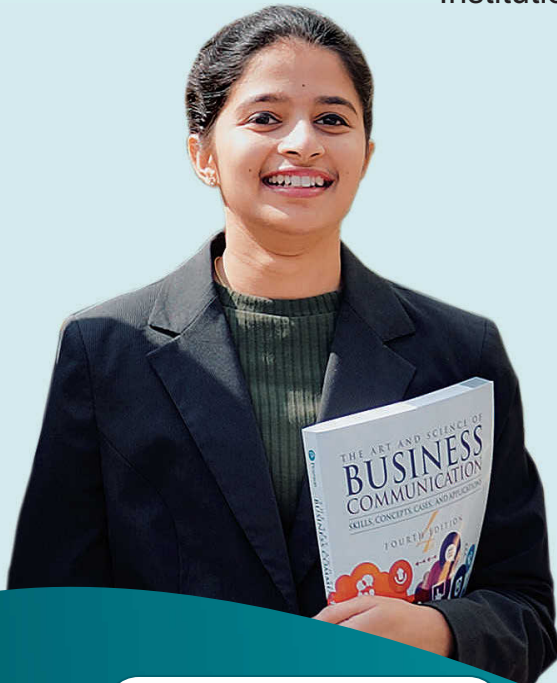
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ETHNIC PLEASING

Zoram People's Movement and MNF fighting it out in Mizoram

BY JAVED PARVESH

ELECTION CAMPAIGNS in Mizoram are different from those in the other states. There are no big rallies or shows of strength. Door-to-door campaigns are banned by organisations linked to churches. Instead, you will find small corner meetings and debates, akin to election campaigns

in the US. Political parties in the state take pride in their frugal ways. Candidates are not permitted to offer feasts or gifts. Even in the capital city of Aizawl, election signs and flags are rare. And Sundays are holidays, even for campaigners.

The election issues in Mizoram are

also different. The state's politics revolves around ethnicity, religion and indigenous rights. The ethnic conflict in the neighbouring state of Manipur, between the Meiteis and the Kukis, is an election issue. So is the influx of Chin communities from Myanmar. The Mizos of Mizoram, the Kukis of Manipur, the Chins of Myanmar and the Bawms of Chittagong Hill Tracts in Bangladesh are a broad ethnic group. Interestingly, the Israel-Palestine conflict is also an issue, as a significant number of people from Mizoram live in Israel after embracing Judaism.

The Mizo National Front government, led by Chief Minister Zoramthanga, has offered asylum to 35,000 refugees from Myanmar and 12,500 internally displaced people from Manipur. The actual number could be much higher, as many refugees live in rented homes or with



JAVED PARVESH

SEEKING CHANGE

Zoram People's Movement's election office in Aizawl

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**TOUGH
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Zoramthanga

relatives. Though the MNF is part of the BJP-led National Democratic Alliance, Zoramthanga has emerged as a champion of the Chin-Kuki-Zo communities. He defied the Union home ministry's order to collect biometric data of all "illegal immigrants", citing concerns about potential discrimination.

The MNF says its compassion for the 'brothers and sisters' will translate into votes. During the violence in Manipur, Zoramthanga supported the movements in Churachandpur and led a solidarity march in Aizawl. He even convened a meeting of Kuki MLAs from Manipur. The MNF manifesto pledges to unite the Zo people who live in India and abroad under a single administration with "greater authority". However, it does not clarify how a regional party plans to unify tribes from other countries and states.

Zoramthanga is confident about

A victory would mark a fourth term for Zoramthanga, who cut his teeth in the 1960s as a secessionist activist of the Mizo underground movement.

winning the election. He says the contest is between the MNF and the Zoram People's Movement. A victory would mark a fourth term for Zoramthanga, who cut his teeth in the 1960s as a secessionist activist of the Mizo underground movement.

Voters in Mizoram have always chosen either the Congress or the MNF. In 2018, after a decade-long Congress rule, they elected the MNF in 26 of 40 seats. The Congress managed five seats, while a collective of civil society organisations, Zoram People's Movement, won eight seats and became the main opposition. It was registered as a political party in 2019, led by former police officer Lalduhoma, who had worked with prime minister Indira Gandhi's security service. In the current election, the ZPM poses a major threat to both the Congress and the MNF.

The BJP won one seat last time. It has no open understanding with the ZPM, but they work hand in glove. The BJP is unhappy about the MNF's independent stance on various issues despite being in the NDA. Also, Zoramthanga has not allowed the lone BJP legislator to sit on the treasury benches. A deal with



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the ZPM might be the BJP's best bet to conquer the last frontier in the northeast.

"This time, we will form the government. We are the only genuine regional party," said Lalduhoma, the ZPM's president and chief ministerial candidate. The ZPM has been accusing the MNF of corruption and subservience to Delhi. Lalduhoma said the contest was between the ZPM and the MNF. His party is gaining traction among neutral voters. It won all the seats in the recent municipal election of Lunglei, Mizoram's second-largest city.

Union Minister Kiren Rijiju, who oversees the BJP's campaign in Mizoram, hinted at a potential alliance with the ZPM. The BJP won its first assembly seat in Mizoram, the Chakma-dominated Tuichawng constituency, in 2018. Some senior MNF leaders like speaker Lalrinliana Sailo and former minister K. Beichhua have crossed over to the BJP.

The BJP had won the Christian-dominated northeastern states by diluting its hindutva ideology. But the violence in Manipur, particularly the attacks on churches in the Imphal valley, has put the party on the back foot. Still it is hoping for a good show in Mizoram. "The people of the northeast are aware of the developmental initiatives by the BJP and Prime Minister Narendra Modi. The party is poised to become a significant force following the election," said Anil Antony, BJP national secretary and co-in-charge of Mizoram. The party has fielded candidates in 23 seats.

Modi, who had never missed a poll campaign in the region, this time skipped Mizoram. There is talk that he did so because he has not visited Manipur after the ethnic clashes began on May 3.

Mizoram was the 'last bastion' that the Congress lost in the northeast, and the party is trying hard to win it back. Former Congress president Ra-



JAVED PARVESH

The Congress is restructuring itself under state party president Lalsawta (in pic), who is also its chief minister candidate.

hul Gandhi, who skipped the Tripura election campaign earlier this year, took a special flight to Agartala and then a chopper to Aizawl to kick off the party's Mizoram campaign. He participated in a 'padyatra', modelled on his Bharat Jodo Yatra, in Aizawl. He accused the MNF and the ZPM of paving the way for the BJP. "If the BJP comes to power, it will destroy your culture, language and religion," he said in Aizawl.

Though political observers do not expect the Congress to win much more than last time, Rahul declared: "Congress will form a government in Mizoram."

After the retirement of its five-time chief minister Lal Thanhawla, the Congress is restructuring itself under state party president Lalsawta, who is also its chief minister candidate. "People understand what the BJP stands for," he said. "It is no longer a distant threat."

The legislature has always been inaccessible to women in Mizoram even though they play an important role in the state's economy. Only four women have become MLAs in the past 50 years, and none of them

in the outgoing assembly. "Ours is a patriarchal society which believes that women shouldn't be in politics," said Baryl Vanneihsang, ZPM candidate for Aizawl South-3 who is a former radio jockey. "I consider myself fortunate to have broken this barrier. This is about ensuring the survival of women, and we can be just as successful as men in business, administration and politics."

This time, 15 female candidates are trying their luck—three from the BJP and two each from the three main parties. The BJP manifesto has promised a 33 per cent job reservation for women.

The MNF leans on Mizo pride and brotherhood, but allegations of corruption have damaged its reputation. People are also concerned about the increasing drug abuse, unemployment and inadequate infrastructure. The Congress has spoken about the dangers of the Unified Civil Code and Anti-Conversion Law in the Christian-dominated areas. If neither the MNF nor the ZPM secures a clear majority, the Congress and the BJP can be expected to play shrewd political games. ❶



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Red reminders

Legacy of a Naxalite past lingers in the Telangana assembly elections

BY RAHUL DEVULAPALLI

THE MULUGU REGION in north Telangana, a Naxal hotspot in the 1990s, saw many a battle between the state and the insurgents. Once, a gun battle ensued between the People's War Group, now known as Maoists, and Janashakthi, another faction of extreme leftists. There were multiple casualties. A group of senior communist leaders and civil society members reached the forest to resolve the conflict. After much debate, the two groups decided to divide the areas of operation to avoid future violence.

About 25 years later, the legacy of the rivalry has spilled on to the political field—Telangana goes to the polls on November 30. In a high-intensity fight for the Mulugu assembly constituency, the Congress's sitting MLA Seethakka, alias D. Anasuya, will take on the Bharat Rashtra Samithi's Bade Nagajyothi, a former sarpanch and relative newcomer to politics. Both belong to the Gutti Koya tribe and both were shaped by left insurgency. Seethakka was a commander in the Janashakthi group, whereas Jyothi's father and uncle led the local branch of the People's War Group. Both have lost family members to encounters.

Today, they are a testament to the shrinking influence of left extremism in the region. "She (Seethakka) has killed people. My father did not murder anyone. He used to only warn those on the wrong path," Jyothi told THE WEEK. Her father, Bade Nageshwar Rao, aka Prabhakar Anna, was a former Naxalite

who was popular among the tribals. He died in an encounter. "There are five mandals that are influenced by my father's image," she added. "I am getting to know a lot about my father during campaigning as people recollect how helpful he was."

Jyothi claimed to have seen her father only three times, including once as a child when she was taken deep

into the forest by her relatives. Her grandfather, aunt and a few other extended family members work for the government. But her father's brother, Bade Chokka Rao, is now a senior Maoist leader. Local sources said he was backing her candidature.

Jyothi has based her campaign around two polar opposite figures—her father, and Chief Minister K.



SHIFT IN IDEOLOGY
MLA Seethakka, a former far-left radical, with Rahul Gandhi



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Chandrashekar Rao and his welfare schemes. Mulugu is one of the largest constituencies in Telangana; it has 75 per cent forest cover. Of the 2.2 lakh voters, tribals make up 35 per cent.

It is for helping these tribals that Seethakka has become popular in the constituency. The former guerilla fighter, who now has a law degree, caught the attention of many during the pandemic when she ventured deep into the forests to deliver rations to tribals.

Seethakka was in her teens when she joined the movement. After losing her husband and brother in police encounters, she laid down arms and accepted government amnesty. She subsequently took the political plunge and won on a Telugu Desam Party ticket in the 2009 assembly elections. She later moved to the Congress, where she has now become a favourite of the high command. Senior leaders Rahul Gandhi and Priyanka Gandhi Vadra started their Telangana campaign with a public meeting in Mulugu,

where they appreciated Seethakka's contributions. State Congress president Revanth Reddy said that she could even be a probable chief minister candidate.

Mulugu used to be part of the former Warangal district. In the same region lies the Huzurabad constituency, represented by former finance minister Eatala Rajender. Before

entering politics, he was a leader of the Radical Students Union, a student wing of the Naxals. Today, he leads the BJP campaign as its election management committee chairman. He will take on the chief minister in Gajwel and will also contest from his home constituency of Huzurabad.

Rajender is not the only one whose favourite colour changed from red to saffron. To some extent, Karimnagar, Nizamabad and Adilabad, once the epicentre of the Naxal movement in the state, have seen a saffron shift through their three parliamentarians, all from the BJP.

Analysing these dynamics, Professor M. Kodandaram, a leading civil society voice and founder of Telangana Jana Samithi, pointed out that the *sangh parivar* was always active in the region, but the three MPs won more so because they exploited local factors. "In Nizamabad, people were against the behaviour of K. Kavitha, the chief minister's daughter, who was the candidate," he said. "In Adila-



She (Seethakka) has killed people. My father did not murder anyone. He used to only warn those on the wrong path."

—Bade Nagajyothi,
BRS's Mulugu candidate



PART OF THE MAINSTREAM
BRS Mulugu candidate Bade Nagajyothi (folded hands). Her father was a Naxal leader



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bad, there was an issue between the tribals—Gond and Lambada—which the BJP effectively used by giving a ticket to a vocal voice, Bapu Rao. In Karimnagar, voters were against feudal families who held power. Although not all the BJP winners adhered to the ideological framework of hindutva, they all came from backward sections, which helped them win.”

Despite having three MPs, the BJP does not have MLAs in these regions. The party has asked these MPs to contest in the assembly elections. Former party president Bandi Sanjay will contest from Karimnagar, Soyam Bapu Rao from Boath and Dharmapuri Arvind from Koratla.

Arvind defeated Kavitha in 2019 and, having fulfilled one of his most important campaign promises—the establishment of a Turmeric Board—he is confident of another win. “The dream has been fulfilled by Prime Minister Modi, who has a farmer-oriented attitude,” he said. “It is definitely an advantage for the BJP, and we are in a strong position in my constituency, with the Congress in third place.” He brushed off the topic of Maoists; he said his generation would be the last to talk about them.

The Nizamabad region, too, will see a prestigious fight. Chief Minister Rao is contesting in two seats, one of them being Kamareddy in Nizamabad. Sources said the Congress is looking to field a formidable candidate against him.

In recent elections, Telangana has seen a growing culture of inducements, whether in the form of cash or extravagant feasts in exchange for votes. Alcohol, in particular, has become hugely influential in getting votes. This, however, is not a recent phenomenon; in the 1990s, a considerable number of employees at Singareni Collieries, which operates coal mines across Karimnagar,



Before entering politics, BJP MLA Eatala Rajender (in pic) was a leader of the Radical Students Union, a student wing of the Naxals.

Warangal, Nizamabad, Adilabad and Khammam, developed alcohol addiction. The People’s War Group banned the sale and distribution of liquor in the region, garnering overwhelming support from women, and achieving a successful prohibition. This ban remained in force for nearly a year before the government removed it.

Khammam was another region where multiple extreme leftist groups thrived. It was also a stronghold of the communist parties, which led to friction. In the mid-1980s, Naxalites murdered Communist Party of India (Marxist) leaders B. Bhishma Rao and B. Chandan Rao; the Praja Pantha (another left radical group) killed around half a dozen Communist Party of India members over ideological differences. “At one point, the CPI and CPI(M) had seven MLAs in this district. A lot changed after money flowed into elections,” said Kunamneni Sambasiva Rao, CPI state secretary. Currently, Khammam has no communist legislators, but Rao said the left parties still have a vote bank of close to 25,000 in every constituency in the region. Perhaps that is the reason the Congress might allocate the left bloc one seat here as part of a seat-sharing agreement. The extreme left might be on the wane in the region, but echoes of the past do remain. 📌



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Rainbow and a new future

THE VISIONARY leader Kanshi Ram, who founded the Bahujan Samaj Party in 1984, influenced Indian politics for decades. He used to say, “We will not form an alliance with political parties; we will form an alliance with the public.”

The public is becoming political day by day. With seven decades of democratic experience, they have become politically literate and mature. As the Bollywood song goes, *Ye public hai, sab janti hai, ye public hai*. (This public knows everything.)

The political public is not homogenous. It is a divided public. Political parties that aspire for power need to form rainbow alliances to win them over. They do it in two ways. One: through direct alliances by mobilising them on political agendas and programmes. Two: through alliances with small and regional parties that claim to represent one or the other section of the public.

Political strategists assume that the easiest way to win over the divided public is by approaching them through such small parties. But, the influence of most such parties is limited to certain castes, certain social groups and certain regions. Any public mobilisation acquired through them may only be a fragmental mobilisation.

The political insight of Kanshi Ram comes to mind when we see political groups in power and in the opposition competing with each other to

extend their alliances. Recently, the opposition parties met in Patna and in Bengaluru to discuss their rainbow of alliances. They formed a political group of 26 parties and adopted the name Indian National Development Inclusive Alliance and the acronym INDIA.

On the other side, the National Democratic Alliance, led by the BJP, has attracted 39 political parties to its fold. Most of the parties in these two alliances are small parties active at the regional or state level.

While embracing such parties, the BJP is also trying to develop a holistic identity of a development-seeking public. It is appealing to these ‘labharthi’ by implementing social development schemes. Besides, the BJP is redefining ‘the poor’ as a homogenous, aspiring class of poor people irrespective of their caste, community and region.

“
The BJP has often done ‘politics of the past’. But during Narendra Modi's prime ministership it is also doing politics of the future.
”

The BJP came to power with the aspirational metaphor of development. It is now trying to evolve new categories to concretise this developmental experience of the public—categories such as ‘labharthi’ and Garib Kalyan communities, the mobile middle class and the constant achiever higher class.

As a political analyst, I believe the Lok Sabha election in 2024 is going to be a contest between two narratives: the opposition INDIA group's narrative of saving democracy, Constitution and law, and the ruling NDA's narrative of giving the public a tangible developmental experience, of projecting people as the makers and achievers of a new India, and of enhancing public aspiration for a developed India.

The BJP has often done ‘politics of the past’. But during Narendra Modi's prime ministership it is also doing politics of the future. He recently said India would become the third largest economy in his third term in office. He has often said that India will be a developed country in the next 25 years.

The politics of the future was not very vocally present earlier in India. We have been doing politics of the present or around the present. In 2024, too, the political diction of opposition-led alliances is going to be focused on worries and anxieties of the present.

In contrast, Modi's NDA will paint itself as a great achiever working for a great India. It will use a sharper political diction of hope, in a grand narrative of the future.

Let us wait and see whether the opposition alliance will listen to the grassroots and make an effective plan to do holistic politics. And whether the NDA can make everyone feel the developmental experience of making a new India.

The writer is director, G.B. Pant Social Science Institute, Allahabad.

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Under the Efficient Leadership of Dr Tanajirao Sawant, Minister, Public Health and Family Welfare, Maharashtra, the State has benefitted from numerous initiatives in area of Public Health.



Until a year back, when Dr Tanajirao Sawant took over as the health minister of the state, the pandemic had ravaged medical systems around the world, and India was no exception. In Maharashtra, the failings of the public health system had become apparent and needed immediate course correction. That's when Dr Sawant, who got the opportunity to serve as the Health Minister under the leadership of Chief Minister Eknathji Shinde and Deputy Chief Minister Devendraji Fadnavis, took difficult decisions thereby revolutionising health services in the state. Within a year, he was able to successfully implement over 20 strategic decisions that led Maharashtra to take a giant leap in the area of public health.



-DR TANAJIRAO SAWANT
Minister, Public Health
and Family Welfare, Maharashtra



Some of the most significant initiatives include Insurance Cover under Mahatma Jyotirao Phule Jan Arogya Yojana increased from Rs. 1.5 lakh to Rs. 5 lakh. Cleaning and beautification of health centers under the **'Sundar Mazha Dawakhana'** program, establishment of cardiac cath labs for heart patients, successful generation of more than 3 crore Ayushman Bharat Digital Health cards, an increase in monthly honorarium to Asha volunteers from Rs 5000 to Rs. 15000, decision to open Jan-aushadhi (generic medicine) in 2000 health centers across the state. What's most significant, is that on August 15 this year, he took the historic decision that government hospitals in Maharashtra will provide all the tests under the **'Mofat Upchar Scheme'**. This decision will not only cut down on the time required to start treatments but will also eliminate patients' stress related to medical cost and expenditure. Free treatments are also provided at the 2418 Health Centers affiliated to the state health department.

Additionally, alongwith Chief Minister Eknath Shinde and Deputy chief minister Devendra

Fadnavis, health minister Tanaji Sawant kickstarted the initiative **'Mata Surakshit, Tar Ghar Surakshit,'** program (mother safe, family safe) in the state of Maharashtra. So successful has this initiative been, that it is being discussed in several other states across the country. Under this program, every woman above the age of 18, including first time mothers and pregnant women undergo basic health check-ups and be treated in case of illnesses. Maharashtra has been the first such state across the country to speak about the need of prioritising the health of the homemaker. Till date over 4.34 crore women

have been examined in one and a half months under the program. Over 4 lakh of them were tested for blood pressure, 34000 were tested for heart related problems and close to 62,000 women underwent preventive testing for cancer which included breast cancer and cervical cancer. Women were counselled and informed about a healthy lifestyle and healthy pregnancy. The country of Denmark took a cognizance of this program and promised to lend a hand in ensuring a diabetes free Maharashtra after the program revealed that an increasing number of women in the state are turning diabetic.





Close to 74 lakh women were provided counselling in the area of mental health and addiction.

The next significant program undertaken by Dr Sawant is the '**JAGRUK PALAK, SUDRUDH BALAK,**' Abhiyaan (aware parents, healthy child) program. Under this pathfinder program, health services are provided to infants and children upto the age of 18 years. Children's overall health check-up is provided free of cost and the target is to impact close to 3 crore children. As of now, close to 2 and a half crore children have already benefitted under this program via a lakh health camps conducted in schools and another lakh at Anganwadis. This campaign is being implemented across the state and provides immediate treatment of sick children. The students of blind and handicapped schools, children's homes, orphanages, social welfare and tribal department hostels (boys/girls) of the district are examined by the National Child Health Program team.

Also under the able guidance of Dr Sawant, more than 15 lakh

devotees benefitted from health checkups and allies services at the '**Mahaarogya Shibir**' conducted in Pandharpur which later got acknowledged as a World Record. Three health camps were set up in Pandharpur to conduct tests of Warkaris taking part in the annual Ashaadhi Ekadashi procession. Also, given the sheer importance of mental health, Dr Sawant ensured that Ayush hospitals with 30 bed capacity started in four districts in Maharashtra.

On the occasion of World Health Day, from 7th April, the innova-

tive initiative '**Sunder Maja Dawakhana**' kickstarted in the primary health centers and hospitals as per the directives of the Government of Maharashtra. Under this campaign, it was directed to change the nature of the health care of the municipal corporation and create an environment that makes the patients feel happy. Accordingly, this campaign has been enthusiastically started from 7th to 14th April this year; free health facilities were made available to the citizens in every taluka in the state through the venerable Balasaheb Thackeray's clinic.





Additionally, free health check ups have been made available to 3.84 lakh men over the age of 18 in the state via the '**Nirogi Aarogya Tarunache, Vaibhav Maharashtra**' initiative kick-started in September this year. Out of these 61,551 men, 60,995 have been referred to higher centres for medical management and 556 have been referred for surgical management to tertiary care facilities. Most of the men have been diagnosed with non-communicable diseases like hypertension, diabetes, obesity and some cases of cancer. Patients diagnosed with a hernia, cataracts, cysts, glaucoma, hydrocele and cancers amongst others are referred for surgery. The NATVM programme was launched on September 12 and will continue till the end of the year. Patients suspected of suffering from health ailments are referred to rural hospitals or civic-run hospitals in municipal corporation areas. Depending on the ailments, in cases of NCDs they are included in the NCD control programme and put on medication. In case surgical intervention is required they are referred to district hospitals. This program helps to cut down

morbidity and mortality as ailments are diagnosed at an early stage in the patients. All treatment surgeries and medication is provided free of cost to the patients diagnosed with ailments during the NATVM programme.

Dr Tanaji Sawant, born in Vakav village in the district of Solapur, has brought to the state of Maharashtra an extremely efficient healthcare system which has helped crores of citizens benefit from several initiatives. It was his initiative to set up Asia's first multispecialty

hospital on wheels - 25 feet long, extendable, air conditioned, equipped to conduct surgeries - in Dharashiv district of Marathwada. This innovative hospital, started under Niti Aayog, was developed to provide health care services to people. In the difficult to access areas of Melghat he championed the design of programs to curb malnutrition, infant and maternal deaths.

His visionary work given a new path in health system reforms. His initiatives will be role model for other states and central health department.



The chosen one

V.K. Pandian, who is being tipped as Naveen Patnaik's political heir, will have a more active role in administration after his voluntary retirement

BY PRATUL SHARMA/BHUBANESWAR

FORMER BUREAUCRAT Wajahat Habibullah, while serving as director of the Lal Bahadur Shastri National Academy of Administration in Mussoorie, called up his school friend, Odisha Chief Minister Naveen Patnaik, saying that he was sending to him a freshly-minted IAS officer, who also writes movie scripts, an interest they all shared. Tamil Nadu born V.K. Pandian was initially allotted the Punjab cadre. But when he got married to his batchmate, Sujata, who was from Odisha, Habibullah suggested an inter-cadre transfer, and Pandian got his first posting in 2002.

In his 21 years of service in Odisha under one of India's longest-serving chief ministers, Pandian, 49, has proven his mettle as an efficient administrator. In the last 12 years, he has worked directly with Patnaik, overseeing the development work in Odisha, and earning the chief minister's complete trust.

As Patnaik prepares to make a bid for his record sixth term in the 2024 assembly polls, which would make him India's longest-serving chief minister by next August, Pandian, too, is making an audacious career move by opting for voluntary retirement from the IAS. His application

was cleared in a day by the Centre, waiving the mandatory notice period—a rarity—as Patnaik is learnt to have intervened at the highest levels on his behalf. Pandian will now have a more active role in the administration, overseeing the 5T (Transformational Initiatives) and Nabin Odisha, a concept aimed at transforming the state.

Pandian is likely to join the Patnaik-led Biju Janata Dal soon. The move has taken everyone by surprise, causing a political storm in the state known for its sober politics. Will Pandian be the political heir to 77-year-old Patnaik? This



SANJAY AHLAWAT

seems to have become the talking point across the state.

The shift began in March when Pandian undertook a tour across the state to engage directly with the people. The reception he got was unprecedented. People showered flowers on him, women wanted to talk to him, while the youth wanted selfies. Once during a meeting in Puri a person threw ink on him and the women assembled there tied rakhis on him for “protection”. The red threads could be seen on his hands in subsequent meetings, too. In 62 days, Pandian covered 147 constituencies, addressing 200 meetings

and engaging with 25 lakh people of which nearly 70 per cent were women. When he went to Kendrapara, he was greeted with chants of *jamai babu* (son-in-law) as his wife hails from the district.

Pandian went as an emissary of the chief minister, a babu who could “break the silos” that existed in various departments and act as single-window solution for people’s problems. But as more and more people gathered to listen to him, he emerged as a leader. Patnaik and Pandian came under sharp attack from the opposition as they blamed Pandian for carrying out what was

clearly “political work”.

Pandian has now quit the bureaucracy, and his focus is likely to be the upcoming Lok Sabha and assembly elections. “The chief minister’s vision is to have a new Odisha. He wants to achieve 5T, which is teamwork, technology, transparency, transformation and timeliness. My job is to fulfil it. It is not a scheme, but a dream for an empowered Odisha,” Pandian told THE WEEK. “Now, I will have more freedom to fulfil this. It is a blessing to work with the chief minister.” He was tight-lipped about his political role, but there is enough indication that Patnaik has picked him to be his Chanakya. But despite his sharp political sense and the ability to deliver, Pandian has his task cut out. He matches Patnaik with his frugal lifestyle, sticking to his trademark untucked white shirt, beige trousers and sandals. And he compliments Patnaik’s reclusive persona as he engages with people.

But can a Tamil be accepted in Odisha, which is culturally so different? Pandian is well-versed in Odia language, is married to an Odia and is a staunch devotee of Lord Jagannath, the presiding deity of the state. He visits the temple in Puri every Saturday, “surrendering” himself before the divine presence.

Odisha’s Jagannath culture adds to the state’s inclusivity and helps people shed their outsider tag. The BJP’s charge in the state is led by Aparajita Sarangi, a former IAS officer who is married to an Odia officer. She belongs to Bihar and now represents Bhubaneswar in the Lok Sabha. Union Minister Ashwini Vaishnaw, also a former IAS officer, was elected to the Rajya Sabha from Odisha, although he is from Rajasthan. The next elections will witness an interesting play as retired IAS officers strategise for opposing camps.

Pandian will be encouraged by



the fact that the outsider tag has never been a major problem in Odisha, which has two Sikh MLAs. Former prime minister P.V. Narasimha Rao was elected to Lok Sabha from Berhampur in 1996. “Pandian is the son-in-law of the state. It would have been better had he left the job earlier to do the work for the state. He is here in Jagannath temple every week,” said Kunu Palakdhari, a *sewayat* (a person who performs ritual services) of the Puri temple. “Patnaik started the temple corridor work. It is after 600 years that work is being done here at the temple. Once the heritage corridor is complete, people will praise the government. Both Patnaik and Pan-

dian have Jagannath’s blessings.”

On October 28, Pandian was at the temple early in the morning—a style of work that has earned him the 4am-officer sobriquet—for assessing the work on the heritage corridor. He has ordered the project, which has cost the state ₹3,200 crore, to be completed by December 15 for its likely opening in January. If Prime Minister Narendra Modi is highlighting the opening of the Ram temple in Ayodhya and his dream of making India a developed country by 2047 as his key campaign slogans, Patnaik is likely to focus on the heritage corridor and the Nabin Odisha scheme.

Pandian is in charge of Nabin

Odisha, a project which aims to transform Odisha in terms of delivering development by scale and speed. Earlier, the state government upgraded high schools by providing IT-enabled classrooms, followed by senior secondary schools and now colleges. A similar initiative is being launched to make government hospitals at par with the private sector.

With the BJP working aggressively to make inroads, the BJD may go for a major overhaul ahead of the elections, bringing in fresh faces. “Pandian has the blessings and the complete confidence of the chief minister. He is perfectly positioned to take forward the chief minister’s vision for the state and the govern-



MAN OF THE MASSES

Pandian addressing a rally; (below) Pandian (right) with Odisha Chief Minister Naveen Patnaik and Union Railway Minister Ashwini Vaishnaw at the site of the Balasore train accident



ment. He is the ideal glue for the party to thrive,” said BJD spokesperson Sasmit Patra. Pandian has age on his side, and he might be able to bring in some freshness and dynamism to the BJD as two decades in power has resulted in some rot. But for that to happen, Patnaik will have to announce a political role for him.

Pandian has handled multiple roles in the past, flitting from one job to the other with ease. As a young student, he was enrolled in a sports school in Tamil Nadu because he wanted to make a name as a middle-distance runner. He later moved to Delhi to study plant physiology at the prestigious Indian Agriculture Research Institute. Although he cleared the civil services examinations, he was also interested in filmmaking. Those close to him say that he wanted to try his hand at filmmaking, but destiny willed otherwise.

As an IAS officer, Pandian’s pioneering work in multiple fields won him accolades, including the Helen Keller award for his proactive role in ensuring benefits for persons with disabilities in Mayurbhanj district when he was district collector. In 2007, when he was posted in Patnaik’s home district, Ganjam, his work among the disabled and the HIV patients got noticed at the national level. He successfully implemented the pilot project for transferring MNREGA wages directly into beneficiaries’ accounts, which was the precursor of the current direct benefit transfer scheme. It was during his posting in Ganjam that Patnaik called him to the state capital to work as his personal secretary.

As Pandian has quit the IAS and is expected to take the political plunge, his first big test will be the Lok Sabha and assembly elections. A winning start will clearly set him up for a rewarding innings in politics. **●**

Everything has gone wrong at the same time for England



BY NEERU BHATIA/MUMBAI

Steve Harmison is just barely recognisable these days. The 6'4" former fast-medium bowler is back in India, though this time with a bit more weight on and a commentary mic replacing the red ball in his hand. And, like most people in the English cricketing fraternity, he, too, is disturbed by the dismal campaign of the defending champions. **THE WEEK** caught up with him at the Star Sports studio for an interview on all things cricket, especially England's slide at the World Cup. Excerpts:

Q/ So, what went wrong with England?

A/ I don't even know. England have won one game in the first six; no one

saw that coming. They have a group of world-class players who have unfortunately found a lack of confidence and form at the same time. [The squad has] eight players who played the previous World Cup final. But in 2019, the players were at the peak of their powers and the average age was probably 33 or 34. This tells you that they are getting older and things just haven't happened for England.

Q/ Surely they would have made plans on how to defend the title?

A/ Oh yes, plans would have been well thought out. I think that is well drilled into the group. They have the experience to understand what it takes to play in big tournaments.

But, for whatever reason, nobody can put a finger on what has happened. The top order hasn't fired, the bowlers haven't been consistent enough, which is a surprise. It is one of those unfortunate periods when everything seems to have gone wrong at the same time.

Q/ Couldn't they have arrested the slide?

A/ Unfortunately, with the way England's schedule is, they play a lot of cricket. So, you have to be careful about prioritising one format over the other. During Covid, they played the most away and at home, they kept cricket going. But that is no excuse. They haven't performed.

OVER AND OUT

England's captain Jos Buttler is bowled as India's K.L. Rahul watches during the match in Lucknow



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Secures Top 100 Spot in FT Masters Global Ranking

Institute of Management Technology, Ghaziabad, demonstrates a strong dedication to delivering high-quality business education, which is underscored by its accolades from reputable accreditation bodies and ranking institutions. In 2016, IMT Ghaziabad achieved a significant milestone by attaining AACSB Accreditation and was recredited in 2021. IMT's continual presence among the nation's premier business schools is a clear affirmation of its unwavering commitment to providing excellence in education.

IMT Ghaziabad has secured a significant accomplishment by entering the top 100 of the FT Masters in Management global ranking for 2023, underscoring its status as one of the world's premier business schools. Furthermore, IMT Ghaziabad has made its first appearance in the QS World Business Master's Ranking 2024 with a global ranking of 151+ in Master's in Management, 101+ in Master's in Marketing, and 151+ in Master's in

Finance.

This impressive milestone serves as proof of the commitment and diligence exhibited by the students, faculty, and staff at IMT Ghaziabad. The QS World Business Master's Ranking 2024 is a globally recognized standard for evaluating business schools, with various criteria including Employability (35%), Alumni Outcomes (15%), Value for Money (20%), Thought Leadership (20%), and Diversity (10%).

IMT Ghaziabad's presence in this ranking marks a major milestone for the institution, underscoring its dedication to delivering high-quality education and nurturing proficient business professionals.

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Dr Anjali Malik
Associate Dean (Academic Operations)
IMT Ghaziabad

education. In recognition of the increasing significance of corporate social responsibility and sustainability, these courses seamlessly incorporate ethical decision-making and sustainability principles into the business curriculum.



TOUGH BLOW

Afghanistan's Fazalhaq Farooqi celebrates with teammates after taking the wicket of England's Jonny Bairstow during the match in Delhi



Q/ There is this sense on the outside that England and its players don't want to play the 50-over format.

A/ No, I don't think they don't want to play ODIs. I just think that since Ben Stokes and Brendon McCullum took over, Test cricket has been prioritised. They had the Ashes. [Before that,] ODIs and T20Is were prioritised and England were champions in both. I think it is virtually impossible for all three England teams to be firing at the same time because of the amount of cricket England play.

Q/ But they haven't played enough ODI cricket.

A/ I don't buy that as an excuse for not performing in this tournament. The Indian [top] players haven't played a lot of ODI cricket in the past two-three years, but there is nothing wrong with their white-ball cricket.

Q/ With so much cricket in England, surely there are suitable replacements for top players?

A/ England have got a big enough pool of talent, but the hardest part is, they have eight of the players who won the 2019 World Cup, so it is diffi-

cult to drop them for big events when they are still your better batters.

Q/ As for the art of bowling in Indian conditions, only experience can help you, right?

A/ Yeah, but you look at Chris Woakes, Mark Wood, Adil Rashid and Moeen Ali, who have all played in the IPL. England have played a lot of cricket in India and they were here not long ago for a Test series. They have experience bowling on these surfaces, but for some reason they haven't been consistent enough to put pressure in the powerplays and middle overs. They haven't been able to get wickets.

Q/ Are there issues to correct or do these things just happen?

A/ I think a little bit of these things happen. I think not for want of trying. Jos Buttler, if you see him after the matches and his body language, he seems to be at a loss with what is happening with England. It is not just about one or two players; the collective unit hasn't performed.

Q/ Where does the coach come in

then? Do you think the blame lies at his door?

A/ Yeah, it's difficult for the coach (Matthew Mott) because, with the amount of success England have had in white-ball cricket, you are apprehensive about changing quite a few things as a new coach. Why change something that is not broken? Unfortunately, what is broken is broken all in one go in a short time. In a World Cup. That's the surprising thing.

Q/ The top three batters are not getting the starts they had in the last World Cup.

A/ They haven't. They were 45-0 against [Sri Lanka] but then a soft dismissal, [Dawid Malan was] caught behind, and then a run out led to a loss of confidence and, all of a sudden, they were in trouble. In the game against India, they were bowled out. [Jasprit] Bumrah and [Mohammed] Shami bowled England out. [The English batters played] poor shots, and [there was] pressure of the occasion. From a confidence point of view, England were not in the best place. I give a huge amount of credit to Shami and Bumrah for that.



Q/ What do you want England to address and see in the remaining matches?

A/ Get a bit of pride back. Look at qualifying for the 2025 Champions Trophy and bring some level of consistency in the first 10 overs from the bowling point of view. [Then again] if you aren't getting runs on board, bowling is irrelevant.

Q/ How do you see the last four shaping up in this World Cup?

A/ I think South Africa and India are through. New Zealand started off very well, [but they are] missing Kane [Williamson] a little bit. A couple of injuries, bowling wise, also hampered them a bit. As the tournament goes on, and with the way they play spin, they might just come unstuck in one of the games towards the end. Pakistan might be able to capitalise

I THINK IT IS VIRTUALLY IMPOSSIBLE FOR ALL THREE ENGLAND TEAMS (TEST, ODI AND T20) TO BE FIRING AT THE SAME TIME BECAUSE OF THE AMOUNT OF CRICKET ENGLAND PLAY.

on that. As things stand, it's India, South Africa, New Zealand and Australia. But I still won't rule Pakistan out. They might have an outside chance.

Q/ Why not Afghanistan? You cannot call them minnows anymore.

A/ The way they play their cricket, they can easily go and lose against

the Netherlands. In the previous two games, Afghanistan played fearlessly; they had nothing to lose. The hardest part to qualify [for the knockouts] is the very last part, and that for me is where Afghanistan might [stumble]. I think the game against the Netherlands will be tough for them.

Q/ Are you excited about these newer teams becoming more mainstream?

A/ Yes. Cricket around the world is what we want. The hard part for the ICC (International Cricket Council) is to find a way for international teams to work with franchise cricket. There has to be place for both as there are financial rewards on both sides. They have got to find a way to make sure that the likes of the Netherlands and Afghanistan have enough cricket to challenge in big tournaments. **1**



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Boast, host and roast

As a former Union minister of sports (2006-08), I am deeply distressed to hear of India's bid to host the 2036 Olympic Games. I witnessed with my own eyes the ghastly corruption that the much smaller Commonwealth Games engendered; the false promises and outright lies that made it possible for the Games to be awarded to India; the humungous expenditure, estimated at ₹60,000 crore by well-informed observers; the giddy egotism of those running the organising committee; the mess they made of it; the ill-repute that India won internationally from all the shenanigans; and the consequential termination of the outstanding political career of the chief minister of Delhi Sheila Dikshit and the less regrettable ending of the career of the principal heavyweight, Suresh Kalmadi. It was also the Commonwealth Games that signalled the beginning of the end of the Manmohan Singh government. Fortunately, for me, I opted out by begging to be relieved of this ministerial post before irretrievably staining my reputation.

I feared this bid was in the offing when the prime minister, congratulating the 100 or so medal winners in the Asian Games, announced that this showed India had become "a sporting nation". It has not. As one of our most impressive international gold medal winners, the champ shooter Abhinav Bindra, put it, "If we as a nation are going to embrace sport", we cannot look at it through "just one prism: winning medals". We need, above all, to devise ways and means of enabling our children and youth to have easy and affordable access to sports facilities in every panchayat and every mohalla of our vast country. The Tamil Nadu government, back in Karunanidhi's day, had demonstrated how as many as seven different games and sports can be taught and played in a single acre of land. That will

never happen countrywide so long as the Union government prioritises the meretricious hosting of international games events over spending even a fraction of the munificent amounts involved in starting playgrounds and appointing coaches in every one of our 2.6 lakh village panchayats and uncounted lakhs of urban bastis and mohallas. That is where the sporting talent of India lies hidden. What talent we are now finding is almost accidental. Our sporting icons are found by chance, not by systematic scientific search for talent over a wide spectrum

of sports in every nook and corner of our country, and then assiduously training and investing in them till they emerge as world champions.

If we invest enormous resources in becoming a "sports-hosting" nation, the ones who suffer the most would be our children and youth who could well use that humungous expenditure to truly use "the power of sports to take it to communities and

build character through the medium of sports," as Bindra so tellingly puts it.

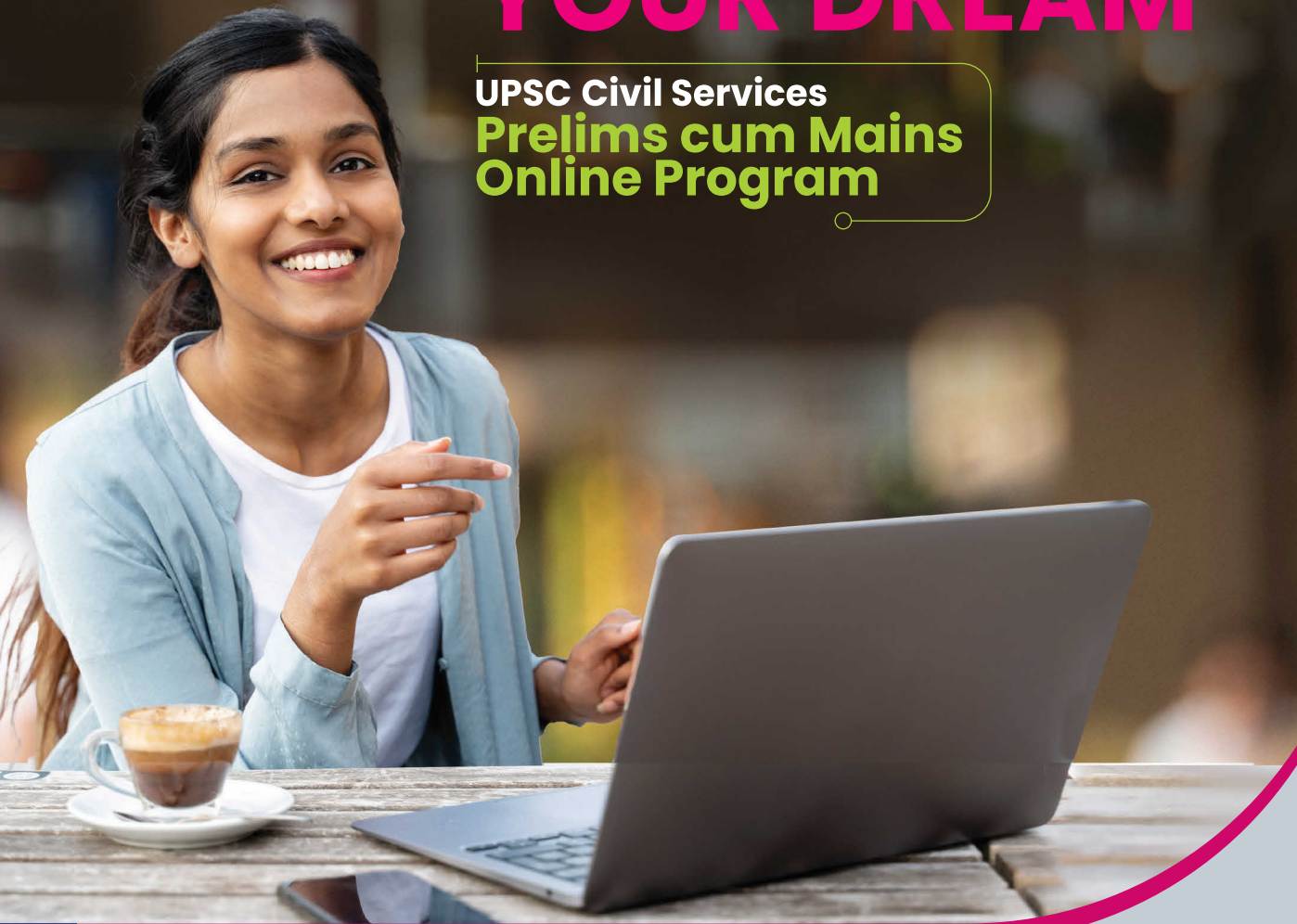
PM Modi does not seem to have seen the irony of his hosting the Olympics on the very centenary of Adolf Hitler having hosted the Berlin Olympics in 1936. American journalist William Shirer said, "No previous games had seen such a spectacular organisation nor such a lavish display of entertainment... Goring, Ribbentrop and Goebbels gave dazzling parties for the foreign visitors...(the) 'Italian Night' gathered more than a thousand guests in a scene that resembled the Arabian Nights". You can bet that is the PM's aim. British historian Alan Bullock said, "Germany's new masters entertained with a splendour that rivalled the displays of the tsars of Russia". To go by the sheer ostentation of G20, we can be sure our government will match the tsars display for display. That is the object of the bid. We, as a nation, would be foolish to fall for it.



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The bold Borwankar

Legendary top cop Julio Ribeiro, 92, penned an interesting column recently, in which he bracketed two very different women—a top cop (Meeran Chadha Borwankar) and the much-discussed TMC MP Mahua Moitra. Frankly, I cannot think of two women who are more dissimilar, but I loved Ribeiro's very modern take on both.

I had briefly seen Moitra at the Jaipur Lit Fest earlier this year, where she had swept past the gawkers, swishing back her hair, and adjusting her fine sari, surrounded by hefty bouncers and a flock of drooling admirers. She looked and behaved like the diva she indeed is.

At the Tata Lit Fest in Mumbai this week, I was on a trailblazers' panel with a bona fide star—the indomitable Borwankar, whose latest book, *Madam Commissioner—The Extraordinary Life of an Indian Police Chief*, has been creating waves and ruffling several political feathers since its launch. Borwankar walked into the author's lounge, without bodyguards or bouncers, and no fawning entourage. Dressed in a smart blazer with an embroidered IPS badge on the pocket, the feisty woman did not need 'showcasing'. Soft spoken, with a no-nonsense approach, here was a woman who had handled many highly sensitive, hugely high-profile cases during her tenure, and did it with utmost fearlessness.

I had read the book and rejoiced in Borwankar's triumphs over entrenched bureaucratic systems that are difficult to challenge. The fact that Borwankar has named names in her book, and rattled the likes of Maharashtra Deputy CM Ajit Pawar, makes her an unusual former IPS officer—unafraid of possible repercussions from those in power today. But, then, what are threats to the woman who rode a motorcycle on night patrols in Mumbai's notorious dock areas and tackled the prostitution racket head on. Being a crack shot and expert horse rider certainly helps. Today, at 68, Borwankar (teetotaller and strict

vegetarian), maintains her athletic frame and exudes teenage energy as she briskly walks up on stage and our session starts with Borwankar telling a rapt audience about her daredevil encounters with some of the most dreaded criminals in Maharashtra (I include politicians in this category).

She receives enthusiastic applause when she responds candidly to questions from the audience. As the mother of two boys, she has had to deal with parenting challenges when the kids were younger, and she had to take tough calls, sometimes from riot torn areas where her personal safety was at stake.

Later, post our enlivening session, we met over a dinner at a trendy restaurant close by. Borwankar was

joined by her bright and fun son Ankur, a lawyer, who oversees her publishing contracts and helps her out with speaking engagements and other books-related marketing decisions. They are a good team—communicative and comfortable with one another. As Maharashtra's first female district police chief as well as its first police commissioner, Borwankar's place in history is ensured. But that she did not hesitate to critique the country's criminal justice system and fight the good fight, taking it to the highest level, speaks a lot about her commitment and

integrity, and loyalty to her uniform. Today, there are several outstanding women police officers at every level. But Borwankar was the first to break the mould. Did she face resistance and resentment from male colleagues? Oh yes! Especially during the arduous training period when she was the only woman in a dining hall filled with men, with a batchmate taunting her by playing cheap film songs and berating her for speaking Punjabi English.

Her book is a candid account of what the police uniform means to a determined cop, who successfully handled the early jeers and jibes to emerge on top of her game—undaunted by unprincipled netas transferring her for not playing ball. Borwankar was the first female police officer to boldly take on the system. Let us hope she isn't the last.



Meeran Chadha Borwankar
and Shobhaa De



MANAGEMENT STUDIES STILL HOLDS CHARISMA ATTRACTING ASPIRANTS SEEKING A BRIGHT FUTURE

-BY SPECIAL CORRESPONDENT

The global markets are on an upswing after coming to terms with the fact that success is not achieved in isolation, but by building synergies through optimising resources that. To lead businesses, big and small, local, national or international, knowledgeable, skilled manpower, which is innovative, bold and visionary, is of paramount importance for a thriving economy. Most of them are produced by elite business schools and such institutions are in much demand because of that. India has close to 6,000 business schools. Some of have global reputation.

In a thriving economy, the chances of landing plum jobs are high for those with a degree in business management. More so if the degree is from an elite business schools. As per NIRF ranking 2023, the best MBA colleges in India are IIM Ahmedabad, IIM Bangalore, IIM Kolkata, XLRI Jamshedpur, ISB Hyderabad, MDI Gurugram, IIM Mumbai and SIBM Pune. XLRI founded in 1949, is India's oldest business management school, whereas IISWBM, established in 1953, is the first institution in India to offer an MBA degree. Apart from the IIMs, other big names include Great Lakes Chennai, TA PAI Management Institute Manipal, Faculty of Management Studies, Delhi University, Institute of Management, Nirma University Ahmedabad, and KIIT School of Management Bhubaneswar.

Entrance to these hallowed business schools is through common tests namely CAT, XAT, and CMAT. An aspirant can appear for it after obtaining a bachelor's degree in any subject. However, having a Bachelor degree in Business Administration is advantageous for a candidate as it covers the basics. In India, the average fee for the best MBA colleges is approximately INR 10-13 lakh.

Many B-schools offer campus placement where top global brands and homegrown business giants such as Amazon, Apple, Accenture, Bain & Company, Boston Consulting Group, Citi group, Cognizant, Deloitte, EY Parthenon, Facebook, Flipkart, ICICI Bank, McKinsey & Company, Microsoft, Paytm, Reliance, Tata Consultancy Services, Wipro, among others make a beeline.

The packages vary from a few lakh of rupees to crores. The highest salaries are mostly bagged by the students of India's top B-schools. An MBA degree is the gateway to the corporate world and it offers innumerable opportunities in the fields of finance, operation research, human resources, marketing and sales.

An MBA candidate has an edge in placements as he is industry ready through



holistic development of managerial skills acquired and honed at the business schools, which ensure both theoretical and practical education through a dynamic world-class environment encompassing curriculum, teaching, interaction with industry leaders, consultancy, counselling, research and internships. When such students having extensive exposure to managerial skills venture into the professional world, they are adept in identifying challenges and tackling them efficiently through their multi-faceted skillsets. This thorough 360 degree development of a student's personality not only makes them charismatic, but equips them with the crucial perspective to keep pace with the fast evolving, highly competitive and demanding global market in an era where pluralistic multinational entities is generally the norm, transcending geographical boundaries.

There exists a gap in availability of seats in top B-schools where only the crème-la-crème make it after clearing the CAT, whereas many meritorious students are left with no other option but to drop out because it is the best institution and nothing less for them, or be compelled to settle for colleges that are a notch or

two below the first choice ones. The best hundred odd business schools in the country are therefore vying with their competitors to attract the best brains by offering a campus environment having the best of infrastructure, more intense academic rigour, and strong ties with top notch companies for campus placements to name a few. For imparting good quality education supported by proper infra-structure facilities, the institutions have to comply to the norms laid down by accrediting agencies such as the National Board of Accreditation (NBA), that encourages students to pursue their aspirational journey through education.

The need of the hour for retaining the best of talent is increasing the number of seats in premier business schools or upgrading the lesser-known, under-performing institutions, who otherwise lose out on having quality faculty. This is a crucial aspect for enhancing the reputation of a B-school, where the faculty with their intellectual contribution, innovative pedagogical skills, methodology, mentorship etc., create an ecosystem that enhances the dynamic academic culture of business management studies.

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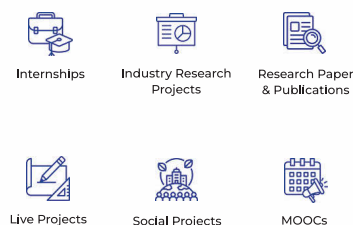
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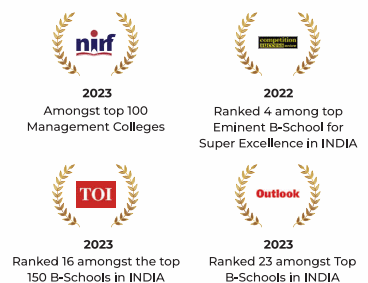
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Technology and Value Sensitisation, an Indian Approach in Management Education

Dear Readers,

Diversity of ideas has been a fruitful source of thought provocation and innovation. But, equity and inclusion, the pre-requisites of a dynamic workforce have initially seen frequent mental clogs in diverse scenarios. However, with arrival of new approaches like AI, the organisations will definitely see more participative and vibrant work culture at an unprecedented pace. And, therefore, workplaces need to embrace technology whatsoever if it improves and ensures efficiency and transparency.

History of business says that the future needs to be intelligent and collaborative, with data everywhere, if it has to solve the problems societies across are facing especially those of Economy and Climate Emergency. The incumbent generation owes a lot to the future and hence sensitivity with 100% focus on environment is the need of the hour. In fact, Business Schools across the globe, can contribute tremendously on this front by reinventing themselves and by not just staying as teaching shops and employment generating units of differing magnitude and reach. Climate solution is not just a science centric problem. It has got deeper insight into human value system and requires a holistic perspective to look at the problem and solutions.

The talk on ESG as non-financial factors, has been recently gaining increasing currency in the industry. Many a firms in India are witnessing CEOs inclining more on ESG than on other parameters of performance. All this however definitely concludes one thing that we are more serious this time than what we have been in books and on formal chat forums in the past when it comes to the environment. IT has helped mankind and will definitely be a saviour to the challenges being unfolded by the environment crisis the world is passing through. The arrival of Metaverse as combination of AR, VR, MR and many other dimensions of IT will be the new tool to understand the surroundings for accurate solutions required. Business Schools while adopting Metaverse approach shall have to go beyond just simulations and case crunching in various facets of business discussion and understanding. Although, the agility of transformations and metamorphosis of the Business Schools have been marvellous as a response to the triggers posed by the environment. However, to take it down to the level of students and rest of the current generation, it requires an institutionalised



concerted effort in a bid to make our academic delivery wholesome, balanced and socially responsible.

Ajay Kumar Garg Institute of Management, Ghaziabad (AKGIM), being a techno savvy B-School has developed its own system of regular evaluation and continual change in everything undertaken, to ensure that the requisite value creation and its delivery takes place holistically. AKGIM, besides, stressing on the data driven approach to teaching, have stood firm to what we call is balancing of value engineering and technology in the classroom. This all, however, has been complemented by multi-faceted dynamic professoriate nurtured at the institute which helps convert vision into strategy and implement the same with the use of technological and non-technological resources for specified outcomes. Accordingly, as an institution we channelize all our collective resources in areas which respond the most as per our concept of quality education, environmental sensitivity and professionalism. Given the frequent economic fluctuations arising inside and at times from out of factors beyond the border, the demand for "agile and dynamic"

MBA will only see sharp rise and AKGIM Ghaziabad is fulfilling its responsibilities accordingly. Our efforts have led to drastic rise in the number of companies knocking our doors in the last few years. Many of the companies have been quite regular in the choice of AKGIM students for final and formal accommodation in their workforce at salaries increasingly being better. Our students and alumni have been getting their respectable place in companies like TCS, E&Y, Accenture, Polycab, Reliance to name a few. Companies from all sectors and domain have landed every year in the campus. However, it takes a lot of efforts to get the students befitting of the companies and 'Training and Placement' wing at the campus in close coordination with the faculty members and companies during summer internships has been regularly innovative and forward looking on this front. Our CLT (Corporate Liaison Team) students too have been independently working from front when it comes to approaching, devising and revising the mechanisms being followed periodically on the front of industry-college coordination.

The institute has entrepreneurship wing known as AIEDEC which works to propagate and promote entrepreneurial mindsets for certain section of our young minds at the campus. Besides, some students always exhibit unusual managerial talent traits. In order to sharpen and harness such potential, there is SPEED Center too wherein such brains are worked upon in a very systematic and scientific style to see them succeeding beyond routine. The institute also boasts of lab known as Center of Excellence for Data Analytics where all latest software is available complemented with faculty experts in the domain to help students with inclination towards data sciences to prosper.

AKGIM is ahead in the usage and confluence of technology for all its initiatives and facilities at the campus.



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IMS Ghaziabad leads the way in redefining learning paradigms

IMS Ghaziabad, one of the trusted Business Schools in India with 34 years of academic legacy, was established in 1990 to create and nurture competent business leaders for the dynamic 21st-century workplace. It offers a PGDM program which is approved by AICTE, endorsed by the National Board of Accreditation (NBA) and has equivalence to MBA by Association of Indian Universities (AIU) for more than two decades. The Institute IMS Ghaziabad is also accredited globally by ASIC, U.K, and has been a member of AACSB Business Education Alliance, USA.

IMS Ghaziabad is committed to providing a dynamic industry-oriented learning experience that empowers the students to thrive in today's competitive and technology-oriented business landscape. The institute is leveraging contemporary pedagogy and technological tools to enhance the learning experience for its students. Licensed management simulations, licensed case collections, online assignments and assessments, and real time online quizzes are used during the sessions along with other digital tools to create engaging, immersive and technology-based learning environment. Students learn to harness the power of technology and become industry ready.

The institute has invested heavily in providing the learning infrastructure such as Scopus database, McGraw



Praseon M. Tripathi,
 PhD Professor & Director
 Institute of Management Studies, Ghaziabad

e-book, EBSCOhost research platform, world e-book library, CMIE Prowess, CMIE economic outlook, DELNET databases, Elsevier, Drillbit plagiarism software, Licensed management simulations and micro simulations from CESIM, and HBR premium case collections etc. A joint research proposal by IMS Ghaziabad and IIM Mumbai has been accepted by Indian Council of Social Science and Research (ICSSR) and has received a research grant. Multiple patents have been filed by the faculty members. The research zeal has also been demonstrated by enthusiastic students, thirty-eight students have presented their research work under the mentorship of

faculty guides in the prestigious "International conference of Project Management, Tokyo, 2023".

The institute has been awarded many times for its "Industry Connect" initiative, which is known for industry-academia interface, and is designed to provide students with valuable corporate insights and opportunities. Practical exposure is given to the faculty and students through Management Development Programs, Live Industry Projects, Industry Visits, Global Talk Series featuring renowned global leaders, Outreach Programs organized by industry bodies such as ASSOCHAM, PHDCCI, FICCI, and many more. To keep the students and faculty updated with contemporary industry practices, the institute keeps organising Industry talk series and panel discussions also. IMS Ghaziabad has initiated the unique Professional Up-skilling & Lifelong Learning (PULL), a holistic endeavour that emphasizes on cultivating essential skills and competencies needed to excel in the modern workplace. Due to these initiatives and programs, the institute is known across the country, and gets appreciation and for its Industry connect and for bringing Industry to the class rooms.

Driven by a passion for transformative education, IMS Ghaziabad leads the way in redefining learning paradigms, ensuring a promising future for their students and global society

IIHMR DELHI RECEIVES NAAC "A" ACCREDITATION FOR HEALTHCARE MANAGEMENT EDUCATION

International Institute of Health Management Research (IIHMR) Delhi is thrilled to announce the recent accomplishment of securing NAAC grade "A" in the first cycle of accreditation. This accreditation is the testament to IIHMR Delhi commitment to academic excellence, research innovation and the holistic development of students. It is the only standalone institution in

The aesthetically designed, state-of-the-art IIHMR campus offers a conducive environment to pursue a two-year full-time Postgraduate Programme with specialization in Hospital Management, Health Management and Health Information Technology. To ensure excellence in education, admissions are limited to only 180 students, annually. The AICTE approved, NAAC & NBA Accredited programs at IIHMR are equivalent to the MBA degree of Indian University by the Association of Indian University (AIU), putting a stamp

of credibility on the institution. IIHMR Delhi is very soon going to start online programs for prospective students in the domain of public health and hospital management.

In just over 16 years, IIHMR has aggressively established global collaborations for enhancing its research and academic portfolios with renowned institutions such as Imperial College of

Science Technology & Medicine, London, Johns Hopkins India Foundation and Mahidol University, Bangkok, University of Edinburgh, U.K., Tehran University of Medical Sciences, Iran to name a few. For encouraging cross-learning and faculty and students exchange programs, IIHMR has partnered with Emirates Hospitals Group, Dubai, U.A.E. and RAK Hospital, U.A.E.





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Manav Rachna Bids Farewell to Its Emerging Leaders at the Convocation 2023.

In a resplendent ceremony, Manav Rachna International Institute of Research & Studies (MRIIRS) and Manav Rachna University (MRU) marked their 19th and 9th Convocations, respectively, on October 28, 2023, in Faridabad, Haryana. A total of 1300 individuals, spanning undergraduates, postgraduates, and doctoral scholars, were conferred degrees.

Padma Bhushan Prof. (Dr.) Padmanabhan Balaram, a distinguished Biochemist and Former Director of the Indian Institute of Science, Bangalore, graced the occasion as the Honorable Chief Guest, adding an extra layer of prestige to the convocation.

The ceremony was presided over by Dr Prashant Bhalla, President, MREI; Dr Amit Bhalla, VP, MREI; Dr Sanjay Srivastava, VC, MRIIRS; Dr IK Bhat, VC, MRU; and other senior dignitaries from both the institutions.

For MRIIRS, a total of 565 undergraduate degrees, 262 postgraduate degrees (including 14 of MDS) and 9 Ph.D. degrees were conferred with 11 special awards, and 37 academic proficiency medals being bestowed. For MRU, degrees were conferred upon 424 undergraduate, 38 postgraduate and 04 Ph.D. graduands, and 19 individuals were recognized for their achievements with special awards and medals. Close to 300 graduands out of the cohort received the special distinction of receiving a golden tassel, signifying their grit, determination and noteworthy performance in academics.

Honoris Causa degrees were conferred upon six luminaries:

- **Justice U U Lalit**, the Ex Chief Justice of India, honored for his monumental contribution in the legal landscape.
- **MC Mary Kom**, the Padma Vibhushan awardee and Indian Olympic Style Boxer, honored for her unparalleled passion in sports.

- **Agus Indra Udayana**, the founder of Ashram Gandhi Puri, honored for spreading Gandhian values.
- **Suman Minda**, the Chairperson of Suman Nirmal Minda Foundation, honored for her work in Corporate Social Responsibility.
- **Navdeep Chawla**, the Founder, Chairman & MD of Psychotropics India Ltd., honored for his work in healthcare and leadership.
- **Vipul Singh**, Board Member of the National HRD Network and SVP & Head of HR at ADP Pvt. Ltd., honored for his contributions to human resource management.

The Convocation Ceremony at the Manav Rachna campus was a grand affair, radiating an aura of pride, belongingness, and accomplishment, leaving an indelible mark on the future leaders of tomorrow.



NEP in Management Education

New Education Policy (NEP) is the first inclusive, participatory, and holistic policy that aims to reform the existing educational structure. The objective of NEP 2020 is "No child will be left without education". With this objective, NEP aims to overhaul India's existing education regime and make it more research-based and learning-centric. The policy stands on the ideology to make India a 'global knowledge superpower'.

The education policy of India was last modified in 1992 after being drafted in 1986. The current government vowed in its manifesto to create a new education policy bring modern reforms in the Indian education system from primary to higher education. It was with the introduction of NEP 2020 that the Ministry of Human Resource Development was renamed to the Ministry of Education.

At present, India is a home to more than 500 B-Schools in the country that will have to prepare for the challenges posed by the new policy and optimize the opportunities it puts forward. The focus should be laid on increased research, curriculum, industry oriented, faculty development, as well as holistic exposure to students. After three years of adoption, many academicians from top Indian institutions have reviewed the implementation of the policy. A few changes and upgrades have been suggested in the contemporary academic system for enhancing the quality of education.

NEP measures have shown a possibility for students to pursue two programmes simultaneously. Some institutions are welcoming semester break with 6 credits for students to enable them pursue innovative ventures.

The government intends to invite the top 100 foreign universities to set up campuses in India. This initiative will help India save around \$18 billion that goes out of

and enroll back for studies without losing credits. Innovation will remain at the forefront of the higher learning. Embracing the principles of NEP, B-schools have set-up incubation centers and think-labs on campus. The NEP lays special emphasis to promote research. Students will get greater encouragement for their research pursuits once the policy is put to practice. Specializations themselves will not be restricted to the traditional Finance, Marketing, HR, and Operations domains. Micro-specialisations like A.I., IoT also now an integral part of the syllabus.

However, a few challenges are seen in implementation of the NEP framework. Before introducing the revolutionary change in the entire higher education ecosystem of India, certain limitations have been found by the researchers and academicians. Another obstacle in the roadmap is delivering the upgraded curriculum effectively. For this approach, country needs a sizable pool of competent teachers who are familiar with the new pedagogical approaches.

In a nutshell, the 2020 envisages the inclusion of industry-academia partnerships which would bring the best of industry practices to teaching. A robust collaboration between private and government entities will open up gates for new reforms in the education sector. Therefore, if properly executed, NEP has the potential to shape India's education system.



Dr. Pooja Jain

Director, Jagan Institute Of Management Studies Technical Campus

the country in pursuit of seeking education from foreign universities. India intends to attract foreign exchange by attracting students from other nations to these foreign universities.

Some transformative reforms that are planned to be introduced under the NEP in the domain of management includes multiple entry and exit system at the higher education level. This will allow students to take a sabbatical



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PGDM 4.0 (Idea to Execution) offered at GNIOT Institute of Management (GIMS) is the flagship program of GNIOT Group which provides contextual learning and empowers the students with the knowledge and skills to tackle the grand challenges being created by Industry – 4.0. The curriculum 4.0 includes **innovation, experimentation and entrepreneurship**.

The program offers dual specialization in Marketing, OB & HRM, Finance, Logistics & Supply Chain Management, IT & Business Analytics and International Business. From this year, GIMS has introduced a specialization on **‘New Age Startups & Entrepreneurship’** which will lead the students through the entire process of creating a start-up from an idea.

At GIMS, **70 and 30 Percent Strategy is the key**. It implies 70% emphasis on course curriculum and 30% on Employability Skill Enhancement Program (ESEP) Learning by Sharing (Book Review Session), Personality Enhancement Programs, Corporate Readiness Program, Pre-Placement Modules, etc., to provide long term strategic advantage to the students. **Global Immersion Programme (GIP)** is also a part of full-time course curriculum for students to have an exposure to international business scenario and global best practices in their respective area of specialization.

The students are certified with Skill Augmented Certifications programs on Advance Excel/ Spreadsheet for Managers, Digital Marketing & Social Media Marketing, Statistical Package for Social Sciences (SPSS), Block Chain, Marketing Analytics, Business Analytics, HR Analytics, Six Sigma etc. to develop skills and knowledge needed for crafting strategies for organizations to help them achieve pole vaulting growth.

GIMS is the first B-School in India to be internationally accredited by Higher Learning Accreditation Consultant & Training (HLACT). Other accreditations of GIMS include ATAL Incubation Centre, Birla Institute of Management Technology (BIMTECH), Analytics Society of India (ASI), Xavier School of Management (XLRI), Delhi, Trade Promotion Council of Robotics & Automation and India Block Chain Alliance, Global Talent Track (GTT), NHRD, Data Centre & Analytics Lab (DCAL), Association of Indian Management Schools (AIMS), BFSI, besides others. We also have incubator centre of MSME



Mr. Swadesh Kumar Singh, CEO,
 GNIOT Institute Of Management Studies
 PGDM Institute (GIMS)

to identify & support potential entrepreneurs with a viable business plan.

GIMS has an academic partnership with IIMBx to offer certificate programme as part of the “IIMBx School Partnership Programme.” The objective of the partnership is to train students in the areas of management – data and insights, economics, finance, marketing, people management, operations, and strategy.

Carrying forward a legacy of the GNIOT Group, GIMS is honored to announce the successful completion of the **Final Placement Process** for the Batch of 2021-23. The students occupied coveted positions in Multinationals, Corporates, PSUs and other organizations with excellent compensation packages. A massive 139 organizations recruited student from GIMS across a multitude of domains and **final placement was 100% with each student bagging multiple offers.**



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Institute of Rural Management: A Beacon of Excellence in Management Education

In a world marked by constant change and evolving challenges, the role of management professionals has never been more critical. As the global landscape continues to shift, it is essential that the leaders of tomorrow are equipped not only with traditional management skills but also with a deep understanding of sustainability, inclusivity, and social responsibility. We are currently in an era where competition is fierce, and aspirations run high, there are institutions that shine as beacons of excellence, guiding students toward a brighter future. The Faculty of Management Studies - Institute of Rural Management (IRM) stands tall among these institutions, not only for its national reputation but also for its research-oriented approach, its consistent ranking among the top management institutes of India, and its remarkable 100% placement record.

The Changing Face of Management

Management as a discipline has come a long way from its early roots, which focused primarily on efficiency and profit maximization. Today, it is about much more than just profits; it's about people, planet, and purpose. In this ever-evolving landscape, the role of management professionals has expanded to encompass a broader set of skills and responsibilities.

A Research-Oriented Approach: The Power of Inquiry

At IRM, the mantra is clear: research fuels progress. The institute places a strong emphasis on research and encourages students to dive deep into real-world issues through various projects and case studies. This research-oriented approach not only enriches students' academic experiences but also equips them with the skills to address complex, real-world problems. IRM's commitment to research extends far beyond the classroom. It is a culture woven into the fabric of the institute, and it sets IRM apart as a hub for innovative thinking. As management professionals, we must recognize that the ability to inquire, to seek answers to challenging questions, and to apply knowledge effectively are the cornerstones of effective leadership.

Consistent Excellence: A Testimony of Quality

Year after year, IRM has carved a niche for

itself among India's premier management institutes. Its consistent presence among the top-ranked institutions reflects the unwavering commitment to academic excellence and holistic development. This consistency serves as a reminder that the pursuit of excellence is not a one-time achievement but a continuous journey. As management students, we should take this lesson to heart, understanding that the path to success is marked by persistence, dedication, and a thirst for knowledge.

The 100% Placement Record: A Testament to Preparation

One of the most remarkable feathers in IRM's cap is its consistent 100% placement record. This achievement is a testament to the rigorous training and preparation that students receive at the institute. It also underscores the trust that the corporate world places in IRM's graduates. However, beneath this impressive statistic lies a valuable lesson: success in the professional world is a product of not only academic knowledge but also practical skills, adaptability, and the ability to communicate effectively. As management students, we must understand that true preparation for our future careers goes beyond textbooks; it encompasses a holistic development that includes soft skills, networking, and adaptability.

Practical Learning for Real-World Impact

IRM's curriculum is designed to bridge the gap between theory and practice. Students are not confined to the classrooms but are encouraged to explore the rural landscape, engage with local communities, and gain first-hand experience. This practical approach helps students develop a deep understanding of the challenges faced by rural India and equips them with the skills to develop sustainable solutions.

A Global Outlook with Local Impact

IRM's focus on rural management may be local, but its impact transcends borders. The institute's research, innovations, and alumni network reach far and wide, influencing global practices in management, sustainability, and social responsibility. This global perspective is a reminder that we live in an interconnected world where opportunities are not limited by



Stany Thomas Cangan
Chief Executive Officer
SIIRM Consortium of Institutions

geographical boundaries. As management students, we should cultivate a global outlook, be open to diverse perspectives, and embrace the potential for global impact in our careers.

Building a Brighter Future: The IRM Way

the Institute of Rural Management stands as a symbol of what is possible when education is driven by purpose, excellence, and innovation. As management professionals, we are poised to inherit a world that is dynamic and filled with challenges. IRM's journey serves as an inspirational roadmap for many to follow.

Let us remember the importance of research, inquiry, and innovation in our pursuit of knowledge. Let us strive for excellence and recognize that consistency is a key marker of success. Let us understand that preparation for our careers goes beyond academics and includes the development of soft skills and adaptability. Let us embrace the power of purposeful leadership and the positive impact we can create in the world. And finally, let us cultivate a global outlook, recognizing that our actions can influence change on a global scale.

In conclusion, the Institute of Rural Management serves as an inspirational institution that prepares its students to be leaders with a profound understanding of sustainability, inclusivity, and social responsibility. As you embark on your own journey in the field of management, let IRM's commitment to research, practical learning, and ethical leadership inspire you to be the change-makers the world needs. Together, we can build a sustainable future for generations to come.

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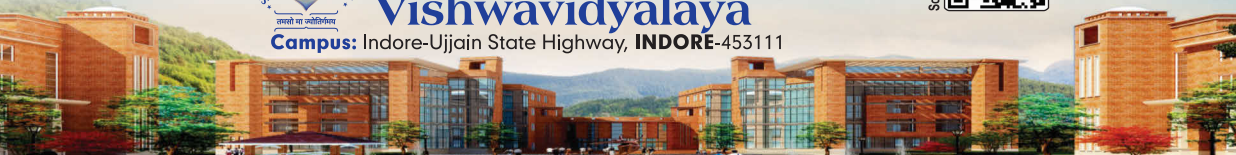
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Automobile Engineering /Civil Engineering/ Electrical Engineering /Electronics and Instrumentation Engineering/Electronics Engineering/Mechanical Engineering/ Mechatronics Engineering/ Solar Energy / Integrated Circuit (IC) Manufacturing

B.Tech. (4 years)

Computer & Communication Engineering/ Computer Science & Business Systems- (TCS)/Computer Science Engineering/ CSE (Mobile Applications)-Apple (AATCE) CSE (Artificial Intelligence-IBM)/ CSE (Big Data and Cloud Engineering-Impetus)/ CSE (Data Science-IBM)/ CSE (Enterprise System- red hat)/ CSE (FullStack Development & Blockchain- IBM)/ CSE (Information and Cyber Security-NCSSS)/CSE (Artificial Intelligence and Machine Learning-Microsoft)/ Information Technology/ IT (Data Science-IBM)/IT (Full Stack Development & Blockchain-IBM)/ CSE (Internet of Things-IBM) CSE (Machine Learning & Cloud Computing-Google Cloud, India)

M.Tech. (2 years)

Computer Science Engineering/ Computer Science Engineering (Big Data Analytics)/ Computer Communication Engineering/ Information Security

Dual Degree Programs

B.Tech. + M.Tech. (4+2 years)

Computer Science Engineering/ Computer Science Engineering (Big Data Analytics)/ Computer Science Engineering (Cloud Computing)/ Computer Science Engineering (Cyber Forensic)/ Information Communication Technology/ Information Technology.

B.Tech. + MBA (4+2 years)

Computer Science Engineering/ Information Technology
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Six-Months Diploma in Computer Hardware and Networking (DCHN)

B.Tech. (4 years)

Garment & Fashion Technology/
Textile Engineering/ Technical Textiles

M.Tech. (2 years)

Textile Engineering/ Textile Chemistry

B.Sc. (2 years)

Fashion Design

B.Des (3 years)

Fashion Design

Diploma Program (3 years)

Textile Engineering

FORENSIC SCIENCE

B.Sc. (Hons.) (4 years)

Digital & Cyber Forensics

B.Sc. (3 years)

Forensic Science/ Forensic Psychology

B.A./B.Sc. (3 years)

Criminology

M.Sc. (2 years)

Forensic Science/ Forensic Psychology/ Cyber Forensics

M.A./ M.Sc.(2 years)

Criminology

Dual Degree Program

B.Sc. + M.Sc.(3+2 years)

Forensic Science/ Forensic Psychology

JOURNALISM AND MASS COMMUNICATION

M.A. (2 years)

Journalism and Mass Communication/Hindi Journalism

Dual Degree Program

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Journalism and Mass Communication

ARCHITECTURE

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M.Des. Graphics & Animation

Dual Degree Program

B.Des.+ M.Des.(4+2 years)

Interior Design/ Product Design/ Graphics & Animation

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B.A. (Hons.) (4 years)

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B.S.W (3 years)

M.A./ M.Sc. (2 years)

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Business Law, Criminal Law, Human Rights)

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deepak



Importance of Case study in Management Field

Case Studies: Essential tools for real - world problem solving, industry insight and continuous professional development

The field of management is a multifaceted, lifelong journey encompassing various disciplines like marketing, finance, human resources, operations, and strategy. It operates within a constantly evolving business landscape. Utilizing case studies as an educational tool is not just advantageous for individual managers but is also imperative for organizations aiming to make well-informed decisions and maintain competitiveness in today's dynamic business environment. In stark contrast to theoretical models, case studies are grounded in actual business situations, offering a reflection of the real-world challenges' organizations confront. Case studies are unique in their ability to amalgamate different facets of business, compelling to consider diverse viewpoints. They are an indispensable asset within the realm of management,

serving as invaluable resource for accumulating subject knowledge and nurturing students' analytical acumen. These case studies offer tangible insights into intricate business scenarios, providing students with not only valuable information but also actionable solutions.

The pivotal role of managers is to make sound decisions. Case studies present complex dilemmas that demand managers to scrutinize information, identify crucial issues, and formulate viable solutions. Case studies reflect the latest trends, innovations, and challenges in the corporate world. By studying current cases, the students can gain insights about the industrial developments, emerging opportunities and threats. From triumphant success stories to cautionary tales of failure case



Dr. M.K. Vajpayee
President, Sir Padampat Singhania
University, Udaipur

studies helps us to stay updated on industry developments and gain insights into emerging opportunities and threats. As management is inherently tied to problem-solving the case studies help addressing a spectrum of issues spanning market dynamics, organizational conflicts, strategic planning, and resource allocation. It helps cultivate the ability to diagnose problems, strategize effectively, and implement solutions that work. This hands-on approach nurtures problem-solving skills and offers a rich source of experiential learning and practical insights. Case studies provide a platform for continuous learning and professional development.



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of the institute; Recently, CIMP has secured position in the top 125 management institutions in the country ranking 2023 conducted under the NIRF by Ministry of Education, Government of India. CIMP secured 31st position among government B- Schools and 6th position in the entire East zone. Recently CIMP has been also rated as AAA+ business school by career 360.

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Prof. (Dr.) Rana Singh
Director, CIMP

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COVER STORY

BEST B-SCHOOLS

THE FUTURE
IS BRIGHT
Students at IIM
Ahmedabad

CHALL



Everything
from geopolitical
and environmental
storms to the convictions
of Gen Z are changing
the way business is
done. But, b-schools
are resolutely nurturing
a new generation of
leaders who can navigate
this dynamic
scenario

BY ABHINAV SINGH

ENGINE ACCEPTED!



COVER STORY

BEST B-SCHOOLS

It is on a hot, dry day that we step into the 102-acre campus of the Indian Institute of Management Ahmedabad. The iconic old campus is closed for redevelopment. The new campus, which is right next to the old one, is neat and tidy. And, perhaps unexpectedly for India's premier b-school, the sports facilities stand out. There is a well-furnished gymnasium, tennis and badminton courts, an Olympic-sized swimming pool and a football ground, to name a few. But, then again, the body has to achieve what the mind can dream up. And, in the case of IIMA students, that is quite a lot.

Our leisurely stroll around the campus comes to an end when we bump into Vinoj. He is a first-year student from Coimbatore. We ask him about his lessons and quickly get an education on Toyota's efficiency—he had learned about the company

in operations management. Aditi Sharma from Delhi, another first-year student, excitedly explains how the pedagogy helps students become better decision makers. "Every day, one has to make decisions," she says. "And that helps you make better decisions later, in your professional life."

She is, of course, referring to the case method, where students dissect scenarios faced by businesses. They discuss the problems and potential solutions. This broadens their perspective and prepares them to be reliable troubleshooters when they are faced with challenges in their own managerial careers. Prof Sunil Sharma, who teaches strategy at IIMA, says that the problems posed by the case studies do not declare that they are HR problems or operations problems. "Hence, students must have a holistic approach to problem-solving," he says. "I feel that management education, at least at IIMA, has not changed much except for new themes, such as leveraging emerging technology to create solutions for society at scale."

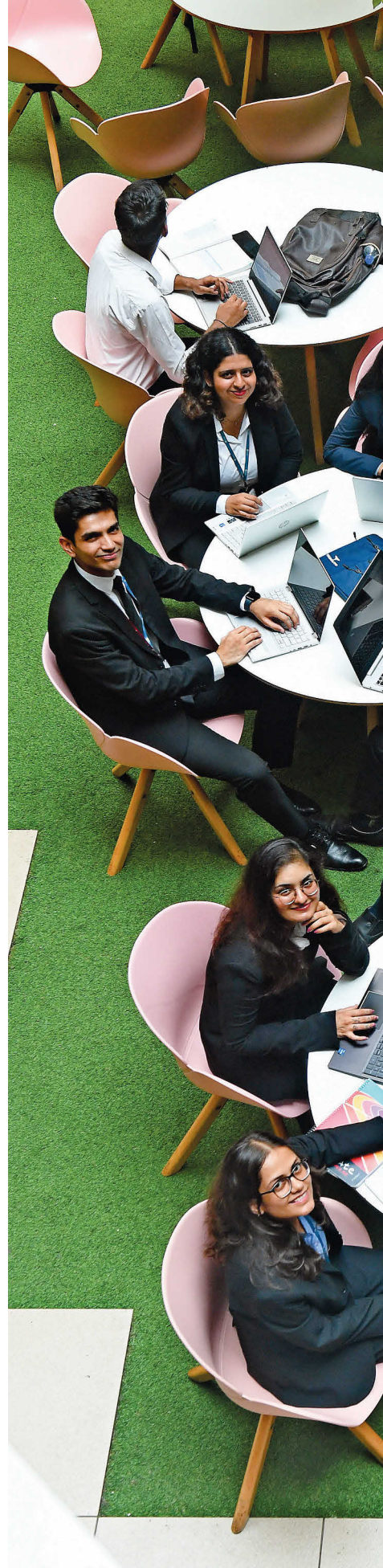
The continuity in the approach to management education at IIMA is

**IF YOU ARE TAKING
THE BEST STUDENTS,
they should
become leaders
in any organi-
sation that they
join.**

— Prof Sunil Sharma,
strategy professor, IIMA



SALIL BERA





PROSPECTS LOOKING UP

Students at NMIMS
School of Business
Management, Mumbai

complemented by the continuation of best practices. Among them is the training of faculty. When IIMA was established in 1961, there was significant investment in hiring the best faculty and training them at Harvard and Stanford. “We continue to train our faculty in the same tradition,” says Prof Bharat Bhasker, director, IIMA. “Although we generally do not train them abroad [now]. Instead, the older faculty trains the new faculty here. Faculty is the key differentiation for IIMA. Our policies encourage them to stay and provide them the platform to scale up.”

Sharma says that the idea is to prepare students not only to be good managers, but also future CEOs. “If you are taking the best students, they should become leaders in any organisation that they join,” he says. “This has been our belief system. Business leaders should not just satisfy the aspirations of shareholders, but also the aspirations of multiple stakeholders, including the employees and society.” He adds that this has gained importance in the post-Covid world.

Terms like sensitive and inclusive are being widely used by business leaders, he says. “This has been our learning approach,” says Sharma. “Also, we have never seen a course as a solution to everything, as there are multiple aspects in different courses which help a person lead an organisation.” He adds that the focus on being sensitive and inclusive means leaders should possess multidimensional intelligence, including emotional intelligence. “There is also an understanding that India is a very bright spot and there is a need to create local solutions,” he says. “The spurt in entrepreneurship has also created an interesting spillover.

AMEY MANSABDAR



COVER STORY BEST B-SCHOOLS



SANJAY AHLAWAT

**A LEADER HAS
TO SYNCHRONISE
ACROSS DOMAINS**
and cannot be
the one who just
knows marketing
or finance.

— Prof Vivek Suneja,
dean, FMS, Delhi

Earlier, a management graduate's destination was a large organisation, but it can now be starting something on their own."

The growing startup ecosystem and the general reliance of startups on innovation and creativity has also had an impact on management education. "It is about new business models and expanding your world-view," says Sharma. "[Understanding] how exactly societies operate."

The perception of management education is also changing. "Earlier, an MBA was for fast career growth, but today it is required to be a successful manager and fast career growth is a byproduct of an MBA," says Sharma. "It is now not just for students. We do programmes for IPS officers and bureaucrats. There is a broader appreciation for management education and its relevance in effectively leading an organisation." He adds that IIMA today trains more

B-SCHOOLS ALL INDIA

RANK	Govt (G)/ Pvt (P)	COLLEGE	CITY	SCORE
1	G	Indian Institute of Management (IIM)	Ahmedabad	861
2	P	XLRI - Xavier School of Management	Jamshedpur	674
3	G	Indian Institute of Management (IIM)	Kozhikode	660
4	G	Indian Institute of Management (IIM)	Indore	654
5	G	Faculty of Management Studies (FMS)	Delhi	652
6	P	S.P. Jain Institute of Management & Research (SPJIMR)	Mumbai	648
7	P	Management Development Institute (MDI)	Gurugram	631
8	P	Symbiosis Institute of Business Management (SIBM)	Pune	620
9	G	Indian Institute of Management Studies, Mumbai	Mumbai	611
10	P	SVKM'S NMIMS School of Business Management	Mumbai	608
11	G	Indian Institute of Management (IIM)	Shillong	581
12	G	Indian Institute of Management (IIM)	Tiruchirappalli	560
13	P	Institute of Management Technology (IMT)	Ghaziabad	542
14	P	Xavier Institute of Management	Bhubaneswar	514
15	P	Symbiosis Centre for Management and Human Resource Development (SCMHRD)	Pune	508
16	G	Indian Institute of Management (IIM)	Udaipur	497
17	P	Goa Institute of Management (GIM)	Sanquelim	491
17	P	T. A. Pai Management Institute (TAPMI)	Manipal	491
19	G	Indian Institute of Management (IIM)	Amritsar	489
20	P	Institute of Rural Management Anand (IRMA)	Anand	480
21	P	Birla Institute of Technology & Science (BITS)	Pilani	472
22	P	Symbiosis Institute of International Business (SIIB)	Pune	470
23	G	Indian Institute of Management (IIM)	Bodh Gaya	467
24	P	Prin.L.N. Welingkar Institute of Management Development & Research	Mumbai	458
25	P	Lal Bahadur Shastri Institute of Management (LBSIM)	Delhi	433

More rankings on page 102



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COVER STORY

BEST B-SCHOOLS



SANJAY AHLAWAT

THINKING OUT OF THE BOX

Students at IMT Ghaziabad

than 5,000 managers a year.

A key aspect that IIMs and other top b-schools continue to focus on is experiential learning. Prof Chandrima Sikdar, associate dean, NMIMS School of Business Management, Mumbai, says that focus creates a simulated dynamic business world for the students in which they can get used to functioning. “We also focus on integrating the learning experiences for our students,” she says. “In their third trimester, they engage in a capstone simulation project. This project is divided into two phases, with the first part completed before their summer internships. During this phase, they work within a simulated environment, gaining practical experience. After internships, they return with real-world experience and complete the project. This allows

us to assess their progress in terms of perceiving and interpreting concepts.”

At the Faculty of Management Studies, Delhi, we find the dean, Prof Vivek Suneja, sitting with a group of senior faculty members. He takes us through the challenges faced by today’s business leaders and how b-schools are preparing students for both current and future challenges.

A major part of the responsibility for the economic prosperity of any country falls on businesses and business leaders, he says. As the world becomes more interconnected and complexity of information increases, the challenges for businesses are becoming greater. In this context, a business leader should be a jack of all trades and a master of one, says Suneja. “A leader has to synchronise across domains and cannot be the one who just knows marketing or finance,” he says. “A good business

leader specialises in being a generalist. It is like a general doctor who knows enough of different things and can make sense of it [and can bring in specialists when required].” This is why at b-schools students are initially taught all domains, before they choose electives.

Suneja adds that the biggest challenge that business leaders have to deal with now is climate change. He also says that students need to be taught to be intelligent about AI and other technologies.

Prof Venkat Raman of FMS, Delhi, who focuses on HR and health policy, says there is more scrutiny on business leaders nowadays owing to the increased societal expectations for responsible business and good governance. “Besides, the aspirations of the new generation workforce—Gen Z—and their work-related values pose a challenge [for their managers],” he says. “Many of today’s

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SANJAY AHLAWAT

QUEST FOR KNOWLEDGE

Students at MDI, Gurugram

challenges are unprecedented. Hence, the management curriculum tries to provide an analytical framework and tools [to use in different scenarios]. He adds that management education may, to a great extent, help entrepreneurs to avoid uninformed decisions and judgmental mistakes in areas like finance, sales, market analysis, supply chain linkage and pricing strategy. However, it may also constrain out-of-box or creative thinking. "Those who go beyond confines of definitive frameworks would be ideal entrepreneurs," he says.

Nishant Verma is pursuing an executive MBA from FMS while working as an assistant general manager (corporate affairs) with a Maharatna PSU. He attends classes from 6pm to 9pm. He feels that the programme will help him gain a broader perspective on holistic aspects of business operations and hone his decision-making skills. "I have already applied strategic frameworks learned in class

to solve real-time challenges in my organisation," he says. "Having an MBA can enhance my credibility and open doors to higher leadership roles and diverse career opportunities."

Prof Vishal Talwar, director, Institute of Management Technology, Ghaziabad, says there is a lot more pressure for a business to perform from a shareholder perspective. "As a business leader, one needs to understand that consumers today expect

much more quality and the companies have to operate in a sensitive manner to meet their expectations," he says. "This puts more pressure on and adds much more cost to the company. Brands have to be very careful as to how they are projected in the market and how they are able to relate to the market, and whether their processes are intact. All these things become a part of the arsenal for a b-school. We have to teach our students the realities of the business environment and governance issues."

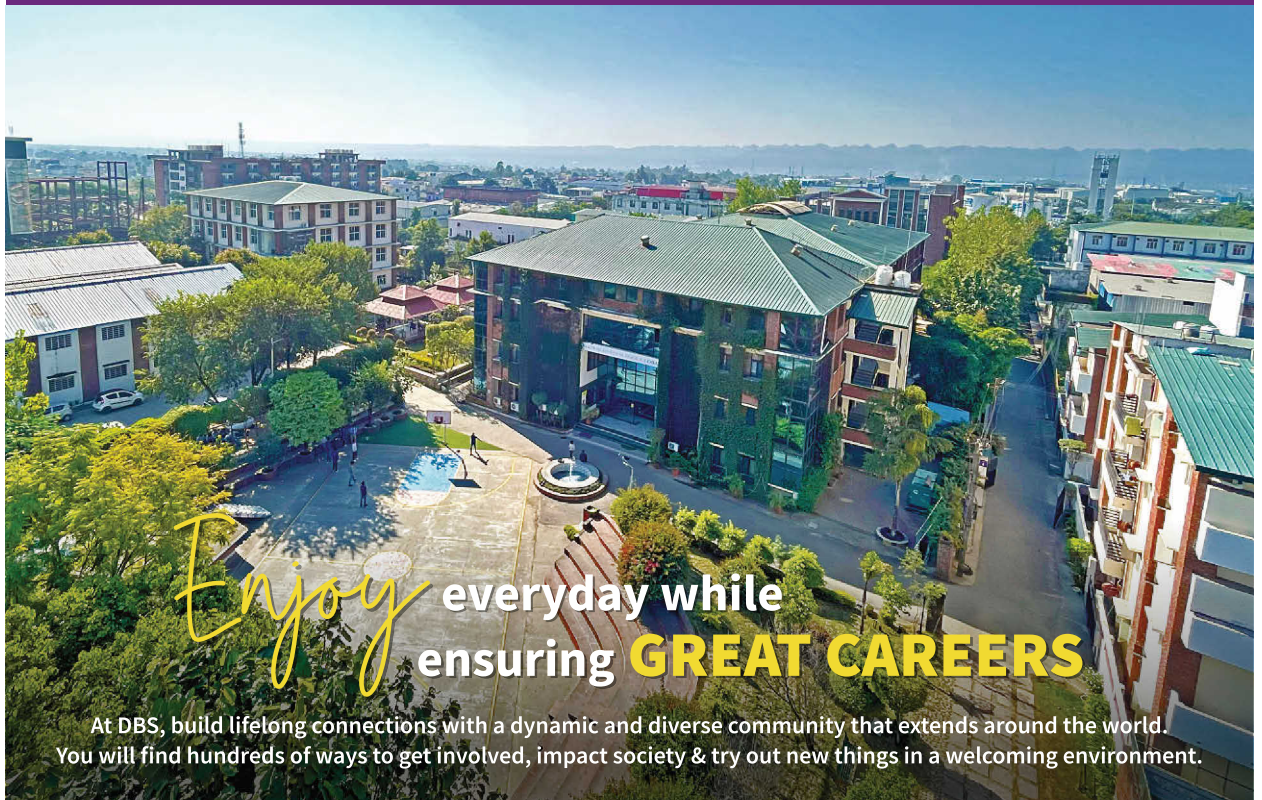
Meeta Dasgupta, associate professor and area lead (strategic management) at Management Development Institute, Gurugram, says that the geopolitical environment has become extremely fluid and that was having an impact on the functioning and decisions of business leaders. While dealing with changes and challenges, businesses should also be sensitive to the needs of their employees and the impact their decisions are having on the environment, she says. She adds that Gen Z is clear on what they

**BUSINESSES HAVE
TO DEAL WITH THIS
GENERATION (GEN Z)
not only as
employees but
as customers,
too.**

— **Meeta Dasgupta**,
associate professor, MDI

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COVER STORY

BEST B-SCHOOLS



BHANU PRAKASH CHANDRA

want to do in life. “Businesses have to deal with this generation not only as employees but as customers, too,” she says. “This generation has been born in the digital world and they do not shy away from experimenting. Management schools can build in the harder and the softer skills in the Gen Z students to help them to build teams and work in teams.” She says that b-schools have also realised that Gen Z work better when they have ownership of the sessions in the

classroom.

Prof Jeevan J. Arakal, who teaches marketing and is chairman (executive education, branding and PR) at T.A. Pai Management Institute (TAPMI), Manipal, says there is an increased focus on embedding liberal arts and humanities in the MBA curriculum. “This can create grounded and aware managers,” he says. “Management curriculum is evolving to understand big trends like the impact of a pandemic, the role of

OPEN TO CHANGE

Students at TAPMI, Manipal

giants like China and the effect of geopolitical tensions. There is also an increased focus on cross-cultural communication and learning foreign languages.”

Ranjan Banerjee, dean and professor (marketing), BITSom, Mumbai, too, highlights the focus on creating potential global leaders. “We do much more in terms of learning to lead in cross-cultural contexts,” he says. As the problems that business leaders are facing are increasingly unstructured and multidisciplinary, conventional tools may be inadequate and this is where management education can help, he adds. “[Through] the use of simulations which move from static case studies to multiple situations where students take decisions under pressure, they are able to understand the consequences of decisions,” he says. “There is also much greater emphasis on learnability. We must prepare leaders for multiple distinct careers in a lifetime, and learnability is a critical building block.”



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— Ranjan Banerjee,
dean, BITSom, Mumbai

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WHY ROBOT

AI can be a good supplement, but managers need to be mindful of its limitations

BY ABHINAV SINGH

With the rapidly accelerating use of artificial intelligence and machine learning across segments, b-schools are in the process of updating their curricula in these areas. They are also integrating AI into their teaching methodology.

Sangeeta Shah Bhardwaj, professor (information management) at MDI Gurgaon, says that though there may be business leaders who are apprehensive about AI, they would have no choice but to adopt it when others start using AI-powered tools. MDI, which has a programme in business analytics, has also introduced courses like geospatial AI and AI in marketing. The geospatial AI course looks at the impact location data is having on organisations and in the startup ecosystem. It will introduce to students the principles for assessing or creating location AI-based products and interfaces.

"AI is being built as part of the process of learning management systems," says Bhardwaj. "For instance, if there is an online group discussion, AI-enabled LMS will evaluate how students performed and will bring out traits like aggressiveness among other behaviour. This can help a professor in engaging students better." She adds that students can also get personalised feedback regarding their career path with the help of AI.

However, while AI can be a good supplement, especially in quantifiable business processes such as finance, operations, supply chain

and sales, it may not solve the complexities our business leaders face. "A few months ago, an American lawyer used AI to prepare a case," says Vivek Suneja, dean, FMS Delhi. "When the case went to court, it had a lot of incorrect information. AI manufactured information; basically it falsified data."

Moreover, there are limitations to the use of AI in human behavioural processes and decisions such as people engagement, succession planning, leadership and values and culture. Human behaviour is not easy

to predict. AI will keep developing and become more sophisticated, but it may not be able to replace human traits, says Vishal Talwar, director, IMT Ghaziabad. "Nowadays, the students are more evolved in using such technologies and how management institutions are able to harness and ride that particular wave is something that we have to decide," he says.

Business leaders will also have to prioritise technology so that investments are made in the areas where the impact is on the quality of decision-making. "We have to look at robots and human beings working together," says Ranjan Banerjee, dean, BITSOM, Mumbai. "Robots handle programmable aspects, leaving judgment, empathy, insight and relational aspects to humans. Management education will view technology not as a business function but as a horizontal, embedding technology in function." ■





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WE PREPARE OUR STUDENTS FOR RESILIENCE

BY ABHINAV SINGH

Q/ What are the trends you have observed in management education, both in India and globally?

A/ All businesses are going through major transformation or have already gone through transformation. So the workplace environment is completely new and, as a leading management school, we have to keep a track of it and prepare our students for that kind of an environment. Since we are creating future leaders, we should prepare the students to be capable enough to adopt [changing] technology quickly. They should also know how technology will transform and how the transformation will help.

To prepare them for all this, we need to change our curriculum. The course names will be the same as we will still teach strategy, but now it is the strategy of a digital, emerging and innovative organisation. Earlier it was strategy focused on consumer tech, the high performing organisation or the stable organisation.

Earlier, organisations moved slowly and transformation was gradual. But, technology-based transformation is so quick that if you keep chasing the ball you will always be chasing. One must quickly guess where it is going to land and be there when it lands. This is the change in the corporate world. We are trying to map the same thing in our education system.

Q/ How is the teaching methodology in b-schools creating better business leaders?

A/ The case study methodology is

aimed at simulating a corporate scenario in class and asking students to solve problems and how a manager or CEO came to that decision. It helps them become better decision makers. We have a huge stock of cases written by our own people and when our students go to the industry they face similar issues. It is like practising decision-making on a daily basis.

The cases change in view of the new business environment. For instance, earlier case studies talked about the regulatory environment, but the current cases talk about the technology environment. We also put them in a multimedia environment—as one can simulate the environment better—so that the students can imagine what happens in a corporate boardroom. In the future, we are aiming to use the metaverse for classroom simulation.

Q/ Business leaders have to deal with challenges such as economic uncertainty and cross-cultural adjustments. How is management education helping them excel?

A/ I do not think India is facing the kind of economic challenges that the west is. But, we prepare our students

for resilience. Our HR faculty members work with them because we have believed from day one that Indian CEOs are not meant for India alone. There are many faculty members who train our students in cross-cultural aspects. We have a course here known as ERI (exploration, role and identity). The course tries figuring out your role and your identity. It brings out risk-taking capabilities of students. This in turn helps them to be resilient in uncertain business environments. If the captain of a ship panics during a storm, everyone panics. So, we need captains who do not panic.

Q/ What qualities are new-age companies looking for in management graduates?

A/ New-age companies are looking for adaptability and the ability to solve problems as they do not have experts. For instance, in a start-up everyone has to pitch in with ideas and solutions. Agility of such companies is very important and that comes when your teaching is decision-making and problem-solving oriented. **■**

WE HAVE BELIEVED FROM DAY ONE THAT INDIAN CEOS ARE NOT MEANT FOR INDIA ALONE. There are many faculty members who train our students in cross-cultural aspects.



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POLICY SUPPORT FOR ENTREPRENEURS IS AT ITS BEST

BY ABHINAV SINGH

Q/ What kind of new courses are being offered by management schools to deal with current business challenges?

A/ Before Covid-19, certain aspects, like crisis communication, were not traditionally part of communication programmes. However, the pandemic highlighted the critical nature of crisis communication, making it a priority. Cross-cultural communication also gained importance, transcending geographical boundaries as regions became less relevant in the globalised world. Other aspects, such as understanding the psychology of the workforce, virtual coordination, empathy, and resilience, have also come to the forefront.

We have introduced new courses to address the changing needs. Electives on emotional intelligence have witnessed increased enrolment. Mindfulness is now an integral part of our orientation, reflecting the changing dynamics of the business world. While the core hard skills of business, including critical thinking, tech integration and data fluency, remain essential, they must be complemented by a growing emphasis on softer skills. These softer skills, which are gaining prominence, are becoming an integral part of our curriculum to prepare students for the evolving business landscape.

Q/ Will technologies such as AI

and ML help in bettering management education? How will it help improve decision-making?

A/ AI and ML have rapidly revolutionised the business world, offering advanced data-driven insights. These technologies hold great promise in improving decision-making for business leaders. However, it is now the responsibility of managers and leaders to effectively interpret and utilise this data for strategic decision-making.

The real value lies in how these insights are used. Therefore, it is important to educate students to master

**INDIA IS A
SIGNIFICANT
BRIGHT SPOT
ON THE WORLD
ECONOMIC MAP.**

With the rapid changes in the business world, the rate of job creation and destruction is going to pick up.

the art of using AI tools, but with human intervention. This ensures that technology complements human decision-making and helps strengthen strategic business decisions.

Q/ How does management education in India compare with international b-schools?

A/ I feel that we are pretty much the same, except that the emphasis of their curriculum on internationalisation, ESG, sustainability and climate solutions is more. Some have dedicated in-house units addressing climate and environmental concerns. Leading b-schools in India are consciously and swiftly moving in this direction. Everything has international implications in today's interconnected world.

Q/ How has the entrepreneurial spirit shaped up in the country in recent times?

A/ India is one of the fastest-growing economies of the world and is a significant bright spot on the world economic map. New opportunities are around the corner. With the rapid changes in the business world, the rate of job creation and destruction is going to pick up. It is time to be innovative and think out of the box. The policy support in India, with all of Startup India, Skill India, support to women entrepreneurs, is also now in its best form for entrepreneurs. **1**



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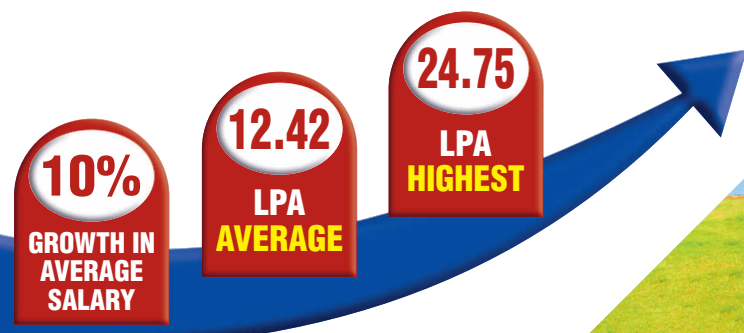
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INDIAN B-SCHOOLS POSITION YOU FOR THE GLOBAL PLATFORM

BY ABHINAV SINGH

Q/ How has management education helped you in your career?

A/ B-school education is not a magic wand that makes you a businessman; it is a foundation. It gives you a perfect and solid groundwork. In b-schools we learn from the different case studies, successes, and failures, forecast and broader outlooks of the business environment globally. Management education should engage people in experiential learning like group studies, brainstorming simulations, and should enhance creativity as the first step to innovation. It is an instrumental tool that helps students become successful business leaders and entrepreneurs. With a solid foundation, you will always remember what you have learned, so the chances of failure become very less.

Q/ How do you compare management graduates at the time of your graduation with the more recent graduates?

A/ When I graduated, there were very few startups, and now we have plenty. It is a positive progress because startups have a lot of principles, passion, innovation, and creativity. When the organisation is mature, it becomes the organisation of the rules. When I look at the students from the US institutions whom I work with (he teaches in the MBA programme at the Florida International University in Miami), many want to create startups. There

is passion and they base their organisation on principles. It was not the case when I was young. We sought opportunities with mature organisations.

I believe that there is a need for a hybrid management model: 20 per cent principles and 80 per cent rules. Those who work under me

are smart, intelligent and ask many questions about how you learn. What I noticed is that they do not have FOPO (fear of public opinion), but, at the same time, some make decisions too quickly or with too little information. I always tell them that life moves at its own pace. It is the same with business. You must



make smart decision while considering all the factors.

Q/ How do b-schools create leaders who can manage crises? How has your personal experience been?

A/ I always remember my strategy professor at IIM Bangalore. He taught me that in the case of a crisis, you need to remain calm and think in terms of short-term solutions and long-term strategies. You should plan for one year at least or even five years down the line to predict and understand the implications of your decisions. This helped me during Covid-19. At the time, everyone in the hospitality segment was letting staff go. I knew that the implications would be terrible once we were back and normalcy was restored.

WE WERE THE ONLY ORGANISATION IN THAILAND WHICH DID NOT LET GO OF A SINGLE EMPLOYEE DURING COVID-19. The strategy course at IIMB taught me not to think of immediate results in times of crisis.

We were the only organisation in Thailand which did not let go of a single employee during that time, not even at our properties in India. That strategy course at IIMB helped me to understand that in times of crisis, you do not think of immediate results. You think of the future and the long-term consequences of your actions.

Q/ What more can be done to improve management education in India? How can it be more effective in churning out future business leaders?

A/ India has an excellent management education system. I want to suggest experiential learning as 30 per cent of the curriculum and academics as the other 70 per cent. Such an approach would allow students to meet global leaders, look at real-world cases and learn the reality. Quality is essential for me and not quantity; therefore, it is crucial to add experiential learning into the curriculum to enhance the education system. It will elevate the b-school graduates from India to the top.

Q/ How relevant will management education be in the coming years?

A/ In conversation with a friend I once discussed the construction of a building. He said that two kinds of stones are essential: the stone that is laid as foundation and the other stone that is the elevation—how that building is seen. B-school provides foundation and our work is the building's elevation, our showcase of what we have learned and achieved.

Q/ Did an Indian management degree prepare you to be CEO of an international brand? And, what about cross-cultural differences and other challenges in the international scenario?

A/ Indian b-schools position you for

the global platform. Professors have globalised experience. My request to the young generation is to start learning [while] in the b-school, no matter where it is located. Because the curriculum of b-schools in India is as effective as the ones abroad. There is a necessary demand to add the experiential part, but I am positive that it is progressive change. B-schools open a horizon to look at life and we were well prepared and exposed to deal with international cultures. My school project that won an award was based on a concept where all cultures interact. I learned that in school.

Q/ Tell us a bit about your soon-to-be-launched international venture in the US.

A/ I found my flagship project, something that is my complete passion. When I am in Napa, California, I feel it is my home. It gives me a sense of calmness and respect; people are there with you to make your project successful and the possibilities are endless. The new project that I will start in Napa is based on the hybrid hospitality model that I have designed: wine tourism, art and design district. I will start with an ultra-luxury boutique hotel with fine dining on-site.

The second step is to build a brand representing the world's most renowned wine regions—Napa, Champagne, Bordeaux, Burgundy, Rioja and Barolo.

Management education opened the first door and then I saw many doors I needed to open myself. B-school gave me the courage to keep going and dream big. My brand—Let's Just Dream—is named so for a reason. To be a successful entrepreneur, you need to start with a dream. And it better be one that scares you. Once you have that you will never stop pursuing it. This is how big things are done in life. 🍷



COVER STORY

BEST B-SCHOOLS

B-SCHOOLS ALL INDIA

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26	G	Sydenham Institute of Management Studies, Research & Entrepreneurship Education	Mumbai	425
27	P	Institute of Management, Nirma University	Ahmedabad	418
28	P	Symbiosis Institute of Operations Management (SIOM)	Nashik	407
29	P	Loyola Institute of Business Administration (LIBA)	Chennai	403
30	P	Amity Business School	Noida	390
30	P	Chandigarh University - University School of Business	Mohali	390
32	G	Department of Management Studies - National Institute of Technology Tiruchirappalli	Tiruchirappalli	380
33	P	Symbiosis Institute of Digital and Telecom Management	Pune	373
34	P	PSG Institute of Management (PSG College of Technology)	Coimbatore	369
35	P	Jagan Institute of Management Studies	Delhi	366
36	P	Institute of Management Technology	Nagpur	364
37	P	Prestige Institute of Management and Research	Indore	360
38	G	National Institute of Agricultural Extension Management (MANAGE)	Hyderabad	358
39	P	Symbiosis Centre for Information Technology (SCIT)	Pune	347
40	P	Xavier Institute of Management & Entrepreneurship	Bengaluru	332
41	P	Institute of Public Enterprise (IPE)	Hyderabad	329
42	P	School of Business and Management, Christ University	Bengaluru	328
43	P	International School of Business & Media (ISB&M)	Pune	325
43	G	Indian Institute of Social Welfare and Business Management (IISWBM)	Kolkata	325
45	P	Chitkara Business School	Rajpura	324
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47	P	UPES	Dehradun	323
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49	P	N.L. Dalmia Institute of Management Studies & Research	Mumbai	312
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VANDANA SONWANEY

director, Symbiosis Institute of Operations Management, Nashik

Businesses are in a transition phase given the disruptions caused by market dynamics, technology and the trailing effects of the pandemic. AI and ML are increasingly incorporated in every aspect of the industry, be it strategic decision-making or marketing. It is overtly clear that future business leaders at management institutes must have a working knowledge of AI-infused transformation.



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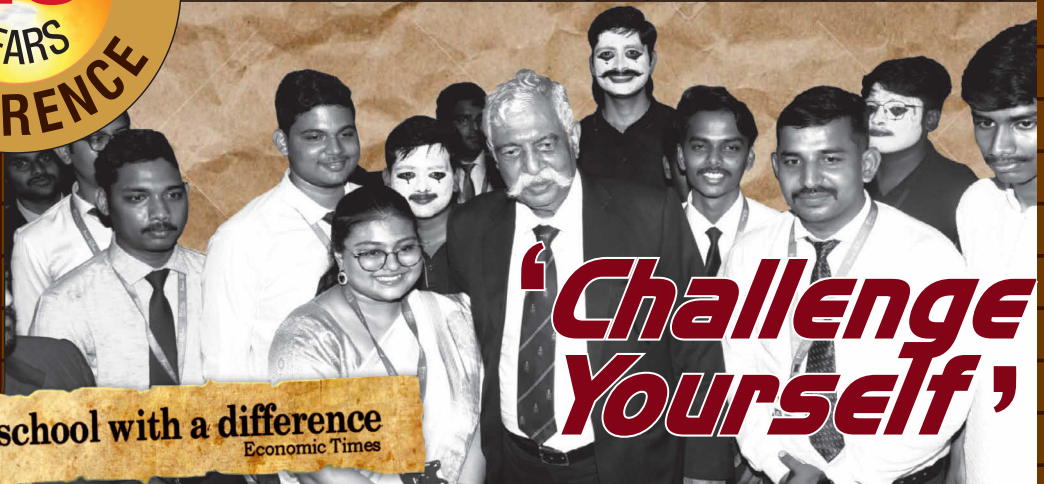
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87	P	Kristu Jayanti College	Bengaluru	255
88	P	Hindustan Institute of Technology and Science, School of Management	Chennai	251
89	P	Institute of Rural Management (IRM)	Jaipur	247
90	P	Symbiosis School of Banking & Finance (SSBF)	Pune	246
90	P	Dayananda Sagar Business School	Bengaluru	246
90	P	School of Leadership and Management (MBA), Manav Rachna International Institute of Research and Studies	Faridabad	246
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96	P	I Business Institute	Greater Noida	244
97	P	St. Joseph's Institute of Management	Bengaluru	241
98	P	Lala Lajpat Rai Institute of Management	Mumbai	240
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K.M. SHARATH KUMAR

professor and head, Faculty of Management and Commerce, Ramaiah University of Applied Sciences

There is a huge requirement of business/data analysts to support leadership to make optimal, effective and evidence-based decisions. [Therefore], students pursuing management programmes enriched by AI/ML modules along with digital transformation could be ready for senior positions and the scope for becoming future CEOs will be higher.



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123	P	GNA University	Phagwara	215
123	P	Institute of Engineering & Management (IEM)	Kolkata	215
126	P	CMR College of Engineering & Technology	Hyderabad	214
127	P	MIMA (Formerly known as MITCON)	Pune	213
128	G	Faculty of Management Studies, The Maharaja Sayajirao University of Baroda	Vadodara	212
128	P	Chandigarh Business School of Administration	Mohali	212
130	P	Dayananda Sagar College of Engineering	Bengaluru	211
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130	P	Kochi Business School	Kochi	211
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151	P	International Management Institute, Kolkata	Kolkata	203
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155	P	Bennett University	Greater Noida	202
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155	P	Sikkim Manipal Institute of Technology	Sikkim	202
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163	P	S K Patel Institute of Management and Computer Studies - MBA	Gandhinagar	199
163	P	NSHM Knowledge Campus	Kolkata	199
165	P	School of Commerce & Management Studies (MBA)	Bengaluru	198
166	P	GITAM School of Business	Visakhapatnam	197

DEVINDER NARAIN

senior director, corporate relations and human resource, Shobhit University

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166	P	Easwari Engineering College	Chennai	197
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172	P	Dr. SNS Rajalakshmi College of Arts and Science	Coimbatore	191
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ASHWINI AWASTHI

director, Institute of Management, Nirma University

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1	G	Indian Institute of Management (IIM)	Ahmedabad	861
2	G	Indian Institute of Management (IIM)	Kozhikode	660
3	G	Indian Institute of Management (IIM)	Indore	654
4	G	Faculty of Management Studies (FMS)	Delhi	652
5	G	Indian Institute of Management Studies, Mumbai	Mumbai	611
6	G	Indian Institute of Management (IIM)	Shillong	581
7	G	Indian Institute of Management (IIM)	Tiruchirappalli	560
8	G	Indian Institute of Management (IIM)	Udaipur	497
9	G	Indian Institute of Management (IIM)	Amritsar	489
10	G	Indian Institute of Management (IIM)	Bodh Gaya	467
11	G	Sydenham Institute of Management Studies, Research & Entrepreneurship Education	Mumbai	425
12	G	Department of Management Studies - National Institute of Technology Tiruchirappalli	Tiruchirappalli	380
13	G	National Institute of Agricultural Extension Management (MANAGE)	Hyderabad	358
14	G	Indian Institute of Social Welfare and Business Management (IISWBM)	Kolkata	325
15	G	Vaikunth Mehta National Institute of Cooperative Management	Pune	287
16	G	Institute of Insurance and Risk Management (IIRM)	Hyderabad	238
17	G	Alkesh Dinesh Mody Institute for Financial & Management Studies, University of Mumbai	Mumbai	237
18	G	The Business School, Jammu university	Jammu	236
19	G	Faculty of Management Studies, The Maharaja Sayajirao University of Baroda	Vadodara	212
20	G	Department of Business Administration, Assam University, Silchar	Silchar	181
21	G	M. S. Patel Institute of Management Studies	Vadodara	153

B-SCHOOLS PRIVATE ALL INDIA

RANK	Govt (G)/ Pvt (P)	COLLEGE	CITY	SCORE
1	P	XLRI - Xavier School of Management	Jamshedpur	674
2	P	S.P. Jain Institute of Management & Research (SPJIMR)	Mumbai	648
3	P	Management Development Institute (MDI)	Gurugram	631
4	P	Symbiosis Institute of Business Management (SIBM)	Pune	620
5	P	SVKM'S NMIMS School of Business Management	Mumbai	608
6	P	Institute of Management Technology (IMT)	Ghaziabad	542
7	P	Xavier Institute of Management	Bhubaneswar	514
8	P	Symbiosis Centre for Management and Human Resource Development (SCMHRD)	Pune	508
9	P	Goa Institute of Management (GIM)	Sanquelim	491
9	P	T. A. Pai Management Institute (TAPMI)	Manipal	491
11	P	Institute of Rural Management Anand (IRMA)	Anand	480
12	P	Birla Institute of Technology & Science (BITS)	Pilani	472
13	P	Symbiosis Institute of International Business (SIIB)	Pune	470

KIRAN REDDY

founder principal, AIMS Institutes, Bengaluru

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P.R. SODANI

president, IIHMR
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65	P	Vignana Jyothi Institute of Management	Hyderabad	262
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68	P	KL Business School	Vijayawada	260
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75	P	School of Leadership and Management (MBA), Manav Rachna International Institute of Research and Studies	Faridabad	246
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COVER STORY

BEST B-SCHOOLS

111	P	KLS Gogte Institute of Technology	Belagavi	211
111	P	Sir Padampat Singhania University	Udaipur	211
116	P	JIS College of Engineering	Kalyani	210
116	P	The Oxford College of Business Management	Bengaluru	210
118	P	School of Management, Presidency University	Bengaluru	209
118	P	SASMIRA's Institute of Management Studies and Research	Mumbai	209
118	P	MIET Business School	Meerut	209
121	P	Saintgits Institute of Management	Kottayam	208
121	P	LEAD College of Management	Palakkad	208
123	P	Amity Business School	Raipur	206
124	P	Albertian Institute of Management	Kochi	205
124	P	Sree Saraswathi Thyagaraja College	Coimbatore	205
124	P	Krupanidhi School of Management	Bengaluru	205
124	P	VLB Janakiammal College of Engineering & Technology	Coimbatore	205
124	P	School of Management and Commerce, Sanskriti University	Mathura	205
129	P	Tula's Institute, Dehradun	Dehradun	204
129	P	Amity Business School	Lucknow	204
129	P	Dr. Gaur Hari Singhania Institute of Management & Research	Kanpur Nagar	204
132	P	Chandigarh School of Business, Jhanjeri	Mohali	203
132	P	Presidency College	Bengaluru	203
132	P	International Management Institute, Kolkata	Kolkata	203
132	P	MET Institute of Management	Mumbai	203
136	P	GNIOT Institute of Management Studies (GIMS)	Greater Noida	202
136	P	Bennett University	Greater Noida	202
136	P	Prestige Institute of Management	Dewas	202
136	P	Sikkim Manipal Institute of Technology	Sikkim	202
140	P	SNS College of Technology	Coimbatore	201
140	P	Srusti Academy of Management	Bhubaneswar	201
140	P	Vishwa Vishwani Institute of Systems and Management	Hyderabad	201
143	P	Vivekanand Education Society's Institute of Management Studies and Research	Mumbai	200
144	P	S K Patel Institute of Management and Computer Studies - MBA	Gandhinagar	199
144	P	NSHM Knowledge Campus	Kolkata	199
146	P	School of Commerce & Management Studies (MBA)	Bengaluru	198
147	P	GITAM School of Business	Visakhapatnam	197
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149	P	MM Institute of Management	Ambala	196
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153	P	Dr. SNS Rajalakshmi College of Arts and Science	Coimbatore	191
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156	P	Medi-Caps University	Indore	188
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158	P	Sandip Institute of Technology & Research Centre	Nashik	186
158	P	S V Institute of Management	Kadi	186
160	P	Karnatak Law Society's Institute of Management Education & Research	Belgaum	185

Y. LAKSHMAN KUMAR

director, Vishwa Vishwani Institute of Systems and Management

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- ◆ At the end of the Course get a Full Time International MBA from Roosevelt University (Heller College of Business) along with the work experience gained during the program if any.
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COVER STORY

BEST B-SCHOOLS

160	P	Kanpur Institute of Technology	Kanpur	185
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163	P	Happy Valley Business School	Coimbatore	184
163	P	Chetana's Ramprasad Khandelwal Institute of Management & Research	Mumbai	184
165	P	St Joseph's PG College	Hyderabad	183
166	P	Global Business School & Research Centre (Dr. D. Y. Patil Vidyapeeth)	Pune	182
167	P	Jaypee Business School	Noida	181
168	P	Pranveer Singh Institute of Technology	Kanpur	180
168	P	IIS (Deemed to be university)	Jaipur	180
170	P	Global Business School	Hubli	174
171	P	Amjad Ali Khan College of Business Administration	Hyderabad	165
172	P	Global Institute of Business Studies	Bengaluru	162
173	P	International School of Management Excellence	Bengaluru	159
174	P	School of Management, D.D.G.D. Vaishnav College	Chennai	155
175	P	Faculty of Commerce and Business Management	Lucknow	150
175	P	NSHM Business School, Durgapur	Durgapur	150
177	P	Jaipuria School of Business	Ghaziabad	149
178	P	Vidya School of Business	Meerut	148
178	P	GNIoT MBA Institute	Greater Noida	148
180	P	Vivekanand Education Society's Business School	Mumbai	147
180	P	CMRU School of Management	Bengaluru	147
182	P	Adarsh Institute of Management and Information Technology	Bengaluru	146
183	P	Ramaiah University of Applied Sciences	Bengaluru	145
183	P	Dev Bhoomi Uttarakhand University	Dehradun	145
183	P	Nehru School of Management @ Nehru College of Engineering and Research Centre	Thrissur	145
186	P	MET Institute of Post Graduate Diploma in Management	Mumbai	142
186	P	Ballari Institute of Technology & Management	Ballari	142
188	P	Amrapali Institute of Technology and Sciences	Haldwani	141
189	P	Trident Academy of Technology	Bhubaneswar	139
189	P	Sheila Raheja School of Business Management and Research	Mumbai	139
191	P	Chetan Business School	Hubli	138
192	P	K.S. School of Engineering and Management	Bengaluru	136
193	P	SASMIRA'S Business School	Mumbai	131

B-SCHOOLS EMERGING ALL INDIA

RANK	Govt (G)/ Pvt (P)	COLLEGE	CITY	SCORE
1	G	Indian Institute of Management (IIM)	Tiruchirappalli	560
2	G	Indian Institute of Management (IIM)	Udaipur	497
3	G	Indian Institute of Management (IIM)	Amritsar	489
4	G	Indian Institute of Management (IIM)	Bodh Gaya	467
5	P	Chandigarh University - University School of Business	Mohali	390
6	P	Chitkara Business School	Rajpura	324
7	P	Institute of Management Technology	Hyderabad	314
8	P	International Management Institute (IMI)	Bhubaneswar	289
9	P	Symbiosis Institute of Business Management	Hyderabad	274

DAVISH JAIN

chairman, Prestige Education Foundation, Indore; chancellor, Prestige University, Indore

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BEST B-SCHOOLS

10	P	REVA Business School, REVA University	Bengaluru	231
11	P	Amity Business School	Mumbai	230
12	P	School of Management & Commerce, Poornima University	Jaipur	227
13	P	Jaipur School of Business	Jaipur	223
14	P	Dayananda Sagar University	Bengaluru	222
15	P	School of Management, IMS Unison University	Dehradun	216
16	P	GNA University	Phagwara	215
17	P	Kochi Business School	Kochi	211
18	P	School of Management, Presidency University	Bengaluru	209
19	P	Amity Business School	Raipur	206
20	P	School of Management and Commerce, Sanskriti University	Mathura	205
21	P	Chandigarh School of Business, Jhanjeri	Mohali	203
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23	P	Bennett University	Greater Noida	202
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26	P	OP Jindal University	Raigarh	193
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31	P	Sheila Raheja School of Business Management and Research	Mumbai	139
32	P	Chetan Business School	Hubli	138
33	P	SASMIRA'S Business School	Mumbai	131

B-SCHOOLS NORTH ZONE

RANK	Govt (G)/ Pvt (P)	COLLEGE	CITY	SCORE
1	G	Faculty of Management Studies (FMS)	Delhi	652
2	P	Management Development Institute (MDI)	Gurugram	631
3	P	Institute of Management Technology (IMT)	Ghaziabad	542
4	G	Indian Institute of Management (IIM)	Udaipur	497
5	G	Indian Institute of Management (IIM)	Amritsar	489
6	P	Birla Institute of Technology & Science (BITS)	Pilani	472
7	G	Indian Institute of Management (IIM)	Bodh Gaya	467
8	P	Lal Bahadur Shastri Institute of Management (LBSIM)	Delhi	433
9	P	Amity Business School	Noida	390
9	P	Chandigarh University - University School of Business	Mohali	390
11	P	Jagan Institute of Management Studies	Delhi	366
12	P	Chitkara Business School	Rajpura	324
13	P	UPES	Dehradun	323
14	P	I.T.S School of Management	Ghaziabad	306
15	P	Institute of Management Studies (IMS)	Ghaziabad	288
16	P	Jagannath International Management School	Delhi	280
17	P	Jaipuria Institute of Management	Ghaziabad	271
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19	P	Amity Business School	Gurugram	267
19	P	Fortune Institute of International Business	Delhi	267
22	P	IIHMR University	Jaipur	266

CAPT A. NAGARAJ SUBBARAO

dean, School of Commerce and Management Studies, Dayananda Sagar University

The primary aim of a business school is to craft leaders who can look to the future with confidence and forge new paths across myriad disciplines. Good business schools drive entrepreneurial spirit. Innovation is the specific discipline of entrepreneurship, whether in an existing business or a new venture. It is how the entrepreneur creates new resources that generate wealth or embellishes existing resources with enhanced potential for creating wealth.

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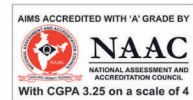
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BEST B-SCHOOLS

23	P	NICE School of Business Studies, Shobhit University	Meerut	260
24	P	Quantum School of Business	Roorkee	257
25	P	Institute of Rural Management (IRM)	Jaipur	247
26	P	School of Leadership and Management (MBA), Manav Rachna International Institute of Research and Studies	Faridabad	246
27	P	I Business Institute	Greater Noida	244
28	P	International Institute of Health Management Research	Delhi	236
28	G	The Business School, Jammu University	Jammu	236
30	P	School of Management & Commerce, Poornima University	Jaipur	227
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39	P	School of Management and Commerce, Sanskriti University	Mathura	205
40	P	Tula's Institute, Dehradun	Dehradun	204
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40	P	Dr. Gaur Hari Singhania Institute of Management & Research	Kanpur Nagar	204
43	P	Chandigarh School of Business, Jhanjeri	Mohali	203
44	P	GNIoT Institute of Management Studies (GIMS)	Greater Noida	202
44	P	Bennett University	Greater Noida	202
46	P	MM Institute of Management	Ambala	196
47	P	Kanpur Institute of Technology	Kanpur	185
47	P	Geetanjali Institute of Technical Studies	Udaipur	185
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52	P	Faculty of Commerce and Business Management	Lucknow	150
53	P	Jaipuria School of Business	Ghaziabad	149
54	P	Vidya School of Business	Meerut	148
54	P	GNIoT MBA Institute	Greater Noida	148
56	P	Dev Bhoomi Uttarakhand University	Dehradun	145
57	P	Amrapali Institute of Technology and Sciences	Haldwani	141

B-SCHOOLS PRIVATE NORTH ZONE

RANK	Pvt (P)	COLLEGE	CITY	SCORE
1	P	Management Development Institute (MDI)	Gurugram	631
2	P	Institute of Management Technology (IMT)	Ghaziabad	542
3	P	Birla Institute of Technology & Science (BITS)	Pilani	472
4	P	Lal Bahadur Shastri Institute of Management (LBSIM)	Delhi	433
5	P	Amity Business School	Noida	390
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9	P	UPES	Dehradun	323
10	P	I.T.S School of Management	Ghaziabad	306
11	P	Institute of Management Studies (IMS)	Ghaziabad	288

SARDAR SIMARPREET SINGH

director, JIS Group

AI-powered learning platforms, tailored to individual needs, provide instant feedback, enabling students to gauge their progress and make necessary adjustments. Moreover, these platforms simulate real-world decision-making scenarios, allowing students to apply their knowledge in practical situations. This is a powerful way to nurture critical thinking and decision-making skills.

Thought Leadership in Digital Landscape

Dr. Vidhu Gaur

Associate Professor, Business Communication area
Management Development Institute Gurgaon



In the realm of thought leadership, a powerful concept takes centre stage - the ability to construct one's authority within a given sector. Picture it as a series of interconnected webs of knowledge and insights. Thought leaders are more than just repositories of information; they are passionate torchbearers, eager to share their years of wisdom to advance a cause, business, or organization.

Within the thought leadership model, these insights present themselves in three forms:

- **Adding value**
- **Advancing knowledge, and**
- **Adopting a position.**

They encapsulate expertise, perspective, and experience. But here's where it gets intriguing - thought leadership sometimes means daring to express strong, even divisive opinions. It's like releasing a capsule that contains a bold stance on a contentious business issue. To truly embrace this concept, it's about delivering authentic, real content, drawn from the depths of the author's knowledge, perception, and experience, with the sole purpose of imparting that wisdom to others. This, in essence, defines thought leadership - innovative thinking brimming with insight and information. So, how does one project these capsules of wisdom effectively in the digital realm? It requires a strategic approach encompassing content marketing, social media, and other tools. The emergence of social media and the internet has transformed

the landscape, creating an environment where thought leaders can seamlessly connect with global audiences.

However, in this fast-paced digital space, remaining relevant is a perpetual struggle. Trends evolve, algorithms shift, and user preferences change rapidly. To address this, brands must rethink their approach to delivering wisdom of thought leadership. Instead of conventional text-based content, consider more engaging forms like video and interactive components. This adaptability ensures the capsules resonate with modern audiences who favour snackable, visual content.

Moreover, the sheer volume of data and content available online has created a deafening chorus of voices, making it an intricate challenge for brands to ensure the authenticity of thoughts propagated. They need to navigate through this information overload, carefully selecting and avoiding major crevices of digital world such as:

- **Disclosure of conflicts of interest-** Being open and honest about any personal or financial ties that can affect a thought leader's advice or opinions is known as disclosure of conflicts of interest. This is crucial because it enables the audience to recognise the thought leader's potential biases and decide for themselves whether or not to accept their advice.
- **Authenticity and Honesty** - In the digital age, authenticity and honesty are essential components of ethical

thought leadership. This entails being able to effectively convey to your audience your own true personal beliefs, values, and thoughts.

- **Plagiarism and intellectual property** - Using someone else's work without giving them due credit or getting their permission is considered plagiarism. It is regarded as unethical and an infringement on property rights. Plagiarism in digital thought leadership can take many different forms, including copying and pasting text, exploiting stolen imagery, and reusing concepts without citing the original author.

To make the most of this dynamic environment, brands can leverage AI-powered tools to analyze vast data sets, producing capsules that stay on the cutting edge of trends and advancements in their sectors. They can even employ AI assistants for social media and content development, allowing them to maintain authenticity and quality while increasing productivity.

In conclusion, the digital age offers an unprecedented stage for thought leaders to share their capsules of wisdom. Still, it also presents brands with the formidable challenge of balancing credibility and relevance amid the ocean of available information. By embracing innovative content strategies, staying adaptable, and keeping a finger on the pulse of trends, brands can successfully navigate this complex landscape and rise as thought leaders in their respective domains.



COVER STORY

BEST B-SCHOOLS

12	P	Jagannath International Management School	Delhi	280
13	P	Jaipuria Institute of Management	Ghaziabad	271
14	P	Doon Business School	Dehradun	268
15	P	Institute of Management Studies (IMS)	Noida	267
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44	P	Jaypee Business School	Noida	181
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49	P	Vidya School of Business	Meerut	148
49	P	GNIOT MBA Institute	Greater Noida	148
51	P	Dev Bhoomi Uttarakhand University	Dehradun	145
52	P	Amrapali Institute of Technology and Sciences	Haldwani	141

B-SCHOOLS SOUTH ZONE

RANK	Govt (G)/ Pvt (P)	COLLEGE	CITY	SCORE
1	G	Indian Institute of Management (IIM)	Kozhikode	660
2	G	Indian Institute of Management (IIM)	Tiruchirappalli	560
3	P	T. A. Pai Management Institute (TAPMI)	Manipal	491
4	P	Loyola Institute of Business Administration (LIBA)	Chennai	403

JOE ARUN SJ,

director, Loyola Institute of Business Administration

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■ Mr. Ritesh Goyal

Founder & Managing Director
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The Role of Innovation, Research, and Entrepreneurship (IRE)

In today's rapidly evolving world, innovation is the driving force behind progress. Research fuels innovation, and entrepreneurship turns innovative ideas into reality. At GIBS, we understand the importance of these pillars, and we have integrated them into our curriculum. Our Post Graduate Program in Innovation, Research, and Entrepreneurship (PGP-IRE) is a witness to our commitment to fostering these crucial skills in our students.

GIBS Finishing School (CPMP): Mastering Personal and Professional Growth

Our dedication to nurturing excellence goes beyond the classroom. GIBS Finishing School is a dedicated wing that assists PGDM/BBA students with startups, placements, and internships. With the belief that "Opportunities are never given, they are taken," the Finishing School actively prepares students to seize every opportunity. Upon completing the program, every student receives a Certificate in Personal Mastery Program (CPMP).

Placements and Career Growth

We measure our success by the success of our students. Our commitment to placements is unwavering. We work tirelessly to connect our

graduates with top companies and organizations. Our impressive placement record speaks volumes about the quality of education and the skills our students acquire during their time at GIBS.

Experienced Faculty and Industry Connect

An exceptional faculty is the backbone of any educational institution. At GIBS, we are proud to have a faculty that combines academic excellence with practical industry experience. They not only impart knowledge but also mentor and guide our students on their educational journeys.

Conclusion

At GIBS, we are more than an educational institution; we are a community of learners, dreamers, and achievers. We are passionate about nurturing excellence in every student who walks through our doors. Our commitment to "Learning by Doing" in an outcome-based institute has led to remarkable success stories and empowered countless individuals to realize their full potential.

As the Founder and Managing Director of GIBS, I invite you to be a part of our journey, to experience education as it should be – transformative, practical, and outcome-driven. Together, let's nurture excellence, shape futures, and create a world where education knows no bounds.

Thank you for your trust in GIBS.





COVER STORY

BEST B-SCHOOLS

BEST B-SCHOOL 2023

5	G	Department of Management Studies - National Institute of Technology Tiruchirappalli	Tiruchirappalli	380
6	P	PSG Institute of Management (PSG College of Technology)	Coimbatore	369
7	G	National Institute of Agricultural Extension Management (MANAGE)	Hyderabad	358
8	P	Xavier Institute of Management & Entrepreneurship	Bengaluru	332
9	P	Institute of Public Enterprise (IPE)	Hyderabad	329
10	P	School of Business and Management, Christ University	Bengaluru	328
11	P	Institute of Management Technology	Hyderabad	314
12	P	Indus Business Academy (IBA)	Bengaluru	304
13	P	AIMS School of Business (Acharya Institute of Management and Sciences)	Bengaluru	301
14	P	Prin. L.N. Welingkar Institute of Management Development & Research	Bengaluru	297
14	P	Rajagiri Centre for Business Studies	Kochi	297
16	P	SDM Institute for Management Development (SDMIMD)	Mysuru	286
17	P	International School of Business & Media (ISB&M)	Bengaluru	281
18	P	Symbiosis Institute of Business Management	Hyderabad	274
19	P	SRM College of Management	Chennai	267
20	P	SCMS Cochin School of Business	Kochi	265
21	P	Siva Sivani Institute of Management	Secunderabad	264
22	P	Vignana Jyothi Institute of Management	Hyderabad	262
23	P	KL Business School	Vijayawada	260
24	P	Kristu Jayanti College	Bengaluru	255
25	P	Hindustan Institute of Technology and Science, School of Management	Chennai	251
26	P	Dayananda Sagar Business School	Bengaluru	246
27	P	St. Joseph's Institute of Management	Bengaluru	241
28	G	Institute of Insurance and Risk Management (IIRM)	Hyderabad	238
28	P	ICBM School of Business Excellence	Hyderabad	238
30	P	Institute of Health Management Research	Bengaluru	236
31	P	R V Institute of Management	Bengaluru	235
32	P	REVA Business School, REVA University	Bengaluru	231
33	P	Kongu Business School - Kongu Engineering College	Erode	230
33	P	KCT Business School	Coimbatore	230
35	P	Kirloskar Institute Of Advanced Management Studies	Harihar	228
36	P	MEPCO School of Management Studies	Virudhunagar	223
37	P	Dayananda Sagar University	Bengaluru	222
38	P	SCMS School of Technology & Management	Kochi	221
39	P	K V Institute of Management and Information Studies	Coimbatore	217
40	P	CMR College of Engineering & Technology	Hyderabad	214
41	P	Dayananda Sagar College of Engineering	Bengaluru	211
41	P	Sona School of Management	Salem	211
41	P	Kochi Business School	Kochi	211
41	P	KLS Gogte Institute of Technology	Belagavi	211
45	P	The Oxford College of Business Management	Bengaluru	210
46	P	School of Management, Presidency University	Bengaluru	209
47	P	Saintgits Institute of Management	Kottayam	208
47	P	LEAD College of Management	Palakkad	208
49	P	Albertian Institute of Management	Kochi	205
49	P	Sree Saraswathi Thyagaraja College	Coimbatore	205
49	P	Krupanidhi School of Management	Bengaluru	205
49	P	VLB Janakiammal College of Engineering & Technology	Coimbatore	205
53	P	Presidency College	Bengaluru	203



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54	P	SNS College of Technology	Coimbatore	201
54	P	Vishwa Vishwani Institute of Systems and Management	Hyderabad	201
56	P	School of Commerce & Management Studies (MBA)	Bengaluru	198
57	P	GITAM School of Business	Visakhapatnam	197
57	P	Easwari Engineering College	Chennai	197
59	P	K.S.R College of Engineering	Tiruchengode	195
60	P	Dr. SNS Rajalakshmi College of Arts and Science	Coimbatore	191
61	P	BMS College of Engineering	Bengaluru	187
62	P	Karnatak Law Society's Institute of Management Education & Research	Belgaum	185
63	P	Happy Valley Business School	Coimbatore	184
64	P	St Joseph's PG College	Hyderabad	183
65	P	Global Business School	Hubli	174
66	P	Amjad Ali Khan College of Business Administration	Hyderabad	165
67	P	Global Institute of Business Studies	Bengaluru	162
68	P	International School of Management Excellence	Bengaluru	159
69	P	School of Management, D.D.G.D. Vaishnav College	Chennai	155
70	P	CMRU School of Management	Bengaluru	147
71	P	Adarsh Institute of Management and Information Technology	Bengaluru	146
72	P	Ramaiah University of Applied Sciences	Bengaluru	145
72	P	Nehru School of Management @ Nehru College of Engineering and Research Centre	Thrissur	145
74	P	Ballari Institute of Technology & Management	Ballari	142
75	P	Trident Academy of Technology	Bhubaneswar	139
76	P	Chetan Business School	Hubli	138
77	P	K.S. School of Engineering and Management	Bengaluru	136

B-SCHOOLS PRIVATE SOUTH ZONE

RANK	Pvt (P)	COLLEGE	CITY	SCORE
1	P	T. A. Pai Management Institute (TAPMI)	Manipal	491
2	P	Loyola Institute of Business Administration (LIBA)	Chennai	403
3	P	PSG Institute of Management (PSG College of Technology)	Coimbatore	369
4	P	Xavier Institute of Management & Entrepreneurship	Bengaluru	332
5	P	Institute of Public Enterprise (IPE)	Hyderabad	329
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17	P	Siva Sivani Institute of Management	Secunderabad	264
18	P	Vignana Jyothi Institute of Management	Hyderabad	262
19	P	KL Business School	Vijayawada	260
20	P	Kristu Jayanti College	Bengaluru	255

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COVER STORY

BEST B-SCHOOLS

BEST B-SCHOOL 2023

21	P	Hindustan Institute of Technology and Science, School of Management	Chennai	251
22	P	Dayananda Sagar Business School	Bengaluru	246
23	P	St. Joseph's Institute of Management	Bengaluru	241
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BEST B-SCHOOLS

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71	P	Chetan Business School	Hubli	138
72	P	K.S. School of Engineering and Management	Bengaluru	136

B-SCHOOLS EAST ZONE

RANK	Govt (G)/ Pvt (P)	COLLEGE	CITY	SCORE
1	P	XLRI - Xavier School of Management	Jamshedpur	674
2	G	Indian Institute of Management (IIM)	Shillong	581
3	P	Xavier Institute of Management	Bhubaneswar	514
4	G	Indian Institute of Social Welfare and Business Management (IISWBM)	Kolkata	325
5	P	Xavier Institute of Social Service	Ranchi	289
5	P	International Management Institute (IMI)	Bhubaneswar	289
7	P	International School of Business and Media	Kolkata	246
8	P	Regional College of Management	Bhubaneswar	245
8	P	School of Management Studies, GIET University	Gunupur	245
10	P	Rungta College of Engineering & Technology	Bhilai	235
11	P	Institute of Management & Information Science	Bhubaneswar	233
12	P	Institute of Engineering & Management (IEM)	Kolkata	215
13	P	JIS College of Engineering	Kalyani	210
14	P	Amity Business School	Raipur	206
15	P	International Management Institute, Kolkata	Kolkata	203
16	P	Sikkim Manipal Institute of Technology	Sikkim	202
17	P	Srusti Academy of Management	Bhubaneswar	201
18	P	NSHM Knowledge Campus	Kolkata	199
19	P	JIS University	Kolkata	194
20	P	OP Jindal University	Raigarh	193
21	G	Department of Business Administration, Assam University, Silchar	Silchar	181
22	P	NSHM Business School, Durgapur	Durgapur	150

B-SCHOOLS PRIVATE EAST ZONE

RANK	Pvt (P)	COLLEGE	CITY	SCORE
1	P	XLRI - Xavier School of Management	Jamshedpur	674
2	P	Xavier Institute of Management	Bhubaneswar	514
3	P	Xavier Institute of Social Service	Ranchi	289
3	P	International Management Institute (IMI)	Bhubaneswar	289
5	P	International School of Business and Media	Kolkata	246
6	P	Regional College of Management	Bhubaneswar	245
6	P	School of Management Studies, GIET University	Gunupur	245
8	P	Rungta College of Engineering & Technology	Bhilai	235
9	P	Institute of Management & Information Science	Bhubaneswar	233
10	P	Institute of Engineering & Management (IEM)	Kolkata	215
11	P	JIS College of Engineering	Kalyani	210
12	P	Amity Business School	Raipur	206
13	P	International Management Institute, Kolkata	Kolkata	203
14	P	Sikkim Manipal Institute of Technology	Sikkim	202
15	P	Srusti Academy of Management	Bhubaneswar	201
16	P	NSHM Knowledge Campus	Kolkata	199

17	P	JIS University	Kolkata	194
18	P	OP Jindal University	Raigarh	193
19	P	NSHM Business School, Durgapur	Durgapur	150

B-SCHOOLS WEST ZONE

RANK	Govt (G)/ Pvt (P)	COLLEGE	CITY	SCORE
1	G	Indian Institute of Management (IIM)	Ahmedabad	861
2	G	Indian Institute of Management (IIM)	Indore	654
3	P	S.P. Jain Institute of Management & Research (SPJIMR)	Mumbai	648
4	P	Symbiosis Institute of Business Management (SIBM)	Pune	620
5	G	Indian Institute of Management Studies, Mumbai	Mumbai	611
6	P	SVKM'S NMIMS School of Business Management	Mumbai	608
7	P	Symbiosis Centre for Management and Human Resource Development (SCMHRD)	Pune	508
8	P	Goa Institute of Management (GIM)	Sanquelim	491
9	P	Institute of Rural Management Anand (IRMA)	Anand	480
10	P	Symbiosis Institute of International Business (SIIB)	Pune	470
11	P	Prin.L.N. Welingkar Institute of Management Development & Research	Mumbai	458
12	G	Sydenham Institute of Management Studies, Research & Entrepreneurship Education	Mumbai	425
13	P	Institute of Management, Nirma University	Ahmedabad	418
14	P	Symbiosis Institute of Operations Management (SIOM)	Nashik	407
15	P	Symbiosis Institute of Digital and Telecom Management	Pune	373
16	P	Institute of Management Technology	Nagpur	364
17	P	Prestige Institute of Management and Research	Indore	360
18	P	Symbiosis Centre for Information Technology (SCIT)	Pune	347
19	P	International School of Business & Media (ISB&M)	Pune	325
20	P	Balaji Institute of Modern Management (BIMM)	Pune	324
21	P	N.L. Dalmia Institute of Management Studies & Research	Mumbai	312
22	P	Balaji Institute of International Business (BIIB)	Pune	296
23	P	Balaji Institute of Management and Human Resource Development (BIMHRD)	Pune	295
24	G	Vaikunth Mehta National Institute of Cooperative Management	Pune	287
25	P	Pune Institute of Business Management	Pune	283
26	P	Institute for Technology and Management	Mumbai	282
27	P	Universal Business School	Mumbai	281
28	P	IES Management College & Research Centre	Mumbai	274
29	P	Balaji Institute of Telecom & Management (BITM)	Pune	271
30	P	Prestige Institute of Management	Gwalior	269
31	P	International Institute of Management Studies (IIMS)	Pune	262
32	P	Chetana's Institute of Management & Research	Mumbai	261
33	P	IPS Academy, Institute of Business Management & Research	Indore	257
34	P	Symbiosis School of Banking & Finance (SSBF)	Pune	246
35	P	Lala Lajpat Rai Institute of Management	Mumbai	240
36	G	Alkesh Dinesh Mody Institute for Financial & Management Studies, University of Mumbai	Mumbai	237
37	P	Amity Business School	Mumbai	230

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38	P	Symbiosis Institute of Computer Studies and Research (SICSR)	Pune	217
39	P	Institute of Industrial & computer management & research	Pune	215
40	P	MIMA (Formerly known as MITCON)	Pune	213
41	G	Faculty of Management Studies, The Maharaja Sayajirao University of Baroda	Vadodara	212
42	P	SASMIRA's Institute of Management Studies and Research	Mumbai	209
43	P	MET Institute of Management	Mumbai	203
44	P	Prestige Institute of Management	Dewas	202
45	P	Vivekanand Education Society's Institute of Management Studies and Research	Mumbai	200
46	P	S K Patel Institute of Management and Computer Studies - MBA	Gandhinagar	199
47	P	Central Institute of Business Management Research & Development	Nagpur	190
48	P	PCET'S S.B. Patil Institute of Management	Pune	189
49	P	Medi-Caps University	Indore	188
50	P	Sandip Institute of Technology & Research Centre	Nashik	186
50	P	S V Institute of Management	Kadi	186
52	P	Chetana's Ramprasad Khandelwal Institute of Management & Research	Mumbai	184
53	P	Global Business School & Research Centre (Dr. D. Y. Patil Vidyapeeth)	Pune	182
54	G	M. S. Patel Institute of Management Studies	Vadodara	153
55	P	Vivekanand Education Society's Business School	Mumbai	147
56	P	MET Institute of Post Graduate Diploma in Management	Mumbai	142
57	P	Sheila Raheja School of Business Management and Research	Mumbai	139
58	P	SASMIRA'S Business School	Mumbai	131

B-SCHOOLS PRIVATE WEST ZONE

RANK	Pvt (P)	COLLEGE	CITY	SCORE
1	P	S.P. Jain Institute of Management & Research (SPJIMR)	Mumbai	648
2	P	Symbiosis Institute of Business Management (SIBM)	Pune	620
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43	P	Sandip Institute of Technology & Research Centre	Nashik	186
43	P	S V Institute of Management	Kadi	186
45	P	Chetana's Ramprasad Khandelwal Institute of Management & Research	Mumbai	184
46	P	Global Business School & Research Centre (Dr. D. Y. Patil Vidyapeeth)	Pune	182
47	P	Vivekanand Education Society's Business School	Mumbai	147
48	P	MET Institute of Post Graduate Diploma in Management	Mumbai	142
49	P	Sheila Raheja School of Business Management and Research	Mumbai	139
50	P	SASMIRA'S Business School	Mumbai	131

B-SCHOOLS MUMBAI

RANK	Govt (G)/ Pvt (P)	COLLEGE	SCORE
1	P	S.P. Jain Institute of Management & Research (SPJIMR)	648
2	G	Indian Institute of Management Studies, Mumbai	611
3	P	SVKM'S NMIMS School of Business Management	608
4	P	Prin.L.N. Welingkar Institute of Management Development & Research	458
5	G	Sydenham Institute of Management Studies, Research & Entrepreneurship Education	425
6	P	N.L. Dalmia Institute of Management Studies & Research	312

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7	P	Institute for Technology and Management	282
8	P	Universal Business School	281
9	P	IES Management College & Research Centre	274
10	P	Chetana's Institute of Management & Research	261
11	P	Lala Lajpat Rai Institute of Management	240
12	G	Alkesh Dinesh Mody Institute for Financial & Management Studies, University of Mumbai	237
13	P	Amity Business School	230
14	P	SASMIRA's Institute of Management Studies and Research	209
15	P	MET Institute of Management	203
16	P	Vivekanand Education Society's Institute of Management Studies and Research	200
17	P	Chetana's Ramprasad Khandelwal Institute of Management & Research	184
18	P	Vivekanand Education Society's Business School	147
19	P	MET Institute of Post Graduate Diploma in Management	142
20	P	Sheila Raheja School of Business Management and Research	139
21	P	SASMIRA'S Business School	131

B-SCHOOLS PUNE

RANK	Govt (G)/ Pvt (P)	COLLEGE	SCORE
1	P	Symbiosis Institute of Business Management (SIBM)	620
2	P	Symbiosis Centre for Management and Human Resource Development (SCMHRD)	508
3	P	Symbiosis Institute of International Business (SIIB)	470
4	P	Symbiosis Institute of Digital and Telecom Management	373
5	P	Symbiosis Centre for Information Technology (SCIT)	347
6	P	International School of Business & Media (ISB&M)	325
7	P	Balaji Institute of Modern Management (BIMM)	324
8	P	Balaji Institute of International Business (BIIB)	296
9	P	Balaji Institute of Management and Human Resource Development (BIMHRD)	295
10	G	Vaikunth Mehta National Institute of Cooperative Management	287
11	P	Pune Institute of Business Management	283
12	P	Balaji Institute of Telecom & Management (BITM)	271
13	P	International Institute of Management Studies (IIMS)	262
14	P	Symbiosis School of Banking & Finance (SSBF)	246
15	P	Symbiosis Institute of Computer Studies and Research (SICSR)	217
16	P	Institute of Industrial & computer management & research	215
17	P	MIMA (Formerly known as MITCON)	213
18	P	PCET'S S.B. Patil Institute of Management	189
19	P	Global Business School & Research Centre (Dr. D. Y. Patil Vidyapeeth)	182

B-SCHOOLS DELHI NCR

RANK	Govt (G)/ Pvt (P)	COLLEGE	CITY	SCORE
1	G	Faculty of Management Studies (FMS)	Delhi	652
2	P	Management Development Institute (MDI)	Gurugram	631
3	P	Institute of Management Technology (IMT)	Ghaziabad	542
4	P	Lal Bahadur Shastri Institute of Management (LBSIM)	Delhi	433
5	P	Amity Business School	Noida	390

6	P	Jagan Institute of Management Studies	Delhi	366
7	P	I.T.S School of Management	Ghaziabad	306
8	P	Institute of Management Studies (IMS)	Ghaziabad	288
9	P	Jagannath International Management School	Delhi	280
10	P	Jaipuria Institute of Management	Ghaziabad	271
11	P	Institute of Management Studies (IMS)	Noida	267
11	P	Amity Business School	Gurugram	267
11	P	Fortune Institute of International Business	Delhi	267
14	P	NICE School of Business Studies, Shobhit University	Meerut	260
15	P	School of Leadership and Management (MBA), Manav Rachna International Institute of Research and Studies	Faridabad	246
16	P	I Business Institute	Greater Noida	244
17	P	International Institute of Health Management Research	Delhi	236
18	P	Ajay Kumar Garg Institute of Management	Ghaziabad	227
19	P	Army Institute of Management & Technology	Greater Noida	226
20	P	MIET Business School	Meerut	209
21	P	GNIOT Institute of Management Studies (GIMS)	Greater Noida	202
21	P	Bennett University	Greater Noida	202
23	P	Jaypee Business School	Noida	181
24	P	Jaipuria School of Business	Ghaziabad	149
25	P	Vidya School of Business	Meerut	148
25	P	GNIOT MBA Institute	Greater Noida	148

B-SCHOOLS BENGALURU

RANK	Govt (G)/ Pvt (P)	COLLEGE	SCORE
1	P	Xavier Institute of Management & Entrepreneurship	332
2	P	School of Business and Management, Christ University	328
3	P	Indus Business Academy (IBA)	304
4	P	AIMS School of Business (Acharya Institute of Management and Sciences)	301
5	P	Prin. L.N. Welingkar Institute of Management Development & Research	297
6	P	International School of Business & Media (ISB&M)	281
7	P	Kristu Jayanti College	255
8	P	Dayananda Sagar Business School	246
9	P	St. Joseph's Institute of Management	241
10	P	Institute of Health Management Research	236
11	P	R V Institute of Management	235
12	P	REVA Business School, REVA University	231
13	P	Dayananda Sagar University	222
14	P	Dayananda Sagar College of Engineering	211
15	P	The Oxford College of Business Management	210
16	P	School of Management, Presidency University	209
17	P	Krupanidhi School of Management	205
18	P	Presidency College	203
19	P	School of Commerce & Management Studies (MBA)	198
20	P	BMS College of Engineering	187
21	P	Global Institute of Business Studies	162
22	P	International School of Management Excellence	159
23	P	CMRU School of Management	147
24	P	Adarsh Institute of Management and Information Technology	146
25	P	Ramaiah University of Applied Sciences	145
26	P	K.S. School of Engineering and Management	136

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B-SCHOOLS CHENNAI

RANK	Govt (G)/ Pvt (P)	COLLEGE	SCORE
1	P	Loyola Institute of Business Administration (LIBA)	403
2	P	SRM College of Management	267
3	P	Hindustan Institute of Technology and Science, School of Management	251
4	P	Easwari Engineering College	197
5	P	School of Management, D.D.G.D. Vaishnav College	155

B-SCHOOLS HYDERABAD

RANK	Govt (G)/ Pvt (P)	COLLEGE	CITY	SCORE
1	G	National Institute of Agricultural Extension Management (MANAGE)	Hyderabad	358
2	P	Institute of Public Enterprise (IPE)	Hyderabad	329
3	P	Institute of Management Technology	Hyderabad	314
4	P	Symbiosis Institute of Business Management	Hyderabad	274
5	P	Siva Sivani Institute of Management	Secunderabad	264
6	P	Vignana Jyothi Institute of Management	Hyderabad	262
7	G	Institute of Insurance and Risk Management (IIRM)	Hyderabad	238
7	P	ICBM School of Business Excellence	Hyderabad	238
9	P	CMR College of Engineering & Technology	Hyderabad	214
10	P	Vishwa Vishwani Institute of Systems and Management	Hyderabad	201
11	P	St. Joseph's PG College	Hyderabad	183
12	P	Amjad Ali Khan College of Business Administration	Hyderabad	165

B-SCHOOLS PRIVATE MUMBAI

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9	St. Joseph's PG College	Hyderabad	183
10	Amjad Ali Khan College of Business Administration	Hyderabad	165

RESEARCH METHODOLOGY

PERCEPTUAL OPINION COLLECTION

A primary survey was conducted in August-September 2023, where 198 academic experts, 605 current students and 30 recruiters from 17 Indian cities nominated the best b-schools in the country. The cities selected were major education hubs in the country.

A closed-ended questionnaire was given to stakeholders, asking them to nominate and rank the top 25 b-schools in India and the top b-schools in their zones.

Perceptual score: Calculated based on the number of nominations received and the actual ranks given to the b-school in the All India category and in its zone.

FACTUAL INFORMATION COLLECTION

A dedicated website was created as

an interface and the link was sent to more than 1,400 b-schools, of which 162 responded on time.

Factual score: Information collected from the b-schools was combined by applying appropriate weights to each parameter as given below:

PARAMETER WEIGHTAGE

- ◆ Overall infrastructure 20% (Includes accreditations and safety measures like women's grievance redressal cell)
- ◆ Faculty 12.5% (Includes teacher-student ratio, and publications and consultancy by faculty)
- ◆ Teaching-learning and extracurricular 30% (Includes work experience and diversity of students, and

alumni base)

- ◆ Placements 37.5%

(Includes average salary and average internship stipends)

RANKING METHODOLOGY

Ranking is based on a composite score, derived by combining the perceptual score and the factual score. For b-schools that could not respond within the deadline, the composite score was derived by combining perceptual score with an interpolated appropriate factual score. B-schools that shared their data in the past two years were included. Therefore, factual data was considered for 215 b-schools—162 of which responded this year and 53 which had responded in the past two years.



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Placement Summary For 2022 & 2023

Summary of Placements	2022	2023
Total no. of Companies (On/Off Campus)	62	68
Total No. of Students enrolled	172	178
Total No. of Students not opted for Placements	05	09
Total No. of Students opted for Placements	172	169
Total No. of Students Placed	148	145
Highest package	12.59L/A	14.25L/A
Median package	6.00L/A	6.46L/A

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- 24x7 access to recorded lectures on “IMPARTUS” - lecture capturing IT solution from Upgrad campus
- NSMART lab in collaboration with NSE for simulated Stock Trading
- Remote access to e-databases (EBSCO, J-GATE, Capitaline, etc).
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- BUSINESS TODAY 2023**
- Ranked 79th Pan India amongst Private B-schools
 - Ranked 58th Pan India for Return on Investment

- OUTLOOK – ICARE 2023**
- Ranked 58th amongst top B-schools in India
 - Ranked 9th pan India amongst private affiliated colleges
 - Ranked 20th Best B-School in South India

- TIMES OF INDIA 2023**
- Ranked 49th pan India amongst top B-schools
 - Ranked 13th best B-School in South India

- THE WEEK 2022**
- Ranked 86th amongst top B-schools in India
 - Ranked 25th Best-School in South India
 - Metro Ranking 10th in Bengaluru

- INDIA TODAY 2022**
- Ranked 90th amongst top B-schools



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INHERITANCE OF SORROWS

Palestinian-American writer Sharif S. Elmusa says the occupation has brutalised Israel as well; the only way forward is accommodation

BY MANDIRA NAYAR

In order to retain ownership over my distant sky,

I must not own even my very skin.

—**Mahmoud Darwish**

A Soldier Dreams of White Lilies

IT IS LATE evening in Boston. Far away in Gaza, it is yet another dark night, after another day of nonstop Israeli attacks. Palestinian-American poet Sharif S. Elmusa says what is happening in his homeland is the continuation of the long struggle that started with the British colonial regime taking over Palestine. For him, it is almost like watching a rerun of history.

“Britain helped settle [the Jewish



GETTY IMAGES

CHRONICLES OF SORROW

A scene from Gaza in 1988 during the first intifada by the Palestinians. Back then, there were Israeli settlers in the Gaza Strip and fights often broke out between the two groups

people] in Palestine, and it suppressed all our hopes," says Elmusa. "We revolted in 1936, before India [became independent]. We were very small people, there was just about a million of us. The British sent 20,000 troops from Europe to crush them. They almost left because of our resistance. But we lost eventually, like everyone else. We are the last people who are not freed from colonialism."

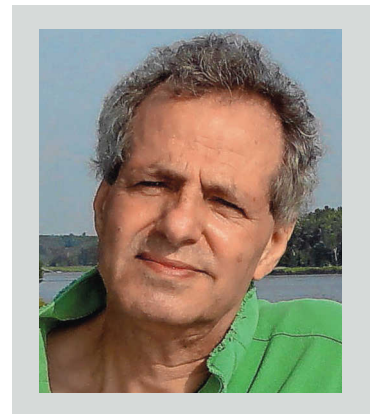
But it is a battle that is far from over. And there are no winners.

In his essay "Portable Absence: My Camp Remembered," Elmusa writes that Britain sends expats to other lands, India immigrants, and

Palestine exiles. It is in this exile that he continues to remember, and refuses erasure. "It is the dispossession of everything," he says. "Once you lose your country, apart from the material losses, the house, the land and everything, you also lose your historical memory. You are cut off." That is what Israel is doing to Palestine, he says. "Israel tries to redraw everything. It is the biggest archaeological site in the world. Everyone there is an amateur archaeologist, trying to redraw everything. And our history is being wiped out."

Elmusa, 76, spent his whole life searching for home. As Palestinian poet Mahmoud Darwish writes, "I have learned and dismantled all the words in order to draw from them a single word: Home." Elmusa would know. He grew up in a refugee camp, which he says looked like a version of the streets in American cities. He realised it when he first went to New York. "I understood that the camp is really a modern contraption. It was like the well-organised streets in an American city. The UN used to come every month, and gave people food and stuff. That was the most humiliating thing for my father, and for us." He stopped going as soon as he grew up.

In a piece he wrote for the *Indian Quarterly*, Elmusa talks about an opportunity he got to work in Gaza with the United Nations Development Programme and telling his father about the assignment. "[My father], who always praised the last meal he ate as the best, singled out the guavas of Khan Younis as the most delicious guavas he ever had. He was living in Amman, Jordan, at the time where the Elmusas ended up after the 1967 war, during which Israel occupied the rest of Palestine. Fortunately, late summer and early fall is the time when guavas ripen; and I was delighted to be able to send him a whiff of a taste that had lodged itself so deeply in the



When people were first driven out, they thought they would go back, because most refugees think they would go back. This is why Israel destroyed our villages, so that we forget about the idea of returning.

—Sharif S. Elmusa,
Palestinian-American writer

recesses of his palette, and to have him enjoy for a moment a palpable connection to a land he never again could step into after 1948."

Elmusa once got a chance to return to the site of the camp in the West Bank where he grew up, the only home he says he knew, even if it was not real. He found that it was all gone, erased. "All had been melted into dusty air.... The houses were all gone. Their whitewashed mud brick walls did not purr when we lived in them, and perhaps had al-

ready looked like ruins to outsiders, but they sheltered the private pleasures and agonies of many families, and stood as testimony and symbol of our expulsion in 1948. Now they were not even rubble that one could gaze at and try to reconstruct in the mind's eye, or reanimate with the lives that once filled them."

For Palestinians, the erasure was brutal. It was systematic, savage, relentless and complete. And yet, it is constantly denied. "When people were first driven out, they thought they would go back, because most refugees think they would go back," says Elmusa. "This is why Israel destroyed our villages, so that we forget about the idea of returning."

And to erase the past, even the landscape was changed. The olive tree—quite the symbol of Palestine—was replaced by the pine.

Elmusa spent much of his life trying to create biographies of these erased villages, like obituaries to remind people that they existed. "But nature is stronger than we are. The Israelis wanted to make an Israeli landscape because they came from Europe. They had all these pines. They thought it will bring rain to the region, because Europe has this rainfall. But the pines turned out to be a fire hazard. And they accuse the Palestinians of starting the fires."

Writing is a form of protest for the Palestinians, but it is also a resistance against erasure. Keeping alive the memory of the past at a time when Israel is trying to rewrite history to wipe out Palestinian claims to the land through reinterpreting archaeology is political as well as personal for the Palestinians. A poem is perhaps "the silence in

which the stranger wraps himself to preserve memory, to resist the gravity of the new abode." It is survival.

And so in the poem "We Never Left", Palestinian-American writer Susan Abulhawa says, "We persist. We exist. We are one nation, one history, one heritage, one people. Determined and destined to go home."

Elmusa believes that the only way forward is to accept that. "What I know and what I would like to see is whether Israel will finally realise that it cannot live by the sword. That they have to come to accommodation with the Palestinians and stop this for everybody," he says. "It will destroy everything. It has destroyed us. But they also have been brutalised. The people who were put into concentration camps are putting other people in concentration camps and killing them." ①

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WAR AND PEACE

Jews of Indian origin in Israel advocate harmonious coexistence with neighbours of different faiths

BY NAMRATA BIJI AHUJA

NEVATIM, AN idyllic moshav (co-operative agricultural settlement) dominated by Cochin Jews located on Israel's border with Gaza, was recently called the "living bridge between the two most ancient civilisations" by Prime Minister Benjamin Netanyahu. The first Indian Jewish Heritage Centre in Israel is coming up in Nevatim, which is expected to be a meeting point for Indian Jews in Israel, numbering around a lakh. Indian Jews comprise diverse communities such as the Arabic speaking Baghdadi Jews with roots in Mumbai and Kolkata, Cochin Jews from Kerala, Bene Israel from Maharashtra and B'nei Menashe from Manipur and Mizoram.

Established in 1946 along with 10 other villages in the Negev desert as part of an initiative to create a barrier separating Israel from Egypt and Gaza, Nevatim continues to play a pivotal role following the recent upsurge in violence. As the conflict intensifies, trapped inside the moshav are families of Cochin Jews even as they pray for peace at their beautiful synagogue, adorned with relics from their hometown, located in a green compound where neem,

tulsi and ashwagandha grow.

"We are peaceful, hard-working people who built this amazing country. We want to live in safety and peace," says Dr Nehemia Sahaf, chairman of the Cochin Heritage Centre in Nevatim. "When the [October 7] attacks started, we were in the synagogue for Saturday prayers. It was very difficult to tell people to stop praying and go home to the shelter," he says. The gatherings have since extended to daily prayers for peace. "Our streets are empty of civilians. The only vehicles moving around belong to security and emergency services."

Avner Isaac, chairman of the Indian Jewish Heritage Centre, says his dream is to see Jews of Indian origin embrace values of acceptance and peaceful coexistence with neighbours of different origins and religions. The Bene Israelis, the largest group of Indian Jews, are martial men, and their ancestors were part of Chhatrapati Shivaji's army. "If India is our motherland, Israel is our fatherland," says Avner. "I came to Israel when I was nine months old. So, all my memories of India are as an adult. As I grew



up, I realised that Jews were able to live freely in India without [fearing] anti-Semitism. They have always lived there in peace and harmony with their neighbours. The only time they faced any threat was during the 2008 Mumbai attacks on the Chabad house and other locations."

Avner's father, David Isaac, 91, went to a school in Sassoon docks in Mumbai in the 1940s. It was at the bustling, picturesque dock established by Jewish industrialist Sir Albert Sassoon where he learnt the tools and the trade to become an engineer on merchant ships, setting sail to faraway shores in 1963. As he sits in a bomb shelter today, with sirens going off every few hours, David is, thankfully, saved the trouble of understanding that he is in the midst of a war.

The Jewish population in India has shrunk over the years with most of them emigrating to Israel. But in wars and in facing terror, Jews in India and in Israel have always



ACTS OF FAITH

The synagogue at the Cochin Heritage Centre in Nevatim; (below) Avner Isaac, chairman of the Indian Jewish Heritage Centre, Nevatim, and Marian Sofaer, who refurbishes old synagogues

tect of the government of India in the late 19th century, was a key pillar of the Indian Jewish community. He designed the Parliament Annexe building and many other important buildings like the Delhi High Court and the Indian Institute of Foreign Trade. He also designed several embassy and consulate buildings for India. Ruth has memories of visitors walking into their home in Delhi every day. The Jewish community in Delhi was vibrant those days, she says, and Jewish people from across India used to visit Benjamin.

Such bonds are strong even today. Isaac Thangjom, project director of Degel Menashe, an organisation that works for the B'nei Menashe community in Israel, is passionate about India and visits his hometown Imphal often. "Identity forms a very important part of every person. We want to inculcate a sense of pride in our younger generation and an insight and understanding of who they are," he says.

Nearly 5,000 B'nei Menashe Jews in India were planning to make their journey to Israel when the conflict broke out on October 7. Their plans may be on hold at the moment, but the pursuit of peace by Jews of Indian origin continues. In Nevatim, they are joined by their Israeli friends. Ofra Bar Gil grew up in a community surrounded by Indian Jews and got deeply influenced by the ideals of peace and coexistence. "I am an ayurvedic practitioner. To learn more from India is my mission," she says, waiting for Nevatim to open its gates once again to peace. 🕊



joined hands. Marian Sofaer, whose mother emigrated to Israel when she was 12, is proud of her links in both countries. She is married to Abraham David Sofaer, an American attorney born in Mumbai. "We found our roots together. I feel we must educate our youth about our diverse heritage," said Marian, who

refurbishes old synagogues to put them on the world map.

The deep cultural embrace is fulfilling for many. Ruth Greenfield, 62, daughter of the famous architect Joshua Moses Benjamin, credits her father for instilling in her the values of contributing to the welfare of the community. Benjamin, chief archi-





HARSH TERRAIN, COLD TRUTHS

A science expedition finds significant
changes in the Arctic landscape

BY POOJA BIRAIA JAISWAL

ESTHER HORWATH

BREAKING ICE
Research vessel
Polarstern at the
North Pole

Marine biologist Antje Boetius was a PhD student when she first sailed to the Arctic thirty years ago. The Arctic Ocean's icy, white expanse had left her amazed.

Boetius is now director of the Alfred Wegener Institute in Bremerhaven, Germany's biggest polar research institute. On August 3 this year, she returned to the Arctic aboard the same ship of her first journey—the 42-year-old German icebreaker *Polarstern*.

It was *Polarstern*'s seventh journey to the North Pole. Aboard the vessel with Boetius this time was a team of 53 scientists, largely PhD students from across the world, and a crew of 44. Boetius was the team's leader and chief scientist.

The team began its two-month journey from Tromsø, Norway. Their mission: to study the effects of climate change in the Arctic in September, when the extent of sea ice touches the annual low.

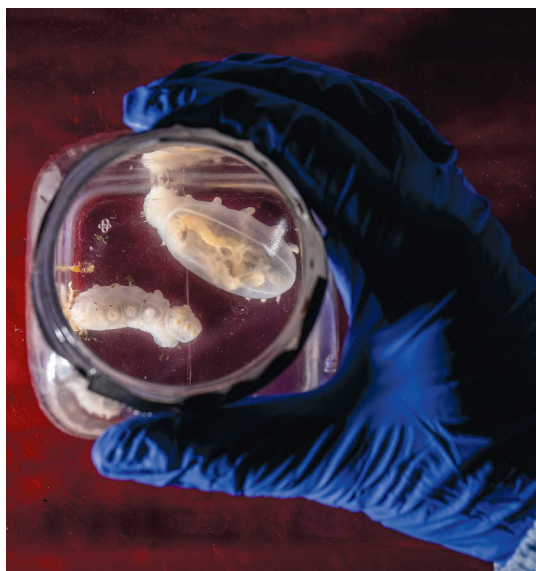
The scientists say there has been a huge change in the polar landscape in the past three decades. Earlier, it was “extremely difficult and challenging” for the *Polarstern* to break ice and navigate the sea, but this time it was “shockingly very easy.” The ice was no longer three to four metres thick; it had thinned out to just one metre. *Polarstern* could just glide past it.

“It doesn't even break the ice. It just moves through the ice as if it were butter,” says Boetius, who returned with her team to *Polarstern*'s home port of Bremerhaven in early October.

The expedition is scientifically significant because the summer of 2023 was the hottest on record since 1880, according to scientists at NASA's Goddard Institute of Space Studies in New York. For Boetius and fellow scientists, the loss of sea ice in the Arctic was expected, but the change in landscape nevertheless came as a



PHOTOS: ESTHER HORVATH

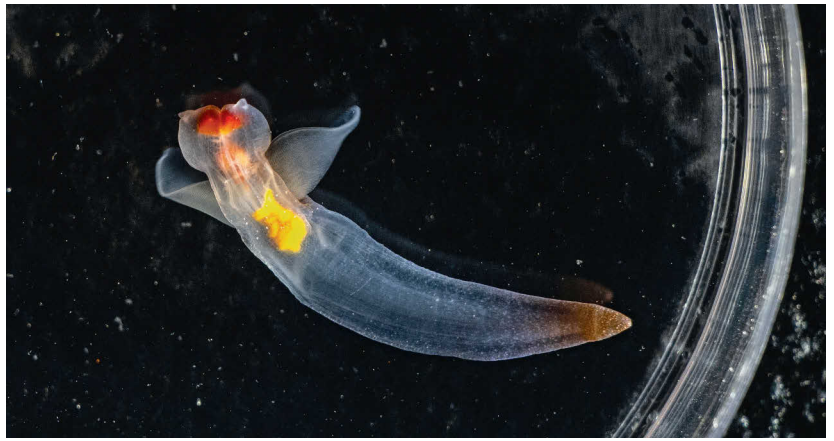


UNEARTHING KNOWLEDGE

(Clockwise from left) Sea cucumbers caught at a depth of 4,000 metres in the Arctic Ocean; Antje Boetius, chief scientist and the leader of the expedition, gets ready for a sea ice observation flight; scientists aboard the *Polarstern* collecting mud from the sea floor; a 'sea angel', or *Clione limacina*, caught by the scientists; a polar bear at an expedition site

shock. "Normally you find thriving topical sea algae, but it was all just wide and empty this time. We were shocked because the area we saw was so huge," says Boetius.

The expedition was connected to the internet via satellite—a first in the North Pole, where even messenger services had been inaccessible. Thanks to the fast internet connec-



tion, the team could have the first polar Zoom conference with scientists across the world, and send a robot to explore beneath the ice cover. "This time, we aired it all live on YouTube for scientists across the world to watch in real time. They could literally ask for the robot to be turned left or right for better viewing," says Boetius.

The team explored climate change effects in areas "where no human being has ever been to before." "To



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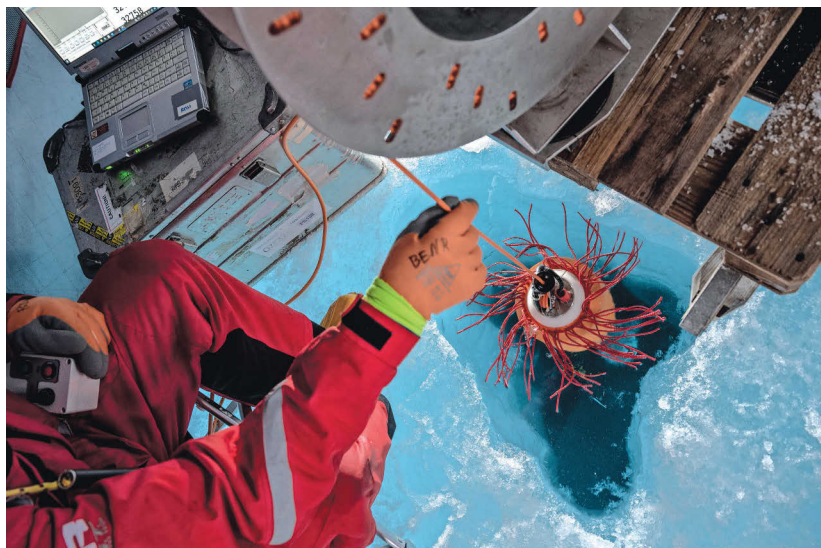
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PHOTOS ESTHER HORVATH

**DEEP DIVE**

A scientist deploys a probe to analyse the temperature, nutrients and currents in the Arctic waters; (left) in the Polarstern kitchen, 3:30pm every day is cake time

embark on a journey like this is a blessing of a lifetime," says Esther Horvath, an award-winning documentary photographer who was on her 21st tour of the Arctic.

With the sun shining 24x7, and work continuing in shifts without break, most team members lost their sense of time within a week of the expedition. They tried to keep track of time based on the food they were having. "Fridays are fish; so when you eat fish, you know it is a Friday," says Horvath. "There is always a bowl of thick stew on Saturdays; Thursdays and Sundays, there are always ice cream after lunch. The baker on board would prepare a variety of breads and a cake every single day.

Cake time is 3.30pm, and nobody wants to miss it. In subzero temperatures, you burn so many calories that you need loads of food and tend to eat more."

As the only photographer in the team, Horvath worked most of the time when she was in the Arctic. "It is challenging to work on sea ice for several hours at a stretch, because the chills can get to you if you do not maintain body temperature by moving around," she says. She made up for the lost sleep on her return journey; in the first night back home, she slept for 14 hours straight.

Aboard the Polarstern, balancing work and leisure was the survival mantra. The ship had a huge sauna, a

pool to play water-ball and a small bar that opened thrice a day. A few scientists formed a band, The Arcwatchers, to pay tribute to life at sea.

According to Boetius, half of the people on board were vegetarians. "When I was a student 30 years ago, breakfast aboard the Polarstern was eggs with meat. Lunch was meat soup, and dinner was meat with potatoes. But now, most people, no matter which country they come from, do not want to eat too much meat. So our chef and his team had to be really inventive, because on this two-month expedition one cannot preserve vegetables. We had frozen vegetables and canned vegetables, but the cook was having a really tough time and there was a lot of debate in the mess around food," she says.

Everyone is given training to protect themselves from polar bear. "Polar bears aren't friendly; they are always angry," says Boetius. "They are also very curious. When we have equipment out there on the ice, they tend to bite into the cables and plastic, and hurt themselves in the process of finding something to eat."

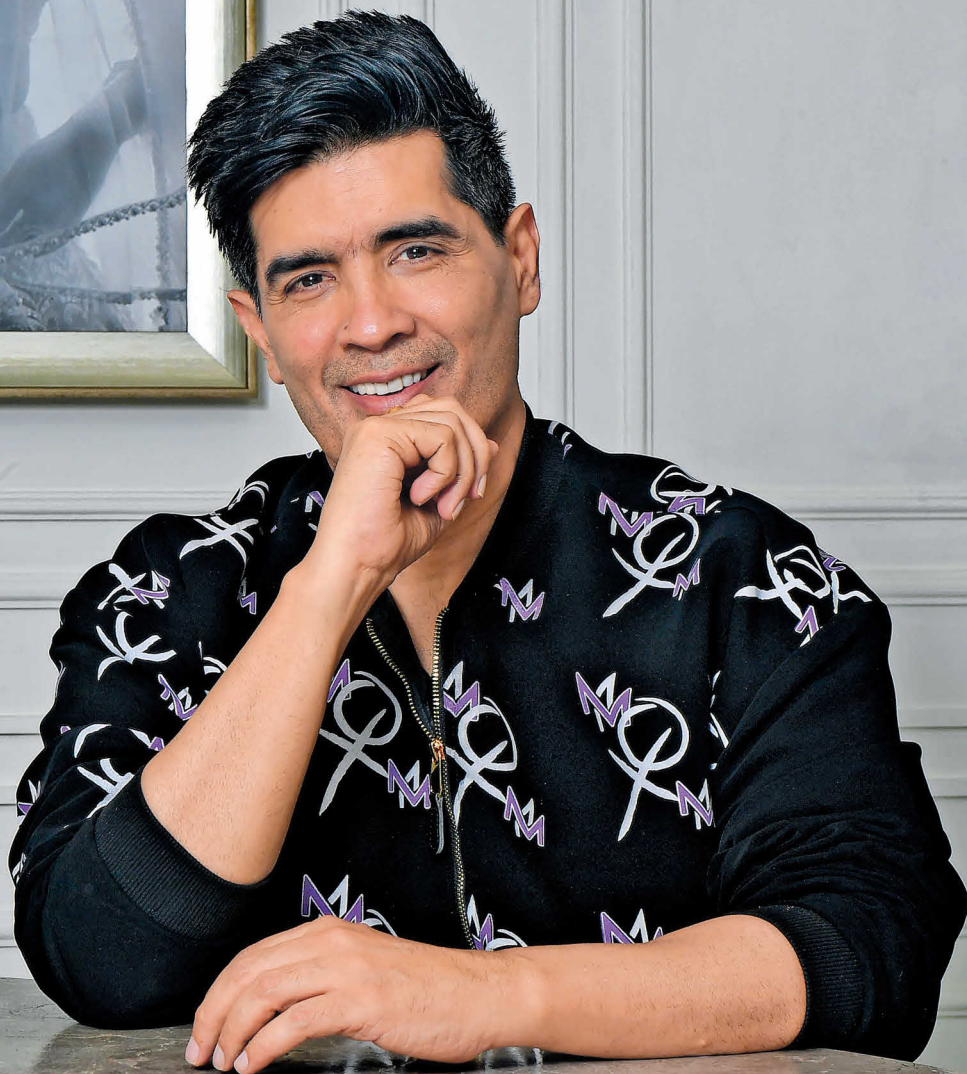
The team discovered a previously unmapped seamount with amazing biodiversity at a depth of 1,500 metres. It also analysed the thickness and properties of sea ice, recorded ocean currents and their chemical properties, and investigated life in open waters and the ice-covered deep sea. Their data showed significant changes compared to previous expeditions.

"We found hardly any ice algae on the underside of the sea ice," says Boetius. "Melosira arctica (a major algae species of the region), especially, was missing. It can form metre-long chains and is an important nutrient supplier for the entire ecosystem. The ice looked rather dead this year. Because of the darkening by snow, algae floated up from the water and formed a film under the ice to get some light. ❶

THE MIDAS TOUCH

Manish Malhotra takes
THE WEEK for a walk through
his new headquarters

BY NAMRATA ZAKARIA



It has been five months since Manish Malhotra had announced that he had moved lock, stock and sewing machines to a mammoth new space. His new headquarters, a 40,000 sq.ft atelier spread over four floors, is undeniably a massive achievement. But Malhotra has barely invited anyone over to see it. There was no launch party or a press lunch. In typical Malhotra style, he just got down to business as usual.

"I am not a show-off," Malhotra, nearly 57, replied when I asked him why. It took me weeks of pleading, prodding and even an occasional stomping of feet to get him to show me around.

The giant glass and chrome building stands tall in Bandra's Guru Nanak Road, just an ordinary street that leads you to the station, almost as an homage to the worker bees Mumbai is famous for. It overlooks the Bandra Talao, a manmade paddle lake that offers a small breather for the city that does not sleep.

Malhotra, easily India's most famous fashion designer and a blue-chip Bollywood A-lister, calls himself an ordinary "worker" even after 33 years of being in the business. This year has unarguably been his busiest one yet. He opened the headquarters, dressed up two movie star brides for their weddings, announced he is directing a film, started a production studio of his own, launched a jewellery line, designed 1,300 costumes for the Nita Mukesh Ambani Cultural Centre's *The Great Indian Musical: Civilisation to Nation*, and was announced as the chosen Indian designer for the newly privatised Air India. That would possibly be the workload of 10 designers, or more. When does Malhotra sleep?

"I barely sleep. I believe in one philosophy: a busy man makes time for everything. If I've made a commitment to a task, I will ensure I complete it. Since I was five or six years old, my life has been all about cinema and all about clothes. I enjoy working, my life is limited to work. I don't waste time wondering what others are doing, my energy is focused on my work alone," he says.

Malhotra, handsomer than most leading men, has built a career in fashion on the sheer dint of hard work. He started out as a model, then a costume stylist. He launched a fashion boutique, Reverie, with Yash and Avanti Birla in the mid 1990s. Soon, he moved on to Sheetal Design Studio. He started his own label making only saris and tunics 18 years ago, giving it to his brother and sister-in-law to manage. He is most famous as the celebrity stylist to some of



GLAM & FAME

Kiara Advani and Sidharth Malhotra wore Manish Malhotra's outfits for their wedding; (right) Alia Bhatt in a sari designed by him

the most photographed stars and films. But he says his work in styling is only five per cent of his time. The other 95 per cent is dedicated to fashion.

When we are meeting here, Malhotra has had his personal chef from home come to the office to give us the most magnificent lunch. The plated dishes see a paneer makhani roll, diced eggplant, skewered lady finger, and avocado in a potato nest, all cooked Indian-style but to be eaten with silverware. The meal befits a five-star hotel, and there are just the two of us here.

The building is a Reliance Brands property, and the fashion conglomerate runs an office on the ground floor. The next four floors are for the Manish Malhotra fashion label, one floor each for an embroidery atelier, a stock room, a design, styling and ecommerce floor, and the top floor for Malhotra's office, a client's trial room (complete with a makeup studio filled with beauty products from the 'Manish Malhotra' line),



and the marketing and finance offices. There are close to 400 people who work for Malhotra in this building alone.

The atelier is designed by the international design firm Space Matrix. It follows an open-door policy, which means several meeting rooms are not enclosed, while some rooms merge into others by just opening sliding doors.

"I am not a person who thinks that the heads of departments need to be in their cabins, that's just old school. I like to speak to my interns, I love young minds. This is why we sell, this is how you stick around for decades," he says of his success. He is right, Malhotra has designed for every decade's leading lady right from Sridevi and Madhuri Dixit to Urmila Matondkar, Manisha Koirala, Karisma Kapoor and Kajol, to Kareena Kapoor, Preity Zinta and Rani Mukerji to Deepika Padukone, Alia Bhatt and Anushka Sharma. "Please don't forget Ananya Pandey and Janhvi Kapoor, and of course now Suhana

SINCE I WAS FIVE OR SIX YEARS OLD, MY LIFE HAS BEEN ALL ABOUT CINEMA AND ALL ABOUT CLOTHES. I ENJOY WORKING... MY ENERGY IS FOCUSED ON MY WORK ALONE.

— Manish Malhotra, designer

Khan and Khushi Kapoor, too," he laughs.

Malhotra says he is big on recycling paper, and that the office is plastic free. Moreover much of his fabric waste is upcycled into his premium ready-to-wear label, Diffuse.

An entire wall is dedicated to Bhanu Athaiya's original sketches. Athaiya, a gifted contemporary of M.F. Husain and F.N. Souza, was India's first costume stylist. She had even won an academy award for her work for Richard Attenborough's *Gandhi*. "I was a huge fan. I had met her and invited her for my shows, too," Malhotra says.

The designer felt he needed an all-in-one headquarters as he needed a space to get his work more organised. "A lot of designers who don't live in Mumbai have one atelier to go to. I live in Bandra, I have an office in Pali Hill. I have workshops in Andheri and Goregaon. My marketing team was somewhere else. It was all too much, I had literally set up a workshop in my car," he laughs. "For any brand to be a big business, you need to be in one space."

Manish Malhotra was among the first labels Reliance Brands put their money into. Malhotra is not willing to divulge the financials but says it was a cash plus funding deal. "I have huge respect for Reliance as a company. I have worked closely with Nita Ambani as well as Isha, and their vision is extraordinary. I have heartfelt respect for them. When other companies had approached me, I wasn't ready. I was okay being alone. But when Reliance made their offer, it was my respect for them that made me agree," he admits. "That said, money has the power to build your business. More than the money, I appreciate the structure their investment has given me. For someone who hasn't studied business or design, for whom everything was instinct-based, this was an important step for the company to grow. The creatives are still with me."

Malhotra has obviously scaled his production. He has also built a 30,000 sq.ft atelier in Noida. He is soon opening a 5,000 sq.ft store at the Dubai Mall.

Dubai is crazy about Bollywood and Malhotra. "I have been in Dubai since 2005 and I work a lot in the Middle East. The new store isn't just an Indian store of saris and wedding wear, but will have a lot more tunics and jackets and western wear. It's all Indian embroideries speaking a global language, it's a modern India," he smiles.

Few know how Malhotra was shortlisted by Air India to design its uniforms. "They spoke to a few designers including me, and gave us a brief. Our samples moved to the second round, and eventually we got selected," he admits. Malhotra says he has



AMEY MANSABDAR

enjoyed the collaboration as he got to study the history of the airline, formerly India's national carrier.

There has been a lot of speculation on the internet of whether Malhotra would retain the sari uniform or switch over to something more modern. "I needed to keep in mind that primarily it is a uniform and its concern had to be utility first. It needed to be work-friendly and comfortable. We had a lot of discussions with the flight attendants and the ground staff, ultimately the people who will be wearing them. Their inputs were the most important to me," he avers. "I will have to say this is a research and a collaborative exercise."

Malhotra admits to a non-disclosure agreement with the airline which will only allow him to discuss or disclose the look in December or January.

Speaking of saris, Malhotra is best known for the saris his heroines wear. The last to join the very long list of chiffon-clad beauties is Bhatt in her latest film *Rocky Aur Rani Kii Prem Kahaani*. Bhatt's vivid chiffons and deep-cut blouses are Malhotra's signature; Bhatt's saris in this film have become a template for the young Indian sari-wearer today. What was director Karan Johar's brief

to him? "It was very straightforward, he really wanted it to be only saris, nothing else. It is great that the look has caught on. I see people wearing more ombre and shaded saris all of a sudden. I adore a sari, whether a handloom or a crepe. And I adore colour that brightens up the wearer's face," Malhotra says.

Ironically, both his movie star brides this year—Kiara Advani and Parineeti Chopra—wore muted tones for their respective weddings. "Kiara-Sidharth's (Malhotra) wedding was very special to me as we did the entire wedding. They are such a good-looking and private couple. Would you believe the north-Indian Punjabi family had a non-alcoholic baraat? They were all about the rituals. After that, I did Alanna Panday's wedding which was white on white. Parineeti was so different from Kiara's. She wanted to do tone on tone, keep it simple and fuss-free. She didn't want too much texturing or embroidery. Celebrities like to have a look that makes it seem like it's the first time the audience is seeing it, it needs that 'wow' factor. We achieved that with the jewellery I designed for them," Malhotra says.

STYLE GUIDE

Manish Malhotra at his new headquarters

His most challenging new 'vertical' is probably film production and direction. In September this year, he announced his Stage 5 Productions. "It has taken me seven years to set this up and we are already working on three films. We have just finished one film," he says, referring to the Tisca Chopra-directed *Train from Chhapraula*. "I wanted to start a company that supports young writers and directors, those who don't get backing from the big studios. I wanted to have a boutique film company," he says. Malhotra, who has sat in script sessions for several films to create their looks, must have a great sense of story-telling. "For me, the biggest relaxation is to watch a film in a movie theatre."

The bound script of the Meena Kumari biopic is sitting on his desk. "I will be directing two films under the Dharma Productions banner. This will be one of them," he offers.

Any advice from his best friend, ace producer and director, Karan Johar? "Yeah, he said production was a whole new ball game. A brand new monster," he laughs. 🎬

Love in the time of conflict

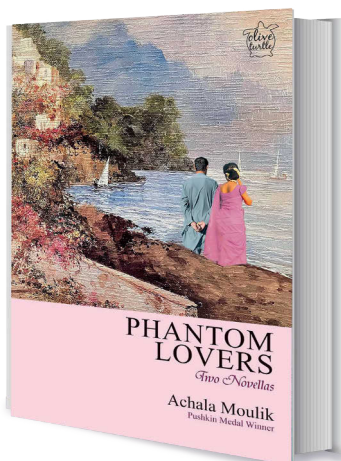
BY ANJULY MATHAI

Love conquers all is a trite phrase, and it is doubtful if it is true except in sweeping paperback romances. It is certainly true in Achala Moulik's *Phantom Lovers*, consisting of two novellas. And why should it not? After all, if such conquering love does not exist, at least on paper, what ideal should mankind strive towards?

Moulik's love stories—*With Fate Conspire* and *Wait!*—are set in turbulent times, one during the mutiny of 1857, and the other during the Afghan coup of 1978. Separations are inevitable, because true love must always face opposition. In the first story, it is a separation of time. A century elapses after a young British magistrate, Julian, and a zamindar's daughter, Radha, are torn apart by the mutiny. And now, if souls are truly immortal, can their story be carried on across the frontier of time?

In the second story, the separation is of space. An Afghan academic, Rustom, and an Indian woman, Minoti, fall in love, but Rustom is compelled to return to Afghanistan when events there take a turn for the worse. He promises to return, but fate conspires to keep them apart. But can distance truly be a hindrance to the magnetic pull of love?

Moulik makes liberal use of Indian and western poetry and mysticism, with her young lovers quoting Tagore, Dante, Petrarca, Kalidasa



PHANTOM LOVERS

By **Achala Moulik**

Published by **Niyogi Books**

Price **₹595**; pages **382**

**MOULIK MAKES
LIBERAL USE
OF INDIAN AND
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AND MYSTICISM,
WITH HER YOUNG
LOVERS QUOTING
TAGORE, DANTE,
PETRARCA, KALIDASA
AND BANABHATTA.**



and Banabhatta, with their “tangled tales of passion, death and reincarnation”. It is like she is deliberately sending them down a rabbit hole of these writers’ imaginations. In *With Fate Conspire*, for example, Tagore’s dance-drama *Shapmochan*—about a capricious god punishing two celestial lovers and sending them to earth until they are reunited after enduring pain—could have been the template for the story of Julian and Radha, and their descendants.

This lends the book an air of whimsy and otherworldliness. In stark contrast are the dark events against which it is set. They span from the 1857 mutiny to the Cold War and the arms race, to the Kennedy assassination to the Indo-Pak war of 1971 to, of course, the tumult in Afghanistan, when the coup by the People’s Democratic Party of Afghanistan (PDPA) overthrew the government led by Prince Daoud in 1978. While violence and war simmer around them, the lovers hold steadfast, their love the only anchor in the quicksand of history.

Moulik’s language is crisp, even as she builds worlds of fantasy and furore with it. Occasionally, the connection between the story and the setting is not seamless, and one feels like one is being given a history lesson. Still, it is captivating to understand the violence that birthed our world as we know it. And the love that shone through, even as everything crumbled around it. **1**



A trinket a day

The Delhi Art Gallery stood proud in Mumbai's Kala Ghoda in a three-story all-white curvilinear building. When it closed down last year, all eyes were on the golden space, wondering who its next resident would be. Probably because of sky-high rentals, the new tenant was not a flashy fashion label peddling destination wedding-wear, like so many in the neighbourhood, but a young jewellery brand that introduced to India a new design language.

This is Her Story, a new fine jewellery label unlike any we have seen in India. Debunking traditional designs, this jewellery seemed as if it was designed by a French fashion house. Tiny baubles in precious stones, in shapes of elephants and butterflies. It was expensive jewellery, but with an element of whimsy, and one that a woman could wear every day.

Jewellery and India go hand-in-hand, perhaps even more than its textiles. Indian adornments date back 5,000 years to the Indus Valley. India remains the highest producer of gemstones. Even the humblest of homes in India will have gold or silver adornments. Jewellery contributes to 7 per cent of our GDP and almost 16 per cent of our exports.

Much of Indian jewellery is traditional in its patterns. But as the world gets flatter, modern women want jewels they can wear and change daily to match their contemporary attire. Indian jewellery is now speaking a global language.

Last week I visited Ahmedabad for Navratri. Like almost 20 others from the fashion and design community, I was invited by Puja and Kunal Shah, a young, enterprising and proud Amdavadi couple. The Shahs wanted to introduce their jewellery labels—Aurus and Moi—and a city that is soaked as much in heritage as it is in modernity.

While Aurus is traditional wedding jewellery, Moi

uses the same techniques to create more mixed colours and patterns in modern trinkets. Much of this looks like museum pieces, vintage in its aesthetic but beauties that one can wear with jeans and a white shirt. The Shahs call Moi a “distilled sophistication meant for the woman who has a view of the wonder world and how she moves through it, while appreciating quality, wearability and ease”.

The baubles are quite exceptional. Both Puja's training at the Fashion Institute of Technology, New York, and her stints at the Metropolitan Museum of Art and the Brooklyn Museum have aided her designs.

The Shahs are also putting together a digital showcase, ‘Indian Family Jewels—Indian Adornment Revealed’, that sheds light on the heirlooms of several families across India. It will also decode India's jewellery traditions recognising its many roots—tribal, agrarian, trade and royal jewellery.

The Tata group, beloved for its Tanishq wedding jewellery, found a big gap in the Indian market when they launched Zoya, which is Tata's jewellery line using large precious and semi-precious stones in

European designs. It is for the global Indian woman who still wants to wear high-end jewellery every day to match her international wardrobe. The Tata group has priced Zoya above Tanishq, which is a rare thing to do as India's market is primarily driven by traditional wedding jewellery. But it hopes to give India its first ‘luxury’ jewellery label that would match Europe's Van Cleef & Arpels or Cartier. They signed Sonam Kapoor as their brand ambassador last month.

The modern Indian woman works, travels, entertains, raises her family and has a great sense of self worth. Her jewels are now a celebration of her daily routine, not an heirloom that sits in a bank locker.



Sonam Kapoor modelling for Zoya



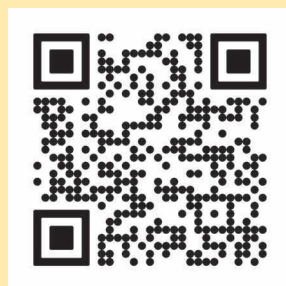
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The school has a great diversity of students and, upon completing their program, are placed in organizations in India and abroad. Student onboarding and placement are critical activities for the faculty and staff. Learning also happens through sports, cultural activities, international trips, military-style boot camps, functional clubs,



Capt. A. Nagaraj Subbarao, PhD
Professor of Strategy & Dean – SCMS
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industry internships and social activities. The diversity of opportunity is breathtaking at SCMS. The school also actively promotes entrepreneurship and encourages students to develop an entrepreneurial mindset. Eventually, the school is known for the excellence of its faculty and students, making it one of the best B Schools in India.

GETTY IMAGES



BLACK HUMOUR

Jack Black in his boxers—it is not exactly a sight for sore eyes. But at least it was for a good cause. The actor-comedian stripped during a fundraiser in Los Angeles to raise money for SAG-AFTRA members impacted by the actors' strike in Hollywood. Not only that, he also boogied to Taylor Swift's 'Anti-hero,' making up the lyrics along the way. The crowd, of course, loved it (although Swift might have a different opinion). Now, if that can't raise some serious cash, we don't know what will.

THE FRENCH CONNECTION

After Shah Rukh Khan and Aishwarya Rai Bachchan, it is **Richa Chadha**'s turn to receive the Chevalier Des Arts et des Lettres from the French government. This is one of the highest orders given to artistes in France. "To stand in the esteemed company of legends such as Shah Rukh Khan and Aishwarya Rai Bachchan is a testament to the power of storytelling and the impact cinema can have on bridging cultures and societies," said Chadha. Her first film as producer—*Girls Will Be Girls*—will be an Indo-French co-production.



PTI



LUXURY UNLIMITED

Mukesh and Nita Ambani could not be prouder of their daughter **Isha Ambani**, under whose leadership the Jio World Plaza opened in Mumbai on October 31. "I think [Isha] and her luxury retail team have redefined what luxury means in Mumbai," said Mukesh. Several Bollywood celebs like Alia Bhatt, Deepika Padukone and Rajkummar Rao graced the red carpet event unveiling the Plaza—a retail, leisure and dining space in the Bandra Kurla Complex spread across 7,50,000sqft and housing 66 luxury brands.

COMPILED BY ANJULY MATHAI



AP

POWERPUFF GIRL

Blue Ivy Carter might have been born with a silver spoon, but the young spitfire proved that she was a superstar in her own right when she danced alongside her mother, **Beyoncé**, on the latter's Renaissance World Tour. Her dad, rapper Jay-Z, could not be prouder. "Since [Blue Ivy] was born she's been in, like, scrutiny and public eye, and everyone having an opinion of a little girl, how she keeps her hair," he said. "For her to be on that stage and reclaim her power, and the song is called 'My Power', you can't write a better script." Blue Ivy is the second-youngest artist to win a Grammy in 2021, for her collaboration with Beyoncé in the song, 'Brown Skin Girl'.



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BODY POLITICS

Artist **Amol K. Patil** has been selected as the first recipient of the Durjoy Bangladesh Foundation/Kochi-Muziris Biennale (DBF-KMB) Award to be presented to emerging South Asian artists. The win has also given him an opportunity to exhibit his installation—*The Politics of Skin and Movement*—at the Hayward Gallery in the UK till November 19. Expressing his delight, Patil said the installation looks like a disjointed sequence of still images. "But when you get closer there are subtle movements," he said. "These movements are like meditations on the body's senses; touch, sound, breathing, and other working processes, engaging with ideas of touch and skin politics." The installation—which "questions conditions of labour, casteism and the body"—is a new iteration of what Patil had shown at the fifth edition of the Kochi-Muziris Biennale. The award is part of a multi-year programme and cultural collaboration between Hayward Gallery, KMB and DBF.



Unleashing deep technology

India, with its vast human capital and burgeoning entrepreneurial spirit, has the potential to emerge as a global hub for deep tech innovation. Deep tech, which encompasses advanced technologies like artificial intelligence (AI), machine learning (ML), blockchain, robotics, and quantum computing, can drive groundbreaking changes in various sectors, from health care to agriculture. Traditionally, India's tech landscape was dominated by IT services and business process outsourcing. In the last decade, there has been a tectonic shift. With the rise of the startup culture, driven by incubators, accelerators, and a supportive government ecosystem, India has transitioned from being a service-oriented tech hub to a hotspot for innovation.

Five years ago when I was posted as CEO of NITI Aayog, we had already drafted the national strategy for artificial intelligence, recognising that AI and deep tech are the next big disruption the world was going to witness.

India is already home to more than 3,000 deep tech startups, witnessing a growth rate of over 53 per cent annually in the past 10 years. These startups represent 12 per cent of the Indian startup ecosystem, with a third focusing on enterprise technology and the banking, financial services, and insurance (BFSI) sector.

A deep tech ecosystem will drive innovation, economic growth, and social progress through deep tech research and development, supporting growth of existing deep tech startups. The deep tech sector has the capability to contribute \$450 billion to \$500 billion to India's economy by 2025. However, the sector is complex and has high entry barriers. It requires patient capital, a strong IP regime and a longer time-to-market. With the right strategy, it has the potential to put India on a high-growth trajectory for a sustained time period. With appropriate policy and investments, it can prove to be a game-changer for India. In order to boost innovation in the deep tech space, a number of measures must be taken in a time-bound manner.

The government should, in consultation with industry associations, identify the top 10 deep tech sectors for India. These should be high-potential, high-growth and high-impact sectors that can bring

about a multiplier impact. Potential areas of prioritisation can include AI interface layers, home and industrial automation, advanced semiconductor design, quantum computing, non-invasive cancer treatment, natural language processing, DNA-based medicines, ultra-thin and flexible photovoltaic panels, molecular imaging technologies, new generation agrochemicals, robotic process automation and big data, besides others. Priority areas should ideally be a mix of high-growth (like semiconductor design) and high-social impact (like language processing). These should receive access to policy and monetary support from the government.

Deep tech sectors require convergence of policy support at both central and state levels. For instance, while the ministry of electronics and information technology may be concerned with AI from a regulatory perspective, AI usage will span across all ministries—ministry of health and family welfare in the case of AI for health care, ministry of home affairs for cyber security and so on. A national deep tech task force needs to be created to bring convergence across all ministries. Such a mission shall be responsible for administering tools and should ideally draw resources from across ministries but also from industry associations. It should also work with states to help them evolve their policy measures for deep tech. The best example of this has been India's electric vehicle ecosystem where central efforts also led to states evolving their own EV policies, ensuring an ecosystem approach.

Centres of excellence must be established. The government needs to 'signal' to the private sector its interest in promoting innovation in the deep tech space.

India stands at the cusp of a deep tech revolution, poised to redefine and amplify its global tech footprint. As the landscape rapidly transforms, it is imperative to harness the nation's vast potential in leading innovations that drive economic prosperity, social betterment, and global recognition. A fitting blend of strategic initiatives, robust policy frameworks, and dynamic entrepreneurial energy can usher in a golden era of deep tech innovation in India.

Kant is G20 Sherpa and former CEO, NITI Aayog. Views expressed are personal.



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