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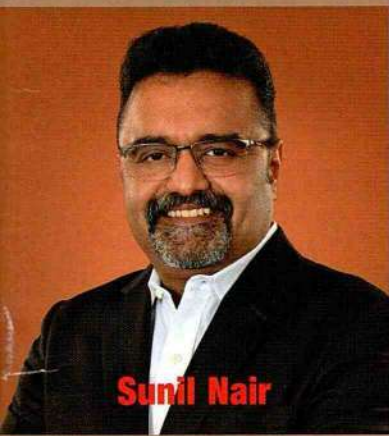
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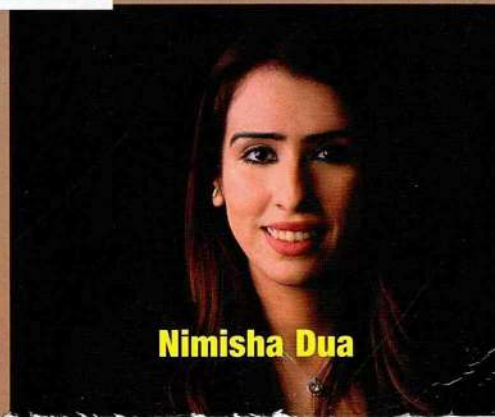
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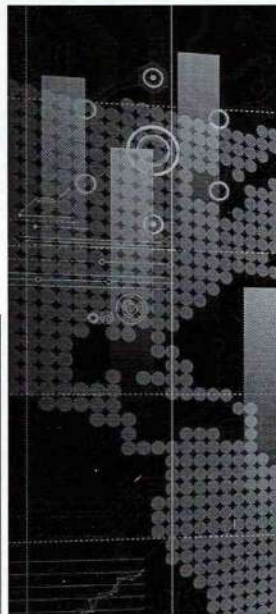
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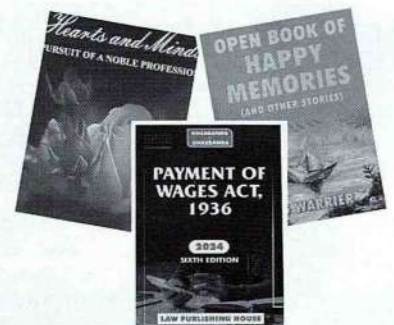
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Special Issue: Understanding Smart Consumers—Shifting Paradigms in Marketing
Guest Editors: Ranjan Chaudhuri,
Anjali Chopra and Salil Khetani

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FACE-OFF!

THE BURMAN FAMILY HAS BEEN LOCKED
IN A BITTER FEUD FOR CONTROL OF THE
₹6,300-CRORE RELIGARE ENTERPRISES
WITH THE CURRENT MANAGEMENT.
WHAT IS THE ENDGAME?

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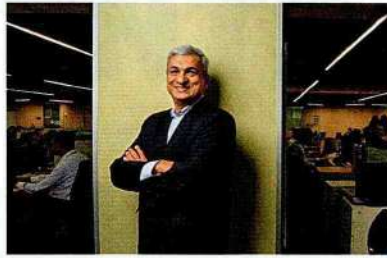
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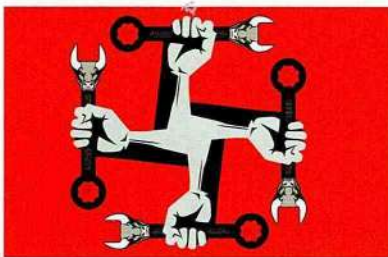
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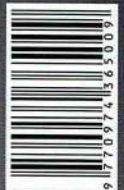


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**BUDGET
2024:**
CREATING
MORE JOBS
ON FM'S
AGENDA

**SWAMI
RAMDEV**
CO-FOUNDER,
PATANJALI
GROUP

PATANJALI'S NEW FORMULA

FACED WITH SLOW REVENUE GROWTH
AND FORCED BY THE COURTS TO
APOLOGISE FOR MISLEADING
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PATANJALI GROUP IS FACING ROUGH
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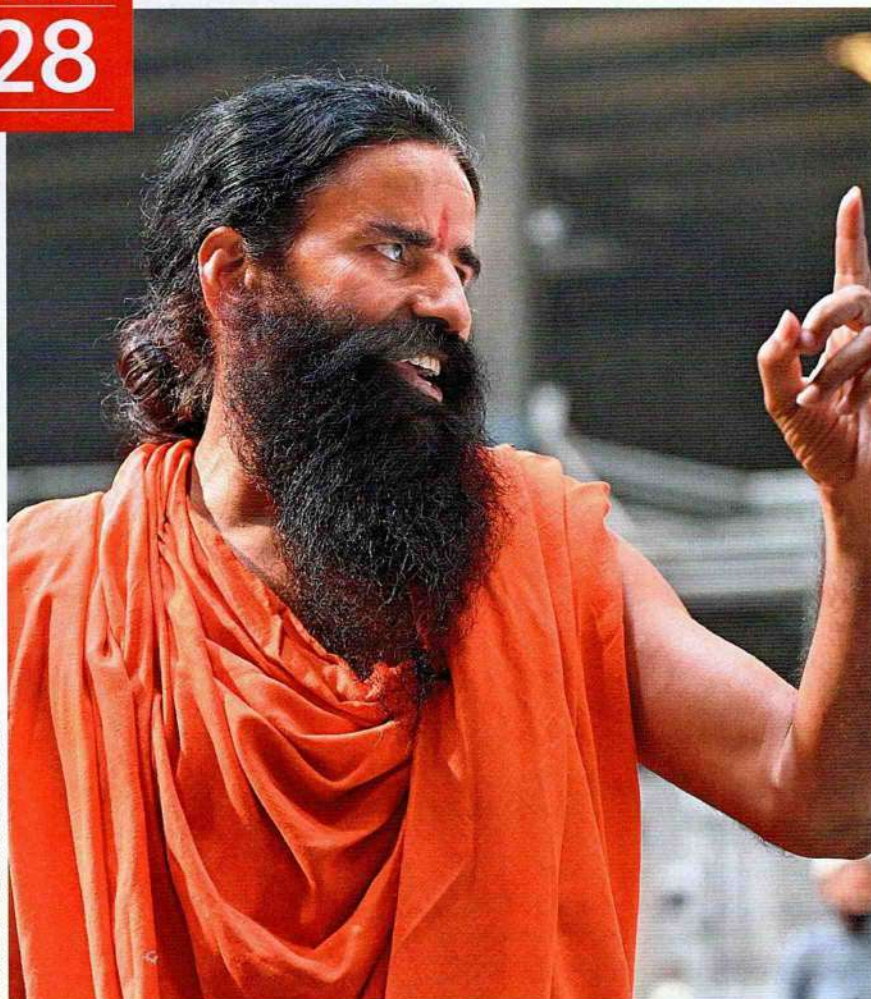


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PATANJALI'S NEW FORMULA

FACED WITH SLOW REVENUE GROWTH AND FORCED BY THE COURTS TO APOLOGISE FOR MISLEADING ADVERTISEMENTS, THE ₹45,000-CRORE PATANJALI GROUP IS FACING ROUGH WEATHER. BUT MAVERICK YOGA GURU SWAMI RAMDEV HAS A PLAN

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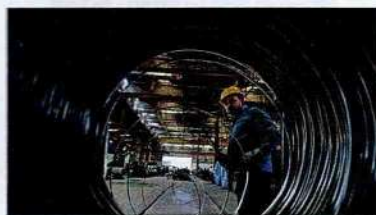


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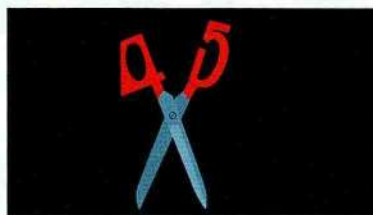
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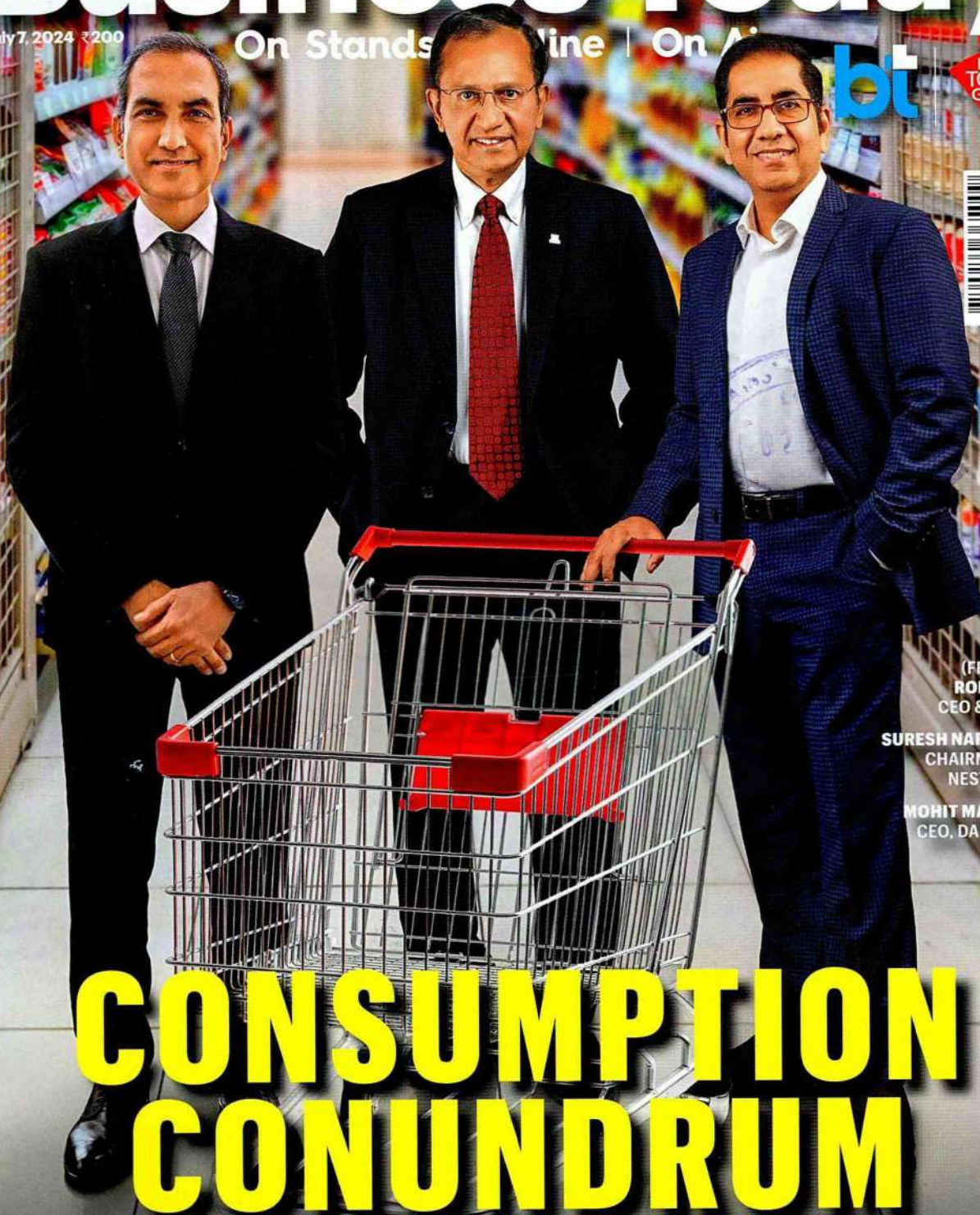
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(FROM LEFT)
ROHIT JAWA,
CEO & MD, HUL;SURESH NARAYANAN,
CHAIRMAN & MD,
NESTLÉ INDIA;MOHIT MALHOTRA,
CEO, DABUR INDIA**CONSUMPTION
CONUNDRUM**

CONSUMER-FACING FIRMS HAVE BEEN HIT BY RURAL DISTRESS AND FALLING DEMAND. BUT EXPECTATIONS OF A GOOD MONSOON AND MORE GOVERNMENT SPENDING ARE MAKING THEM HOPEFUL OF A REVIVAL

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(From left) Rohit Jawa, CEO & MD, Hindustan Unilever Ltd; Suresh Narayanan, Chairman & MD, Nestlé India; and Mohit Malhotra, CEO, Dabur India

CONSUMPTION CONUNDRUM

CONSUMER-FACING FIRMS HAVE BEEN HIT BY RURAL DISTRESS AND FALLING DEMAND. BUT EXPECTATIONS OF A GOOD MONSOON AND MORE GOVERNMENT SPENDING ARE MAKING THEM HOPEFUL OF A REVIVAL

COVER BY **BANDEEP SINGH**; PHOTO MONTAGE BY **AMARJIT SINGH NAGI**; SURESH NARAYANAN AND MOHIT MALHOTRA PHOTOS BY **HARDIK CHHABRA**

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Gold and silver have delivered superlative returns to investors so far in 2024. Take a look at the numbers

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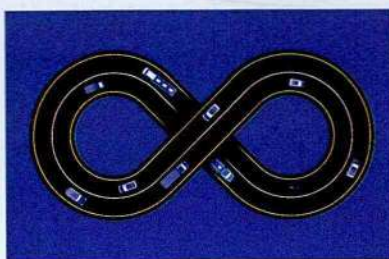
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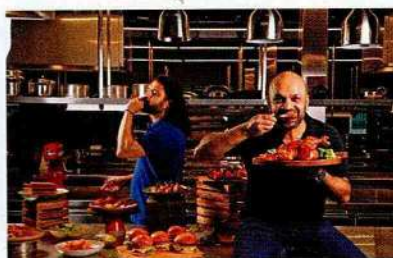
As Narendra Modi begins his third term as Prime Minister, India's tech landscape is on the cusp of transformation



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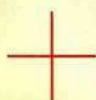
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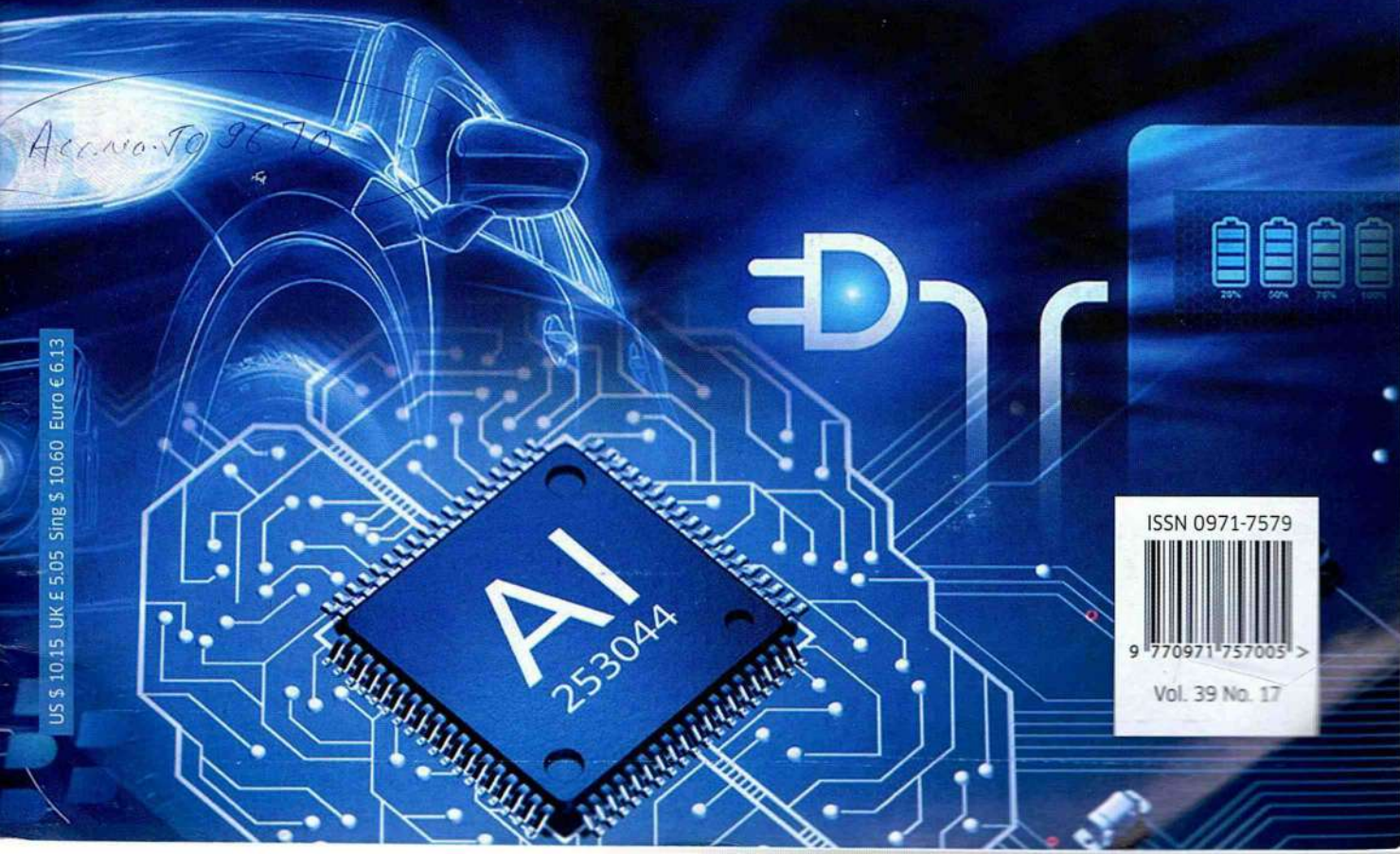
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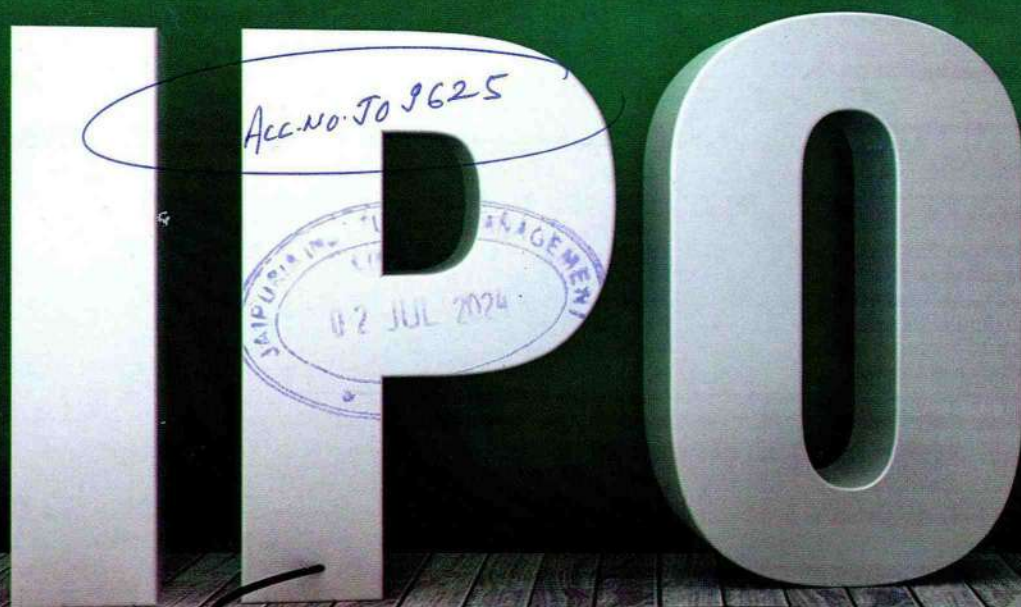
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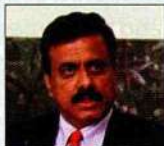
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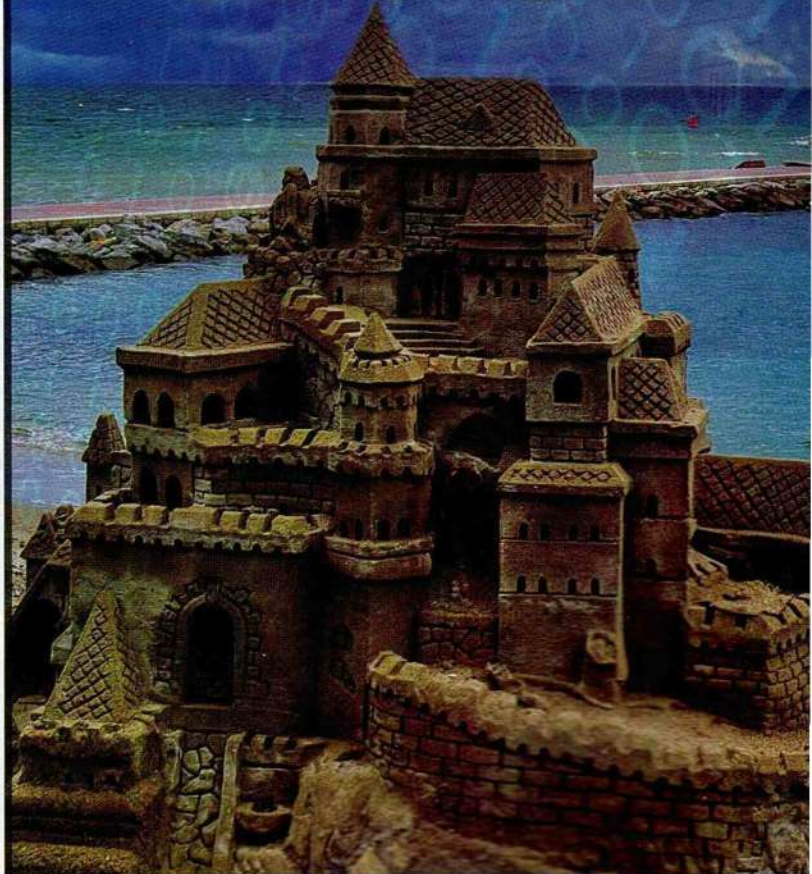
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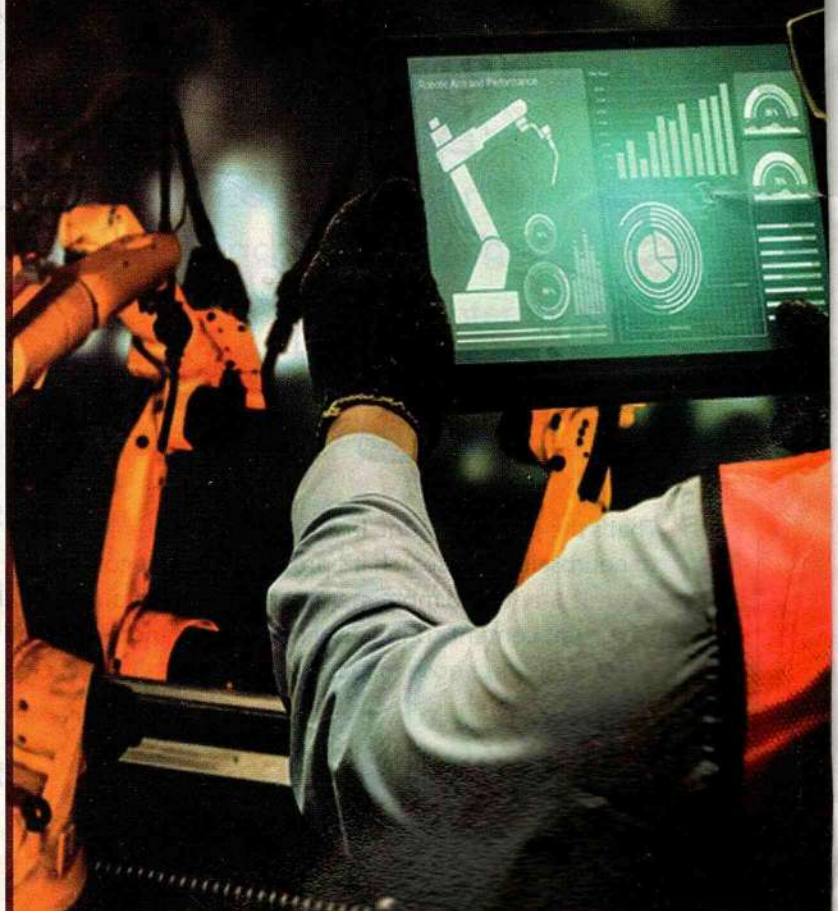
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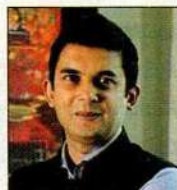
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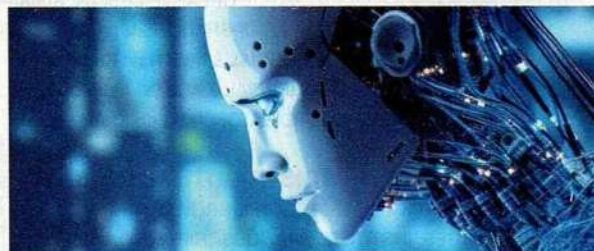
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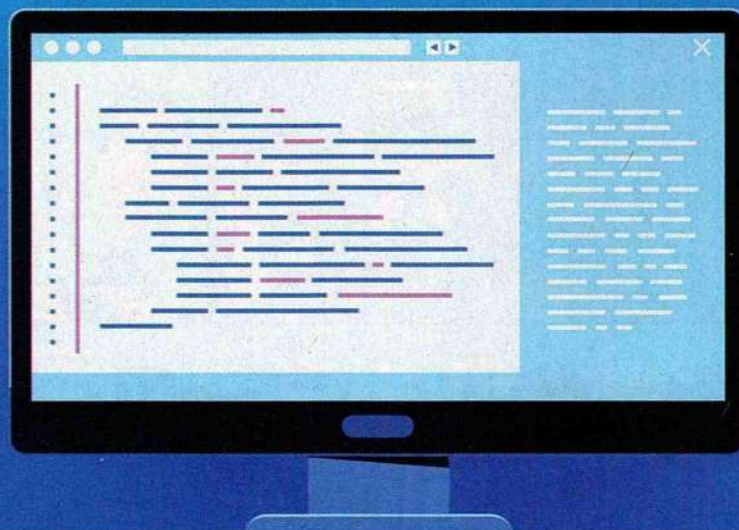
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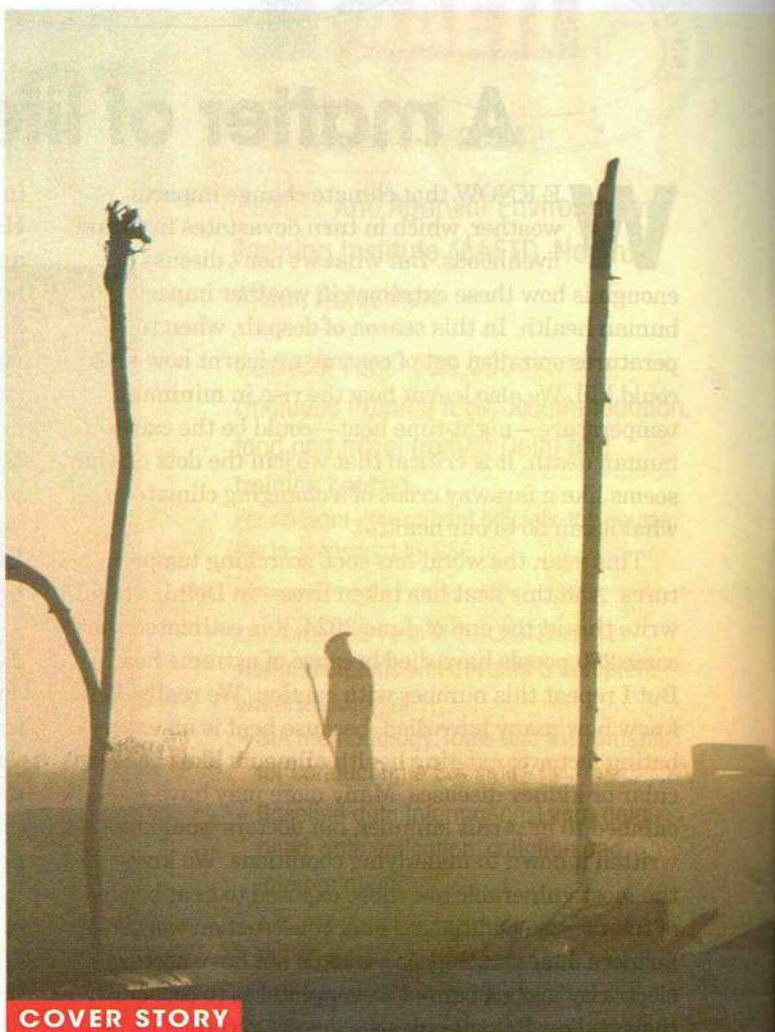
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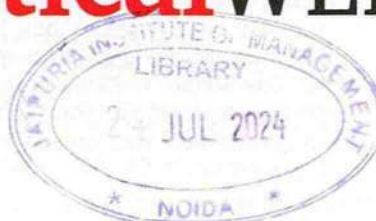
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Review of Women's Studies

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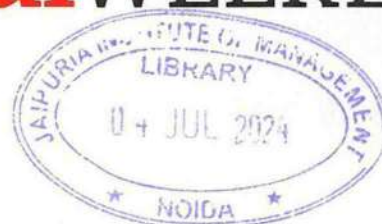
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While Columbia students have garnered significant media attention for their protests, they urge us not to lose sight of the broader context—the devastating destruction of all 12 universities in Gaza and the continued Israeli aggression. [page 13](#)

Cooperatives in North East India

GIN-FED entails only the rhetoric of collective action as its top-down approach followed the same modus operandi that characterises earlier neo-liberal interventions in the region. [page 57](#)

Separate Administration Demand

Addressing the long-standing tribal grievances in Manipur requires acknowledging and accommodating their political demand within the framework of constitutional provisions that safeguard tribal rights and cultures. [page 26](#)

Article 293 and Fiscal Federalism

The legal dispute between the Kerala government and the union over finances is an indication of an impending constitutional crisis over the union's control of subnational debt. [page 10](#)

Import Surge in Manufacturing

There is a need to identify and support industries that have not only lost out on competitiveness but also suffered loss of livelihoods and industrial closures due to the trade liberalisation process. [page 35](#)

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**Dearth of
quality faculty
adversely affects
quality of teaching**

Prof. S K Singh

Vice-Chancellor
Shri Rawatpura Sarkar
University, Raipur

**Think big
Dream bigger**

Dr. Ashok Kumar Mittal

Chancellor
Lovely Professional
University, Punjab



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ONE NATION ONE DATA

in conversation with

Prof. Anil Dattatraya Sahasrabudhe

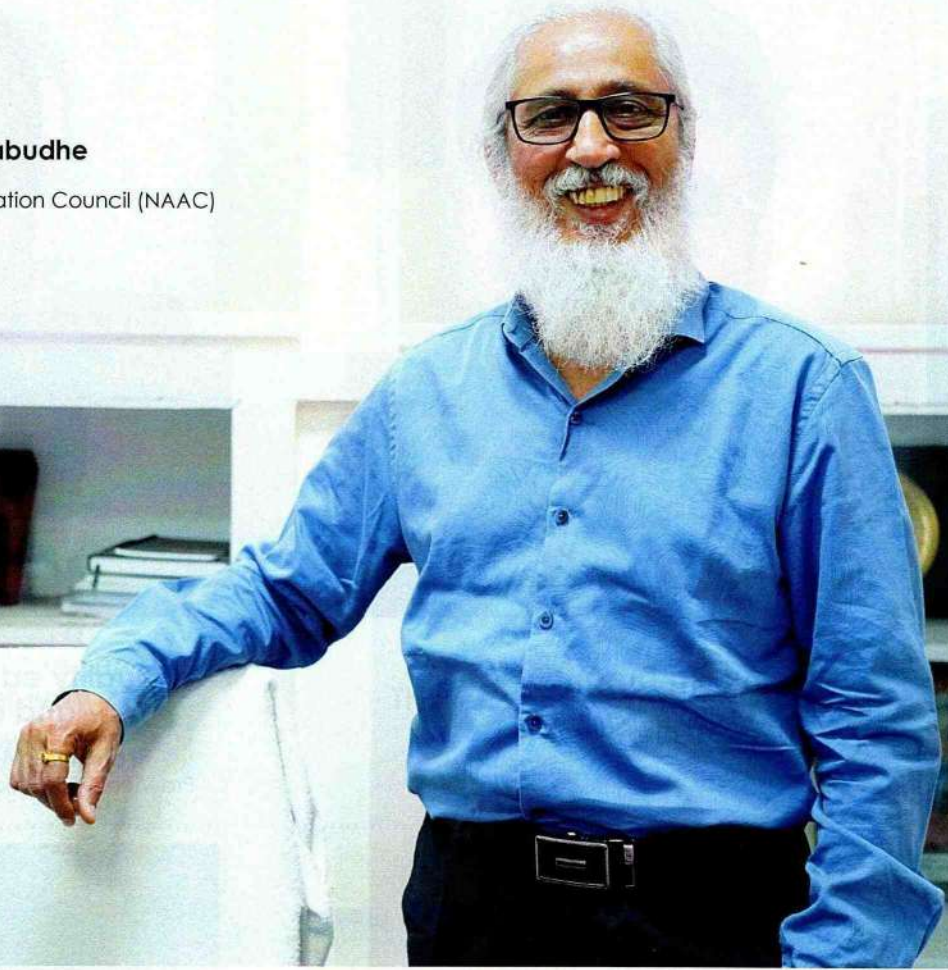
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Coming Soon One Nation, One Data

Prof. Anil Dattatraya Sahasrabudhe

Chairman, Executive Committee
National Assessment and Accreditation Council (NAAC)



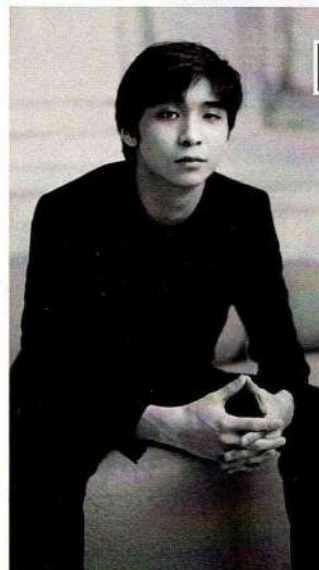
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Zhumaliev Barsbek
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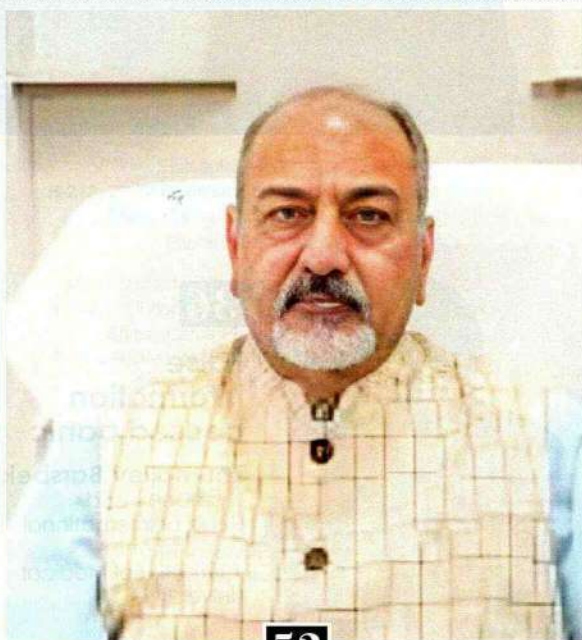
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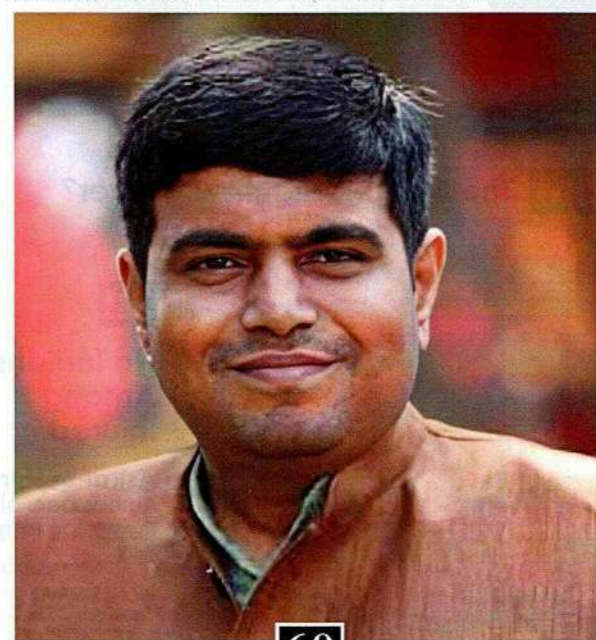


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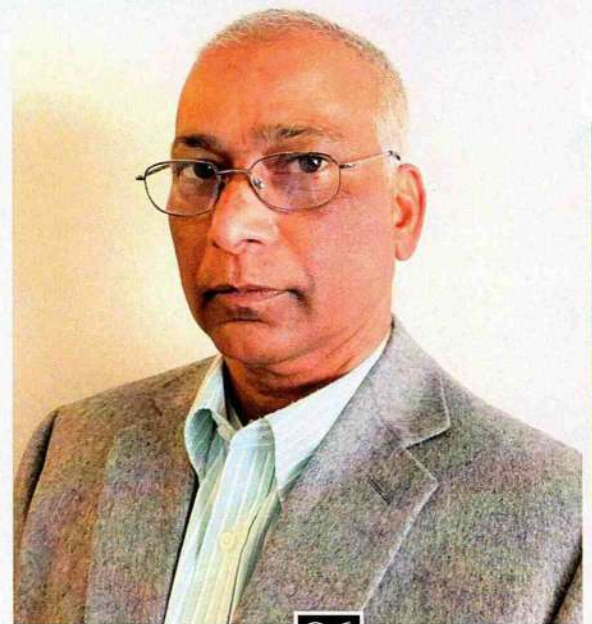
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Ryan Baidya
Takshila Foundation
San Jose, California, USA



Emerging Economy Studies

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November 2022

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**DON'T LET AI
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NITISH MITTERSAIN
CEO, NAZARA TECHNOLOGIES

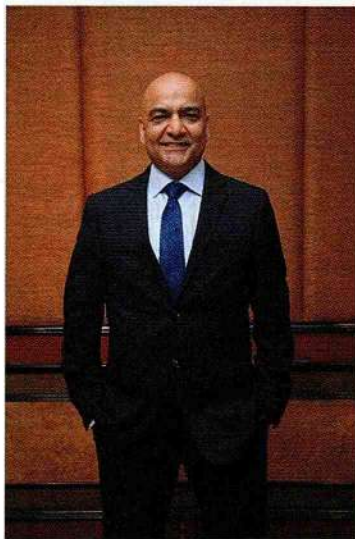
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LUXE HOMES OF THE SUPER-RICH

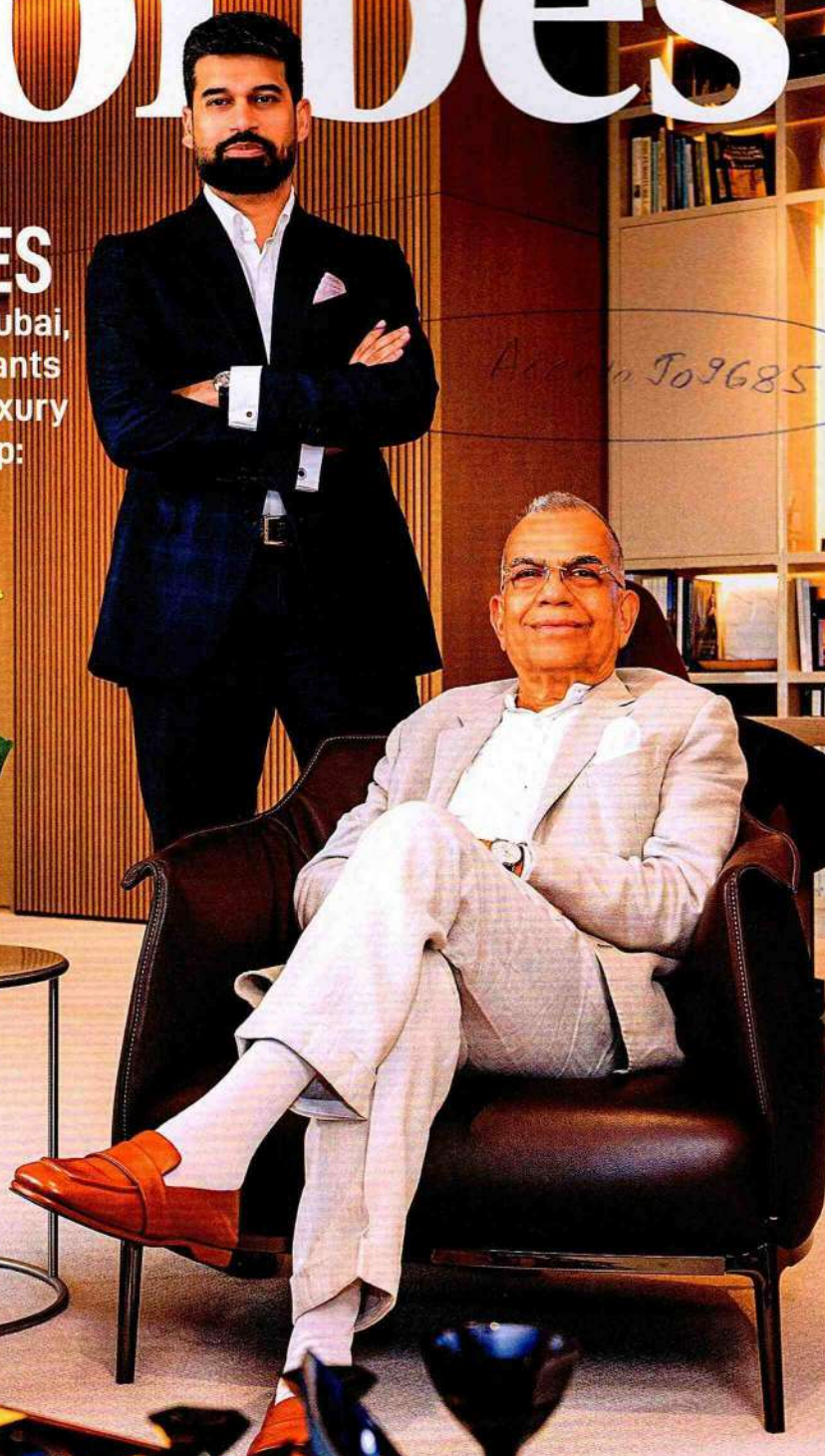
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MEN IN SUITES

After emerging No 3 in Dubai, the Sobha Group now wants a piece of the Mumbai luxury property pie. Next stop: The United States



Ravi Menon
(standing) and
PNC Menon

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Green walls or vertical gardens can increase energy efficiency, reduce indoor and outdoor temperatures, and improve air quality



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BRICK BY BRICK

PNC Menon's Sobha Group will soon foray into the US, after having emerged as the third largest real estate player in Dubai. In India, after three decades, it wants a slice of the high-value Mumbai pie



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DLF Developers' luxury property



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Interiors in Mumbai, designed by The Orange Lane



PNC Menon (seated), founder of Sobha Group, with son Ravi, chairman, Sobha Limited, and co-chairman, Sobha Realty



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Raheja Artesia is one of Mumbai's premier luxury developments

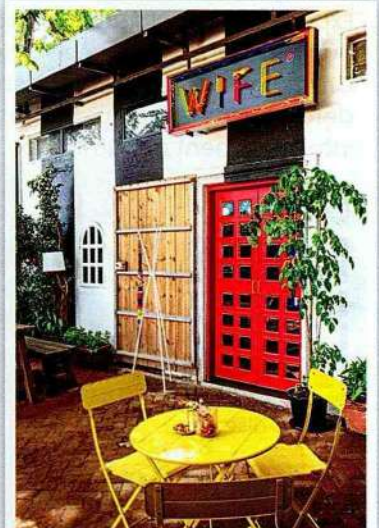


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Sharmilee and Nikhil Kapur's French-style home in Koregaon Park, Pune



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Swati Piralal at Gulita, the Piralal house in Mumbai



RARE Villa, Rekha Jhunjhunwala's home in Mumbai

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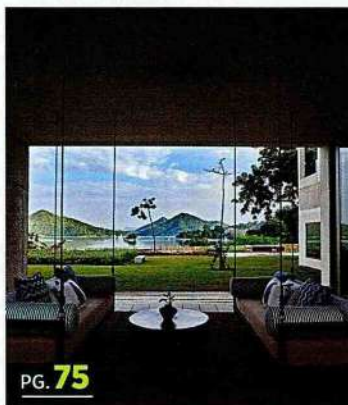
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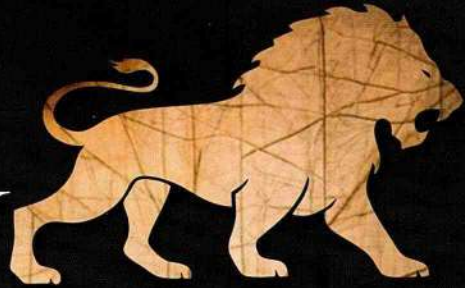
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ROCKET BOYS

In end-May, Srinath Ravichandran (right) and Moin SPM led Agnikul Cosmos to the successful launch of India's first 3D-printed rocket engine. The next goal: To go into orbit

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Digantara:
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AGNIKUL: SKY'S NOT THE LIMIT

Srinath Ravichandran and Moin SPM are a step closer to their dream of building a private space exploration company from India



Moin SPM (left), co-founder & COO, and Srinath Ravichandran, co-founder & CEO, Agnikul



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Foundational support and patience hold the key to seeing large deep science and engineering-based global companies emerge from India, says Rajan Anandan of Peak XV

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Digital brands are counting on behavioural science to figure what customers want, solve their pain points and earn their trust

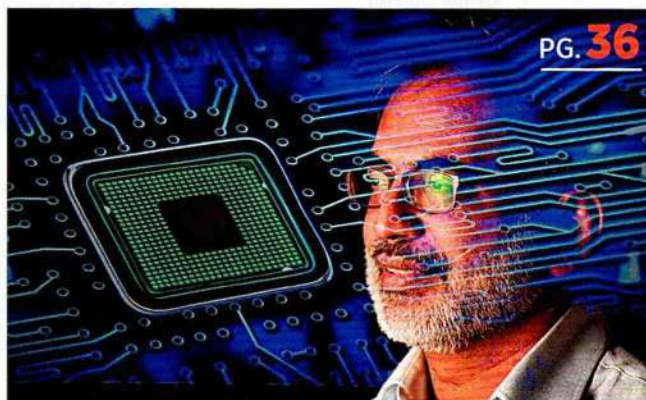
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Battered by the onslaught of a sea of clones, knockoffs, and price warriors, homegrown wearable and audio biggie boAt finds itself in choppy waters



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GS Madhusudan, founder of InCore Semiconductors

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The Aerostrovilos Energy team: (From left) Rohit Grover, Pradeep Thangappan, and Satyanarayanan Chakravarthy

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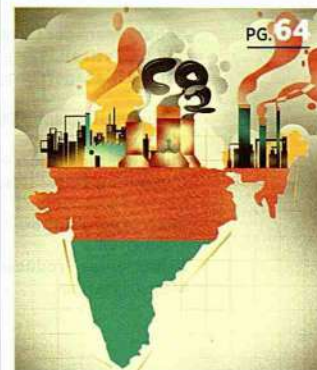
88 • HOORAY FOR HIGHER RATES!

Wall Street scion Christopher Davis hung tough for 14 years as risk-free borrowing pinched value stocks. Now that money costs money again, he's taking advantage of "a return to normalcy"



(From left) Yashas Karanam, and Rohan Ganapathy, co-founders of Bellatrix Aerospace

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GREENING THE GRID

How private sector power generators are navigating India's energy transition towards renewables, although fossil-fuel dependence of a fast-growing economy won't disappear any time soon

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Green + Growth = Jobs

Praveer Sinha,
CEO & MD,
Tata Power

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GREAT POWER, GREAT RESPONSIBILITY

The power industry is having a moment in the sun. These energy companies are expanding their renewables capacity even as the country's dependence on coal is on the rise. How are they managing the transition?

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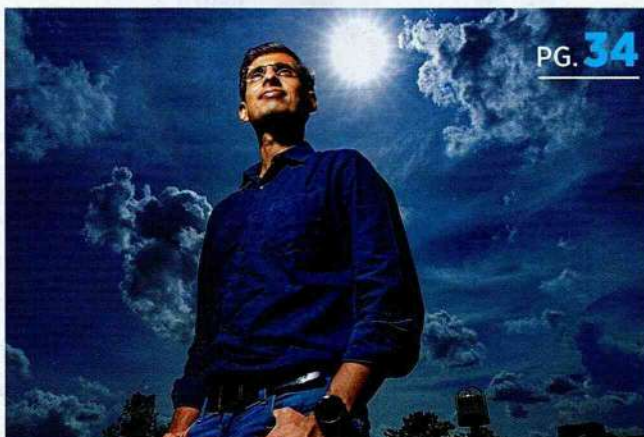
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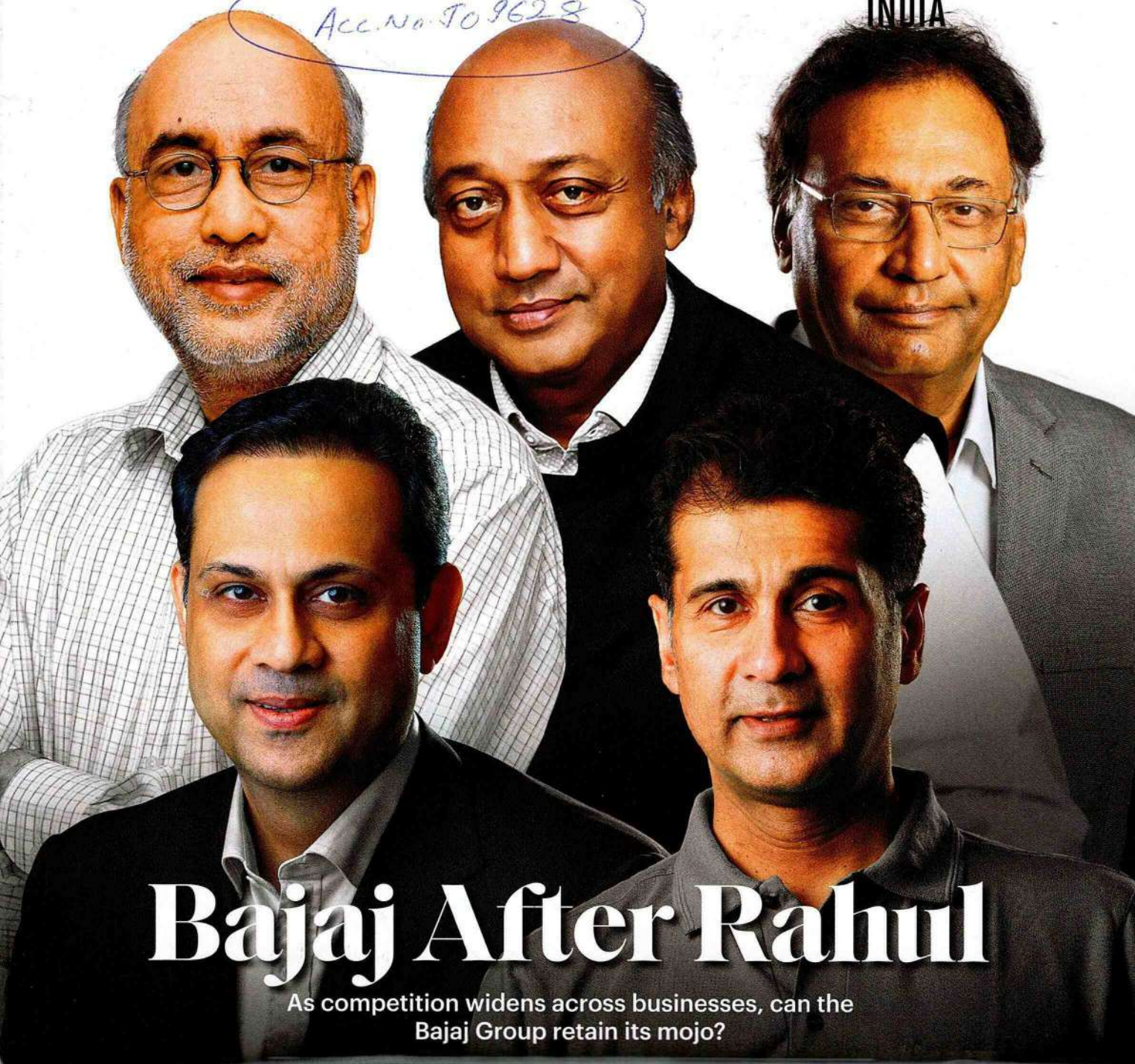


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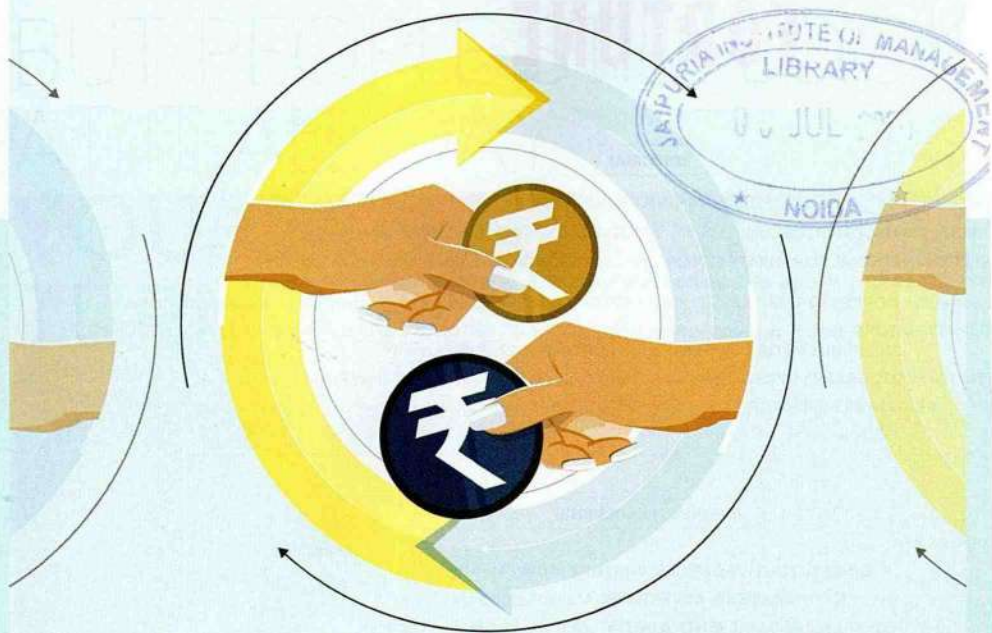
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Bajaj After Rahul

As competition widens across businesses, can the
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As competition widens across businesses, can the Bajaj Group retain its mojo?

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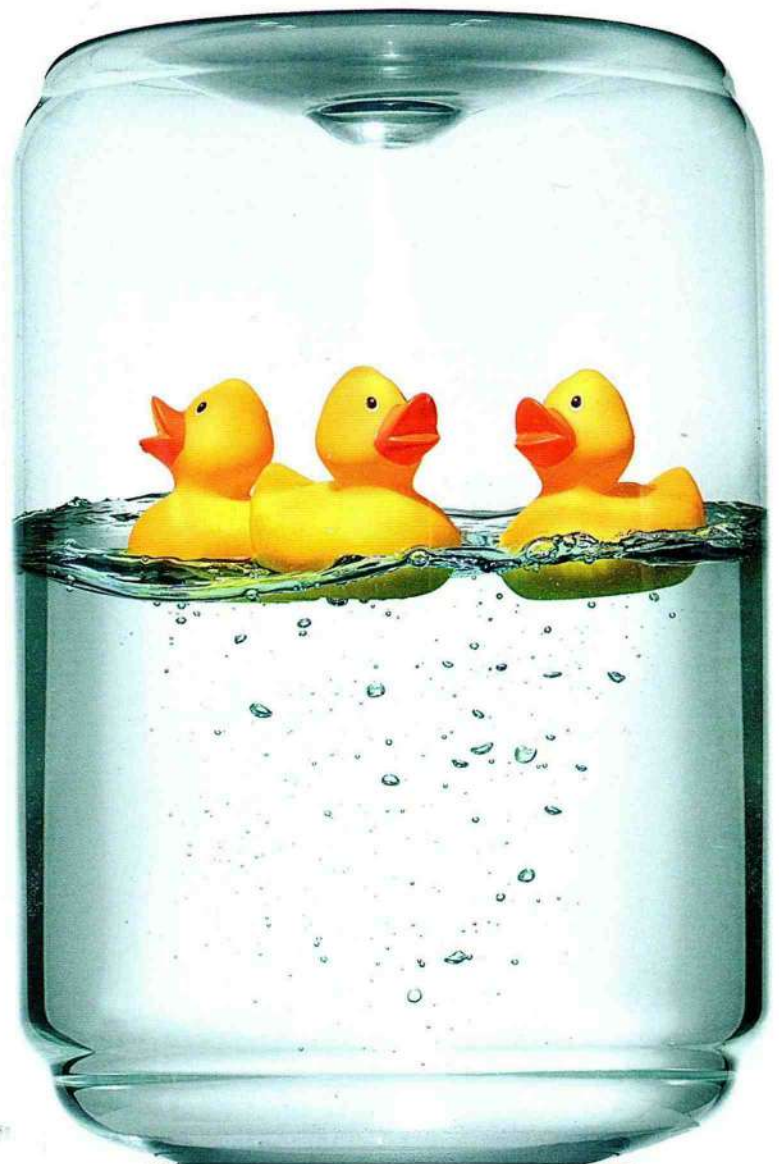
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that your
organization
can execute
on strategy



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"The journey to earning your stakeholders'
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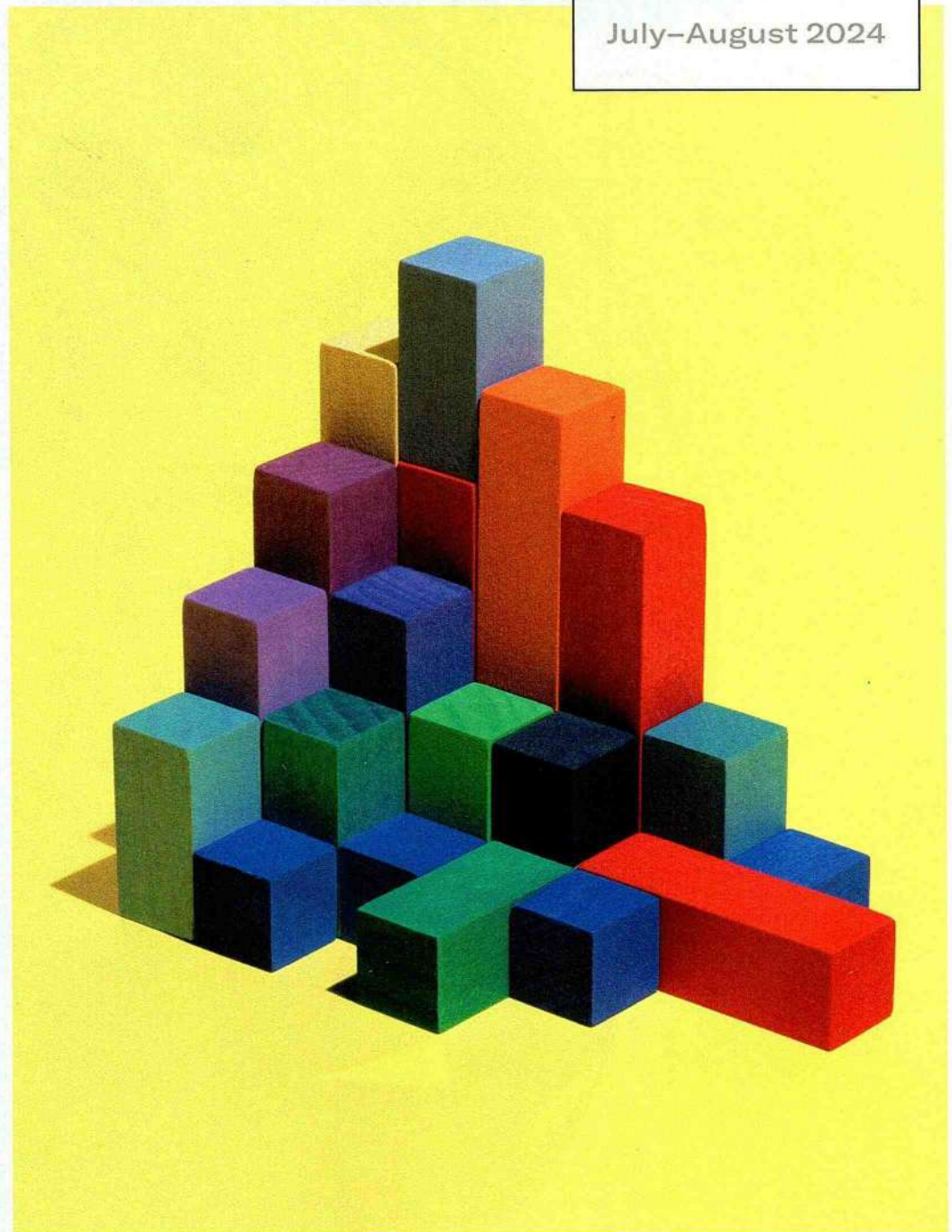
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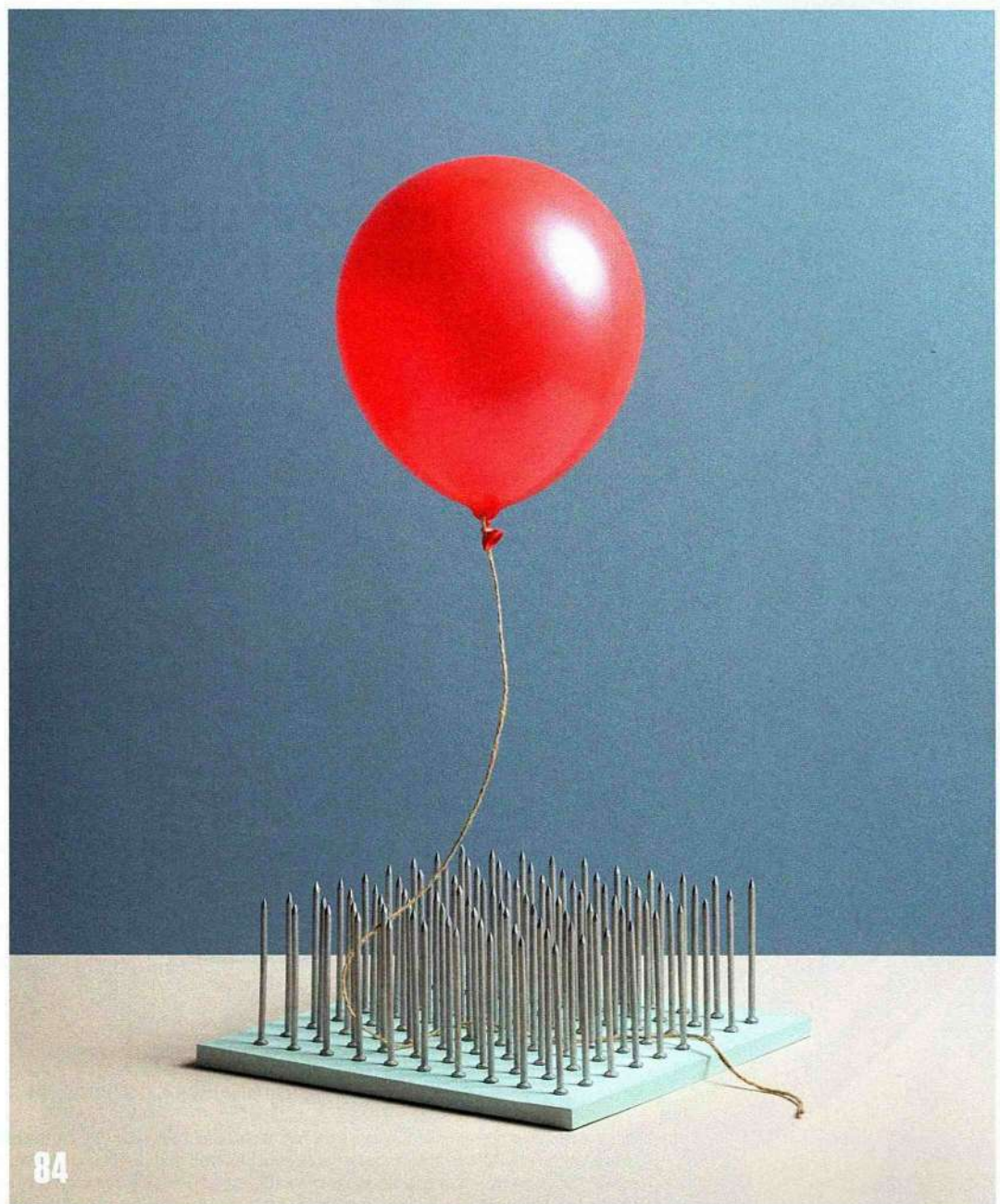
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short-term market
pressures. Our purpose
is who we are."**

—SOPHIE BELLON, CEO OF SODEXO

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*Focusing on Delivering
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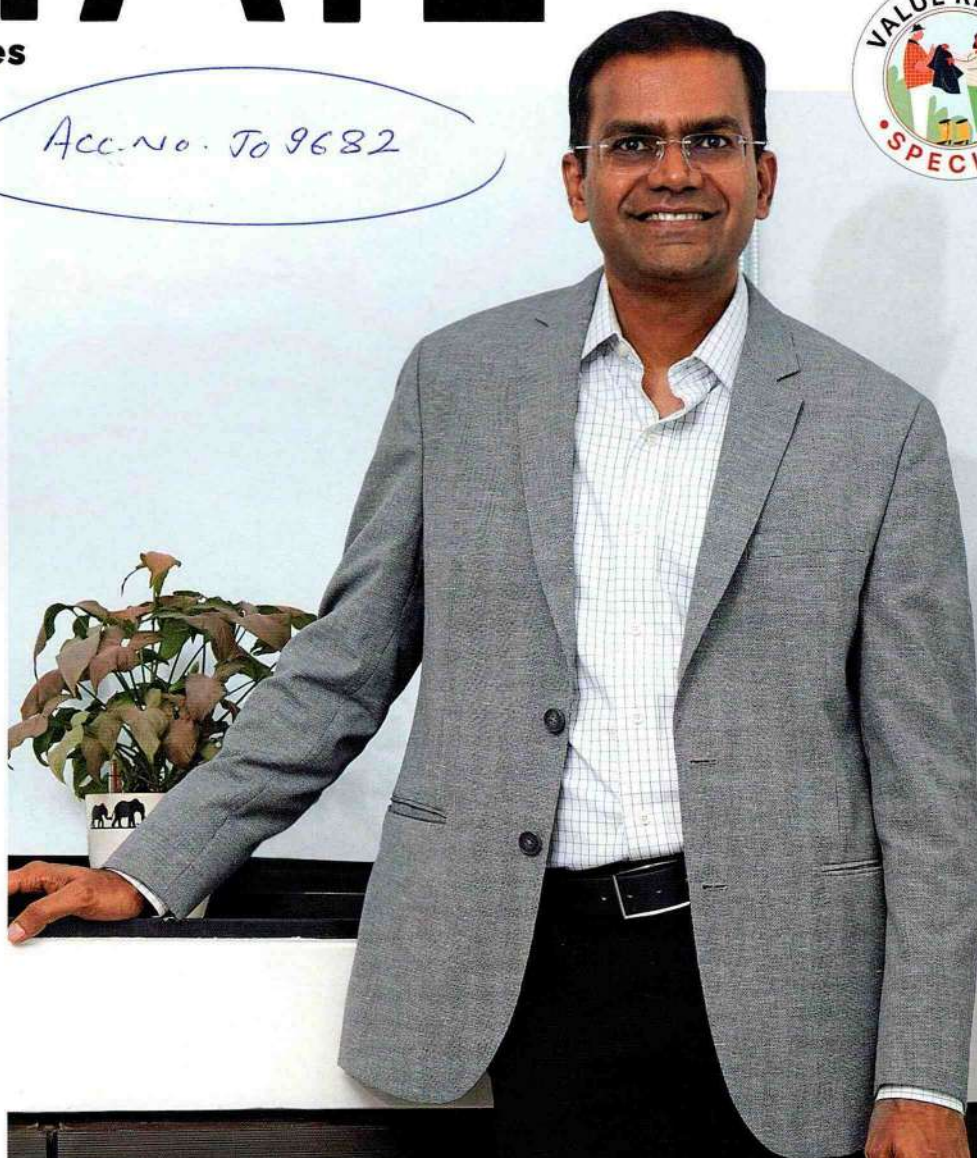
– Vasco Santos, Ingka Centres



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*Pepe Jeans to Focus
on Smart Technology
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– Satish Karunakaran, Pepe
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Revolutionising Affordable Fashion

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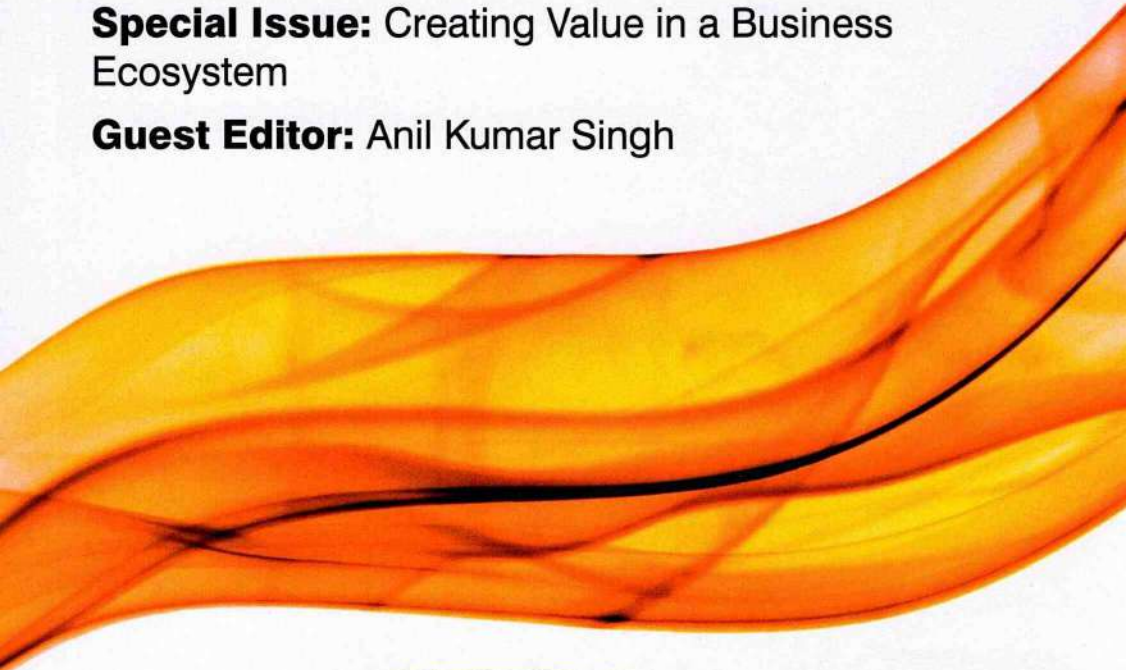


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Guest Editor: Anil Kumar Singh



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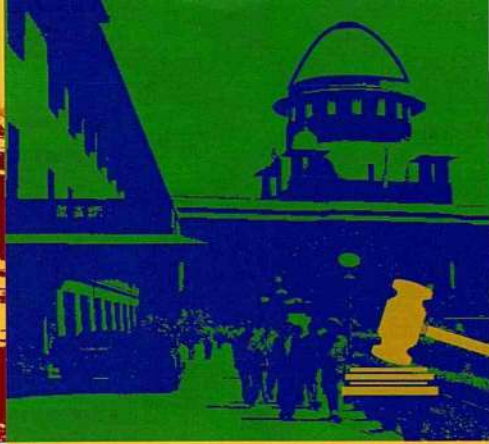
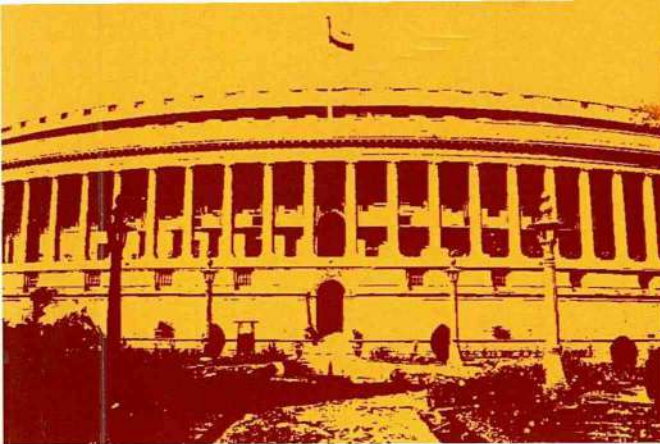
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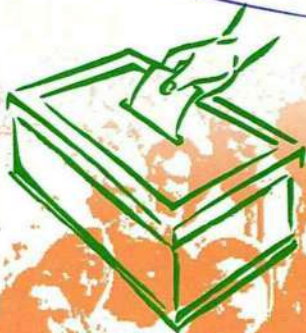




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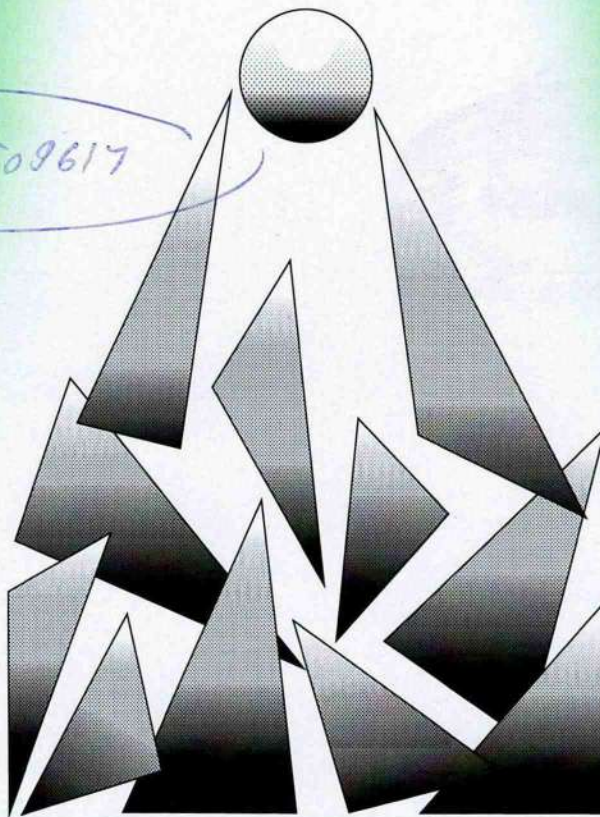
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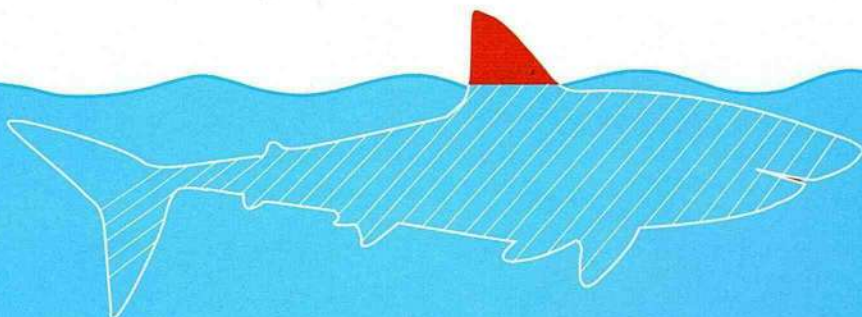
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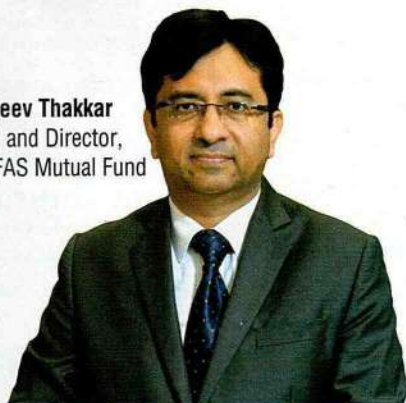


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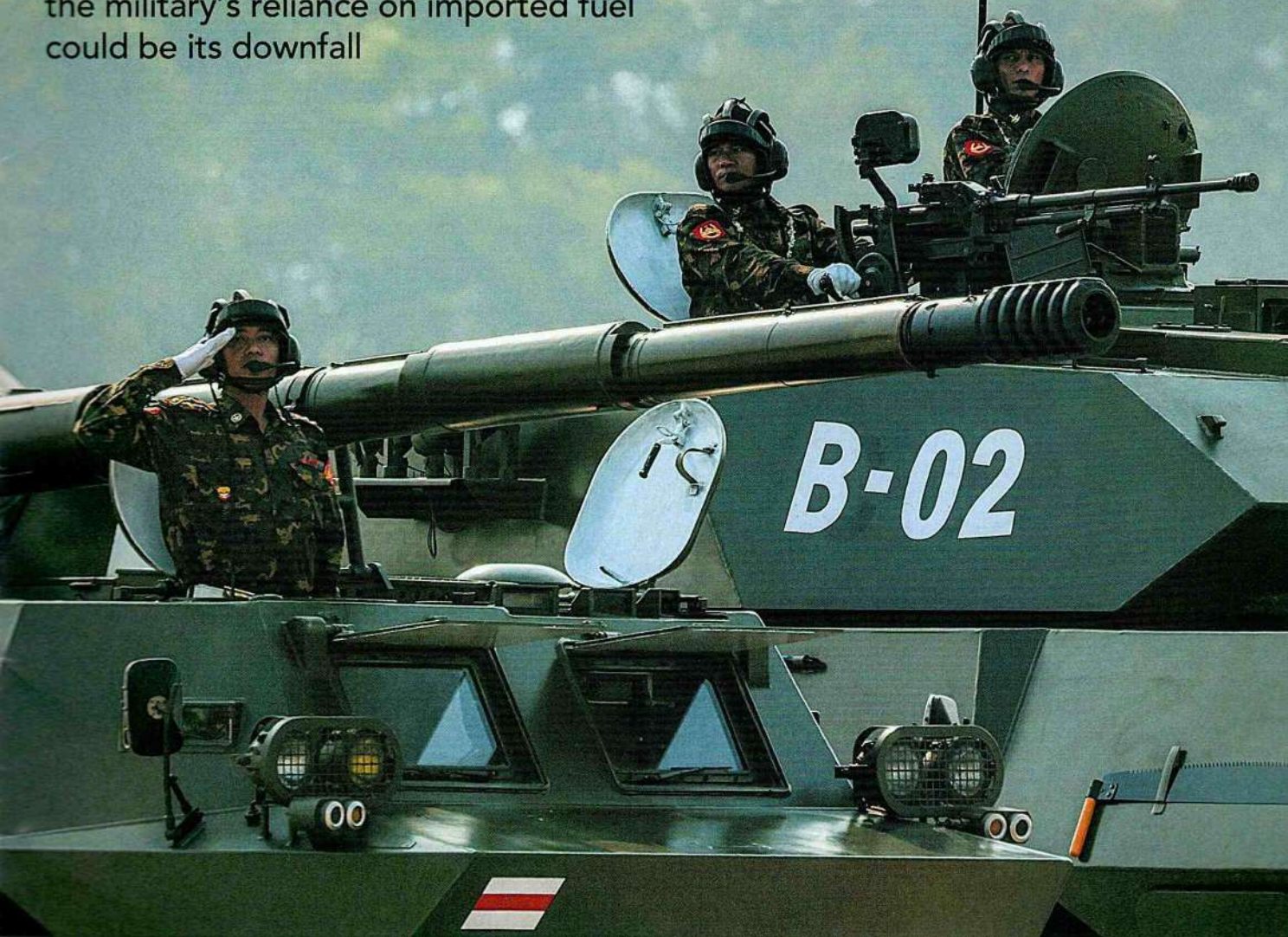
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Cover photo: Employees of Qingdao Hanhe Cable
are pictured with submarine cables in Qingdao, China,
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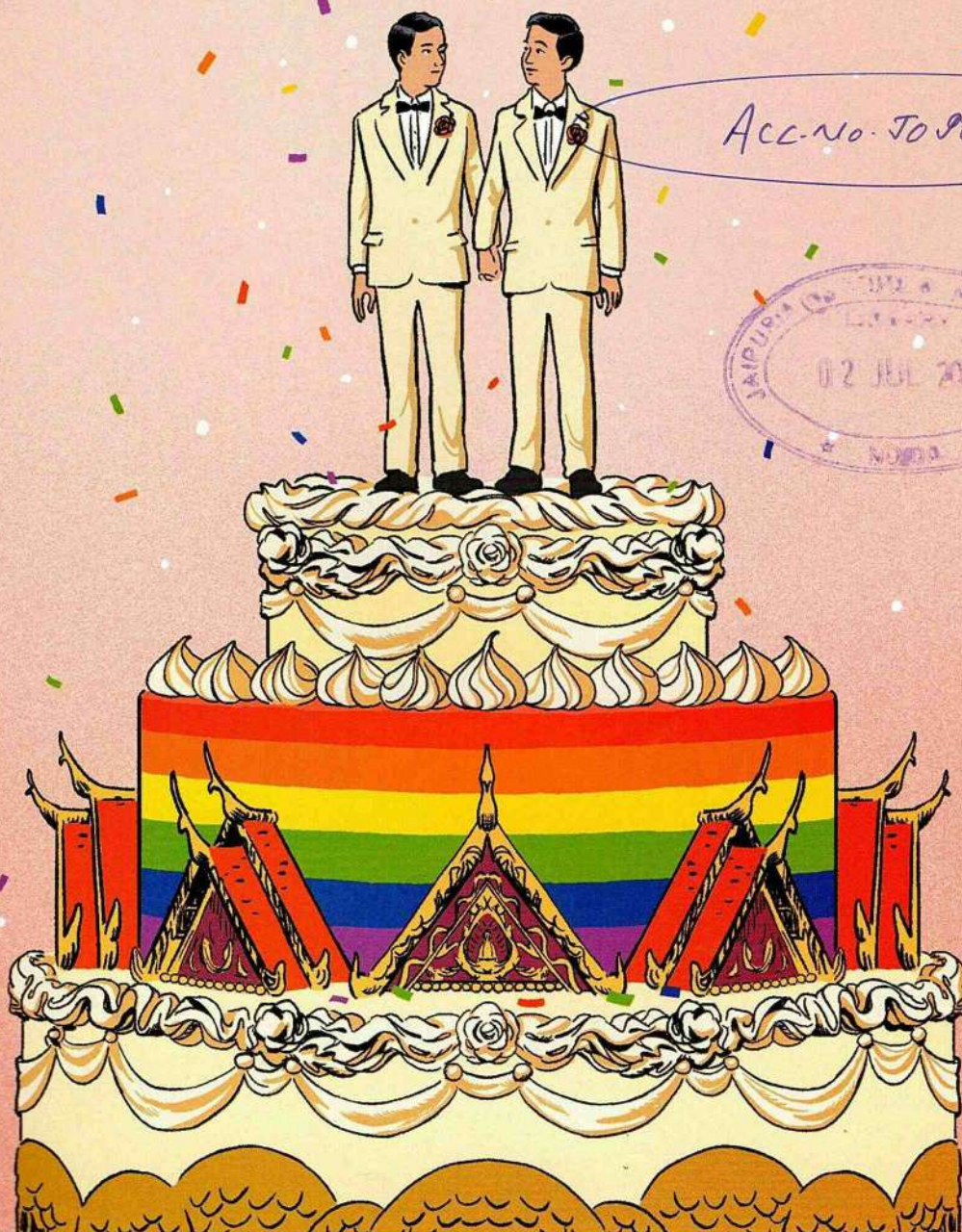
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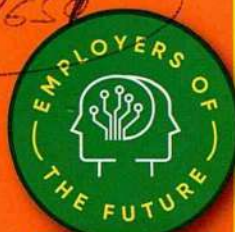
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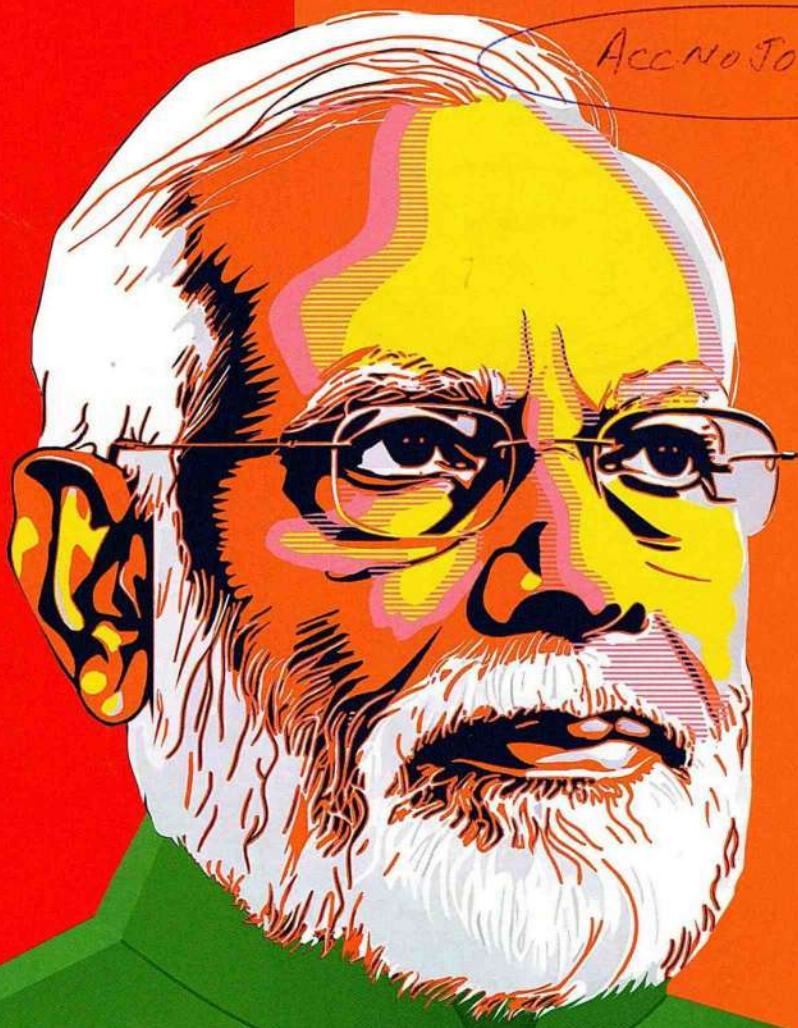
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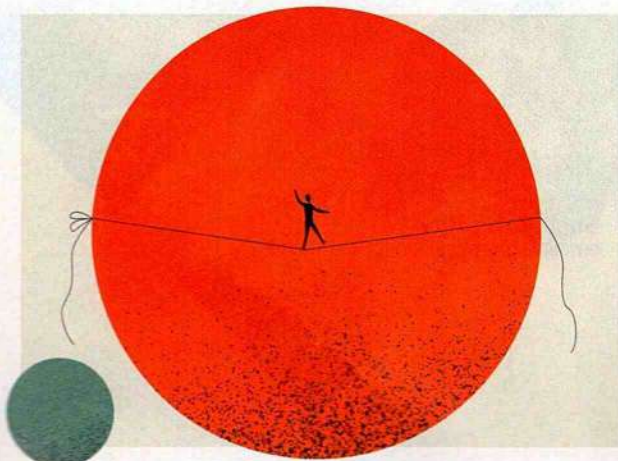
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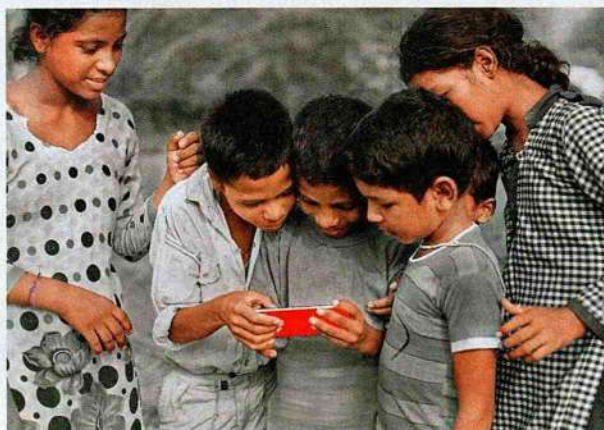


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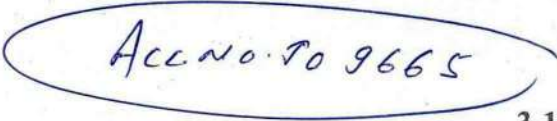
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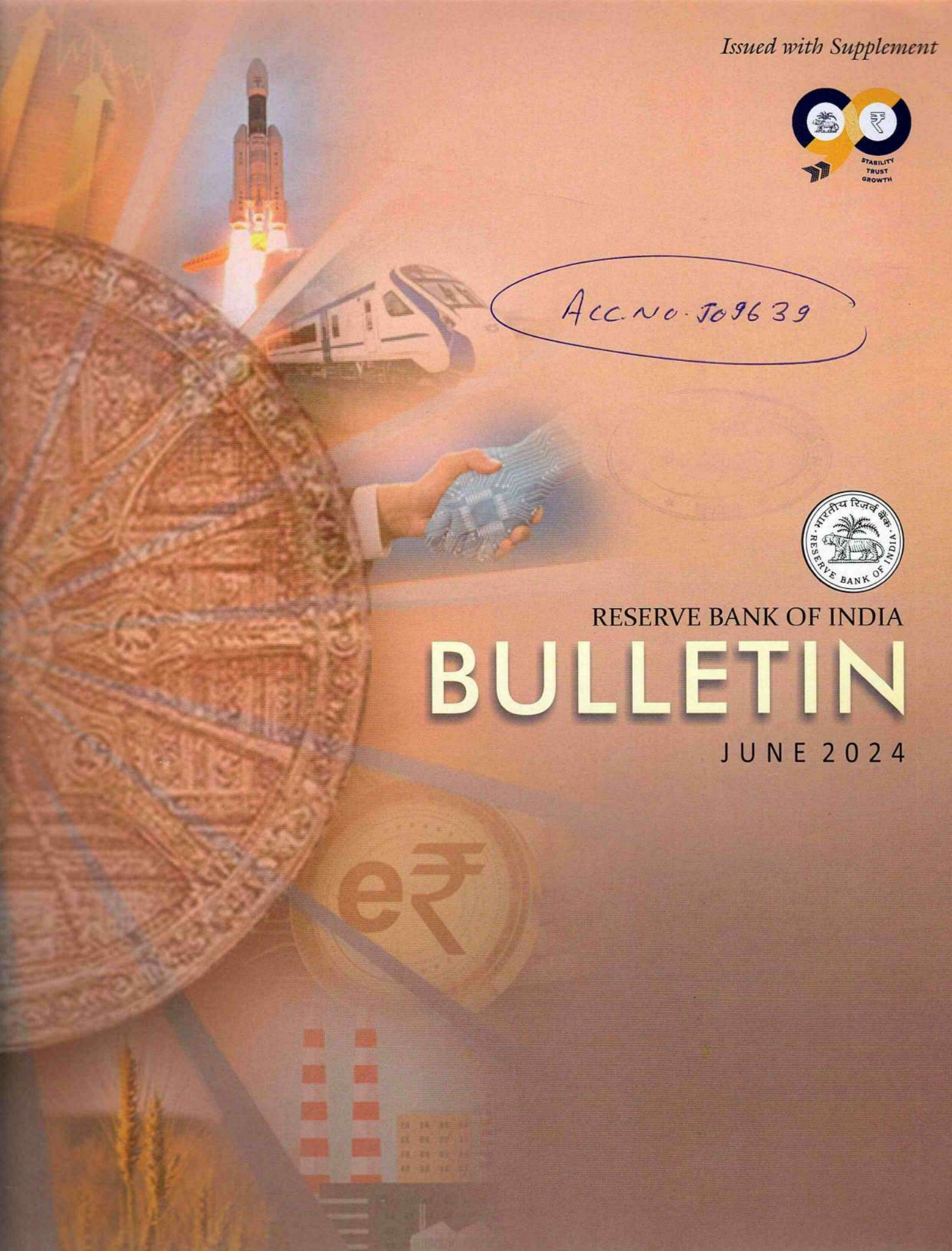
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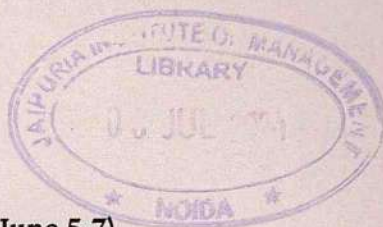
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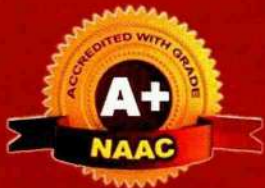
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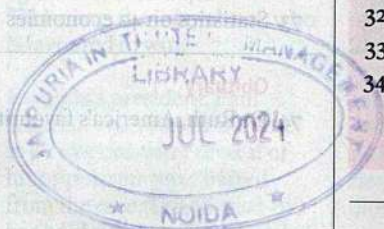
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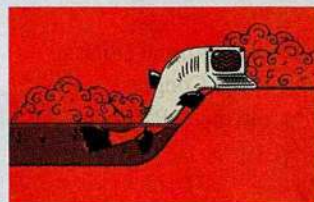
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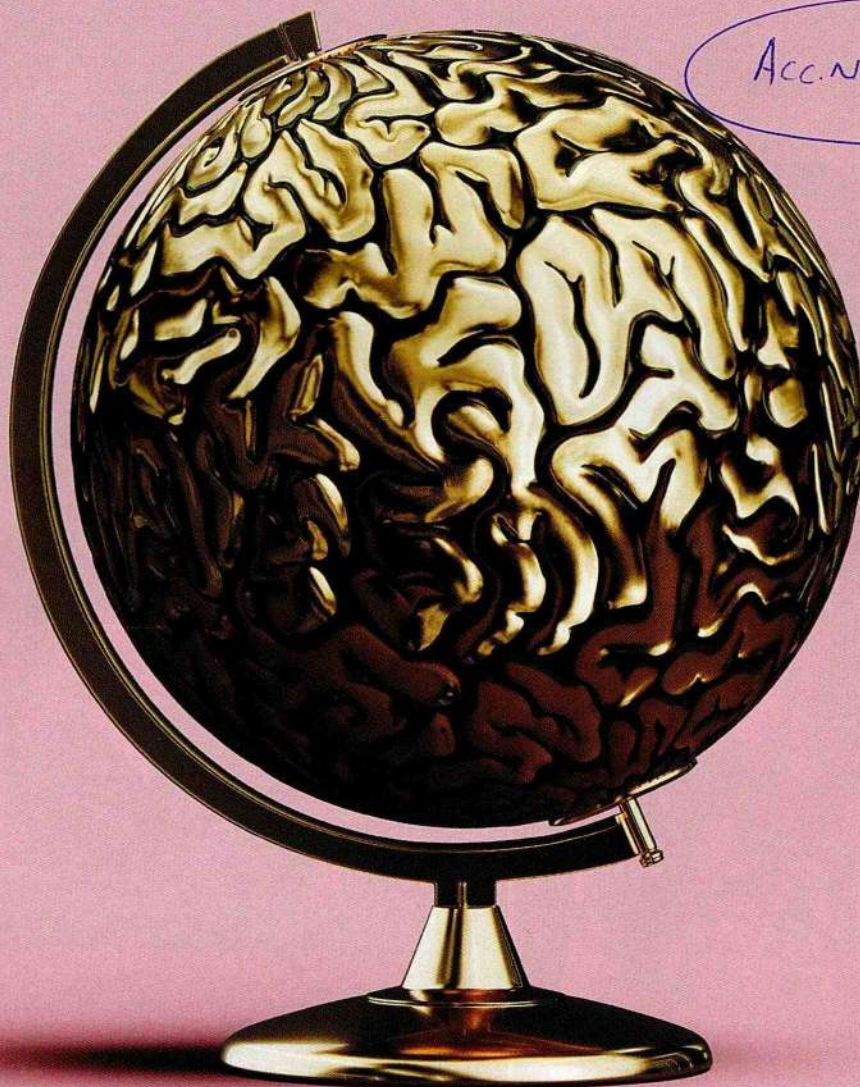
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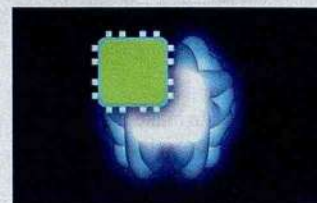
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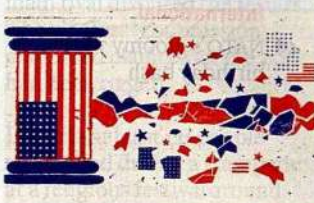
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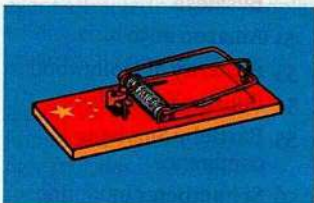
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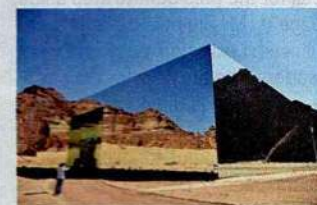
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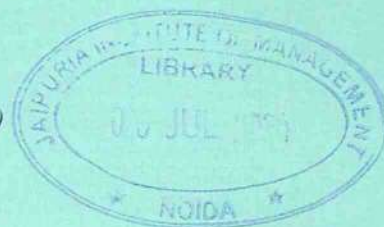
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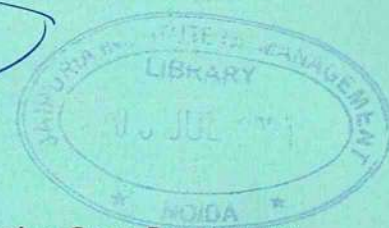
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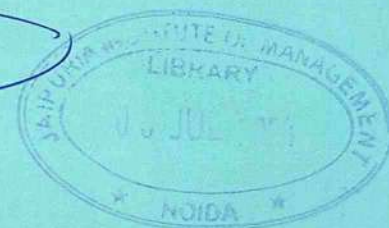
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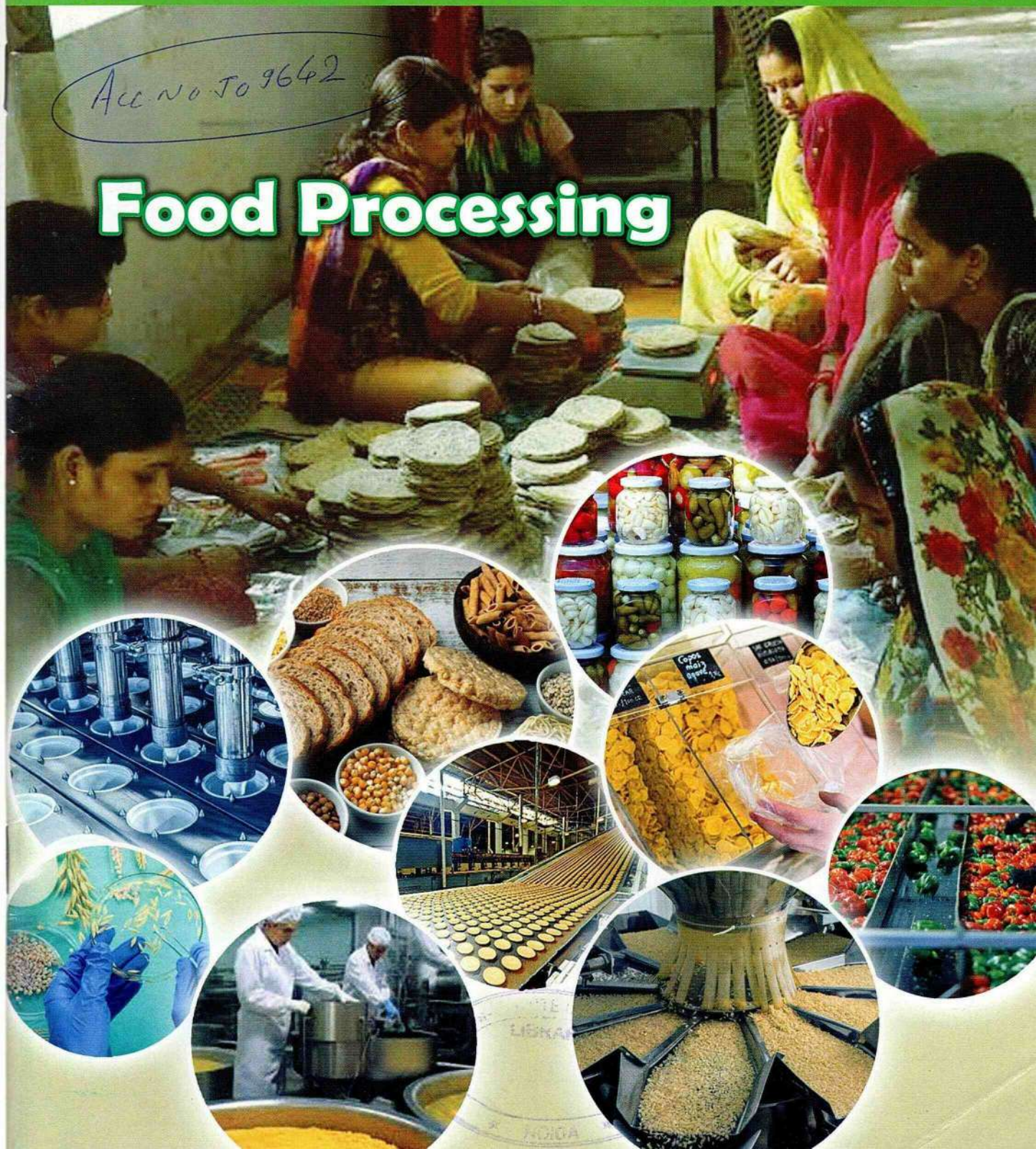
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