

UPDATE LRC TOC VOLUME



**JAIPURIA**  
INSTITUTE OF MANAGEMENT  
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## LRC TOC VOLUME UPDATE

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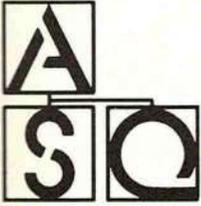


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# Location-Independent Organizations: Designing Collaboration Across Space and Time

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Jen Rhymer<sup>1</sup> 

## Abstract

Collaboration is critical to organizations and difficult when work is distributed. Prior research has indicated that when individuals are distributed, organizations respond by structuring their work to decrease reciprocal interdependence, reduce the complexity of tasks that individuals perform, or accept moderate inefficiencies. Yet in an increasing number of organizations—location-independent organizations—employees are fully distributed, exist without a physical office, and engage in reciprocally interdependent work. To understand how these distributed organizations collaborate, I undertook an inductive multiple-case study. I identify two patterns of collaboration, an *asynchronous orientation* and a *real-time orientation*, and reveal the specific enabling practices for each, with a focus on asynchronous-oriented organizations. This research contributes to the distributed work literature by detailing three novel practices that enable effective collaboration for reciprocally interdependent work without geographic or temporal alignment and to the organizational design literature by identifying distinct approaches to distributed collaboration. This study also engages with the future-of-work conversation by providing empirical grounding that enhances our understanding of the theory, boundary conditions, and nuance of the phenomenon of distributed organizations, specifically location-independent organizations.

**Keywords:** distributed work, remote work, collaboration, asynchronous, organizational design

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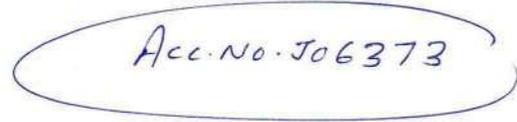
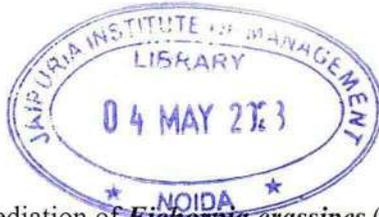
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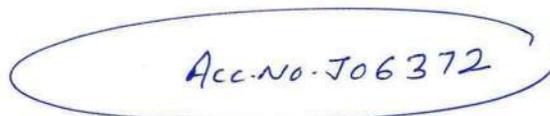
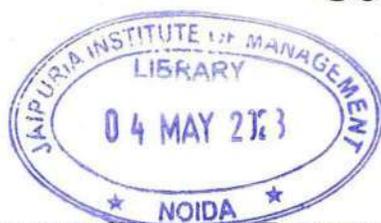
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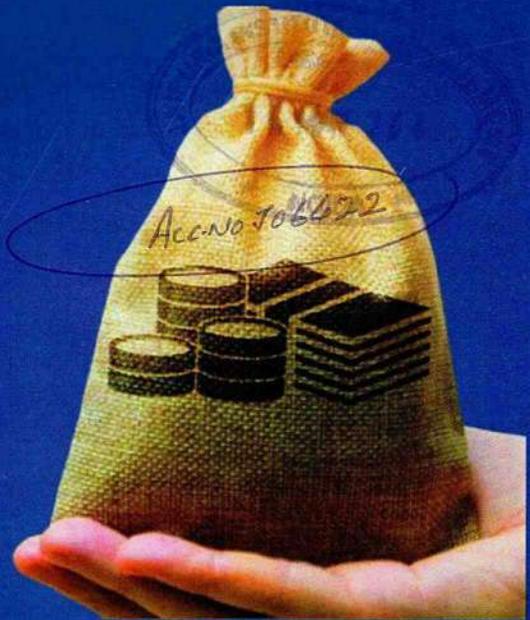
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"RBI has decided to develop a web portal to enable search across multiple banks for possible unclaimed deposits based on user inputs."

**Shaktikanta Das**  
Governor  
Reserve Bank of India



"Credit card market opportunity is huge and demographics in India also work in favour of banks, such as DBS, to expand its play in the credit card segment."

**Bharath Mani**  
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# Business Manager



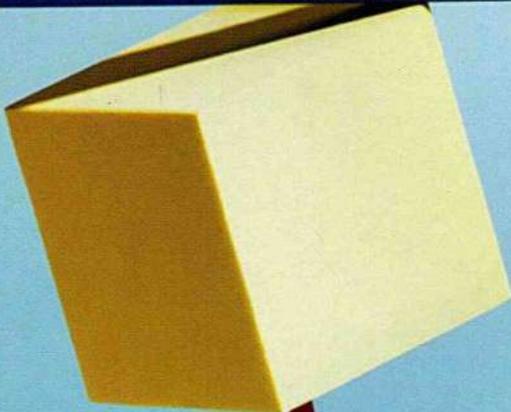
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## INTERVIEW

HR needs to be a business enabler

AKILA RAJU

## INTERVIEW

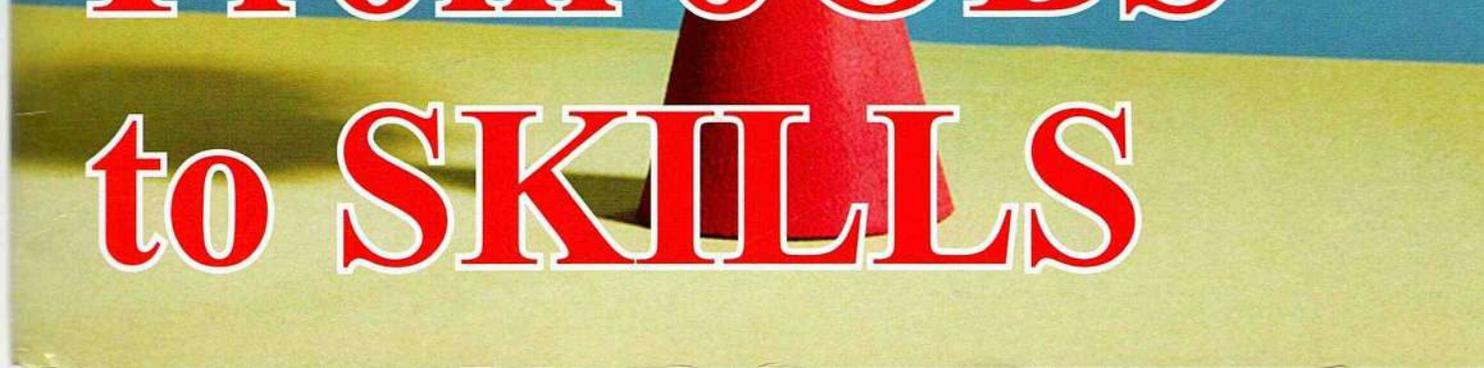
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# From JOBS

# to SKILLS



The hiring transition :

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**Preeti Ahuja**



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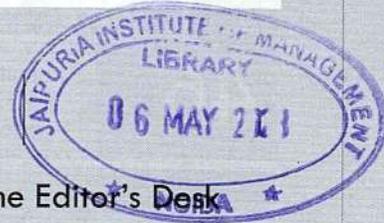
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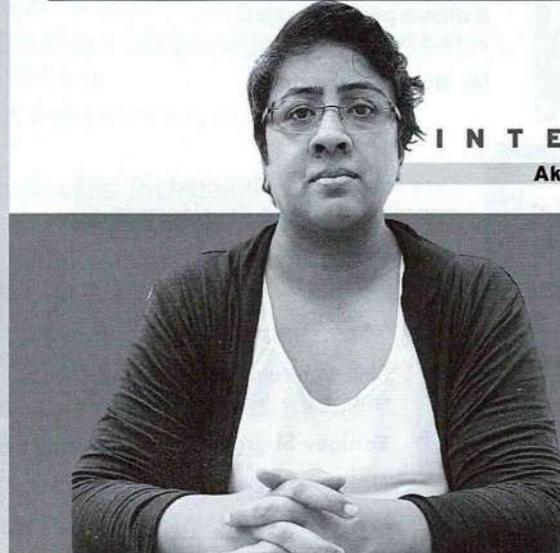


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enabler**



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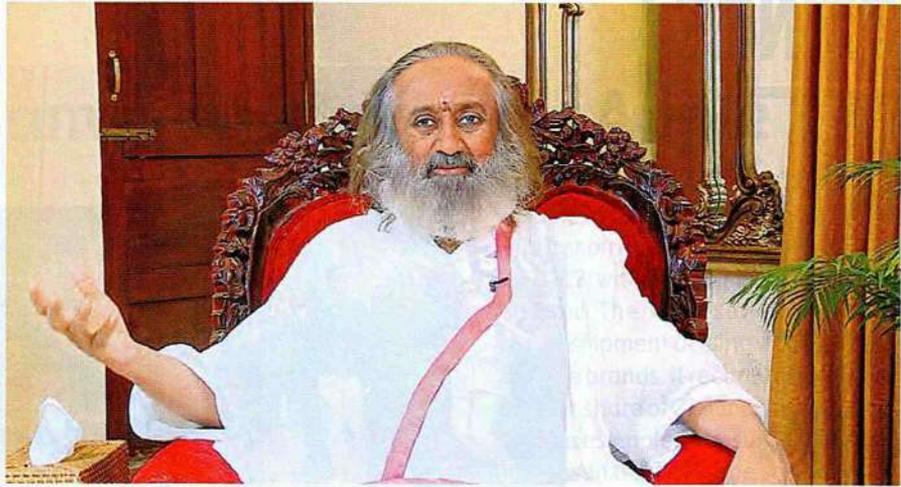
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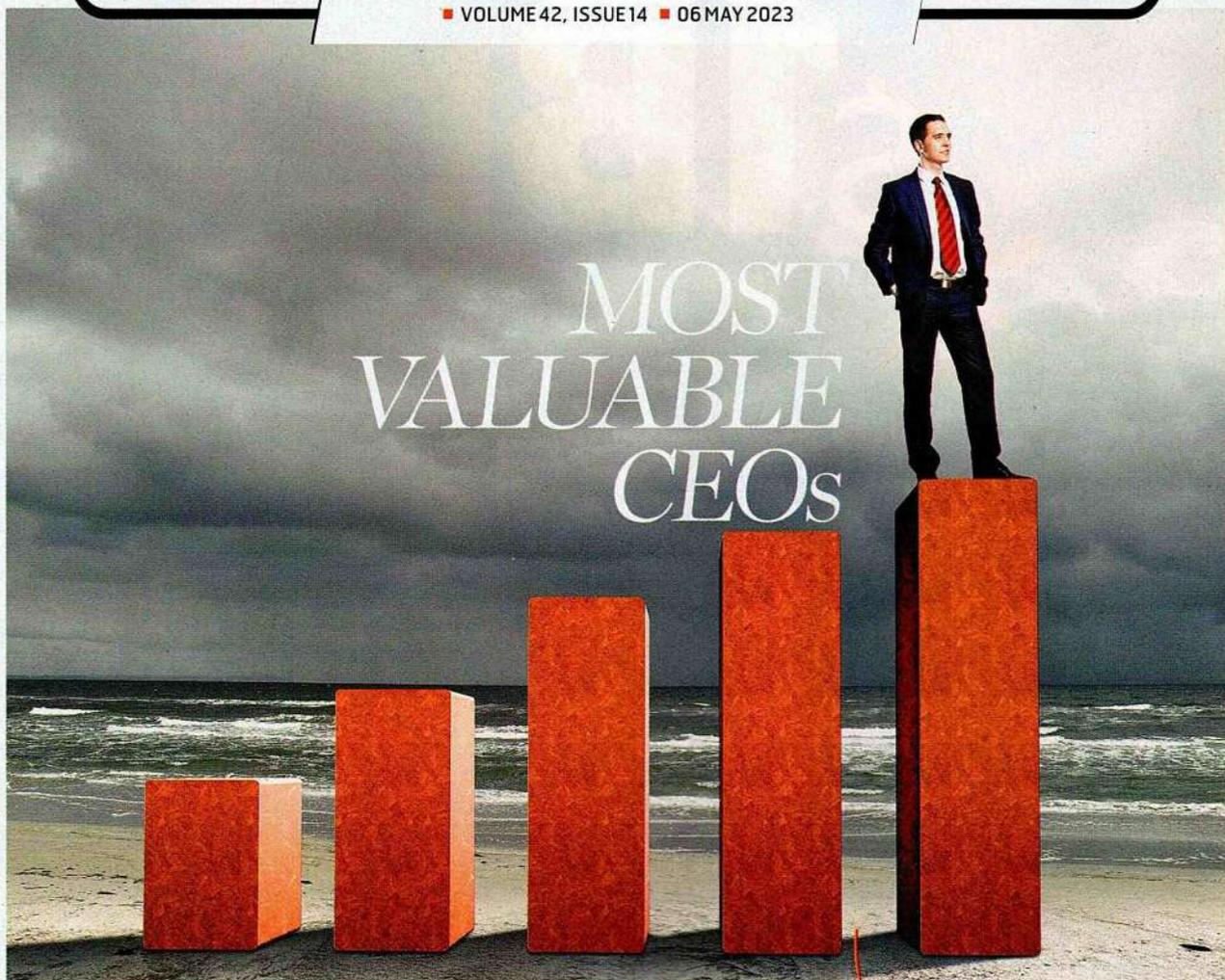
BUSINESS LEADERS WHO GENERATED VALUE FOR THEIR COMPANIES AND SHAREHOLDERS IN A CHALLENGING ECONOMIC ENVIRONMENT

(L-R) Top row: **Ravi Chawla**, Gulf Oil Lubricants India; **Vibha Padalkar**, HDFC Life; **Rakesh Khanna**, Orient Electric. Second row: **Siddharth Mittal**, Biocon; **Pradip Kumar Todi**, Lux Industries; **Shrikant M. Vaidya**, IOC. Third row: **Hitesh Oberoi**, Info Edge; **Sanjiv Lal**, Rallis India; **Thierry Delaporte**, Wipro; **Sunil D'Souza**, Tata Consumer Products. Fourth row: **T.V. Narendran**, TSLP; **Murali K. Divi**, Divi's Laboratories; **Mohit Malhotra**, Dabur India. Fifth row: **Amitava Mukherjee**, NMDC; **Balfour Manuel**, Blue Dart; **C.K. Venkataraman**, Titan Company; **D.K. Khara**, SBI. Bottom row: **M.R. Jyothy**, Jyothy Labs; **Chacko Purackal Thomas**, Tata Coffee; **Mithun Chittilappilly**, V-Guard Industries; **Suresh Narayanan**, Nestle India

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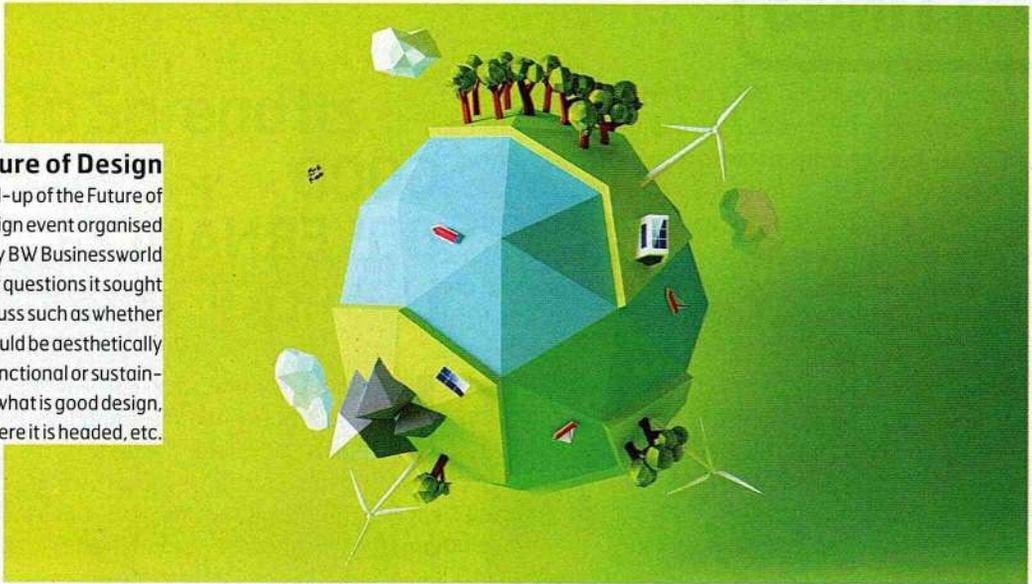
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Top international lawyer John Quinn on what foreign law firms can learn from India

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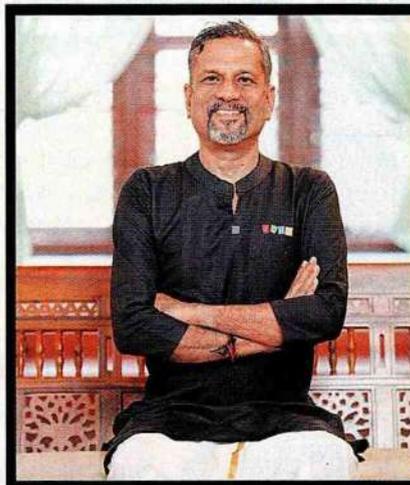
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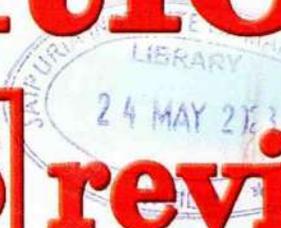
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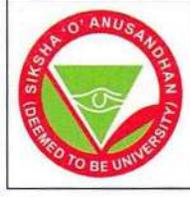
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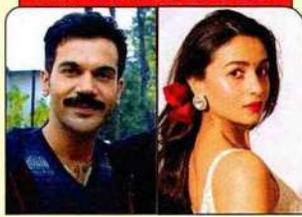
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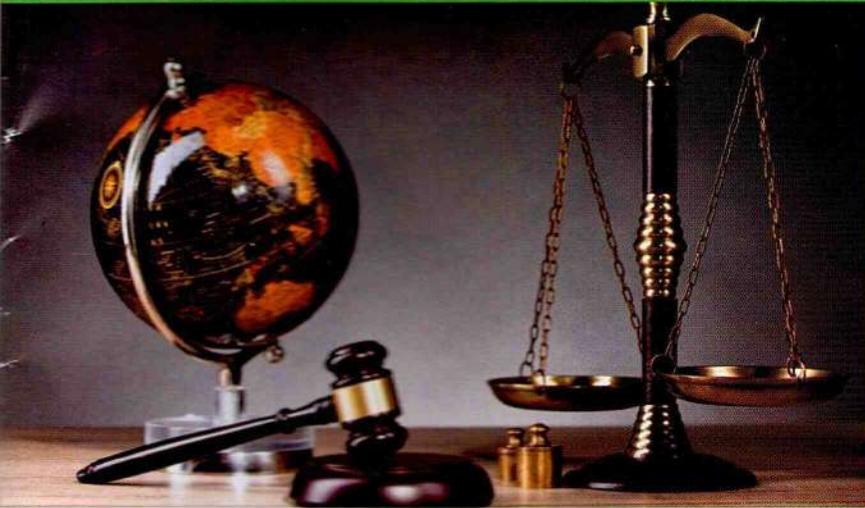
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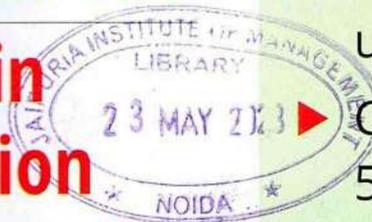


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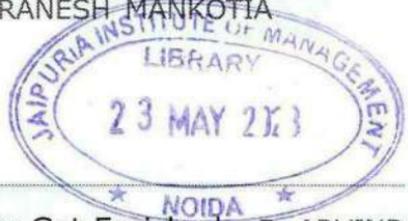
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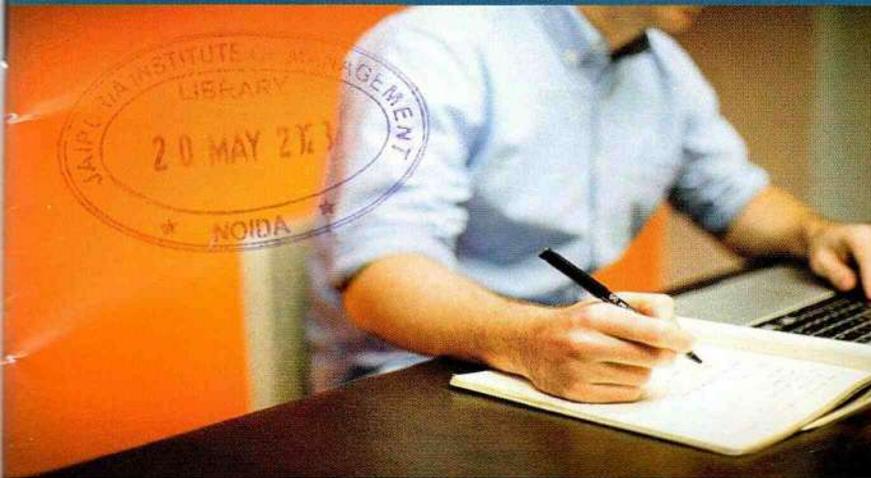
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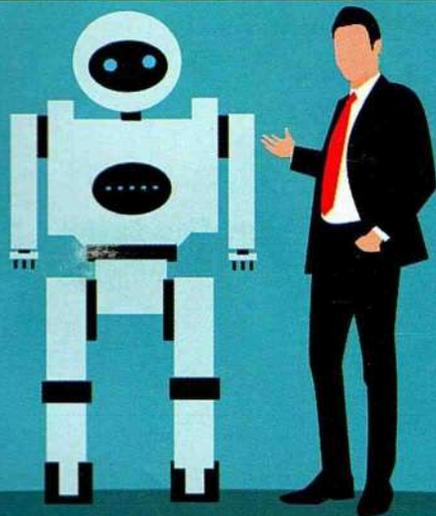
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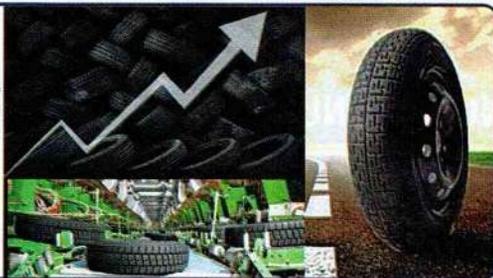
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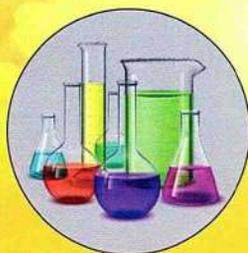
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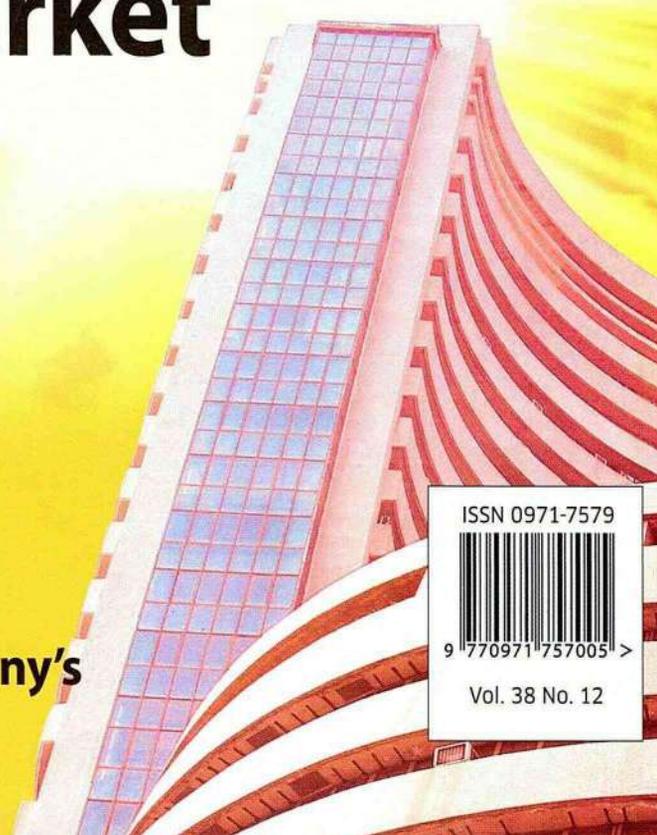


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Financial Barometer?

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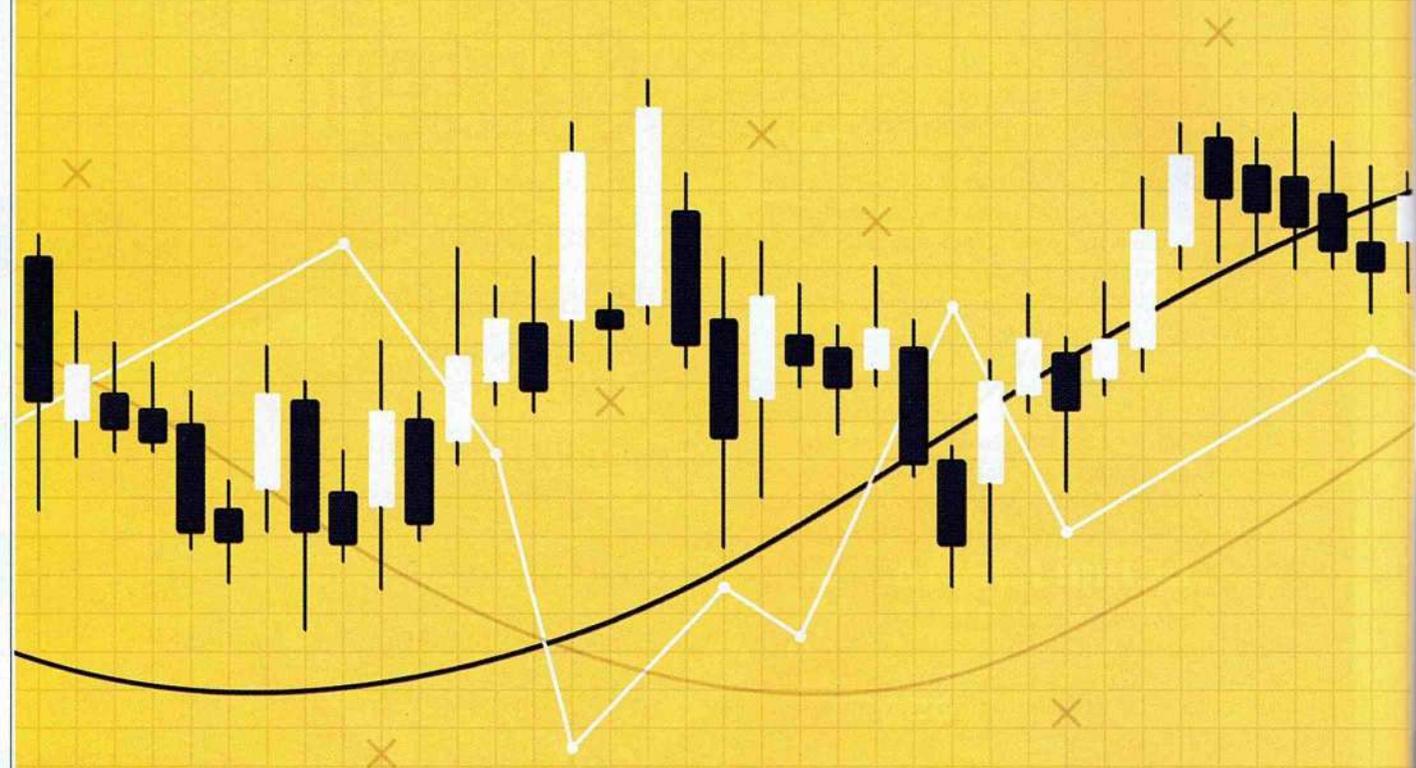
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# Inflation and Equity Markets

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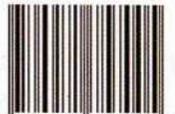
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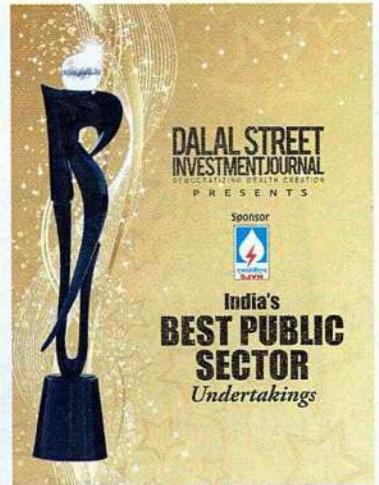


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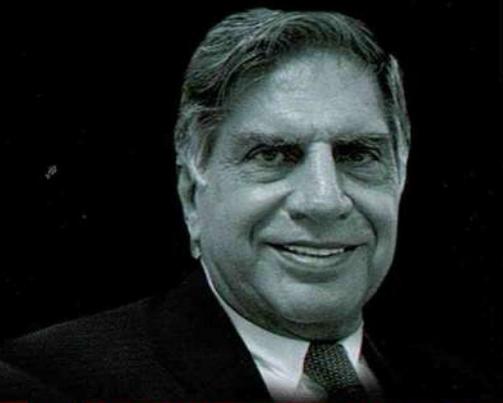
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innovators & innovations**

—Ravi Venkatesan



**Beyond the Global  
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—Narayana Murthy



**We'll keep getting into  
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—Ratan Tata, 1994

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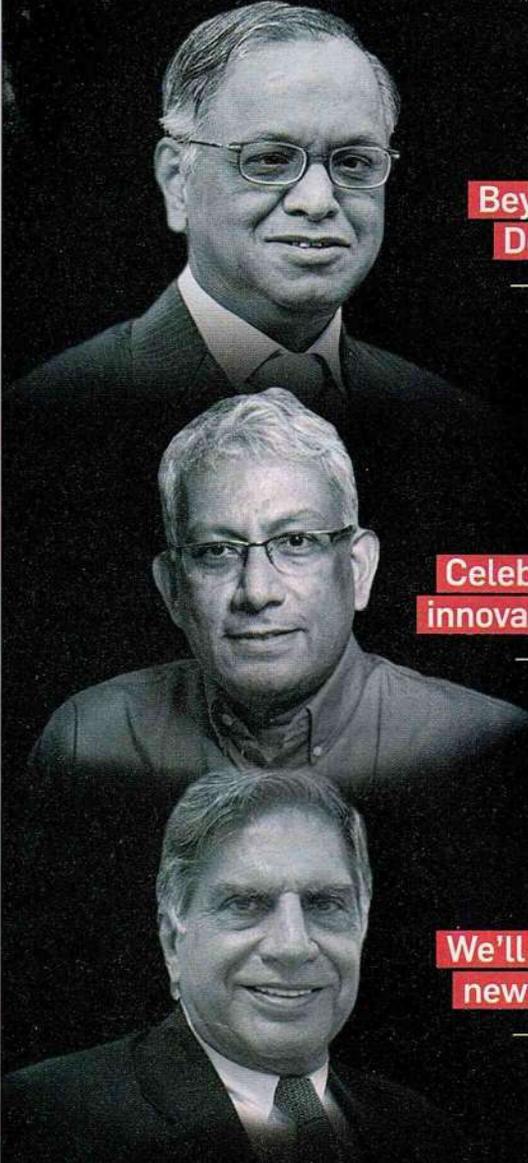
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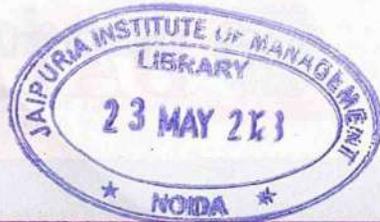
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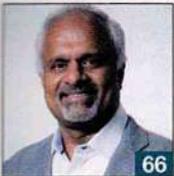
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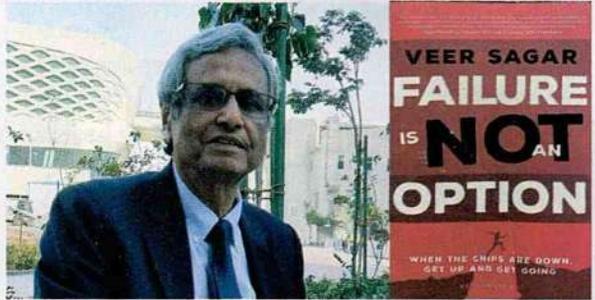
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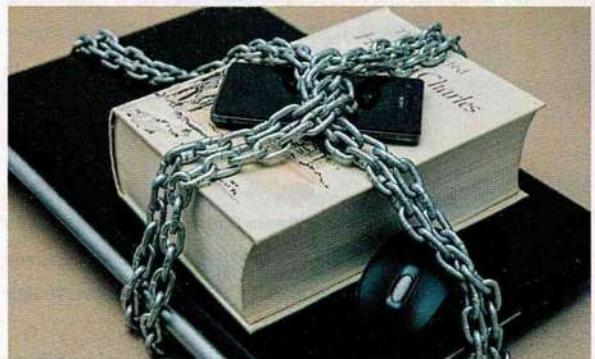
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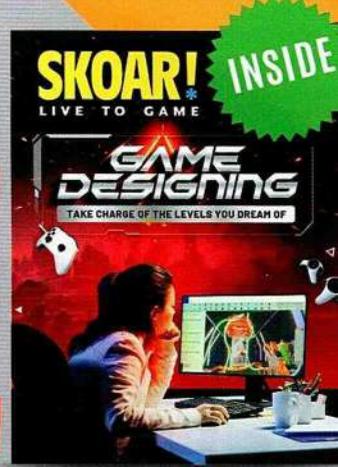
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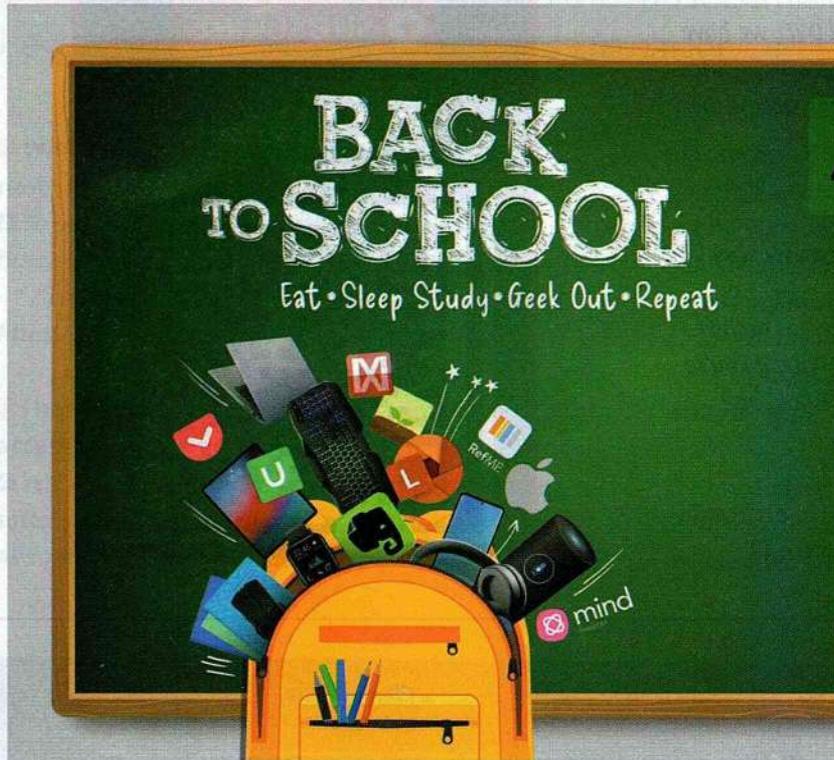
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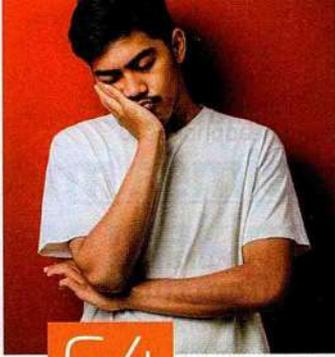
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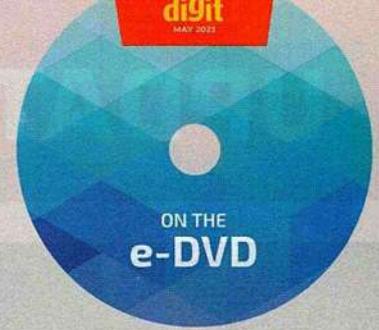
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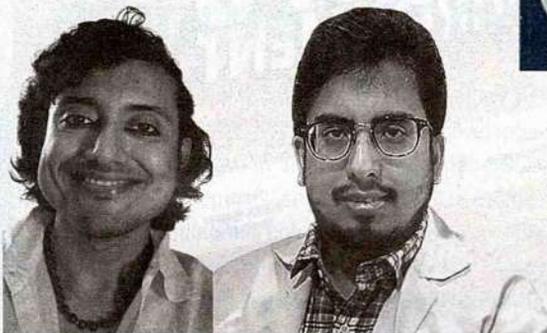
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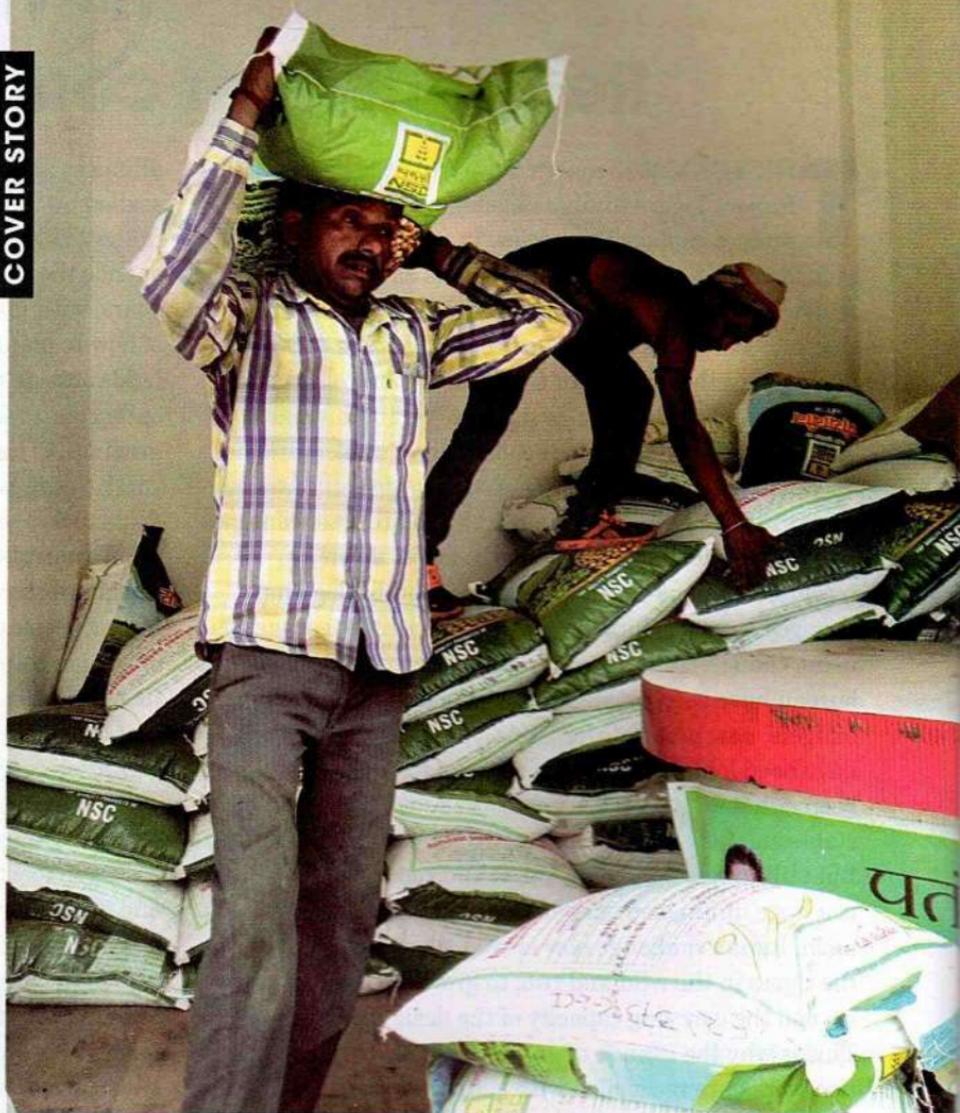
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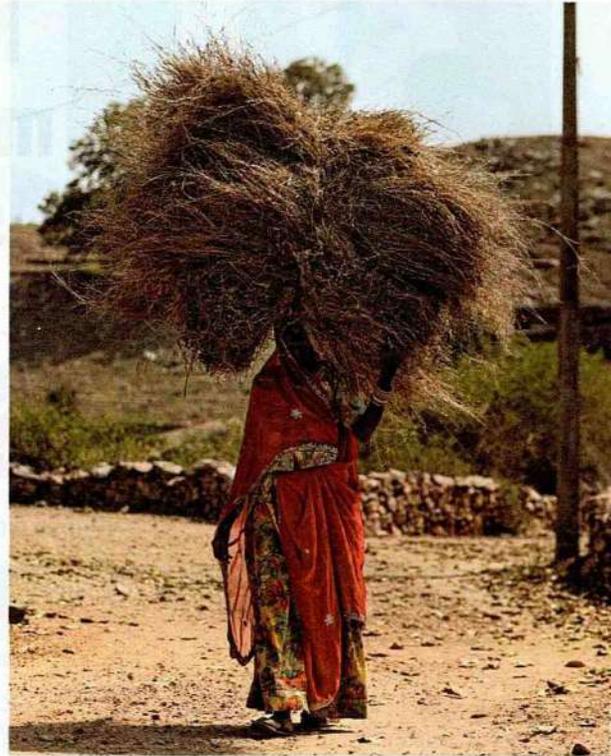
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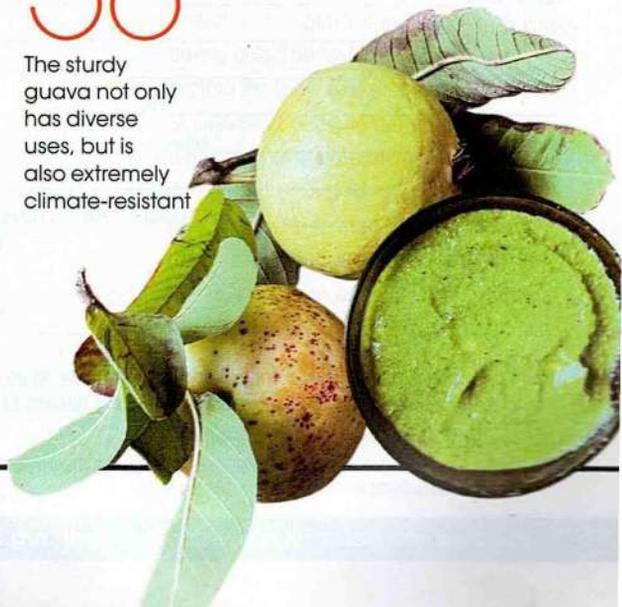
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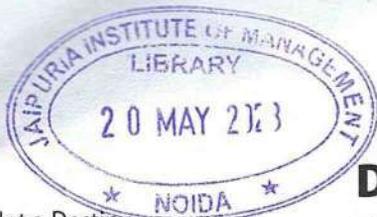
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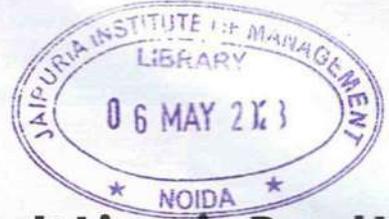
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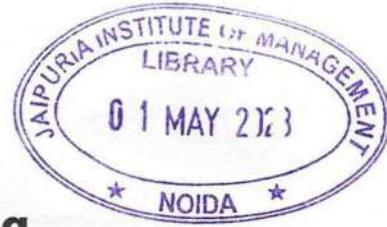
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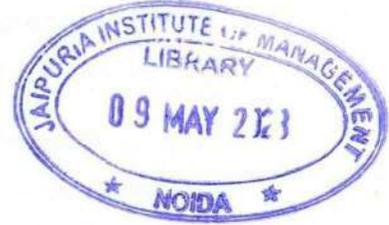


**AESSRA**

Agricultural Economics and Social Science  
Research Association - AESSRA (India)

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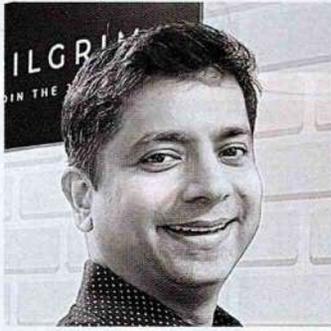
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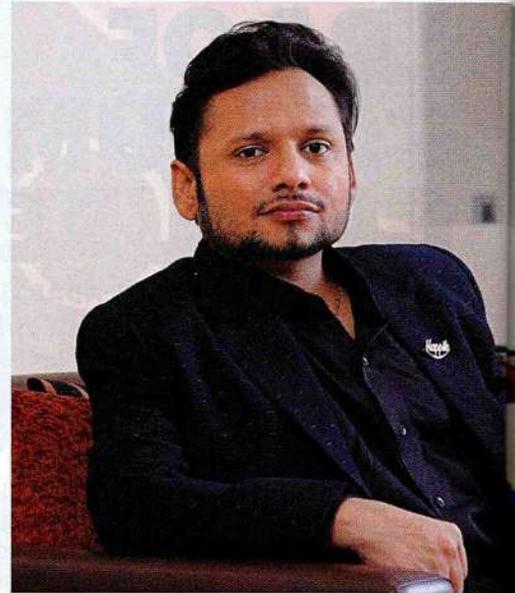


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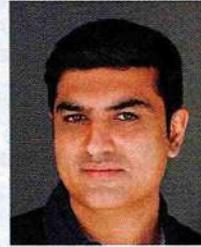
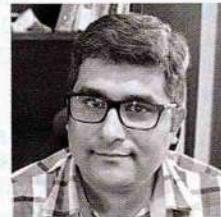
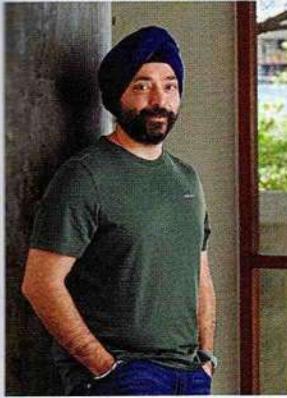
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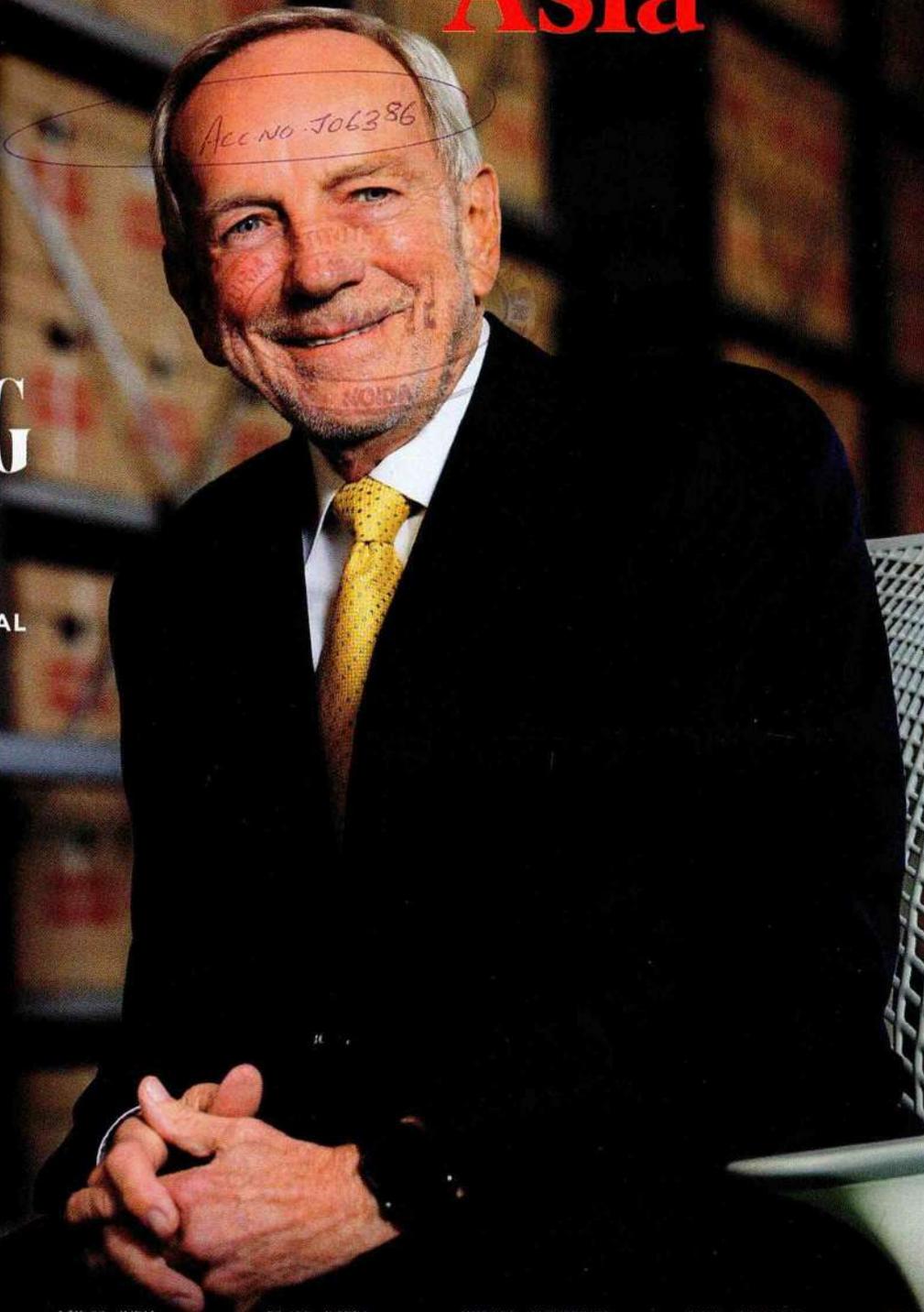
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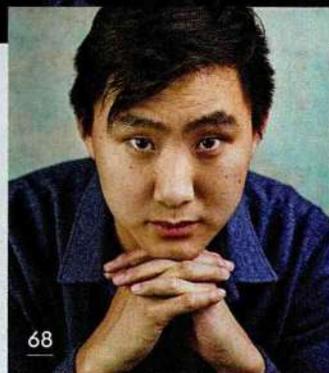
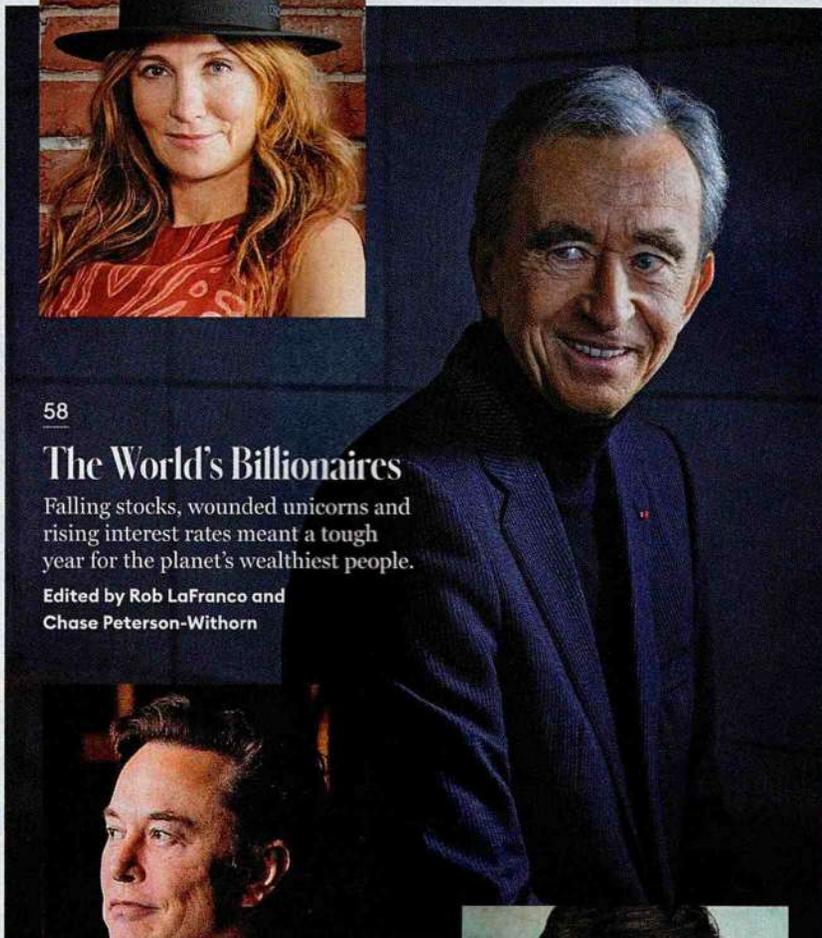
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ARNAULT BY JAMEL TOPPIN FOR FORBES; KULCZYK BY LEVON BISS FOR FORBES; WANG BY ETHAN PINES FOR FORBES; MUSK: ELON MUSK BY TREVOR COKLEY/ALAMY

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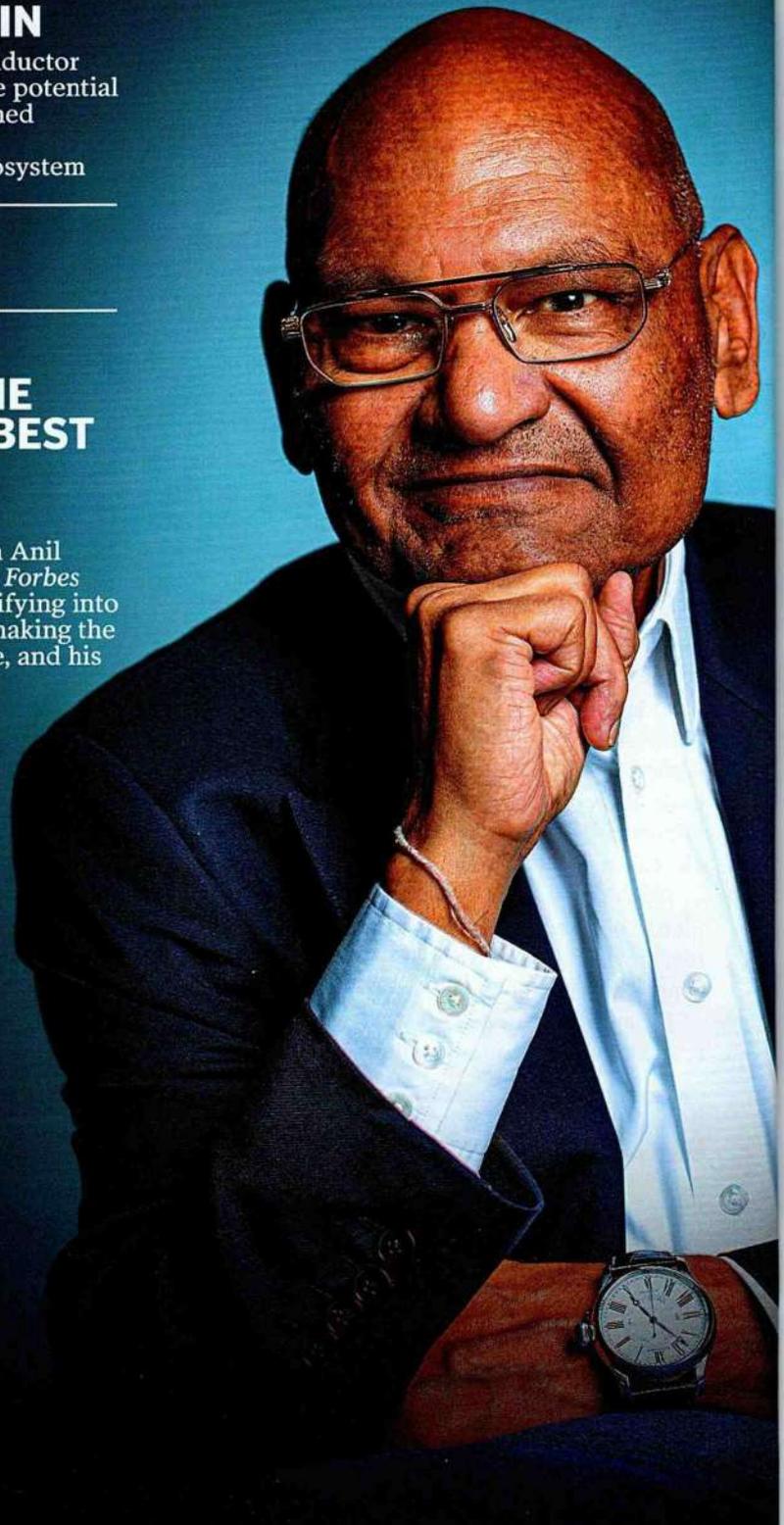
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Vedanta's semiconductor ambitions have the potential to create a watershed moment in India's manufacturing ecosystem

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Vedanta Chairman Anil Agarwal speaks to *Forbes India* about diversifying into semiconductors, making the company debt-free, and his succession plans





Go First's decision to declare bankruptcy marks the second collapse of an airline in the last five years, after Jet Airways went bankrupt in 2019



(From left) Rohini Nilekani, founder, Rohini Nilekani Philanthropies; Kris Gopalakrishnan, co-founder, Infosys; Harsh Mariwala, founder, Mariwala Health Initiative and Kiran Mazumdar-Shaw, CMD, Biocon have been working to improve access to mental health services

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plan to make India a  
production hub

Tim Cook,  
CEO, Apple Inc

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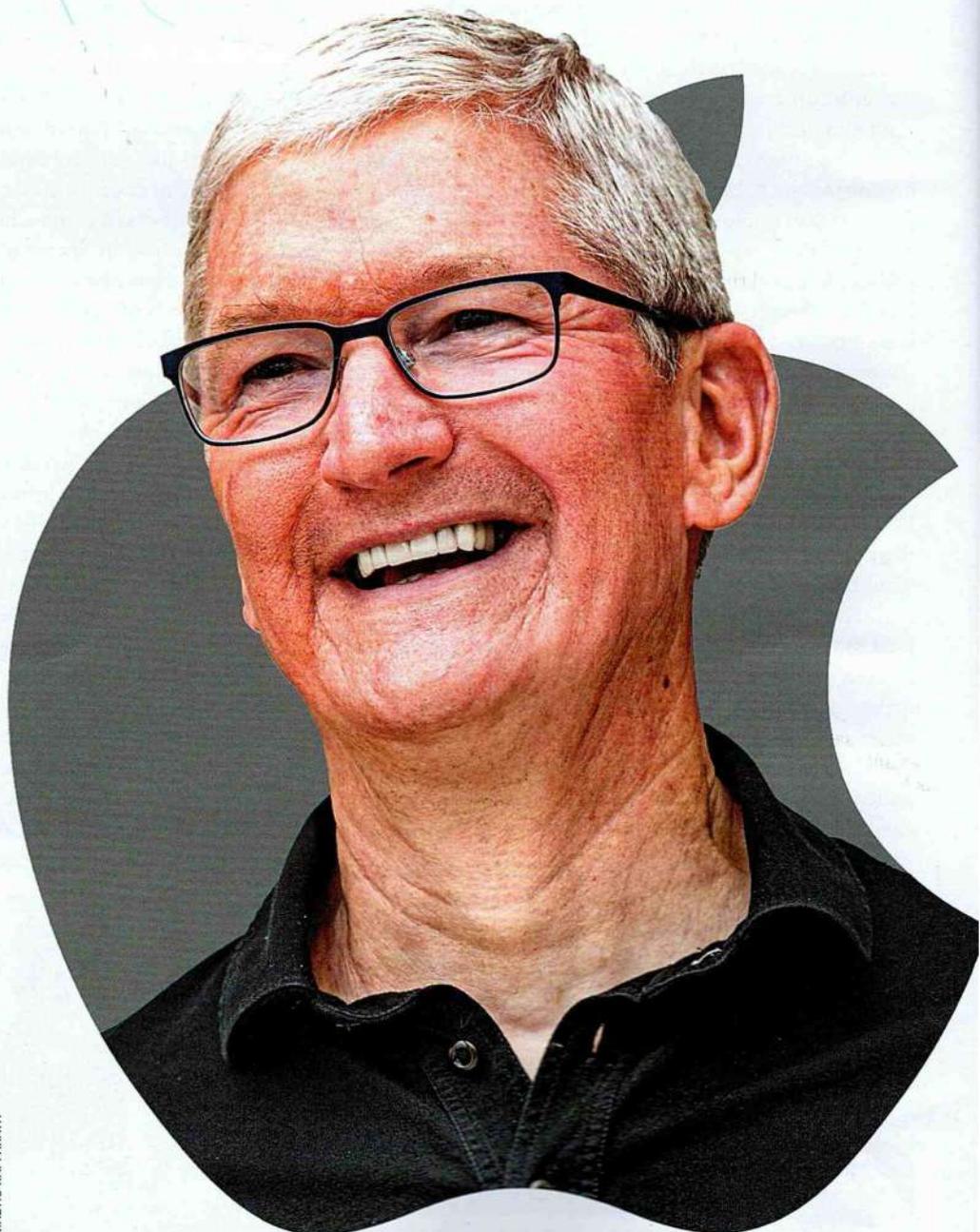
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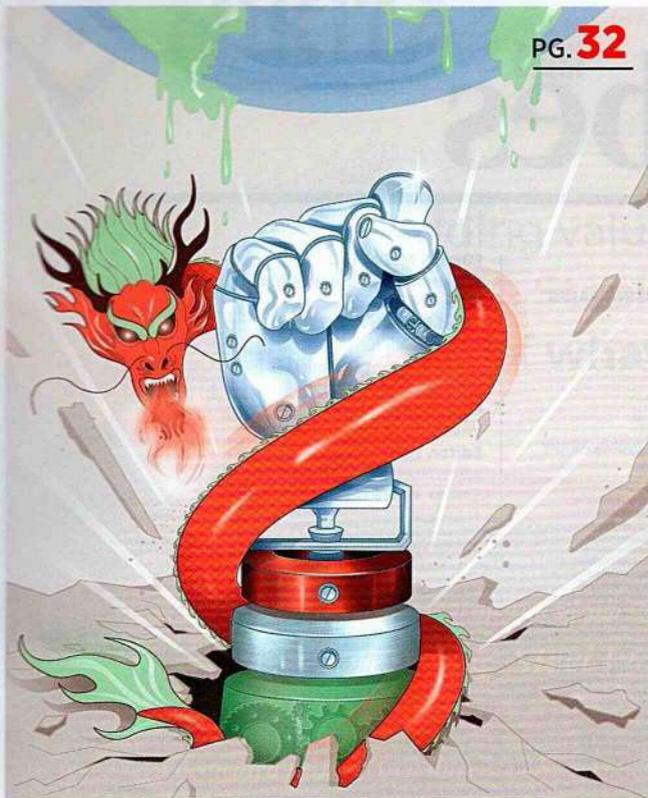
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MADHU KAPPARATH

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Cheering spectators at an IPL match between Gujarat Titans and Chennai Super Kings at the Narendra Modi stadium in Ahmedabad this March

THE WORLD'S BILLIONAIRES

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INDIA

# Forbes

## THE DEBUTANT

Meet Ashwin Desai, who joins 168 other Indians on the World's Billionaires list



Network

## THE WORLD'S BILLIONAIRES

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Yogesh Kothari's Alkyl Amines is a reflection of his passion for chemistry

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MEXY XAVIER

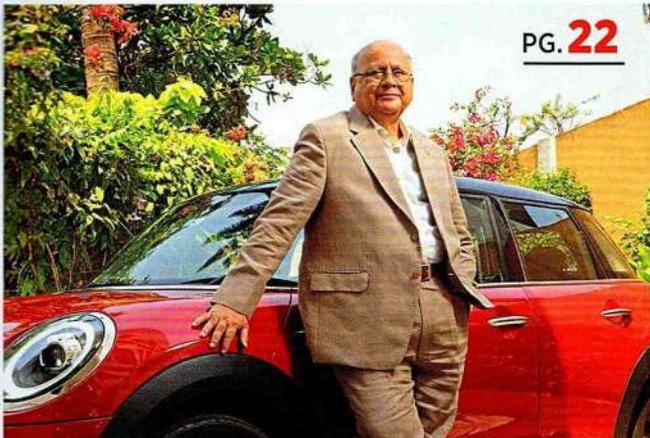
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Ashwin Desai's specialty chemicals company Aether Industries had a spectacular rally on the bourses, resulting in the 72-year-old entering the billionaires' club

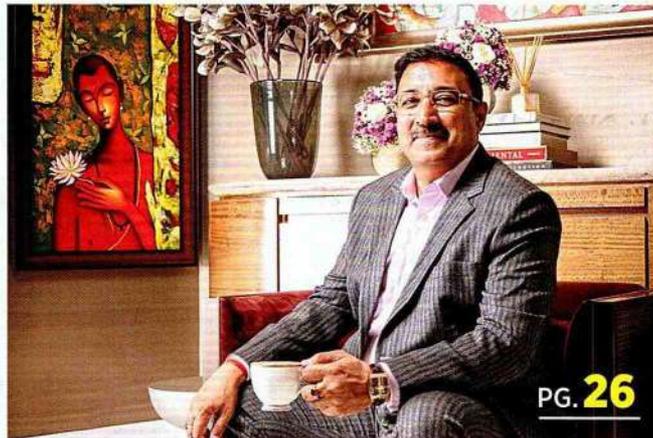


Ashwin Desai (extreme right) started Aether Industries in 2013 with wife Purnima and sons Aman (extreme left) and Rohan Desai



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Yogesh Kothari, chairman and MD, Alkyl Amines, has set up a business that has a worldwide competitive edge



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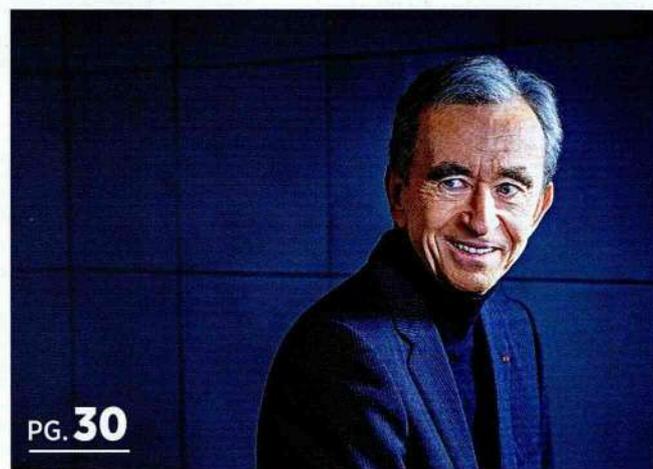
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After years of jockeying for the top spot, Bernard Arnault leads the World's Billionaires list—the first time a French citizen has made it to No. 1



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Growing Legacies

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ISHA AMBANI

DEVANSH JAIN

NIKHIL KAMATH

KARAN ADANI

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UNDER

YOUNG LEADERS WHO STOOD OUT FOR THEIR IMPACT ON BUSINESS

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BY V. KESHAVDEV

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MAY 2023

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NEWS, EVENTS, PROMOTIONS + IDEAS

## Trusted Brands and Leaders

Their inspirational narratives serve as impressive benchmarks for trustworthiness, transformative initiatives and business acumen in navigating the thrust and parry of a fiercely competitive market – a stimulating imperative for India's economic growth to forge ahead



DR PREETI REDDY



BANTWAL RAMESH  
BALIGA



KRISHNAKUMAR  
GOYAL



DR RITU BHANDARI



SHESHGIRI  
KAMATH



SUKET BERIWAL



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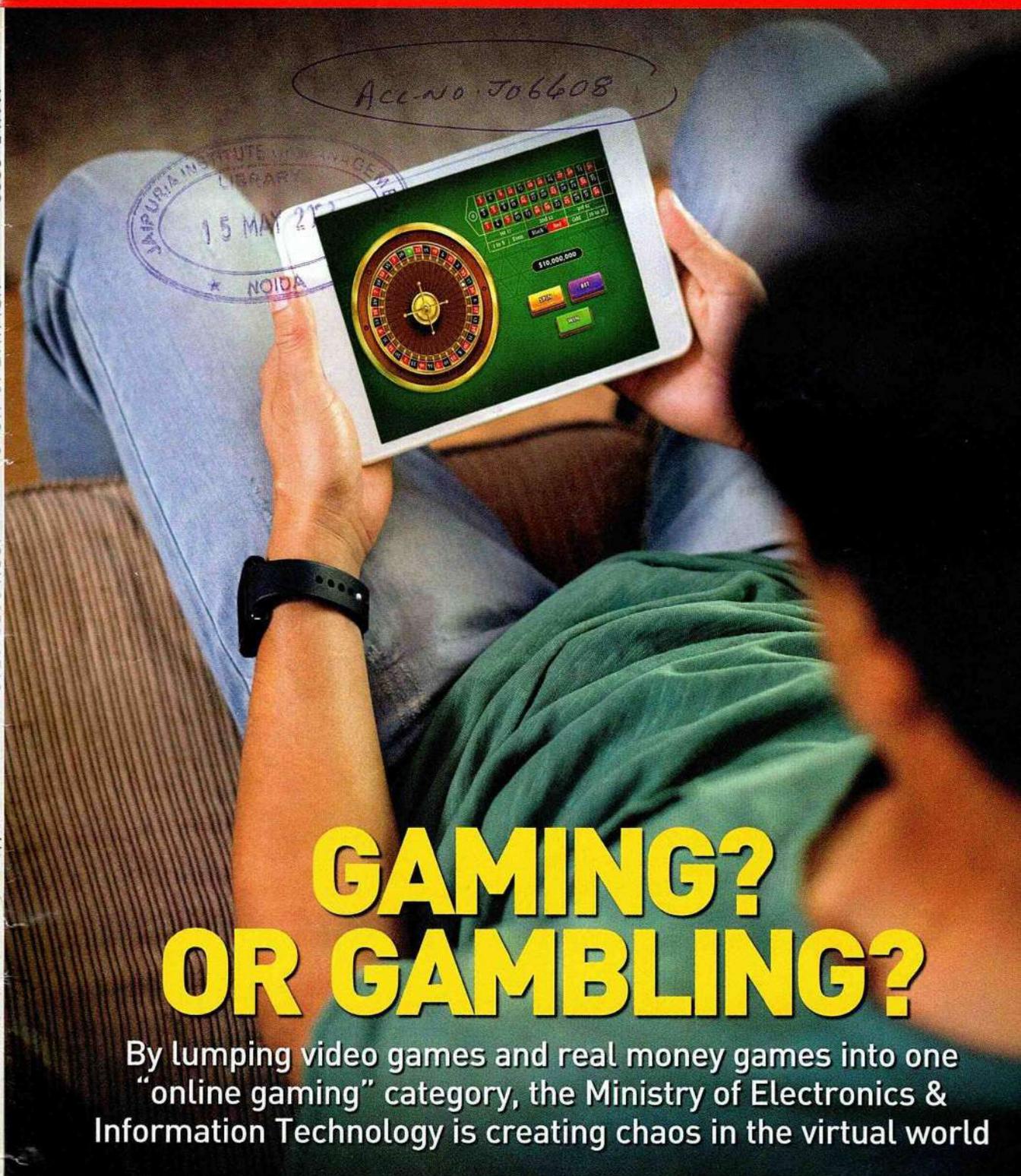
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## GAMING? OR GAMBLING?

By lumping video games and real money games into one "online gaming" category, the Ministry of Electronics & Information Technology is creating chaos in the virtual world

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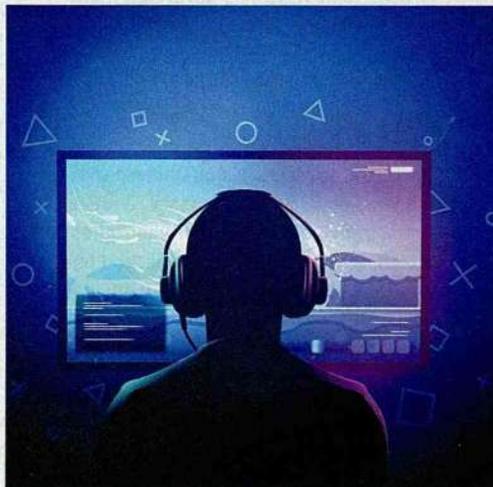


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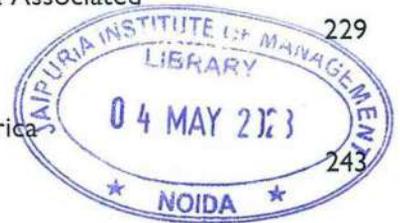
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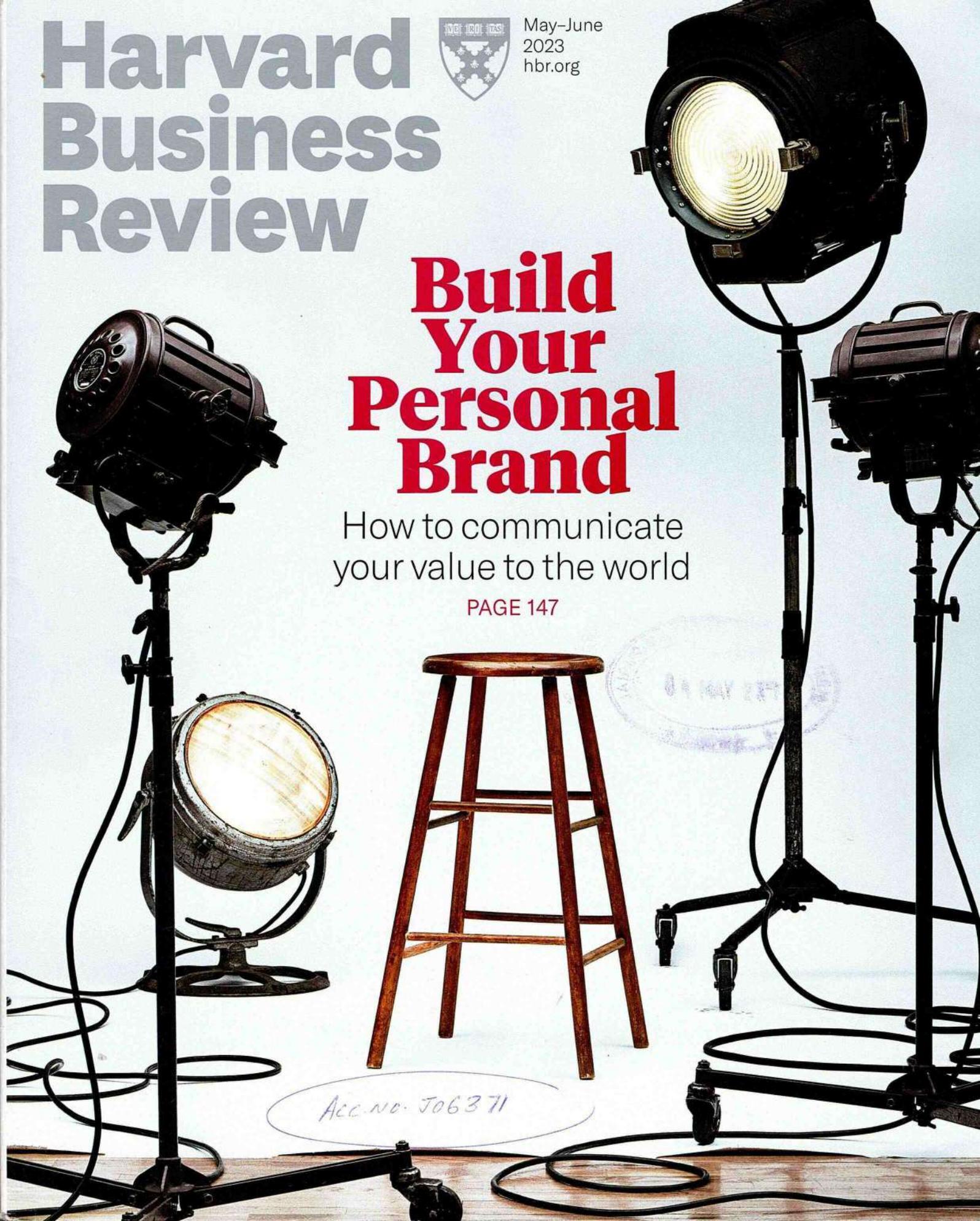


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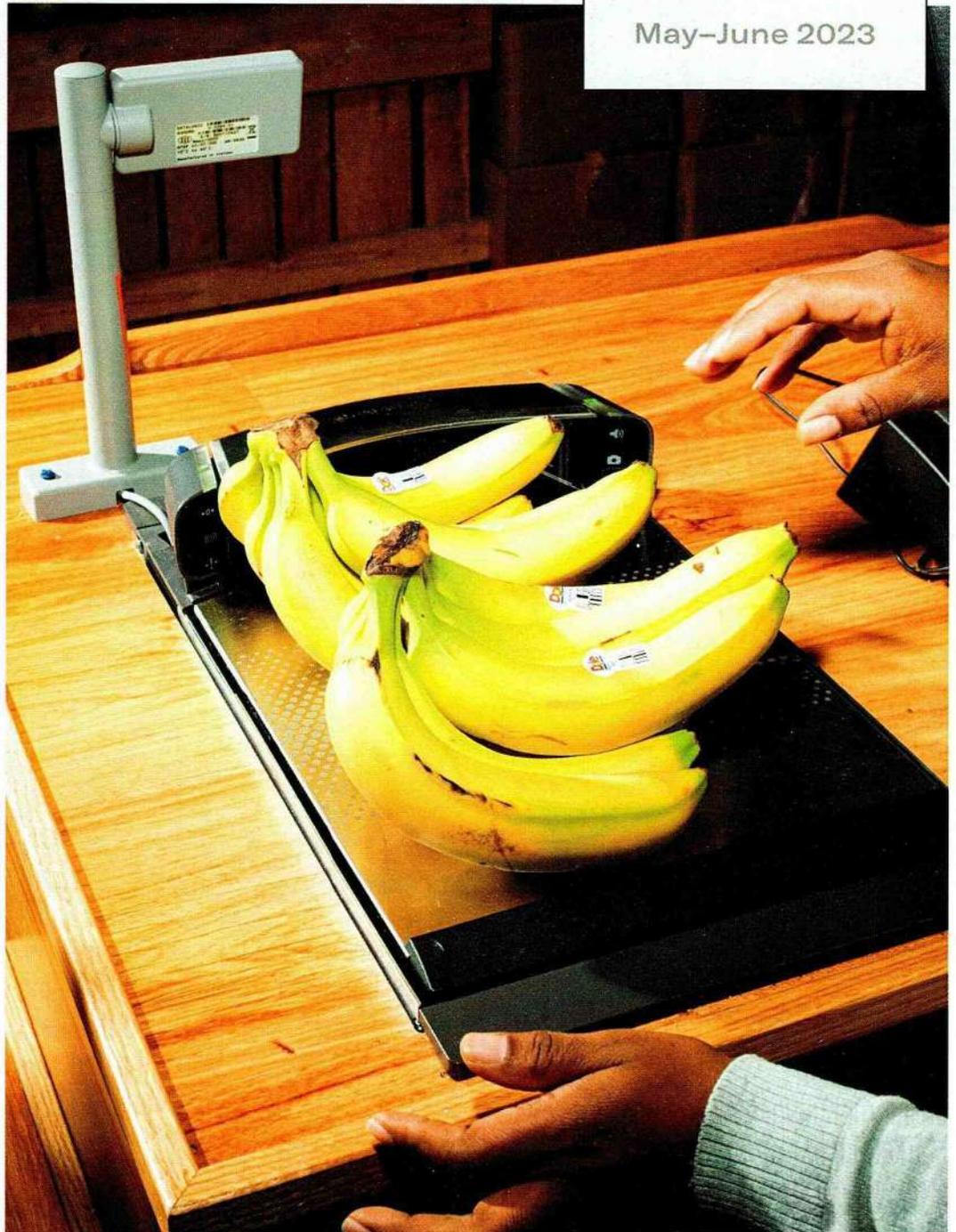
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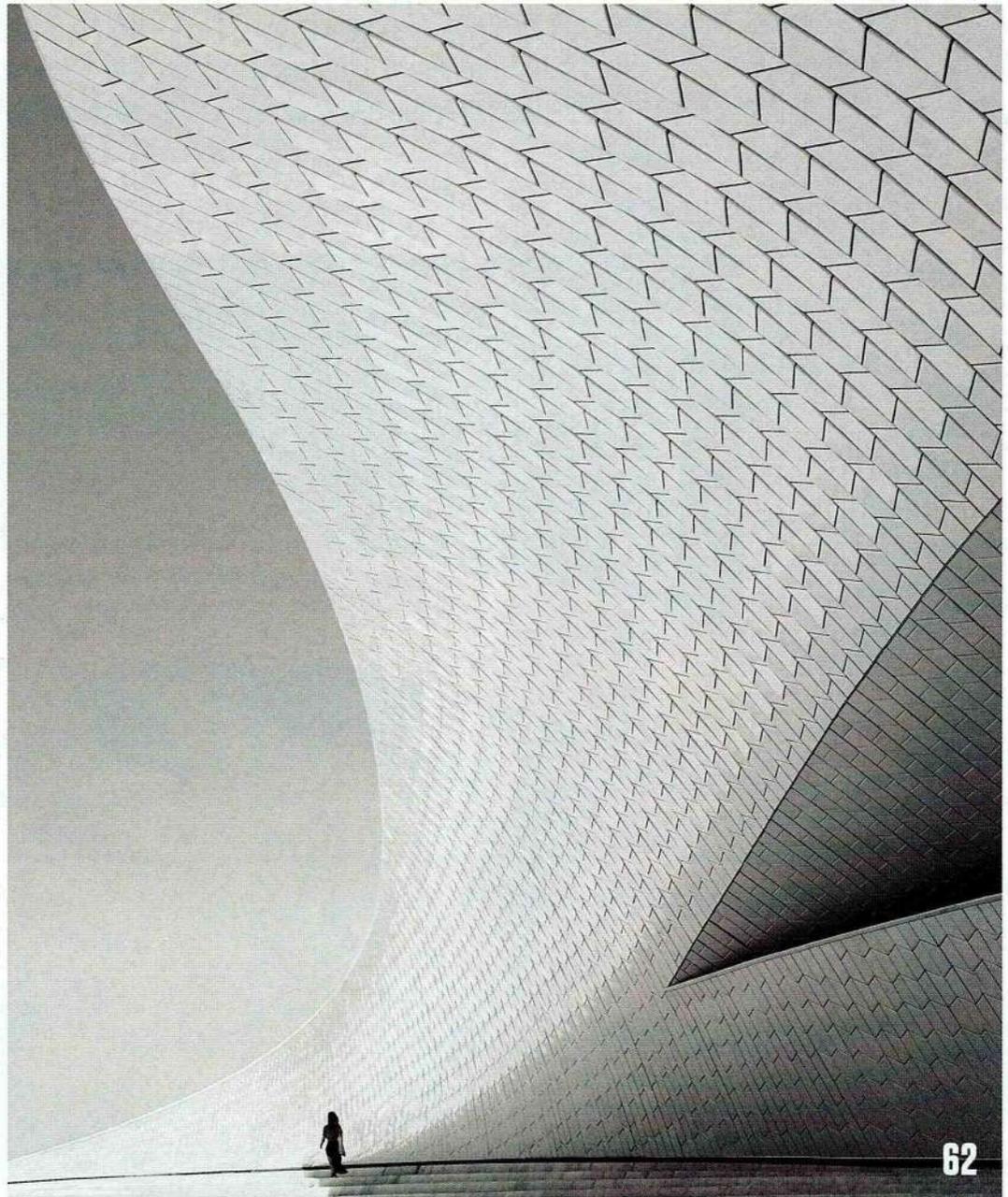
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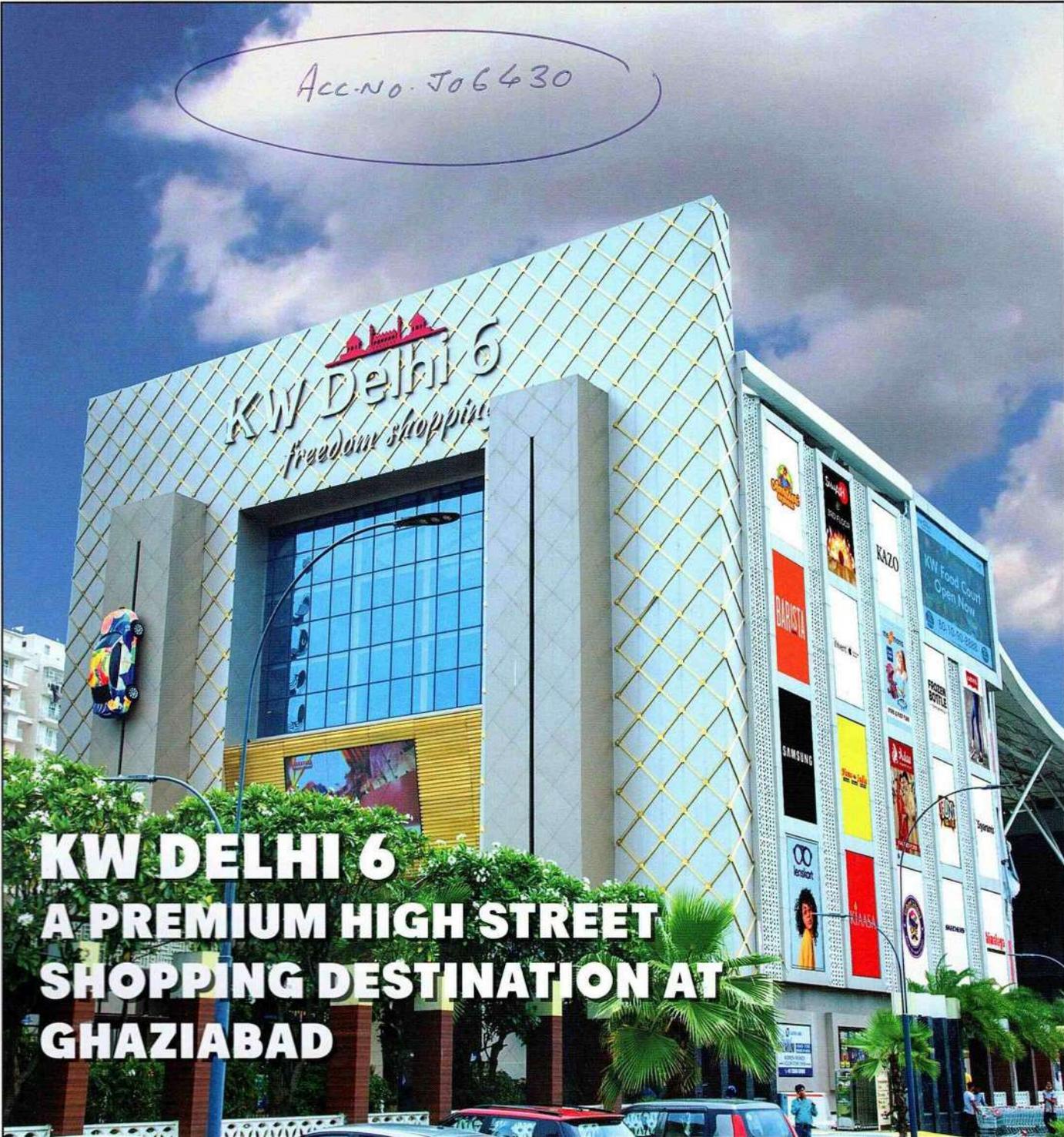
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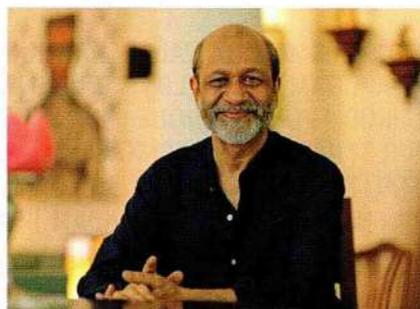
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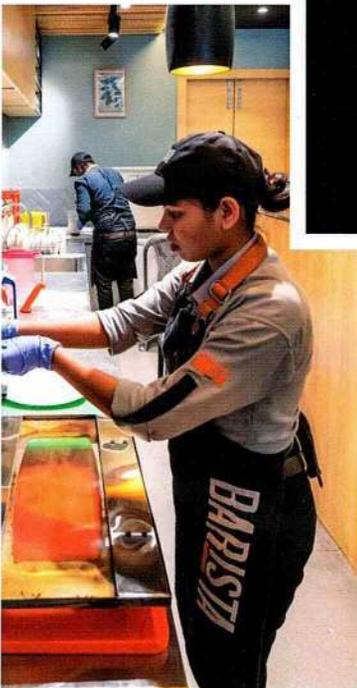
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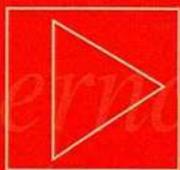
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# TIME TO BUY NBFC

The RBI's decision to halt the rate hike in the April MPC meeting is a welcome relief for NBFCs as it will prevent a decline in NIM and simultaneously boost loan growth.



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Volume 23

Number 1

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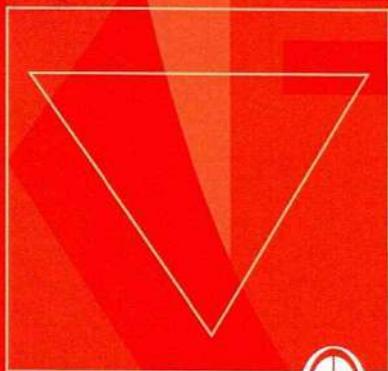
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**Special Issue:** Recent Learnings and Development  
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**Guest Editor:** Ashish Chandra

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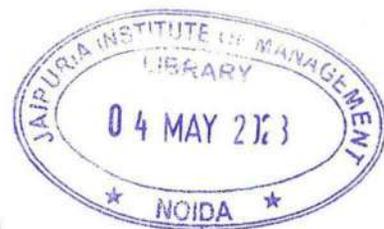
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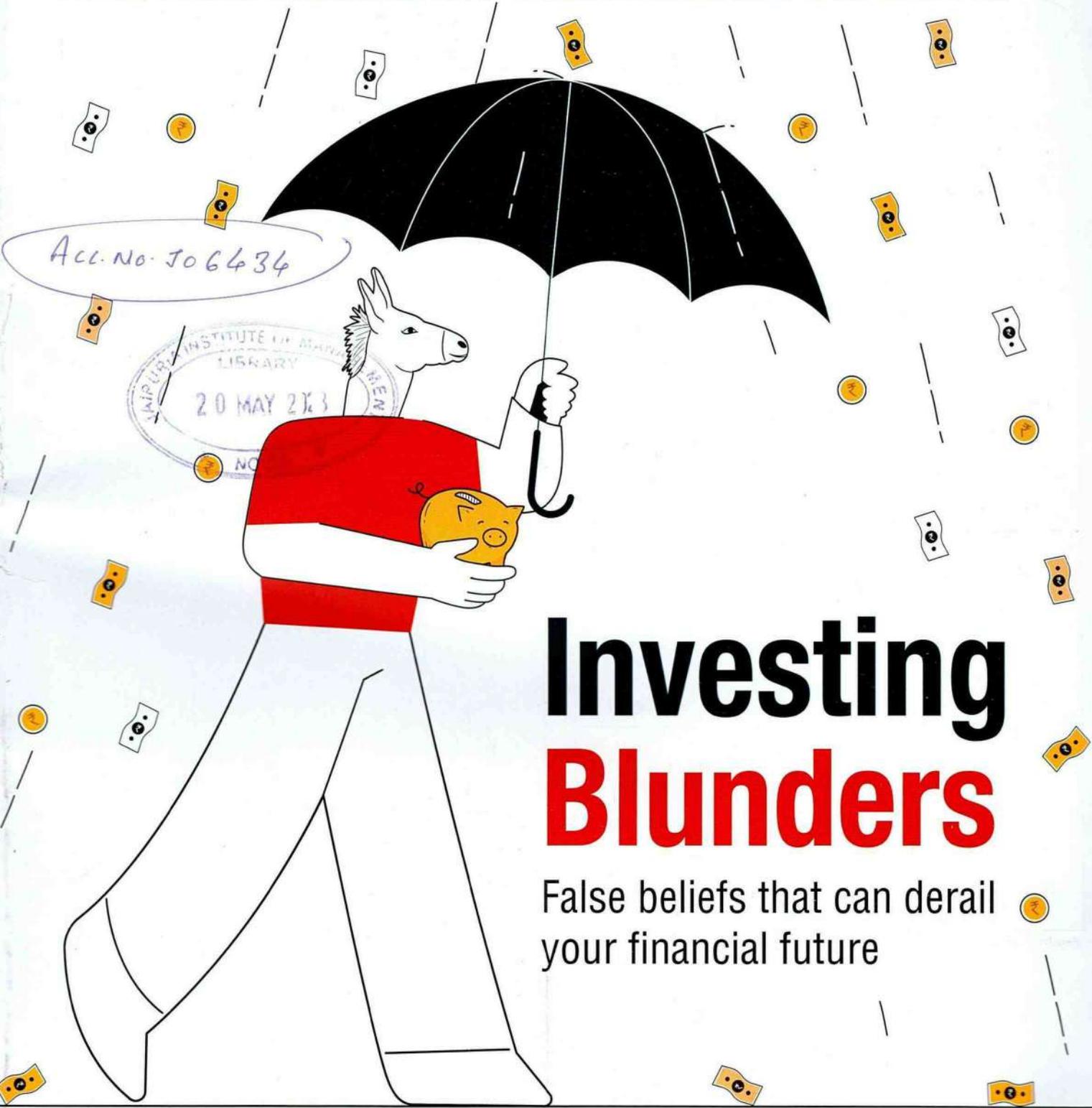
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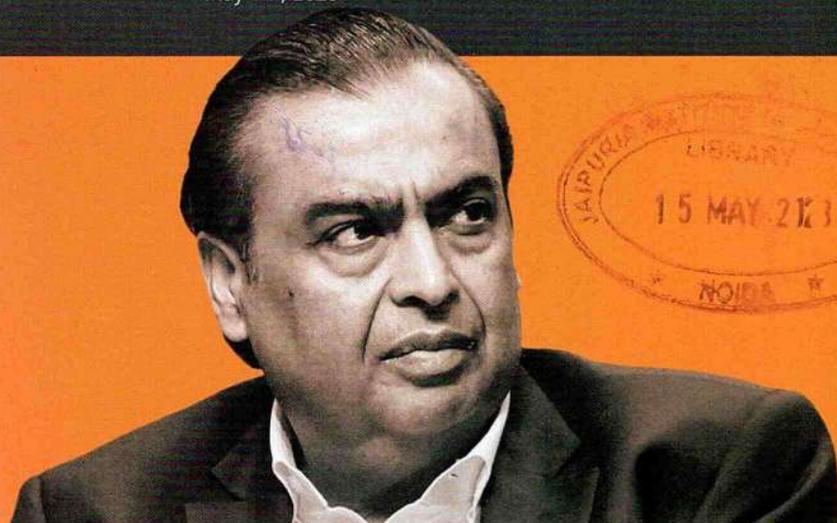
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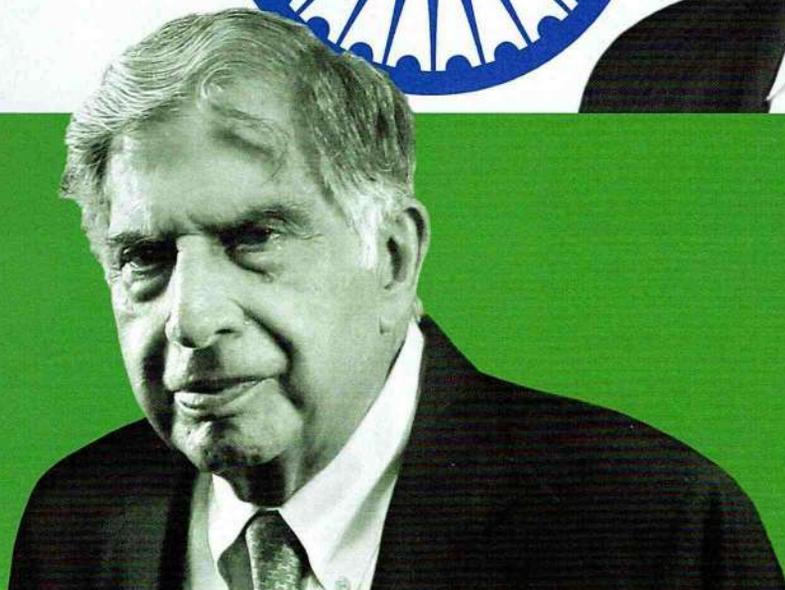
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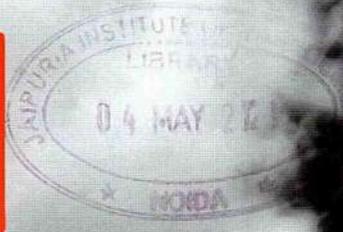
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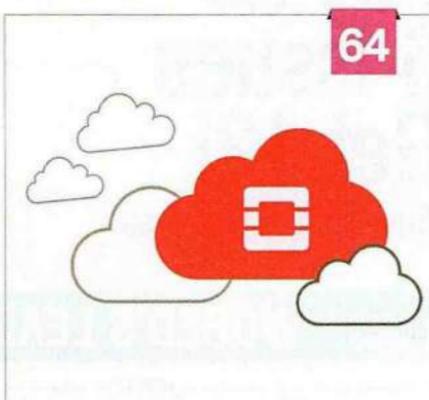
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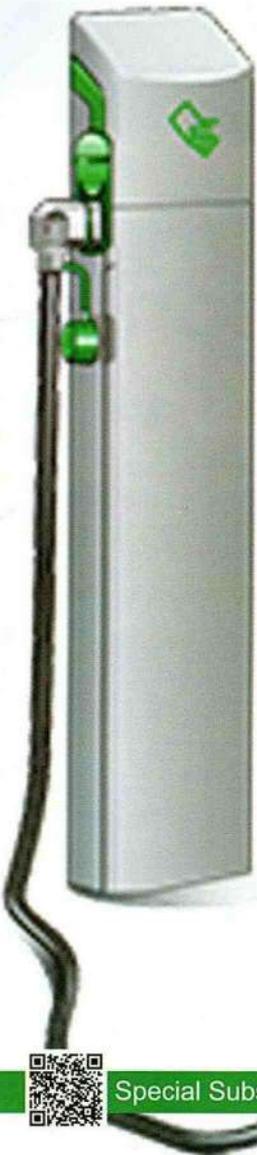
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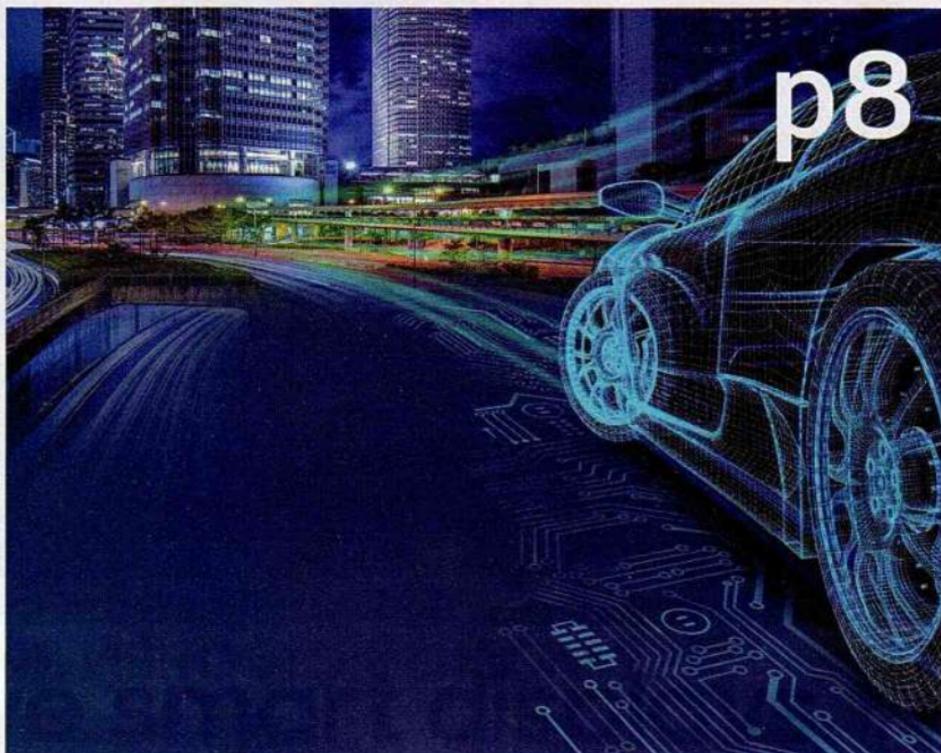
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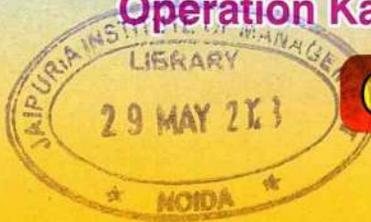
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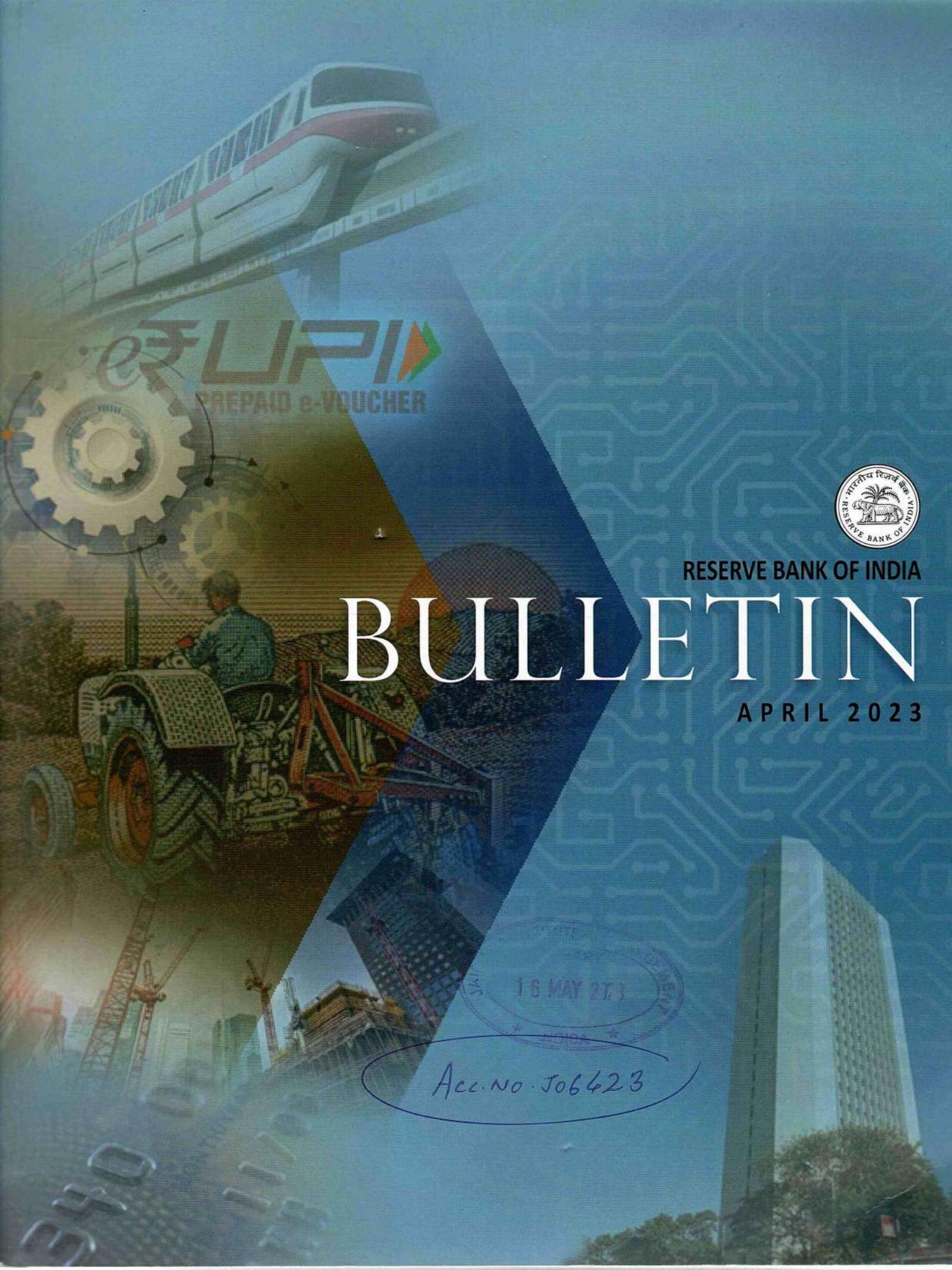
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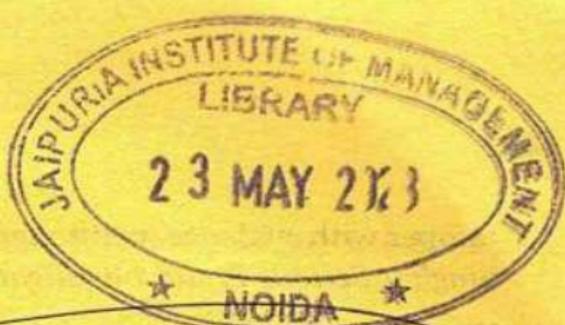
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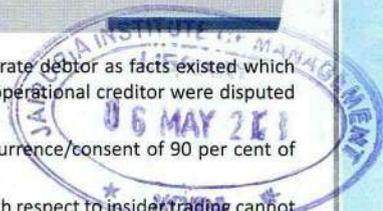
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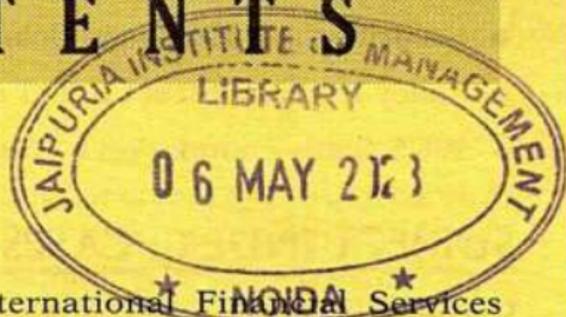
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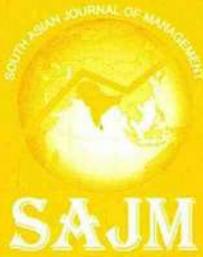
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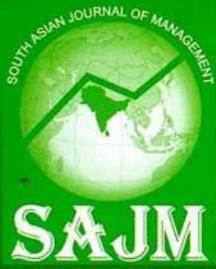
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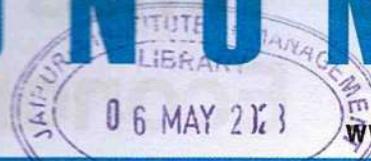
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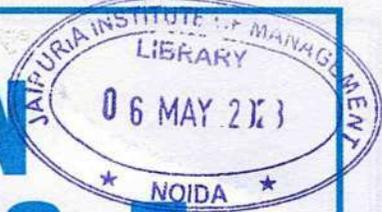
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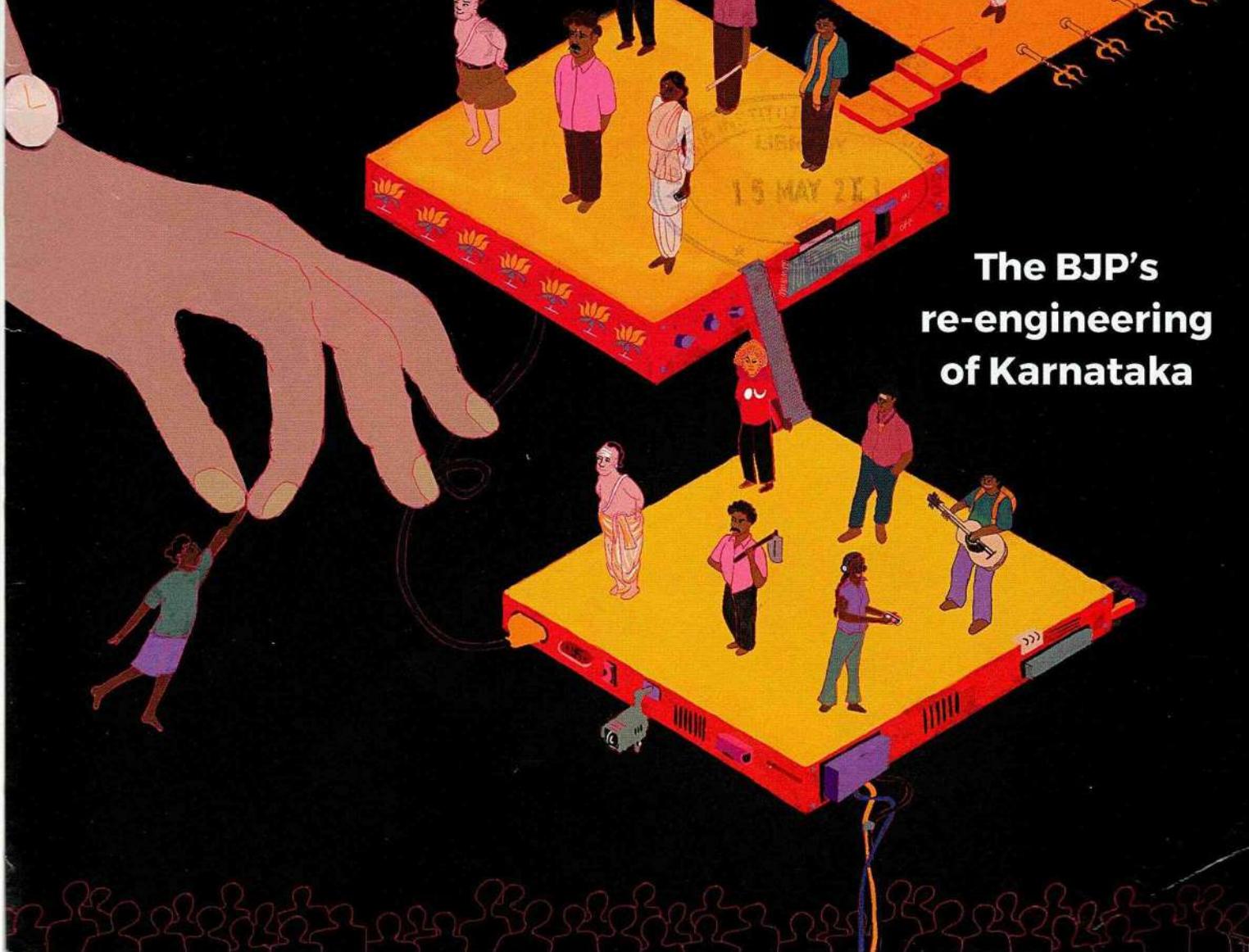
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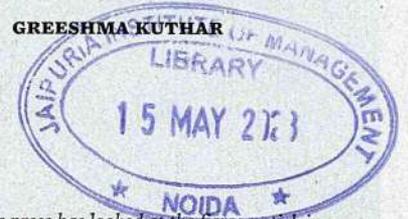
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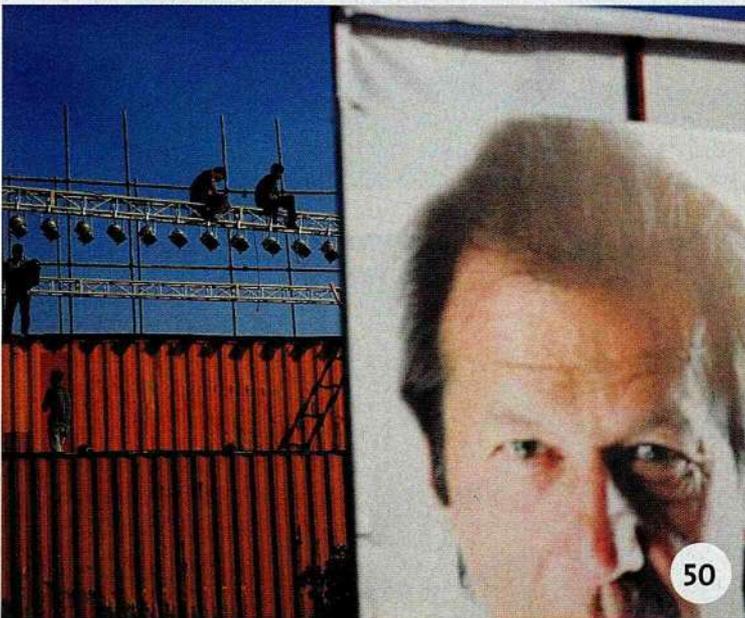
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The BJP's re-engineering of Karnataka

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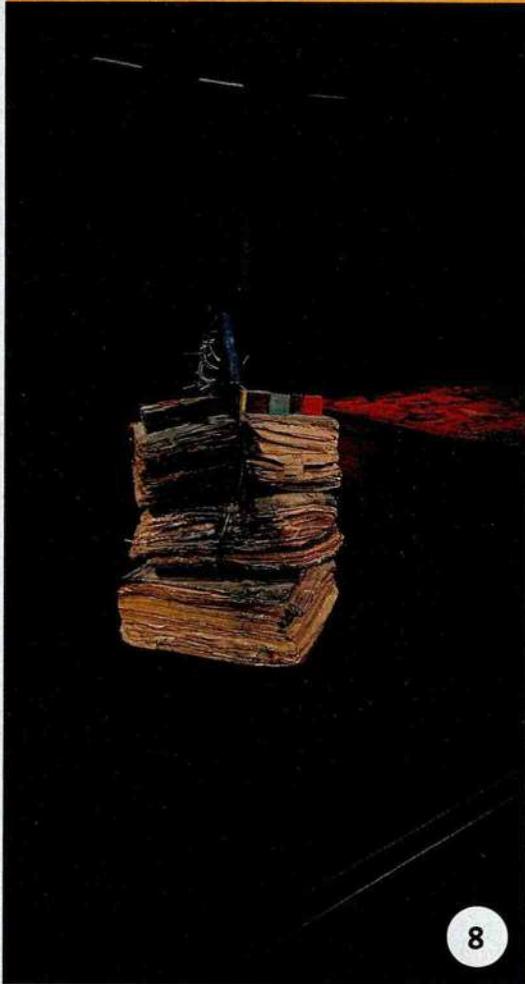
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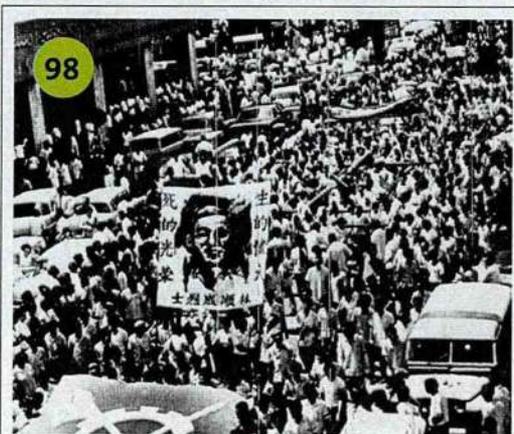
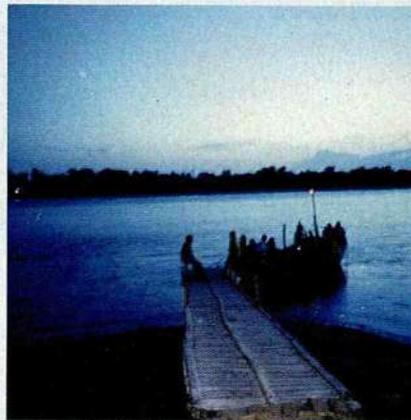


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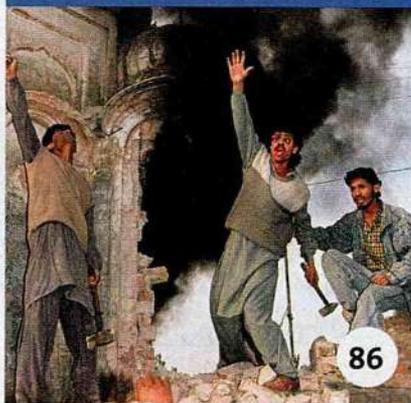
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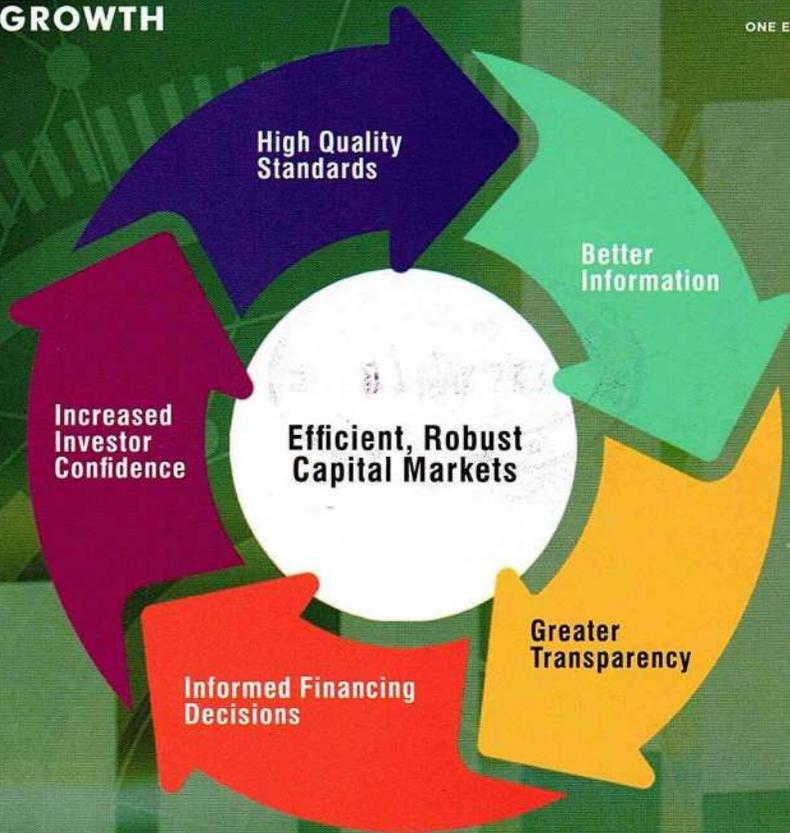
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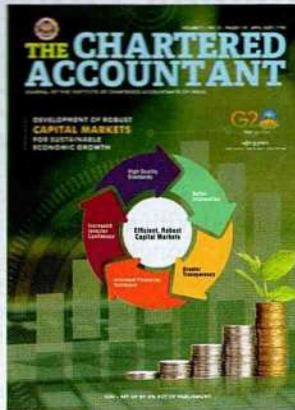
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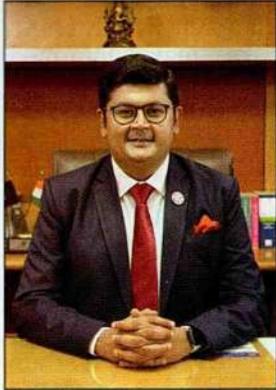
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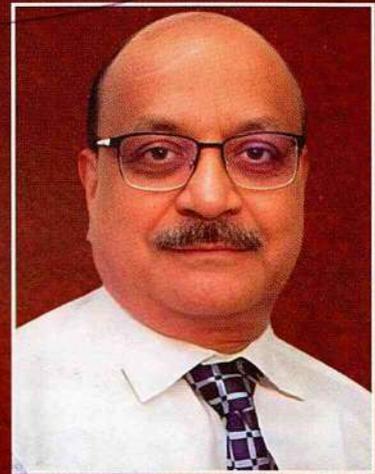
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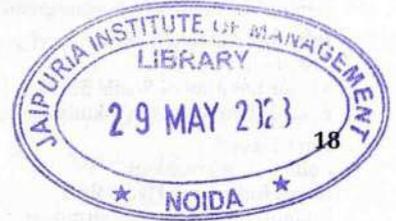
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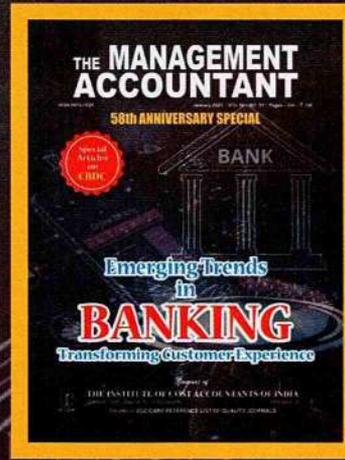
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MANOHAR LAL KHATTAR  
HARYANA CHIEF MINISTER



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Why Hyderabad's booming real estate market is likely to be a major factor in the upcoming Telangana assembly elections

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Migrants are increasingly traversing the Darien jungle to get to the US. THE WEEK brings you a first-hand account

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**@LEISURE**

Manoj Bajpayee has now reached a space where the bigwigs of Bollywood are keen to work with him

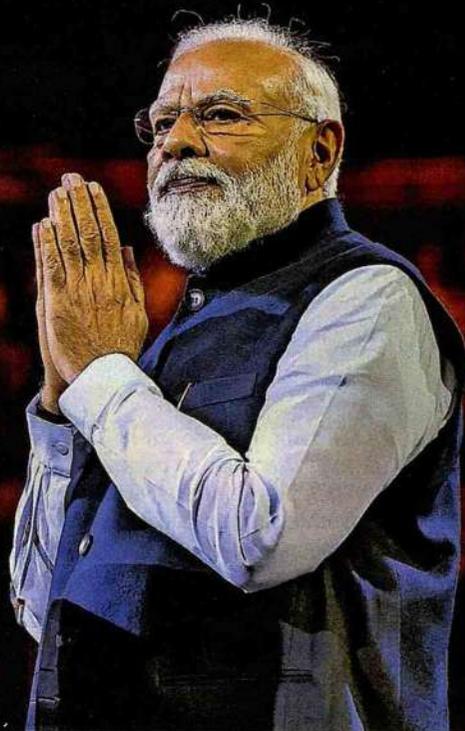
## 24 COVER STORY

### STAYING POWER

As Prime Minister Narendra Modi enters his 10th year in office, THE WEEK looks at how he has already left his imprint on India's history and how his legacy is different from those of previous prime ministers

**Exclusives**

- ◆ Ashwini Vaishnaw, Union minister for railways, communications, electronics and information technology
- ◆ Kiren Rijju, Union minister for earth sciences
- ◆ Bhupender Yadav, Union minister for environment, forest and climate change; and labour and employment
- ◆ Mahendra Nath Pandey, Union minister for heavy industries
- ◆ Bhagwat Karad, Union minister of state for finance
- ◆ Manohar Lal Khattar, Haryana chief minister
- ◆ K.M. Chandrasekhar, former cabinet secretary
- ◆ Capt G.R. Gopinath, entrepreneur



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BINESH SREEDHARAN

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PAKISTAN SPY WOMAN  
TOP DRDO SCIENTIST TRAPPED

AIRPORT EXPANSION  
MODI GOVT'S PAN-INDIA PUSH

EXCLUSIVE  
INTERVIEW  
CM BHUPESH BAGHEL  
ON MAKING RAIPUR  
A MEGACITY

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# THE WEEK

AUTHOR  
SHAHBAZ TASEER  
AT DEATH'S DOOR  
FOR 5 YEARS

## GETTING IT RIGHT

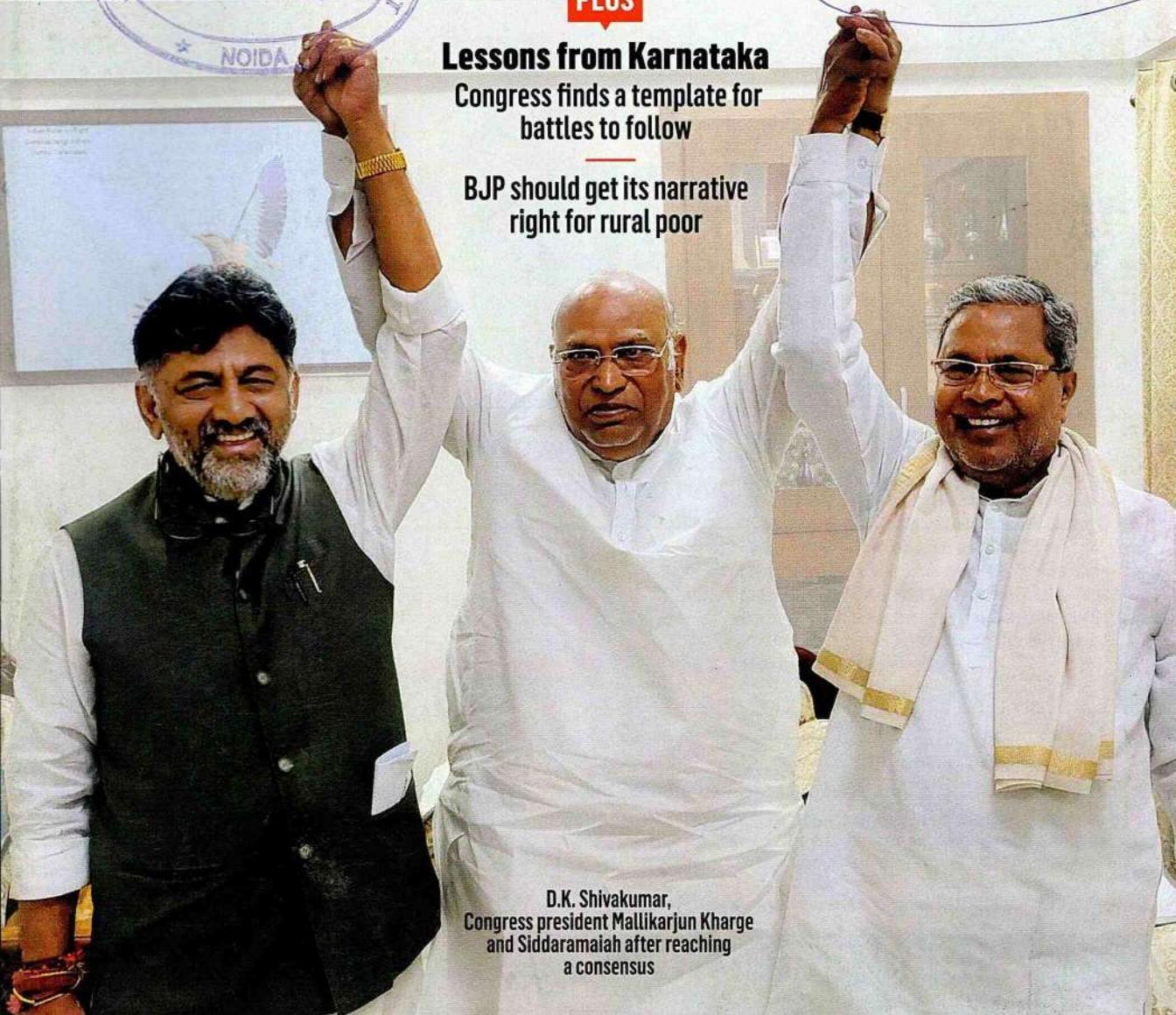
The inside story of how Congress brought around  
Siddaramaiah and Shivakumar

PLUS

**Lessons from Karnataka**  
Congress finds a template for  
battles to follow

BJP should get its narrative  
right for rural poor

Acc. no. 706443



D.K. Shivakumar,  
Congress president Mallikarjun Kharge  
and Siddaramaiah after reaching  
a consensus

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**@LEISURE**

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- 74 LAST WORD**  
Amitabh Kant

It took two pairs of hands for the Congress to register its most emphatic election victory in the recent times; and it will take two pairs of hands to run its government in Karnataka as well. Siddaramaiah and D.K. Shivakumar are as different as cheese and chalk; but when they combined, they brought the mighty BJP juggernaut to a halt. And how they did it is a lesson for the Congress, which will soon be in direct combat with the BJP in a handful of assembly elections.

**20 CURRENT EVENTS**

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**47 CONTROVERSY**

The arrest of a top DRDO scientist in a honey-trapping case

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COVER PHOTO  
AICC

COVER DESIGN  
BINESH SREEDHARAN

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# THE WEEK

**VEDAS TO VOTES**

**ASHOK GEHLOT'S PLAN  
TO WOO HINDUS**

**PAKISTAN**

**IMRAN KHAN ARREST  
WILL KEEP COUNTRY  
ON THE BOIL**

**EXCLUSIVE**

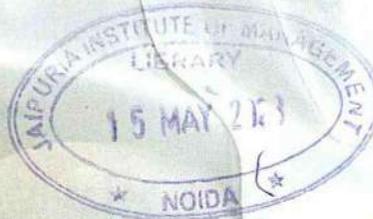
**EKNATH  
SHINDE**

**CHIEF MINISTER  
MAHARASHTRA**

**Balasaheb was  
large-hearted;  
Uddhav is  
very insecure**

**Not tense  
about the  
Supreme Court  
verdict;  
we have  
the majority**

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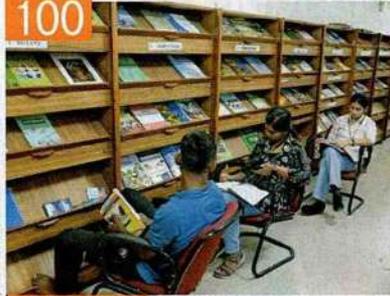
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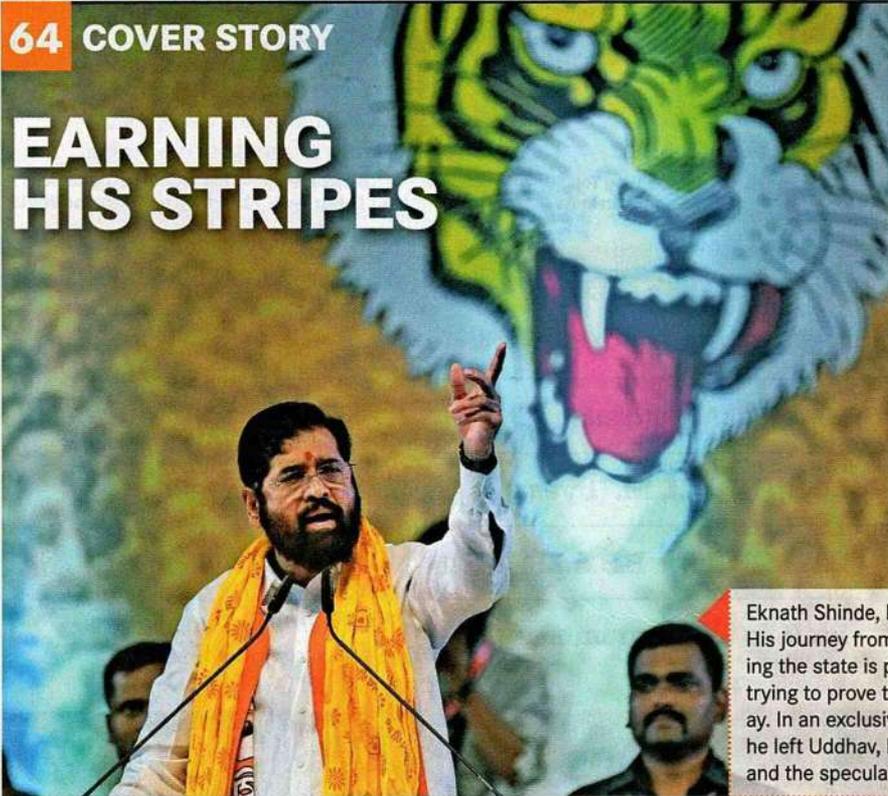


**@LEISURE**

The versatile Rasika Dugal talks about her career and craft

**64 COVER STORY**

## EARNING HIS STRIPES



AMEY MANSABDAR

Eknath Shinde, by all means, is an astute politician. His journey from driving a rickshaw in Thane to heading the state is proof. And, as chief minister, he is busy trying to prove that he is better than Uddhav Thackeray. In an exclusive interview, Shinde talks about why he left Uddhav, his equation with Devendra Fadnis and the speculation on the BJP wooing Ajit Pawar.

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The ethnic riots in Manipur

could turn into one of India's biggest national security challenges

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Imran Khan's arrest may change the course of his political future

COVER PHOTO  
AMEY MANSABDAR

COVER DESIGN  
BINESH SREEDHARAN

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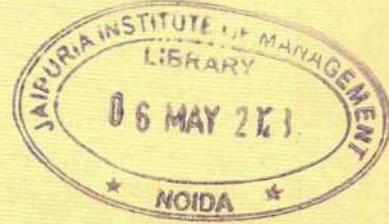
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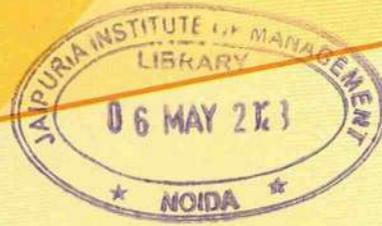


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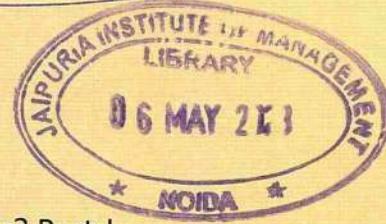
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**K Paddayya**

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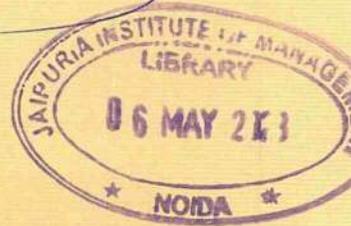
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January-March 2023

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