

UPDATE LRC TOC VOLUME



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INSTITUTE OF MANAGEMENT  
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## LRC TOC VOLUME UPDATE

May 2024 | Issue – 5

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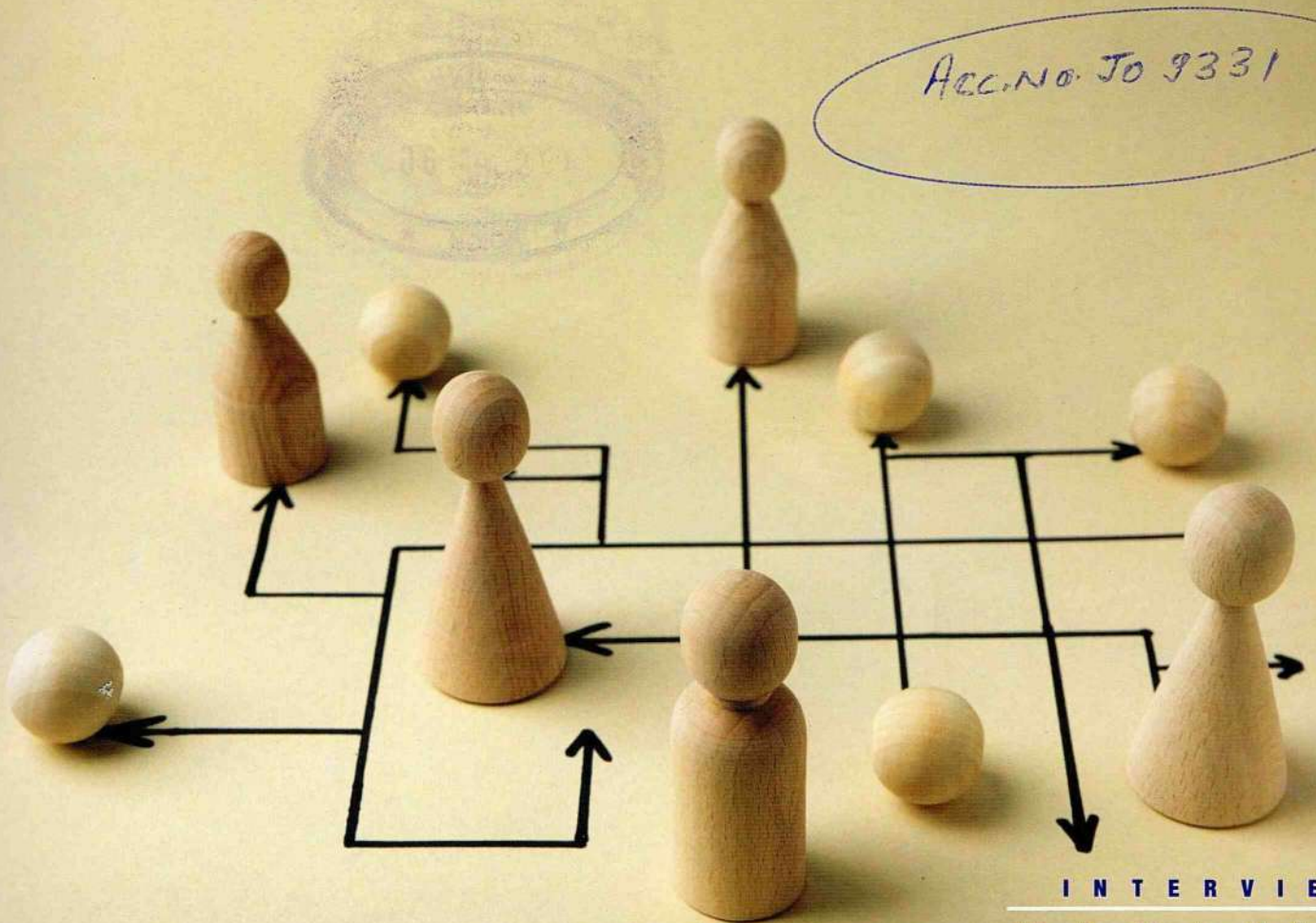
# Business Manager

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Kinjal Choudhary | Simran Oberoi | Preeti Ahuja | Rubi Khan



INTERVIEW

Leadership is all about  
Commitment to Principles  
over Title

RAJESH KUMAR SONI

# MANAGING TALENT



COVER FEATURE

# MANAGING TALENT

It Is All About Fostering a Culture of Belonging and Respect

-Anupreeta Lall



Identify Future Skills and Act Today

-Vinod Bidwai

Adapt to Changing Talent Needs and Market Dynamics

-Renu Bohra

Organisations Must Adopt a Multilayered Approach

-Dheeraj Modi

Effective Talent Strategy Should embody Resilience and Adaptability

-Niharika Mohan



Mass-Customisation Approach is Required

-Kinjal Choudhary

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# Leadership is all about Commitment to Principles over Title

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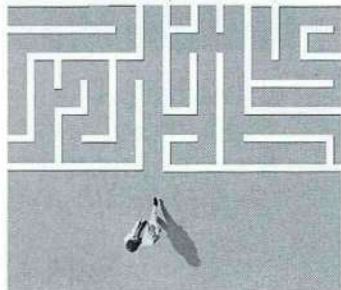
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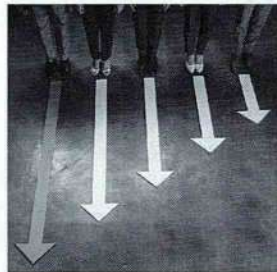


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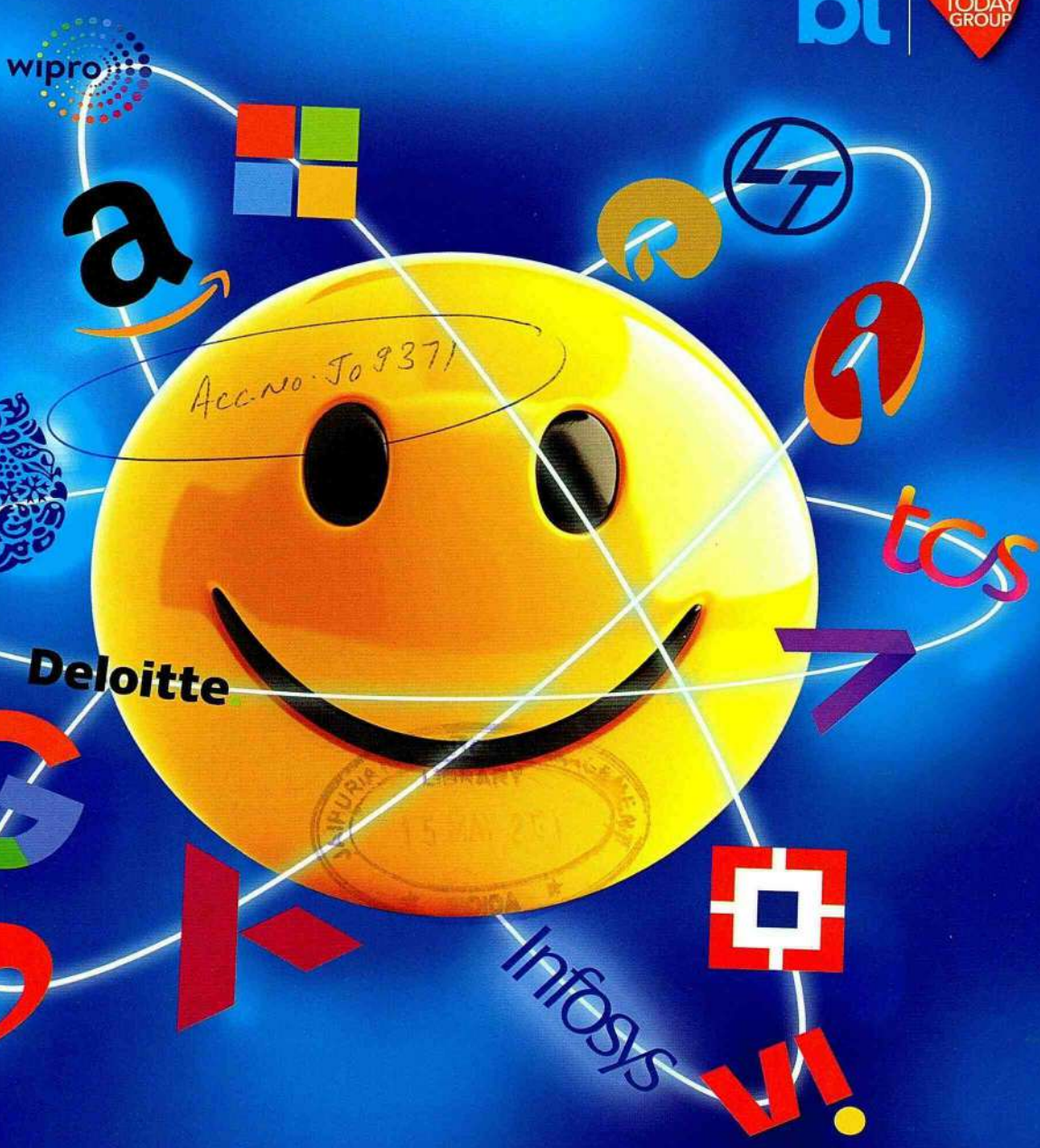
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THE BEST  
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BT INTERVIEW: ARVIND PANAGARIYA

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**THE PAIN  
OF GOLD  
LOANS**

**P.V. KRISHNA REDDY,**  
MANAGING DIRECTOR,  
MEGHA ENGINEERING  
& INFRASTRUCTURES

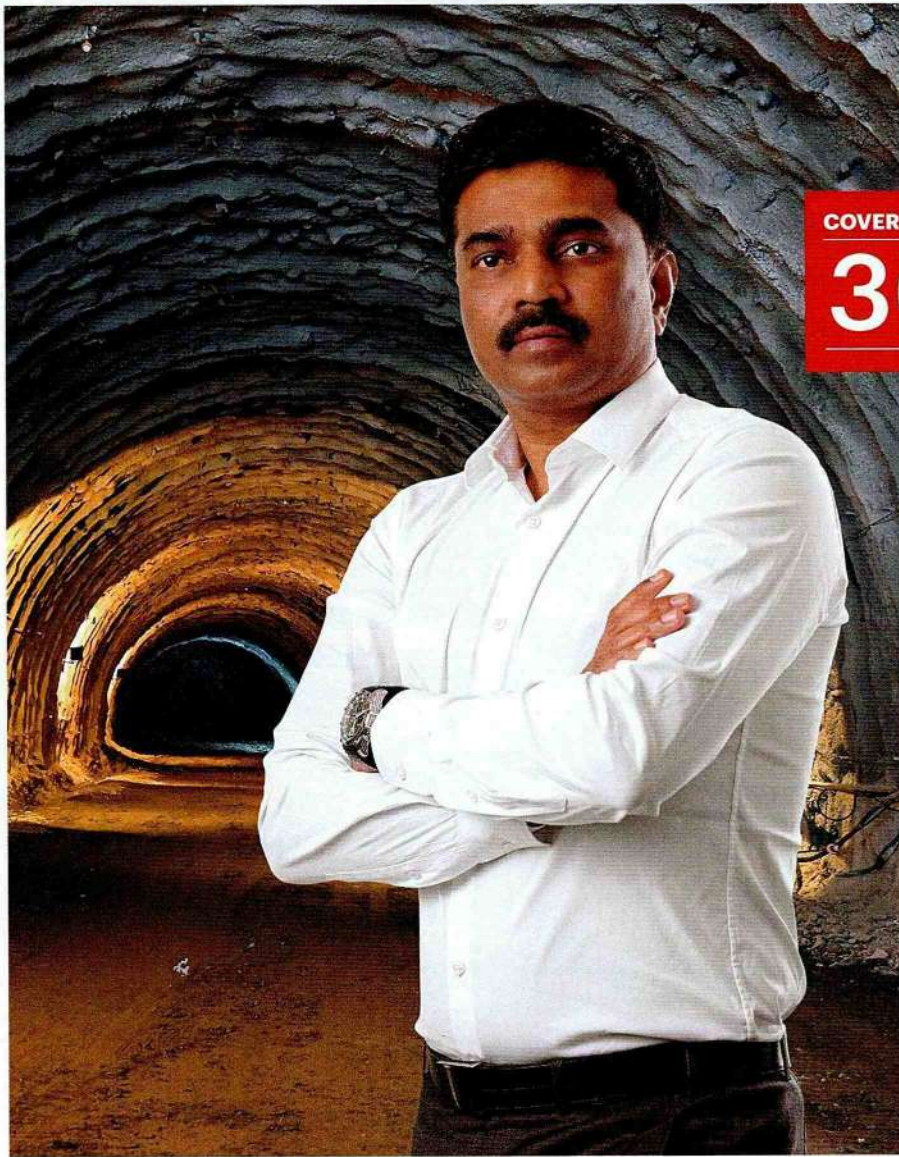
**BT EXCLUSIVE**

**UNRAVELLING THE  
MEGHA MYSTERY**

**HYDERABAD-BASED MEGHA ENGINEERING HAS SHOT INTO THE LIMELIGHT FOR BUYING ₹966 CRORE OF ELECTORAL BONDS. BT GETS YOU THE INSIDE STORY OF THE RISE OF THIS LITTLE-KNOWN ₹32,000 CRORE EPC COMPANY AND ITS LOW-PROFILE BOSS P.V. KRISHNA REDDY**

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## UNRAVELLING THE MEGHA MYSTERY

HYDERABAD-BASED MEGHA ENGINEERING HAS SHOT INTO THE LIMELIGHT FOR BUYING ₹966 CRORE OF ELECTORAL BONDS. BT GETS YOU THE INSIDE STORY OF THE RISE OF THIS LITTLE-KNOWN ₹32,000 CRORE EPC COMPANY AND ITS LOW-PROFILE BOSS P.V. KRISHNA REDDY

COVER BY NILANJAN DAS

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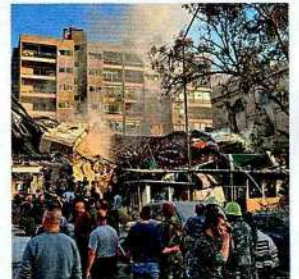
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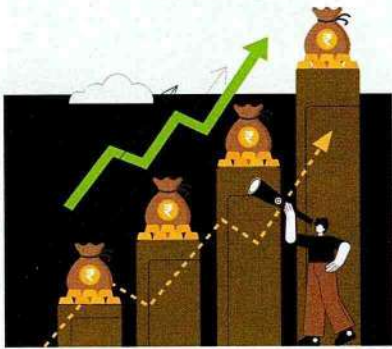
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JOHN WREN, OMNICOM**



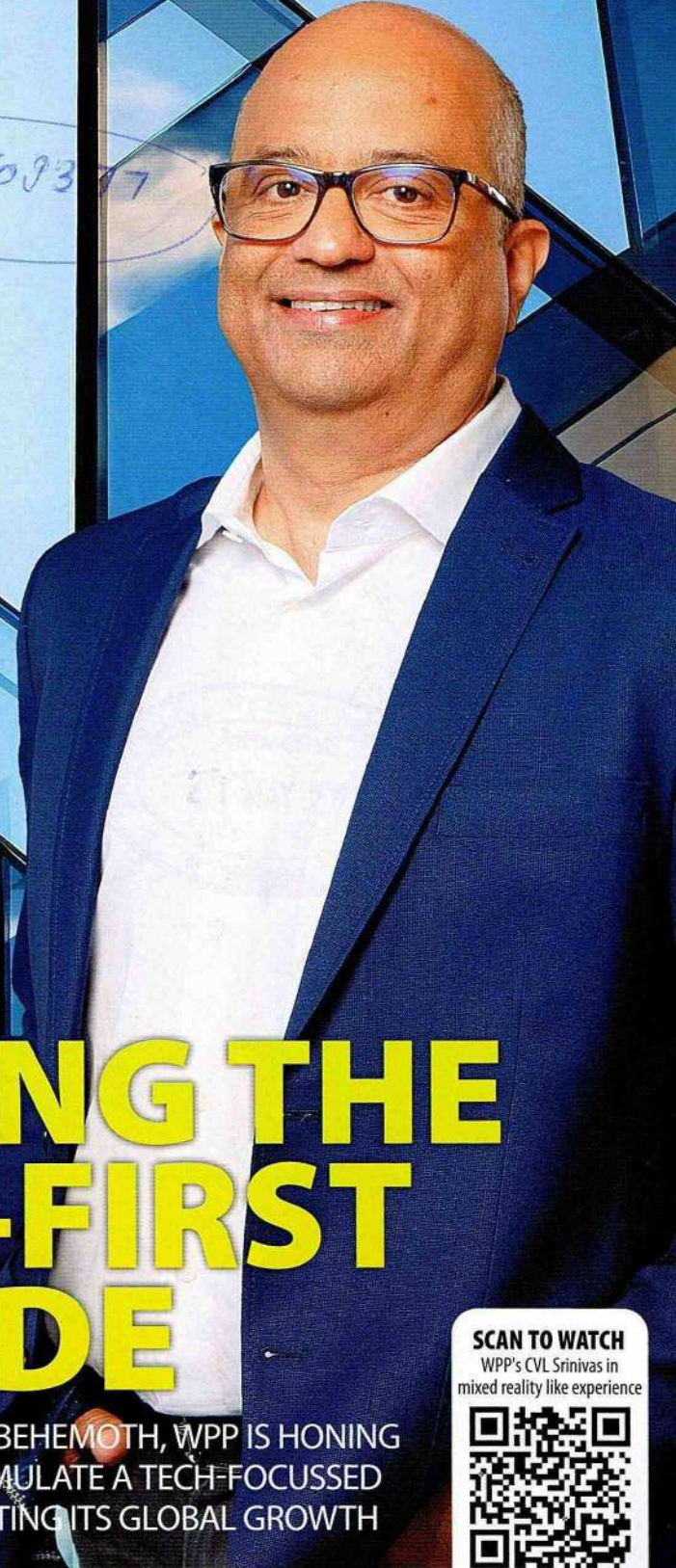
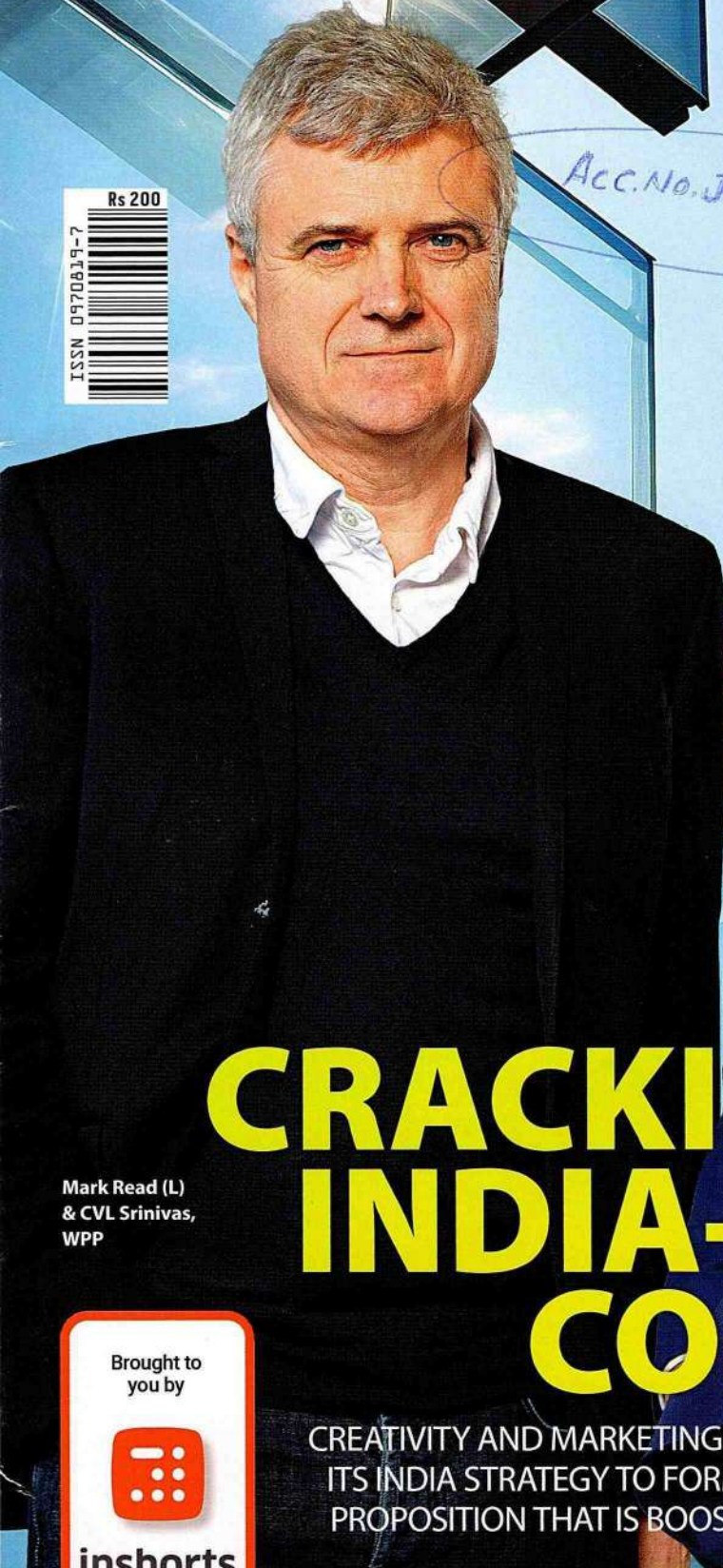
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**THE CREATIVITY + TECH + INNOVATION ISSUE**

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**THE CREATIVITY + TECH + INNOVATION ISSUE**

**BW BUSINESSWORLD**  
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- John Brown, CQD, Omnicom
- Aravindha Aravind, South Asia CEO, Publicis Group
- Shashi Sinha, CEO, WIP Media Brands India
- Rama Ramani, Group CEO, Havas India, SEA, North Asia, Singapore and South Korea
- Sanjiv Kumar, Chairman, Madison
- Vikram Sahasrabudhe, Group CEO, Madison Media & DDB
- Prasanth Kumar, CEO - South Asia, GroupM
- Karishma Sharma, CEO, Omnicom Media Group India
- Angshulish Pathak, Executive Chairman, Ogilvy India
- Manisha Rastogi, CEO, Omnicom South Asia

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- Geetha Jolly, Executive Vice President, Marketing, Colgate-Palmolive India
- Pragya Rajwade, Chief Marketing Officer, Computer Crown Consumer Electronics
- Abhinav Sharma, Chief Marketing Officer, Max Life Insurance
- Kapildeep Singh, CEO - Marketing, Hilti India, Hilti Company
- Shashwathi Singh, Vice President, Marketing - Research and IT, ITC, ITC Hotels
- Shobhavi Banerjee, Chief Digital Marketing Officer, ITC
- Indrjit Dasgupta, CEO, Good Brands Co., Good Brands Group
- Tanishk Mathur, Director of Sales & Marketing, Birla
- Zohar Kappanov, Marketing Head, Hero Cycles, Hero & The Next, Hero India

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Ranish Dhillon  
Sanku Mondal  
Anshu Pathak

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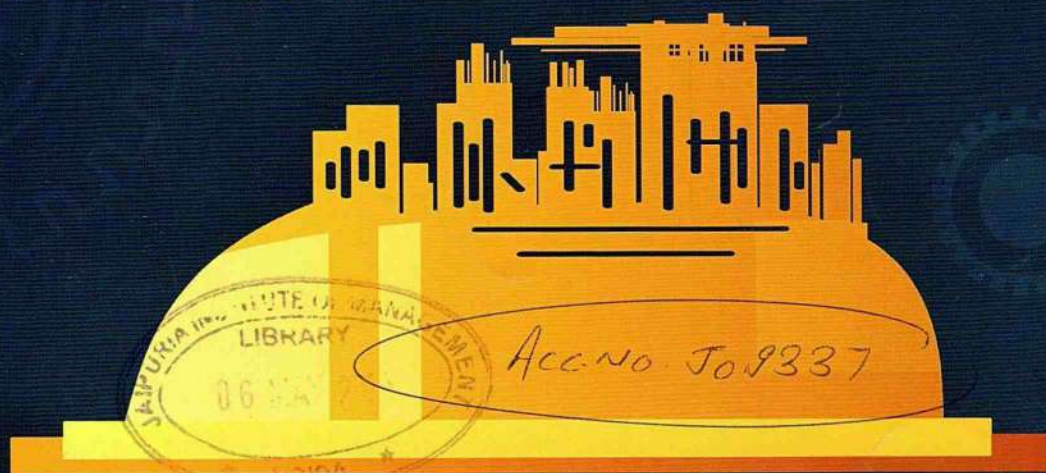
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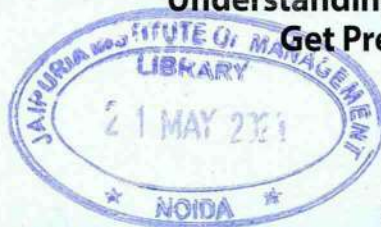


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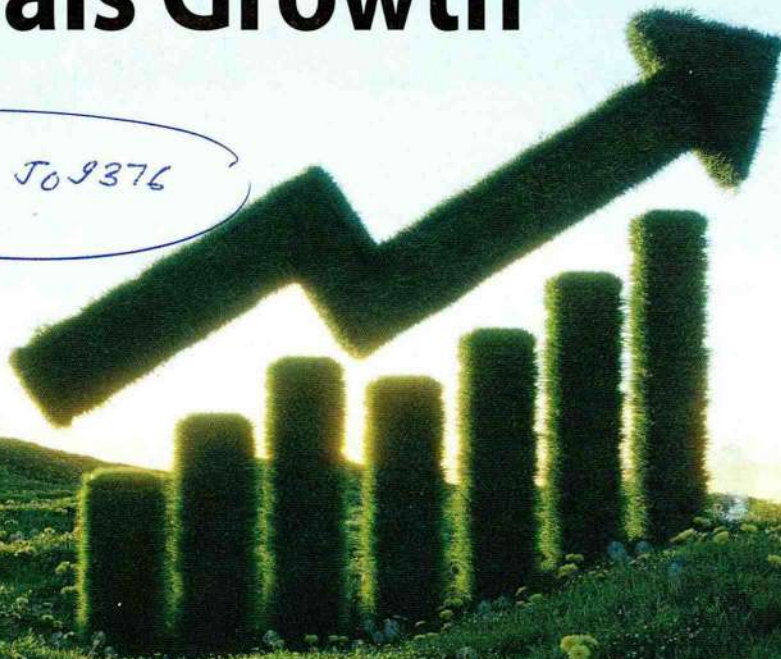
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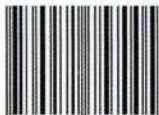
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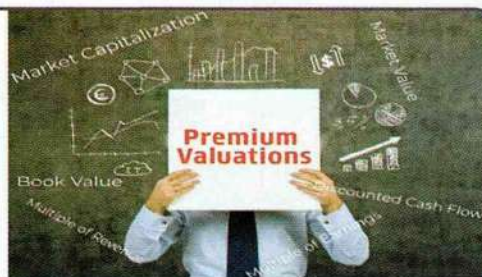
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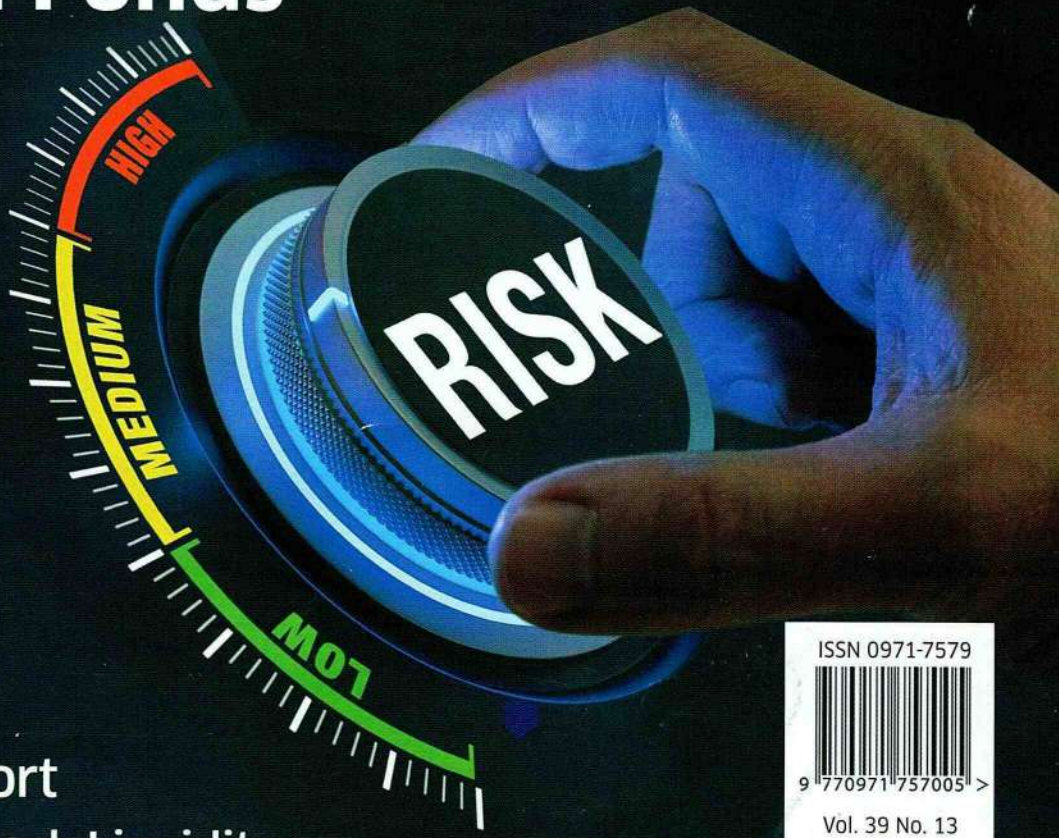
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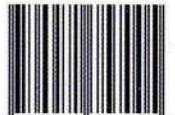


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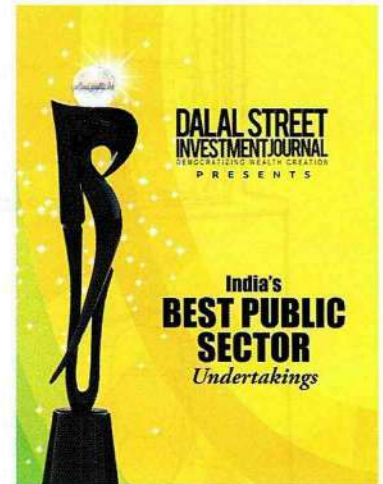
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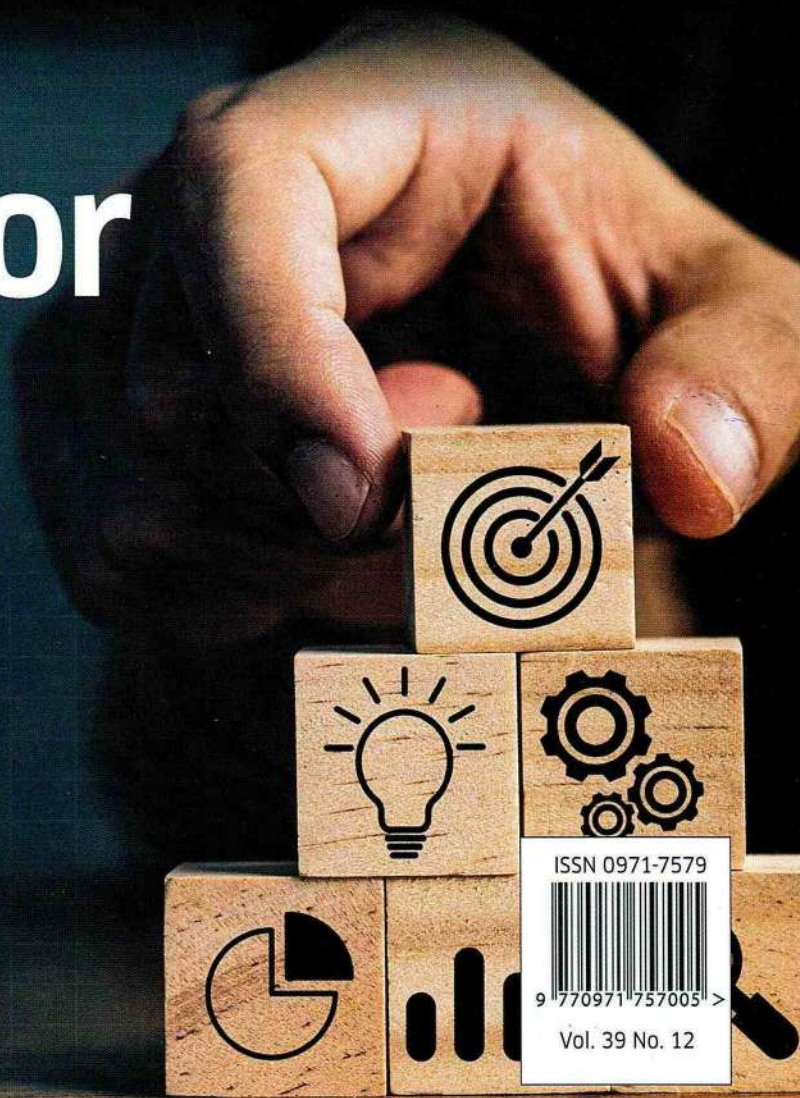
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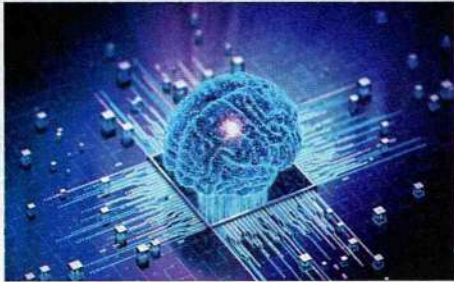
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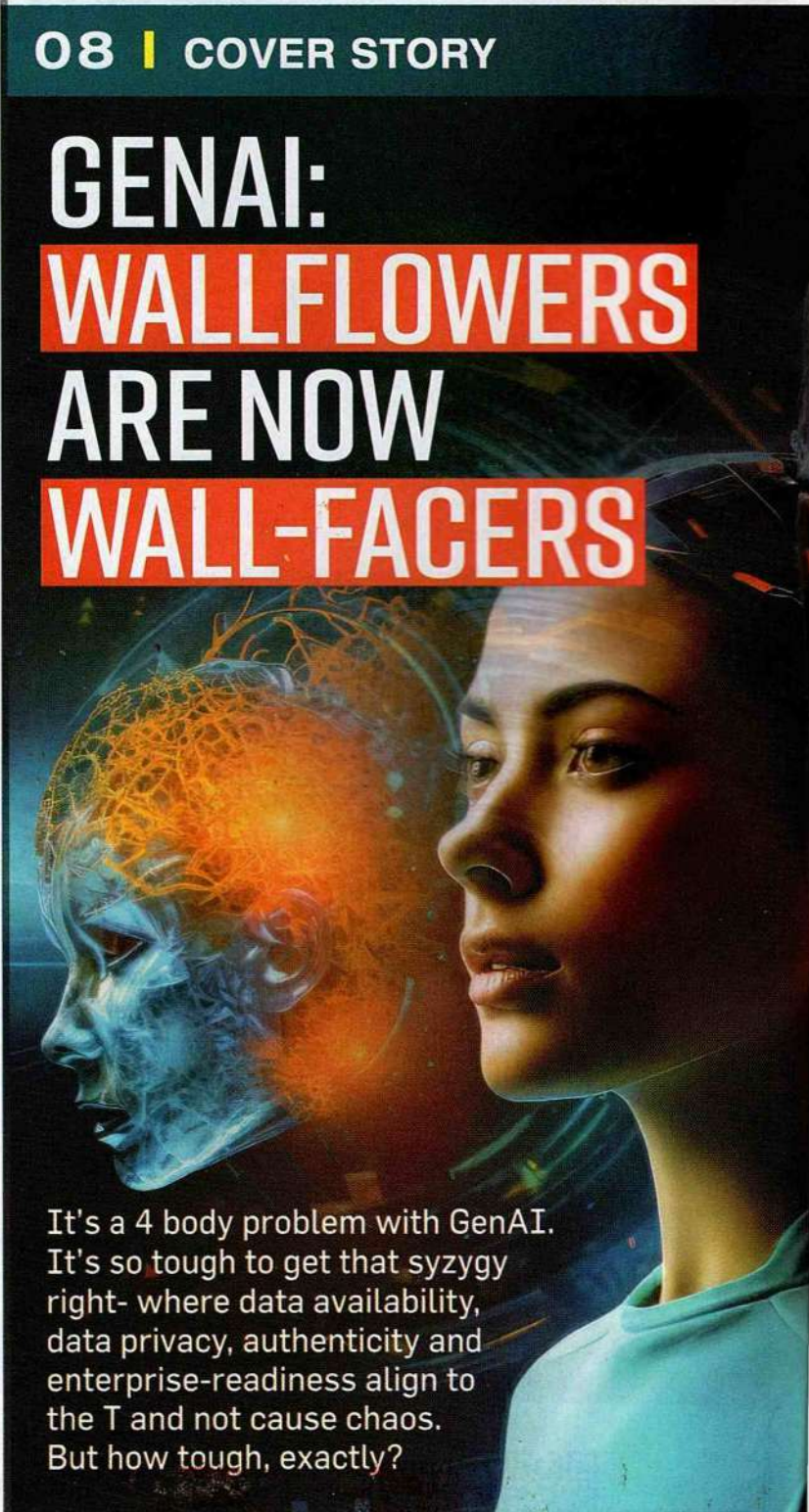


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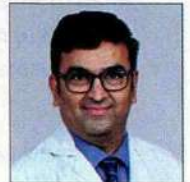
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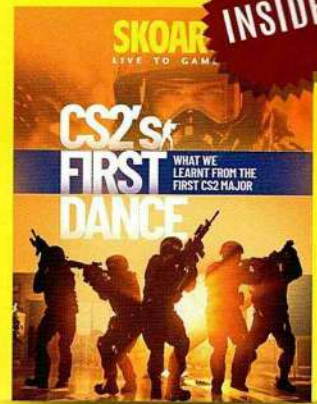
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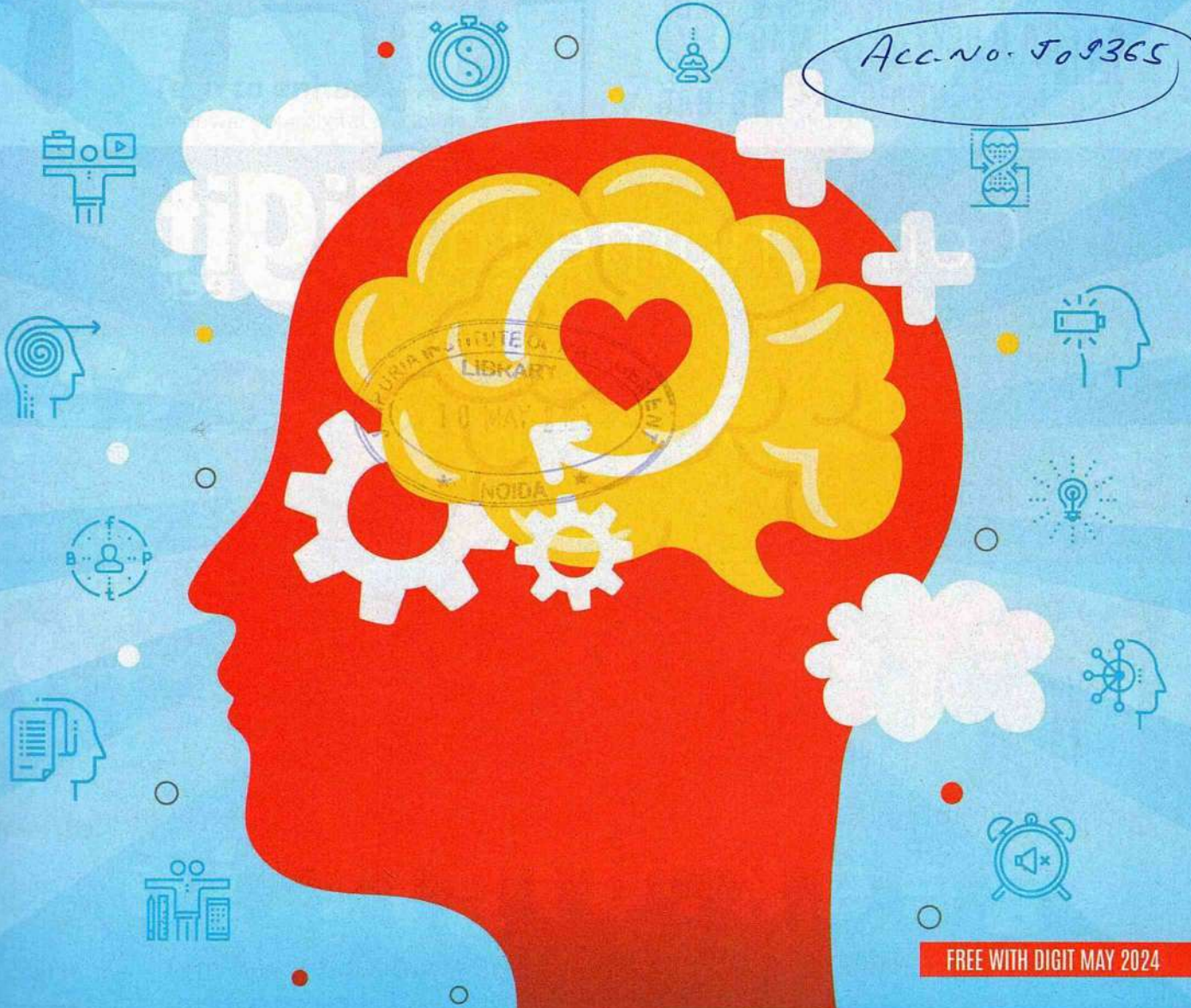
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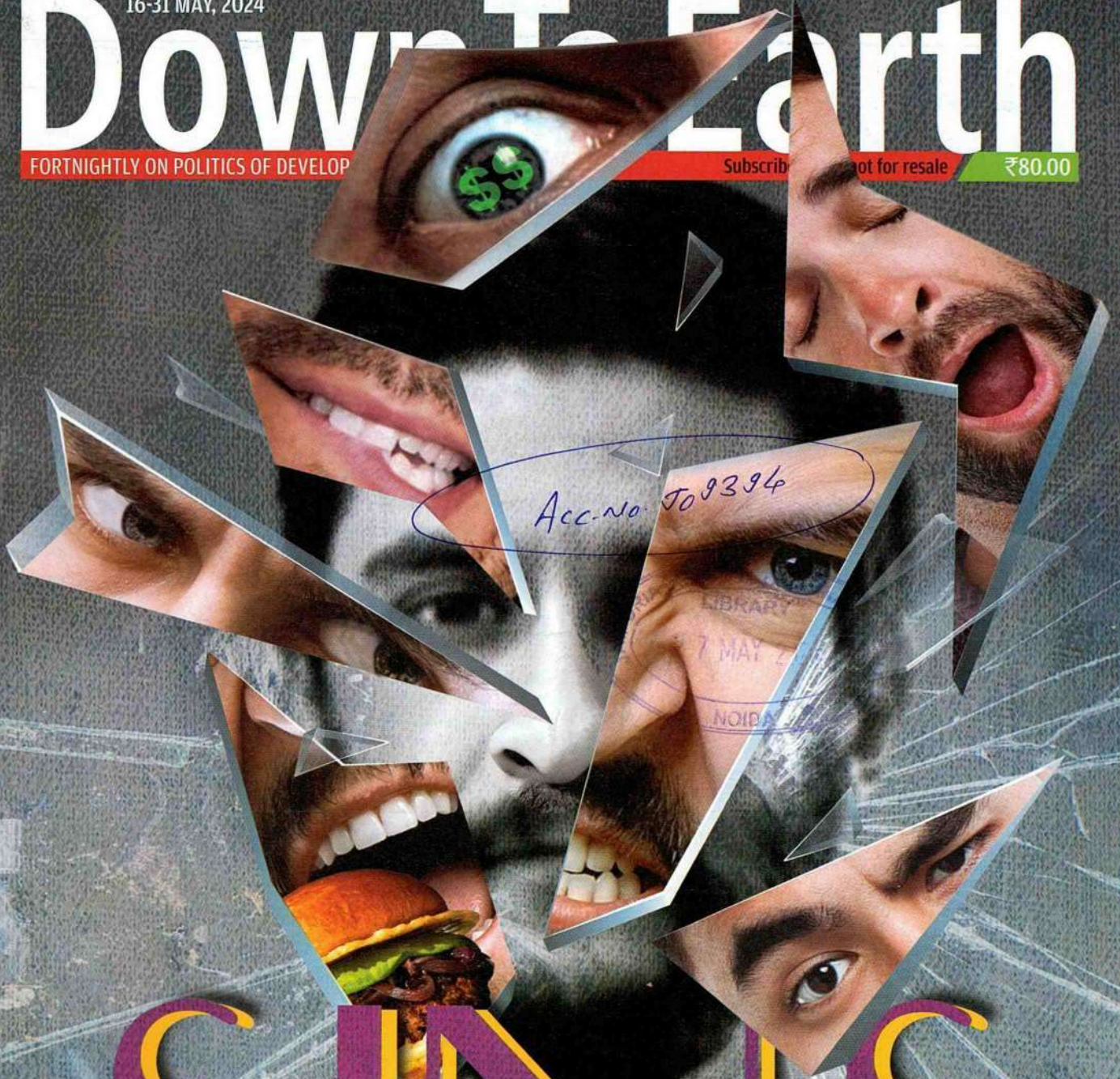
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## **JESSICA L TRACY** | P8

A professor of psychology at the University of British Columbia, Canada, Tracy works on moral thinking and emotions. Her book, *Take Pride*, explores how pride has shaped our minds and culture



## **DANIEL SZNYCER** | P10

An assistant professor at the department of psychology, Oklahoma State University, US, Sznycer studies cross-cultural evidence on shame, pride, compassion and envy, and their role in altruism, social exclusion and conflict



## **PRIDE**

## **GREED**

## **MARCEL ZEELENBERG** | P14

A professor of economic psychology at Tilburg University, Netherlands, Zeelenberg studies the role of emotions and motivational factors in decision-making. His laboratory devised a scale to measure greed



## **RAHUL OKA** | P18

An associate research professor at the University of Notre Dame, US, and an economic anthropologist, Oka's research interests include development of socio-economic systems, and evolution of inequality and conflict



## **KARLIJN HOYER** | P22

A postdoctoral researcher at the University of Amsterdam, Netherlands, Hoyer has worked on greed, bringing out the complexities of the emotion







**HELEN FISHER** | P26

A visiting research associate at the department of anthropology, Rutgers University, US, Fisher works on the evolution of sexuality, marriage, divorce and gender differences, and has authored six books



**AARON SELL** | P46

An associate professor of psychology and criminology at Heidelberg University, US, Sell's research interests include anger, hatred and aggression. Sell has an upcoming paper on extreme anger



**XIAOMENG XU** | P30

A professor of experimental psychology at Idaho State University, US, Xu's work focuses on romantic relationships and behavioural health. She has also probed links between romantic relationships and mental health



**OLGA M KLIMECKI** | P50

A psychologist, neuroscientist and senior researcher at the University of Geneva, Switzerland, Olga's work on neural mechanisms showed that a particular brain region could be involved in controlling anger

**LUST**



**JENS LANGE** | P33

An assistant professor at the University of Hamburg, Germany, Lange's work focuses on emotions and their links with personalities. Lange also studies envy and its two important forms—benign and malicious



**ALESSANDRO GRECUCCI** | P54

An associate professor at the University of Trento, Italy, Grecucci studies how humans perceive, modulate and express emotions in normal and abnormal conditions

**WRATH**

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**ANDREW OSWALD** | P36

A professor of economics and behavioural science at the University of Warwick, UK, Oswald has investigated the role of envy in economic success and well-being

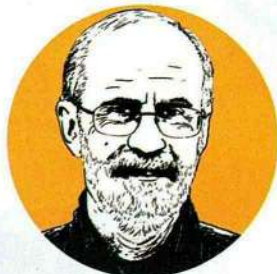


**MICHAEL INZLICHT** | P57

A professor of psychology at the University of Toronto, Canada, Inzlicht uses tools such as social psychology and cognitive science to unravel how humans use mental efforts to reach their goals

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**WILLIAM B IRVINE** | P40

Professor emeritus at Wright State University, US, and author of eight books, Irvine has written a chapter, "Gluttony: Religious and Philosophical Responses to the Obesity Epidemic" in the book, *Obesity Prevention*



**NOBUHIRO HAGURA** | P60

A senior researcher at the Center for Information and Neural Networks, National Institute of Information and Communications Technology, Japan, Hagura co-authored a paper in *eLife* in 2017 on how humans are hardwired to be lazy



**NATHAN H LENTS** | P43

A professor of biology at John Jay College of Criminal Justice, US, Lents works on the evolution of the genome to understand what makes humans unique, and has authored two books



**TODD McELROY** | P64

An associate professor at the department of psychology, Florida Gulf Coast University, US, McElroy studies decision-making and how psychological processes influence physical activity

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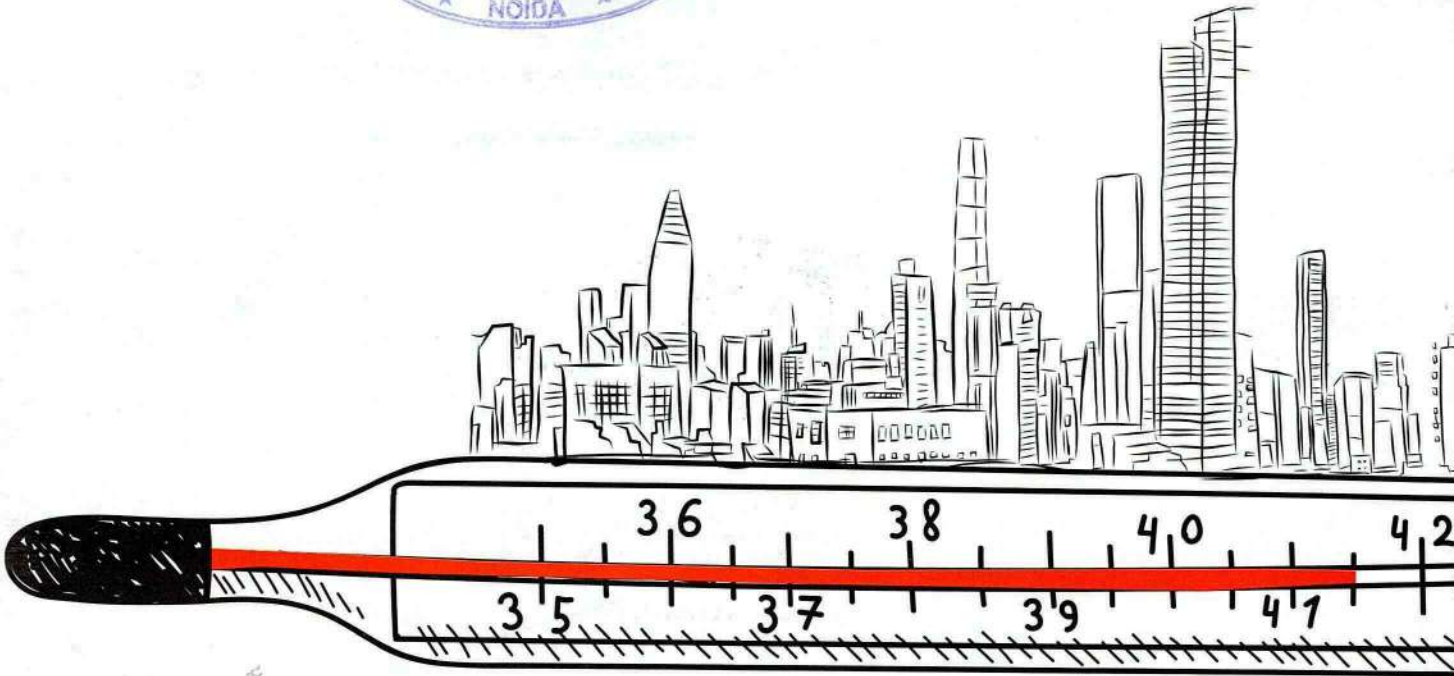
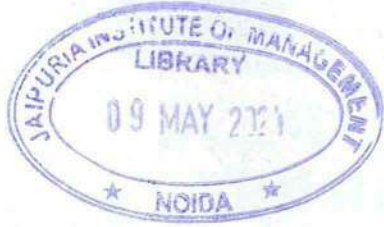
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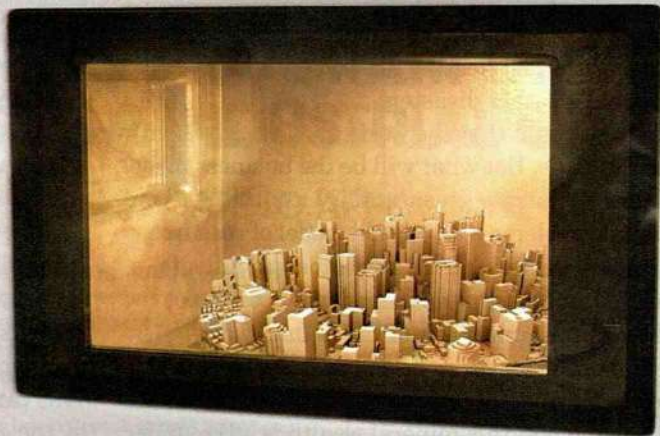
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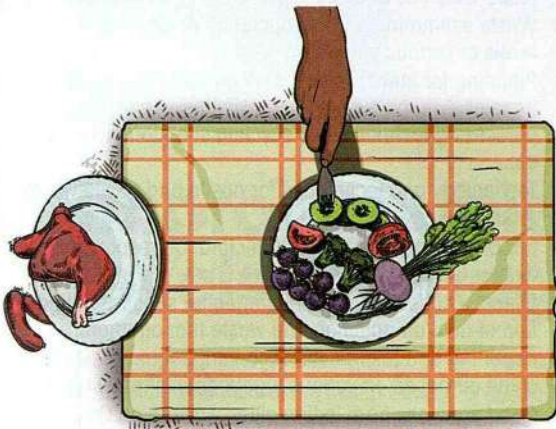
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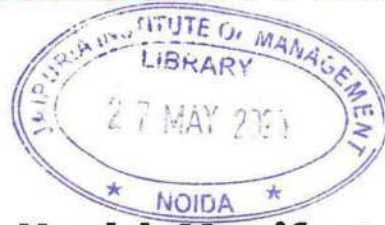


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## EDITORIAL

- Reading Election Manifestos

## COMMENT

- Intransigent Israel and the Duplicity of United States

## LAW & SOCIETY

- Consumer Protection and Professionals

## COMMENTARY

- A Manifesto for People's Health
- The Implications of Papering over a Multi-member Election Commission
- An Exploration into Declining Poverty and Vulnerability in India: A Response
- And more ...

## BOOK REVIEWS

- *India in Search of Glory: Political Calculus and Economy*
- *Minding the Climate: How Neuroscience Can Help Solve Our Environmental Crisis*

## PERSPECTIVES

- The Business of Political Action: Voters as Spectating Players and the Question of Agency

## SPECIAL ARTICLES

- Caste and Wage Inequalities in India
- Why Do Urban Indian Women Suffer Higher Unemployment Than Men?
- The Varna System in Gandhi's Theory of Civic Education

## DISCUSSION

- On Humanistic Theory: A View from the Frontier

## CURRENT STATISTICS

## POSTSCRIPT

## People's Health Manifesto

Health expenditure as 3.5% of the GDP, strengthening public health systems, adequate numbers of skilled health staff at all levels, greater decentralisation and ensuring justicability through legislation are the foundations for the right to healthcare. **page 13**

## Caste-based Wage Inequalities

The narrowing of the wage gap, along with the increase in the unexplained component, suggests that the improvement in relative wages is largely a consequence of improvement in endowments rather than a decline in discrimination. **page 41**

## Voters as Spectating Players

As spectator-players in a game that is the elections and polarising politics, the voters do not exercise their agency as individuals but as parts or "dividuals" of networks. **page 35**

## Decline in Poverty

With one out of every five Indian households still being income poor, the income dimension of poverty should not be sidelined when making claims regarding an overall decline in poverty. **page 21**

## The Need to Escape

What makes the storyline of *Laapata Ladies* interesting is how the sense of being lost, the need to escape, and the accidental turns become naturalised. **page 73**

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## EDITORIALS

- A Truncated Tax
- Election Commission and Omissions

## HT PAREKH FINANCE COLUMN

- From Chile in 1973 to Argentina and Türkiye in 2023: Economic Genocide Continues

## COMMENTARY

- Infrastructure Investments: The Way Forward
- Recognising Cohabitation Relationships: The Need for Legislative Framework
- Anaemia in Women of Reproductive Age in Odisha
- To Do or Not To Do the Social Impact Assessment: Chennai–Salem Project

## BOOK REVIEWS

- *Urban Undesirables: City Transition and Street-Based Sex Work in Bangalore*
- *Bury the Corpse of Colonialism: The Revolutionary Feminist Conference of 1949*
- *Changing Paradigms of Urbanisation: India and Beyond*

## INSIGHT

- Aadhaar: Costs of Digital Red Tape

## SPECIAL ARTICLES

- Is India's Inflation a Fiscal Phenomenon?
- Implications of Monetary Policy on Public Debt Servicing in India
- Facilitators and Barriers to Institutional Birth: A Community-based Study of the Lahaul Valley
- Sustainable Development in the High Mountains: The Case of Ladakh Pashmina

## CURRENT STATISTICS

## Aadhaar as Digital Red Tape

People's experiences in dealing with demographic and biometric errors and updations show how Aadhaar has ultimately resulted in the creation of more bureaucratic hurdles. [page 33](#)

## Producing Pashmina Wool

An exponential rise in the production of pashmina wool, driven primarily by China's increased output, has changed the cashmere shawl industry's dynamics. [page 59](#)

## Legalising Live-in Relationships

The legislature failed to anticipate the rise in live-in relationships, resulting in the lack of a rights-based legislative framework. [page 17](#)

## Infrastructure Investments

Indian infrastructure investment estimates show that the country spends less than 5% of its GDP on infrastructure. [page 14](#)

## Inflation in India

The primary cause of India's inflationary experiences is the measures undertaken to finance its prolonged fiscal distress. [page 39](#)

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## EDITORIAL

- A Skewed Recovery Limits the Global Growth Prospects

## COMMENT

- Who Is Afraid of Redistribution?

## ALTERNATIVE STANDPOINT

- Revisiting Intersectionality in India: A Dalit Feminist Perspective

## COMMENTARY

- Citizenship (Amendment) Rules, 2024: An Immanent Scrutiny
- Bharatiya Nyaya Sanhita and the False Promise to Marry
- Identifying Vulnerable Sections through Fractile Classification Technique
- And more ...

## BOOK REVIEWS

- *Scripts of Power: Writing, Language Practices, and Cultural History in Western India*
- *Meaningful Rituals: Persian, Arabic, and Bengali in the Nūrnāma Tradition of Eastern Bengal*

## INSIGHT

- Rating Accuracy and Default Risk: Is Model Risk a Concern for Indian Banks?

## SPECIAL ARTICLES

- Unveiling the Shifting Dimensions of Deprivations: Exploring Multidimensional Poverty and SDG in India
- Development vs Welfare Populism at the State Level: Politics of Welfare Benefits in AP
- From Aspiration to Oversaturation: A History of Legal Profession in Colonial Madras (1855–1930)

## CURRENT STATISTICS

## POSTSCRIPT

## Welfare Populism and Democracy

A new type of patron–client relationship is developing between the politician and the voters as welfare schemes are designed and implemented to transform citizens into clients expected to vote for the ruling party in gratitude. [page 54](#)

## Dimensions of Deprivation

Targeted interventions are necessary to address inequalities among the poor and vulnerabilities among those not currently below the poverty line to prevent the emergence of new deprivations from these vulnerable groups. [page 45](#)

## Legal Profession in Colonial Madras

A large number of legal practitioners, both in Madras and in *mufassil* districts, were hardly able to earn a decent living and were often taking up other work, even if moderately remunerative. [page 62](#)

## Model Risks and Indian Banks

Time series tests reveal that a fall in the predictive power of agency rating leads to an increase in the incidents of corporate defaults in India. [page 40](#)

## Gender in *Amar Singh Chamkila*

The same film that encourages our understanding of Chamkila to be generous, engages ungenerously with another notoriously misunderstood phenomenon of feminism. [page 71](#)

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**EDITORIALS**

- Are Election Campaigns Divisive or Deliberative?
- Takeaways from Global University Rankings

**STRATEGIC AFFAIRS**

- India's Foreign Policy and the Luxury of Strategic Autonomy

**COMMENTARY**

- Work, Family, and Identity of Educated, Middle Class Indian Women
- Why Do Patients Enrolled under the Ayushman Bharat Incur Medical Expenses?
- Impact of the Supreme Court Verdict on COVID-19 Mortality in Kerala
- And more ...

**BOOK REVIEWS**

- *The Colonial Constitution*
- *The Law of Desire: Rulings on Sex and Sexuality in India*
- *India's Agriculture and Food Exports: Opportunities and Challenges*

**PERSPECTIVES**

- Current Crisis in Capitalism
- Online Gaming Regulation

**SPECIAL ARTICLES**

- Educational Attainment and Socially Marginalised Women's Access to Antenatal Care in India
- Political Ecology Perspectives on Improving Access to Environmental Commons for the Marginalised
- Rajasthan's Microenterprise amid COVID-19 Crisis

**CURRENT STATISTICS****Crisis in Capitalism**

If instability was possibly the single biggest and reluctantly acknowledged issue with capitalism, income and wealth inequality and environmental degradation are two other major difficulties with the capitalist system that need to be addressed head on. **page 39**

**Access to Environmental Commons**

The state's role in the conservation and expansion of commons must go beyond identifying commons or creating regulating frameworks with non-effective, sometimes non-existent, "participatory" institutions. **page 57**

**Medical Expenses under PMJAY**

A key reason for the ineffectiveness of the Pradhan Mantri Jan Arogya Yojana on financial protection is the widespread practice of dual billing by private hospitals empanelled under the scheme. **page 16**

**Indian Foreign Policy**

The ambiguities of Indian foreign policy emerge from the accommodation of multiple interests and the aspiration to be a part of the Western liberal order while remaining a part of the global South. **page 10**

**Access to Antenatal Care**

Education is a major determinant in accessing ANC among socially marginalised women across geographies and social groups in India. **page 49**



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## EDITORIAL

- A Free Fall in Fertility Rates?

## COMMENT

- Escalation and De-escalation in West Asia

## LAW & SOCIETY

- Party Manifestos and Urban Governance

## COMMENTARY

- Poverty of Thought versus Richness of Imagination: A Flashback
- The Long and Short of AI Regulation
- Decentralised Skilling Plan: Looking beyond Numbers
- Fitting Adjudication on the Opaque Electoral Bond Scheme
- Some Reflections on Pakistan's Elections and Its Long Crisis

## BOOK REVIEWS

- *The Journey of Hindi Language Journalism in India: From Raj to Swaraj and Beyond*
- *Rethinking Conflict at the Margins: Dalits and Borderland Hindus in Jammu and Kashmir*

## PERSPECTIVES

- Demographic Dividends and Challenges: Socio-religious Disparities in India's Youthful Workforce

## SPECIAL ARTICLES

- Making a New Beginning on Farm Reforms
- Spatial Poverty Traps and Food Security: Unpacking the Linkages
- Status of Women's Landownership in India: A Comparison of Estimates from NFHS and AIDIS

## CURRENT STATISTICS

## POSTSCRIPT

## Women's Landownership

Despite the potential underestimation of women's ownership in AIDIS due to proxy reporting, its estimates align well with existing evidence, whereas NFHS estimates are contrary to the existing evidence on the regional patterns in ownership by women. [page 58](#)

## Political Churn in Pakistan

A latent, but nevertheless strong, anti-military sentiment in Pakistan may well appear to be a contradiction because of the evident dominance that institution has, but it is also a reality. [page 29](#)

## Poverty and Food Security

Disconnects between the levels of poverty and food insecurity suggest a context-specific range of entry points for addressing the problem of food and nutrition security. [page 51](#)

## Differentiated Dividend

Employment patterns elucidate the stark under-representation of SCs, STs and Muslims in secure, salaried positions, especially within the modern services sector, underscoring broader concerns about equitable access to economic opportunities. [page 37](#)

## Measurement of Poverty

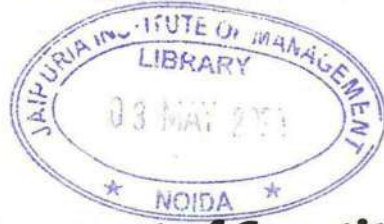
If the economists agree on a fresh poverty line using the MMRP data and a method of updating it over time, the poverty debate will become less acrimonious. [page 13](#)

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## EDITORIALS

- Foreign Exchange Reserves Touch New Highs
- Is NET Suitable for Assessing PhD Admissions?

## HT PAREKH FINANCE COLUMN

- The State of Climate Negotiations and What We Should Hope for in 2024

## COMMENTARY

- Fintech and the Efficacy of Monetary Transmission Evidence from India
- A Regulatory Price Mechanism for Crops Continues to be Desirable
- A Sustainable Compensation Package for Acquired Land: Beyond the Singur Saga
- Teaching Women's Studies: A Politics Within

## BOOK REVIEWS

- Strategic Human Resource Management in Higher Education: Roadmap for Indian Institutions*
- Communism, Subaltern Studies and Postcolonial Theory: The Left in South India*

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- A New Deal for Agriculture: Towards *Viksit Bharat@2047*

## SPECIAL ARTICLES

- The Age of Revenge: Imperialist Strategies of Resurgent Past Empires
- Electoral Malapportionment in India: Options for Correction
- An Inclusive Transformation of the Rural Non-farm Economy: Leveraging Farm–Non-farm Linkages

## CURRENT STATISTICS

## Apportionment of Constituencies

The spatially unequal growth of population warrants a relook at alternative approaches towards apportionments for a fair distribution of seats across states that implemented the population policy effectively. **page 49**

## Imperialism and Resurgent Powers

While the resurgent powers are unlikely to establish world empires within the capitalist world economy, they are either adopting or further entrenching an authoritarian form of governance, reminiscent of the “empire state” mode. **page 41**

## Transforming Agriculture

Resolving farmer issues and creating conditions in which their incomes can improve substantially and sustainably are essential for making the development process inclusive and sustainable. **page 35**

## Desirability of MSP

In addition to being an effective policy instrument to guide cropping patterns, the MSP also acts as a potential price-signalling mechanism for crop produce markets in India and plays a welfare support role. **page 15**

## Future of Women's Studies

Funding, permanency, expansion, status of discipline and introduction of women's studies and gender studies at undergraduate and school levels across the country are urgent needs in academia. **page 25**

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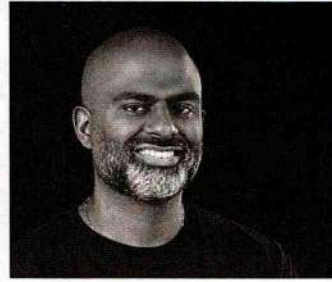
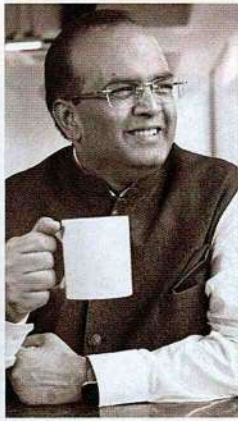


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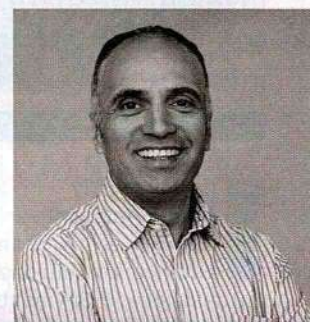
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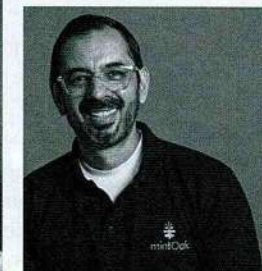
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## PEDAL TO METAL

How CEO **Warren Harris** is leveraging Tata Technologies' deep automotive expertise to design and engineer electric vehicles as well as foray into adjacent sectors like aerospace



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## CHARGING UP

Post a blockbuster listing, Tata Technologies is set to diversify across EVs, and potentially even semiconductors. But will competition and rising pressure play spoilsport?

4



Warren Harris,  
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## Joy of Gold

How **Joy Alukkas** became India's richest jeweller



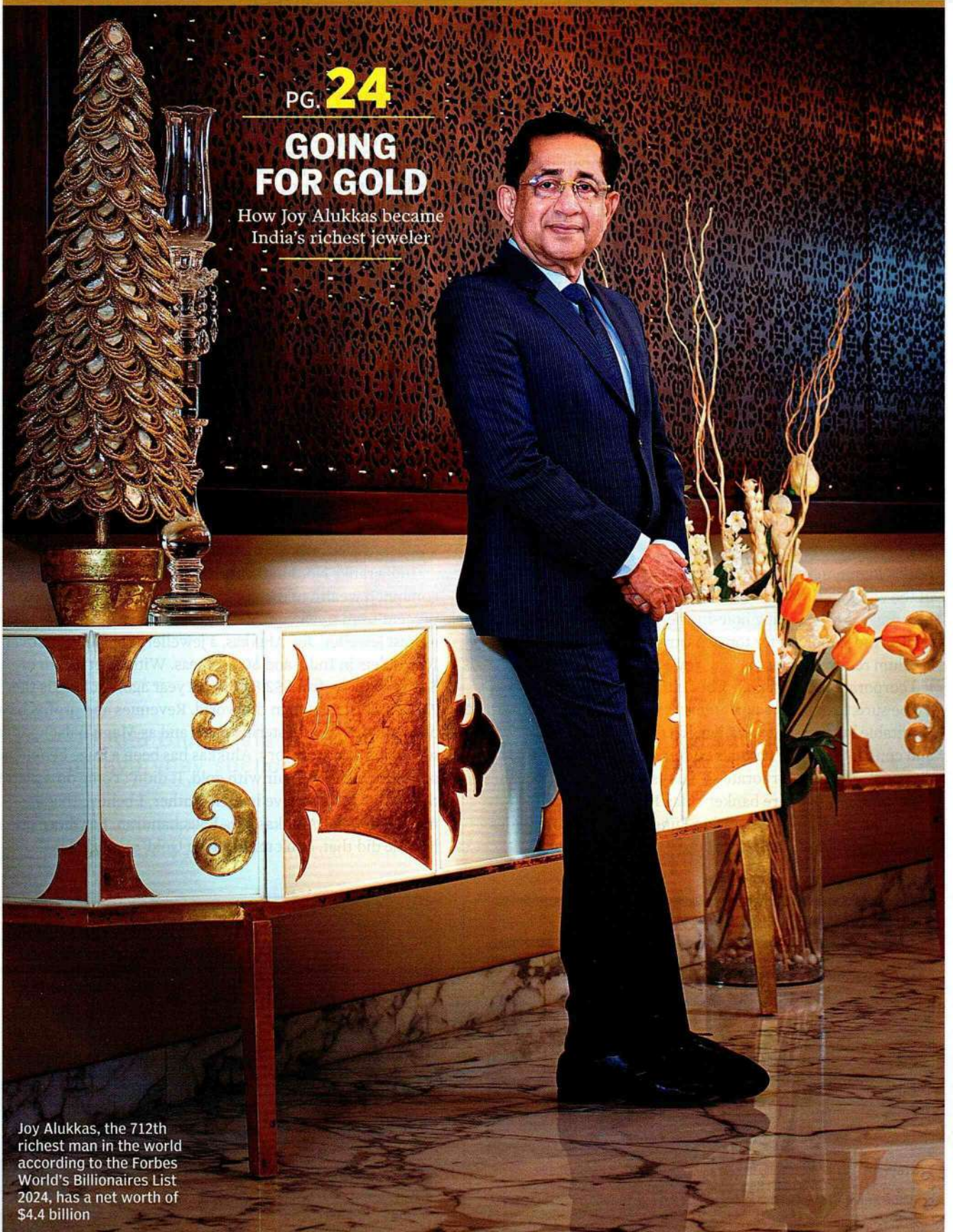
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GE HealthCare's  
Big India Bet

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## GOING FOR GOLD

How Joy Alukkas became India's richest jeweler



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Todd Boehly has used the cash generated from his boring—but dependable—annuities business to build an international multibillion-dollar sports and entertainment empire. The returns have been dazzling

MEXY XAVIER



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Rekha Jhunjhunwala is ranked 298th on the Forbes World's Billionaires List 2024, and 28th on the list of India's richest

AMIT VERMA



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Mayank Singhal, vice chairman and managing director of PI Industries, has been involved with the company since 1996

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Tokyo, Japan, with its mix of ancient temples and vibrant pop culture, offers a harmonious fusion of tradition and modernity

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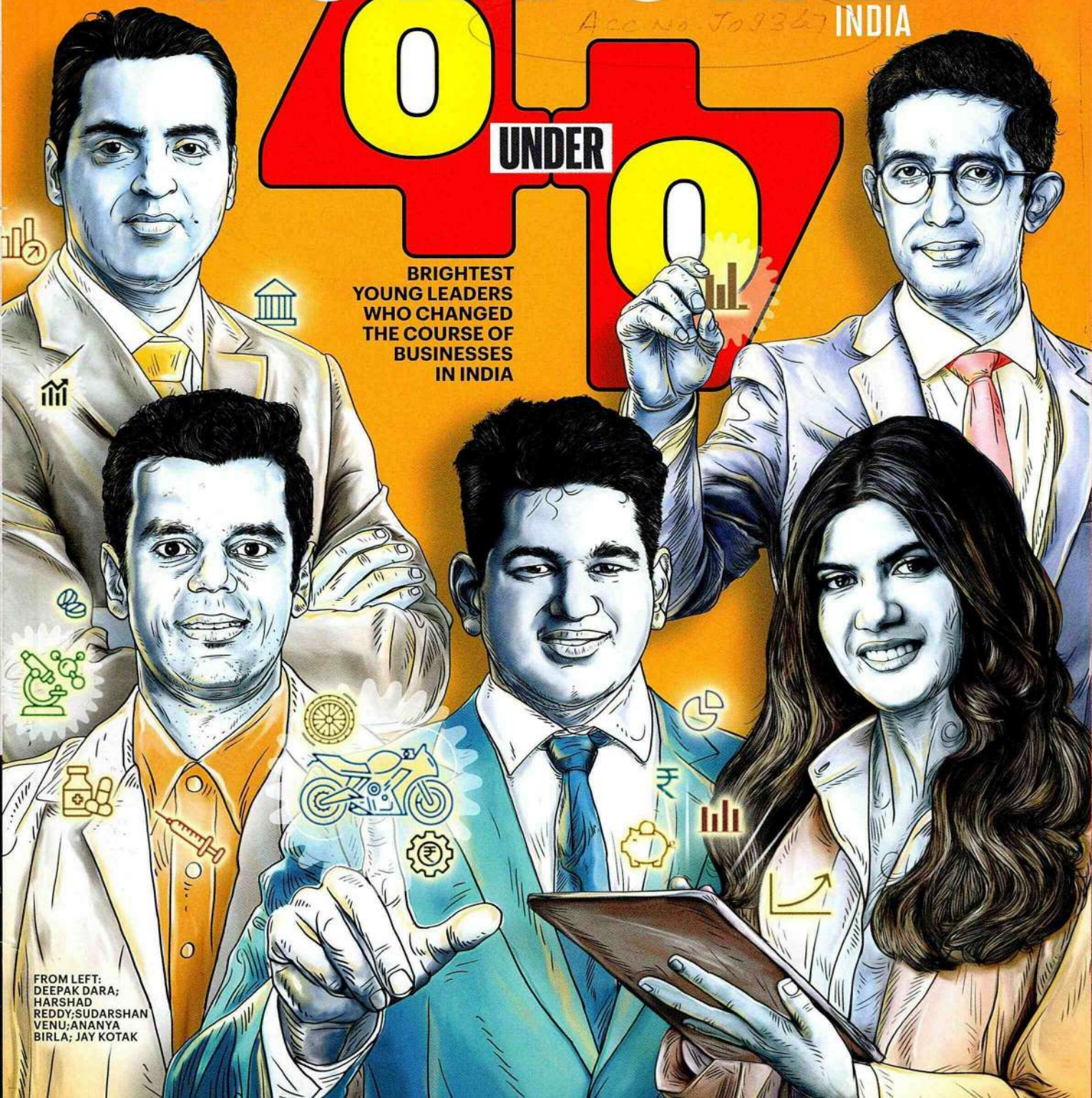
Modi's 100-day Agenda

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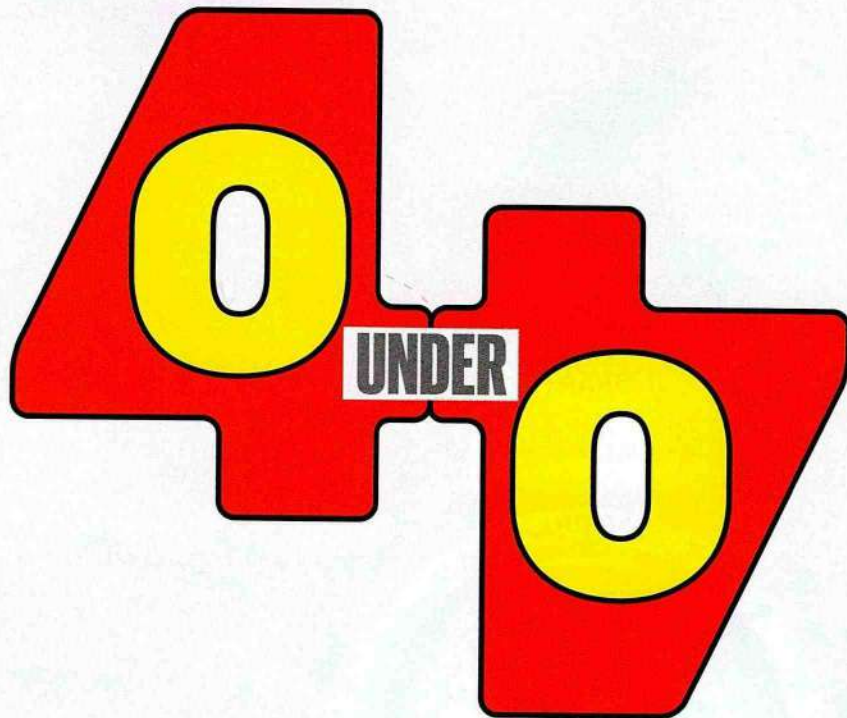
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**BRIGHTEST  
YOUNG LEADERS  
WHO CHANGED  
THE COURSE OF  
BUSINESSES  
IN INDIA**



FROM LEFT:  
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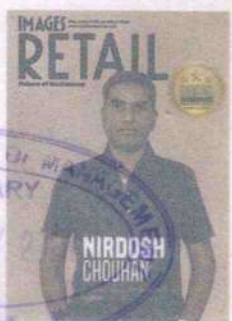
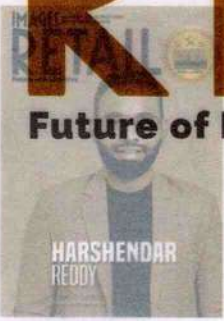


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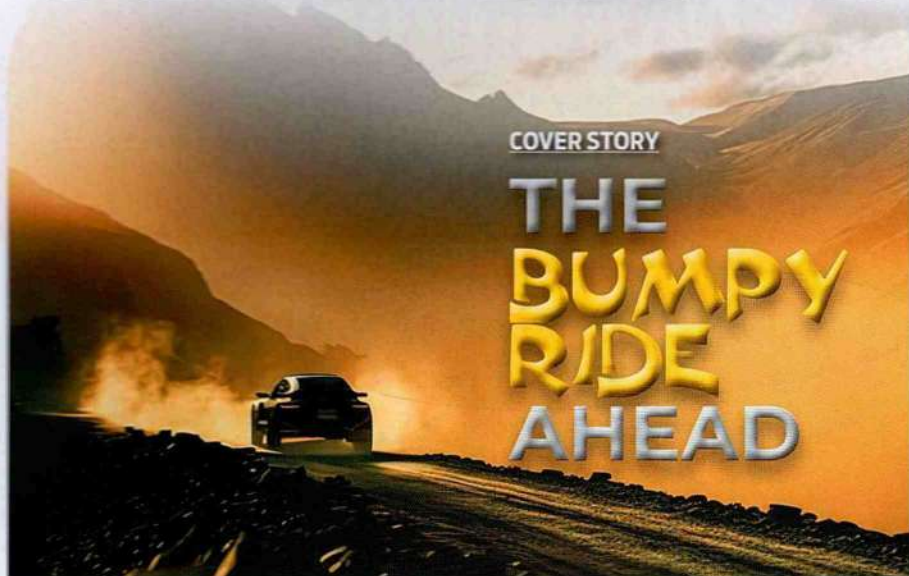
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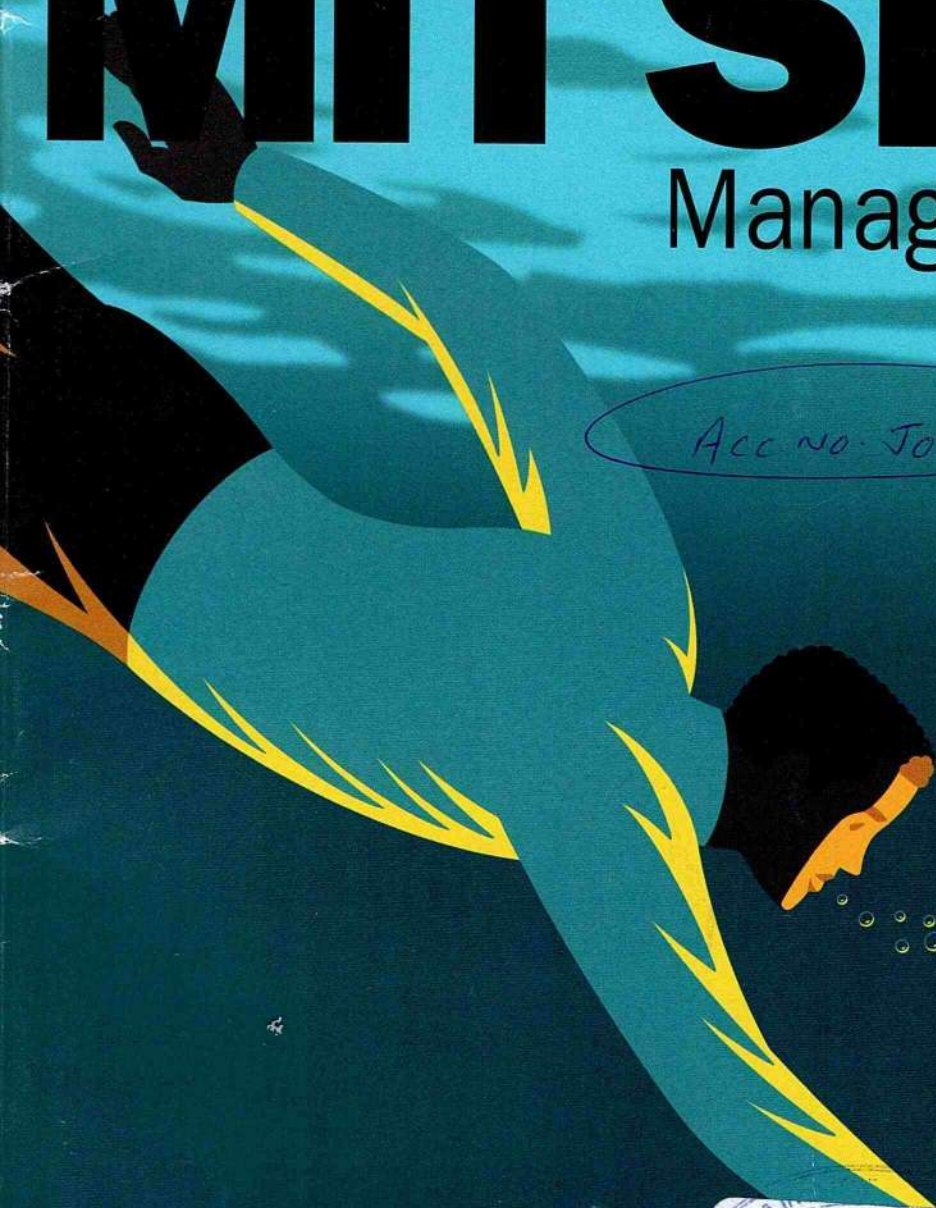
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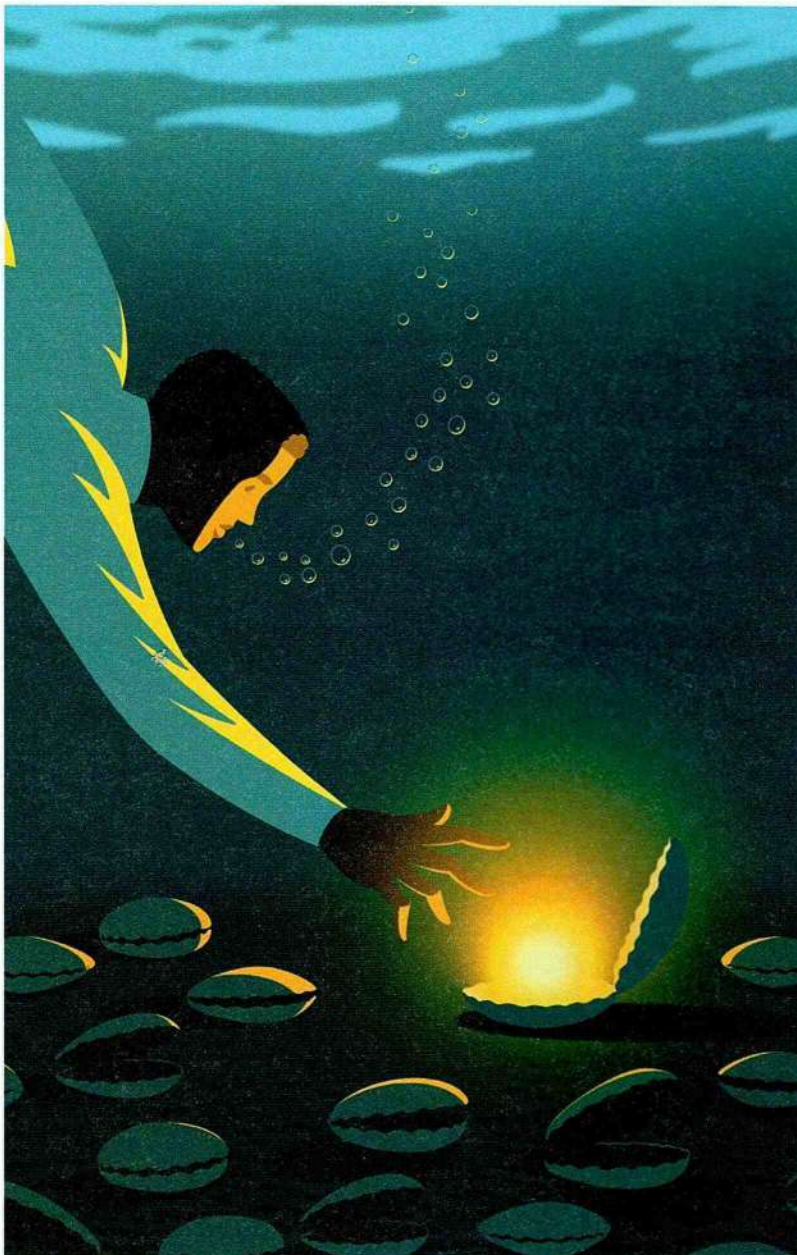
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June 2024

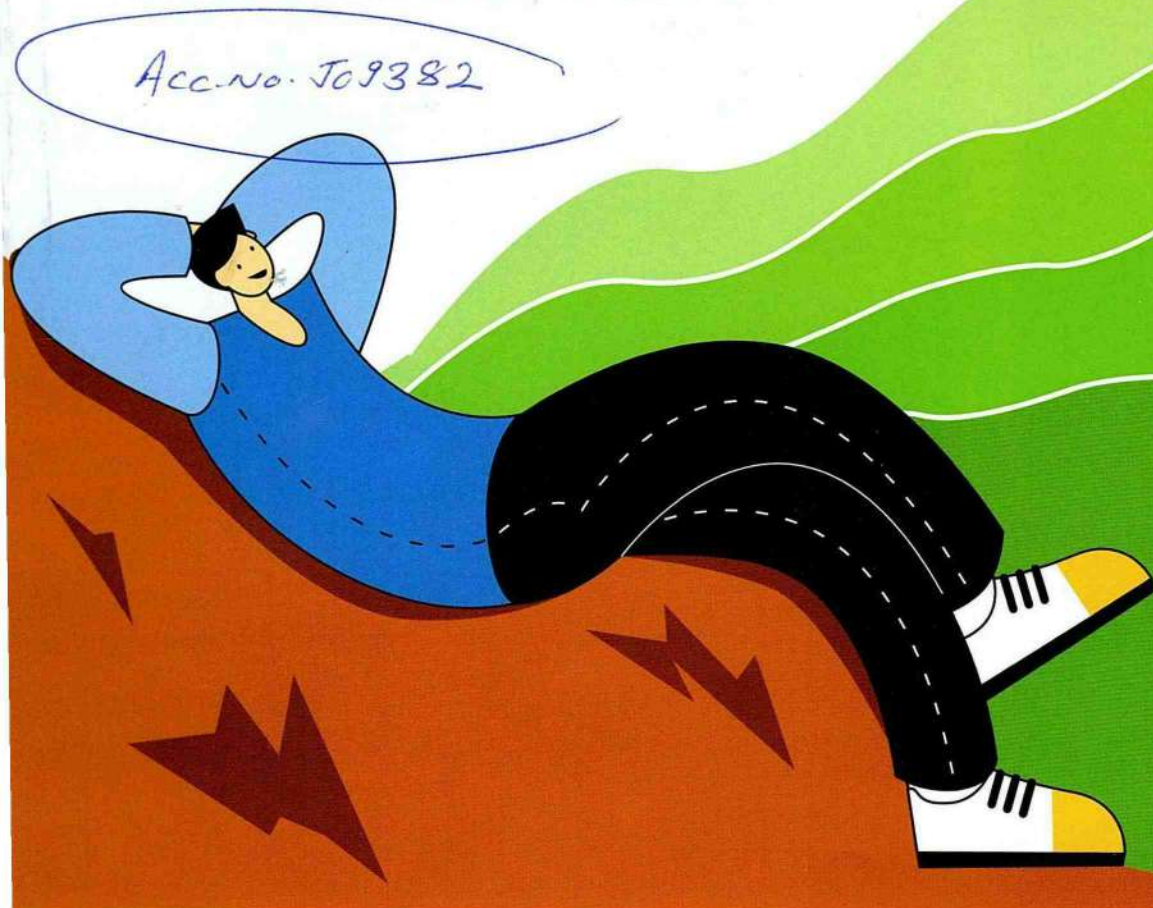
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How slow and steady wins the investment race



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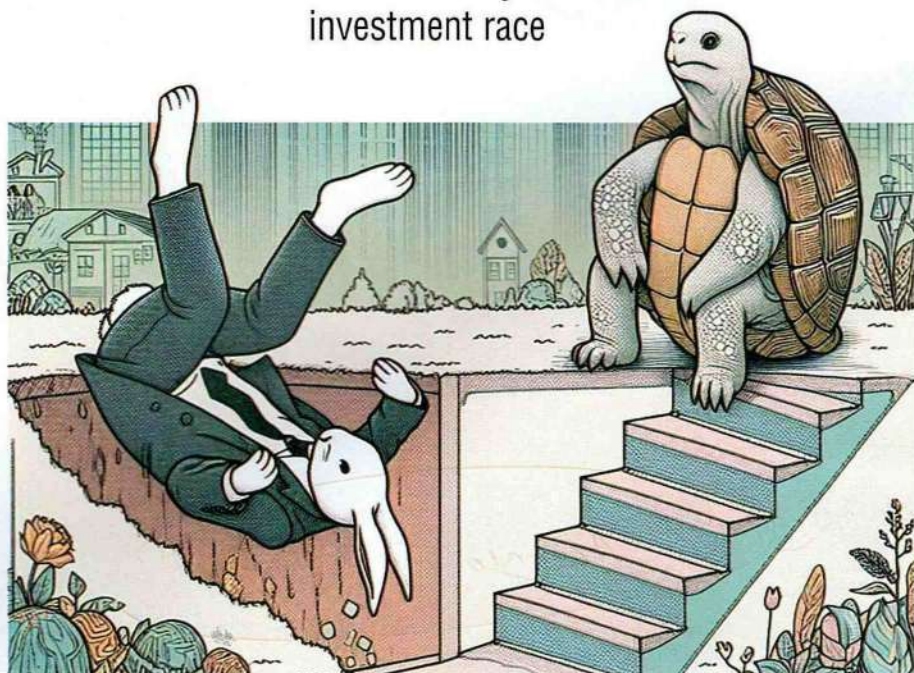


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for HR Practitioners

Volume 16

Issue 4

October 2023

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**Special Issue**  
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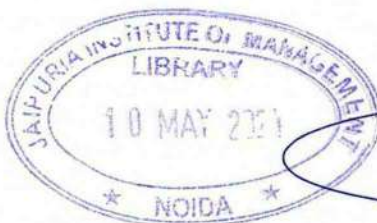


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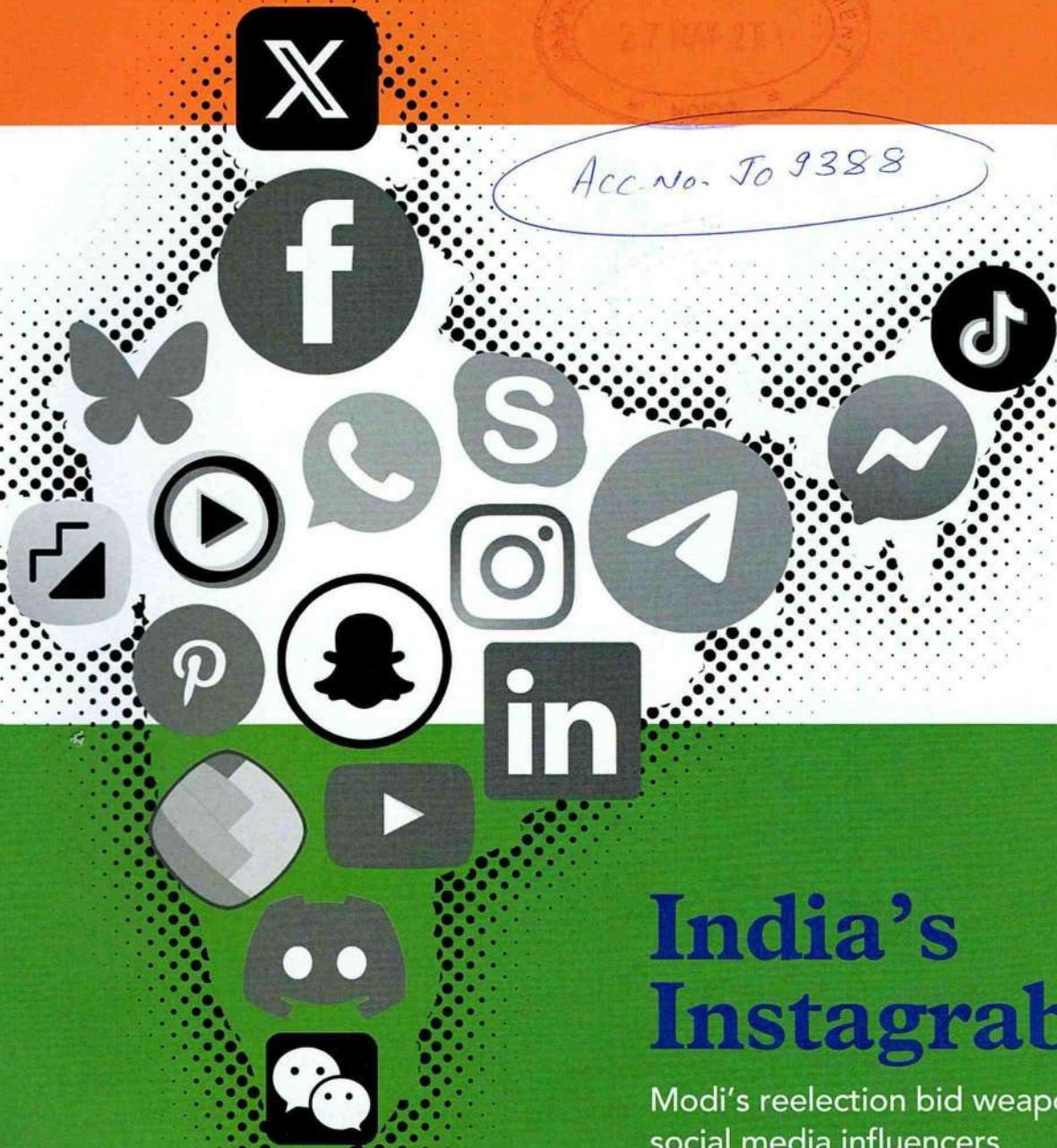


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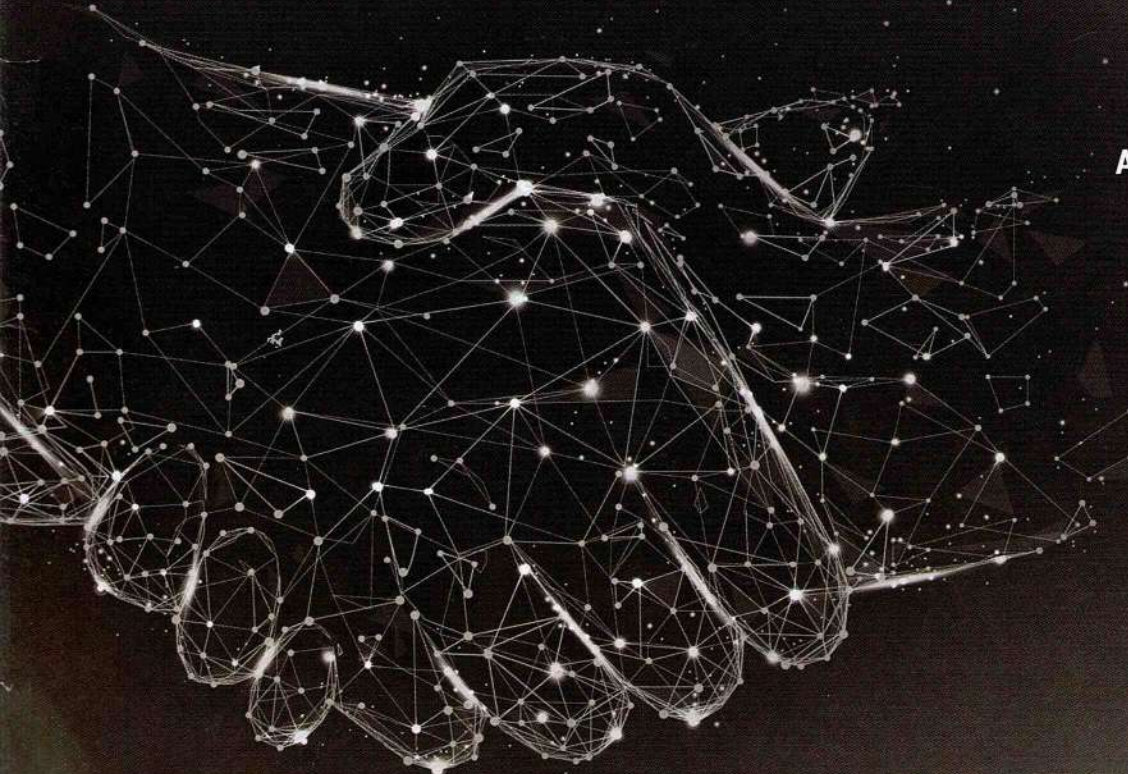
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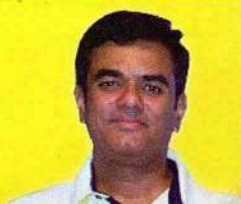
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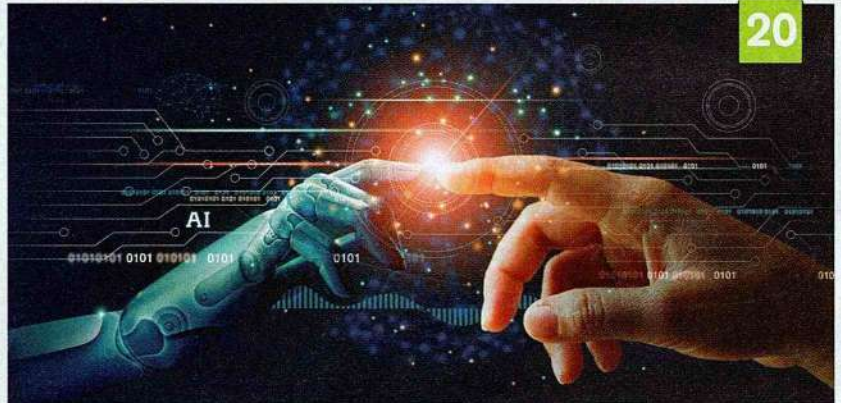


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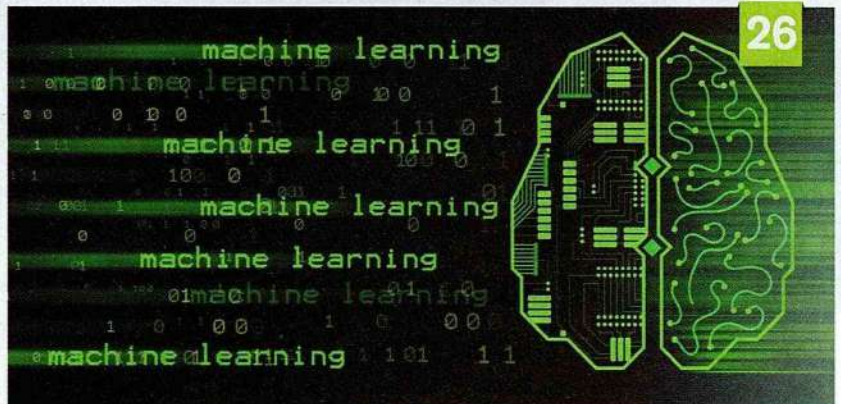
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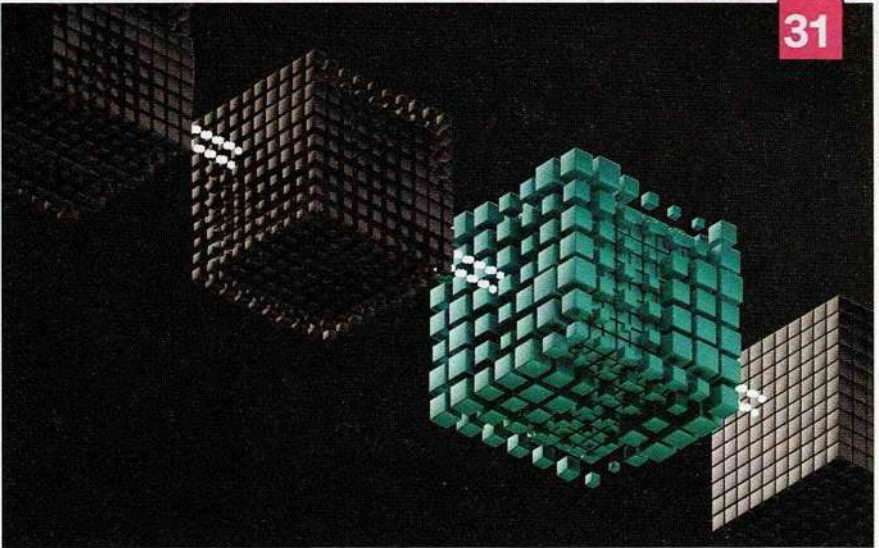


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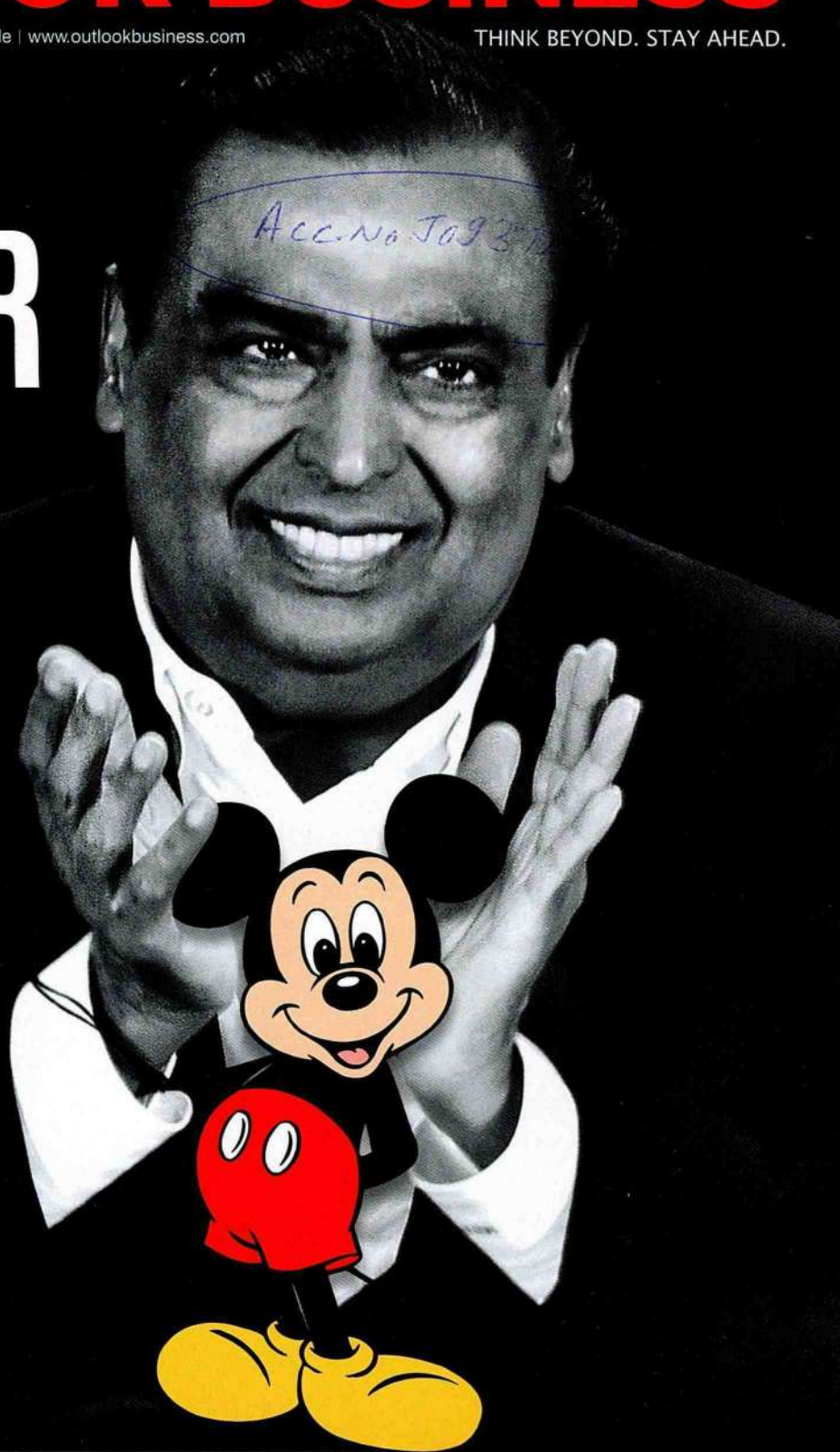
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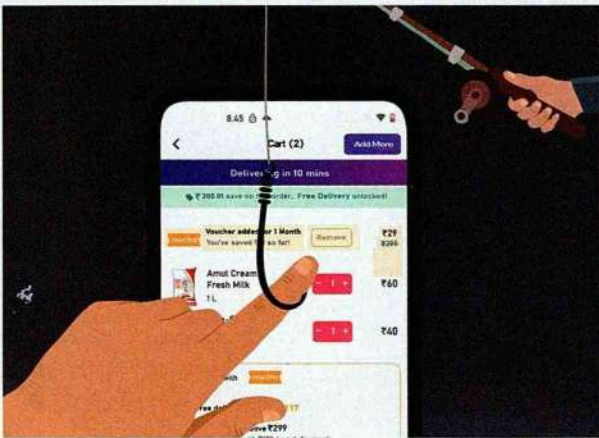
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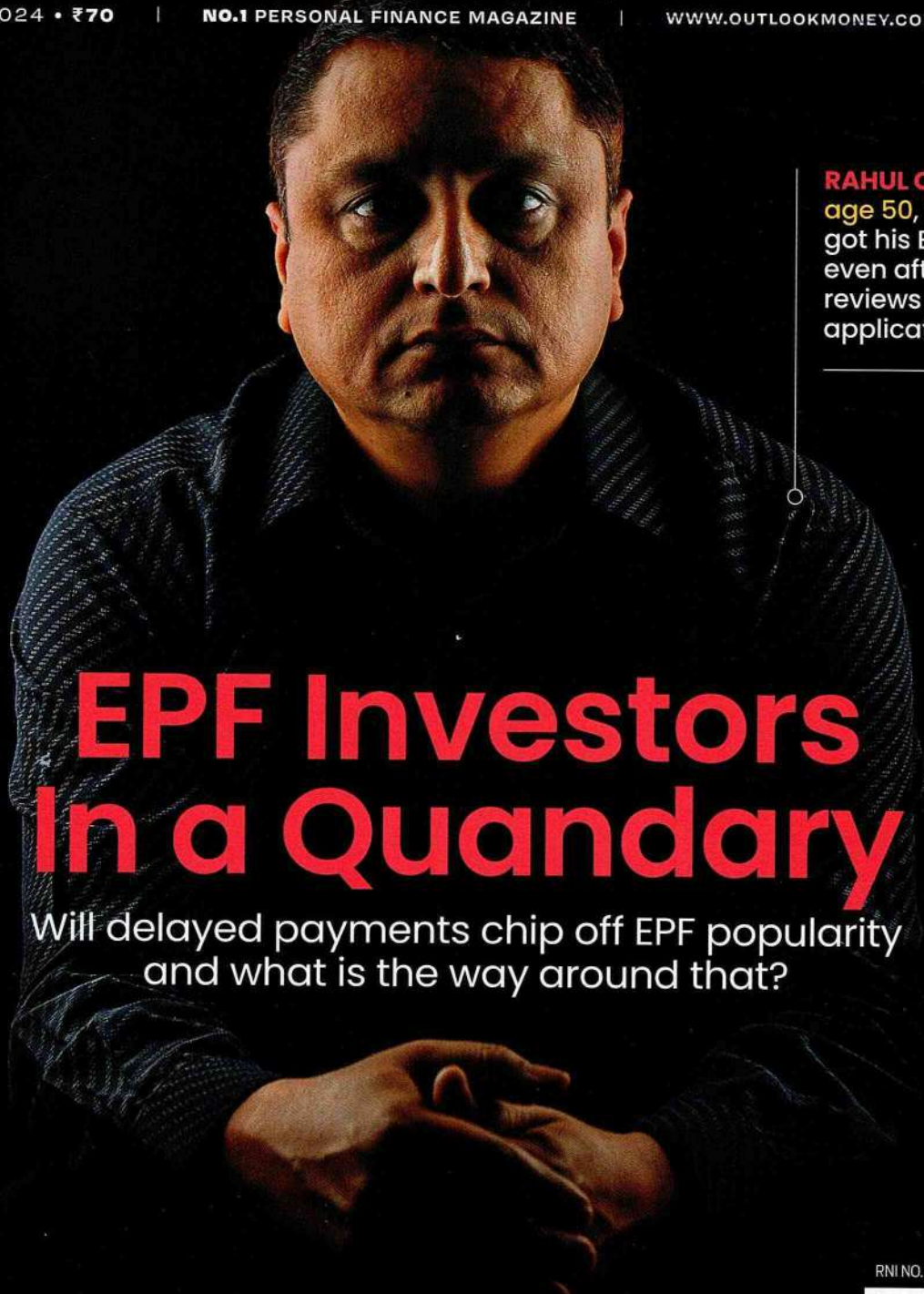
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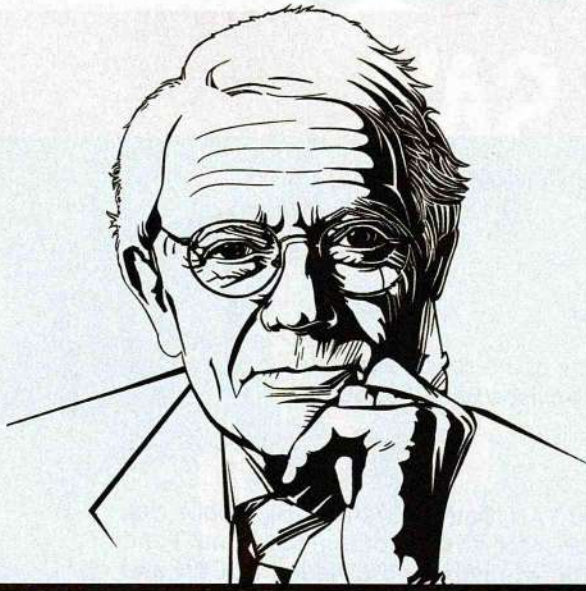


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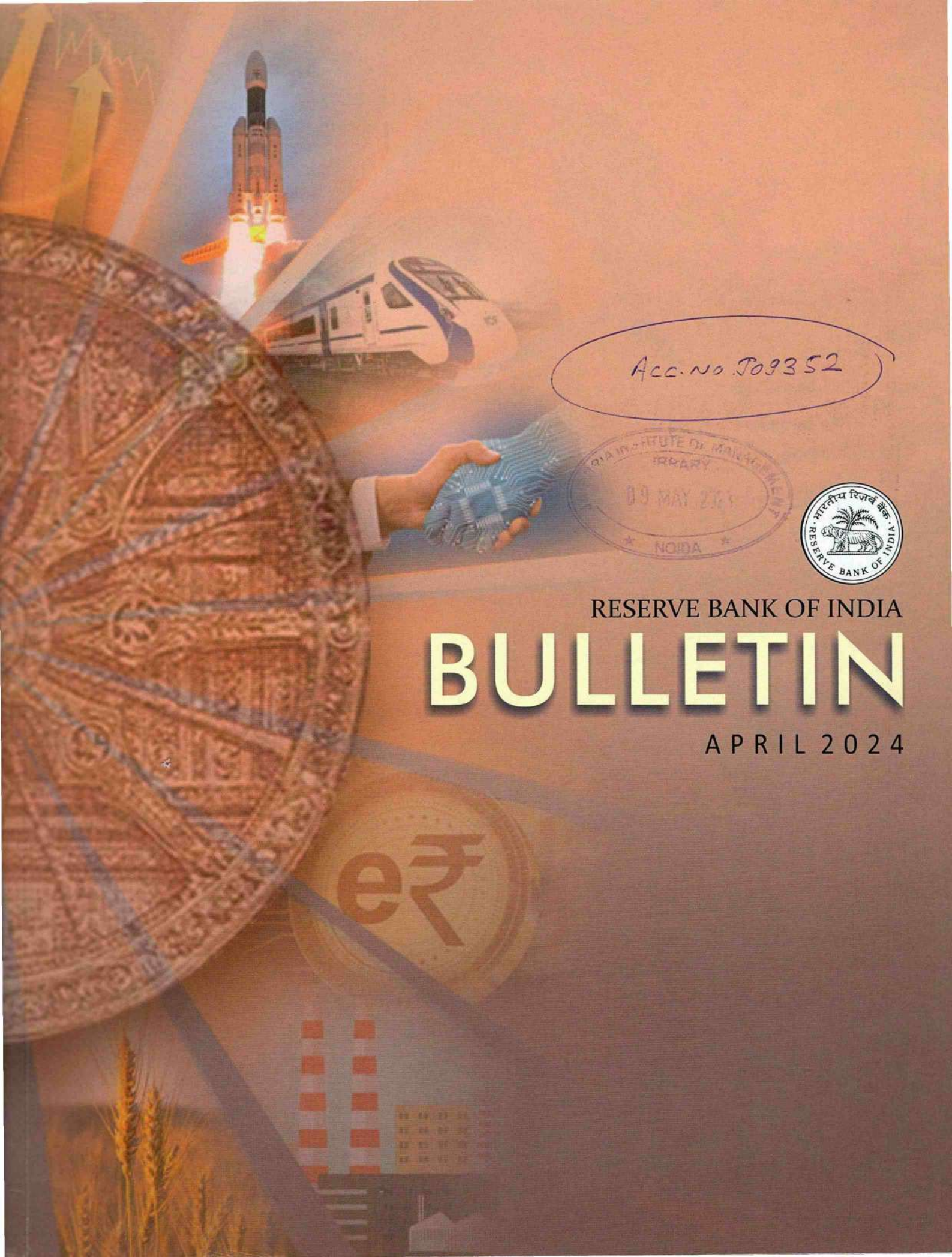
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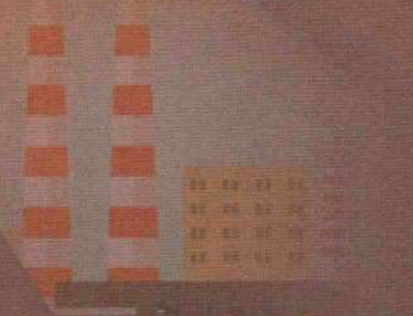
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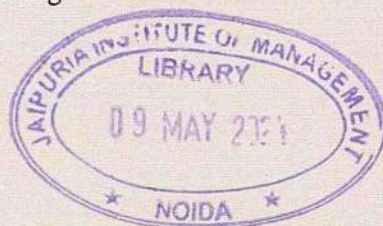
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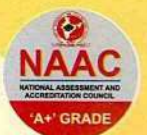
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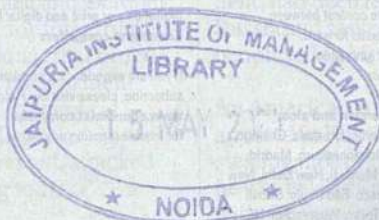
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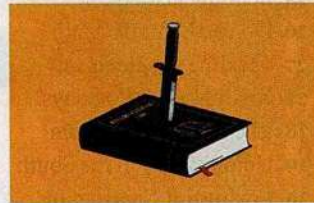
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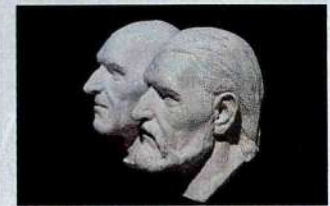
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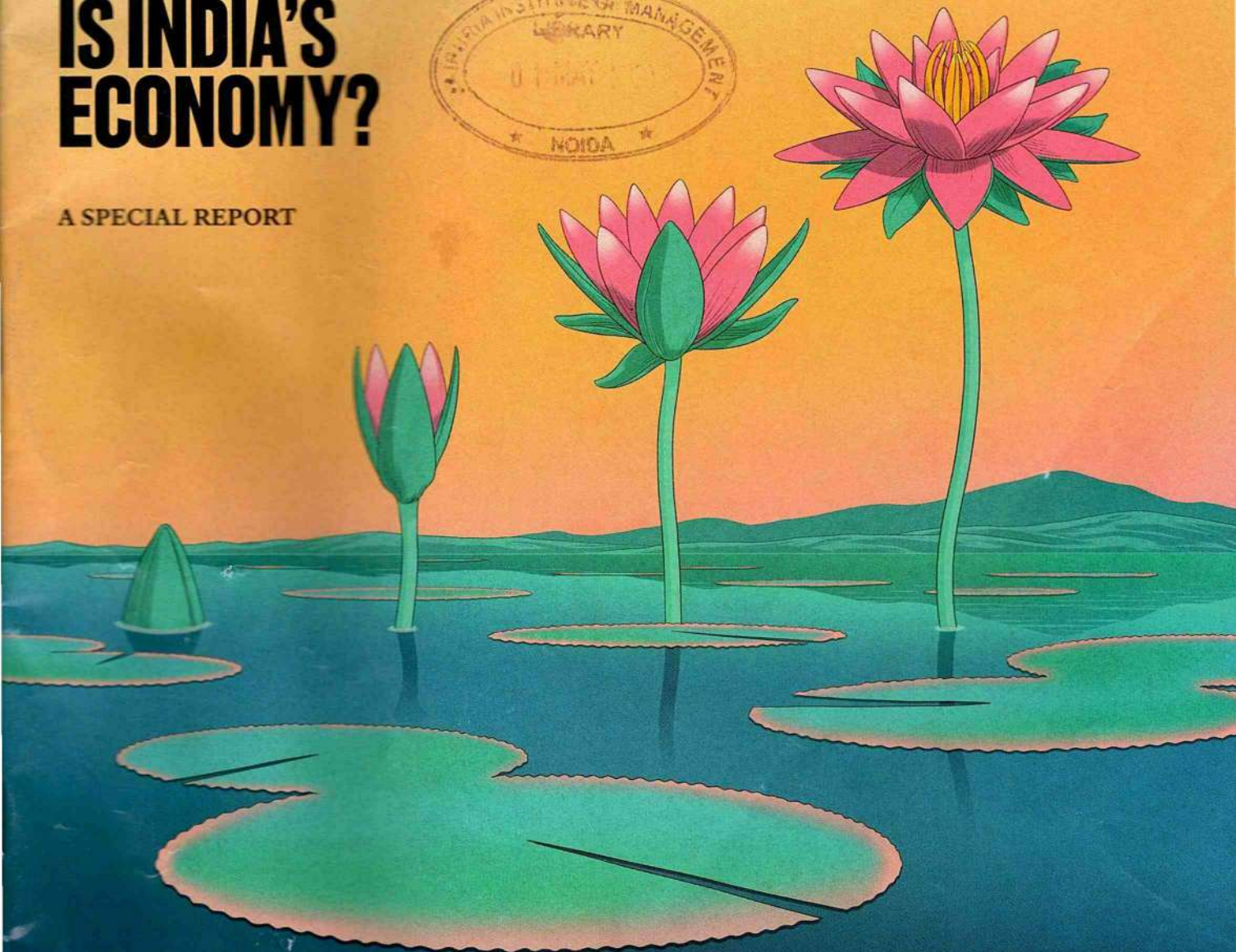
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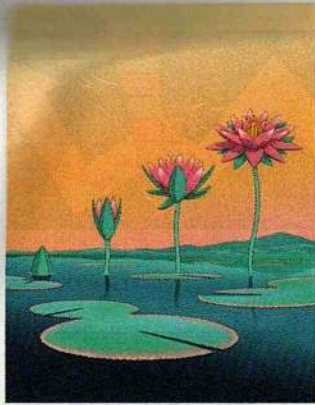
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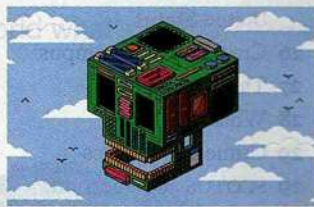
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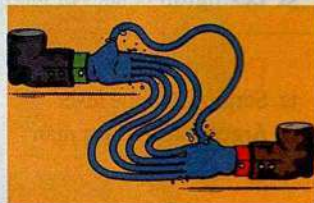
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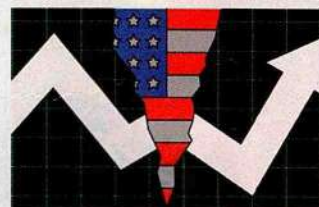
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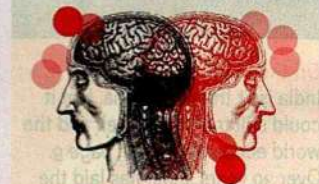
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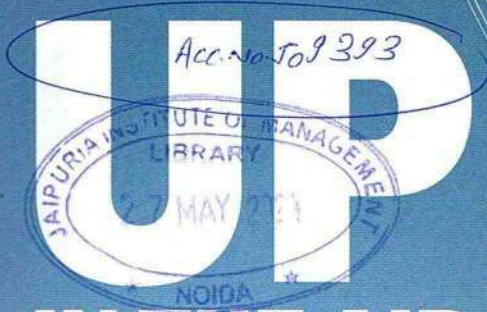
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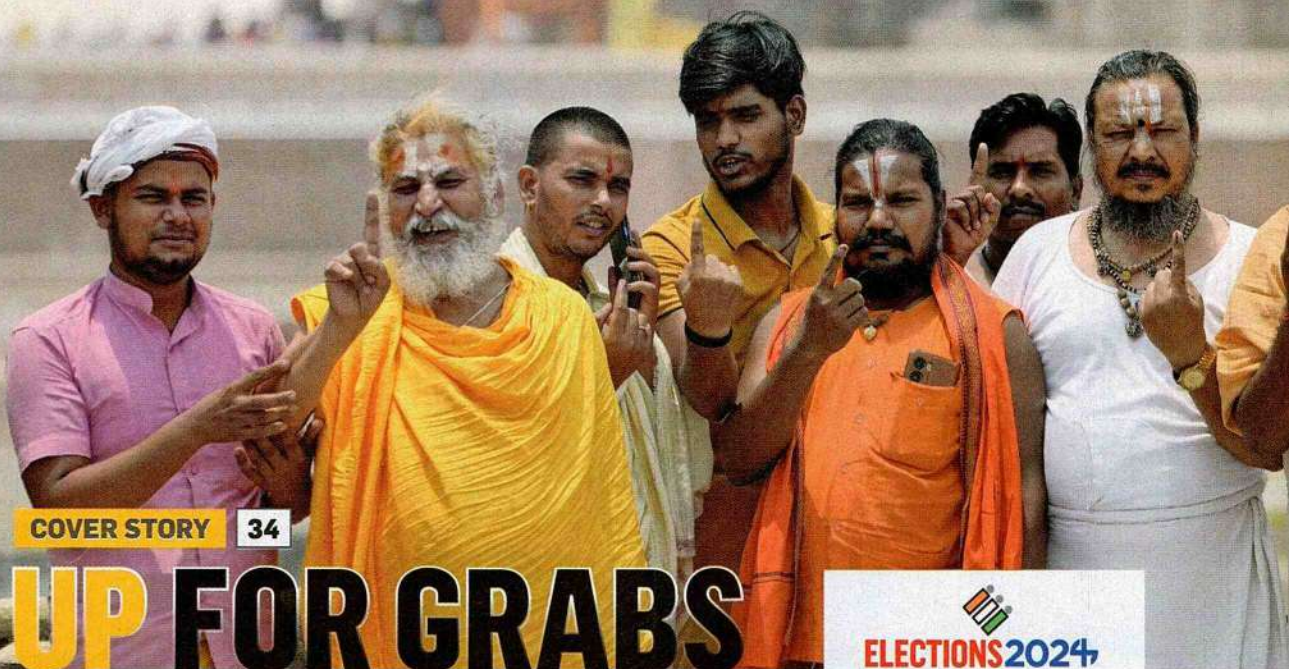
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Despite its monotony, the Lok Sabha election in Uttar Pradesh is interesting in parts. The BJP is banking on Prime Minister Narendra Modi's popularity, the *sanatan* stance of Chief Minister Yogi Adityanath and an improved law and order situation. The Samajwadi Party and the Congress are fighting together as part of the INDIA bloc. And, the Bahujan Samaj Party is locked in a battle for survival. But this election is of narrow margins—both in victory and defeat.

### PLUS

◆ When voting, Ayodhya has always looked at issues beyond the Ram Mandir

◆ In Varanasi, the youth's preference for modernity over the carefree essence of the past is likely to guarantee Modi's win

◆ Priyanka wants Rahul to lose: Keshav Prasad Maurya, deputy chief minister

◆ Voting has been low because the opposition has been unable to enthuse its voters: Brajesh Pathak, deputy chief minister

◆ The tally in Uttar Pradesh may trigger changes that would impact key leaders in both the BJP and the INDIA bloc

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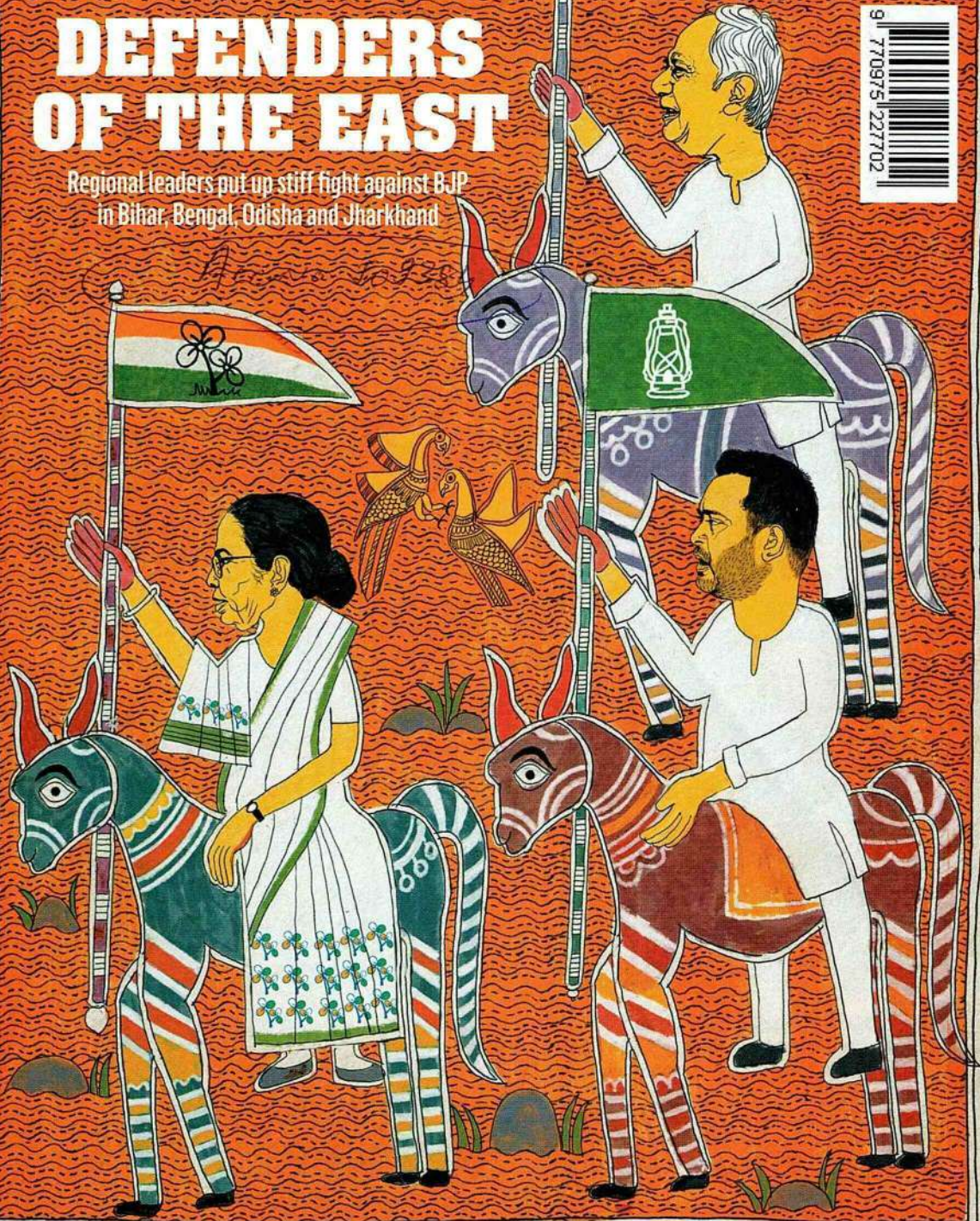
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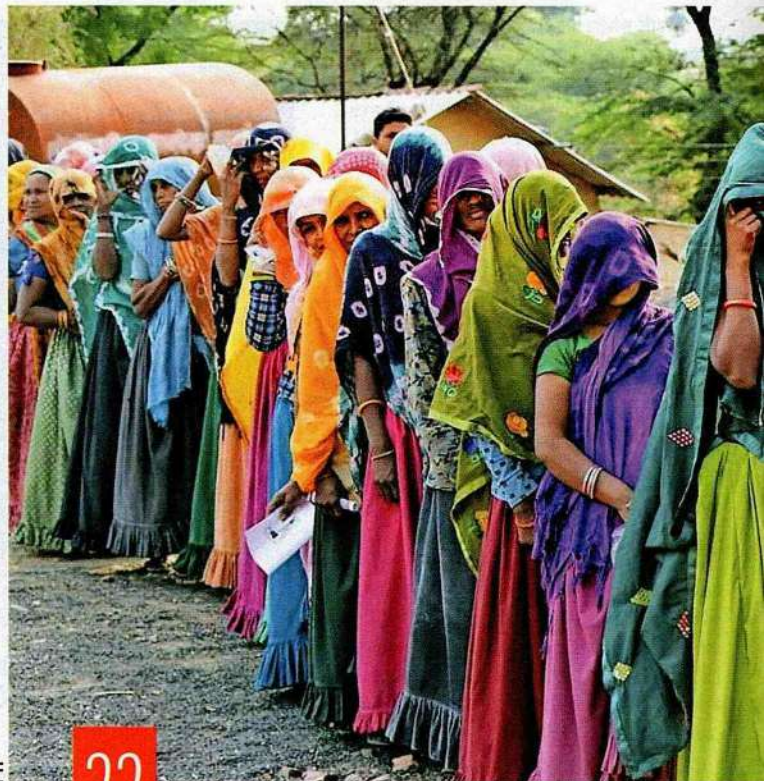
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Also, there is a lot at stake for the three longest-serving chief ministers in the region



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My confidence comes from my adivasi DNA: **Kalpana Soren**, JMM candidate, Gandey assembly seat



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Designer **Aratrik Dev Varman's** new book brings alive the risha— Tripura's ancient and indigenous textile

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Printed at Malayala Manorama Press, Kottayam, and M P Printers, Noida, and published from Manorama Buildings, Panampilly Nagar, Kochi-682 036, by **Jacob Mathew**, on behalf of the Malayala Manorama Company Private Ltd., Kottayam-686 001. Editor **Phillip Mathew**  
• Focus/Infocus features are paid marketing/PR initiatives

**RAE BARELI**  
**NO CAKEWALK FOR RAHUL GANDHI**

**WEST BENGAL COMMUNISTS**  
**PRESENTING YOUNG HOPEFULS**



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MAY 19, 2024

# THEWEEK

**ADARSH GOURAV**  
MUSIC, MOVIES AND  
LESSONS FROM  
THE WHITE TIGER

**UNTOLD STORIES**  
INDIANS WHO  
REFUEL SATELLITES

## BATTLE FOR MAHARASHTRA **DO OR DIE**

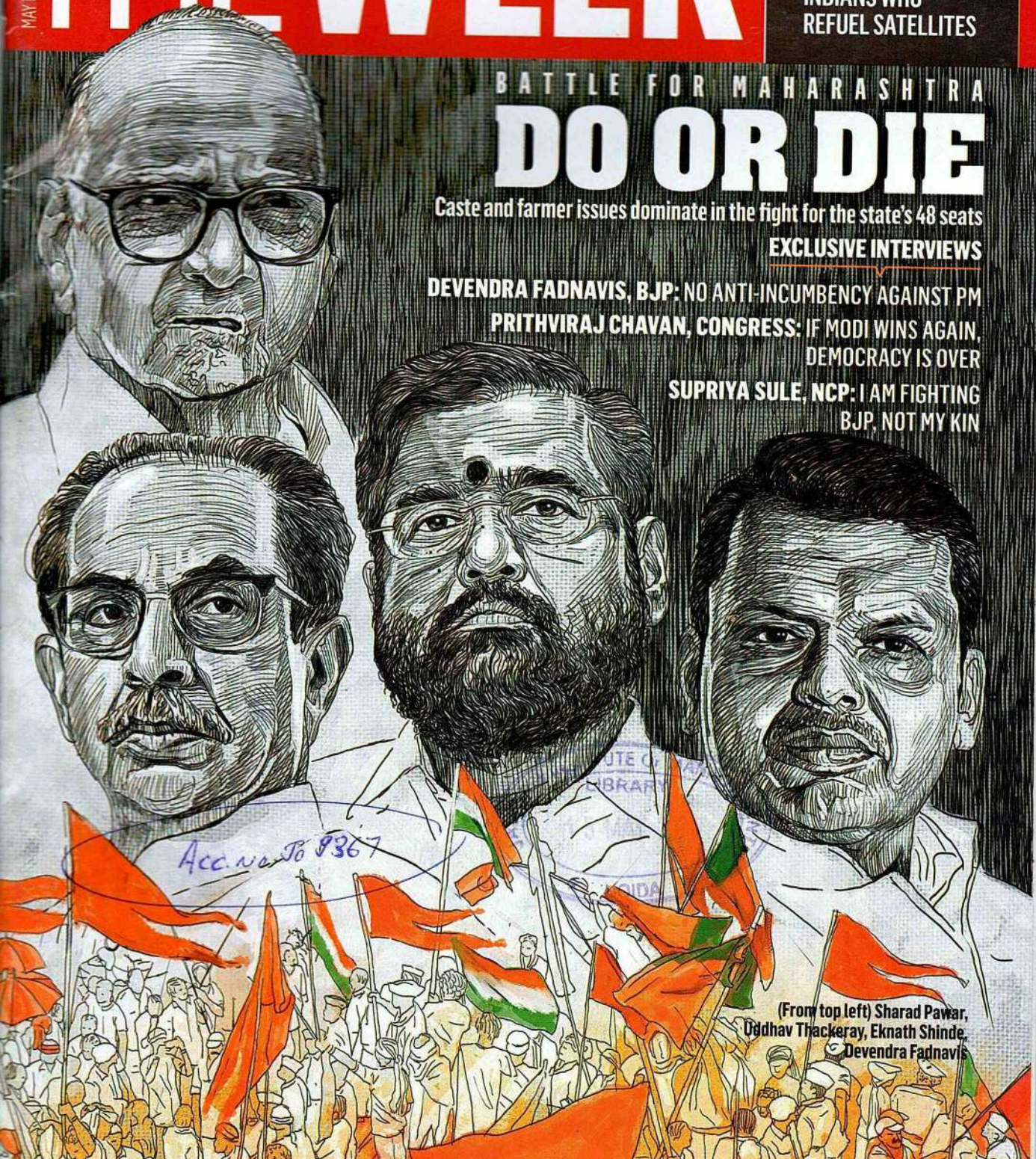
Caste and farmer issues dominate in the fight for the state's 48 seats

**EXCLUSIVE INTERVIEWS**

**DEVENDRA FADNAVIS, BJP: NO ANTI-INCUMBENCY AGAINST PM**

**PRITHVIRAJ CHAVAN, CONGRESS: IF MODI WINS AGAIN,  
DEMOCRACY IS OVER**

**SUPRIYA SULE, NCP: I AM FIGHTING  
BJP, NOT MY KIN**



(From top left) Sharad Pawar,  
Prithviraj Chavan, Eknath Shinde,  
Devendra Fadnavis

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FOR THE WEEK MAY 13 - MAY 19

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## THE MAHA CONFUSION

Voters in Maharashtra are unclear and disillusioned with all the rifts and splits—unimaginable scenarios are playing out across the state.

Will the NDA once again sweep the Lok Sabha polls in Maharashtra, or will the MVA have the last laugh?

PLUS

INTERVIEWS



**We will win not less than 40 seats**

—**Devendra Fadnis**, deputy chief minister, Maharashtra



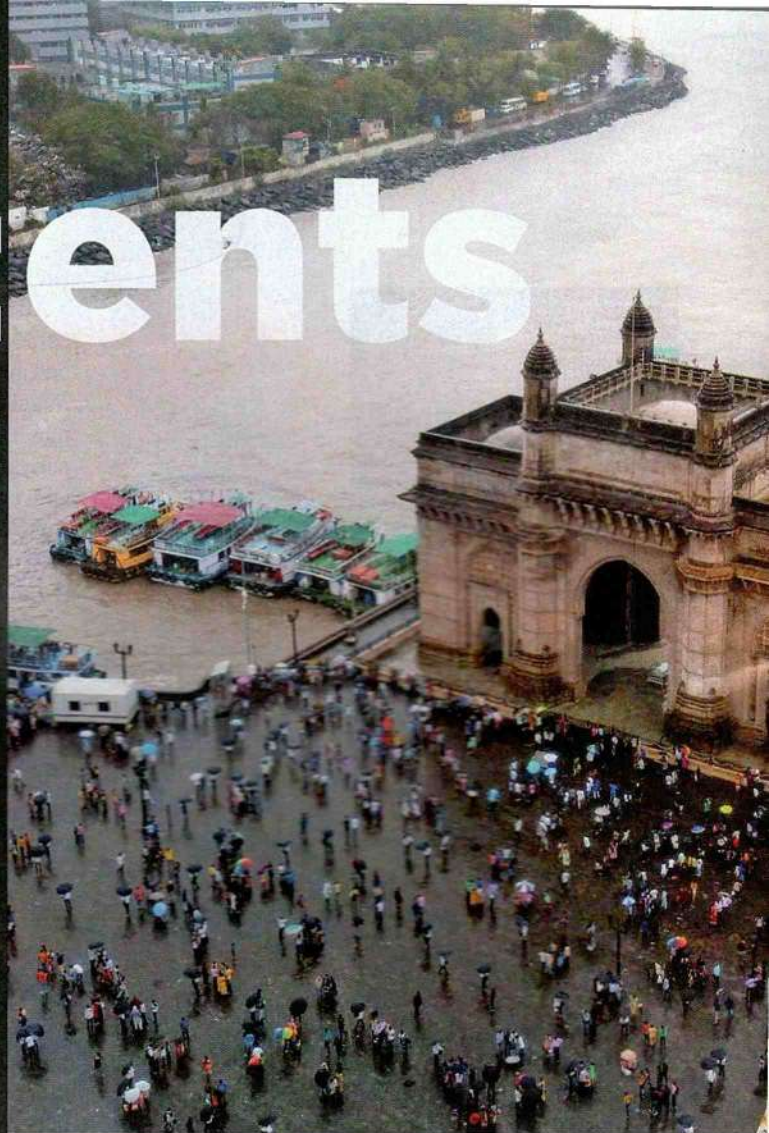
**Today people are scared to talk against the [Union] government. It is a hostile environment**

—**Supriya Sule**, NCP leader



**Economy is not growing at the rate that it should be**

—**Prithviraj Chavan**, Congress leader



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The electoral match is not over till the last vote has been cast in the constituency which served defeat to Indira Gandhi in 1977 and was swept away by the BJP wave in 1996 and 1998

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A Chennai company is making waves in the world of space tech startups



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I have always been a keen observer and driven by curiosity... drama school made a huge impression in my life

—Adarsh Gourav, actor

**C O L U M N S**

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R. Prasannan

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Anuja Chauhan

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Anita Pratap

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I am hoping that after playing Anu for so many years, Rupali

Ganguly has imbibed a little bit of the character's strength and sensibility. And that she will carry some Anu-ness into this next phase of her life.

COVER ILLUSTRATION BINESH SREEDHARAN

Printed at Malayala Manorama Press, Kottayam, and M P Printers, Noida, and published from Manorama Buildings, Panampilly Nagar, Kochi-682 036, by Jacob Mathew, on behalf of the Malayala Manorama Company Private Ltd., Kottayam-686 001. Editor Philip Mathew  
• Focus/Infocus features are paid marketing/PR initiatives

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AI is a statistical predictive system so it is never going to be 100 per cent correct, says Madhumita Murgia, who, through her book, *Code Dependent*, gives voice to the voiceless multitudes impacted by AI

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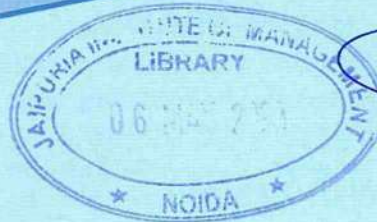


# UNIVERSITY NEWS

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Acc. No. 70 9345

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Mandatory Internship: A Useful Policy

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Innovating Education: Garden City University's Journey to Digital Transformation

**Brij Kothari**

Education, Serendipity and Purpose

– Convocation Address

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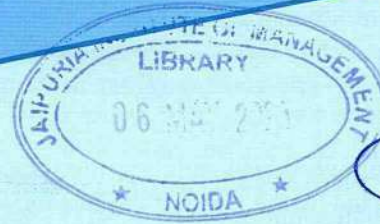


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**Simran Kaur**

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Importance of Youth in Nation-building

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**Sheriya Sareena and Sayantan Mandala**

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# UNIVERSITY NEWS

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Special Issue

on

**HIGHER EDUCATION@2047**

on the occasion of

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&

**NATIONAL CONFERENCE OF VICE CHANCELLORS**

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on

April 15-17, 2024



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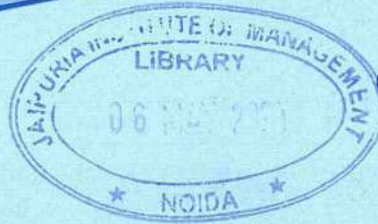


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