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NOVEMBER 8, 2020

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WORRIES OF A
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KASHMIR
DEFANGING NEW ALLIES
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BEST



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COVID-19 MADE IT IMPOSSIBLE for us to be in places. Covid-19 also made it possible for us to be in places. I know, there is a contradiction right there. But then has this not been a season of contradictions?

The masked ones are the good guys and the unmasked ones the bad ones. Staying at home is nation-building and venturing out for enterprise or leisure makes you Public Enemy No 1. It is into this foggy world of contradictions and fears that our newest management graduates are being born. And that is the theme of this special issue of your favourite newsweekly—India's best b-schools and what are they doing different during the pandemic. The cover package is accompanied by THE WEEK-Hansa Research Survey on India's best b-schools.

This has been a trying time for me, because it was unthinkable for me to not be in my office at the start of business. Between meeting visitors and taking calls and dictating letters, I would pop up into THE WEEK's newsroom for meetings and to see the pages. Those who know me know how much I relished the face-to-face interactions and discussions. Covid-19 took all that from me. For my own sake and for others, I had to restrict my bubbling spirit. To be at the head of anything—of a family, of a publication—is not only a privi-

lege, but also a responsibility. And the restrictions I placed on myself was part of my responsibility. I had to lead by example, simple.

Covid-19 was also a good teacher. I know now that we can hold meetings online, without affecting the quality of the discussions too much. I can be in more places than I could before. Everywhere, teething problems over the lack of online etiquette are disappearing. We are all finding platforms that suit us best. Families spread out across the world are meeting more frequently in internet meeting rooms. With our life outside being restricted, we have turned to things that are more precious and closer to our hearts. There is no alternative to shaking a friend's hand or sitting down together for a meal. But, what good has evolution been if we refuse to evolve?

Going forward, this is what institutions will demand from managers. To be willing to evolve and to have a skill set that will serve you in both worlds—the one you are inhabiting and the one that may come. This pandemic has forced us to rely more on our teams and to trust each other. Covid-19 has driven us apart, but in its own way it has united us, too. A team with unity and resolve can only go forward. So, fear not, young managers, you are bigger than the task ahead.

BBC put out a story about how two words saved the Chilean territory of Easter Island, one of the most remote places on earth. Tapu and umanga. The word taboo comes from tapu. "Things that are tapu are to be left alone and may not be approached, interfered with or, in some cases, even discussed out loud," the story says. By invoking tapu on coronavirus, the administration of Easter Island successfully enforced quarantine.

Now, umanga or "reciprocal labour between neighbours". With neighbours helping each other, the islanders had a shared sense of purpose. India has survived thus far because we have embraced our interdependence. And that is also why we will endure.

I am because we are.

Philip Mathew,



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SANJOY GHOSH

HOUSE OF LEARNING
IIM Ahmedabad (file photo)

FUTUREPROOFING 101

The pandemic has made the world appreciate what b-schools have been teaching for years: change is inevitable; in order to survive and thrive, we have to be prepared to handle it. But, Covid-19 will not be the end; more change is coming. How are our budding managers preparing for it?

PLUS

- ◆ THE WEEK-Hansa Research Best B-Schools Survey 2020
- ◆ New-age CEO will be an orchestrator of experiments: Rishikesh T. Krishnan, director, IIM Bangalore
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Welcome to the Jindal Global Business School, JGBS! The business world, as well as the world of management education, is in constant flux today, all over the globe. Domestic politics of nations conspire with geopolitics to alter the grammar of globalization. Artificial intelligence threatens to replace a large multitude of skills with new ones. The only way to train minds for future today is to expose them repeatedly to unstructured situations, to compel them to think outside the "model". As a part of a young, vibrant, world ranked university, we are proud to offer cutting-edge education in management.

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world-class universities to offer intellectually engaging and professionally relevant learning. Each year, students pursue study abroad programmes through immersion trips, semester exchange or dual degree programmes to earn a certificate/second degree from foreign partner institutes. This ensures the schools graduates are prepared to succeed in a multi-cultural ever-changing business landscape. The school has a network of global partner institutions spanning five continents with some of the leading universities and institutions across the globe, including National Yunlin University of Science and

Technology, Taiwan; The Interdisciplinary Centre(IDC) Herziliya, Israel; Goethe university, Frankfurt, Germany, Queen Mary University of London, UK; Queen's University Belfast, UK; Lillebaelt Academy, University of Applied Sciences, Denmark; University of National and World Economy (UNWE) Bulgaria; The American Business School, UK; Bond University, Australia; and Macquarie University, Australia among many others.

JGBS faculty members bring together a wealth of experience from academia and research, business and industry, government and inter-governmental organizations, as well as civil society. The curriculum and courses offered address the need of management education to remain oriented towards problem-solving and leadership. Industry experts help in bringing practitioner knowledge to the classroom.

Office of Career Services:

The school also facilitates placements and internships through the Office of Career Services. Campus Recruiters include UpGrad, Byju's, ITC Hotels, M&C Saatchi, ICICI Bank, HDFC Bank, ICICI Prudential, ANZ Bank, SquareYards, Bernhard Schulte Ship management among others. **JGBS alumni work at leading organizations in India like McKinsey & Co., Amazon, ByteDance, Grant Thornton, SAP, Amazon, Kotak Mahindra Bank, Ernst & Young, Harley-Davidson, Britannia, Dabur, PricewaterhouseCoopers, ITC Hotels, Philips, Maruti Suzuki, Deloitte, Axis Bank, Samsung, Jindal Steel & Power Ltd, Emami Agro Tech, MC Saatchi, Acumen Connect, Edelweiss Tokio, AXA XL, EY Audit, Pax Edutainment and Jaro Education etc.** Many alumni also work abroad, in Dubai, Singapore, Mauritius and Canada, either finding opportunities through the OCS or finding opportunities during their exchange and double degree programmes.

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Let's be self-reliant

It is always good if a country becomes self-reliant, as that would increase its stature and position among other countries. India should strive to become self-reliant across different sectors, and clear all obstacles that are stopping it from achieving this ('Pain and gain', October 25).

First and foremost, we should reduce dependence on cheaper Chinese imports. Also, I feel the recent agricultural reforms are a game-changer. And, a strong manufacturing sector is critical for a country like India.

**Tapesh Nagpal,
On email.**

Atmanirbhar Bharat will become a major setback for the Chinese in the days to come. It is time to show the Chinese and the world at large what India is capable of. Be it defence, agriculture or textiles sectors, we can witness a slow change

everywhere, thanks to schemes like Make In India. I see a promising future for a better India.

**Arathi Raghuvver,
On email.**

Achieving self-reliance is not a short-distance sprint but a marathon of a life-

time. However, the seed bespeaks the sturdiness of the tree. Atmanirbhar Bharat is an ambitious grand vision that may need some deviations on the go, as dictated by ground realities.

**Raveendranath A.,
On email.**

Earn more trust

The fading trust of the Army in ordnance factories should not be taken lightly ('Unfriendly fire', October 25). The ordnance factory board (OFB) should evaluate their customer's perception (in this case, the Army) and should aim for zero defect in supplies. The revelation of 400 accidents in the past six years, resulting in 27 deaths and 159 injuries, compounded by a loss of ₹960 crore, is highly provoking.

There should not be any uncertainty in the minds of our soldiers when they face the enemy.

No doubt, privatisation would push OFD to compete and perform. Though the defence sector was opened to private players in 2001, complex policies and procedures did not help matters. I remember an MD of a public sector

firm telling me that the private sector will not be able to supply spares at the prices quoted by the public sector.

**G. Venkatakuppuswamy,
Bengaluru.**

Safe and sound

The Enforcement Directorate is India's number one agency for anti-money laundering operations ('Right on the money', October 18). The attachment of ill-gotten wealth of high-profile fraudsters is only the tip of the iceberg. Most of them are safe and sound, and are living lavishly in countries of their choice, under legal safeguards. Even if they are arrested, they will land in five-star hospitals and will develop sudden health issues and delay court proceedings.

The operations of the ED are breaking news for only a couple of days and millionaire criminals engage the best of legal brains to wriggle out, due to lack of clinching evidence.

They know well how to make use of their precious dirty money, which speaks many a language.

**Parthasarathy Mandadi,
On email.**

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Industrial Visit





Suhasini with brother Harindranath Chattopadhyay (left) and husband R.M. Jambhekar

Comrade with a heart

It was with great interest and a sense of pride that I read the article on Suhasini, India's first woman comrade ('Forgotten firebrand', October 18).

We were fortunate to have been associated with Suhasini aunty and her siblings Mrinalini (who was the principal of Lahore College), and Harindranath Chattopadhyay, the poet.

We were members of the New Work Centre for Women, Khar, which aunty started in 1954. The centre itself was a dynamic idea at the time, as aunty wanted women to explore avenues beyond their homes that would teach them new skills, and allow them to work with women from all parts of the country, and in the process do something for the larger good.

Amongst the many things that the centre initiated was the Abdul Hamid Scholarship Fund (after the 1965 Chinese aggression) for the benefit of the children of the jawans killed in action. The scholarship still continues, even 50 years after aunty passed away. That is amongst the many legacies that she has left behind.

Padmini Menon,
On email.

Ask Shiv Sena

Strange are the ways of our jurisprudence. Even after a prolonged trial, the court could not fix the onus for the wanton outrage in broad daylight that the whole world witnessed on television channels on December 6, 1992 ('Ripples of the ruling', October 11).

Leaders like L.K. Advani were against taking law into their hands, and I thought the conspiracy theory did not hold water from the beginning. The

photographs of the demolition showed the faces of the 'kar sevaks' who committed the offence, but the prosecuting agencies could not muster admissible proof in this regard.

Now, if the prosecution wants to challenge the verdict, it should compel organisations like the Shiv Sena, which took credit for the demolition, to name the culprits involved in the dastardly act.

K.V. Chandrasekharan,
Bengaluru.

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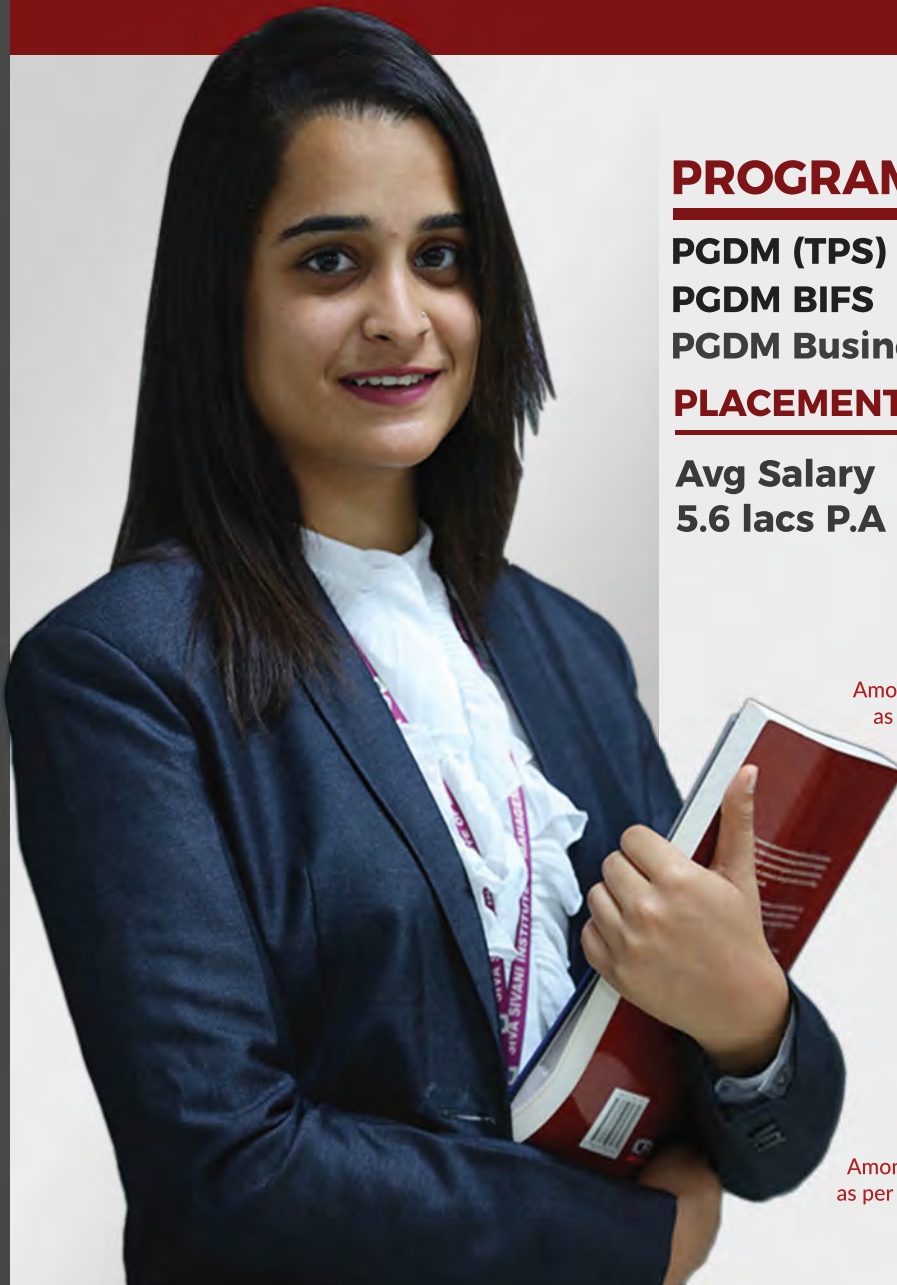
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By Career 360 Magazine
B-School Survey, 2019.



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as per THE WEEK B-School Survey, 2019.







■ **APERITIF** ■
THE BIG PICTURE

WINTER GLOW

The thin layer of mist, the flock of wild feathers, the mild rays of the sun and the lady in canary yellow. Yamuna ghat looks like a painter's ode to the Delhi winter. With the air quality in the city taking its annual dip, such scenes may soon become a rarity.

PHOTO BY RAHUL R. PATTOM

POINT BLANK



You have to cultivate stamina in your craft and by that I mean you have to practice the craft as much as you can to understand that creative energy is not limitless.

Mira Nair, filmmaker

AFP

Stop complaining. Start creating. Create a better life for yourself, and create a better person. Are you doing your maximum? Are you working as hard as you possibly can? Keep that wretched phone away until you make something of your life.

Chetan Bhagat, author

India should use its Security Council chair to represent nations hitherto unrepresented or underrepresented at the high table and continue the tradition of speaking for the marginalised. Unfortunately, the course of Indian foreign policy in the last few years does not correspond with this broad, inclusive worldview based on solidarity.

D. Raja
CPI leader

When I go for commentating for the India-South Africa series, at times, we finish the games early, and people go to their hotels. I might go to the gym, and I often see Virat Kohli at the gym, after the day's play. After they have won, and they could be celebrating, but he is at the gym.

Shaun Pollock,
Former South African cricketer



AFP

I think there should be no boundaries. I am not a big marriage person, I don't believe in the institution. I got married because a visa was really a problem and we wanted to live together.

Radhika Apte, actor, on why she married British musician Benedict Taylor

WORD PLAY

Social listening is becoming important for brands to stay updated with the rapidly changing consumer preferences. Social listening refers to the process of collecting information from social media sites on what people are saying about a particular product or brand. Insights and data sets are developed using this method to understand what is trending. Experts say that social listening helps brands to launch personalised marketing campaigns and better customer engagements.

MILESTONES

BLUE MOON

On October 26, NASA confirmed the presence of molecular water on the sunlit surface of the moon for the first time. The water molecules were detected in Clavius Crater in the moon's southern hemisphere, with the help of NASA's SOFIA observatory.



AP

HAIL HAMILTON

Mercedes's Lewis Hamilton became the most successful driver in the history of Formula 1 after winning the Portuguese Grand Prix on October 25. He broke Michael Schumacher's record of 91 F1 race wins.



REUTERS

VATICAN'S PICK

Archbishop Wilton Gregory became the first African-American cardinal of the Catholic church. Gregory, an outspoken civil rights advocate, came to limelight for his efforts to ease the racial tensions in the United States after the custodial death of George Floyd.



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Ministry of utmost friendliness

S. Jaishankar has been a very cerebral foreign minister, concentrating more on high policy of international power and relationships than his predecessor Sushma Swaraj, who was seen more as a people's foreign minister. Sushma endeared herself as the Twitter minister, who responded to every message to her on social media. Jaishankar, on the other hand, has preferred that his profile is of a foreign policy leader connecting with the countries round the world to further relationships and to deal with shifting power balances. While his use of social media is very restricted, he has carried forward Sushma's people-friendly approach by making the ministry equally responsive, especially when Covid-19 has upset the travel and other plans of so many people in India and abroad.

Sushma built up hugely on the people-friendly initiatives of S.M. Krishna, who was external affairs minister under prime minister Manmohan Singh from 2009 to 2012. Krishna had revolutionised the approach of the foreign ministry towards ordinary citizens by starting a network of passport seva kendras, which used technology to issue passports and other travel documents in quick time. Even though there was another minister exclusively for overseas Indian affairs, Krishna made the Indian consulates and embassies round the world more responsive to citizens' needs. His team would respond round the clock to emails and SMSes (Twitter and WhatsApp became popular after Krishna's tenure) of distressed people from different parts of the world.

The UPA's objective of launching the Overseas Indian Affairs ministry—manned by IAS officers—was to look into the multiple woes of the Indians living abroad. However, Prime Minister Narendra Modi, in accordance with his minimum government policy, made Sushma in charge for both the MEA and OIA. Subsequently, in 2016, the OIA ministry was merged

into the MEA, to be run by diplomats.

Sushma's people-first approach also changed the attitudes of the foreign service, which had always held that its only brief was to deal with foreign governments and multilateral issues. She was the ultimate agony aunt for the Indian diaspora around the world. She even received requests to save troubled marriages or help those facing prosecution. With tact and humour, she declined such unviable demands on her powers.

Jaishankar merged the people-focused divisions—passport and visa services as well as overseas Indian affairs—under one senior secretary of the ministry, and chose Sanjay Bhattacharyya, a people-friendly diplomat, to spearhead its functioning. Bhattacharyya had the heft to deal with not only Indian missions but also foreign governments on diaspora issues. The personal approach under Sushma was institutionalised by Jaishankar and Bhattacharyya, as the new system worked round the clock.

Then Covid-19 happened, impacting millions of non-resident Indians and PIOs across the globe, with air, land and sea links snapped. The home ministry, in consultation with the foreign office, cancelled visas of not only

foreigners but also of PIOs with foreign passports. The limited resumption of travel through the Vande Bharat Mission has been the MEA's joint effort with the civil aviation ministry, which is headed by a former ambassador, Hardeep Singh Puri. More than five lakh Indians stranded around the world were brought back to two dozen cities through special flights, which involved delicate negotiations with 100 countries. Then came the air corridor bubbles with countries to which Indians travel maximum for work, by allowing reciprocal flights from airlines of those countries. And, all this managed without much tweeting!



ALL ABOUT KIDNEY STONES

What are kidney stones?

A kidney stone, also known as a renal calculus, is a solid crystal build-up formed in the kidneys from dietary minerals in the urine. Stones can occur within the kidney itself as well as in the ureter (the tube draining urine from the kidney) or in the bladder.

How do kidney stones form?

Kidneys filter the blood by removing excess water and waste chemicals to produce urine. Urine passes from each kidney down a tube called the ureter into the bladder, then out of the body once the bladder becomes full. Many waste chemicals are dissolved in the urine and these chemicals sometimes form small crystals in the urine which clump together to form a stone.

How common are kidney stones?

Lifetime prevalence for kidney stones approaches 10 per cent, but it can vary according to geography. They can occur at any age but most commonly occur in people aged between 20 and 40. Roughly, half of all people who develop a kidney stone will have a recurrence again in the future.

What are the symptoms of kidney stones?

Flank Pain (discomfort in your upper abdomen), Haematuria (blood in Urine), Dysuria (painful urination), nausea, vomiting, fever and chills (if associated infection).

Do all kidney stones cause pain?

Kidney stones generally cause pain if they are blocking the ureter and trying to pass down towards the bladder. Stones that are not obstructing are thought to be non-

painful. This explains why some patients can have extremely large stones filling up their entire kidney with no or minimal pain.

What are the possible complications from kidney stones?

The pain of kidney stones can be severe in some patients. Sometimes a large stone can completely block the passage of urine down in one ureter and this may lead to severe infection, swelling of the kidney, pus formation and damage to the kidney. If left untreated, large kidney stone may cause kidney cancer (squamous cell carcinoma). All these complications can be avoided by early diagnosis and treatment.

How is Renal Calculi diagnosed?

History and physical examination, Imaging Modalities Plain Radiography, IVP, USG, CT Scans & Urine culture.

How can kidney stones be treated?

There are various treatment options for managing kidney stones. Some stones may be treated with medication. Other stone types may require surgical intervention. Surgical management may include non-invasive surgery [Extracorporeal shock wave lithotripsy (ESWL)], minimally invasive surgery [Percutaneous nephrolithotomy (PCNL) or ureteroscopy] or infrequently, open surgery.

Do all stones require surgery?

No. Some stones can pass spontaneously without medical or surgical intervention. The size and the location of the stone are factors that may affect whether a stone will pass spontaneously. Stones that are smaller than 4



Dr. Dhiraj B. Shah
MS, MCh (Mum)
Consulting Uro Surgeon
and Andrologist
Paritaj Nursing Home,
Mumbai.

mm have a 40-fold greater chance of passing spontaneously.

How much fluid should a person drink to prevent kidney stone formation?

People who have had a kidney stone should drink enough water and other fluids to produce at least 2 liters of urine a day. The amount of fluid each person needs to drink depends on the weather and the person's activity level, people who work or exercise in hot weather need more fluid to replace the fluid they lose through sweat.

What can be done to help prevent a recurrence of a kidney stone?

If one stone is detected, there is less chances to have a recurrence by drinking plenty of water throughout the day. By keeping urine diluted there is reduced chance of chemical build up.

- ◆ Increase fluid intake to maintain urine output of 2-3 l/day
- ◆ Decrease intake of animal protein (≤ 52 g/day)
- ◆ Restrict salt intake (≤ 50 mmol/day of sodium chloride)
- ◆ Normal calcium intake (≥ 30 mmol/day)
- ◆ Decrease dietary oxalate
- ◆ Reduce the intake of foods rich in oxalate—spinach, rhubarb, chocolate, and nuts.



PUBLIC OFFERING

Former Karnataka chief minister H.D. Kumaraswamy received a surprise gift from a farmer while campaigning in Sira, Tumakuru district, for the November 3 bypolls. It is common practice for farmers to gift fruits, vegetables and cereals to special visitors to their village, but this farmer in Sira gave the JD(S) leader a lamb. The farmer said he was grateful to Kumaraswamy for having waived farm loans when he was chief minister.

HOLDING FIRE

Though Sachin Pilot is no longer the deputy chief minister or the Congress chief in Rajasthan, he is in demand as a star election campaigner in Bihar and Madhya Pradesh. Everyone keenly watched his performance in the Gwalior-Chambal region, which is a stronghold of his friend Jyotiraditya Scindia, who is now in the BJP. Pilot had to maintain a fine balance and he steered clear of criticising Scindia while attacking the BJP governments in the state and at the Centre.

LIGHT ELEMENTS

Samajwadi Party president Akhilesh Yadav has been missing in action for several months. When he finally made a public appearance, it was to welcome defectors from other parties. Among them is Saleem Shervani—once close to Rajiv Gandhi—whose earlier dalliance with the SP had ended when Yadav's cousin Dharmendra got the ticket for Badaun, which Shervani had held. There are also varying figures for how many disgruntled BSP members will join Yadav. But none of these newcomers are likely to add any momentum to the bicycle that Yadav claims will ride to power in Uttar Pradesh in 2022.



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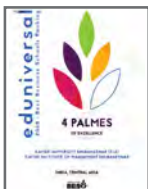
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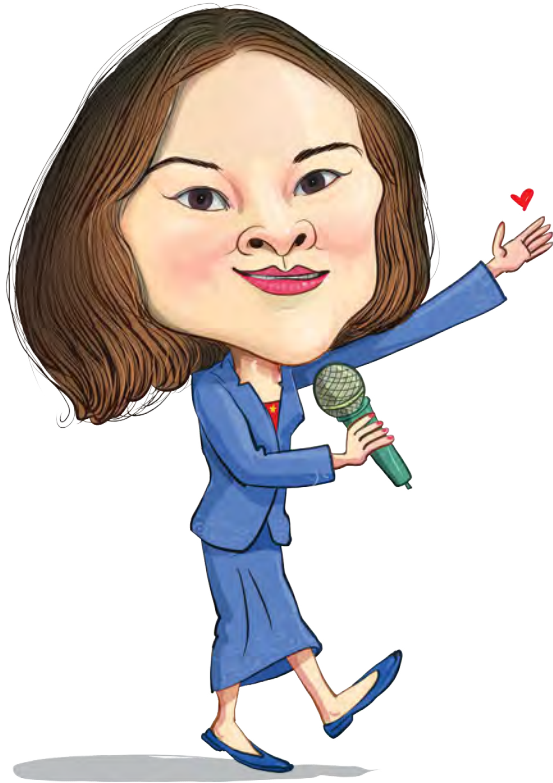
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SAY IT WITH A SONG

In 2015, German Ambassador to India Michael Steiner released a video of him as Shah Rukh Khan and his wife as Preity Zinta lip-synching the title song from *Kal Ho Na Ho*. The current German Ambassador Walter J. Lindner recently strummed Winds of Change with Indian musicians to mark 30 years of German unification. Another ambassador has joined this music trend. Chinese Ambassador to Nepal Hou Yanqi—believed to be the instigator fuelling Kathmandu’s hostility towards India—tweeted a video of her singing Nepali folk song Resham Firiri on Dussehra. But India is certainly not joining in.

AIR CONTROL

Retired Supreme Court judge Madan B. Lokur had already begun work on the issue of air pollution in the national capital region when the apex court, in a surprise move, put the formation of a committee under him in abeyance. Turns out, neither the Centre nor the states involved wanted Lokur, known for his firmness, heading the panel. The decision to form the committee prompted hectic discussions in the government. It resulted in the Centre pledging to enact a law to deal with air pollution, putting a question mark on the fate of the Lokur committee.

COMRADE LOVE

The relationship between the left leaders and Congress’s Rahul Gandhi had gone sour ever since he contested from Kerala and decimated the left in the last Lok Sabha elections. But with Gandhi praising the Pinarayi Vijayan government for its Covid-19 management and even refusing to attack them in the gold smuggling controversy, he is now in their good books. The ruling party quotes him wherever possible, while the state Congress leaders maintain a guarded silence.





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POINT MEN

Prime Minister Narendra Modi with Bihar Chief Minister Nitish Kumar at a rally in Sasaram

Labour pains

Severe unemployment and anti-incumbency could dampen Nitish Kumar's bid for another term in Bihar

BY PRATUL SHARMA

The Mahua assembly constituency in the fertile Gangetic plains, about 50km north of Patna, may well be representative of the intricate Bihar politics, which is always in churn. Dr Ashma Parveen, a local gynaecologist, is the candidate of Chief Minister Nitish Kumar's Janata Dal (United). She is also the daughter of Mohammed Ilyas Hussain, a key aide of former chief minister Lalu

Prasad. Hussain is serving a five-year sentence in the 22-year-old bitumen scam case, which took place when Lalu was chief minister. Parveen's candidature forced Lalu's eldest son, Tej Pratap, the sitting MLA of the Rashtriya Janata Dal, to move to Hasanpur in the neighbouring district, out of fear over a split in minority votes.

On October 26, Nitish Kumar flew down in his AgustaWestland

helicopter to campaign for Parveen. Kumar was met with a crowd not as enthusiastic as he would have liked. With several empty chairs staring at him, he highlighted the work done in the past 15 years—roads, education, empowering women, improving law and order. “The younger generation should take notice of our work,” he said. “Some people only believe in publicity. I believe in work.” The crowd mostly remained silent, but

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HEIR STYLE
Tejashwi at a recent rally in Rohtas

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cheered when he promised solar street lights for every village in his “next term”.

Some 100km away, Nitish’s main challenger is drawing bigger crowds and louder cheers. Tejashwi Yadav, Lalu’s younger son, is on the rise. “If I become the chief minister, with the first order I will sanction 10 lakh jobs,” he told a rapturous crowd. “There is 46.6 per cent unemployment in Bihar. For education you have to go out, for employment you have to go out and for health treatment you have to go out.”

Tejashwi’s promise of 10 lakh jobs has become a talking point in Bihar. People are not paying much attention to Nitish’s questions on the economics of implementing such a massive project. The JD(U)’s ally BJP, however, reacted to it with a promise

In all his meetings, Tejashwi Yadav raises his hand and moves it in a circular motion. “It signifies change,” he would explain. The crowds respond to it doing the same.

of creating 19 lakh employment opportunities.

In all his meetings, Tejashwi raises his hand and moves it in a circular motion. “It signifies change,” he would explain. The crowds respond to it doing the same. And, from a formidable advantage for the BJP-JDU alliance, the situation on the ground has started changing. Tejashwi let go of two allies—Jitan Ram Manjhi and Upendra Kushwaha—to accommodate the left parties in his Grand Alliance.

“The state certainly needs jobs, and better education opportunities,” said 21-year-old Kumar Vikram of Patna. “We hear a lot that things have changed as compared with the Bihar of the past, but it is when we travel outside that we realise that the state is still missing so much. Everyone wants things to happen

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quickly. While Tejashwi is saying a lot of things, we also need stability as Modi promises.”

Nitish still remains the most recognisable leader in the state, but his party’s campaign has been more subdued than that of the BJP and the RJD. The 69-year-old socialist, known for sticking to propriety and sobriety in public life, was instantly noticed when he lost his cool on more occasions than one when some people interrupted his speech.

As Nitish sticks to his speeches delivered with the sagacity of a veteran leader, the people, especially the aspirational youth, are impatient after months of lockdown, reverse migration, lack of employment and recurring floods. So, anyone promising them a change beyond the *bijli-pani-sadak* narrative is



■ **INTERVIEW/ Chirag Paswan,**
president, Lok Janshakti Party

Nitish and I were never on the same page

Q/You are in a hectic campaign just after a grave personal loss. How are you coping?

A/Papa (Ram Vilas Paswan) gave me the strength to cope. It happened at a time when my party and I were going through a crucial phase. When I needed him the most, he was not around. But he prepared me, and continues to give me strength. He taught me to never compromise with ideology. Every night I speak to him, I sit in front of him (his picture), and every morning I gather myself to face the world.

Q/Did he want you to walk out of the NDA alliance?

A/He used to instigate me, saying, ‘I contested independently [in 2005]; what is stopping you? You are young, intelligent and brave enough to face the consequences.’ He drafted the whole idea. We sat and discussed the ‘Bihar First, Bihari First’ vision document. He was in hospital, but even then we discussed it threadbare.

Q/But still, why walk out of an alliance that would have benefited you?

A/If I was to choose an easy way, I would have stayed. [When] I was part of it, the alliance was strong, but I cannot say that now after the LJP has left. Had we stayed, our strike rate would have been as good as [it was in the 2019] Lok Sabha elections (the party had won all six seats it contested). Our representation

in the government would have been decent. But it was me who opted for a different path, a path of struggle. Even [Home Minister] Amit Shah ji said it was Chirag’s decision to go out of the alliance. I could not go ahead with a chief minister (Nitish Kumar) whose vision of development was against mine. He divided our state [along caste lines with] mahadalits and the extremely backward [castes], so I cannot associate with his kind of politics. At the national level, people are talking about jobs and metros, but in our state we are still talking about nalli-galli (building drains and streets).

We were never on the same page. Even my tag line says that my fight is not to rule Bihar, but to take pride in the state and our identity. That is why I have added ‘Yuva Bihari’ to my social media account names.

Q/You accused Nitish Kumar of humiliating your father.

A/Nitish Kumar said he (Ram Vilas Paswan) could not have become a Rajya Sabha member with just two MLAs, so he needed support. He was talking about my father who had won Lok Sabha elections nine times, and has his name in the Guinness book of [world] records for the highest winning margin (1977 Lok Sabha elections).

Q/What is your campaign message, and what has been the response?

A/I have never witnessed [such a response] in assembly elections. The same enthusiasm was there for



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Modi ji during the 2014 elections. See how the youth are excited at my rallies. This gives me hope that the chief minister will not continue. I hope that it will be a BJP-LJP government in the state.

Q/Are you trying to steer your party away from its distinct dalit image?

A/It is not a deliberate attempt. By nature, I do not believe in caste politics. I do not think you can make someone [part of] a vote bank by giving them freebies; you [have to] target the root cause, which can then bring change. The chief minister says a dalit can get a government job only if a murder happens (the state government recently said that it would give jobs to the next of kin of any SC/ST person killed in Bihar). What kind of thought process is that? I repeatedly say that there is only one caste, and that is poverty.

Q/What do you prefer, state or national politics?

A/The reason I am in politics is my state. I [have lived and worked in] Delhi and Mumbai, [and] that is where I saw how Biharis were treated and humiliated. That was the time I thought that I needed to go back to my state and fight for it. Here, people are treated based on their castes, but when they go out, they are treated as Biharis, [regardless] of their caste. I use the word Bihari deliberately, so that people take pride in it.

Q/Will these elections be a referendum on the state or Central government?

A/Definitely on the state government. I do not remember if the chief minister ever travelled by road to meet people. He lands in a helicopter, goes to the stage, and says whatever he wants to without hearing [the people].

Even if there is anger in people, you do not give back anger; you listen to them.

Q/You have taken a gamble. What if the results go against you?

A/I am going to take responsibility for anything that happens, good or bad. It happened in 2014 also, when I supported Modi ji. At the time, no one knew that the NDA was going to come to power. I would not use the term gamble, but I have taken a bold step.

Q/What are your views on Tejashwi Yadav? Can there be a meeting of the minds now, or in future?

A/There is not an iota of possibility of any post-poll alliance. Look at the history of our party since 2000. In all elections, there have been pre-poll alliances, never post-poll. From my side, it is a pre-poll alliance [with the BJP].

Q/The BJP says Nitish Kumar will be chief minister. If that alliance falls short, will you support it?

A/We will cross that bridge when we come to it. I do not think [Nitish's] party will get sufficient numbers [for him to] be made chief minister.

Q/Some see you and your party as BJP's plan B.

A/This is definitely my plan. I am targeting the chief minister; he has not delivered. He says Bihar cannot have industry as it is landlocked. So are states like Punjab and Madhya Pradesh. He lacks vision. He never drafted a single-window policy for investors or had an investors' summit. There should be land reforms to set up industry. This is my plan and I am supporting the BJP and Prime Minister Modi, as he has the vision.●

drawing the crowd, be it Narendra Modi or Tejashwi Yadav, or even late entrant Chirag Paswan. While unemployment has become an issue in the elections, Nitish Kumar does not appear to be convincingly addressing it, as he often skips mentions of Covid and migration.

Sanjay Jha, minister and a close aide of Nitish, said all the opinion polls had predicted NDA's victory. "Nitish Kumar has worked for 15 years," he said. The glum faces at the party's Veerchand Patel Marg office, however, tell a different story. "There is a concern that the CM is not getting as much response as expected," said an insider. The party is also worried about the strong anti-incumbency factor.

The undercurrent for change has nudged the other parties to nuance their campaigns. The BJP is relying heavily on Modi's appeal. Its publicity materials have only Modi's pictures; Modi's cut-outs are used in all rallies attended by Nitish.

In a slight change from the last time, the BJP's Bihar campaign is not as micro-managed by the centre leadership. Home Minister Amit Shah is yet to address a rally. Party chief J.P. Nadda, who had spent 20 years in Bihar as he grew up here, brings a local familiarity. The BJP is relying heavily on caste combinations. It has set up seven-member panels at booth level with representation from all castes. The saffron party seems to have realised that the message of development alone will not do. "The state has made up its mind," said Nityanand Rai, Union minister of state for home. "It will elect an NDA government."

The BJP's campaign suffered a setback when several of its leaders, including Deputy Chief Minister Sushil Kumar Modi,



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election in-charge and former Maharashtra chief minister Devendra Fadnavis, and former Union ministers Rajiv Pratap Rudy and Syed Shah Nawaz Hussain, tested positive for Covid. The party is banking heavily on 12 Modi rallies that would be telecast live in 300 locations simultaneously. Nitish Kumar on an average addresses half a dozen rallies a day, and Tejashwi around 12, criss-crossing the state on choppers.

Chirag Paswan's bold gamble to go alone in the state has attracted much attention. Paswan's Lok Janshakti Party's move to support the BJP and oppose the JD(U) has played into the minds of the people drawing a distinction between the two allies. He is relying on his late father's appeal along with the understanding that he has the tacit support of the BJP. His road shows are drawing eyeballs as he has upped his attack on Nitish to the point of demanding the chief minister's arrest. "The response is unprecedented, which I have never witnessed in the assembly elections," he said. "The same enthusiasm was there for Modiji during the 2014 elections. See how the youth are



Will people take him (Chirag) seriously? Nine months ago, he desperately wanted Nitish Kumar to campaign for him. What happened now? People understand all this.

—Ashok Choudhury, minister for building construction and JD(U) working president

■ INTERVIEW



Nityanand Rai, Union minister of state for home affairs, and former Bihar BJP president

The NDA is contesting on all seats together

Q / You promised jobs and Covid-19 vaccine in your manifesto. What is the feedback you got?

A / The people of Bihar have made up their mind. They have decided that they will elect the NDA government in the state. The people want to give Nitish Kumar the post of the chief minister again.

Q / Though many are supporting the BJP, there seems to be an anti-incumbency feeling against the chief minister.

A / There is nothing like that. The NDA is contesting on all seats together, and we will win. People are aligned with the name and work of Prime Minister Narendra Modi. Bihar, and its Chief Minister Nitish Kumar, has worked in tandem [with it] to bring development. Bihar has been put on the road to progress.

Q / The NDA is facing stiff competition from the Grand Alliance.

A / That alliance is an alliance of dejected people. They do not believe in the development of the state or its progress. They, instead, aim to create tensions and fear, and mislead. They do not believe in safety or maintenance of law and order in the state. Their alliance is based on false foundations.

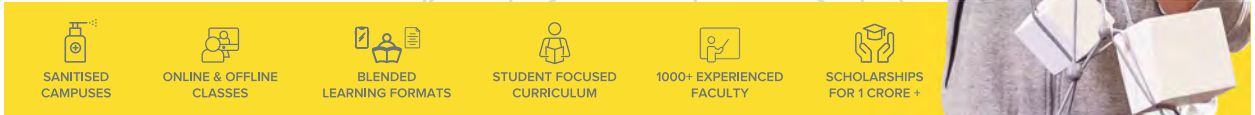
Q / You are trying to set a narrative comparing the 15 years of the NDA rule with the 15 years of Lalu Prasad rule.

A / The 15 years [of Lalu Prasad] witnessed the collapse of all institutions and processes. There was no law and order. People started migrating. Unemployment increased rapidly, there was no electricity, or roads, there were no schools or hospitals. It is only when Nitish Kumar became chief minister that things started changing. Then we had development. And when the Modi government came to power, it followed a path of progress. Then the state joined hands with Modi's work. The Nitish government was for development of the state, but [Lalu Prasad's] government was for development of a family. 🗣️



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excited in my rallies. This gives me hope that this CM will not continue.”

The JD(U) sees Chirag’s moves as nothing more than an election stunt. “Every individual wants to have his political importance and his say in the election time. Chirag Paswan is also doing the same,” said Ashok Choudhury, minister for building construction and JD(U) working president. “He wanted something in the NDA as he didn’t get it. Will people take him seriously, and harm Nitish Kumar? The million-dollar question is, will he get political space? Nine months ago, he desperately wanted Nitish Kumar to campaign for him. What happened now? People understand all this.”

Chirag has given tickets to some former BJP leaders—Rameshwar Chaurasia, Usha Vidyarthi and Rajendra Singh, among others. Veteran RSS worker Singh was even considered for the post of the chief minister in 2015. Chaurasia was co-in-charge of the BJP in Uttar Pradesh when Amit Shah was there, and Modi contested the elections twice. It has left many BJP voters confused, and no amount of assurance from the party has dispelled that.

“It is apparent that the BJP is orchestrating the whole drama between the LJP and JD(U),” said Shefali Roy, head of the department of political science, Patna University. “It is likely to be a hung assembly. The people are not against the BJP, especially the upper castes, but they are against Nitish Kumar.”

Nitish is pinning his hopes on women voters, extremely backward castes, mahadalits and the Kurmi-Keori castes. “I was attracted to Nitish Kumar’s party because of his decision of prohibition. It changed the lives of people, especially women. No ordinary person can take such a step,” said Parveen, the Mahua candidate.

Prohibition, however, has repeatedly been under attack from the opposition parties who accuse that a liquor mafia is thriving in the state. The Congress has promised that it would review the law. Fighting for its survival in the state, the party is contesting in 70 seats and the campaign is being managed by the central leaders. Rahul Gandhi has been addressing several rallies, targeting both Nitish and Modi.

It took almost a month for the campaign in Bihar to warm up. It is likely to reach feverish pitch in the days to come. A lot can change between then and now. ●

■ INTERVIEW



Randeep Surjewala, *chairman, Bihar election management and coordination committee, Congress*

The BJP is in three alliances

Q /What is the sense you are getting from the people of Bihar?

A /The yearning for change is apparent. The people of Bihar are tired of the leadership of Nitish Kumar and Sushil Kumar Modi. They want change to happen so that Bihar’s aspirations can be fulfilled. The Grand Alliance of the RJD, the Congress, and the left parties is the only acceptable alliance on the ground.

Q /The NDA’s campaign is based on their 15 years vs 15 years of the RJD rule.

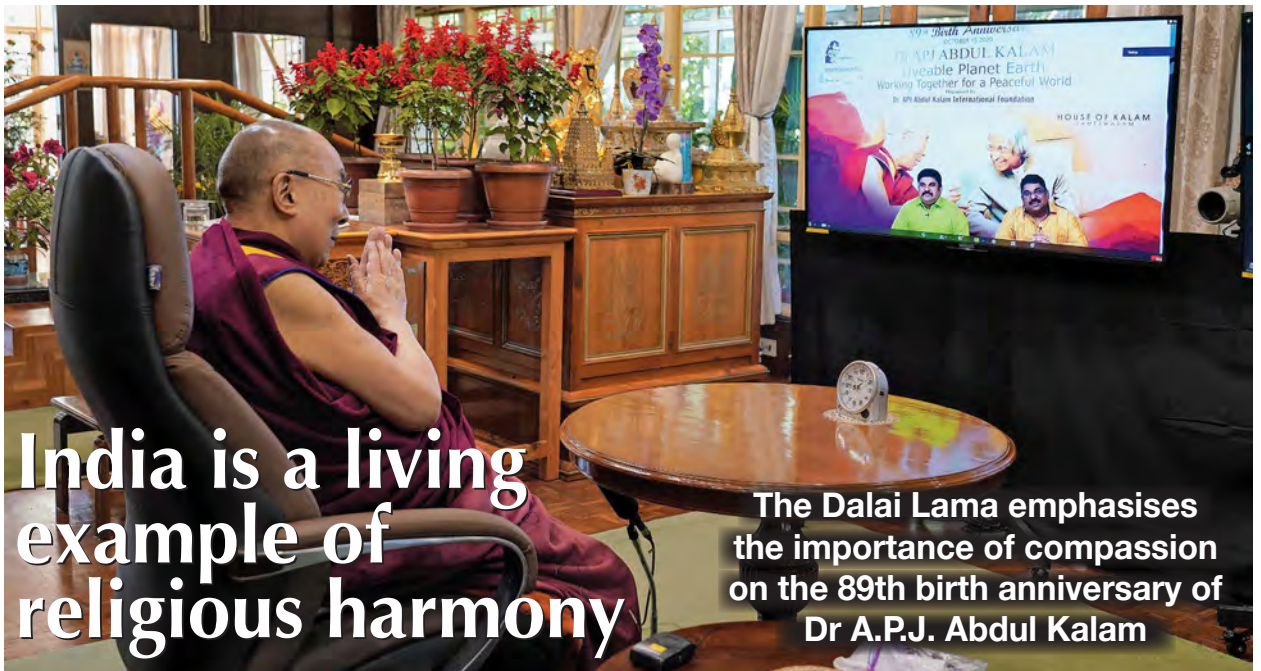
A /The BJP, having been rejected by people, usurped power through the back door, and Nitish Kumar attained power immorally by compromising on scams like the Srijan scam. This is a government founded on corruption. They do not want to be judged for the last five years or five years before that. So, they brought [this] comparison.

Q /What do you make of Lok Janshakti Party leader Chirag Paswan’s stance on the BJP and the JD(U)?

A /The BJP is trying to mislead the people with three alliances: The JD(U) [alliance]; the one with the LJP; and the third with (the All India Majlis-e-Ittehadul Muslimeen chief Asaduddin) Owaisi. Otherwise, [explain why] 40 candidates from the BJP are fighting on the LJP ticket against the JD(U). Why does not the prime minister throw out Chirag Paswan from the NDA, or the BJP pull up Chirag for using [Prime Minister Narendra] Modi’s pictures. Also, Owaisi is a BJP agent. He adopts the Modi brand by polarising people.

Q /After the RJD promised 10 lakh new jobs in the state, the BJP offered to create 19 lakh jobs.

A /The RJD and the Congress said we will give 10 lakhs jobs. [Then,] the chief minister said these jobs cannot be given. And Sushil Kumar Modi issued a press release saying not even five lakh can be given. But within 24 hours they came up with 19 lakh jobs. How can they promise [19 lakh jobs] when the chief minister and the deputy chief minister question it? ●



India is a living example of religious harmony

The Dalai Lama emphasises the importance of compassion on the 89th birth anniversary of Dr A.P.J. Abdul Kalam

A.P.J. ABDUL KALAM International Foundation invited His Holiness the Dalai Lama to give a talk (Liveable Planet Earth–Working Together for a Peaceful World) and answer questions from students around the world to celebrate the 89th Birth Anniversary of Dr A.P.J. Abdul Kalam on October 15, 2020. He was welcomed by the grandnephews of Dr Kalam (A.P.J.M.J. Sheik Dawood and A.P.J.M.J. Sheik Saleem) and co-founders of the foundation. They told the Dalai Lama how honoured they felt that he had joined them by a video link from his residence. They quoted Dr Kalam’s words as evidence of his dream of a more peaceful world: “Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world.”

“Respected friends,” the Dalai Lama replied, “it is also a great honour for me to have the opportunity to remember and talk about Dr Abdul Kalam. When I first came to India, in 1956, Rajendra Prasad was the president. He was succeeded by Dr Radhakrishnan. Over the years I’ve had the opportunity to meet

many presidents and prime ministers. Among them, there was something special about Dr Abdul Kalam. He came from an ordinary family, but through education and sheer hard work, he rose to become an eminent scientist. He was a gentle, genuine and dignified leader.

“Today, we have the opportunity to remember him and talk about India’s culture that is thousands of years old, especially the custom of maintaining inter-religious harmony. Dr Abdul Kalam was a Muslim who held the highest position in the country. And since all the world’s religions flourish here and live together in mutual respect, India is a living example that religious harmony is possible.

“India also has long-standing traditions of ‘ahimsa’ and ‘karuna’, non-violence and compassion— wonderful ideas. In their studies, Indian scholars adopted a logical approach. Distinguished logicians composed treatises on logic. In addition, Indian spiritual traditions have methods for training the mind, concentration, samadhi, and analytical insight, vipashyana, in common.

The Dalai lama concluded the talk by saying that the key thing was to have self-confidence. “And a major factor in this is to remain honest and truthful, then

On the occasion of the 89th Birth Anniversary of Dr A.P.J. Abdul Kalam, His Holiness the Dalai Lama along with Dr Kalam’s grandnephews Sheik Saleem and Sheik Dawood

your confidence will be soundly based. Self-confidence combined with negative emotions will just lead to disaster. Human beings tend to be optimistic by nature. If you are truthful, honest and have self-confidence, you’ll be able to use your human intelligence well. What we usually say is that intelligence needs to be combined with warm-heartedness and backed by truth and honesty,” he said.

A.P.J. Abdul Kalam International Foundation Trust is a non-profit organisation based in Rameswaram. AKIF was established in 2015 with the aim of carrying forward Dr Kalam’s Vision 2020 dreams to transform India into a developed nation. The foundation supports programmes in education, science and technology, rural development, and health care. Its mission is to work in remote regions. The foundation takes pride in working with all sections of society, students, corporate companies and schools.



UNITED THEY STAND
Members of the
Gupkar alliance after a
meeting on October 24

PTI

Strength in numbers

Parties in Jammu and Kashmir join hands to restore the former state's special status, but the Centre has other plans

BY TARIQ BHAT

ON OCTOBER 15, more than a year after Article 370 was revoked, political parties in Jammu and Kashmir formed the People's Alliance for Gupkar Declaration to fight for the restoration of the former state's special status.

The alliance consists of most of the regional parties that signed the Gupkar Declaration at former chief minister Farooq Abdullah's home in Srinagar on August 4, 2019. The resolution warned against any change to the status of Jammu and Kashmir, saying that any such move would be tantamount to aggression against the people. The state was cut up into two Union territories the following day.

Abdullah chaired the recent meeting of the signatories to the declaration at his residence on Gupkar Road in Srinagar. Among those present was Peoples Democratic Party president and former chief minister Mehbooba Mufti, who was released from her 14-month detention a day before.

He said that theirs was a constitutional battle. "We want the government of India to return to the people of the state the rights they had before August 5, 2019," he asserted, adding that the political problems had to be resolved as quickly as possible through dialogue with all stakeholders. Notably, nobody from the Congress, which had signed the

Gupkar declaration, was present at the October 15 meeting. The party's Jammu and Kashmir president Ghulam Ahmad Mir skipped the meeting because of medical reasons.

On October 24, Abdullah and Mufti were appointed chairman and vice chairperson of the alliance. In her first interaction with the media after her 14-month detention, Mufti pointed to the Jammu and Kashmir flag on the table and said, "Until we get our own flag back, we will not raise any other flag. This flag forged our relationship with that flag (the tricolour). We will have to take back what Delhi snatched from us illegally, undemocratically and unconstitutionally."



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Abdullah added that the BJP was spreading false propaganda about the alliance being anti-national. “I want to tell them this is not true,” he said. “There is no doubt that it is anti-BJP, but it is not anti-national.”

Three days after the formation of the new alliance, the Enforcement Directorate had summoned Abdullah to its Srinagar office in connection with alleged misappropriation of funds in the Jammu and Kashmir Cricket Association during his tenure as its president. The officials questioned him again on his 84th birthday, two days later. On leaving the ED office, Abdullah said his resolve would not be crushed even if he was hanged.

Mufti also weighed in. “The ED’s sudden summons to Farooq *sahib* displays the extent of [the] GOI’s nervousness about mainstream parties in J&K fighting as one unit,” she tweeted. “[It] also reeks of political vendetta and won’t in the least blunt our collective resolve to fight for our rights.”

Political observers in the region said that the alliance would pose a challenge to the BJP, which has had complete control of all matters for more than a year now. And, as the parties are standing together, it would be hard for the BJP to strike a deal with any single party to help it continue the status quo.

For Mufti and People’s Conference president Sajad Lone, the alliance is an opportunity to redeem themselves in the eyes of their supporters, who were angered by their decision to ally with the BJP after the 2014 assembly elections.

The alliance would also marginalise the Jammu and Kashmir Apni Party, which former PDP minister Altaf Bukhari had founded with the BJP’s backing in early 2020. The Gupkar alliance is likely to get support in Jammu, especially in the Muslim-majority areas of Chenab valley and Pir Panjal, where people feel

more threatened by the demographic change that could be brought on by the Centre’s new domicile rules.

The last time such an alliance happened was in 1987, when several parties with a separatist ideology came together to form the Muslim United Front (MUF). After suspicions that the 1987 state elections were rigged in favour of the National Conference, one of the MUF candidates, Muhammad Yusuf Shah, joined militancy in 1990. He went on to become Syed Salahuddin, the supreme commander of the Hizbul Mujahideen.



In the absence of a state assembly since 2018, the newly announced tier of governance—district development councils—would assume more power in Jammu and Kashmir.

PDP spokesman Suhail Bukhari told THE WEEK that the formation of an alliance was the formalisation of the already announced intent of the Gupkar Declaration. “It was decided that if the special status is tinkered with, it would be considered as an act of aggression, and we would fight it unitedly,” he said.

NC leader Imran Nabi Dar told THE WEEK that the alliance would fight for the dignity of the people. “We will have more meetings to discuss the future course of action,” he said. “We are not asking for anything outside the Constitution. It is not a separatist demand.”

He added that the alliance had already got a lot of traction as everybody was concerned about their future within the changed setup. It is even believed that if the alliance contests the next assembly elections, it has a good chance of winning a majority.

However, that might not matter. On

October 17, the Centre amended the Jammu and Kashmir Panchayati Raj Act, 1989, and the Jammu and Kashmir Panchayati Raj Rules, 1996, paving the way for the creation of a new tier of governance—district development councils (DDCs)—whose members will be directly elected by voters in the Union territory. The 20 districts will be divided into 14 territorial constituencies each, and each DDC will have a five-year term. Each DDC will have jurisdiction over the entire district, excluding portions under a municipality or municipal corporation. Alongside

the elected members, MLAs and chairpersons of block development councils (BDCs) will also be members of the DDCs. However, only the elected members will have the right to elect or remove the DDC chairperson/vice-chairperson.

When Jammu and Kashmir was a state, the district planning and development boards (which the DDCs will replace) consisted of the chief minister, cabinet ministers and MLAs. They presided over the board meetings. In the DDCs, however, the powers of MLAs and MPs will be greatly diminished.

In the absence of an assembly since 2018, the DDCs would assume more power. And, even if the alliance goes on to win a majority in the next assembly elections, it could end up being a powerless entity.

With the Centre preparing to hold the DDC elections soon, it remains to be seen how the newly formed alliance tackles the issue. ●



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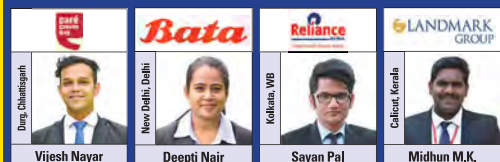
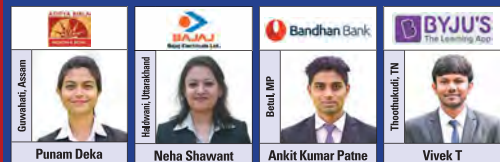
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Noose around newsies

Zee TV's Subhash Chandra and Sun TV's Kalanithi Maran seem to have taken a hit in the purse thanks to Covid-19 lockdown, the economic slowdown and the reduced revenue from advertising and other challenges. Perhaps that would explain their individual family wealth going down from upwards of ₹25,000 crore in 2018 to ₹19,000 crore for Maran and ₹15,000 crore for Chandra. The numbers are from the IIFL Wealth Hurun India Rich List for the respective years. These two media barons sit on top of the pile. Further down the list appear names such as *Eenadu's* Ramoji Rao, the Jains of *The Times of India* group, Aroon Purie of *India Today*, Shobhana Bhartia of *Hindustan Times*, the *Dainik Jagran's* Gupta family and, surprise, surprise, Arnab Ranjan Goswami of Republic TV, not even half a decade into media and with accumulated wealth of ₹1,300 crore.

Media barons have taken a hit, mainly through decline in advertising revenue, but they remain barons. What about the journalists whose blood, sweat and tears bring in the moolah? The year 2020 saw the steepest increase in media unemployment in living memory. Literally hundreds of journalists have lost their jobs across the country. In newspapers, in magazines, in television and in online media. Do not blame yourself if you are unaware, either of the humongous wealth of media barons or of the rising joblessness in media. The simple fact is that media have hardly reported this news.

When the IIFL Wealth Hurun Rich list gets published every year, a few news agencies and publications report the tip of the wealth iceberg. The focus is on the big names—Mukesh Ambani, Gautam Adani, Hinduja brothers, Shiv Nadar, Uday Kotak, Lakshmi Mittal, Rahul Bajaj and suchlike. A few women figure in the reporting. Kiran Mazum-

dar-Shaw and Smita V. Crishna figure on top. Rarely, if ever, do the media report names of media barons. What is worse, flip the coin and see that the media are even more niggardly in reporting job losses in the media.

Among the few who have in fact reported the crisis in the media is the website, thecitizen.in, whose founding-editor Seema Mustafa has been elected recently as president of the Editors' Guild of India. Reporting on *The Citizen's* website, Ammu Joseph wrote way back in July 2020 how dozens of publications, big and small, English language and Indian ones, were all sacking journalists. It did not make waves in mainstream media.

When I approached the owner-editor of one

member of the IIFL Hurun Rich List to try and save the job of a journalist who was sent home, I was told that we were all living through very difficult and challenging times. I guess finding one's wealth go down by a couple of hundred crore, even if it is still well over a thousand crore, is truly a great stress and one of those life-altering challenges. So why not seek relief by firing young

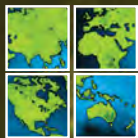


reporters, middle-aged editors, photographers and subeditors who only have to worry about paying their children's school or college fees, the monthly repayment on a housing loan and suchlike minor expenses. After all, they are getting a seven-day week all to themselves.

Neither professional organisations of the media nor political parties have protested loud enough. One of the most challenging consequences of the Covid-19 lockdown has been rising unemployment. The media report unemployment as if it is all about numbers and not human beings. Not even when their own are losing jobs do the media care to report it as a human interest story.

Baru is an economist and a writer. He was adviser to former prime minister Manmohan Singh.

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AIR SCARE
Delhi has seen a recent dip in air quality

Winter warning

A second wave of infection may be coming, and if India is not careful, it could lose all its recent gains against Covid-19

BY NAMITA KOHLI

WINTER IS COMING. The ominous phrase from *Game of Thrones* could well serve as a warning for pandemic times. With an average of over two lakh infections a day in Europe and a surge being reported in the US, too, there is global fear of SARS-CoV-2 striking back this winter.

Concerns abound about the second wave being more intense, given the economic compulsions of opening up, “pandemic fatigue” leading to looser adherence to precautionary measures, and the added burden of seasonal influenza.

A fortnight ago, the number of cases reported in Europe was almost three times the number during the first peak in March, according to the World Health Organization. Though the number of deaths reported is much lower than in March, more people are being hospitalised, said the global health agency. And the WHO has warned that many cities will reach their intensive care-bed capacity in the coming weeks.

India, too, is getting the chills. For a few weeks now, Health Minister Dr Harsh Vardhan has been stressing on

the likelihood of higher transmission in the coming months because of festivals and winter. The minister, an ENT specialist, said that respiratory viruses are known to thrive in cold weather and low humidity. “It would not be wrong to assume that winter may see increased rates of transmission in the Indian context, too,” he said.

Doctors said that there should be more concern in India because of the upcoming festival and wedding season. “That means, from now on, people will be mingling more,” said Dr Monica Mahajan, director, internal medicine, Max super specialty hospital, Saket, Delhi. “In certain areas such as the national capital region, this is also the time when respiratory diseases rise due to air pollution caused by stubble burning in neighbouring states.”

The dry winter air leaves the airways vulnerable to infection by seasonal viruses. For instance, said Mahajan, cases of community-acquired pneumonia (acquired outside a hospital), caused by certain species of bacteria and viruses, typically rise in the winter.

However, with influenza viruses,



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We aim to promote and raise the standard of management research in the country through publications in world-class academic journals, focusing on practice-oriented research. TAPMI encourages its faculty and doctoral scholars to publish journals listed under ABDC (Australian Business Deans Council) Quality List. TAPMI is ranked 27th among top B-Schools in India in the rankings announced by NIRF India Rankings 2020. We have maintained our place for the second successive year in the 101+ band in QS World University Rankings (Masters in Management Rankings) 2021.

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SALIL BERA

WATCH YOUR STEP

India has reopened several metro services, including this one in Kolkata

said Mahajan, doctors are at least up against a not-so-deadly foe. “But SARS-CoV-2 spreads much faster and the death rates are higher,” she said. “Besides, influenza only affects the lungs, while Covid goes much beyond, affecting several organs such as eyes, skin, heart and kidneys, making it that much harder for us to manage.”

According to the WHO, the “co-circulation” of seasonal influenza and Covid-19 in the winter may present challenges as both diseases present many similar symptoms.

Mahajan agreed. Even though winters are restricted to certain parts of the country, for a health care provider, the worry is pan-India, she said. If the polluted air and influenza viruses are big concerns for health care systems in the north, in the south, winter monsoons and floods can lead to a rise in water-borne diseases, besides the seasonal outbreaks of dengue and malaria. “With Covid, a double whammy of sorts awaits us,” she said. “Co-infections—such as Covid and dengue in the same patient—and secondary infections are already a serious concern, and the coming months may only escalate these issues.”

Public health experts, though, are less convinced about the winter-Covid-19 link. Dr Jayaprakash Muliyl,

former principal and head of department, community health, Christian Medical College Vellore, said that Indian winters were unlike those in the developed world. “In India, winters are much milder, even in the north, where the winters do not mean freezing weather. Besides, we do not have central heating systems in our homes like they do.”

Winters would also mean that more people stay indoors, and hence, transmission rates could actually come down, added the veteran epidemiologist. And theories about higher transmission and the droplet size being larger in winters were not confirmed, he said. “It is hard to say how the virus will behave in winter. What we do know is that, by and large, Covid is a mild respiratory disease for the youth, and it affects the elderly more seriously,” he said. “So, of course, we need to protect them.”

Explaining the flu epidemic in developed countries with extreme winters, Muliyl said that their populations did not get enough sun in the winters, leading to a drop in vitamin D levels. Various studies have confirmed that vitamin D protects from respiratory infections. “For Indians, winter sun is not an issue. Hence, the flu vaccine is recommended only for

the elderly,” he said.

However, the possibility of a similar wave cannot be ruled out in India, said Dr T. Jacob John, former head of the Indian Council of Medical Research’s Centre for Advanced Research in Virology. “No country has experienced Covid in winter, yet,” he said. “In India, the first peak seems to have come at a time of about 15 per cent herd immunity, leaving the rest uninfected. With the government having relaxed restrictions and people growing tired of following precautions, there is a likelihood of a second wave. Waves are a property of pandemics of respiratory, transmitted infections.” The Spanish flu of 1918, for example, had two or three waves globally.

Though indoor crowding can increase the spread, by the time winter sets in in Indian cities, a large proportion of the population would already have been infected, and the speed would not be furious, said John. Protecting senior citizens and those with comorbidities, however, should be prioritised, he added. “Hand hygiene will require the use of approved sanitisers, since washing with water may not be popular during the winters,” he said.

John is also worried that, if a second wave does arrive in India and restrictions are put in place, people may not strictly adhere to them as a sense of complacency has set in. “The mortality is lower than feared, and people are no longer fearful of the epidemic,” he said.

Health ministry officials have conceded that, over the next few months, recent gains—a drop in the seven-day rolling average of new cases and deaths over the past two weeks (October 4 to 18)—could all be lost. The Union government has launched a “*jan andolan*” programme to ensure Covid-appropriate behaviour, but it is the compliance to these rules that will determine how high India’s second peak is. 🕒



Prof. Shankar Das
 Director, International Institute
 of Health Management
 Research, New Delhi

MEETING GROWING CHALLENGES OF SUICIDE IN THE COVID ERA

In recent times, increasing rate of suicides in India indicate that the youths are greatly vulnerable to the risk of self-harm. It is reported that India has become the suicide capital of the world with the highest suicide rate in the South-East Asia. According to the WHO, globally suicide causes more deaths than malaria, cancer, war or even homicide. India is the second-most populated country in the world with over 1.37 billion people, with approximately 18 percent of world's population living in India. Studies indicate that in the age group of 15-39 years, suicide is the dominant cause of death with 37 per cent attributed to women globally. In 2019, 1,39,123 cases of suicide were reported in India, with a 3.4 percent upsurge as compared to 2018 (1,34,516) and 2017 (1,29,887). Therefore, tackling and controlling suicides rate in India is a critical concern for bringing down the global suicide burden. As per the WHO estimates, suicide rates of 194 member countries, India and China account for 800,000 yearly suicide deaths worldwide which amounts to 40 per cent or more. Additionally, it is approximated that for each suicide death, there are more than 20 attempted suicides which makes the situation even grimmer.

Ending one's own life is perceived as a way to escape intense pain or sufferings. People who attempt suicide do not wish to end their lives but are looking for an escape from their distress and extreme pain. Often those who contemplate suicide are experiencing melancholy, feeling overwhelmed and not able to see the light at the end of the tunnel. Most often the cause is acute stress resulting from an extreme life situation, e.g. financial losses or academic failures, relationship failures e.g. breakups or deaths of close ones, or harassment/victimization.



"Representational Picture"
 Courtesy : Om Shinde

“ In these unprecedented times of COVID-19 pandemic crisis where all are struggling with the hardships and adversities, any signs of suffering and sadness should not be left unattended ”

Recently, the COVID-19 pandemic wreaked havoc in human lives and caused mental distress to many. In a study conducted by the Suicide Prevention India Foundation amongst 159 mental health professionals in May, 2020, it was found that the COVID-19 pandemic has caused a substantial rise in feelings pertaining to self-harm and suicidal contemplation. The outset of the pandemic caused tremendous mental distress with many reported deaths due to suicide. The isolation, stigma, absence of social safety nets, financial crisis, other physical illnesses, compounded issues at the individual level to which some succumbed.

What makes the issue graver is that talking about suicides is a taboo in societies. A common misconception being, if one brings up the issue of suicide then he/she is planting the idea in the minds of the other. In case anyone is contemplating suicide or feeling suicidal, in such a scenario, it is essential to learn about warning signs of suicide and how to reach out for immediate professional help and treatment to save one's own or someone's life.

At a national level adequate and practical suicide prevention efforts should include preventing access to methods of suicide, e.g. poisons, drugs, firearms and public suicide points; responsible social media coverage on suicide; treating substance misuse and mental illness; and improving societal psychological well-being and socio-economic conditions. Suicide Prevention Helplines in India could provide more effective and proactive services to suicidal or distressed individuals who could access 24x7 qualified and efficient counselling services and help by calling these organisations from anywhere in the country. In these unprecedented times of COVID-19 pandemic crisis where all are struggling with the hardships and adversities, any signs of suffering and sadness should not be left unattended. Improving and empowering communities with responsiveness about common mental health issues and preventive strategies may go a long way. In addition, availability of professional mental health services and local level resources for meeting the mental health challenges should be on a national priority. At the macro level, pro-people policies and programmes should gear towards addressing the economic, socio-cultural and political realities that could prove to be helpful in prevention of suicides and promoting overall societal well-being.

Interview Dr. Monica Khanna, Director, KJ Somaiya Institute of Management, Somaiya Vidyavihar University

Management Education Must Be In Sync or A Step Ahead of Industry Requirements

The pandemic was an unprecedented event. How do you prepare students to deal with such a situation when they go on to work as managers?

The manner in which the lockdown due to global pandemic was handled by our Institute has made the students appreciate the value of resilience, agility and adaptability under uncertain conditions. A lot of thought and preparation went into ensuring that there was no disruption in our academic schedule. The students were issued e-books and other reading material as per their requirements. All the institute activities, including those of the 30 student bodies, have been conducted online. A lot of learning happens by observation – and our students have observed how the institute management, faculty, staff and students got together as one team to keep the activities moving. This itself is such a big learning for the students and they will remember this always as they embark on their corporate careers.

What are the skills which are most important for the new-age manager?

As technology takes over most functions, the difference that can be created is through collaboration and creativity. It is proven beyond doubt that it is only teams which are in sync with the ultimate objective, can deliver. The ability to work in teams with courage, conviction and confidence – whether online or in the real world – together with understanding of technology tools, willingness to learn

and go beyond the call of duty for the requirements of the job – are the skills that are most important for the new-age manager.

Activities such as industry visits and rural sensitization camps are an important part of the learning process. How did you replace such experiences during the pandemic?

We conduct an experiential learning activity called Ankur ELI which focuses on learning by doing – a course elective where Gujarati vernacular medium students from the underprivileged society are taught English & Communication. The initiative used to be an offline activity till last year, with this pandemic it has undergone a transformation. This year, these school children are being taught online via WhatsApp & Google classroom. The duration has reduced but the number of sessions has increased. The pedagogy used is videos & exercises centered around homes. Use of technology has helped tremendously, allowing our student mentors come up with creative solutions to engage the school children.

What was the impact of COVID-19 on the placement process and how did you deal with it?

AICTE had issued an advisory for internships to be done in virtual mode. Many organizations rescinded or deferred summer internships of the students. However, the Career Management & Corporate Relations Cell at the institute started looking for newer opportunities for students. With the extensive network of our Alumni

Connect, students got live projects/ internships. Almost 98% of the students were successful in completing summer internships in virtual mode. As an alternative for the remaining 2% of the students, the institute proposed that first-year students be evaluated based on certification course completion on Coursera. For final placements, 165 recruiters visited our Campus and 39 new recruiters were added to the pool for final placements. The average salary of Top 100 Offers for the Batch PGDM 2018-2020 was Rs. 13.25 lakhs and the highest salary: Rs. 28.50 lakhs per annum. So far, around 80% of the students have been onboarded by the various companies and hopefully all our students from the Batch 2018-20 will get onboarded by December 2020.

Have you made any major changes to the curriculum because of the pandemic? If so, what are the new things you have included?

The institute management took a call to switch to work from home and e-learning mode after the lockdown started from mid March 2020. The institute also decided to evaluate the students on internal assessments through different methodologies. Group presentations were converted into practical work from home assignments. Pedagogy was simplified so that the students could understand the concepts without the physical presence of a faculty. A Digital Transformation Committee was created to train faculty and staff members as most of the activities were happening on digital platforms. The institute virtually hosted international delegates



and diplomats for guest talks on international relations and diplomacy. There was a seamless transition from offline to online of the institute.

Going forward, which specializations do you think will be most relevant for management students?

All specializations will remain relevant but with a very strong infusion of technology into their processes. The new emerging areas of Analytics and Data Science will enable the process of digitization of all specializations. The education industry itself is ready for a major upheaval and infusion of technology into its pedagogy and curriculum design.

What are the major improvements needed in management education in India?

Management education must be in

sync or one step ahead of industry requirements. Industry 4.0 in turn has to deliver to a society that has become acutely aware of its obligations to environment and sustainability issues. The coordination and collaboration between academia, industry and community is the need of the hour. Experiential learning along with skillsets of technology, moving beyond the classroom boundary - will set the pace for a new era in management education. An appreciation of our culture and traditions, learnings from our scriptures - will pave the way for modern management principles based on our ancient philosophies. The best of the west combined with the best of our eastern philosophies will define the new management education.

By closely observing Industry 4.0, community requirements, what are the changes that are happening in the manner in which the businesses and

society are conducting their business and lives, how the consumers are changing - these inputs will help in designing and delivering a new curriculum to make our students employable graduates.

What role does the government have to play to help b-schools improve?

The government should consider involving b-school students and faculty in their grass root improvement projects. There is a wealth of knowledge and enthusiasm among the b-school students and faculty - these must be tapped into to improve the various systems and processes. These will be great learning opportunities and inspire the students and faculty to come up with innovative ideas and solutions - thus giving rise to entrepreneurial opportunities too.



Check blood sugar levels regularly

Diabetics tend to have more serious symptoms of a viral infection

In the initial phase of the lockdown, the sugars of my patients actually improved. That was probably related to the non-availability of takeaway or dine-out options and the compulsion of having homemade food and on time. But subsequently, we noticed sugar levels going up and the reasons for that were multifactorial.

Mental health had a lot to do with it as well—the stress of being at home without work or working from home for long hours, and the worries associated with Covid-19 and the future. This was further compounded by a lack of exercise.

After people started visiting doctors, we found they were hiding certain things. I had a patient with diabetes-induced infections and heart-related complications but was afraid to visit a doctor for fear of catching Covid-19.

Diabetes and Covid-19

There is not enough data to show whether people with diabetes are more likely to get Covid-19 but the problem associated with diabetics is primarily related to worse outcomes. Diabetics tend to have more serious symptoms of a viral infection. It can be harder to treat because of fluctuations in blood glucose levels and, possibly, the presence of diabetes-related complications. Also, the immune system is compromised and the virus may thrive in an environment of elevated blood glucose levels. We have seen diabetics coming to us not with the regular symptoms of Covid-19 but with something as unrelated as seizures, and we found out only later that it was the viral infection along with extremely high sugar levels.

Diabetic ketoacidosis

People with diabetes, espe-

cially type-1 diabetes, face an increased risk of DKA (diabetic ketoacidosis) when hit by a viral infection. DKA can make it challenging to manage one's fluid intake and electrolyte levels, which are important in managing sepsis. If one's blood sugar has registered an abnormal high, one must check for ketones to avoid DKA.

Type-1 and type-2 diabetes

A 16-year-old girl has so far been my youngest type-1 diabetic patient to have contracted the Covid-19 infection. However, she recovered soon. Covid-19 is more serious among type-2 diabetics, who are much older and are more prone to complications.

Prevention

Basic precautions such as washing hands thoroughly, wearing a mask and maintaining social distancing are important. Besides, a regular check of one's blood sugar levels is highly advised and controlling blood sugar through diet, exercise, monitoring and medication can keep oneself from catching the Covid-19 infection, at least until a vaccine proven to work in people with diabetes, too, reaches us. Regular exercise is one sure way of keeping one's health in balance, more than anything else.

—As told to Pooja Biraia Jaiswal

“ Covid-19 is more serious among type-2 diabetics, who are much older and are more prone to complications. ”



Control blood sugar through diet, exercise, monitoring and medication

Stress and worries have a lot to do with increased sugar levels

If blood sugar is abnormally high, check for ketones to avoid diabetic ketoacidosis

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Bureau of bitterness

The trust deficit between the CBI and the state governments needs to be urgently addressed

BY NAMRATA BIJI AHUJA

IS IT A CASE of the pot calling the kettle black, or is the kettle really black?

States where the BJP is not in power have been alleging that the Union government is misusing the CBI. Recently, Maharashtra joined Chhattisgarh, Mizoram, Rajasthan, West Bengal and Andhra Pradesh in the list of states that have withdrawn the general consent that allows the CBI to carry out investigations in their jurisdictions. The Kerala government has warned that it could follow suit.

The question is, has the CBI really lost the trust of the state governments? Or, is this a case of relationships of mutual conveni-

ence turning sour?

In Kerala, the trouble began in September last year, when the Left Democratic Front government asked the Centre to order a CBI inquiry into an alleged scam involving Travancore Titanium Products Ltd. Corruption in constructing a pollution control plant for the public-sector company had allegedly cost the state government more than ₹60 crore. The accused included ministers in the previous, Congress-led government.

More than a year after the LDF government submitted its formal request and readied the case files for transfer to the CBI, the agency is yet to take up the case. The delay has so

upset the government that the state cabinet is considering withdrawing the general consent given to the agency.

Kanam Rajendran, state secretary of the CPI, a major constituent of the ruling coalition, said the CBI was cherry-picking cases. “Despite the recommendation from the Kerala government, the Centre is not ready to hand over the Travancore corruption case to the CBI,” Rajendran told THE WEEK. “The LDF government is legally examining whether it should withdraw its general consent. This means that the state government will decide, on a case-by-case basis, whether it wants the agency to probe any case in the state.”



GETTY IMAGES

PROBE MODE

Bollywood actor Rhea Chakraborty at the DRDO guesthouse in Santacruz, Mumbai, for questioning by CBI in the Sushant Singh Rajput death case in August

CPI general secretary D. Raja said the Centre was using the CBI as a political tool. “All agencies are expected to function in a politically neutral way, but the trend of misusing Central agencies has increased under the BJP rule,” he said.

The Maharashtra government has been accusing the CBI of overstepping its brief by unilaterally taking over cases that the Mumbai Police had been handling. The CBI in Maharashtra is currently handling cases related to the death of actor Sushant Singh Rajput and the alleged manipulation of television ratings by certain news networks.

CBI officers, however, say the state governments are taking an

opportunistic approach that will be harmful in the long run. “It is the prerogative of the state government to give or withdraw the general consent,” said M.L. Sharma, former CBI joint director. “What is mostly seen is: when states want to assert themselves, or the state government has political disagreements with the Central government, then it exercises this right to withdraw consent. On the other hand, when states are in a tight corner, either because the local police have come under fire or because of political constraints, [they] demand that the Central agency take up the matter.”

The CBI is governed by the 1946 Delhi Special Police Establishment Act, which has specific provisions demarcating the agency’s jurisdiction, the process by which it can take over cases, and its powers to conduct inquiries. Dearth of rules may not be the issue here; it may be the trust deficit between the agency and the states that has led to the current situation.

“Since policing is a state subject and investigations are carried out by the police, the matter of investigation

falls under the jurisdiction of the state government,” said Sharma. “Which is why the Centre has to issue a notification when the CBI is handed over a case and the consent of the state government is needed.”

Sources say the withdrawal of general consent by states does not mean that it is the end of the road for the CBI. The CBI could still register a first information report in Delhi or a Union territory to take over cases that have interstate connections. But only rare cases call for such measures. Another way is to seek court intervention to allow the CBI to take over cases.

Prithviraj Chavan, former Union minister who was in charge of the department of personnel and training (DoPT), under which the CBI functions, said time had come to find a permanent solution to the issues concerning the CBI’s mandate. “It is a long-pending demand to adopt a special law governing the CBI on the lines of US Federal Bureau of Investigation,” he said. “It has to be given a clear mandate to investigate only corruption-related cases and physical crimes, just like the National Investigation Agency is governed by the NIA Act to probe terrorism cases, and the Enforcement Directorate functions under the Prevention of Money Laundering Act to investigate economic corruption.”

The current crisis may not blow over anytime soon. Making matters worse is the slugfest between the Union and state governments, which is putting added pressure on the CBI. “There was a time—during the United Progressive Alliance government, and even before that the Vajpayee government—when the polity was less divided and a conciliatory approach was applied to handle such issues,” said Chavan. “But today, there is divisiveness and complete breakdown of trust between the Centre and states.”

It is a long-pending demand to adopt a special law governing the CBI on the lines of US Federal Bureau of Investigation.

—Prithviraj Chavan,
former Union minister



Battle for the centrepiece

What could have been a comfortable bypoll win for the TRS has been made interesting by the opposition's catchy narrative

BY RAHUL DEVULAPALLI

DUBBAKA ASSEMBLY constituency in central Telangana is electorally significant because of the constituencies near it. Dubbaka borders Gajwel, represented by Chief Minister K. Chandrashekar Rao aka KCR, to the south. To Dubbaka's north is Sircilla—represented by KCR's son, IT Minister K.T. Rama Rao—and in the east is Siddipet, held by Finance Minister Harish Rao, KCR's nephew.

Dubbaka fell vacant after the death of S. Ramalinga Reddy of the Telangana Rashtra Samithi (TRS) and the bypoll is scheduled for November 3. But, what could have been a comfortable win for the ruling party, riding

on the emotions attached with Reddy's death, is turning into an interesting political contest. The reason? The BJP and the Congress identified three poll issues—the three high-profile constituencies nearby.

They have accused the three ministers of developing their own constituencies while “neglecting” Dubbaka, which was not held by a family member.

The first mover was the BJP's M. Raghunandan Rao, who hit the streets even before his candidature was announced. Raghunandan was once a close associate of the chief minister and held important posts in

the ruling party. After joining the BJP, he lost both the 2018 assembly elections and the 2019 Lok Sabha polls.

“Gajwel looks like Jubilee Hills (an upscale area in Hyderabad), while Dubbaka looks like a poverty-stricken area,” says Raghunandan. “There are no decent roads or colleges.” He has been going from house to house with this message. “Since 2016, the district has received hundreds of crores in funds,” he says. “Why did the chief minister's Gajwel get ₹434 crore and finance minister's Siddipet ₹180 crore, while Dubbaka only got ₹10 crore? People are becoming aware of the neglect.” Raghunandan enjoys a favourable image among the youth. A lawyer, who has also worked as a journalist, he is known for his sharp oratory skills.

The Congress candidate is Cheruku Srinivas Reddy, who was with the TRS until recently. He is banking on the image of his late father, former TRS leader and minister Cheruku Muthyam Reddy, who had endeared himself to the people of Dubbaka with his commitment towards its development. He is also pointing out the development in the Rao clan's constituencies. “People have to de-



P. ANIL KUMAR



cide if they want a rubber stamp or a genuine leader,” says Srinivas Reddy. “I am confident people will vote for me as they know that I will fight for funds and other allocations.”

The Congress is looking at the bypoll as a first step towards its revival in the state; the BJP, which has just one MLA, is hoping to make this a building block for the 2023 assembly polls. For TRS, retaining the seat has become a matter of prestige. S. Sujatha, wife of the deceased MLA, has been given the ticket. And, master strategist Harish Rao is the face of the campaign. Aiding the finance minister are six MLAs.

The Congress is looking at the bypoll as a first step towards its revival in the state; the BJP, which has just one MLA, is hoping to make this a building block for the 2023 assembly polls.

For Harish Rao, the bypoll is important at a personal level. For starters, Raghunandan is an old foe. Moreover, Harish Rao is seen as one of the top contenders to succeed KCR. A grand win in Dubbaka could cement his claim.

Another factor is the Greater Hyderabad local body elections (likely to be held this year). Since Dubbaka is close to Hyderabad, it is believed that the results will have some impact on the civic body elections. Harish Rao is confident that the party will win the bypoll and “create a record.”

There have also been allegations about misuse of power. Raghunandan alleges that ₹40 lakh, which was legal, was seized from him by the police and that the information was gathered by tapping his phone. He adds that those who want to join him are being discouraged by the TRS.

A week before the bypoll, the police raided the house of a relative of Raghunandan and seized ₹18.67 lakh, saying that it was for bribing voters. But, BJP supporters confronted the police, snatched the currency bundles and fled. A few hours later, the BJP launched protests and state president B. Sanjay was arrested as

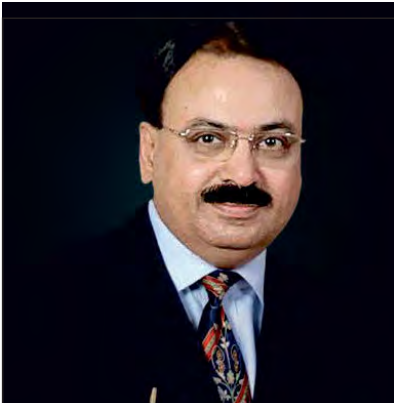
IN FULL SWING

(From extreme left) BJP candidate Raghunandan Rao files his nomination; state Congress working president Uttam Kumar Reddy (arms crossed) with candidate Srinivas Reddy; Finance Minister Harish Rao with TRS candidate S. Sujatha

he tried to reach the constituency. As the byelection date got closer, the Congress seemed to be missing in action, and it was more like a straight fight between the TRS and the BJP.

Experts are not impressed by the opposition’s strategy of comparing constituencies. “Each constituency is different and cannot be compared like that,” says political analyst and former MLC Prof K. Nageshwar Rao. “I don’t think this campaign will have much impact on the elections.” TRS leader and chairman of Telangana State Forest Development Corporation Vanteru Pratap Reddy has been actively involved in the campaign. He is confident of victory. He says: “Every house in this constituency has benefitted from the welfare schemes of our party. Our win is inevitable. The BJP and the Congress are fighting for second place by talking about silly issues. For the opposition parties, it is a question of survival.”

INDIA THE NEXT “GURUKUL” OF THE WORLD



DR. DAVISH JAIN
Chairman-Prestige Education Foundation, Chairman-SOPA and President-Prestige Group of Industries

We waited 36 long years, of being labelled as a country of 1.4 Billion having a young population, served by 958 Universities , 40,000 colleges and nearly 1.5 million schools but just 3 in the top 200 of the world.

A country that boasted of Nalanda , Avantika and Taxila which was a seat of learning serving more than half the civilised world in that age and day, is struggling entry in the top 200.

What went wrong? Obviously policy. Policy that the British rulers implemented with a view to eliminate the Gurukul ethos, Policy that the initial Independent India leaders deployed to create educated boys and girls to serve western interests.

In the past six years, the present government has taken a slew of measures to bring about reforms in various sectors. Of all these reforms, the reform in the education policy is being described as one of the biggest, historic and path-breaking brought about by any government in India.

Today, India’s 70 million student population is a force to reckon with. Among them are potential thought leaders – researchers and academics – positioned at the helm of knowledge creation. The more knowledge one has, the more empowered one is.

The industries and business world have a common grudge that the degree holders are not employable. In the current education system, marks and grades are being given more importance than knowledge. As a result, students are competing for more marks instead of seeking knowledge.

Vision 2030 released few years back says that despite the massive higher education system with over 30 million students enrolled across 45,000 institutions, India’s gross enrollment ratio (GER) lagged behind that of developed countries.

In rural areas, the government has invested in the infrastructure of the education sector, but it has not got the expected success. Most of the schools in the villages are dependent on a single teacher, which affects the quality of education.



The New Education Policy aims to increase public investment in education from the current 4.3% to 6% of GDP. The initiative of digital India and creation of digital libraries, digital content, digital pedagogy and classrooms, online teaching and learning of different languages in NEP 2020 are also welcome initiatives.

In the new education policy, the education period has been divided into 4 phases so that children are skilled from a young age and become responsible citizens. The duration of the foundation stage is 5 years. Three years of the Preparatory and Middle stages and four years of the last Secondary stage. The Foundation Stage has been given maximum time so that there is no haste in laying the foundation of education. The first three years children will be taking pre-schooling education then they will study in classes one and two for two years.

From the day children start their schooling, parents start expecting them - to become an engineer, a doctor, or a chartered accountant and so on. To me, the new education policy is aimed at enabling children to make their own decision to pursue their career in their chosen path without any peer pressure.

Personally, I subscribe to the government idea of imparting primary education in the mother tongue. The children come to schools directly from their homes. At that tender age, their minds are not ready to absorb many things. However, after three years of pre-schooling, when they will be promoted to 1st standard, then they will be in a position to learn new things, new language. The education up to class 5 in the mother will help children develop their thinking. Other languages like English or Hindi may be studied as a subject rather than as a medium of instructions which will help them better their communication skills for their global exposure.

Prime Minister Narendra Modi has clearly said that instead of "what to think", "how to think" has been emphasized in the new education policy. Bookish knowledge is necessary to an extent, while practical knowledge has no limits. To me, education should not only develop skills; but also the confidence and the ability to learn.

My honourable father Padmashri Dr. Nemnath Jain a first-generation entrepreneur envisioned high-quality world-class education at affordable cost and 26 years ago set up the PEF in rented premises with just 20 students for masters in business.

Today as I step into his shoes as the chairman of the foundation we are poised at realising the dream project of Dr. Nemnath Jain ...The Prestige University (PU). Located on Sanwer road, just 5 km from Indore on 35 acre plot, under construction, the PU promises to be an institution with a difference.

The NEP comes as a harbinger of good news as we intend to bring international curriculum in industry relevant programs leading to quality education providing managers and technologists to the future of the world catering to Industry 4.0



PADMA SHRI AWARDEE
DR. NEMNATH JAIN
 Soya Man of the Millennium
 Founder Chairman PRESTIGE Group



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www.pimrindore.ac.in | www.piemr.edu.in | www.prestigegwl.org | www.pimd.edu.in

MASTER OF PUBLIC HEALTH AFTER MBBS AS A CAREER OPTION



Dr P. R. Sodani
President (Officiating)
IIHMR University, Jaipur

Significant development: Launch of S.D. Gupta School of Public Health:

IIHMR University has recently launched the S. D. Gupta School of Public Health on 5 October 2020. Building on its 36 years long legacy of the Indian Institute of Health Management Research in transforming health systems' management, the S. D. Gupta School of Public Health will primarily focus on preparing future leaders and build public health capacity and skill with emphasis on public health practice to meet the challenges of 21st Century and bridge the gap in public health education and practices. S.D. Gupta School of Public Health will provide students with the breadth of knowledge, subject-specific expertise, policy planning, and robust global network they need to forge the career they want in public health. The school is dedicated to the current Chairperson of the IIHMR University, Dr. S. D. Gupta for his significant contribution in promoting public health education globally.

Remember the simpler days when our dreams were restricted amongst core jobs such as doctors and engineers? When one's medical journey led to either being a doctor or a medical practitioner. When opportunities post MBBS remained in restrictive categories? The diaspora of education has evolved to such an extent that life after MBBS is enriching, as various verticals of health and welfare expand to create newer positions and avenues to contribute towards the benefit of a robust future. This is a world envisioned based on demands and hence,

the educational world evolving to meet these circumstances.

Amongst the most plum of health-related avenues is that of Public Health, which entails all aspects of promoting and maintaining the standards of people's health. There are specialized courses that empower and guide students for this role, the most important being MPH or Master of Public health.

What is Master of Public Health?

The Master of Public Health (MPH) degree entails on nuances of public health practices, on both grass root and government levels. Here, students are encouraged to develop strong competencies over a set of integrated interdisciplinary domains such as Epidemiology and Biostatistics, Health Policy and Systems, Public Health Leadership and Management, Evidence-Based on Policy and Health Care, Health Communication, Diversity and Culture, Program Management, and Planning, Public Health Biology, Systems Thinking and Environmental Health Sciences. This degree often supplements the skill sets achieved by an MBBS course, making it the perfect post-MBBS program.

Why is Public Health important?

While the health status of the population has improved to a great extent globally in this century, a lot more needs to be done. With the evolution of public health comes the enormity of diseases that manage to withstand the test of advancement. The public health initiatives taken by such public health officers affect mankind on a global scale. Public health professionals address broad issues that can affect the health and well-being of individuals, families, communities, societies, and countries —taking proactive measures to proceed towards a better future. Here are a few achievements that public health officers have made a reality:

- Increase in life expectancies.
- Reduction in infant and child mortality, at a global scale.
- Eradication/reduction of deadly communicable diseases.

Career options for the future

1. Physicians - MPH covers preventive care and patient education- two of the most crucial aspects that every physician needs to master over. This degree provides its

bearers with the expertise to conduct awareness programs among their patients, lowering the risk of chronic illnesses and infectious diseases.

2. Nurses - MPH program has newly inculcated the branch of Occupational Health Nursing, catering to this segment. Now, degree holders can oversee various community outreach programs at their facilities, while gaining a chance to work with educational institutions and non-profit organizations in the field of public health.

3. Occupational and Environmental Health Specialists - MPH program changes the focus from individual specific issues to population-based problems. This makes it easier for individuals to understand the impact of the environment on the health of the community, grooming enthusiast into being the catalyst for change.

4. Epidemiologists and Biostatisticians - Epidemiologists, and biostatisticians gain great knowledge from undertaking an MPH course. It helps them harness the understanding of diverse social, economic, cultural and religious factors that impact community health, bringing in a broader perspective to the table.

5. Policy analysts - Public health forms an integral aspect of public policy and programs, based on which the betterment of the world is considered. Analysts with a Master's in public health tend to have an in-depth understanding of health issues affecting the community, noting their impact on the political mark up.

The demand and supply

The demand of individuals holding this degree has risen, owing to the upward state of health and sanitation that contributes greatly to the wellbeing of the nation. To supplement this demand, eminent institutions such as IIHMR University are uplifting the educational framework of the health domain, through its Master of Public Health (MPH) degree. Executed in collaboration with The Johns Hopkins University's Bloomberg School of Public Health (JHSPH), this degree caters to the sensitive constituents of the Southeast Asian diaspora. This would, in turn, provide the nation with a well-versed force of health officials who would give their best to uplift the condition of health in India.

For more information, please visit www.iihmr.edu.in

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The University School of Business Studies enjoys 26 years of academic legacy, making it one of the oldest business schools in North India. Its excellent academic reputation, corporate relations, and global alumni network attract students from all over the country and abroad. The MBA program is approved by AICTE.

- ☑ Ranked amongst Top 50 B-Schools in India by Times B-School 2020.
- ☑ Technology Business Incubator (TBI) funded by Ministry of MSME for creating an eco system of innovation.
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At the forefront of Building Leaders with Growth Mindset for Sustainable Growth

Institute of Management Studies Ghaziabad (IMS-Ghaziabad) is one of the legacy brand Business Schools of India with accreditations from NAAC, NBA & ASIC-UK along with membership of AACSB Education Alliance. Setup in 1990, the Institute perceives industry and society as its key stakeholders. The fee structure is affordable and a strong Corporate Resource Centre (CRC) assures quality placements to guarantee value for money education, for all sections of society.

Merit cum means scholarships are also provided to all students. Over 6,000 alumni of the institute have been



Prof. Alok Pandey
Director, Institute of Management studies, Ghaziabad

contributing to the building of New India. Several of them are holding top positions in industry and many are successful entrepreneurs.

The Institute organized five major

national International conferences during academic year 2019-20 and the faculty members publish their research regularly in books and premier academic journals. IMS Ghaziabad also has one of the best digital libraries in the country with seamless online access to learning resources for our faculty and students.

The Institute has recently added specialized two-year full time PGDM (Big Data Analytics) programme in collaboration with IBM India & BRICS School of Analysis and a Ph.D. Programme for working executives in collaboration with Jamia Hamdard, Delhi.



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A University that not only promises a vast campus, well equipped with fascinating facilities but promises an education culture accompanied with all types of resources needed to flourish the future generations and upcoming industrial workforce. Its mission is to discover, preserve and disseminate knowledge, educate the next generation and promote a

culture of quest for knowledge and excellence throughout. The mission of LNCT University pledge to contribute to the society through pursuit of education, learning, and research at the highest international levels of excellence.

Recognized by UGC, the Madhya Pradesh based establishment with more than 25 successful years in the education sector is among the very

top universities of Central India, providing 90+ Diploma, Certificates, Undergraduate, and Post Graduate Degree programmes among 10 streams including Medical Science, Engineering, Pharmacy, Management, Paramedical Science, Nursing, Ayurveda, Law, Commerce, Economics, Journalism & Mass Communication. The University has also been awarded as the Fastest Rising & Most Promising University of Madhya Pradesh.

The vision of this acclaimed university to achieve abstract realities is being crafted with highly qualified, trained and skilled faculties, bound to re-narrate the story of education system in India by making students inhale the practical knowledge with moral values. The university promises world class facilities and pedagogy, which are constantly reviewed and upgraded to reflect the latest trends and developments in higher education.

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HIGHLIGHTS

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Samir Verma
PGDM (2000-02)
Assistant Vice President,
First Abu Dhabi Bank,
UAE



Ankit Mohania
PGDM (2010-12)
Asia Pacific Travel
Compliance Lead
Deloitte, Singapore



Sumeet Saxena
PGDM – IB (2011-13)
Deputy Manager,
International Business,
KS Unite



Abhishek Saini
PGDM – RM (2012-14)
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Sector-5, Rohini, New Delhi

RESHAPING FOR THE NEW NORMAL



JIMS, Sector 5, Rohini offers two year post graduate management program namely, PGDM, PGDM (International Business) and PGDM (Retail Management) that develops successful, skilful leaders and entrepreneurs who create value for their organisation and the society as whole. The programs are approved by the AICTE, accredited by NBA and also been granted equivalence to MBA degree by AIU. The NAAC has accredited the institute with 'A' grade. It also continues to be ranked among top 75 B Schools of India 5th time in a row in NIRF 2020 of the Ministry of HRD, Govt. of India. The institute has been awarded

the prestigious international accreditation certification named **South Asian Quality Standards (SAQS)** from the AMDISA, a SAARC recognized body.

JIMS, Sector 5, Rohini has a persistent drive to develop, innovate and constantly sharpen the vision so as to excel to achieve greater heights. JIMS, Sector 5, Rohini stands for, as a vibrant Academic school with total commitment to quality of education and research in Management and Information Technology with a holistic concern for better life, environment and society.

The new academic session has brought new challenges and opportunities for us caused by the ongoing pandemic and we are working hard to enhance our teaching and learning experience. The institute has adopted the Hybrid learning model that enables the simultaneous delivery of face to face teaching on-campus and learning through virtual mode. It helps student in engaging and interacting with the faculty and provides an innovative shared classroom experience for both. All

students, whether learning online or face to face, use technology throughout their sessions to interact with faculty, engage with course content and learn from their peers.

The institution has also upgraded its infrastructure to improve the learning experience. Classrooms have been equipped with latest technologies, high speed data access and other facilities for an effective online mode of learning. Latest softwares and Learning Management software have been installed to enable smooth conduct of classes for students. Access to online course materials like E-books, Journals, case studies, magazines has been provided to the students.

Our dynamic Faculty is always engaged in academic research, corporate trainings and industry consultancy assignments for keeping abreast with times. We strengthen our professional veracity by being clear and upfront in our intentions and keeping our promises, and nurture it by supporting, encouraging and enabling the members to contribute their best.



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India's leading MBA school New Delhi Institute of Management (NDIM) has lived up to its commitment to excellence, leadership and shared governance since 1992. Certified 'Best' across the country for three consecutive years in a row 2017, 2018, 2019, by the AICTE and CII for Industry Linkages & 19 other parameters including 'placements', NDIM has earned several accolades. ASSOCHAM has declared NDIM as 'Best' four years in a row. Despite the slowdown, 100% of students of NDIM did their 10-week Summer Internships with most renowned companies, and several

students bagged placement offers during COVID.

NDIM's industry-based curriculum, training, internships, and placements are guided by eminent conglomerates such as Gujarat Ambuja, SREI Infrastructure who are on the Board of the institution along with three Padma Awardees. Not only this, Mr Suresh Prabhu, the G7 and G20 Sherpa of Prime Minister Modi, and cabinet minister of 9 important ministries plays a key role in defining futuristic education at NDIM. Six former Chief Secretaries and Secretaries, Government of India including Advisor & Principal Secretary to the Prime Minister also contribute their knowledge & connections in making NDIM the world leader in management education by steering its Board.

There are several factors that set NDIM apart. From a robust online teaching, learning and assessment system to digital transformation driving NDIM's learning experience, to new-age curriculum and training modules

by NDIM that aim to accelerate student employability in the post-COVID world. NDIM was declared as the 1st and the Only 'Mentor Institute' of India by AICTE and CII based on a country-wide assessment of finest performance. Fully equipped with finest digital, AI and IT infrastructure, NDIM has been chosen 4 years in a row by the AICTE for hosting PM Modi's biggest digital dream, Smart India Hackathon. The institute continues to be known for the finest placements.

Entrepreneurship at NDIM is supported by PHDCCI, and ASSOCHAM has declared NDIM its Pan-India Incubation partner. NDIM is one of 2 PGDM institutions authorized to award PGDM in Innovation, Entrepreneurship & Venture Development by the Government of India. Being a funded partner of NSDC, Government of India, and the only partner PGDM institute for the Indo-Japan TITP of the NSDC, NDIM has been training a large number of Japanese MNCs. And being in senior management positions at BRICS CCI and IRKFS, NDIM has made deep inroads with BRICS countries and South Korea for new avenues for its graduates.





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GHAZIABAD
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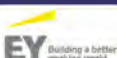
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We don't have any branch elsewhere in India.

THE FUTURE OF HIGHER EDUCATION IS TO EMBRACE FLEXIBILITY

The common thing people, data, and technology have in Higher Education is the strategic approach to each of them which needs to be flexible. That is the reason why more and more institutions are embracing flexibility to ensure a successful future in a rapidly evolving sector and avoid the risks of an overly rigid education system in the coming years.

It's high time we build flexibility into our institutions and Lloyd is a perfect example for having adapted to this flexible approach very gracefully.

We need to be flexible in incorporating technology to increase efficiency. Flexible education systems enable learners to move within the domain of education, training and employment so that young people can adapt their learning pathway, in delivery and timing of learning opportunities as they go along, to suit their interests and abilities.

Early leavers from education and training, learners at transition points and/or uncertain about career aspirations, learners with behavior issues, low-performing learners, unemployed youth can benefit from flexibility and permeability in education and training systems. It is important for students who would like to change to a different programme, and for young people who are looking for an opportunity to re-enter the system.

Institutes as Lloyd are introducing short courses to promote skill development, digital marketing, and advanced excel certifications to pursue further lifelong learning opportunities.

Flexibility in enrolment and registration allows students to apply to programmes for a long time and avoid drop-out in periods of transition between education levels.

Flexibility in instruction as part-time, distance or blended learning with online learning and traditional face-to-face instruction has started to be a blessing for young people who face external barriers to learning like who are in employment already.

“We have to prepare for the worst and hope for the best.”



Prof. Vandana Arora Sethi
Group Director, LLOYD, Greater Noida.
Vandana.sethi@lloydcollege.in

During the pandemic, educational modes continue to change globally and flexibility in grading options are being considered. No more are the conventional grading systems able to gauge the true potential of a student and his learning ability. We at Lloyd work on innovative methods to evaluate and measure the substance grasped by the student.

At Lloyd, for instance, one of the most important things is making sure everybody knows what's going on. Our faculty mentors are regularly monitoring and guiding graduate students every week to provide a forum for students to have their questions answered. They also send a daily email to students, just to check in on them. The need for student communication has vastly grown in virtual times. We want to make sure that students feel supported and connected.

The faculty and staff are concerned not only about students' academic success during the pandemic, but about their mental health and wellbeing.

“We want to make sure that students feel supported and connected.”

The need for change transformation is global today, hence transforming and creating a dynamic education system is fundamental for the progress of any country, including India. Technological advancement has had far-reaching and

important implications on every aspect of our lives today and it is imperative that this transformation reflects in our classrooms. To achieve this transformation and provide flexibility, National Education Policy (NEP) 2020 has been implemented, which is integrated yet adaptable.

Flexible education policy means having an open-minded approach. A chartered accountant cannot just study finance or a doctor only medicine. There needs to be diversity because today there are so many opportunities later in the career. The policymakers of NEP felt that the various aspects of a kid's education should be interconnected, like school to higher education to bring coherence for holistic learning.

We are going to let go off the restricted view on the subjects that a child can choose. To make it flexible, the NEP has also introduced the entry-exit policy so that learning and specializations for a student are more enjoyable. Removing all rigidity is the first step to a dynamic education system. According to K Kasturirangan, main mind behind NEP -A flexible education system under NEP 2020 will open our minds to excellence". We are soon going to revamp education as learning and broad mental development, getting away from rote learning and test preparation. "An Academic Bank of Credit is to be established for digitally storing academic credits earned from different HEIs so that these can be transferred and counted towards final degree earned.

Lloyd follows clear guiding principles to make things work. **First**, we offer skills for corporate readiness in a choice of flexible elective certificates beyond the curriculum.

Second, we make sure that the poor are never financially constrained as they move through the system. **Third**, we regulate outcomes so that students are equipped with skills before exiting. **Finally**, encourage entry of local and global talent, in higher education, by being maximally flexible.

“We believe that Education cannot be in watertight compartments anymore. We need to loosen up.”



Estd. 1994

Faculty of Management Studies INSTITUTE OF RURAL MANAGEMENT JAIPUR

(Approved by AICTE, Ministry of HRD, Government of India)



Ranked among Top 100 B-Schools of India **Business Today, India Today & The Week - 2019**

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Commerce and Management is considered to be one of the most diverse fields that a student could opt to make his or her career. A management education supplies some fundamental values essential to succeed in the profession. These include a combination of hard skills (finance, marketing, economics, accounting, operations, etc.) and soft skills (leadership, teamwork, communication, etc.)

At Shree Guru Gobind Singh Tricentenary University (SGT University), the design and delivery of commerce and management programmes are innovative and unique. It equips students with the knowledge and necessary skills to successfully compete for challenging positions in government, industry, non-profit organizations, and civil services. The programmes are structured to prepare students with global management knowledge and will help achieve holistic learning and also provide a comprehensive understanding of the contemporary business environment.

SGT University has rebuilt the perspective of commerce and management for those who want to pursue these courses. We have collaborated with the world's best educational institutions. Also, we have industrial tie-ups with some of the most prominent and high-profile companies where their students complete their internship program. Students at SGTU learn to handle real-time industrial challenges. SGTU-Faculty of Commerce and management is preparing a diversifying management professional. The program's curriculum framework is creating professionals to become entrepreneurs.

SGT University has been focusing on increasing the progress of the students on multiple dimensions. Students, faculty, and alumni engagement are imperative for them to make them more efficient and productive. The faculty of management and commerce is

committed to equity, diversity, and inclusion.

Shree Guru Gobind Singh Tricentenary University was established under the parasol of Dashmesh Educational Charitable Trust, which was founded in 1999. The trust is stepping forward with the holy cause of propagating the message of Shree Guru Gobind Singh Ji, the great philosopher and social reformer that says,

**SPREAD OF
 LEARNING IS
 THE BEST SERVICE
 TO MANKIND.**

Though, the seeds for its magnificent growth were sown way back in 2002 with the establishment of the SGT Dental College. After the establishment of SGT Dental College, they never turn back, and now in 2020, SGT University is a recognized name in the domain of education.

At SGT University, the course is essentially designed to equip students with the new age managerial know-how so that they can manage and diversify businesses. These individuals also suit the skills to launch startups projects, research, and pursue entrepreneurial visions. Apart from that, the course is quite sturdy in its content to facilitate the student seeking job opportunities in high profile managerial positions or the role of a business consultant.

Faculty of Commerce & Management at SGT University is recognized as one of the Top B-Schools in India. Our University has boarded this title, not only by educating students but also by training their minds to become a professional to tackle industry issues

proficiently. These students are becoming skillful bankers, financial advisors, venture capitalists, business analysts, product managers, entrepreneurs, management consultants, and human resource managers. We are engrossing industry attention with our commitment, vision and hard work. Our primary aim is to provide the best talent in the industry.

Our new enhanced curriculum imparts cutting-edge skills to help one fast-track their career growth in the emerging challenging environment. Through case studies, discussions and simulations, our students are trained to solve real-time business challenges and explore new approaches to leadership and decision-making.

Our teachers at SGTU pay heed to every detail of every student to bring out the best. SGTU always encourage their students to give their best output. All our faculties are following the pace of technology to teach students. SGT University is not only backing their students in the field of education but also supporting extracurricular activities. All these activities enable our students to become capable performers in this competitive world. Our mentors are preparing students who can win the competitive race in today's world.

We don't pour only academic knowledge, but we believe in experimental and experiential training & learning. As only educating students are not our aim, but we want to make them skillful to get success in life whatever they do. Our students work on Industry Projects where they will engage with senior leaders and solve live corporate issues. The projects enable them to make business decisions in an uncertain business environment and hone skills to think and work like a 'expert'.

BUILDING SKILLS & DELIVERING BEYOND EXPECTATIONS

Doon Business School



Doon Business School, a management institution leading the charts in north India, is situated at the heart of Dehradun's industrial township. The vision of the institute becomes evident from its location as students have easy access to the green units of LG, Samsung, Liberty, Rasna and Marico to undertake live projects.

DBS has extensively integrated experiential learning in every part of the curriculum. Each student is not only exposed to various industries through industrial visits organized every fortnight, the students are also taken to places like the High Court, stock exchange, dock areas, dry ports, the registrar's office, construction sites so that the concepts learned in the classroom are tested with on-ground reality.

Students are at the centre of every operational process. The entire campus is managed by the students through various executive committees and clubs. There are more than 20 active clubs including the Dance club, Bulls and Bears, Techies club, Photography, Salsa club, Bird Watching and Tours and Travels Club. The experience of raising resources, managing meetings, maintaining minutes registers and making proposals greets every student in the club for the board room action that he will encounter later in corporate life.

With more than 800 students staying in on-campus hostels, the campus is abuzz with a lot of sporting activities in the evening.

Football is quite a rage on the campus. With a sizable chunk of students from Nepal, Bangladesh, West Bengal and northeastern states, the football team has been able to dominate the University Football League in north India.

The adoption & integration of advanced learning pedagogies which make the students score high on the employability scorecard has not only resulted in most of our students getting multiple job offers but has also remarkably improved the quality of jobs and salary package, with a high percentage of students being offered analyst, consulting and functional leadership positions.

Students at DBS are trained differently from the typical classroom setting by integrating academics with experiential learning and internet research. Each student gets to speak for two minutes in class, undertakes one research project every trimester and works on one live case scenario such as the reforms or 4G launch. By the time they start appearing for placement interviews, they are easily mistaken for experienced executives rather than freshers. Our students have been consistently bagging international offers alongside high packages from leading Indian companies.

Not wanting to restrict our students to placements, we have also opened another avenue for them through our Innovation & Start-up Incubation Centre. "We

seed ideas into their minds and the vibrant entrepreneurship-oriented learning atmosphere in the campus spurs creativity and leads them to a start-up of their own. We provide resources to nurture their ideas and give wings to their dreams by creating a support system comprising of venture capital firms, seed fund providers and mentors from industry" says Mahender Saxena – Head Big Data Analytics and Entrepreneurship cell.

We have strategic alliances with renowned institutions that offer a rare International exposure to make them global citizens. International Internship supplements the various value-added courses each student undertakes to enhance his employability-says Mohit Aggarwal-Chairman.

The placements record of DBS and its very economical fees in comparison to equivalent management institutions tends to surprise many, especially considering that the institute offers high value-added certificate programs to the students for no added cost. However, the management takes pride in keeping its fees nominal to attract better talent and is well supported by the philanthropy of the charitable trust and its alumni.

With a beautiful mix of a lovely location, good placements and modest fees, Doon Business School has been the choice of savvy students and is well reflected in their growth in the last few years.



Faculty of Management Studies Institute of Rural Management, Jaipur (FMS-IRM)

Faculty of Management Studies- Institute of Rural Management, Jaipur (formerly known as Indian Institute of Rural Management, Jaipur) is an energetic, innovative and research led Business School in Rajasthan. With a modest beginning in 1994, it has traversed a long path to become an essential choice for thousands of B-School aspirants in the country. The institute is led under the brilliant and noble leadership of Prof. Barbara Cangan, an educationist and philanthropist whose mission is dissemination and extension of knowledge with quality and equality, to eventually lead to an ethically built society. Today, with a well-knit academic programme assisted by capable intellectual capital and corporate interface, it has been ranked A+++ among the top B-Schools of the country and the best B-School in the geographically vast state of Rajasthan. In recent surveys by Business India, The Week, Business Today, CSR, Outlook, India Today, Careers 360 & many more, IRM has been consistently ranked 1st among the top B-Schools of Rajasthan.

IRM has a robust track record in placements especially in the last one decade. IRM has been ranked 15th among India's B-Schools Placements Rankings. Every year, around 65 to 75 companies from different sectors visit the campus for their talent acquisition process.



Stany Thomas Cangan
Chief Executive Officer
SIIRM Consortium of Institutions

These include companies from banking, finance, telecom, knowledge process, agricultural input marketing, FMCG, FMCD, industrial products, rural marketing, textiles and automobile sectors and also from development sector. AMUL, Colgate-Palmolive, ITC, Godrej, Zomato, Marico, Coca Cola, Extramarks, Mahindra Finance, YES Bank, ICICI, Vedanta, MRF, TATA, AXIS Bank, SBI, HDFC, Ujjivan, Escorts, Nestle, Bandhan Bank, Chola Group, L&T, Volvo - Eicher, British Paints,

Berger – these are just some of the names that contribute to the placement legacy of IRM. For students who opt to become entrepreneurs, IRM offers tailor made training programmes which comprises of modules like enhancing entrepreneurial talents and incubation of profitable business.

The Institute is offering two years' full-time NBA Accredited, Post Graduate Diploma in Management (PGDM), and Post Graduate Diploma in Management - Rural Management (PGDM-RM). It is affiliated to AICTE and is regarded as a contemporary, smart and leading B-School in the country with a vision to propel its inherent strength towards excellence in education. The Institute has taken the lead role to develop the discipline of 'Rural Marketing' which has emerged as the corporate catchword of 21st Century in India. It owns a proud legacy of advancing the careers of its students and transforming organizations through its programmes.

With all required teeth in its machinery, IRM always aims at owing up to its proud legacy of over 30 years & continue its journey as a center of excellence in Management Education, Research and Training in India.



INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH, NEW DELHI

Over the years IIHMR-Delhi has emerged as an institute of repute both nationally and globally for producing socially conscious, skilled and vibrant top-class health care management professionals. The graduates of the institute are well-matched for the ever-changing health care sector and evolving social milieu. The institute has progressed as a leader in research, teaching, training, community extension programmes and policy advocacy in the field of health care. IIHMR has carved out a niche for itself through its cutting-edge curriculum, infrastructure facilities and accomplished multi-disciplinary faculty. The Institute, an autonomous international campus of IIHMR flagship institutes, has been developing leaders for several years



Campus of IIHMR, New Delhi

to shape tomorrow's healthcare by equipping the students in the fields of health, hospital and health information technology.

The IIHMR-D's top-ranked and innovative Post Graduation programmes with specialisation in Health Management, Hospital Management and Health Information Technology Management. This two year regular, Post Graduate Program in Hospital and Health Management are approved by AICTE, and accredited by NBA, by virtue of

which, it is recognized by AIU, for equivalence to MBA. The Institute offers three specializations – Health Management, Hospital Management and Health Information Technology Management. The institute's internationally renowned faculty lead multidisciplinary health research in multifarious areas such as public health, health services, health economics, hospital management, Social determinants of health, Mental Health and other topics. In addition to the Masters programmes, IIHMR-D also offers several highly specialized and popular Management Development Programmes (MDP) to wide range of health professionals in the country and overseas which largely addresses educational and professional needs amongst in-service aspirants.

Since 2008, we have successfully trained 1500 health care management graduates. Since inception the institute has excellent placement records. Career opportunities are abundant for our students to explore connections between health care and other academic disciplines across the IIHMR campus. Our students in the IIHMR-Delhi have life-changing opportunities to BE WORTHY and MAKE A POSITIVE CHANGE IN THE WORLD! Come join us!



Tailor-made for atmanirbharta

Narendra Modi seems to be hell-bent on stealing the Congress's clothes. Literally so. He has become the brand ambassador of khadi which, Congressmen used to think, was their robe of honour.

Once hailed as the fabric of freedom and the symbol of self-reliance, the coarse cloth had been tucked away for too long in the dusty shelves of khadi bhandars and the cobwebbed corners of the nation's conscience, with the Congress claiming to be the keepers of both. With political corruption seeping through the fabric of governance over the decades, the cloth had come to be condemned in middle-class imagination as the costume of corrupted power.

Virtuous Gandhians, who continued to wear it thinking that it was a spartan but non-violent battle wear for social and economic justice, were becoming an aberration. And the bleeding-heart NGO types—the ones who cooperate with Gandhians and co-habit with corporates—had long ago switched over to Fabian socialism and Fab-India kurtas.

Now Modi is giving the soiled khadi a bleach-and-starch wash. Himself a khadi-drafter bold, he has been spinning yarns about the hand-spun cloth since his first Mann ki Baat in October 2014. In his latest, he told the country how khadi is now being spun and sold in Mexico, thanks to the efforts of Mark Brown, an American. Brown became a Gandhian after watching Richard Attenborough's *Gandhi*, lived in the Sabarmati Ashram, learnt to spin and weave, and has imparted the knowledge to about 400 families in Mexico's Oaxaca (pronounced Oahaakaa).

In India, the fabric has remained the same, but Modi has tailored it to suit the new-gen and non-Congress tastes and style. His catchline "khadi for nation and khadi for fashion" is perhaps the

most glamorous thing that happened to the humble fabric after Mahatma Gandhi sent a self-spun lace as his wedding gift to Princess Elizabeth in November 1947. (Incidentally, the Queen 'regifted' it to Modi when he called on her at the Buckingham Palace two Aprils ago.) Now even catwalkers are wearing khadi, though their requirement is in inches and not yards.

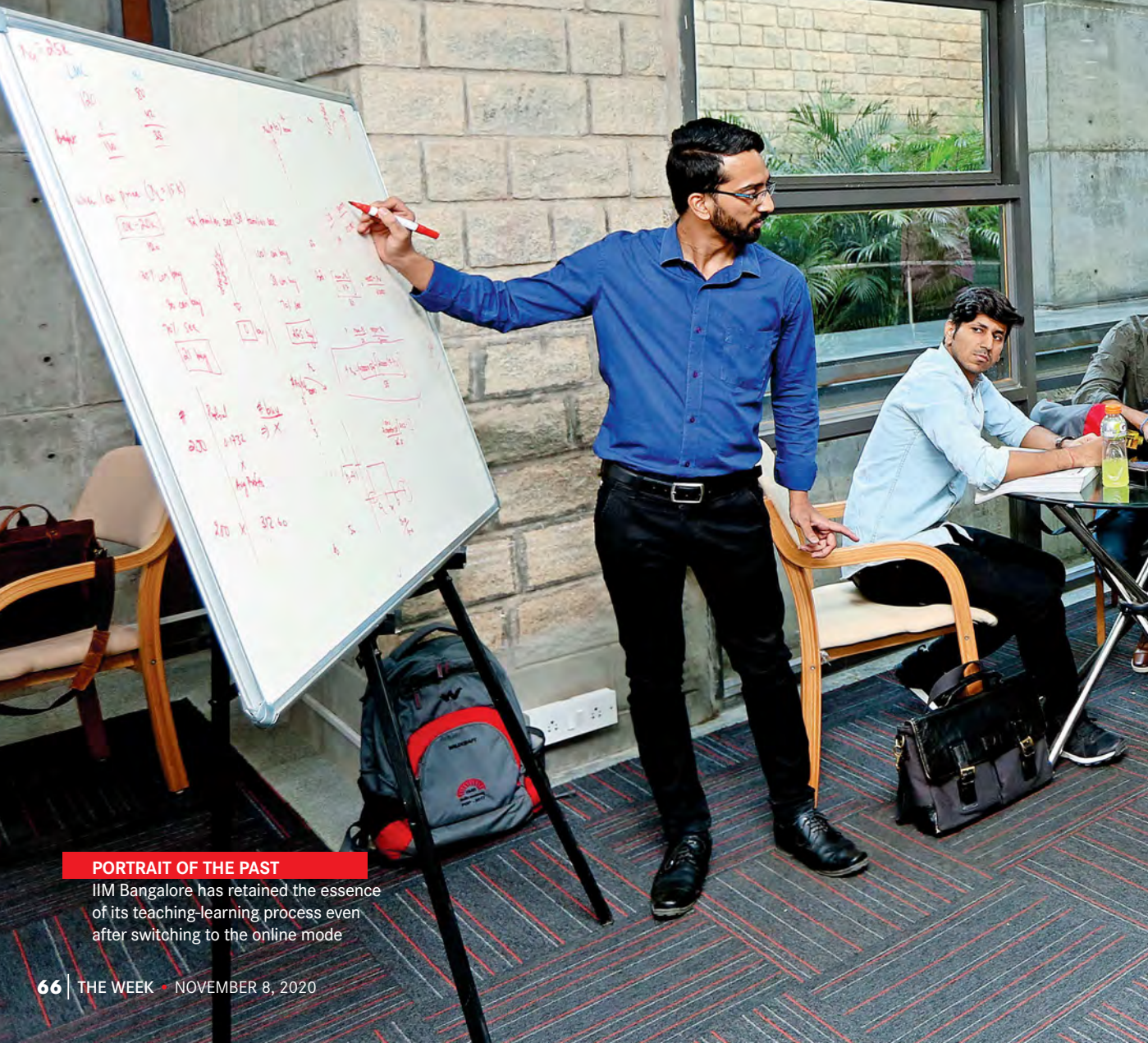
Anyway, Modi has set the spinning wheel on fire. Charkhas are spinning these days like power turbines across India. If khadi worth ₹1,066 crore was spun out in 2015-16, the production went up to ₹2,292.44 crore last year—a whopping 115 per cent growth. Sales shot up by 179 per cent from ₹1,510 crore in 2015-16 to ₹4,211.26 crore in 2019-20. And on this Gandhi Jayanti, "the khadi store in Connaught Place in Delhi witnessed purchases of over one crore rupees," Modi claimed in his latest Mann ki Baat.

The original icon of Gandhian self-reliance, khadi has also come in handy to promote Modi's Atmanirbhar Bharat, and is also giving a shot in the arms that are fighting the coronavirus. The Khadi and Village Industries Commission is getting silk and cotton masks stitched in trendy colours, selling them to Central government offices including the president's and the prime minister's, and seeking markets in West Asia and Europe. The KVIC claims that these masks, made of double-twisted fabric, retains moisture while providing easy air passage.

Tailpiece: Princess Elizabeth was not the only one who received khadi cloth as a wedding gift from Gandhi. When Jawaharlal's sister Vijaya Lakshmi was to be married to Ranjit Pandit, the Nehrus were worried that khadi silk could not be dyed in the right wedding colours. Bapu and Kasturba took up this as a challenge and gifted a sari, woven and dyed bright by them.




CRADLE OF LEADERS



PORTRAIT OF THE PAST

IIM Bangalore has retained the essence of its teaching-learning process even after switching to the online mode



**B-SCHOOLS HAVE
A KEY MANDATE:
CREATE FUTURE-PROOF
MANAGERS WHO CAN
OVERSEE OUR FORAY
INTO THE UNKNOWN**

BY KARTHIK RAVINDRANATH AND
ABHINAV SINGH

VUCA. It is a popular acronym used in b-schools and in management in general. Volatile, uncertain, complex and ambiguous. Till now, students could not really be blamed if they had failed to grasp the gravitas of those four simple words. After all, if you had secured admission in a top b-school, what was really so VUCA about this world? Work hard and you are almost guaranteed the 'good life.'

So, the Covid-19 batch is perhaps lucky that it got to experience VUCA while still in b-school. The pandemic is not going to be the last "unprecedented event". In fact, the World Health Organization is preparing for the next pandemic; its health emergencies programme believes the most likely cause will be influenza. And, an economic crisis is never far away; as we now know, the big banks are not 'too big to fail'.

Not to forget disruptive technology. While disruptive innovation is likely to improve our standard of

living, in the short term it would spell doom for businesses which are not agile enough, leading to job losses and the resultant social impact. As we can see, it is not just global crises that can lead to a sea change. And history has taught us that decisions taken in the present can reverberate for years to come.

It is clear then that managers will have a key role to play in the battles to come. But, how do they learn to tackle the unknown? Management students are always taught using case studies that simulate ambiguous or uncertain decision dilemmas, says Prof Venkat Raman, Faculty of Management Studies, Delhi. "The pandemic has only provided a wider canvas for them to learn to cope with uncertainties," he says. He adds that the faculty quickly learned about the convulsions taking place in corporate strategies—to be quoted as examples in class discussions.

Venkat Raman, who focuses on human resource development and health policy, says that in recent years, management curriculum has adopted lessons from startups and, therefore, it prepares students to respond to complex business scenarios. "Exploring the impli-

cations of the pandemic and the uncertainties of the future on work, employment, leadership, business strategies (supply chain, patterns of consumption), risk mitigation, financial health and modelling the organisational responses to crisis are issues that constitute the core of our [virtual] classroom discussion these days," he says.

Adaptability, the ability to learn quickly, out-of-the-box thinking and conscientiousness are critical competencies for a manager, says Venkat Raman. "Managers of tomorrow also need to be multi-skilled and multi-dimensional," he says. "Learning management techniques from (American) textbooks is not sufficient. B-schools must make future managers understand their role in the social and economic milieu."

Prof P.C. Biswal, dean (research and accreditations), Management Development Institute, Gurugram, says that there could not be a more appropriate disruptive force than Covid-19. "B-schools the world over have been teaching how businesses are to be prepared for the changing times, changing environment and economic disruptions," he says. Now, he says, they can incorporate learnings and experiences of managers during a pandemic in their curricula to teach students how businesses stay relevant during economic disruptions.

"This pandemic has shown us how businesses are killed in such uncertain and black swan type of events," he says. "At the same time, it is also evident that some other businesses, such as Amazon, Byju's, Zoom and Unacademy, performed well. B-schools should incorporate changing business strategies of the above businesses to make their courses relevant."

Sunil Varughese, chief brand and sustainability officer, XLRI, Jamshedpur, says that b-schools must look at the adverse impact of the pandemic on business. "More

The pandemic has only provided a wider canvas for them (management students) to learn to cope with uncertainties.

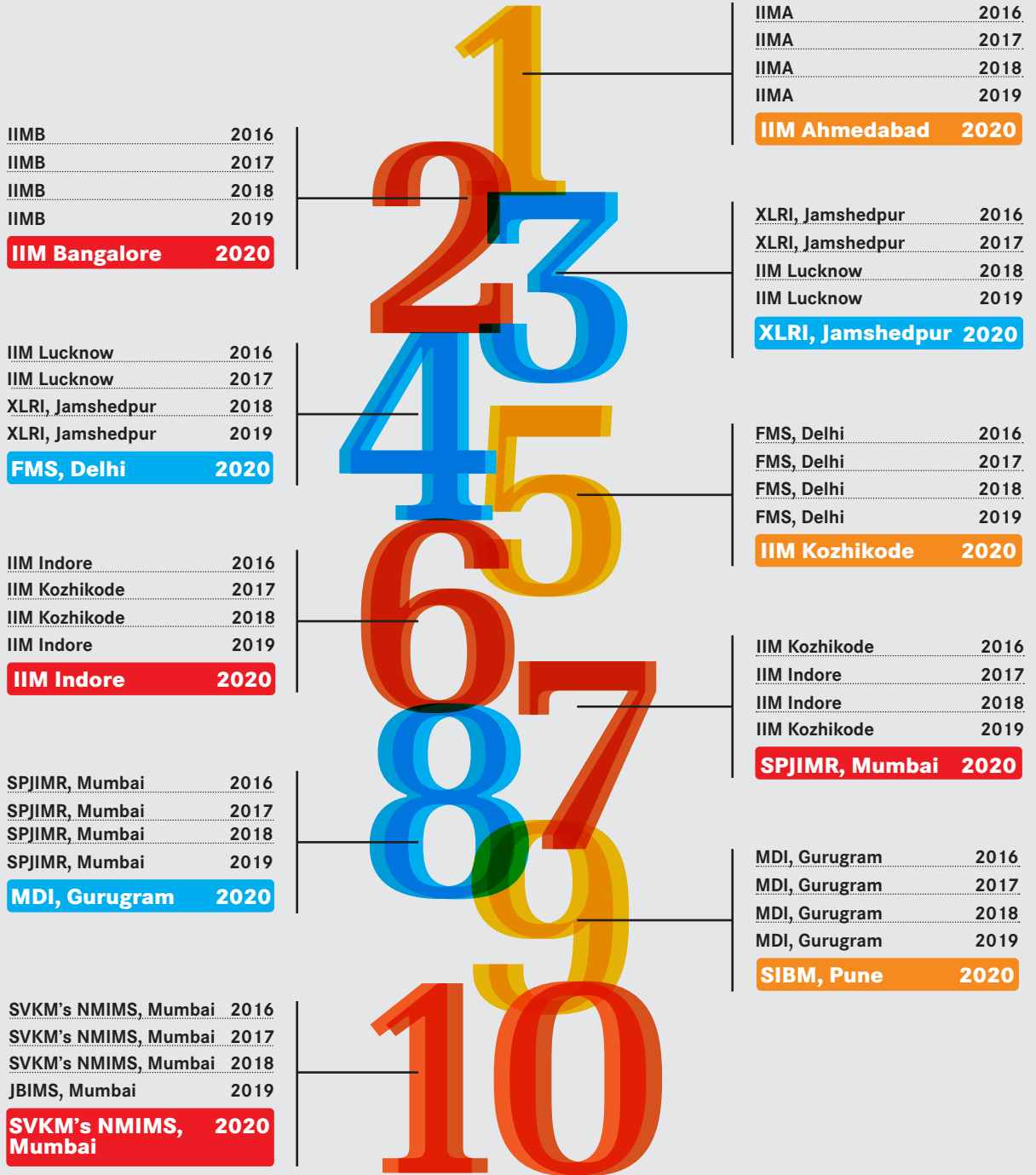
— Prof Venkat Raman,
Faculty of Management Studies,
Delhi



THE WEEK-HANSA RESEARCH SURVEY 2020

BEST B-SCHOOLS-ALL INDIA

RANKING



Survey continued on page no. 86

GRAPHICS SREEMANIKANDAN S.



importantly, the community at large and organisations, in particular, need resilience-building measures to withstand and overcome the adverse effects of black swan-like events,” he says. He adds that future business leaders should develop holistic skill-sets to enhance their “resilience quotient”, which also includes factors like fitness and immunity.

Sumit Kumar, vice president, National Employability Through Apprenticeship Program, Team-Lease, says that while hiring from b-schools, HR managers primarily look for skills like leadership, sharp intellect, agility, analytical reasoning, creativity, logical reasoning, adaptability and effective communication. In short, he says, HR managers look for impactful leaders who can shape the organisation’s future.

Usually, a leader is expected to understand the ecosystem, assess future potential, analyse market capabilities and drive the organisation’s journey across all functions, he says. During a crisis, they have to be able to be fast and creative, to think on their feet and come up with alternate business solutions. “Not just this, HR managers also scout for candidates who have strong crisis mitigation skills,” he says.

But, why is management education a must? Is it not possible that even people who never went to b-schools have these skills? “Any employee who has the skills I mentioned and an innovative and solution-driven approach can deal with crises,” he says. “However, having a management education as such, especially from the likes of IIMs, can make the candidate more tactical.”

Kumar feels that b-schools should also look at policy studies and research along with management education to prepare the individual to understand the market better and create future-proof solutions. “Social skills are important, too,” he says, adding that management students should develop strong people skills which will help them when their staff is worried during a crisis.

Students joining b-schools this year are going to have a slightly different experience than what they had envisioned. But, for the second-year students, their experience in b-schools has been akin to a roller-coaster ride. It is highly unlikely that any of them

anticipated a pandemic when they started their courses in 2019. But, as required of future managers, they remain unfazed.

Pravar Vir Gupta, a second-year student at IIM Bangalore, says that management education is all about learning to deal with and thrive in uncertain environments. And the pedagogy teaches just that, he says. “The curriculum and the case-based teaching, which is adopted in many of the courses, tell us how companies handled the issues they faced,” says Gupta, adding that activities in the curriculum provide ample opportunities to apply the learnings.

“One term of the PGP course has recently concluded online,” he says. “A few months ago, this was almost unthinkable. It was made possible by constant ironing out of the issues that kept cropping up as we progressed into the term. Such instances give us confidence that we will be able to meet any new challenge.” Courses were modified to suit the

CONSISTENTLY EXCELLENT

IIM Ahmedabad (file photo)

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online mode, but group projects and presentations were retained, he says.

Gupta adds that professors also took out extra time to interact personally with students outside of class hours to ensure that learning is not inhibited by the remote mode. "Some professors took the online mode as an opportunity to bring in more guest lecturers, including C-level executives of multinational companies; earlier they might not have been able to travel to meet the students in the class."

Suhasini Sharma, second-year student at XLRI, says that evaluation was tweaked to adapt to online. "Professors have substantially reduced

the weightage of exams and are instead concentrating on how we relate to the lessons," she says. "Substantial weightage is given to term papers, inclusion of real time industry issues as projects and journals on takeaways from classes."

Neither Sharma nor Gupta seems too downbeat about placements. "While the on-field jobs like sales and marketing are feeling the impact, the pandemic has also opened up tremendous opportunities in fields like technology, consulting, HRM and pharma," says Sharma. Gupta says that IIMB's career development office is confident there would be no significant impact on placements.

Indeed, it looks like students, at least at the premier institutes, do not have much to worry about, if you go by the latest placement reports of the

top four institutes in THE WEEK-Hansa Research Best B-Schools Survey 2020. At IIMA, of 391 students who sought placement, 388 accepted offers (two were still in process and data for one student was unavailable, at the time of audit); 19 students accepted international offers.

The salary (maximum yearly earning potential) for domestic offers was a minimum of ₹16 lakh, maximum of ₹55.88 lakh and a mean of ₹26.126 lakh. For overseas offers, this was \$42,478; \$1,80,645 and \$84,200, respectively. IIMB reported 100 per cent placements (among students who opted for it), including 18 overseas offers. The average compensations were ₹26.18 lakh (domestic) and ₹32.10 lakh (overseas).

XLRI reported 100 per cent placement with an average annual package of ₹24.30 lakh. The highest offer, which was from overseas, stood at ₹58.5 lakh per annum. FMS, too, reported 100 per cent placement (among students who opted in), with an average package of ₹25.6 lakh per annum and maximum of ₹58.6 lakh per annum. As this happened at the height of Covid-19, there are no concerns of a dip next year.

Kumar of TeamLease says that as the economy is in recovery mode following the unlocking, firms are looking for fresh talent. However, it has to be kept in mind that students at the top b-schools hold a distinct advantage over other MBAs. Says Prof Amit Karna, chairperson, placements, IIMA: "In general, management education may not be that immune in the job market, but the [impact on] the job market for students from premier institutes is minimal."

The students from these institutes comprise the top 2 to 3 per cent of the management graduates joining the workforce, he adds. "Recruiters have to fulfil their talent needs from somewhere," says Karna. "So, they fall back on their longstanding partnerships with premier institutes.



ALL LINED UP

XLRI, Jamshedpur (file photo)

SALIL BERA

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Campus placements are an efficient way of hiring, so they rely on campuses rather than the open market.”

Alok Shende, an alumni of IIM Calcutta and the founder-director of Ascentius Analytics LLP, a Mumbai-based boutique management consulting firm, says that future managers can be groomed to comprehend uncertainty by quantifying it. He adds that quantitative skill orientation creates a proclivity for managers to be ready for the world that is increasingly led by data and insights.

Despite the best efforts of India's top b-schools, there may be some shortcomings like the possibility of reduced camaraderie among students, loss of values that students pick up through personal interac-

tions, and, to an extent, even an adverse impact on team skills. These, says Venkat Raman of FMS, are traits that are essential to be a good corporate citizen. He adds that the pandemic has reiterated the need for imbibing compassion, empathy, and humane values. “The pandemic tested the true face of companies in terms of supporting (or abandoning) their employees in crisis,” he says.

Varughese of XLRI says: “Organisations, both small and large, need to proactively react compassionately to help mitigate the pain and sufferings

of internal and external stakeholders and society at large during adverse events, thereby contributing to the greater common good.” Perhaps more businesses thinking of the greater good will be a positive outcome of this experience. We can at least hope so.

In the meanwhile, do not be surprised if you come across new courses like “principles of pandemic management” or “work-from-home behaviour”. In management education as in life, change has to be acknowledged and accepted. After all, it is a VUCA world. ●

MANAGER MUST-HAVES

Adaptability, perseverance, innovation, digital upskilling, remote management, critical thinking, problem solving, and managing stress and anxiety are key skills. The need to scale up to survive is driving innovation. This is clear from developments like food delivery apps and virtual parties—things we would not have imagined a few years ago.

HIMANSHU JOSHI, associate professor (information management), International Management Institute, New Delhi

It is important to equip students with application skills of digital business, augmented and virtual reality, data science, artificial intelligence, robotics and entrepreneurship. Along with the value adds of crisis management stated above, soft (emotional, social and people) skills are vital for freshers.

KIRAN G. REDDY, principal and founder, AIMS Institutes, Bengaluru

Mental agility, emotional intelligence and digital transformation are the most essential survival skills. Staying connected with your stakeholders is another extremely essential skill requirement for finding answers to your problems. Those lacking team skills, who are not futuristic and do not have the mental and physical strength are bound to collapse.

V.M. BANSAL, chairman, New Delhi Institute of Management

The person handling a crisis first makes observations about the situation. The skill required for this is experiential, and cognitive knowledge and its conceptualisation. Next, technological knowledge and technical skills are important components of the integrated approach. Finally, human skills are important to relate to fellow humans.

REVEREND JOSEPH MARIANUS KUJUR, director, Xavier Institute of Social Service, Jharkhand

The pandemic has reiterated what we already knew: emotional and mental stability, resilience, flexibility and adaptability are critical for success. The best way to learn is through experience. Young managers must be exposed to a wide variety of situations and challenges while being provided with support and oversight.

ADITYA BERLIA, co-founder and pro chancellor, Apeejay Styra University

The most important skills are flexibility and adaptability. Being flexible in work is now about an open mindset. [It is important to] be able to work well under pressure, be adjustable to new and unexpected deadlines, manage time well and take on additional responsibility.

DEVINDER NARAIN, director (corporate relations), Shobhit University



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RISHIKESHA T. KRISHNAN



New CEO will be orchestrator of experiments

By the time India confronted Covid-19 in mid-March, IIM Bangalore had completed all its degree-granting programmes. Only the convocation remained. The immediate decision was to cancel the event and replace it with a small ceremony to recognise the award winners. We did not have enough time to visualise an online event with digital avatars that has now become the default convocation practice at most institutions. We have, however, promised to host a grand physical event for the 2020 graduating class, when conditions permit one!

Our faculty are no strangers to distance teaching-learning using technology. More than a decade ago, IIMB was the pioneer in offering a weekend degree programme for the software industry simultaneously in Bengaluru and Chennai, with two-way video and audio using ISRO satellite technology, much before streaming video became commonplace. IIMB also became the pioneer of massive open online courses

(MOOCs) in business and management in India in 2014. Today, we offer 50 management courses and customise many more.

We adopted a structured approach to manage the Covid-induced online transition. We quickly put together a team of our most tech-savvy and experienced online teachers and the chairs of our key academic programmes to chart out our approach. Feedback from faculty suggested that they would be most comfortable teaching in a classroom setting and that they would like to have as clear a view of the students as possible. So, we rapidly upgraded the infrastructure in 20 classrooms to include a large screen to see the students, a large digital writing board and another monitor to follow the chat.

We trained online learning facilitators—staff to help the faculty move between modes in the classroom. Our core team offered a series of workshops to faculty to help them make the best use of the available technology and the features of the online

platform. Faculty were also encouraged to make modifications in their courses, pedagogy and evaluation to suit the new medium. The feedback I have suggests that these efforts paid off. Both faculty and students admit that the experience has been much better than expected. Yet, challenges remain.

An MBA programme is much more than classroom sessions. Projects, peer learning and camaraderie leading to lifelong friendships are a few of the other key elements. We realised early that we needed to curate a “social learning experience” and organised a number of online forums, games and informal events to facilitate this process. Our students have taken many initiatives to keep their clubs and other activities running virtually. I was amazed by the quality of the student events online; it showed their talent and technical prowess.

Evaluation has been a challenging area. While some faculty have shifted to online assignments and projects, others have tried out different online evaluation and proctoring solutions. Students have access to library and database resources online, so projects based on secondary research have worked well, but field-based projects have been difficult to pursue. Placement is the next major challenge. Initial indicators from recruiters are that there will be good job opportunities at the top schools this year, though India’s overall economic numbers are a cause for concern.

What are the long-term prospects for management education in India? I personally believe that they continue to be good. The government has announced incentives for companies setting up capacity in India in a variety of priority industries. Changes in agricultural policy are expected to create new opportunities for the corporate sector in agriculture and food processing. The experience during Covid-19 suggests that much needs to be done to enhance the quantum and quality



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of health care services in India. The country will need qualified managers to drive all these initiatives.

The skill-set required by the manager of tomorrow will be different. Elements of Industry 4.0 (such as automation, Internet of Things, 3-D printing, data warehousing and analytics) are becoming an integral part of contemporary manufacturing. Contemporary services businesses are dependent on technology and advanced data analytics. The core principles of marketing, finance or operations management are likely to remain the same, but a successful manager will need to integrate a good understanding of technology and data with the traditional functional skills.

Automation is likely to make some existing managerial jobs redundant. But there will be new roles where human intelligence cannot be replaced or where it can augment artificial intelligence for the best results. Today, businesses generate a lot of data and

the digital environment permits experimentation at low cost. Contemporary managers have to be able to design and perform such experiments and use the results in their decisions. Reflecting these changes, the role of the CEO is increasingly that of an orchestrator of experiments.

For those who have rich industrial experience and are looking for the content and the way of thinking that management education provides, MOOCs are a useful approach. Based on asynchronous access to streamed content, MOOCs give a lot of flexibility to the learner. MOOCs offer a way forward to provide specialised content in hitherto under-managed verticals. If required, learning through MOOCs can be supplemented by discussion forums, small group discussions and other modes of focused learning. This will be particularly useful for the owners and managers of MSMEs.

There is an urgent need to make mass undergraduate education in In-

dia more relevant and useful. The typical bachelor's degree in the humanities does not equip graduates with any kind of marketable skill. MOOCs offer the opportunity to correct this. Why not offer a MOOCs-based degree programme in digital entrepreneurship? Essential skills would include communication and presentation, basic spreadsheet modelling, making business plans, online sales and marketing, an understanding of digital technologies and basic coding skills.

The MOOCs technology makes it relatively easy to offer such a programme with different language options, thus making it possible to reach out to learners across the country.

Management education undoubtedly faces challenges in the years ahead, but, in my view, we are well prepared to face them.

Krishnan is professor of strategy and director, Indian Institute of Management Bangalore.



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ANUJ KAPOOR AND AKASH CHATURVEDI

Managers as plumbers

Managers are increasingly working in volatile environments. This requires that they focus on the big picture and pay attention to detail. As MBA graduates enter the real world, theoretical knowledge equips them to think through the problems at hand. But, they also learn which analytical models and theories do not give much guidance.

There are two major reasons why there should be attention to detail. First, it turns out that managers are busy people and rarely have the time or inclination to focus on details. They tend to decide on how to address problems based on intuition, without much regard for rigorous scientific evidence. Second, details and analytical models that a manager considers uninteresting are in fact very important in determining the impact of a firm's action, while some of the theoretical issues that b-school education conditions them to worry about most may not be that relevant.

Therefore, managers need to adopt the mindset of a plumber (a term coined for the new-age economist by Esther Duflo, co-recipient of 2019 Nobel Memorial Prize in Economic Sciences). As Duflo suggests, plumbers try to predict what may work in

the real world, mindful that tinkering and adjusting will be necessary as our models give us little theoretical guidance on what (and how) details will matter.

Let us look at an example where the manager donned the plumber's hat. Every digital marketing class teaches the effectiveness of search advertising (placing online ads in search engine results). Managers in the eBay advertising team were spending millions of dollars on search ads. Then, one day, eBay allowed the search advertising team to tinker and experiment with the process. They found that most search ads had little effect on sales. This saved eBay millions of dollars.

The plumbing mindset focuses on how to do things rather than what to do. It involves incremental innova-

tion on a continuous basis. As Duflo puts it, the plumber does not invent a machine but installs it, attentively watches its working and then tinkers as needed. The working of the parts of a machine is difficult to anticipate and will only become known once it starts running. Here are some skills needed to inculcate a plumbing mindset:

Analytical and technical skills: Managers work in teams comprising software engineers, data engineers and data scientists. The new teams consist of members whose strengths complement one another. Specifically, data scientists come from a variety of academic backgrounds: computer science, physics and statistics. To work well with these diverse sets of viewpoints, a detail-oriented mind grounded in critical and analytical





ILLUSTRATION BHASKARAN

thinking is needed.

Team design and management: Although attention to detail is the general way to describe the handiwork of plumbers, Duflo suggests two different kinds of plumbing in the context of policy design. First, is the “design of the tap”, which means taking care of seemingly irrelevant details in the policy. Second, is the “layout of the pipes”, which covers the operational issues that define the policy’s functioning but are often termed purely mechanical. Plumber-managers must work on the tap design, that is the design of the team, and hone their own skills. Further, they must manage the layout of the pipes, that is tinker with the movement and composition of the teams in real time.

Alertness to algorithmic bias: Busi-

ness is becoming highly algorithm driven and data oriented. The problem is that algorithms are biased. In March 2016, Microsoft launched Tay, an AI-based Twitter chat bot. Within 24 hours, trolls trained it to come up with racist, misogynist and offensive tweets. Similarly, Amazon developed an AI to streamline and screen potential job applicants. The algorithm was trained on data of previous successful hires and it picked up the existing biases of hiring for male-dominated roles. The result: the algorithm apparently learned that women were less preferred. To deal with such scenarios, plumber-managers need AI training to learn both the biases and risks. They need not go completely technical, but they do need to understand data science and AI enough to manage AI-

based products and services.

Empathy: Empathising with customers is a fundamental skill as the new consumers in India are from tier-2 and tier-3 cities who are less technologically sophisticated and expect hyper-localisation. To cater to such consumers and scenarios, plumber-managers must not only focus on the technical details but think with their hearts.

Working in sync with academia: Tech-giants like Facebook, Google and Amazon are not only applying innovations coming from academia but are also engaging with the academic community (by sponsored grants, funding and recruiting academics). Firms are hiring economics, marketing and computer science PhDs to be a core part of their data science teams. The new manager must act as a facilitator of partnership between academics and industry, that is follow a blend of theoretical and practical approach. Facebook’s chief AI scientist, Yann LeCun, says that letting AI experts split their time between academia and industry is helping drive innovation. To succeed in environments where academia and industry are working in sync, the manager needs to embrace the concept of learning by noticing. The plumber-manager must notice anything that can potentially matter for implementation. Plumber-managers will share their observations with engineers and scientists working in their teams and this will lead to the generation of interesting and important insights and directions.

Though we try to argue it is the need of the hour for managers to don the plumbers’ hat, it is not that managers have to have the plumbing mindset all the time. Instead, we propose that there is value for managers to take on some plumbing projects, in their own as well as the firm’s interest.

Kapoor is an assistant professor (marketing) at IIM Ahmedabad, and **Chaturvedi** is a software engineer with Qualcomm in San Diego, the US.

SUITED FOR CHANGE

Innovation and flexibility are the buzzwords for b-schools in these testing times

BY ABHINAV SINGH

Every institute wants to stand out to attract the right students and the best recruiters; to carve a niche for itself and show that its students are able to get the most out of their course, particularly in a disrupted pandemic year. In the fiercely competitive b-school arena, where thousands of schools vie for their share of the pie, flexing is the need of the hour.

Take for example the 33-year-old Xavier Institute of Management, Bhubaneswar (XIMB). It boasts of a variety of programmes and faculty strength and is successful in attract-

ing new-age companies for placements. The institute claims to have had a smooth placement process this year, despite the pandemic, following last year's 100 per cent placement in reputed companies.

"The teaching and learning environment at XIMB is not just to produce MBA graduates for the job market, but to develop a well-rounded professional ready to take on leadership roles," said Reverend Paul Fernandes, vice-chancellor, XIMB. "The academic programmes are designed to bridge the gap between academia and industry on the one hand, and theory and practice on the other hand. We have always responded to the emerging order in the world of business and to the technology-led industrial revolution 4.0 by focusing

on data analytics and Internet of Things (IoT). New courses have been introduced, such as design thinking of managers."

Standalone b-schools like these want to be known for their high innovation in terms of teaching methodology and want to facilitate and encourage research. At T.A. Pai Management Institute (TAPMI), Manipal, at the start of the academic year, each faculty member can decide whether their focus would be research, teaching or administration, and design their deliverables accordingly. TAPMI even provides substan-



PEDAGOGY UPDATE

Great Lakes Institute of Management, Chennai, has incorporated simulations, experiential learning and role-play



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Business World 2020 Ranking

96th Pan India University Ranking	23rd South India
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Times Engineering Ranking 2020

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The WEEK

66th All India Multi - Disciplinary Universities Best University Survey 2020	23rd South Zone	28th All India Private & Deemed Multidisciplinary Universities Best University Survey 2020	10th South Zone
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tial research funds for its faculty.

“More than 50 per cent of our recruiters have been hiring from our institute for more than four years,” said Aditya Mohan Jadhav, professor, in-charge, office of corporate engagement. “This is possible only because they find value in our students. We are able to generate this value through innovative teaching methods based on experiential learning.”

During the pandemic, TAPMI decided that instead of end-term examinations, students can be evaluated based on individual activities or projects. Students can even replace elective courses offered by the school with courses offered by Coursera or Manipal University.

“The pandemic has led to more types of roles offered [by recruiters] as compared with the more traditional profiles, which I think is a positive outcome,” said Sneha M. Kumar, a second-year MBA student. “TAPMI’s forethought about the pandemic helped us prepare well in advance for the new mode of

recruitment processes.”

To incorporate the latest methods in pedagogy, Chennai-based Great Lakes Institute of Management has included simulations, experiential learning, role-play and flipped classrooms. The institute recently made changes to the curriculum for its two-year programme and is also currently revising it for its one-year programme. The key focus of the changes is the emphasis on communication skills via workshops.

“We continue to engage with our students through innovative means,” said Suresh Ramanathan, dean and principal. “For instance, we are strengthening problem-solving skills and integrative thinking by a unique integrative case study competition that will run all through the year.”

To overcome limitations set by the pandemic, the institute launched a new module called Term Zero, where it lined up global thought leaders from Stanford, Harvard, Yale and Dartmouth among others, and industry leaders like Indra Nooyi, Sam Pitroda and Kiran Mazumdar-Shaw to interact with the students.

For standalone b-schools such as Mittal School of Business of the Lovely Professional University, the faculty is using innovative pedagogy to ensure rigorous hands-on exposure for

its students. Keeping in mind the recent developments and expectations of the industry, MSB has integrated industry certifications with the curriculum. Over 1,000 students have earned industry and massive open online course (MOOC) certifications in the last academic year.

“Our MBA programme aims to build strong research skills among our students through different courses like research methodology, internship and capstone project, which make them capable of systematically investigating business issues,” said Rajesh Verma, professor and dean, MSB.

These b-schools are also not deterred by the IIM Act and the National Education Policy 2020, both of which will redefine the b-school landscape in the country. The acts allow IIMs to grant the MBA degree and a PhD, but restrict private autonomous b-schools from doing the same. “Prior to these acts, the post-graduate diploma in management (PGDM) awarded by IIMs as well as the private autonomous b-schools signalled quality education and ensured parity,” said Jadhav. “The IIM Act does not impact us. But many private autonomous b-schools have approached the government and requested for the same autonomy to grant a degree similar to the IIMs.”

Ramanathan also feels that the IIM Act may not have an impact on private autonomous b-schools. “We are on the same page as the government in its call to institutions of higher learning to become more competitive in a global environment,” he said. “We believe that competition is good, but hope that the government can encourage the growth of high-quality private institutions as well.”

“Government support and more autonomy make a b-school more responsible,” said Fernandes. “The IIMs get large corpus funds from the government. If we had some of the funding they have, we would have witnessed a big transformation.”

Sneha M. Kumar (in pic), a second-year student at TAPMI, Manipal, says that the institute’s forethought helped students prepare for the new mode of recruitment.



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84	P	SRM College of Management	Chennai	290
85	P	M S Ramaiah Institute of Management	Bengaluru	287
86	P	Bharati Vidyapeeth Institute of Management and Research	Delhi	284
87	P	Institute of Rural Management (IRM)	Jaipur	283
88	P	Kristu Jayanti College	Bengaluru	282
89	P	International School of Informatics & Management Technical Campus	Jaipur	278
90	P	Regional College of Management	Bhubaneswar	276
91	P	K L Business School	Vadeeswaram	272
92	P	Manipal Institute of Management (formerly known as School of Management, MAHE)	Manipal	271
93	G	Department of Business Management, Osmania University	Hyderabad	268
94	P	School of Business Studies, Shobhit University	Meerut	267
95	P	Hindustan Institute of Technology and Science	Chennai	265
96	P	Quantum School of Business	Roorkee	264
97	P	IPS Academy, Institute of Business Management & Research	Indore	263
97	P	Faculty of Management Studies - Manav Rachna International Institute of Research and Studies	Faridabad	263
99	P	Chetana's Institute of Management & Research	Mumbai	262
100	P	Lala Lajpatrai Institute of Management	Mumbai	261
101	G	The Business School, University of Jammu	Jammu	260
102	P	Symbiosis School of Banking and Finance	Pune	258
103	P	ICBM - School of Business Excellence	Hyderabad	257
104	P	St. Joseph's Institute of Management	Bengaluru	256
105	P	Institute of Management & Information Science	Bhubaneswar	255
105	P	Lloyd Business School	Greater Noida	255
107	P	Chetana's Ramprasad Khandelwal Institute of Management & Research	Mumbai	254
108	P	REVA University	Bengaluru	253
109	P	International Institute of Health Management Research	Delhi	251
110	P	IMS Unison University	Dehradun	250
111	G	Alkesh Dinesh Mody Institute for Financial & Management Studies, University of Mumbai	Mumbai	249
111	P	R V Institute of Management	Bengaluru	249
113	P	Kirloskar Institute of Advanced Management Studies	Harihar	248
113	P	KV Institute of Management and Information Studies	Coimbatore	248
115	P	School of Management & Commerce, Poornima University	Jaipur	247
115	P	Kongu Business School - Kongu Engineering College	Erode	247
117	P	Rungta College of Engineering & Technology	Bhilai	246
117	P	Greater Noida Institute of Technology (MBA Institute)	Greater Noida	246
119	P	KCT Business School	Coimbatore	245
120	P	Amity Business School	Gwalior	242
121	P	SCMS School of Technology and Management	Cochin	241

MIT Art Design Technology University is an Initiative of MAEER's MIT Group of Institutions who are pioneer in privatization of engineering education in Maharashtra. **Dr. Vishwanath Karad, Father - Founder & Director General of the MAEER's MIT Group of institutions** is one who has made this possible in Maharashtra and launched the first Private Engineering college MIT Art Design Technology University was established in the Year 2016 as per the UGC act as per the private state University Act, of State Govt. of Maharashtra. **Hon'ble Dr. Mangesh Karad, Secretary MAEER's MIT Group of Institution, man behind conceptualizing this University** to offer education in the most unconventional fields and in the most unorthodox formats.

Maharashtra Institute of technology established in the year 1983 is spread over a sprawling 120 acres, previously owned by **Late Legendary Bollywood Actor Raj Kapoor**. Today the Group represent more than 4 Universities and 15+schools with the name **Vishwashanti Gurukul, CBSE and IB pattern schools**, spread across India. **The MIT-ADT University was recently awarded the 'Best University Campus 2017' by the Associated Chambers of Commerce India (ASSOCHAM)**. In the 2018 the said University is been awarded as a Best Private State University 2018 by Better India Education award. This spectacular campus offers state-of-the-art infrastructure, extensive library, hostels, playgrounds, tennis courts, basketball courts, swimming pool, cricket and football grounds, indoor sports facilities and a theatre.

The COVID Pandemic has made the entire university to rethink the way we impart education to our students. To



ensure that our students begin the academic year without further delay the entire semester for undergraduate and post-graduate courses is scheduled to begin in July as per the regular University calendar schedule every year MIT ADT offers multiple courses at Under Graduate, Post graduate and Doctorate levels in Fine Art Design, Management, Marine engineering, Bioscience Engineering, Food Technology, Film and Television, Broadcasting and Journalism, Vedic Science & Education and Literature studies.

After this Pandemic situation Entire University education is live via video lecturing using the University learning management system along with the live streaming facility as well as the through the virtual lab establishment to all the core engineering as well as design Nish programs. All the assignments and Practical's are demonstrated using virtual lab establishment online tutorial mode helps the students to evaluate regularly along with the delivery of the subject. MIT ADT University is the pioneer in the privatization of University education. It has also established the proctored evaluation system for the entire university students and declared it's almost all the results on time. Also, Initiative of PERA Foundation by the Association of the Private state university leads the university admission process on time to all the private state universities in Maharashtra as well as in India.

MIT College of Management is one of the finest B School in the country offers sector specific management programs;

has launched two sectoral MBA from this academic year. MBA in Global Business Management, MBA in Shipping & Port Management.

Today, though, the rapid pace of change is transforming the global business landscape the globalization, economic volatility, digitization, and changing customer needs are testing the nerves of those occupying corporate boardrooms. The companies are facing unique challenges of constantly innovating to staying profitable and being customer centric. To meet the current gap **MITADT**, in association with UNIVERSITY OF BUSINESS IN WROCLAW, POLAND offers two years full time MBA(Global). The program is aimed at fulfilling the skill gap to groom professionals who can take positions in multinationals organizations and perform in a global work environment. The program also focuses on helping students appreciate, accept and adapt to different business and cultural environments. The MBA (Global) is an internationally-recognized program with a reputation that is built on superior standards of teaching, research, innovation and graduate outcomes.

The MBA Shipping & Port Management has been designed to give the necessary knowledge and expertise to managers and leaders within the sector. Students will gain a distinctive business degree that will let them work overseas, in a wide range of industrial positions, ship operations, marine science, maritime management and operation. This Program will give the students a thorough knowledge and understanding of Shipping industry which includes Port, Terminals, and management of various shipping companies along with the shipping agencies. It will also give a birds' eye view of the sector combining various areas like port management and maritime law.



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122	P	Jaipuria Institute of Management	Indore	238
124	P	Symbiosis Institute of Computer Studies and Research (SICSR)	Pune	237
125	P	Institute of Engineering and Management	Kolkata	236
126	P	Amity Business School	Mumbai	235
126	P	Tula's Institute, The Engineering & Management College	Dehradun	235
128	P	Amity Business School	Jaipur	232
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130	P	Faculty of Management, JECRC University	Jaipur	229
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141	P	School of Management, Presidency University	Bengaluru	223
142	P	DKTE Society's Textile & Engineering Institute	Ichalkaranji	222
143	P	Greater Noida Institute of Technology (Engg. Institute)	Greater Noida	221
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145	P	Saintgits Institute of Management	Kottayam	218
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160	P	Central Institute of Business Management Research & Development	Nagpur	203
161	P	Happy Valley Business School	Coimbatore	201
162	P	Global Business School	Hubli	200
163	P	St. Aloysius College - St Aloysius Institute of Management and Information Technology	Mangalore	199
164	P	Krupanidhi Group of Institutions	Bengaluru	198
164	P	Kanpur Institute of Technology	Kanpur	198
166	P	D.C. School of Management & Technology	Idukki	197
166	P	Easwari Engineering College	Chennai	197
168	P	S V Institute of Management	Kadi	193
169	P	Pranveer Singh Institute of Technology	Kanpur	192
169	P	Vidya School of Business	Meerut	192
171	P	Rathinam College of Arts and Science	Coimbatore	191
172	P	K.S.R. College of Engineering	Tiruchengode	183
173	P	Virudhunagar Hindu Nadars' Senthikumara Nadar College	Virudhunagar	181
174	P	Berchmans Institute of Management Studies	Changanassery, Kottayam	173
175	P	St. Joseph's PG College	Hyderabad	162
176	P	Chetan Business School	Hubli	157
177	P	Baba Farid College of Management and Technology	Bathinda	149
178	P	IIMT Engineering College	Meerut	120
179	P	K. S. School of Engineering and Management	Bengaluru	102

Base | Experts: 301 | Aspiring students: 425 | Current students: 500 | Recruiters: 50 | Total: 1,276



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- ▶ SAP
- ▶ SPSS
- ▶ Tally
- ▶ Business Analytics
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RANK 2020	COLLEGE	CITY	COMPOSITE SCORE
1	XLRI - Xavier School of Management	Jamshedpur	705
2	S.P. Jain Institute of Management & Research (SPJIMR)	Mumbai	620
3	Management Development Institute (MDI)	Gurugram	602
4	Symbiosis Institute of Business Management (SIBM)	Pune	590
5	SVKM's NMIMS School of Business Management	Mumbai	576
6	Institute of Management Technology (IMT)	Ghaziabad	514
7	Xavier Institute of Management, Bhubaneswar	Bhubaneswar	496
8	Symbiosis Centre for Management and Human Resource Development (SCMHRD)	Pune	469
9	Goa Institute of Management (GIM)	Sanquelim	437
10	Institute of Rural Management Anand (IRMA)	Anand	434
11	Symbiosis Institute of International Business (SIIB)	Pune	412
12	Birla Institute of Technology & Science (BITS)	Pilani	404
13	Prin. L. N. Welingkar Institute of Management Development & Research	Mumbai	403
14	Lal Bahadur Shastri Institute of Management (LBSIM)	Delhi	400
15	Institute of Management, Nirma University	Ahmedabad	387
16	Amity Business School	Noida	381
17	Jagan Institute of Management Studies	Delhi	379
18	Bharathidasan Institute of Management (BIM)	Tiruchirappalli	377
19	Loyola Institute of Business Administration (LIBA)	Chennai	375
20	Symbiosis Institute of Operations Management (SIOM)	Nashik	374
21	Symbiosis Institute of Digital and Telecom Management (formerly Symbiosis Institute of Telecom Management)	Pune	370
22	PSG Institute of Management	Coimbatore	369
23	Institute for Financial Management and Research (IFMR)	Sri City	368
24	Institute of Public Enterprise (IPE)	Hyderabad	366
25	Institute of Management Technology	Nagpur	365
26	Prestige Institute of Management and Research	Indore	363
27	International School of Business & Media (ISB&M)	Pune	358
28	School of Business and Management, Christ University	Bengaluru	350
29	Balaji Institute of Modern Management (BIMM)	Pune	349
30	AIMS School of Business (AIMS Institutes)	Bengaluru	344
31	N. L. Dalmia Institute of Management Studies and Research	Mumbai	342
32	Symbiosis Centre for Information Technology (SCIT)	Pune	339
33	I.T.S School of Management (Institute of Technology and Science - PGDM)	Ghaziabad	338
34	Chandigarh University - University School of Business	Mohali	336
35	Indus Business Academy (IBA)	Bengaluru	335
36	Institute of Management Technology	Hyderabad	334
37	GITAM Institute of Management	Visakhapatnam	332
38	Balaji Institute of International Business (BIIB)	Pune	330
39	Balaji Institute of Management and Human Resource Development (BIMHRD)	Pune	328
40	SDM Institute for Management Development (SDMIMD)	Mysore	327
41	Chitkara Business School	Rajpura	326
41	GL Bajaj Institute of Management and Research	Greater Noida	326
41	Prin. L. N. Welingkar Institute of Management Development & Research	Bengaluru	326
44	VIT Business School	Vellore	325
45	Rajagiri Centre for Business Studies	Kochi	324
46	Institute of Management Studies (IMS)	Ghaziabad	323
47	Xavier Institute of Social Service	Ranchi	321
48	School of Management (PG) - Dr. Vishwanath Karad MIT World Peace University	Pune	316
49	Universal Business School	Mumbai	315
50	Pune Institute of Business Management (PIBM)	Pune	314

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51	International Management Institute (IMI)	Bhubaneswar	313
52	Balaji Institute of Telecom & Management (BITM)	Pune	312
53	Jagannath International Management School	Delhi	309
54	Siva Sivani Institute of Management	Secunderabad	307
54	Symbiosis Institute of Business Management	Hyderabad	307
54	IBS - ICFAI Business School	Mumbai	307
57	Prestige Institute of Management	Gwalior	305
58	SCMS Cochin School of Business	Cochin	303
59	IES's Management College and Research Centre	Mumbai	302
60	Jaipuria Institute of Management	Ghaziabad	300
61	IIHMR University	Jaipur	298
61	Vignana Jyothi Institute of Management	Hyderabad	298
63	Doon Business School	Dehradun	297
64	International Institute of Management Studies (IIMS)	Pune	296
64	Institute of Management Studies (IMS)	Noida	296
66	Fortune Institute of International Business	Delhi	293
67	SRM College of Management	Chennai	290
68	M S Ramaiah Institute of Management	Bengaluru	287
69	Bharati Vidyapeeth Institute of Management and Research	Delhi	284
70	Institute of Rural Management (IRM)	Jaipur	283
71	Kristu Jayanti College	Bengaluru	282
72	International School of Informatics & Management Technical Campus	Jaipur	278
73	Regional College of Management	Bhubaneswar	276
74	K L Business School	Vadeeswaram	272
75	Manipal Institute of Management (formerly known as School of Management, MAHE)	Manipal	271
76	School of Business Studies, Shobhit University	Meerut	267
77	Hindustan Institute of Technology and Science	Chennai	265
78	Quantum School of Business	Roorkee	264
79	IPS Academy, Institute of Business Management & Research	Indore	263
79	Faculty of Management Studies - Manav Rachna International Institute of Research and Studies	Faridabad	263
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82	Lala Lajpatrai Institute of Management	Mumbai	261
83	Symbiosis School of Banking and Finance	Pune	258
84	ICBM - School of Business Excellence	Hyderabad	257
85	St. Joseph's Institute of Management	Bengaluru	256
86	Institute of Management & Information Science	Bhubaneswar	255
86	Lloyd Business School	Greater Noida	255
88	Chetana's Ramprasad Khandelwal Institute of Management & Research	Mumbai	254
89	REVA University	Bengaluru	253
90	International Institute of Health Management Research	Delhi	251
91	IMS Unison University	Dehradun	250
92	R V Institute of Management	Bengaluru	249
93	Kirloskar Institute of Advanced Management Studies	Harihar	248
93	KV Institute of Management and Information Studies	Coimbatore	248
95	School of Management & Commerce, Poornima University	Jaipur	247
95	Kongu Business School - Kongu Engineering College	Erode	247
97	Rungta College of Engineering & Technology	Bhilai	246
97	Greater Noida Institute of Technology (MBA Institute)	Greater Noida	246
99	KCT Business School	Coimbatore	245
100	Amity Business School	Gwalior	242
101	SCMS School of Technology and Management	Cochin	241
102	BIBS	Kolkata	238
102	Jaipuria Institute of Management	Indore	238
104	Symbiosis Institute of Computer Studies and Research (SICSR)	Pune	237
105	Institute of Engineering and Management	Kolkata	236
106	Amity Business School	Mumbai	235
106	Tula's Institute, The Engineering & Management College	Dehradun	235
108	Amity Business School	Jaipur	232

109	Gian Jyoti Institute of Management & Technology (GJ-IMT)	Mohali	230
110	Faculty of Management, JECRC University	Jaipur	229
111	CMR College of Engineering & Technology	Hyderabad	228
112	The Oxford College of Business Management	Bengaluru	227
112	CMR Center for Business Studies	Bengaluru	227
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115	Sona School of Management	Salem	226
115	MIET Business School	Meerut	226
115	JIS College of Engineering	Kalyani	226
119	ITM Business School (Warangal Institute of Management)	Warangal	225
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123	Greater Noida Institute of Technology (Engg. Institute)	Greater Noida	221
124	Prestige Institute of Management	Dewas	220
125	Saintgits Institute of Management	Kottayam	218
126	Nehru School of Management	Thrissur	217
127	Srusti Academy of Management	Bhubaneswar	216
128	Durgadevi Saraf Institute of Management Studies	Mumbai	215
129	K.S.R School of Management	Tiruchengode	214
130	LEAD College of Management	Palakkad	213
131	Amity Business School	Raipur	212
132	Amity Business School	Lucknow	209
133	Albertian Institute of Management	Kochi	208
133	IES College of Technology	Bhopal	208
133	PCET's S.B. Patil Institute of Management	Pune	208
136	Presidency College	Bengaluru	207
137	Karnatak Law Society's Institute of Management Education and Research	Belagavi	206
138	KLES's Institute of Management Studies & Research	Hubli	204
138	Dr. SNS Rajalakshmi College of Arts and Science	Coimbatore	204
140	Central Institute of Business Management Research & Development	Nagpur	203
141	Happy Valley Business School	Coimbatore	201
142	Global Business School	Hubli	200
143	St. Aloysius College - St Aloysius Institute of Management and Information Technology	Mangalore	199
144	Krupanidhi Group of Institutions	Bengaluru	198
144	Kanpur Institute of Technology	Kanpur	198
146	D.C. School of Management & Technology	Idukki	197
146	Easwari Engineering College	Chennai	197
148	S V Institute of Management	Kadi	193
149	Pranveer Singh Institute of Technology	Kanpur	192
149	Vidya School of Business	Meerut	192
151	Rathinam College of Arts and Science	Coimbatore	191
152	K.S.R. College of Engineering	Tiruchengode	183
153	Virudhunagar Hindu Nadars' Senthikumara Nadar College	Virudhunagar	181
154	Berchmans Institute of Management Studies	Changanassery, Kottayam	173
155	St. Joseph's PG College	Hyderabad	162
156	Chetan Business School	Hubli	157
157	Baba Farid College of Management and Technology	Bathinda	149
158	IIMT Engineering College	Meerut	120
159	K. S. School of Engineering and Management	Bengaluru	102

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RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	CITY	COMPOSITE SCORE
1	G	Faculty of Management Studies (FMS)	Delhi	692
2	P	Management Development Institute (MDI)	Gurugram	602

3	G	Department of Management Studies, IIT	Delhi	571
4	P	Institute of Management Technology (IMT)	Ghaziabad	514
5	G	Indian Institute of Management (IIM)	Udaipur	468
6	G	Indian Institute of Management (IIM)	Bodh Gaya	408
7	P	Birla Institute of Technology & Science (BITS)	Pilani	404
8	P	Lal Bahadur Shastri Institute of Management (LBSIM)	Delhi	400
9	P	Amity Business School	Noida	381
10	P	Jagan Institute of Management Studies	Delhi	379
11	P	I.T.S School of Management (Institute of Technology and Science - PGDM)	Ghaziabad	338
12	P	Chandigarh University - University School of Business	Mohali	336
13	P	Chitkara Business School	Rajpura	326
13	P	GL Bajaj Institute of Management and Research	Greater Noida	326
15	P	Institute of Management Studies (IMS)	Ghaziabad	323
16	P	Jagannath International Management School	Delhi	309
17	P	Jaipuria Institute of Management	Ghaziabad	300
18	P	IIHMR University	Jaipur	298
19	P	Doon Business School	Dehradun	297
20	P	Institute of Management Studies (IMS)	Noida	296
21	P	Fortune Institute of International Business	Delhi	293
22	P	Bharati Vidyapeeth Institute of Management and Research	Delhi	284
23	P	Institute of Rural Management (IRM)	Jaipur	283
24	P	International School of Informatics & Management Technical Campus	Jaipur	278
25	P	School of Business Studies, Shobhit University	Meerut	267
26	P	Quantum School of Business	Roorkee	264
27	P	Faculty of Management Studies - Manav Rachna International Institute of Research and Studies	Faridabad	263
28	G	The Business School, University of Jammu	Jammu	260
29	P	Lloyd Business School	Greater Noida	255
30	P	International Institute of Health Management Research	Delhi	251
31	P	IMS Unison University	Dehradun	250
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43	P	Pranveer Singh Institute of Technology	Kanpur	192
43	P	Vidya School of Business	Meerut	192
45	P	Baba Farid College of Management and Technology	Bathinda	149
46	P	IIMT Engineering College	Meerut	120

B-SCHOOLS PRIVATE NORTH ZONE

RANK 2020	COLLEGE	CITY	COMPOSITE SCORE
1	Management Development Institute (MDI)	Gurugram	602
2	Institute of Management Technology (IMT)	Ghaziabad	514
3	Birla Institute of Technology & Science (BITS)	Pilani	404
4	Lal Bahadur Shastri Institute of Management (LBSIM)	Delhi	400
5	Amity Business School	Noida	381
6	Jagan Institute of Management Studies	Delhi	379
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26	IMS Unison University	Dehradun	250
27	School of Management & Commerce, Poornima University	Jaipur	247
28	Greater Noida Institute of Technology (MBA Institute)	Greater Noida	246
29	Tula's Institute, The Engineering & Management College	Dehradun	235
30	Amity Business School	Jaipur	232
31	Gian Jyoti Institute of Management & Technology (GJ-IMT)	Mohali	230
32	Faculty of Management, JECRC University	Jaipur	229
33	Chandigarh Business School of Administration	Mohali	227
34	MIET Business School	Meerut	226
35	Greater Noida Institute of Technology (Engg. Institute)	Greater Noida	221
36	Amity Business School	Lucknow	209
37	Kanpur Institute of Technology	Kanpur	198
38	Pranveer Singh Institute of Technology	Kanpur	192
38	Vidya School of Business	Meerut	192
40	Baba Farid College of Management and Technology	Bathinda	149
41	IIMT Engineering College	Meerut	120

B-SCHOOLS SOUTH ZONE

RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	CITY	COMPOSITE SCORE
1	G	Indian Institute of Management (IIM)	Bengaluru	845
2	G	Indian Institute of Management (IIM)	Kozhikode	687
3	P	Bharathidasan Institute of Management (BIM)	Tiruchirappalli	377
4	P	Loyola Institute of Business Administration (LIBA)	Chennai	375
5	P	PSG Institute of Management	Coimbatore	369
6	P	Institute for Financial Management and Research (IFMR)	Sri City	368
7	P	Institute of Public Enterprise (IPE)	Hyderabad	366
8	G	National Institute of Technology (NIT)	Tiruchirappalli	364
9	P	School of Business and Management, Christ University	Bengaluru	350
10	P	AIMS School of Business (AIMS Institutes)	Bengaluru	344
11	P	Indus Business Academy (IBA)	Bengaluru	335
12	P	Institute of Management Technology	Hyderabad	334
13	P	GITAM Institute of Management	Visakhapatnam	332
14	P	SDM Institute for Management Development (SDMIMD)	Mysore	327
15	P	Prin. L. N. Welingkar Institute of Management Development & Research	Bengaluru	326
16	P	VIT Business School	Vellore	325
17	P	Rajagiri Centre for Business Studies	Kochi	324

18	P	Siva Sivani Institute of Management	Secunderabad	307
18	P	Symbiosis Institute of Business Management	Hyderabad	307
20	P	SCMS Cochin School of Business	Cochin	303
21	P	Vignana Jyothi Institute of Management	Hyderabad	298
22	P	SRM College of Management	Chennai	290
23	P	M S Ramaiah Institute of Management	Bengaluru	287
24	P	Kristu Jayanti College	Bengaluru	282
25	P	K L Business School	Vadeeswaram	272
26	P	Manipal Institute of Management (formerly known as School of Management, MAHE)	Manipal	271
27	G	Department of Business Management, Osmania University	Hyderabad	268
28	P	Hindustan Institute of Technology and Science	Chennai	265
29	P	ICBM - School of Business Excellence	Hyderabad	257
30	P	St. Joseph's Institute of Management	Bengaluru	256
31	P	REVA University	Bengaluru	253
32	P	R V Institute of Management	Bengaluru	249
33	P	Kirloskar Institute of Advanced Management Studies	Harihar	248
33	P	KV Institute of Management and Information Studies	Coimbatore	248
35	P	Kongu Business School - Kongu Engineering College	Erode	247
36	P	KCT Business School	Coimbatore	245
37	P	SCMS School of Technology and Management	Cochin	241
38	P	CMR College of Engineering & Technology	Hyderabad	228
39	P	The Oxford College of Business Management	Bengaluru	227
39	P	CMR Center for Business Studies	Bengaluru	227
41	P	KLS Gogte Institute of Technology	Belagavi	226
41	P	Sona School of Management	Salem	226
43	P	ITM Business School (Warangal Institute of Management)	Warangal	225
44	P	BMS College of Engineering	Bengaluru	224
45	P	School of Management, Presidency University	Bengaluru	223
46	P	Saintgits Institute of Management	Kottayam	218
47	P	Nehru School of Management	Thrissur	217
48	P	K.S.R School of Management	Tiruchengode	214
49	P	LEAD College of Management	Palakkad	213
50	P	Albertian Institute of Management	Kochi	208
51	P	Presidency College	Bengaluru	207
52	P	Karnatak Law Society's Institute of Management Education and Research	Belagavi	206
53	P	KLES's Institute of Management Studies & Research	Hubli	204
53	P	Dr. SNS Rajalakshmi College of Arts and Science	Coimbatore	204
55	P	Happy Valley Business School	Coimbatore	201
56	P	Global Business School	Hubli	200
57	P	St. Aloysius College - St Aloysius Institute of Management and Information Technology	Mangalore	199
58	P	Krupanidhi Group of Institutions	Bengaluru	198
59	P	D.C. School of Management & Technology	Idukki	197
59	P	Easwari Engineering College	Chennai	197
61	P	Rathinam College of Arts and Science	Coimbatore	191
62	P	K.S.R. College of Engineering	Tiruchengode	183
63	P	Virudhunagar Hindu Nadars' Senthikumara Nadar College	Virudhunagar	181
64	P	Berchmans Institute of Management Studies	Changanassery, Kottayam	173
65	P	St. Joseph's PG College	Hyderabad	162
66	P	Chetan Business School	Hubli	157
67	P	K. S. School of Engineering and Management	Bengaluru	102

B-SCHOOLS PRIVATE SOUTH ZONE

RANK 2020	COLLEGE	CITY	COMPOSITE SCORE
1	Bharathidasan Institute of Management (BIM)	Tiruchirappalli	377
2	Loyola Institute of Business Administration (LIBA)	Chennai	375
3	PSG Institute of Management	Coimbatore	369
4	Institute for Financial Management and Research (IFMR)	Sri City	368
5	Institute of Public Enterprise (IPE)	Hyderabad	366
6	School of Business and Management, Christ University	Bengaluru	350
7	AIMS School of Business (AIMS Institutes)	Bengaluru	344
8	Indus Business Academy (IBA)	Bengaluru	335
9	Institute of Management Technology	Hyderabad	334
10	GITAM Institute of Management	Visakhapatnam	332
11	SDM Institute for Management Development (SDMIMD)	Mysore	327
12	Prin. L. N. Welingkar Institute of Management Development & Research	Bengaluru	326
13	VIT Business School	Vellore	325
14	Rajagiri Centre for Business Studies	Kochi	324
15	Siva Sivani Institute of Management	Secunderabad	307
15	Symbiosis Institute of Business Management	Hyderabad	307
17	SCMS Cochin School of Business	Cochin	303
18	Vignana Jyothi Institute of Management	Hyderabad	298
19	SRM College of Management	Chennai	290
20	M S Ramaiah Institute of Management	Bengaluru	287
21	Kristu Jayanti College	Bengaluru	282
22	K L Business School	Vadeeswaram	272
23	Manipal Institute of Management (formerly known as School of Management, MAHE)	Manipal	271
24	Hindustan Institute of Technology and Science	Chennai	265
25	ICBM - School of Business Excellence	Hyderabad	257
26	St. Joseph's Institute of Management	Bengaluru	256
27	REVA University	Bengaluru	253
28	R V Institute of Management	Bengaluru	249
29	Kirloskar Institute of Advanced Management Studies	Harihar	248
29	KV Institute of Management and Information Studies	Coimbatore	248
31	Kongu Business School - Kongu Engineering College	Erode	247
32	KCT Business School	Coimbatore	245
33	SCMS School of Technology and Management	Cochin	241
34	CMR College of Engineering & Technology	Hyderabad	228
35	The Oxford College of Business Management	Bengaluru	227
35	CMR Center for Business Studies	Bengaluru	227
37	KLS Gogte Institute of Technology	Belagavi	226
37	Sona School of Management	Salem	226
39	ITM Business School (Warangal Institute of Management)	Warangal	225
40	BMS College of Engineering	Bengaluru	224
41	School of Management, Presidency University	Bengaluru	223
42	Saintgits Institute of Management	Kottayam	218
43	Nehru School of Management	Thrissur	217
44	K.S.R School of Management	Tiruchengode	214
45	LEAD College of Management	Palakkad	213
46	Albertian Institute of Management	Kochi	208
47	Presidency College	Bengaluru	207
48	Karnatak Law Society's Institute of Management Education and Research	Belagavi	206

49	KLES's Institute of Management Studies & Research	Hubli	204
49	Dr. SNS Rajalakshmi College of Arts and Science	Coimbatore	204
51	Happy Valley Business School	Coimbatore	201
52	Global Business School	Hubli	200
53	St. Aloysius College - St Aloysius Institute of Management and Information Technology	Mangalore	199
54	Krupanidhi Group of Institutions	Bengaluru	198
55	D.C. School of Management & Technology	Idukki	197
55	Easwari Engineering College	Chennai	197
57	Rathinam College of Arts and Science	Coimbatore	191
58	K.S.R. College of Engineering	Tiruchengode	183
59	Virudhunagar Hindu Nadars' Senthikumara Nadar College	Virudhunagar	181
60	Berchmans Institute of Management Studies	Changanassery, Kottayam	173
61	St. Joseph's PG College	Hyderabad	162
62	Chetan Business School	Hubli	157
63	K. S. School of Engineering and Management	Bengaluru	102

B-SCHOOLS EAST ZONE

RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	CITY	COMPOSITE SCORE
1	P	XLRI - Xavier School of Management	Jamshedpur	705
2	G	Indian Institute of Management (IIM)	Shillong	518
3	P	Xavier Institute of Management, Bhubaneswar	Bhubaneswar	496
4	G	Vinod Gupta School of Management, IIT (VGSOM)	Kharagpur	472
5	G	Indian Institute of Management (IIM)	Raipur	466
6	G	Indian Institute of Social Welfare and Business Management (IISWBM)	Kolkata	349
7	P	Xavier Institute of Social Service	Ranchi	321
8	P	International Management Institute (IMI)	Bhubaneswar	313
9	P	Regional College of Management	Bhubaneswar	276
10	P	Institute of Management & Information Science	Bhubaneswar	255
11	P	Rungta College of Engineering & Technology	Bhilai	246
12	P	BIBS	Kolkata	238
13	P	Institute of Engineering and Management	Kolkata	236
14	P	JIS College of Engineering	Kalyani	226
15	P	Srusti Academy of Management	Bhubaneswar	216
16	P	Amity Business School	Raipur	212

B-SCHOOLS PRIVATE EAST ZONE

RANK 2020	COLLEGE	CITY	COMPOSITE SCORE
1	XLRI - Xavier School of Management	Jamshedpur	705
2	Xavier Institute of Management, Bhubaneswar	Bhubaneswar	496
3	Xavier Institute of Social Service	Ranchi	321
4	International Management Institute (IMI)	Bhubaneswar	313
5	Regional College of Management	Bhubaneswar	276
6	Institute of Management & Information Science	Bhubaneswar	255
7	Rungta College of Engineering & Technology	Bhilai	246
8	BIBS	Kolkata	238
9	Institute of Engineering and Management	Kolkata	236
10	JIS College of Engineering	Kalyani	226
11	Srusti Academy of Management	Bhubaneswar	216
12	Amity Business School	Raipur	212

B-SCHOOLS WEST ZONE

RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	CITY	COMPOSITE SCORE
1	G	Indian Institute of Management (IIM)	Ahmedabad	874
2	G	Indian Institute of Management (IIM)	Indore	678
3	P	S.P. Jain Institute of Management & Research (SPJIMR)	Mumbai	620
4	P	Symbiosis Institute of Business Management (SIBM)	Pune	590
5	P	SVKM's NMIMS School of Business Management	Mumbai	576
6	G	National Institute of Industrial Engineering (NITIE)	Mumbai	523
7	G	Shailesh J. Mehta School of Management, IIT	Mumbai	520
8	P	Symbiosis Centre for Management and Human Resource Development (SCMHRD)	Pune	469
9	P	Goa Institute of Management (GIM)	Sanquelim	437
10	P	Institute of Rural Management Anand (IRMA)	Anand	434
11	P	Symbiosis Institute of International Business (SIIB)	Pune	412
12	P	Prin. L. N. Welingkar Institute of Management Development & Research	Mumbai	403
13	G	Sydenham Institute of Management Studies, Research & Entrepreneurship Education	Mumbai	395
14	P	Institute of Management, Nirma University	Ahmedabad	387
15	P	Symbiosis Institute of Operations Management (SIOM)	Nashik	374
16	P	Symbiosis Institute of Digital and Telecom Management (formerly Symbiosis Institute of Telecom Management)	Pune	370
17	P	Institute of Management Technology	Nagpur	365
18	P	Prestige Institute of Management and Research	Indore	363
19	P	International School of Business & Media (ISB&M)	Pune	358
20	P	Balaji Institute of Modern Management (BIMM)	Pune	349
21	P	N. L. Dalmia Institute of Management Studies and Research	Mumbai	342
22	P	Symbiosis Centre for Information Technology (SCIT)	Pune	339
23	P	Balaji Institute of International Business (BIIB)	Pune	330
24	P	Balaji Institute of Management and Human Resource Development (BIMHRD)	Pune	328
25	G	Vaikunth Mehta National Institute of Cooperative Management	Pune	319
26	P	School of Management (PG) - Dr. Vishwanath Karad MIT World Peace University	Pune	316
27	P	Universal Business School	Mumbai	315
28	P	Pune Institute of Business Management (PIBM)	Pune	314
29	P	Balaji Institute of Telecom & Management (BITM)	Pune	312
30	P	IBS - ICFAI Business School	Mumbai	307
31	P	Prestige Institute of Management	Gwalior	305
32	P	IES's Management College and Research Centre	Mumbai	302
33	P	International Institute of Management Studies (IIMS)	Pune	296
34	P	IPS Academy, Institute of Business Management & Research	Indore	263
35	P	Chetana's Institute of Management & Research	Mumbai	262
36	P	Lala Lajpatrai Institute of Management	Mumbai	261
37	P	Symbiosis School of Banking and Finance	Pune	258
38	P	Chetana's Ramprasad Khandelwal Institute of Management & Research	Mumbai	254
39	G	Alkesh Dinesh Mody Institute for Financial & Management Studies, University of Mumbai	Mumbai	249
40	P	Amity Business School	Gwalior	242
41	P	Jaipuria Institute of Management	Indore	238
42	P	Symbiosis Institute of Computer Studies and Research (SICSR)	Pune	237
43	P	Amity Business School	Mumbai	235
44	P	DKTE Society's Textile & Engineering Institute	Ichalkaranji	222
45	P	Prestige Institute of Management	Dewas	220
46	P	Durgadevi Saraf Institute of Management Studies	Mumbai	215
47	P	IES College of Technology	Bhopal	208
47	P	PCET's S.B. Patil Institute of Management	Pune	208
49	P	Central Institute of Business Management Research & Development	Nagpur	203
50	P	S V Institute of Management	Kadi	193

B-SCHOOLS PRIVATE WEST ZONE

RANK 2020	COLLEGE	CITY	COMPOSITE SCORE
1	S.P. Jain Institute of Management & Research (SPJIMR)	Mumbai	620
2	Symbiosis Institute of Business Management (SIBM)	Pune	590
3	SVKM's NMIMS School of Business Management	Mumbai	576
4	Symbiosis Centre for Management and Human Resource Development (SCMHRD)	Pune	469
5	Goa Institute of Management (GIM)	Sanquelim	437
6	Institute of Rural Management Anand (IRMA)	Anand	434
7	Symbiosis Institute of International Business (SIIB)	Pune	412
8	Prin. L. N. Welingkar Institute of Management Development & Research	Mumbai	403
9	Institute of Management, Nirma University	Ahmedabad	387
10	Symbiosis Institute of Operations Management (SIOM)	Nashik	374
11	Symbiosis Institute of Digital and Telecom Management (formerly Symbiosis Institute of Telecom Management)	Pune	370
12	Institute of Management Technology	Nagpur	365
13	Prestige Institute of Management and Research	Indore	363
14	International School of Business & Media (ISB&M)	Pune	358
15	Balaji Institute of Modern Management (BIMM)	Pune	349
16	N. L. Dalmia Institute of Management Studies and Research	Mumbai	342
17	Symbiosis Centre for Information Technology (SCIT)	Pune	339
18	Balaji Institute of International Business (BIIB)	Pune	330
19	Balaji Institute of Management and Human Resource Development (BIMHRD)	Pune	328
20	School of Management (PG) - Dr. Vishwanath Karad MIT World Peace University	Pune	316
21	Universal Business School	Mumbai	315
22	Pune Institute of Business Management (PIBM)	Pune	314
23	Balaji Institute of Telecom & Management (BITM)	Pune	312
24	IBS - ICFAI Business School	Mumbai	307
25	Prestige Institute of Management	Gwalior	305
26	IES's Management College and Research Centre	Mumbai	302
27	International Institute of Management Studies (IIMS)	Pune	296
28	IPS Academy, Institute of Business Management & Research	Indore	263
29	Chetana's Institute of Management & Research	Mumbai	262
30	Lala Lajpatrai Institute of Management	Mumbai	261
31	Symbiosis School of Banking and Finance	Pune	258
32	Chetana's Ramprasad Khandelwal Institute of Management & Research	Mumbai	254
33	Amity Business School	Gwalior	242
34	Jaipuria Institute of Management	Indore	238
35	Symbiosis Institute of Computer Studies and Research (SICSR)	Pune	237
36	Amity Business School	Mumbai	235
37	DKTE Society's Textile & Engineering Institute	Ichalkaranji	222
38	Prestige Institute of Management	Dewas	220
39	Durgadevi Saraf Institute of Management Studies	Mumbai	215
40	IES College of Technology	Bhopal	208
40	PCET's S.B. Patil Institute of Management	Pune	208
42	Central Institute of Business Management Research & Development	Nagpur	203
43	S V Institute of Management	Kadi	193

B-SCHOOLS MUMBAI

RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	COMPOSITE SCORE
1	P	S.P. Jain Institute of Management & Research (SPJIMR)	620
2	P	SVKM's NMIMS School of Business Management	576
3	G	National Institute of Industrial Engineering (NITIE)	523
4	G	Shailesh J. Mehta School of Management, IIT	520

5	P	Prin. L. N. Welingkar Institute of Management Development & Research	403
6	G	Sydenham Institute of Management Studies, Research & Entrepreneurship Education	395
7	P	N. L. Dalmia Institute of Management Studies and Research	342
8	P	Universal Business School	315
9	P	IBS - ICFAI Business School	307
10	P	IES's Management College and Research Centre	302
11	P	Chetana's Institute of Management & Research	262
12	P	Lala Lajpatrai Institute of Management	261
13	P	Chetana's Ramprasad Khandelwal Institute of Management & Research	254
14	G	Alkesh Dinesh Mody Institute for Financial & Management Studies, University of Mumbai	249
15	P	Amity Business School	235
16	P	Durgadevi Saraf Institute of Management Studies	215

B-SCHOOLS PUNE

RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	COMPOSITE SCORE
1	P	Symbiosis Institute of Business Management (SIBM)	590
2	P	Symbiosis Centre for Management and Human Resource Development (SCMHRD)	469
3	P	Symbiosis Institute of International Business (SIIB)	412
4	P	Symbiosis Institute of Digital and Telecom Management (formerly Symbiosis Institute of Telecom Management)	370
5	P	International School of Business & Media (ISB&M)	358
6	P	Balaji Institute of Modern Management (BIMM)	349
7	P	Symbiosis Centre for Information Technology (SCIT)	339
8	P	Balaji Institute of International Business (BIIB)	330
9	P	Balaji Institute of Management and Human Resource Development (BIMHRD)	328
10	G	Vaikunth Mehta National Institute of Cooperative Management	319
11	P	School of Management (PG) - Dr. Vishwanath Karad MIT World Peace University	316
12	P	Pune Institute of Business Management (PIBM)	314
13	P	Balaji Institute of Telecom & Management (BITM)	312
14	P	International Institute of Management Studies (IIMS)	296
15	P	Symbiosis School of Banking and Finance	258
16	P	Symbiosis Institute of Computer Studies and Research (SICSR)	237
17	P	PCET's S.B. Patil Institute of Management	208

B-SCHOOLS DELHI NCR

RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	CITY	COMPOSITE SCORE
1	G	Faculty of Management Studies (FMS)	Delhi	692
2	P	Management Development Institute (MDI)	Gurugram	602
3	G	Department of Management Studies, IIT	Delhi	571
4	P	Institute of Management Technology (IMT)	Ghaziabad	514
5	P	Lal Bahadur Shastri Institute of Management (LBSIM)	Delhi	400
6	P	Amity Business School	Noida	381
7	P	Jagan Institute of Management Studies	Delhi	379
8	P	I.T.S School of Management (Institute of Technology and Science - PGDM)	Ghaziabad	338
9	P	GL Bajaj Institute of Management and Research	Greater Noida	326
10	P	Institute of Management Studies (IMS)	Ghaziabad	323
11	P	Jagannath International Management School	Delhi	309
12	P	Jaipuria Institute of Management	Ghaziabad	300
13	P	Institute of Management Studies (IMS)	Noida	296
14	P	Fortune Institute of International Business	Delhi	293
15	P	Bharati Vidyapeeth Institute of Management and Research	Delhi	284
16	P	School of Business Studies, Shobhit University	Meerut	267

17	P	Faculty of Management Studies - Manav Rachna International Institute of Research and Studies	Faridabad	263
18	P	Lloyd Business School	Greater Noida	255
19	P	International Institute of Health Management Research	Delhi	251
20	P	Greater Noida Institute of Technology (MBA Institute)	Greater Noida	246
21	P	MIET Business School	Meerut	226
22	P	Greater Noida Institute of Technology (Engg. Institute)	Greater Noida	221
23	P	Vidya School of Business	Meerut	192
24	P	IIMT Engineering College	Meerut	120

B-SCHOOLS BENGALURU

RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	COMPOSITE SCORE
1	G	Indian Institute of Management (IIM)	845
2	P	School of Business and Management, Christ University	350
3	P	AIMS School of Business (AIMS Institutes)	344
4	P	Indus Business Academy (IBA)	335
5	P	Prin. L. N. Welingkar Institute of Management Development & Research	326
6	P	M S Ramaiah Institute of Management	287
7	P	Kristu Jayanti College	282
8	P	St. Joseph's Institute of Management	256
9	P	REVA University	253
10	P	R V Institute of Management	249
11	P	The Oxford College of Business Management	227
11	P	CMR Center for Business Studies	227
13	P	BMS College of Engineering	224
14	P	School of Management, Presidency University	223
15	P	Presidency College	207
16	P	Krupanidhi Group of Institutions	198
17	P	K. S. School of Engineering and Management	102

B-SCHOOLS CHENNAI

RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	COMPOSITE SCORE
1	P	Loyola Institute of Business Administration (LIBA)	375
2	P	SRM College of Management	290
3	P	Hindustan Institute of Technology and Science	265
4	P	Easwari Engineering College	197

B-SCHOOLS HYDERABAD

RANK 2020	Govt (G)/ Pvt (P)	COLLEGE	CITY	COMPOSITE SCORE
1	P	Institute of Public Enterprise (IPE)	Hyderabad	366
2	P	Institute of Management Technology	Hyderabad	334
3	P	Siva Sivani Institute of Management	Secunderabad	307
3	P	Symbiosis Institute of Business Management	Hyderabad	307
5	P	Vignana Jyothi Institute of Management	Hyderabad	298
6	G	Department of Business Management, Osmania University	Hyderabad	268
7	P	ICBM - School of Business Excellence	Hyderabad	257
8	P	CMR College of Engineering & Technology	Hyderabad	228
9	P	St. Joseph's PG College	Hyderabad	162

B-SCHOOLS PRIVATE MUMBAI

RANK 2020	COLLEGE	COMPOSITE SCORE
1	S.P. Jain Institute of Management & Research (SPJIMR)	620
2	SVKM's NMIMS School of Business Management	576
3	Prin. L. N. Welingkar Institute of Management Development & Research	403
4	N. L. Dalmia Institute of Management Studies and Research	342
5	Universal Business School	315
6	IBS - ICFAI Business School	307
7	IES's Management College and Research Centre	302
8	Chetana's Institute of Management & Research	262
9	Lala Lajpatrai Institute of Management	261
10	Chetana's Ramprasad Khandelwal Institute of Management & Research	254
11	Amity Business School	235
12	Durgadevi Saraf Institute of Management Studies	215

B-SCHOOLS PRIVATE PUNE

RANK 2020	COLLEGE	COMPOSITE SCORE
1	Symbiosis Institute of Business Management (SIBM)	590
2	Symbiosis Centre for Management and Human Resource Development (SCMHRD)	469
3	Symbiosis Institute of International Business (SIIB)	412
4	Symbiosis Institute of Digital and Telecom Management (formerly Symbiosis Institute of Telecom Management)	370
5	International School of Business & Media (ISB&M)	358
6	Balaji Institute of Modern Management (BIMM)	349
7	Symbiosis Centre for Information Technology (SCIT)	339
8	Balaji Institute of International Business (BIIB)	330
9	Balaji Institute of Management and Human Resource Development (BIMHRD)	328
10	School of Management (PG) - Dr. Vishwanath Karad MIT World Peace University	316
11	Pune Institute of Business Management (PIBM)	314
12	Balaji Institute of Telecom & Management (BITM)	312
13	International Institute of Management Studies (IIMS)	296
14	Symbiosis School of Banking and Finance	258
15	Symbiosis Institute of Computer Studies and Research (SICSR)	237
16	PCET's S.B. Patil Institute of Management	208

B-SCHOOLS PRIVATE DELHI NCR

RANK 2020	COLLEGE	CITY	COMPOSITE SCORE
1	Management Development Institute (MDI)	Gurugram	602
2	Institute of Management Technology (IMT)	Ghaziabad	514
3	Lal Bahadur Shastri Institute of Management (LBSIM)	Delhi	400
4	Amity Business School	Noida	381
5	Jagan Institute of Management Studies	Delhi	379
6	I.T.S School of Management (Institute of Technology and Science - PGDM)	Ghaziabad	338
7	GL Bajaj Institute of Management and Research	Greater Noida	326
8	Institute of Management Studies (IMS)	Ghaziabad	323
9	Jagannath International Management School	Delhi	309
10	Jaipuria Institute of Management	Ghaziabad	300
11	Institute of Management Studies (IMS)	Noida	296

12	Fortune Institute of International Business	Delhi	293
13	Bharati Vidyapeeth Institute of Management and Research	Delhi	284
14	School of Business Studies, Shobhit University	Meerut	267
15	Faculty of Management Studies - Manav Rachna International Institute of Research and Studies	Faridabad	263
16	Lloyd Business School	Greater Noida	255
17	International Institute of Health Management Research	Delhi	251
18	Greater Noida Institute of Technology (MBA Institute)	Greater Noida	246
19	MIET Business School	Meerut	226
20	Greater Noida Institute of Technology (Engg. Institute)	Greater Noida	221
21	Vidya School of Business	Meerut	192
22	IIMT Engineering College	Meerut	120

B-SCHOOLS PRIVATE BENGALURU

RANK 2020	Govt. (G)/ Pvt. (P)	COLLEGE	COMPOSITE SCORE
1	P	School of Business and Management, Christ University	350
2	P	AIMS School of Business (AIMS Institutes)	344
3	P	Indus Business Academy (IBA)	335
4	P	Prin. L. N. Welingkar Institute of Management Development & Research	326
5	P	M S Ramaiah Institute of Management	287
6	P	Kristu Jayanti College	282
7	P	St. Joseph's Institute of Management	256
8	P	REVA University	253
9	P	R V Institute of Management	249
10	P	The Oxford College of Business Management	227
10	P	CMR Center for Business Studies	227
12	P	BMS College of Engineering	224
13	P	School of Management, Presidency University	223
14	P	Presidency College	207
15	P	Krupanidhi Group of Institutions	198
16	P	K. S. School of Engineering and Management	102

B-SCHOOLS PRIVATE CHENNAI

RANK 2020	COLLEGE	COMPOSITE SCORE
1	Loyola Institute of Business Administration (LIBA)	375
2	SRM College of Management	290
3	Hindustan Institute of Technology and Science	265
4	Easwari Engineering College	197

B-SCHOOLS PRIVATE HYDERABAD

RANK 2020	COLLEGE	CITY	COMPOSITE SCORE
1	Institute of Public Enterprise (IPE)	Hyderabad	366
2	Institute of Management Technology	Hyderabad	334
3	Siva Sivani Institute of Management	Secunderabad	307
3	Symbiosis Institute of Business Management	Hyderabad	307
5	Vignana Jyothi Institute of Management	Hyderabad	298
6	ICBM - School of Business Excellence	Hyderabad	257
7	CMR College of Engineering & Technology	Hyderabad	228
8	St. Joseph's PG College	Hyderabad	162

THE WEEK-HANSA RESEARCH BEST B-SCHOOLS SURVEY 2020 RESEARCH METHODOLOGY

PERCEPTUAL OPINION COLLECTION

A primary survey was conducted in August-September 2020, where 301 academic experts, 500 current students, 425 aspiring students and 50 recruiters from 18 cities nominated the best b-schools in India. The cities chosen were all major education hubs.

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

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 web link was sent to more than 1,400 b-schools, of which 178 responded within the stipulated time. Four b-schools were rejected because they did not meet the eligibility criteria (the institutes were ineligible because they either had not passed three batches or had admitted less than 50 per cent of the sanctioned intake). Data from the remaining 174 b-schools was used for the rankings.

Factual score: Information collected from the b-schools

was combined by applying appropriate weights to each dimension as given below:

Dimension	Weightage
Overall infrastructure (Includes accreditations)	20%
Faculty (Includes publications and consultancy)	12.5%
Teaching-learning process (Includes admission-related criteria, extra-curricular and alumni base)	30%
Placements (Includes internship stipends)	37.5%

Ranking: Based on a composite score derived by combining the perceptual score for the b-school and factual score.

Some top b-schools could not respond to the survey with factual information within the stipulated time. In such cases, composite score was derived by combining their perceptual score with an interpolated appropriate factual score based on their position in the perceptual score list.

Some top b-schools, like IIM Calcutta, opted out of the survey and did not want their names to be listed.



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Switch hit

Eknath Khadse's exit may further erode the BJP's backward-class support base

BY DNYANESH JATHAR

ON OCTOBER 23, the BJP in Maharashtra received a rude jolt. Its senior-most leader, Eknath Khadse, quit the party and joined hands with Sharad Pawar and his Nationalist Congress Party. Khadse's exit is likely to hit the BJP very hard in north Maharashtra, where his acumen and organisational skills had consistently helped the party perform well in elections. A grassroots leader, Khadse had felt humiliated and alienated in the BJP since 2016, when he resigned as minister in the Devendra Fadnavis government.

Khadse began his political career as a sarpanch more than four decades ago. He was instrumental in building grassroots reach for the BJP in Jalgaon, Dhule and Nandurbar districts. At various times, he was minister of finance, revenue and agriculture. In fact, it was Khadse and his late party colleague Gopinath Munde who took Fadnavis under their wings and brought the young legislator to the front benches in the assembly.

After Munde died in June 2014, Khadse became the senior-most BJP leader in Maharashtra. He was also leader of the opposition. So when the BJP emerged as the single largest party after the 2014 assembly polls, Khadse hoped that he would be asked to form government. But Prime Minister Narendra Modi chose Fadnavis, and Khadse had to be content with being the number two in the cabinet.

Thus began Khadse's downfall in the BJP. A no-nonsense speaker, Khadse soon gained the reputation of a motormouth in cabinet meetings. He could never come to terms with the fact that he was serving under someone who was more than two decades his junior. Khadse began running more than a dozen ministries, as if he was the chief minister. The clashes were inevitable.

Khadse had to step down as minister after it was alleged that he had allotted government land to his relatives and that he had links to the gangster Dawood Ibrahim. Fadnavis, who had earlier given clean chits to cabinet colleagues who faced corruption charges, forced Khadse to resign. As if the humiliation was not enough, Khadse also faced a corruption inquiry. The denial of a party ticket to contest the 2019 assembly polls was the last straw. The BJP gave the ticket to Khadse's daughter Rohini, who was defeated by a Shiv Sena rebel.

Khadse is the tallest leader of the Leuva Patil community, which belongs to the Other Backward Classes and has a strong presence in north Maharashtra. Natha *bhau*, as Khadse is popularly known, is the last word in many villages and taluk panchayats in the region. With Khadse gone, the BJP will now have to rely solely on Girish Mahajan—an OBC leader, but not a Leuva Patil. Mahajan is known as a troubleshooter, but local people say his clout is limited to



SHIFT TIME

Eknath Khadse (in black shirt) joining the NCP with daughter Rohini Khadse (in yellow sari) in the presence of senior leaders of the party

Jamner, his assembly seat. Also, his words do not carry weight when the BJP is not in power.

Khadse, however, is widely respected across north Maharashtra. The Leuva Patils, who are mostly farmers, had been Congress supporters before leaders like Khadse and Munde rose as a result of the BJP's "social engineering". Because the Marathas never voted for the party, the BJP had focused on OBC communities.

BJP insiders see three long-term effects of Khadse's exit from the party. First and foremost, its impact on the Leuva Patil community. Second, Khadse's exit will strengthen the feeling that OBCs are not as dear to the party as they once were. The feeling was spawned when Khadse and Chandrashekhar Bavankule, minister and Teli leader in Vidarbha, were denied party tickets. The third effect is



the possible disillusionment of party members who were denied their due when Fadnavis inducted outsiders and gave them plum posts.

“So far, no big BJP leader had been able to quit the party and remain relevant in politics after joining other parties,” said a BJP source. “But Khadse has now shown the way. I won’t be surprised if other loyal OBC leaders who are feeling sidelined follow suit in the months to come.”

A section of BJP leaders is questioning Fadnavis’s strategy to woo the Marathas. He brought in reservation for the community—something which even Maratha chief ministers had failed to do. The decision apparently alienated the party’s core OBC base. The BJP, which had single-handedly won 122 seats in 2014, could win only 105 seats even after joining hands with the Sena. “OBC alienation definitely had an

Khadse is the tallest leader of the Leuva Patil community, which belongs to the Other Backward Classes and has a strong presence in north Maharashtra.

impact in Vidarbha and north Maharashtra, where the party had sidelined veterans like Khadse and Bavankule,” said the party source.

Khadse will be hoping to become a minister soon, even though there are no vacant berths in the cabinet. One of the NCP ministers will have to quit if Khadse has to be inducted. That may not happen anytime soon, but he will be rewarded with a seat in the legislative council.

For now, Khadse has trained his guns on Fadnavis, who remains the tallest BJP leader in the state. He says he has no complaints about the BJP’s national leadership, and that his fight is with Fadnavis. “In every election since 1989, Jalgaon district has sent two BJP MPs to Delhi,” Khadse told Pawar after joining the NCP. “This will change: We will send NCP MPs in 2024.”



WIDENING GAP

Beyond the economy and the pandemic, the Centre-state tussle could continue to be vexing

BY K. SUNIL THOMAS

BIG BROTHER THROWING his weight around? Or ‘elder brother’ offering compassionate guidance? Be it either, the relationship between the Union government and states reached a new low two weeks ago over the Goods and Services Tax compensation issue. Despite the last-minute rapprochement salvaging the situation, there are many more cracks waiting to burst open. And not just in matters of economy.

“The BJP has been far more aggressive in its pursuit of centralisation in its second term,” argued Yamini Aiyar, president and chief executive of the think-tank Centre for Policy Research, in a recent essay. “The

grammar of cooperative federalism has been eschewed in favour of ‘one nation.’”

What does this rift mean for a country struggling to deal with a pandemic? “Regaining the spirit of ‘Team India’ in the current downturn is an imperative. Otherwise people will continue to suffer,” said Pradeep S. Mehta, secretary general of Consumer Unity & Trust Society, an international consumer advocacy organisation.

There are, however, arguments that the current circumstance requires a different approach. “In a pandemic situation, some powers have to be ceded to the Centre for a stand-

ardised approach,” said Shashank Tiwari, government strategy & transformation leader, PricewaterhouseCoopers India.

The GST deadlock came about on the question of how to foot the amount due to the states. States had given up almost all their tax-generating powers (with the exception of petroleum products, alcohol and land) to the Centre for the sake of a uniform GST tax structure across the country, on the promise that the revenue will be shared equally and any shortfall in 14 per cent annual growth rate will be compensated. Since its inception in 2017, the GST Council, where the Union and



PIB

TAXING ISSUE

Finance Minister Nirmala Sitharaman chairing the GST Council meeting through videoconferencing in New Delhi. Minister of State for Finance and Corporate Affairs Anurag Thakur also attended the meeting

finance ministers got together and decided on all matters amicably, was hailed as an example of the federal setup.

However, it all unravelled pretty quickly in 2020. A powerful Central government and a dip in tax collection led to the perfect storm that rained on this bonhomie. While ₹2.35 lakh crore was calculated as the total shortfall, Union Finance Minister Nirmala Sitharaman said states should borrow this money, with a cess being extended over the highest GST slab to pay it back.

The BJP-ruled states fell in line, but others were adamant that the Centre should borrow and pay them as the money was supposed to be paid by the Centre. The impasse stretched over three GST meetings, with the last one ending with states like Kerala threatening to go to the Supreme Court. Nudged by the Reserve Bank of India and those who pointed out that it made sense for the Centre to borrow, Sitharaman backed down.

“All this back and forth was unnecessary, and had the same solution agreed upon earlier, a lot of precious time could have been saved,” said Vivek Bindra, CEO of Bada Business. “Centre-state relations have certainly suffered a blow.”

Kerala’s Finance Minister Thomas Isaac said it would take some time to repair the damage.

The GST showdown is not the only instance of the Centre and states locking horns. There was an uproar when three farm bills were pushed through in Parliament in the last session. Punjab passed a bill in its assembly to override the Centre laws, while Rajasthan Chief Minister Ashok Gehlot said that the state, too, would negate the Centre’s move with its own bill.

The recent recommendation to move health from the list of state subjects to the concurrent list (where it will be under the jurisdiction of both the Centre and the states), ostensibly may make sense in the times of a pandemic, but has not gone down well with many states. A similar change was suggested by the Ashok Chawla Committee for water resources a while ago.

Adding fuel to the fire was the terms of reference for the 15th Finance Commission from the central government suggesting a re-examination of Centrally Sponsored Schemes (CSS), where the central government gives money for schemes but they are implemented primarily by local governments. The Commission is also set to examine “a separate mechanism for funding of defence and internal security”. Many fear this is another way to cut down the share of taxes due to the state governments from the divisible pool.

“Why should there be CSSs for

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items in the state list? If the Union government should contribute for health because it is nationally important, should states not contribute for defence?” argued Bibek Debroy, chairman of the Economic Advisory Council to the Prime Minister, setting the stage for another prospective Centre-state clash.

Hammering away at the powers and prerogatives of the states by the Centre is neither new nor limited to economic issues. In 1980, storming back to power at the Centre, Indira Gandhi wasted no time in gunning for the opposition governments in states. During the Emergency, she transferred five crucial subjects, including education and forests, from the state list to the concurrent list.

Ironically, from being ‘vocal for local’ when he was chief minister, Narendra Modi seems to have taken an about-turn since he became prime minister six years ago. “It was expected that he would understand the perspective of states and make genuine efforts to empower states and practise cooperative federalism,” said Mehta. “While some laudable efforts were made in the beginning, the recent shift to ‘one nation’ policy is visible to enable him to take credit of successes, position him as a strong leader, and offer him a long-term stint at the Centre.”

This was seen in the many schemes like Ayushman Bharat, Swachh Bharat, PM Kisan and Ujjwala, where bureaucrats from Delhi monitored the progress of implementation at the local level, irking state administrations. The BJP’s election campaign also went to town advertising these as ‘Modi’s schemes,’ reaping rich dividends.

The fault lines may be more gaping now, with both the Centre and states strapped for cash following the lockdown. But there seems to be no option but cooperation. “There are issues. But for the Centre, too, states are critical for growth as well



PTI

PUSH FOR POWER

From being ‘vocal for local’ when he was chief minister, Narendra Modi seems to have taken an about-turn since storming to power at the Centre six years ago

as ground level implementation of schemes and stimulus measures,” said Sreejith Balasubramanian, economist (fund management), at IDFC Asset Management Company. “This deficit issue is not going to improve in just one year, so it is important that both coordinate in spending, to address supply side issues and get the maximum growth multiplier.”

Lekha Chakraborty, economist at National Institute of Public Finance and Policy said this was an uncharted territory in Centre-state relations. “Coordination is significant to tide over this dual crisis—public health crisis and macroeconomic crisis. The debt-deficit dynamics between the Centre and states is the pivot. How we recalibrate the fiscal rules will be the game changer,” she said.

But beyond the economy and the pandemic, the Centre-state tussle could continue to be vexing. “Powerful Central governments try to assert their power and tame state governments,” said Bindra, also a motivational speaker. “But in a country as large and diverse as India, the Constitution gives state governments distinct political and fiscal authority, and this must not be compromised. ●



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—Lekha Chakraborty, economist at National Institute of Public Finance and Policy



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Bitter battle

The bypoll campaign hits a new low with foul language and personal attacks

BY SRAVANI SARKAR

DESPITE HER TWO-decade long political career, Imarti Devi, 45, minister for women and child development in Madhya Pradesh, was little known outside the state. But that changed last week. The veil of her sari intact on her head, vermilion smeared on the forehead and often wiping tears, she hogged news prime time after national channels latched on to the allegations of former chief minister Kamal Nath calling her an ‘item’ at an election meeting in Dabra on October 18.

Within a few hours, however, Devi shed the victim’s image and started making equally obnoxious comments on Nath. She called him ‘an outsider from Bengal who does not have manners’, a madman, a drunkard and a *luchha lafanga* (loafer) and went on to say that his mother and sister might be ‘items from Bengal’. A day after Nath gave his explanation to the Election Commission’s notice on the ‘item’ jibe, the Congress lodged a complaint against Devi. The Election Commission sent her a notice, too, to explain her comments.

The crucial bypolls to 28 assembly seats have seen probably the most degenerate campaign in the electoral history of Madhya Pradesh, and the Kamal Nath-Imarti Devi issue was just one of the many bitter exchanges. Leaders of both the BJP and the Congress have engaged in actions and language that have left a lingering bad taste. Starting from *gaddar* (betrayer) and *bikau* (on sale) to *dalal* (agent) and *kapat nath*

(one who deceives), the language has touched rock bottom. Then there have been plenty of videos of candidates distributing money and clothes and threatening voters—at times with guns.

Madhya Pradesh is used to mild and balanced political discourse owing to stable governments. “The developments that warranted these bypolls in the first place are unprecedented for Madhya Pradesh,” said political commentator Manish Dixit. “There was drama and bitterness and allegations and counter allegations as so many MLAs resigned and joined the rival party. It was natural for the discourse to get acrimonious after that, but that it will sink to such low level was not expected.”

And, it turned out to be a tough election for both parties. Though the ruling BJP has a numerical advantage as it requires only eight seats to get to the majority mark of 115, it faces internal disquiet and anger of voters against the turncoats. The Congress will have to win almost all the seats to secure a majority. Given that those who left the party also took away a chunk of supporters and with the lack of popular faces in the campaign other than Kamal Nath’s, getting back to power looks like a long shot for the party.

The bypolls have been expected ever since 22 legislators resigned from the Congress and joined the BJP in March. A lot has already been said and done by the parties in the form of informal campaigning, and



both seem to have run out of solid campaign topics. Things naturally veered towards personal attacks and allegations.

Political analyst Rashid Kidwai said the attempt to take the discourse towards trivialities and controversies seemed deliberate. “Both the parties have no substantial things to talk about in the present circumstances, especially to explain to the voters as to why the bypolls were required. The Congress has no excuse to offer as it failed to keep its own flock in order and the BJP cannot probably accept that it engineered the collapse of the government. So, both are engaging in frivolous talk and trying to divert the discourse,” he said.

Voters also seem to have figured it out. Dr Chandan Singh Lodhi of Alampur village in Gairatganj, which



DISCOURSE DOWN

Kamal Nath at a rally in Karera constituency. He had called Imarti Devi (below) an 'item', and she lashed out at him, calling him equally obnoxious names



Both the parties have no substantial things to talk about in the present circumstances, especially to explain to the voters as to why the bypolls were required.

—Rashid Kidwai, political analyst

is part of Sanchi constituency, said the controversies surrounding leaders' cheap talk and videos were not decisive factors. "For a common voter, the important things are confidence in the candidate and the party's willingness for local development," he said.

The Congress and the BJP blame each other for the situation. "The Congress started the personal attacks and trivial talk so that they do not have to be accountable for their pathetic performance while in government. They have insulted the chief minister, the people of the state, stalwarts like Tata, women and dalits. The party cadre and leaders are completely caught in internal politics and just trying to deceive and mislead the people," said the BJP's state president Vishnu Dutt Sharma.

Congress spokesperson K.K. Mishra, however, said his party was always for modesty of language in public discourse. "The way the BJP diverted from real issues and initiated the low-level language discourse displays its frustration, fear of the impending loss in all seats and idleness," he said. "They do not have anything to show on progress and development and thus are stuck on frivolousness. The voters of the state are quite aware and even if they might not be displaying their ideological commitment, they certainly are watching and understanding the happenings." ●



PHOTOS PTI

Tight embrace

Encouraged by strong bipartisan support from Washington, India commits to closer defence cooperation with the US

BY PRADIP R. SAGAR

HOURS BEFORE attending the 2+2 dialogue with Defence Minister Rajnath Singh and External Affairs Minister S. Jaishankar, US Secretary of State Mike Pompeo and Secretary of Defence Mark T. Esper visited the National War Memorial in New Delhi to pay tribute to India's fallen heroes. "We visited the National War Memorial to honour the brave men and women of the Indian armed forces who sacrificed for the world's largest democracy, including the 20 soldiers killed by the PLA in the Galwan valley," said Pompeo, while issuing a joint statement after the dialogue at the iconic Hyderabad House.

He said the Chinese Communist Party was no friend of democracy, rule of law, transparency, freedom of navigation and a free and prosperous Indo-Pacific. "I am glad to say India and the US are taking all steps to strengthen cooperation against all threats and not just those posed by the CCP," said Pompeo.

During the ongoing Sino-Indian military standoff, the US has stood firmly with India. The political and military leaderships of the two countries are in constant touch, sharing information on the movement of Chinese troops and weapons along the Line of Actual Control.

The US votes on November 3 to elect a new president, but military strategists believe that the results will not affect its growing defence

ties with India. It is evident from the signing of BECA (Basic Exchange and Cooperation Agreement), the last of the four foundational military agreements, barely a week before the elections. Under the agreement, India gets access to advanced satellite imagery and topographical and aeronautical data in real time to guide its missiles and armed drones to their targets.

The Manmohan Singh government was opposed to the foundational agreements, and had cited national security concerns. But the Narendra Modi government signed the Logistics Exchange Memorandum of Agreement (LEMOA) for reciprocal logistical support in 2016, the Communications Compatibility and Security Arrangement (COMCASA) for greater access to niche military technology in 2018 and the Industrial Security Annex to the General Security of Military Information Agreement (GSOMIA) to allow private Indian companies to have partnerships with American firms in 2019. The GSOMIA was signed by the Atal Bihari Vajpayee government in 2002.

"The relationship will continue to deepen regardless of the outcome of the presidential elections because of the common interests with respect to China and Russia's growing bonding with Pakistan," said Benjamin Schwartz, senior director for defence and aerospace at the



WALK THE TALK

(From left) US Secretary of Defence Mark Esper, Defence Minister Rajnath Singh, US Secretary of State Mike Pompeo and Foreign Minister S. Jaishankar arrive for a joint news conference at Hyderabad House in New Delhi

Washington-based US-India Business Council.

Although India is carefully balancing its growing defence ties with the US by continuing to purchase weapon systems from countries like Russia and France, the US now tops the list of its defence suppliers. From minor deals worth just \$200 million in 2000 to a sprawling partnership worth \$20 billion in 2020, the US has supplanted Russia as India's predominant defence partner.

Strategic analysts believe that bilateral ties have reached the point of significant strategic convergence. It is evident from the strong pro-India position adopted by Washington during the Sino-Indian standoff and the decision to send the nuclear-powered supercarrier USS Ronald Reagan to the Indian Ocean through



AP

the Strait of Malacca.

Harsh V. Pant, who heads the strategic studies programme at the Delhi-based Observer Research Foundation, said that while Donald Trump or Joe Biden might have tactical issues to deal with initially, the strategic contours of the India-US relationship were quite well placed. "The challenge from China is so big and the realisation in America across the political spectrum is that China has to be managed robustly and profoundly. So, India-US relations will continue on the same trajectory," said Pant. He said personalities tended to be peripheral when it came to India-US relations. For instance, Barack Obama came to the White House with a standard set of narratives about India on issues ranging from non-proliferation to Kashmir.

The relationship will continue to deepen regardless of the outcome of the presidential elections because of the common interests with respect to China and Russia's growing bonding with Pakistan.

—Benjamin Schwartz, senior director for defence and aerospace at the Washington-based US-India Business Council

But by the time he left office, Obama had turned into one of India's greatest friends. "Similarly, Trump came to office after a campaign in which India and China were constant targets. And yet after four years, India has become America's closest ally," said Pant.

The Obama administration gave India the designation of Major Defence Partner and the Trump administration further expanded the trajectory of defence cooperation. It renamed the US military's Pacific Command as Indo-Pacific Command in a symbolic nod to India's growing importance. The partnership is not without its share of disagreements. The US lobbied hard against New Delhi's decision to deepen cooperation with Russia by buying the S-400 Triumf missile

BUILDING BLOCKS

01 GSOMIA 2002

The first foundational agreement signed between India and the US was General Security of Military Information Agreement. It was signed in 2002 by defence minister George Fernandes during his visit to the US. GSOMIA guarantees the protection of classified information/technology shared by the two countries. The Industrial Security Annex to GSOMIA signed in 2019 allows private Indian companies to have partnerships with American firms.

02 LEMOA 2016

The second foundational agreement was Logistics Exchange Memorandum of Agreement (LEMOA), signed in August 2016. It permits reciprocal logistical support like refuelling facility for ships and aircraft transiting through Indian/US bases.

03 COMCASA 2018

The third foundational agreement was Communications Compatibility and Security Arrangement (COMCASA), an India-specific version of the Communication and Information Security Memorandum of Agreement (CISMOA). It was signed during the first 2+2 summit, which was hosted by India in September 2018. It permits the transfer of proprietary encrypted communications systems to ensure secure communications between high-level military leaders. It also allows Indian aircraft and ships with required American equipment to communicate with each other and also with the US facilities.

system worth \$5.4 billion and leasing more Akula class nuclear-powered attack submarines. India, however, ignored American objections and went ahead with both deals.

The disagreement did not affect the American decision to sell its

04 BECA 2020

▶ It is the last of the foundational agreements signed by India and the US. Basic Exchange and Cooperation Agreement (BECA) gives India access to data from the Virginia-based National Geospatial-Intelligence Agency of the US department of defence.

▶ It allows India and the US to share classified and non-classified satellite and topographic data for military and non-military purposes.

▶ India will receive advanced navigational aids and avionics on US-supplied aircraft. The real-time intelligence will improve the accuracy of its weapon systems including cruise missiles, ballistic missiles and drones. The data will also aid the navigation of warships and allow the Navy to closely monitor the movement of enemy ships.

▶ The agreement also facilitates the sharing of maps, nautical and aeronautical charts and other geophysical, geomagnetic and gravity data.

Integrated Air Defence Weapon System for \$1.9 billion. The system, which is capable of tracking and shooting down multiple aerial threats, is expected to expand India's existing air defence architecture and neutralise threats posed by air attacks. The Trump administration has also approved the sale of MQ-9 Reaper drones to bolster India's role as a net provider of security in the Indo-Pacific.

The Indian Navy, which operates 12 P-8I aircraft to protect the country's vast coastline and territorial waters, plans to acquire 10 more such aircraft from the US to enhance anti-submarine warfare, anti-surface warfare, intelligence gathering, maritime patrolling, and surveillance and reconnaissance missions. The Navy is also

looking at a \$2.6 billion deal for 24 MH 60 Romeo helicopters to replenish its ageing anti-submarine and multirole choppers. The Army has taken delivery of six Apache helicopters and the Air Force 22 helicopters, which are being used extensively in the Ladakh sector.

India and the US have expanded the scope of bilateral and multilateral war games to improve cooperation and enhance interoperability. Both militaries participated in five major war games and executed more than 50 other military exchanges in the past year. The first ever tri-service exercise between the two countries named Tiger Triumph took place in the Bay of Bengal in November 2019. It saw the participation of 1,200 Indian troops and 500 US troops. Joint exercises like Malabar, Vajra Prhar and Yudh Abhyas demonstrate the growing operational cooperation between the two sides. And in what is seen as a response to the continuing Chinese aggression along the LAC, this year's Malabar exercise will see the participation of Australia, along with regular partners India, Japan and the US.

Frank O'Donnell, non-resident fellow at the Washington-based Stimson Center, said the US-India strategic relationship is one of the very few issues left in Washington that enjoyed genuine bipartisan support. "I doubt that a Biden administration would be any different from the Trump administration in terms of US military sales to India. A new administration, with new energy to it, may make a new push for the F-21 offer to India," he said, referring to Lockheed's multirole aircraft. "But the new administration will face the same limitations regarding what the US is willing to offer to India. So there will be no F-35s or naval nuclear reactor technological cooperation." 🗳️

Light comes alive

Fireflies took
Mumbai girl
Aishwarya
Sridhar to the
podium in the
56th Wildlife
Photographer
of the Year
competition

BY MATHEW T. GEORGE

GREEN GHOST

Caterpillar of an
oleander hawk moth.
Shot at home in
Panvel, when Covid-19
stopped Aishwarya's
field trips





And just like that, a myrobalan plum tree from Bhandardara walked into the exhibition space in the National

History Museum, London. Bedecked with a million fireflies and framed by a star-speckled sky, the tree from Maharashtra's Ahmednagar district will now travel the world as part of the Wildlife Photographer of the Year (WPY) exhibition.

The life-changing moment for the tree came on a regular June night in 2019, when a 23-year-old Panvel girl scrambled through leopard country to photograph it. The night changed Aishwarya Sridhar's life, too, as the image put her on the path to becoming the first Indian woman to win a WPY award.

As the moonlight drowned the golden glow of the fireflies, Aishwarya spent the night on the hilltop waiting for the magic moment between moonset and sunrise. She took 27 images in 24 seconds, and then used focus stacking to produce the award-winning image.

Wildlife Photographer of the Year awards are given by the National History Museum, London. The 2020 edition attracted over 49,000 entries. Among the 100 finalists, only 15 win top prizes—two grand title winners and one winner each from the 13 categories. Hence, the coveted "Highly Commended" status for the 85 runners-up across categories; these awardees, too, receive a plaque and a certificate. Their entries will be exhibited alongside the winning im-

ages at the Science Museum in South Kensington, London, from October 16, 2020 to June 6, 2021.

This year, the title awards—Wildlife Photographer of the Year and Young Wildlife Photographer of the Year—were won by Sergey Gorshkov of Russia and Liina Heikkinen of Finland, respectively. Gorshkov won it for his "ethereal image of a Siberian tiger scent-marking a gnarled (Manchurian fir) tree in the Russian Far East". Heikkinen's entry was a "dramatic picture of a young red fox fiercely defending the remains of a barnacle goose from its five rival siblings in the wilds of Finland".

Aishwarya's entry—titled 'Lights of Passion,' depicting the courtship of fireflies—was "Highly Commended" in the behaviour (invertebrates)



TREE, ME AND MORE

(Clockwise from above) The award-winning photo of fireflies, an oriental dwarf kingfisher with its dinner, and Aishwarya in the field



category. “Aishwarya can be justifiably proud of her ‘Highly Commended’ image, which brings to light a very difficult subject,” said Shekar Dattatri, wildlife and conservation filmmaker, and judge of WFY competition 2020. “While excellent photographs of India’s birds and mammals abound these days, I can’t remember the last time that I saw such a striking image of fireflies. By exercising both her imagination and technical prowess, Aishwarya has created a rare and breath-taking image of these



ephemeral winged wonders. The word photography means “drawing with light” and that is exactly what this picture has achieved!”

A graduate in mass communication from Pillai College of Arts, Commerce and Science (Autonomous), Mumbai, Aishwarya is the only child of Rani and Sridhar Ranganathan. Sridhar retired as a vice-president of Vodafone and Rani quit the advertising industry to become a homemaker. The Ranganathans hail from Kerala’s Palakkad district and are settled in Panvel.

Dr Aarti Sukheja, associate professor of economics at PCACS, remembers Aishwarya as a student who was “focused, self-driven and high on her academic scores.” “She did not leave any opportunity to fine-tune her skills,” said Sukheja. “We were all very sure that her commitment, passion and interest in photography would bring her laurels. She had also won international awards as a student.” She was referring to Aishwarya winning the Sanctuary Asia Young Naturalist Award in 2011 and The Diana Award in 2019, instituted in memory of the late Princess of Wales. The young photographer was also the youngest member of the state wetland identification committee, which has just turned in its report to the administration.

A Canon EOS Explorer, Aishwarya has also branched out into film-making. Her maiden venture, *Panje: The Last Wetland*, was telecast by DD National and is available on YouTube. Environmentalists are mounting a spirited fight to save Panje as the original owner, City and Industrial Development Corporation of Maharashtra, has transferred it to Reliance Industries for a real estate project.

“I have seen Uran transform from blue and green to brown,” Aishwarya said. “One by one the wetlands have disappeared. Panje is the last patch.”

Laughs and jabs

Sacha Baron Cohen's most audacious stunts in his latest outing, *Borat Subsequent Moviefilm*, are clearly directed at Donald Trump and his cronies

BY JOSE K. GEORGE

In 2003, billionaire-businessman Donald Trump was mooted an idea. “Me idea is to come out with these ice cream gloves that make the ice cream not go on your hands and make it all well sticky,” the man sitting next to him in wannabe gangsta-rapper attire bounced off his business plan to Trump, in a London black vernacular. Sensing that something was amiss, Trump walked out of the “meeting”. It was *Da Ali G Show* and the man sitting next to Trump was Ali G, one of the alter egos of British actor Sacha Baron Cohen.

A lot of water under the bridge and many alter egos (Bruno, Borat, and the many characters in the political satire, *Who is America?*) later, in 2018, Cohen reprised his Ali G self after President Trump's former campaign manager Paul Manafort was convicted of fraud. “Yesterday it was proven in de courts dat u iz a crook—respeck! U iz a genuine gangsta,” an open letter from Ali G to Trump read. This year, Cohen slipped into his Borat Sagdiyev avatar—an outrageously offensive, racist, sexist and

homophobic fictional journalist from Kazakhstan—once again in *Borat Subsequent Moviefilm*. The film is a follow up to his 2006 mockumentary-comedy, *Borat: Cultural Learnings of America for Make Benefit Glorious Nation of Kazakhstan*. Released on October 23, on Amazon Prime Video, the film ridicules Trump and his supporters, scoffs at conspiracy theorists and Holocaust deniers, and taunts Facebook.

Despite Cohen's repeated insistence that he is a comedian and actor, and not a political commentator, he is deeply political, and has always been, in his own words, “passionate about challenging bigotry and intolerance”. In *Borat Subsequent Moviefilm*, the actor-writer has no qualms in revealing which side of the political narrative he chooses to be on. His most audacious stunts—barging into a Conservative Political Action Conference in a “Trump suit” to gift his daughter to “Vice Premier”, Mike Pence, making Trump supporters chant, “Inject him [Obama] with the Wuhan flu”—are directed at Trump and his cronies.

In yet another release in October, *The Trial of the Chicago 7*, the actor played the defiant Abbie Hoffman, an icon of the anti-war movement in the United States in the 1960s. Cohen embodied the spirit of a man unwilling to cow down to an authoritarian state and a complacent judiciary in *Chicago 7*, while in the second coming of Borat, he is the indecorous “alien”, who spouts uncomfortable truths about the establishment.

Cohen waltzed into popularity in 1998 as Ali G, interviewing popular figures and getting their goats with annoyingly inane questions. Bruno



COHEN IS DEEPLY
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BIGOTRY AND
INTOLERANCE”.

One more for little ones

BY MANDIRA NAYAR



POLITICAL HUMOUR

A poster of *Borat Subsequent Moviefilm*

and Borat followed Ali G, establishing Cohen as a master of disguises. From nearly causing a riot by kissing a fighter in a cage as Bruno to getting two US Congressmen to endorse *KinderGuardians*—a programme that proposes to arm toddlers with machine guns—in *Who is America?*, Cohen has showed the world how laughable people can be, including those in a position of power. In *Borat Subsequent Moviefilm*, he gets a cake shop owner to write “Jews will not replace us”; seeks assistance in getting the best tool to “murder gypsies”; and admits to a pastor that he may have impregnated his daughter only for the pastor to come up with the response, “God does not make accidents”.

Cohen explains that through his alter egos, he tries “to get people to let down their guard and reveal what they actually believe, including their own prejudice”. He develops a backstory, and does enough research to be on top of the situation before slipping into a facial prosthesis or retreating into one of his oddball characters.

“My aim here was not to expose racism or anti-Semitism. The aim is to make people laugh, but we reveal the dangerous slide to authoritarianism,” he had said about the second coming of Borat. Cohen may continue sending in the clowns to lampoon those in power and mock the intolerant as long as society remains intolerant and bigoted. 🗨️

If masks have become

inevitable after Covid-19, publishing has had to adopt another way for survival: the celebrity writer. And, Jugal Hansraj is the latest to join the bandwagon. The boy who has never quite grown up in the mind of the Hindi movie buff—to remain frozen in time as the good-looking boy with big green eyes, from *Masoom* (1982)—has written, befittingly, his book for children.

There were more than a few rejections. “Tougher than writing is getting someone to like your work and publish it,” he says, over a Zoom chat—his eyes still the same—on a socially distanced holiday. Hansraj moved from Mumbai to the US a few years ago.

Out next year, *The Coward and the Sword*, is not Hansraj’s first attempt at writing. In 2017, he wrote *Cross Connection: The Big Circus Adventure* for young children. “Since I was a child, I was a voracious reader. At about six or seven, I became a librarian in school so that I could read books. I think writing happens organically and it was a natural



WRITE PERSPECTIVE

Hansraj’s new book is a tale of true courage

progression,” says Hansraj.

His new book, however, is deeper—more reflective—a tale of true courage. Written after his son was born and inspired by a quote from Nichiren Buddhism, it is certainly more personal. “My son is almost three,” he says, “I am reading toddler books for him. I really hope he becomes a reader.”

The book is about being brave and finding answers that lie within. “I took my time with it,” says Hansraj, “There were six months when I stopped writing because I didn’t know how to end it. I was stuck. So, I waited, and ruminated (over it).”

The Coward and the Sword will be published next year by HarperCollins India. 🗨️

Catwalk in cloud

How digital fashion weeks are paving the way for a rejig of the industry

BY SNEHA BHURA

A short film called *Counter-intelligence* starts thus: “She was given the code name Mary and her task was to insert herself into the inner circle of Washington’s political set...” Shot with a rotating cast of glamorous secret agents dressed in parkas and polkas, the film is inspired from the book *Betrayal: The Secret Lives of Apartheid Spies*. But *Counter-intelligence* is not a screening at a documentary film festival. It was a digital showcase by South African designer Thebe Magugu at the Spring/Summer 2021 ready-to-wear segment of the Paris Fashion Week this year. In a series of close-circuit frames, models re-enacted the life stories of spies. Magugu conducted interviews with ex-spies who had either worked for the Apartheid government or had defected. The designer interwove fingerprints and the zig-zag lines of polygraph tests from these interviews into a collection devoid of cliches like trench coats and slogan T-shirts.

It was a similar story at the Lakmé Fashion Week 2020 which concluded on October 25. Labels which really stood out told their stories through astute fashion films rather than recreating an FTV-grade broadcast with a line of models parading



down the ramp. Sanjay Garg of Raw Mango made ‘Moomal’, a heartfelt, sepia-tinted homage to his native Rajasthan in a festive collection which saw models pirouette and play in traditional Marwari and Rajput clothes, including a mother’s tie-dye wedding *odhna*, *poshak*-inspired long blouses, kurtas with *choli* cuts and lehengas with *gota* work in bold colours. The film’s visual language distilled the languorous rhythms of sunlit havelis in Bikaner, Barmer and Shekhawati, complete with an original music score. His own sister played the bride in the campaign. Aneeth Arora of péro introduced a fluffy pink confection called ‘Locked in Love’, based on Kawai Japanese street style culture of Harajuku fashion.

“Even though it is in a video format, one can easily see the movement, fluidity, silhouettes, textures and craftsmanship of the clothes. They are highlighted a lot more,” says UK-based designer Urvashi Kaur, who was part of a multi-designer showcase film on crafts like *ikat*, block



STYLE STATEMENT

(Clockwise from above) Creations by Urvashi Kaur, Aneeth Arora of péro and Sanjay Garg of Raw Mango at the Lakmé Fashion Week 2020





**LABELS WHICH
REALLY STOOD
OUT TOLD THEIR
STORIES THROUGH
ASTUTE FASHION
FILMS.**



prints, *jamdaani* and *khatwa*, alongside leading designers like Abraham & Thakore, Payal Khandwala, Anavila and Suket Dhir. She showed an unpretentious, trans-seasonal collection of blazers, overlays, easy dresses, jackets, and comfortable separates which can be paired in multiple ways. Her segment in the film was shot in a stark, grungy backdrop with a more workroom aesthetic to emphasise the artisanal labour involved. “I was very curious to know how this would translate into real business. But I think post-Covid, consumer behav-

our has shifted and everybody is comfortable shopping from home. I think there is a big future with this format,” says Kaur, who coordinated the shoot of her film, at Mumbai’s St Regis hotel, from the UK.

The Business of Fashion and McKinsey & Company’s The State of Fashion 2020 report projected the Indian clothing market to be worth \$53.7 billion in 2020, making it the sixth largest globally. When the lockdown began, industry experts opined that the pandemic would set the clock back by a decade at least. But Sunil Sethi, chairman of the Fashion Design Council of India, senses a definite shift away from the days of fashion famine. “It is all coming back,” he says. “Festive and celebration season is in the air. People feel good about finally going out and looking good. The business will grow in the coming months. If

retail picks up, it will be back at 80 to 90 per cent of sales for many people in the fashion industry.” The FDCI, within a month, organised two fashion shows this year—the digital India Couture Week 2020 and a “phygital” Lotus Make-up India Fashion Week (LMIFW) Spring/Summer 2021, which concluded on October 18. “We did not have a single show-stopper or celebrity,” says Sethi. “We only did pure fashion in 41 shows [at LMIFW]. We had 25,000 to 1,20,000 views within five days of the show. The direct stockroom sale had 50,000 consumers log in.”

Jaspreet Chandok, head of lifestyle businesses at IMG Reliance, which organises the Lakme Fashion Week, also believes that sales are now improving and the industry is slowly getting back on its feet. “The digital architecture that we have created this time is not just restricted to streaming from websites or social media,” he says. “We wanted to go a step further. Our technology interface allows one to shop the look and make-up while the showcase is on. People can choose camera angles for the best possible view.”

Even if one were to take these “success” stories around digital fashion weeks with a pinch of salt, there is no denying how it has offered a creative burst of opportunity for designers and models confined to their homes. “The new format is fun in so many ways. True, there is no high of a live audience, but you get a chance to redo the faux pas in a shoot,” says Donna Masih, a Delhi-based model who showcased collections for multiple designers at FDCI’s shows. “It is also a lot more work. In live shows, we walk down the ramp once and it is over. Now, you really have to get the feel of the garment, understand the designer’s vision... and depict that in your body language. You could not cheat at a show earlier, but you definitely cannot cheat at shoot-formatted shows.”



The magic of action and cut

Vijaydan Detha in his short story, *Rijak Ki Maryada*, explores the relationship between a true artist and the sometimes self-destructive power of art. An acclaimed village-performing artist is ordered by the king to perform the role of a witch. The artist, knowing the true calibre of his art, refuses, scared that if he performs with true artistic integrity he may actually turn into a witch and harm someone. The king, offended by the artist's refusal, orders him to comply. The artist performs in the only manner he knows—with highest sincerity to his craft, he turns into a witch—and in the inevitable tragedy that follows, he, as a witch, kills the king's brother-in-law.

I was always struck by how the story explored the conflict between finding the truth in one's performance on the one hand and the social reality on the other. As actors, we all strive to find that elusive truth in our performances. Simply playing the part sincerely brings us at odds with the realities of the lives we lead outside the performing space. For us film actors the performing stage is never a single location. It is actually the period between 'action' and 'cut'—that short duration when we become the character we are hired to enact. That duration where I believe—and I think most actors would agree—there is a certain all-powerful quality that comes into actors.

Magic could happen between action and cut! I remember going through a similar experience while shooting *Anaarkali of Aarah* in Amroha, Uttar Pradesh. We were rehearsing for a sequence that involved some goons attacking Anaarkali on stage after her performance. During the rehearsal, one of the actors, by mistake, struck me in the eye. For a moment I was blinded and fell off the stage. The rehearsal stopped and everyone rushed to me as I lay crumpled on the floor clutching my eye. After a few minutes passed, and it was established that my eye could open, came the question that every actor must have heard once in their life when hurt or sick—"Can you shoot?"

Knowing well that cancelling shoot meant

the producer losing money, I ignored the pain, continued and completed shooting. The next day, however, my injured eye wouldn't open. I reached set, applied cold and hot compress, but nothing worked. On location, apologetically, I apprised the director and producer of the situation. They looked worried and informed me that they had permission to shoot for only four hours at the local railway station and it being a small budget film, the producer wasn't sure he could afford to re-book the location. I would have to shoot.

Now it was the director's turn to look apologetic. "Just keep your head down. Anyway you have to look tired and out of breath," he said. I nodded miserably and took my position—one eye still photosensitive and stubbornly shut. The background artists took their positions, my hair and make-up team did final checks, the assistant director with the clap in her hand took position. The director called the commands—"Roll sound."

"Sound rolling," came the response.

"Roll camera."

"Camera rolling."

"Background action." The junior artists began to move.

"Action!"

As I took my first step... my injured eye opened. I couldn't understand how. I continued to perform and took my lines. As we completed the shot, the director called 'cut', and automatically my eye shut! I tried to open it---and it wouldn't open. That evening I drove to Delhi for an emergency appointment with a disapproving ophthalmologist who assessed whether I had retinal damage and gave me an earful about how my bravado could have cost me my eye.

Five years later, as I return to set after an eight-month Covid-induced unemployment period, I wonder if the power of action and cut will protect me and our crew from the coronavirus. I look around at the masked-but-happy-to-be-back-at-work faces of the cast and crew, and smile thinking superstitiously—yes, the magic of action and cut will work!

The writer is an award-winning Bollywood actor and sometime writer and social commentator.



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Dr. Pritam Pal (Group Director)

RCM group of Institutions



Flying high

The official trailer of **Suriya's** *Soorarai Pottru*, inspired by the life of Air Deccan founder Captain G.R. Gopinath, is out. “*Soorarai Pottru* is a very special movie for me and one that is very close to my heart,” said Suriya, adding that nothing can stop you from chasing your dreams if you are true to yourself and dedicated to the task. The Sudha Kongara film will release on November 12 on Amazon Prime.



Swift MAGIC

Taylor Swift's latest album, *Folklore*, became the first to sell a million copies in the US this year. Swift's last album, *Lover*, released in August last year was the only album to sell over a million copies in 2019. She has also been nominated for favourite female pop/rock artist at the American Music Awards next month. If she wins, she will set another record as the first five-time winner of the award. True to her name, it seems like Swift is breaking previous records at lightning speed.

COMPILED BY ANJULY MATHAI



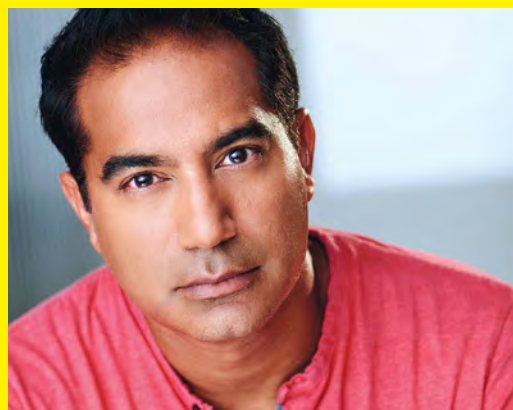
Kamal Khan, actor-singer

Hunger for life

Kamal Khan, an actor of South Asian descent, was born in Germany and grew up in the UK. He speaks Hindi, Punjabi, Urdu and Swahili fluently. He had a recurring guest role in Mike Flanagan's *The Haunting of Bly Manor*, one of the top ten shows on Netflix currently. Khan has played the lead role of Tony in *West Side Story* and Romeo in the West End production of *Romeo and Juliet*. He has also produced a Bollywood music album, 'Jazbaa'. He talks to THE WEEK about his various passions and how he balances them all.

Q/ Tell us about *The Haunting of Bly Manor* and your role in it.

A/ It is a gothic love story. Mike Flanagan adapted it from the book, *The Turn of the Screw*, by Henry James. I play an older version of one of the characters. I give a speech in the beginning that sets the stage for the story. There are



elements of loss, too. [As I say in the show], “To truly love someone is to accept that the work of loving them is worth the pain of losing them.” It was also great to work with Mike. I love that he does not cast actors based on their descent or accent. It does not matter what colour you are.

Q/ Does that mean that being an actor of South Asian descent has caused you problems earlier?

A/ I have not seen it as a problem, but rather as an opportunity. You have to accept who you are. For me, what matters is bringing the characters to life, no matter whether they are American, English or Indian. So far, I have not really been type-cast. I was the first South Asian to be cast as Romeo in the West End production. It is really about perseverance and following your passion.

Q/ Would you like to work in Bollywood?

A/ Yes, definitely. One of my favourite actors is Aamir Khan. He does everything with a difference. I love his style, innovation.... I am also a fan of Yash Chopra and A.R. Rahman. I grew up listening to songs by Mohammed Rafi and Kishore Kumar and started singing Rafi songs at the age of seven.

Q/ Other than modelling, acting and singing, you have also done voice-overs for games. You are currently working on an audio-book and writing a film script. Are you very experimental by nature?

A/ I am full of life. I don't want to waste a single moment. Life offers so many opportunities, and I have got the energy [to explore them]. I only wish I did not have to sleep to survive (laughs). If you love something, you should follow your heart and pursue it. I always say that some people dream of great things, and others stay awake and do them.

— Anjali Mathai



GETTY IMAGES

Rapper with a cause

Inspired by the UN campaign, Verified, to provide factual information on Covid-19, rapper **Raftaar** is coming out with a new single called ‘Mask On’. The song aims to create awareness to prevent the spread of misinformation. “We are in a moment of global

unrest with growing Covid-19 cases, economic volatility, climate emergence and worldwide protests for racial justice,” said Raftaar. “Misinformation, hate speech and fake news are empowering and distorting all of these issues.” Scores of people around the world have joined the Verified campaign as “information volunteers”.

A taste of race

Singer and entrepreneur **Ananya Birla** recently recounted an incident in which she, along with her mother and brother Ar-yaman, were thrown out of Scopa Restaurant in New York when they went there for dinner. “So racist,” she tweeted. “So sad. You really need to treat your customers right.... This is not okay.” She said they had to wait for three hours and that a staff member named Joshua Silverman had been “extremely rude” and “bordering racist”. Many celebrities like Karanvir Bohra and Rannvijay Singha came out in support of the Birlas.





Clips on reforms

The expression “reforms” is subjective, since one person’s reform can mean conform to another. But broadly, reforms are about competition and choice. They are difficult because there is a political economy of resistance and the empire strikes back. No reforms are win-win. They are win-lose, and often, losers possess higher decibel levels and are more visible than diffused and dispersed winners.

For several years, in different capacities, I have been interested not just in policy changes and reforms, but also in advocacy. Therefore, as head of a research institute some twenty-odd years ago, I thought of using comics. Not comic strips, but full-fledged comics. We did bring out one on the power sector, but it did not find much traction. In my experience, some people prefer *Tintin*, others *Asterix*. I belong to the latter group. For *Asterix*, René Goscinny’s words blended perfectly with Albert Uderzo’s illustrations, not to forget masterly conversion into English by Anthea Bell and Derek Hockridge (I read them in English). Our power sector comic flopped because the text was boring and pedantic. Had it been about reforming procedures and not the power sector, I should probably have Indianised Finding Permit A 38 in The Twelve Tasks of Asterix.

I next hit upon the idea of a TV series. A friend had written scripts for films. He was roped in for the script, direction and filming. In each episode of 30 minutes, there would be a sitcom with a household (representing all the diverse political economy interests) for 15 minutes, followed by a 15-minute panel discussion between Gurcharan Das and me. For example, in the first half, the household would be having dinner and there would be a power cut, leading to the discussion. Some five pilots were shot on different themes (including power). The idea fell flat. Our friend could not find

a channel that was interested. A few years down the line, around 2000, the simple realisation hit that films and cricket unite India. It was not possible to directly link cricket with reforms. But how about using films? After all, the films reflect society. More specifically, since one was not familiar with films in every language, how about using Hindi films? No matter how much one writes about reforming the legal system, is there anything more powerful than depictions in *Kanoon* (1960), *Aakrosh* (1980), *Andha Kanoon* (1983) and *Damini* (1993)? This was done around 2000. Otherwise, one would have included *Jolly LLB* (2013).

Soon, a colleague and I had several multimedia presentations (clips with scenes and songs) on different aspects of “reform”—agriculture, infrastructure, foreign direct investment, trade and real estate. When we think of a film, we usually think of the main plot. But these clips were based on snippets that often go unnoticed. For example, *Gupt: The Hidden Truth* (1997) will be described as a murder mystery, but the opening scene has a debate on liberalisation and FDI. When farm laws were changed recently, actor Anupam Kher referred to *Jeene Do* (1990). Yes, indeed, and *Mother India* (1957), *Upkar* (1967), *Namak Haraam* (1973), *Roti Kapda Aur Makaan* (1974) and many more. As a result of Kher’s remark, I was reminded of our multimedia presentations. Unlike the comic or the aborted sitcom, these multimedia presentations were great hits, even when we presented them at academic conferences. But alas, this was 20 years ago. Technology changed fast and these presentations (on CDs) got corrupted. Laptops crashed or were replaced. Consequently, I no longer possess copies. We did do hardcopy versions, in the style of academic papers, though these lack visual (and even aural) impact. Such versions float around on the internet. I think someone should revive the idea.





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