



# देश का नं. 1 हिंदी न्यूज़ ऐप

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# INDIA TODAY



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RIGHTLY PUSHES FOR RADICAL REFORMS. BUT IT  
NEEDS A RAPID ACTION PLAN TO TAKE FLIGHT

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**A** little over a decade from now, India will become the third largest economy in the world. It will have quadrupled its GDP to around \$10 trillion, surpassing France and Japan and behind only the US and China. Set to be the world's most populous country by 2027, the challenges for India in the 2030s will be even more acute than at present. We are the world's largest young country. Half the population, or over 600 million people, is under the age of 25, what is called our demographic dividend.

The advent of the knowledge economy—where the creation, dissemination and utilisation of information and knowledge rather than land, labour and capital become the most important factors of production—poses new challenges and opportunities for us.

Can a youthful India deliver the skilled workforce with the capacities and analytical skills for the Information Age? The answer, if you look at the present state of our education system, is an emphatic NO.

Our cover story in 2009, 'How to Clean the Mess', had outlined the problems—'islands of excellence like IITs and IIMs in a sea of decaying institutions. The crisis then was as severe as it is now. Only one in nine children who finished school ended up in university. Huge shortages of quality educational institutions were driving cut-off percentages even higher, and multiple regulatory authorities were completely out of sync with the demands of modern education. Public spending on education has hovered around 3 per cent of GDP as against the minimum 6 per cent that two commissions have recommended since 1965.

A decade later, none of these basic issues has been addressed. The problems have only worsened. The 2018 Annual Status of Education Report (ASER) survey found that only 50 per cent of all students in Class V could read texts meant for Class II students. The consequence is that the gross enrolment ratio, or the number of students enrolled at a given level of education as a percentage of the official schoolgoing population, has dropped from 95 per cent for Grades 1-5 to 79 per cent for Grades 9-10.

The time for incremental change, I had written then, was over. The crisis is severe and demands a radical and revolutionary response. We do have a glimmer of hope in a New Education Policy whose draft has just been presented to the government. The 484-page NEP outlines an elaborate plan, encompassing education across multiple segments—pre-school, school, higher, vocational and adult education, as well as teacher training and regulation. It suggests a fundamental change in school curriculums by adopting a multidisciplinary approach, doing away with stressful one-time exams and rote learning, focusing on learning outcomes and adaptability, adding vocational courses to the academic curriculum from school onwards, making teacher train-

ing the pivot of all reforms, boosting research funding in higher education and restructuring and creating some apex regulatory bodies for qualitative changes in higher education. The policy has set some lofty goals, such as doubling the existing gross enrolment ratio in higher education to 50 per cent by 2035, autonomy to all higher education institutes (HEIs) and one quality university in every district of India.

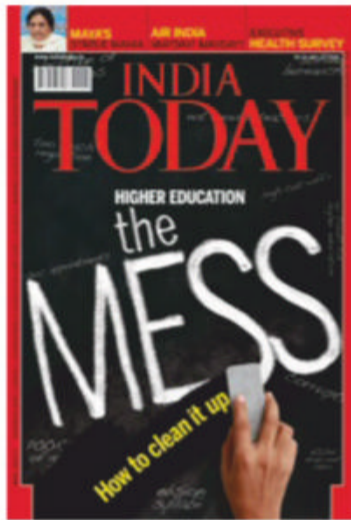
It also emphasises a key driver for knowledge societies—heavy investments in higher education by the government. The funding of education is a delicate matter. As we have seen with many grand plans of any government, the helping hand of the government is often the one that strangulates all noble intentions. The problem in India is the shortage of quality educational institutions at every level. The government should of course do its best to improve government-funded educational institutions but it should also aggressively encourage private investment in

education. It can be for-profit too as long as standards are set and honestly regulated by the government. Like in medical care, there should be a choice regarding which facility one wants to use. Only then will you build new capacity in our educational infrastructure. There is nothing like competition to improve standards. In fact, the aim of government institutions should be to put the private ones out of business. It must be remembered that the miraculous transformation of East Asian economies, Japan and South Korea in particular, was only because of their heavy investments in education.

Our cover story, 'Wanted, a Learning Revolution', put together by Senior Associate Editor Kaushik Deka, looks at the

challenges for a policy that seeks to completely overhaul the country's education system by 2035 and future-proof students against economic disruptors like Artificial Intelligence. Our cover story package also includes our annual survey of India's best universities.

The NEP is proof of our ability to bring out the best policies. The challenge, as with every other government policy, lies in the implementation. To translate it on the ground, the blueprint will require an honest, rigorous monitoring mechanism. Indeed, without radically transforming our education system, we will only be adding to our ranks of the unemployable and the unemployed with all the attendant social repercussions. This new policy will take 15 years to be fully implemented. The demographic dividend we keep boasting about will soon become a demographic disaster if we don't act now in earnest.



Our July 13, 2009 cover

(Aroon Purie)

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**UPFRONT**  
**THE HUNT FOR A CONGRESS CHIEF PG 4**

**DOES INDIA CARE FOR ITS ELDERLY? PG 13**

# INSIDE

**LEISURE**  
**AMITAV GHOSH'S NEW BOOK PG 93**

**Q&A WITH SHAHID KAPOOR PG 104**



#### COVER STORY

## 32 A LEARNING REVOLUTION

The draft education policy promises to turn around the Indian education system. But how feasible are its recommendations?



#### BEST UNIVERSITIES

## 50 REACHING FOR THE STARS

The annual INDIA TODAY ranking of the best Indian universities

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KAMAL NATH

## 22 'STAY ALERT, GET THINGS DONE FAST'

The Madhya Pradesh chief minister on the Lok Sabha verdict, the leadership crisis in the Congress and the challenges he faces



WEST BENGAL

## 28 A TALE OF MISSTEPS

Mamata Banerjee's handling of the doctors' strike betrays her anxiety following the electoral reverses at the BJP's hands

### CORRIGENDUM

In the cover section, *Meet Your New MPs* (June 10, 2019), the assets of T.N. Prathapan (elected from Thrissur) were incorrectly listed as Rs 56.3 crore instead of the Rs 56.3 lakh stated in his income statement submitted to the Election Commission. The error is regretted.



## Presenting India Today Insight

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by Raj Chengappa

The secret sauce behind the success of Maharashtra chief minister Devendra Fadnavis, who runs the country's economically most significant state

<https://urlzs.com/6qf7k>



### Why a normal monsoon is critical to rein in inflation by M.G. Arun

Retail inflation touched a seven-month high of 3.05 per cent in May 2019. Will it play spoilsport and put pressure on the RBI to end its rate reduction cycle?

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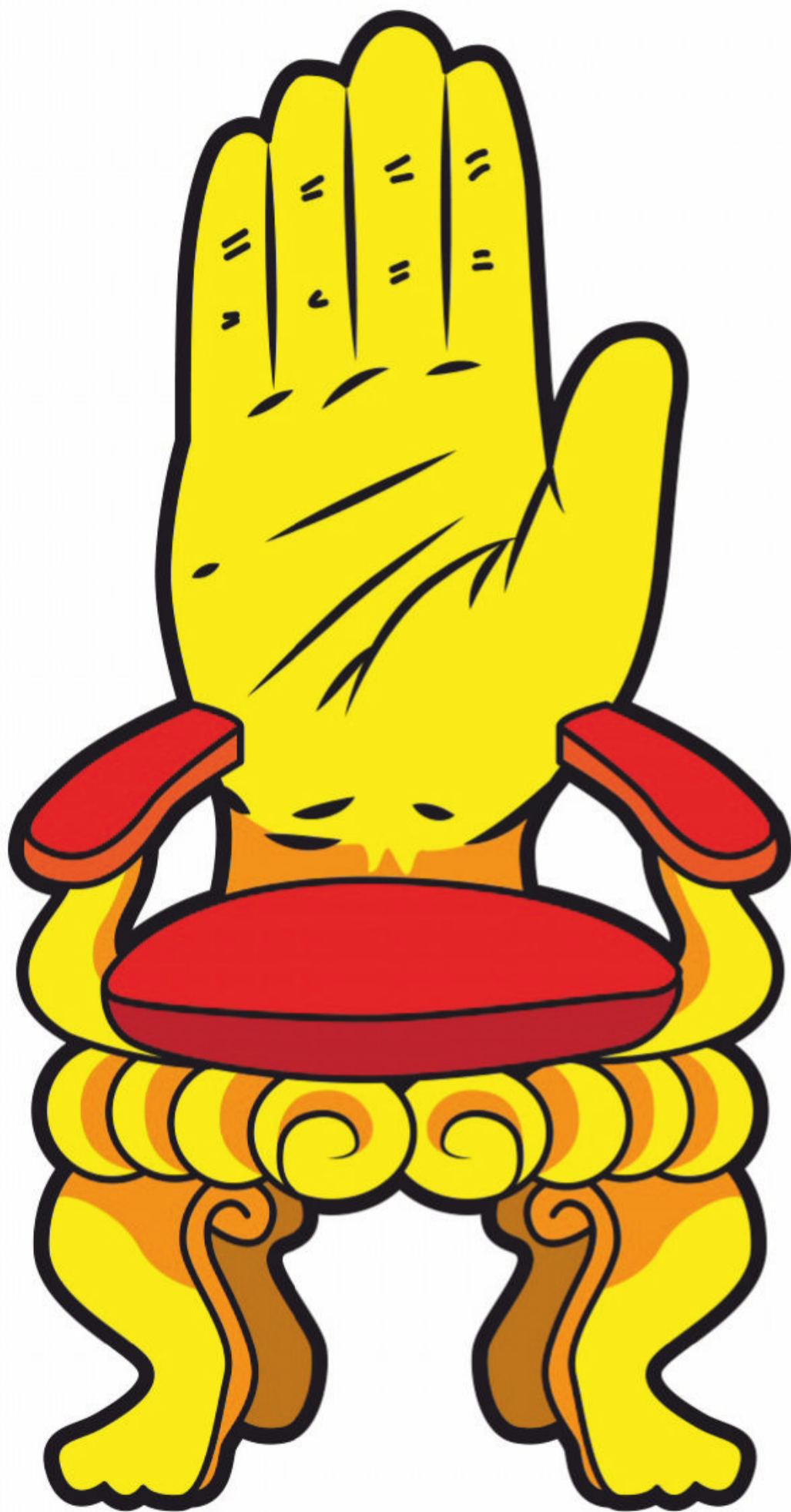
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### The spectre of drought by Bandeep Singh

INDIA TODAY photographers capture the landscape across India

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CONGRESS

## WHO WILL BE THE CHOSEN ONE?

By Kaushik Deka

**O**n June 17, while the newly elected members of the 17th Lok Sabha were being administered the oath of office, MP and Republican Party of India chief Ramdas Athawale asked where Congress president Rahul Gandhi was. The mocking question caused much hilarity all round, not counting the Congress MPs present in the house in their vanishingly small numbers.

Rahul did show up later in the day—as the Congress MPs had said he would—back from a trip to London. They may even have seen a flicker of hope that he'll put them out of their misery and embarrassment and assume charge of the party. Rahul has not shown any signs so far that he might relent. Giving senior leaders a month to find a new president, he had apparently said: "I cannot work with people who couldn't cooperate with me when it was most needed. If there has to be a shake-up in the party, it must start with me." For those who want Rahul back in, what complicates the plot, says a senior party leader who enjoys the confidence of the Gandhis but prefers anonymity, is that UPA chairperson Sonia Gandhi won't work on him to change his mind. And Priyanka Gandhi has apparently tried but failed.

Even amid this uncertainty, some Congress veterans believe the "new arrangement" will maintain the pre-eminence of the Gandhis in the decision-making process. The successor must, then, be loyal to the Gandhis and enjoy their trust. And, on top of that, be ready to take on a thankless job. This most demanding criterion will slam the doors on several probables such as Madhya Pradesh chief minister Kamal Nath, Congress general secretary Digvijaya Singh, former Haryana chief minister Bhupinder Singh Hooda, former Maharashtra chief minister Ashok Chavan and former finance minister P. Chidambaram.



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**CONG = GANDHI?**  
Rahul, the one who won't be king

ANI

Of the names doing the rounds, the front-runner is **Mallikarjun Kharge**, who is a trusted aide of the Gandhis and is known to keep a low profile. He was Sonia Gandhi's chosen one to lead the Congress in the 16th Lok Sabha. When some veterans raised objections saying he had lost the Lok Sabha election, a young woman leader apparently piped up: "... and who didn't in that Modi tsunami?"

Former Maharashtra CM **Prithviraj Chavan's** name has also been mentioned among other pliable probables. He was in Manmohan Singh's PMO, has no financial taint and can work with the Congress old-guard to boot. But he apparently nurtures chief ministerial ambitions and the Maharashtra assembly election is slated for later this year.

Rajasthan chief minister **Ashok Gehlot**, who was the party's organisational general secretary till he took charge of the state government in December 2018, might have had Rahul's vote, but not only is Gehlot himself unwilling, there are senior Congressmen who do not want Sachin Pilot in the saddle in Rajasthan. Another inspired theory doing the rounds is that Sonia might be wary of Pilot's ambitions and abilities to emerge as a leader of stature on the national stage. Similar reasons might disqualify the articulate Jyotiraditya Scindia. Another name being bandied about in this context is **Shashi Tharoor**, who did withstand the Modi

## Officially in or out, the Gandhis will remain pivotal to the party's decision-making apparatus

wave twice but is no darling of Congress veterans and has been known to sometimes put his foot in his mouth. Not a likely candidate.

Sonia Gandhi had also hinted at giving the charge to Punjab chief minister **Amarinder Singh** but he has made it clear that he is not interested. Two other Gandhi family favourites—Manmohan Singh and A.K. Antony—are out of contention because of age and poor health. Party treasurer Ahmed Patel and general secretary Ghulam Nabi Azad—two Muslim leaders of standing in the party but no real mass base—have not even been considered. Hardly surprising, given the current polarised socio-political environment; it might only have proffered a stick to a belligerent BJP to beat the Congress with.

A dark horse in the race to the top of this lumbering, one-time-grand, old

party could be its communication in-charge **Randeep Singh Surjewala**, who has Rahul's unflinching support. He was one of the few to question the Congress data department's estimate that the party would win more than 160 seats. Surjewala's prospects may be hampered by strong opposition from the Haryana state leadership and his own rout in the Jind assembly bypoll in January.

With no clear big-name alternative in sight, it's possible, party insiders say, that the Congress will form a working council with a president and several vice-presidents. In that scenario, there might be a clear division of work among these near-equals and a Gandhi might take on a mentoring role. What of Rahul, then, given that he wants no party position, for at least a year? "He will freelance and make India tours," said a long-term Gandhi family aide. ■

INDEX

## Bihar's Deathly Fever

Muzaffarpur in Bihar and Gorakhpur in neighbouring Uttar Pradesh have been prone to outbreaks of acute encephalitis for around 40 years. Most of the children who die after contracting the disease are under 10 years old. Nearly 100 children have died in the past few weeks. The so-called Japanese encephalitis, part of the acute encephalitis 'family', is spread by mosquitoes. But other causes are more mysterious. Casting around for explanations, doctors have suggested excess heat and humidity as part of the problem; others identify toxins in lychees, grown in vast quantities in Bihar, coupled with poor nutrition and hygiene as the cause. After the deaths in Bihar, Uttar Pradesh CM Yogi Adityanath told health officials in the state to be on guard.

127

children reported dead of acute encephalitis syndrome in Bihar, 108 in Muzaffarpur, as of June 18. 20 died in just 24 hours before Union health minister Harsh Vardhan's visit

3

children died of AES in the 4 hours that Vardhan was in Muzaffarpur; 115 children were being treated in 2 major hospitals where the majority of children died



FDI

# Walmart Entry Props up India's FDI Image

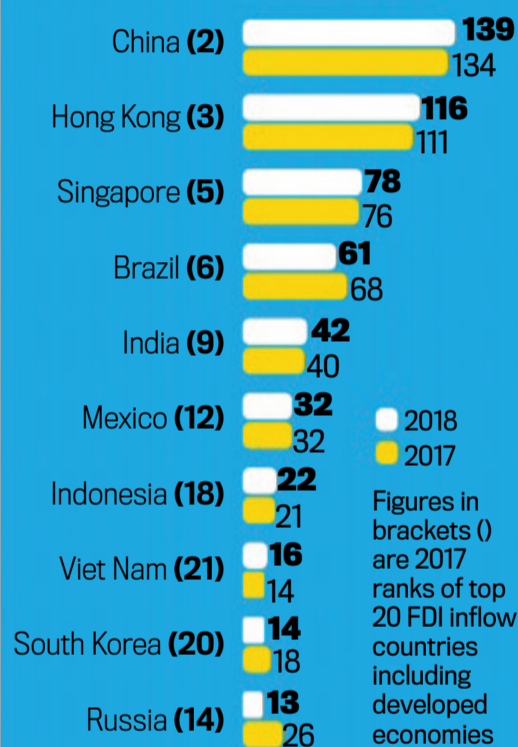
Foreign direct investment (FDI) in India rose 5 per cent last year, increasing from \$40 billion (Rs 2.8 lakh crore) in 2017 to \$42 billion (Rs 2.9 lakh crore) in 2018, according to a report by the United Nations Conference on Trade and Development (UNCTAD). That ranked India 10th among the top 20 economies for FDI inflows and 5th among the developing and transition economies.

While the increase was driven by deals in retail, communications and financial services, one in particular—Walmart's acquisition of Flipkart—carried significant weight. With this purchase, Walmart pitted itself directly against rival American firm Amazon in the battle for India's e-commerce space. The US retailer acquired 77 per cent of Flipkart's



## FDI Inflows

Developing and transition economies  
2017 and 2018 (in \$ billion)



Source: UNCTAD and FDI/MNE database

shares for \$16 billion (Rs 1.11 lakh crore). Between them, the two behemoths—the Flipkart-Walmart combine and Amazon—now control about 80 per cent of India's \$38.5 billion (Rs 2.7 lakh crore) e-commerce market.

The other big FDI deal that year was American Tower Corporation's acquisition of Vodafone India's 10,200 stand-alone towers in April 2018, for Rs 3,850 crore. This followed Idea Cellular's merger with Vodafone India (creating India's largest telecom operator), which began in 2017 and was completed in August 2018. The sale of Vodafone's towers was to strengthen the merged entity's balance sheet.

These deals underline India's importance in FDI inflows to South Asia. As the UNCTAD report noted: "The prospects for FDI inflows into South Asia are largely determined by expectations of growing investment into India." According to the report, FDI inflows to developing countries in Asia rose by 4 per cent to \$512 billion (Rs 35.7 lakh crore) in 2018. The region remained the world's largest FDI recipient, absorbing 39 per cent of global inflows in 2018, up from 33 per cent in 2017. "The prospects for FDI flows to the region in 2019 are moderately optimistic, thanks to a favourable economic outlook and ongoing efforts to improve the investment climate in several major economies," says James Zhan, director of UNCTAD's division on investment and enterprise.

Meanwhile, global FDI flows slipped 13 per cent to \$1.3 trillion in 2018, down from \$1.5 trillion the previous year, the third consecutive annual decline. The UNCTAD report indicated that the contraction was largely a result of American multinationals repatriating foreign earnings, following tax reforms introduced by that country in 2017. "FDI continues to be trapped, confined to post-crisis lows. This does not bode well for the international community's promise to tackle urgent global challenges, such as abject poverty and the climate crisis," says UNCTAD Secretary-General Mukhisa Kituyi. "Geopolitics and trade tensions risk continuing to weigh on FDI in 2019 and beyond." ■

—M.G. Arun

7

members in a central government team dispatched to Bihar to help investigate and mitigate the crisis

10,485

cases of AES reported in 17 states to the National Vector Borne Diseases programme in 2018, 635 children died. In 2016, it was 11,651 cases and 1,301 deaths in 171 districts in 19 states

92%

of children suffering from AES in Muzaffarpur since 1995 are below 10 years old; 50% of children suffer from hypoglycaemia (low blood sugar)

₹4 LAKH

to be given by the Bihar government to the families of each child who dies of AES, said Bihar CM Nitish Kumar

6,000

children have died of AES in India between 2008 and 2014, from over 44,000 cases

₹4,038 CR

allocated to fight AES between 2012-13 and 2016-17, implemented by the Ministry of Health and Family Welfare alongside 5 other ministries



ASISH K.  
BHATTACHARYYA

GUEST COLUMN

# THE SHADOW OF DOUBT

It is not unheard of for auditors to resign before or during an audit, but in the long arc of time, it would seem rare. On the evidence of 2018, though, it might even seem a routine occurrence—as many as 200 listed Indian companies saw their auditors quit mid-exercise.

There could be many reasons for an auditor to resign before or during an audit; the Code of Ethics and Auditing Standards sets down situations when an auditor should, in fact, resign. But before we move on, it's important to register that the simple fact of PwC's recent resignation as the auditors of Anil Ambani-owned Reliance Capital and Reliance Home Finance Limited—which made news headlines because of the high profile of both entities—is not an outlier phenomenon.

An auditor's resignation in the middle of an audit exercise creates turmoil. It signals that something is seriously wrong with the company's governance mechanism, causing anxiety to its investors, lenders, creditors and other stakeholders. The auditor's resignation also hurts the reputation of a company and its board of directors. Auditors should, therefore, make a determined effort to complete the audit and submit their report. They do have the option to put in a disclaimer (citing inability to form an opinion) or submit a qualified report. A resignation should be a measure of last resort—resigning without sufficient reason is unethical and a violation of professional duties to shareholders and the public in general.

Till recently, there was no requirement to publicly disclose reasons for resigning from an audit. The Companies Act 2013 changed that. In filing their reports with regulators, both the auditors and the company in review need to unambiguously disclose the reasons for such an event. Every stakeholder has the right to know why the auditors quit, if they did.

The PwC resignation assumes special significance because it invokes Section 143 (12) of the Companies Act 2013, which deals with suspected fraud. As per law, if an auditor has reason to believe, in the course of an audit, that a fraud involving an amount of Rs 1 crore or more is being or has been committed against the company by its officers or employees, it should immediately report the suspected fraud to the company's audit



**Sec. 143 (12) deals with suspected fraud, which makes the PwC decision to resign from the audit noteworthy**

committee. The audit committee is required to reply or make its observations to the auditor within forty-five days. The auditor should inform the central government of the suspected fraud and submit the reply/observations of the audit committee and its own comments on the same. If it does not receive the audit committee's reply/observations, it should send the note containing the details of the report submitted to the audit committee.

PwC has alleged that Reliance Capital did not convene an audit committee meeting within the expected time; the companies concerned could not satisfactorily resolve "certain observations/ transactions" that could be significant or material to the financial statements of both companies; that it was threatened by the management, during the exercise, with legal action, impairing its ability to perform the audit. In those circumstances, it had no option but to resign.

With the resignation of PwC, Pathak H.D. and Associates will continue as sole auditors. PwC can stand its ground even if the sole auditor gives a clean chit and does

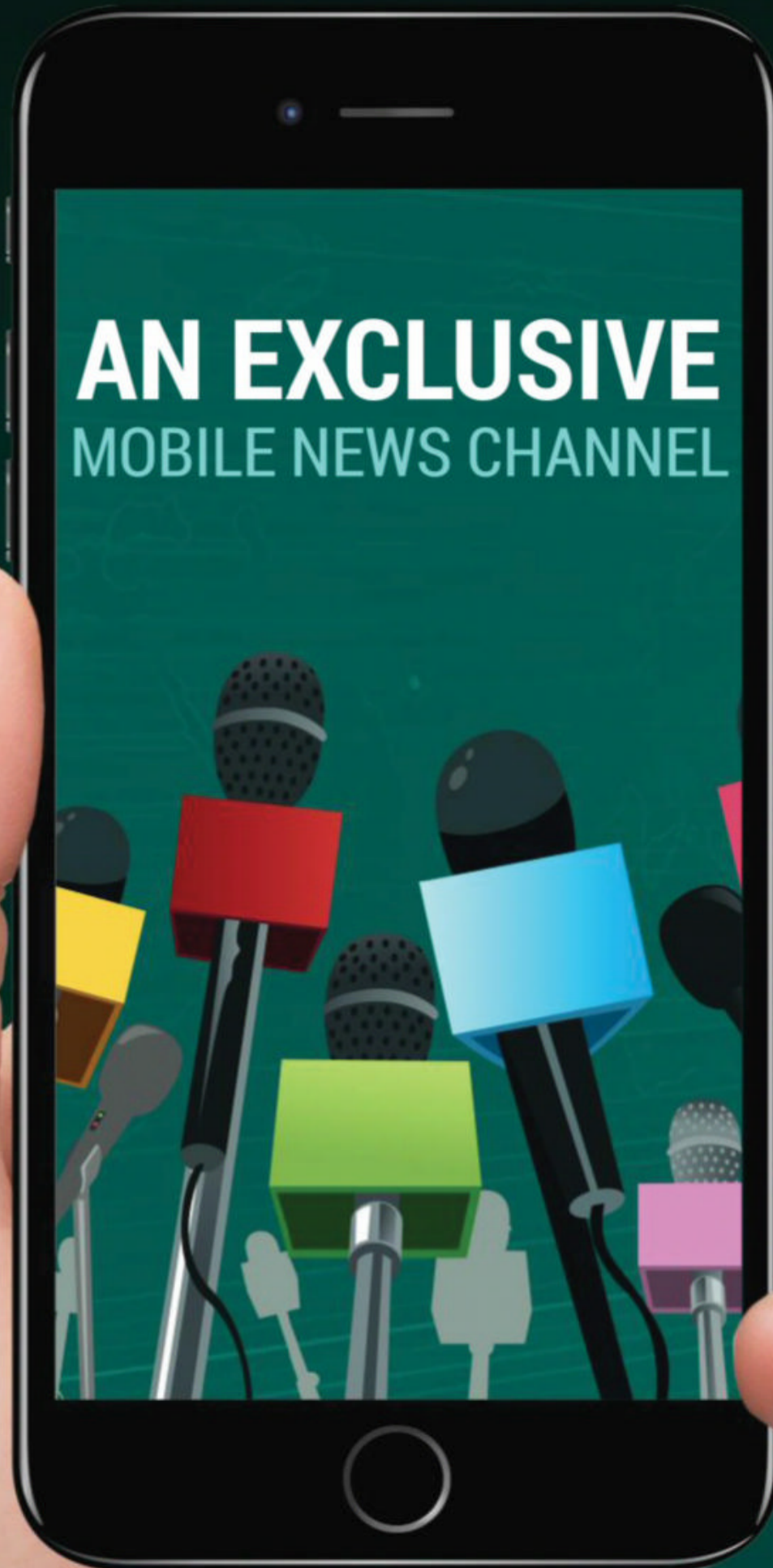
not report fraud, because PwC had only *suspected* fraud and not asserted that it had *detected* fraud. However, the resignation has exposed PwC to litigation risk. The company, its investors, creditors, directors and other stakeholders can sue it for defamation, which is both a civil and criminal offence. They may charge that the resignation statement was recklessly inaccurate and misleading, that PwC used the statement for collateral purpose, such as self-promotion or revenge, or that the statement was made in bad faith.

It is hard to say if PwC resigned in a hurry due to stress over penal actions and proposed penal actions against the Big 4 audit firms. The Securities and Exchange Board of India (Sebi), the National Financial Reporting Authority (NFRA) and other regulators will scrutinise documents to assess whether the resignation was justified. But it's unlikely that PwC is not prepared for the possibility. ■


*Asish K. Bhattacharyya is director, Institute of Management Technology, Ghaziabad and a fellow of the Institute of Chartered Accountants of India*



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VIPIN KUMAR/GETTY IMAGES

BJP

# RIGHT MAN, RIGHT TIME?

**J**agat Prakash Nadda, 58, will be the Bharatiya Janata Party's first working president. His predecessor, Amit Shah, the new home minister, will remain president until his term ends in December. Nadda is then expected to become party president, in keeping with the party's "one man, one post" principle. A BJP functionary who had observed Nadda's performance as the party's general secretary in charge of Chhattisgarh, in 2014, describes him as a "good manager under a good chairman and certainly not a damager". His comments echoed those of others within the party, suggesting that Nadda is viewed as a steady hand. The unspoken subtext is

that Nadda is trusted by Shah and Prime Minister Narendra Modi to do as he is told, and also, that he harbours few political ambitions of his own.

Once Shah was appointed home minister, BJP members and political analysts alike anticipated an internal wrangling for power. Without the right man at the helm, an ugly power grab might have been inevitable. But Shah is expected to keep a firm grip on proceedings, certainly until his term ends.

Modi, after the party's board meeting to appoint Nadda, described the new working president as "diligent and hardworking". He has, Modi added, "risen through the ranks [and] is respected across the

## UPFRONT

### MR AFFABLE

(from left) Nadda with PM Modi and Shah

BJP family". Nadda is also, importantly, a popular and respected figure within the Rashtriya Swayamsevak Sangh.

Modi spotted Nadda as BJP secretary in-charge of Himachal Pradesh in the mid-1990s when Nadda was a minister in the state government. Nadda was in his thirties then and Modi, BJP insiders say, admired his disciplined work ethic and obedience to the party.

Nadda is an old-school politician, close to his constituents, with little aura. As health minister in the previous Modi government, Nadda's office was often flooded with well-wishers from Himachal Pradesh. BJP leaders and workers alike describe him as warm and affable. Nadda's people-pleasing skills, argue analysts, will stand him in good stead should he face any internal resentment or power politics.

His personal popularity might help too when he is forced to take (or be seen

taking) tough decisions in the run-up to internal elections as well as crucial state elections in Maharashtra, Haryana and Jharkhand. What is open to questioning, though, is if he will match Shah's energy or undertake a similarly grueling travel schedule. Shah was on the move for over 1,000 of his 1,700-odd days as BJP president. Nadda has never had to travel so frenetically or work so relentlessly. Of course, he has had the opportunity, while in government, to closely watch Modi's and Shah's work ethic and the standards they expect from colleagues. As health minister, Nadda was also tasked with executing the huge and complex Ayushman Bharat scheme.

Nadda, after his appointment, thanked Shah for the "trust he has reposed in me. My task will be to rise to his and the party's expectations", he said. It is expected, given the relationship Nadda enjoys with Shah, Modi and the RSS, that his ascent to BJP presidency will be a formality, regardless of internal elections. Indeed, if the RSS had had its way, Nadda would likely have succeeded Rajnath Singh in 2014 as the BJP president, but Modi chose Shah, under whom the BJP's membership has risen from around 20 million to 110 million, and a series of eye-catching election victories was capped by a dominant return to power in the Lok Sabha in May. Nadda will have his work cut out to be seen as his own man. ■

—Uday Mahurkar

**THE SUBTEXT IS THAT NADDA IS TRUSTED TO DO AS HE IS TOLD AND HAS FEW POLITICAL AMBITIONS OF HIS OWN**

# NO PLACE FOR MANMOHAN

In the confusion following the Congress's rout in the Lok Sabha polls, it seems nobody noticed that former prime minister **Manmohan Singh's** Rajya Sabha tenure came to an end on June 14. Singh has been in the Rajya Sabha for five consecutive terms since 1991, when he was finance minister in the P.V. Narasimha Rao government. The party has no seats in the Upper House to accommodate the veteran. So far, no leader has shown any inclination to make way for the former PM. The only state where there are vacancies is Tamil Nadu, where six sitting Rajya Sabha MPs are retiring next month. The next lot of vacancies will come in April 2020 in the Congress-ruled states of Karnataka, Chhattisgarh, Rajasthan and Punjab. Until then, it is time for some much-needed rest for Singh at his 3, Motilal Nehru Marg residence in New Delhi.

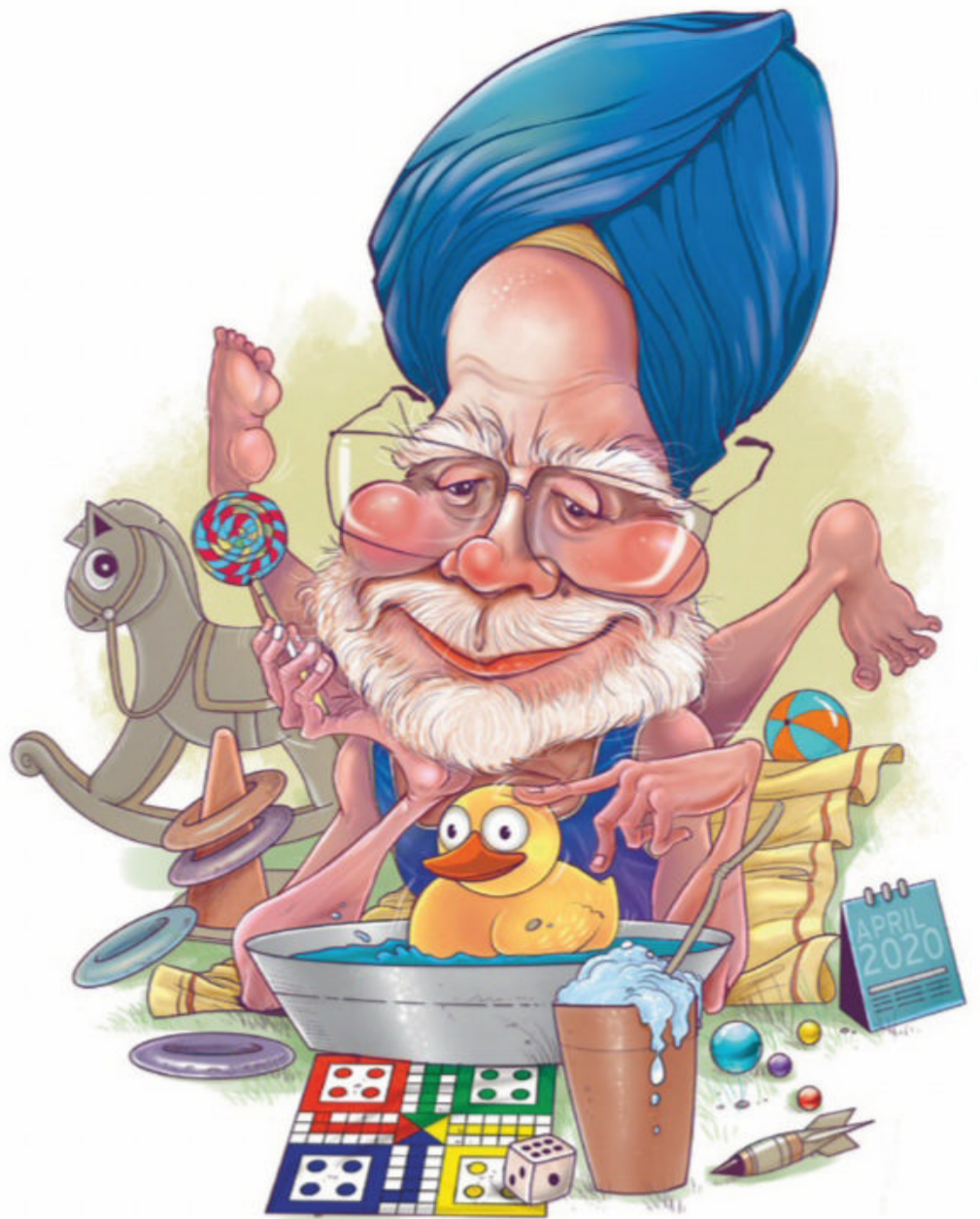


Illustration by AJAY THAKURI

## ONLY SHINDE, NO SHINDIG

**S**hiv Sena leader Sanjay Raut projected **Aditya Thackeray** as the future chief minister on his 29th birthday on June 13. Delighted with the praise he was getting within the party, the Thackeray scion greeted party workers and ministers at the celebration. The mood changed soon after with the arrival of PWD minister **Eknath Shinde** with 40 MLAs in

tow. The message was clear: he was the natural choice should Shiv Sena get an opportunity to lead the state. The Sena chose to drop its claim on the deputy CM's post when CM **Devendra Fadnavis** expanded his cabinet on June 16. Thackeray Jr will have to wait, it looks like.

MANDAR DEODHAR



ANI

## LUXURY PROTEST

**F**ormer Karnataka chief minister and BJP leader **B.S. Yeddyurappa** took flak for his indulgent three-day, all-night *dharna*, which started on June 14 in Bengaluru, to protest the failures of the JD(S)-Congress coalition government. At the deluxe protest

venue, Yeddyurappa had a brand new mattress to rest on in a room set up with coolers. A dining hall and makeshift toilets had been set up and a private caterer supplied hot beverages 24x7. Yeddyurappa declined to comment, but his acolytes and hangers-on blamed it on the sultry weather.

## Battle of Superstars

**F**ilms and politics seldom mix in Kerala and this became evident at the recent inauguration of a super-specialty hospital in Palakkad where Malayalam superstar Mohanlal was chief guest and CM **Pinarayi Vijayan** the guest of honour. Vijayan's speech was interrupted by cheers from Mohanlal's fans, who only wanted to hear him speak. "Mohanlal is a respected actor the world over.... I know your world is small and limited around him," said the irate CM before storming out of the programme in a huff.



MANU R MAVELIL

—Sandeep Unnithan with Kaushik Deka, Aravind Gowda, Kiran D. Tare and Jeemon Jacob

# THE THICK RED LINE

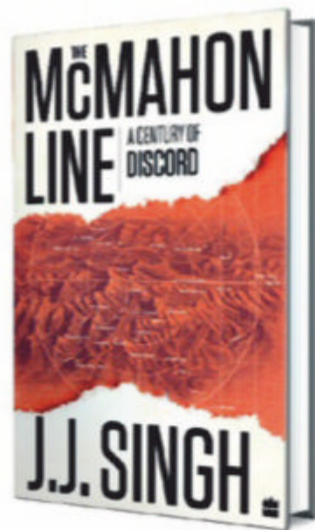
By **Ananth Krishnan**

**T**he McMahon Line is, in many ways, the perfect embodiment of the smoke and mirrors clouding India-China relations. The line, perhaps the most widely known element of the boundary dispute, is often misunderstood in the media and public imagination. Right from where it runs (not along the entire border, but only in the east, from Bhutan to Myanmar), its origins (the 1914 Simla conference), or even its spelling (more often spelled as “McMohan”, invoking some improbable Scottish-Tamil heritage).

There are few people better placed to demystify the McMahon Line, drawn on a map by Sir Henry McMahon in red ink with a thick nib, than General J.J. Singh (retired). Not only is Singh a former chief of army staff (2005-2007) with a five-decade career in the army, he is also a former governor of Arunachal Pradesh (2008-13), an office he held post-retirement, giving him both a military and civilian-political experience of the eastern section of the border.

This excellently researched and well-woven book is about much more than the McMahon Line. It is an extremely readable history of the origins of the boundary dispute, with a focus on the eastern sector, and the dynamic relations between British India, Tibet and China, the complex legacy of which we are still grappling with. Of the McMahon Line itself, Singh writes a gripping narrative of the Simla Conference proceedings, the colourful characters involved and of its acrimonious end and failure.

Some of the most interesting insights are in the lead-up to the 1962 India-China war. Singh doesn't spare Jawaharlal Nehru and writes how the privileges acquired painstakingly by British India in Tibet were squandered in one stroke in 1954. “It is difficult to comprehend why India did not seek any quid pro quo for this one-sided... largesse. We could



**THE McMAHON LINE**  
A Century of Discord  
by J.J. Singh  
HARPERCOLLINS  
₹799, 464 pages

**Singh sees the border agreements between India and China as significant, but cautions India to not lower its guard**

have...demanded or insisted on Chinese acceptance of the Indo-Tibetan boundary of 1914 or the McMahon Line”.

Singh also questions the entrenched narrative of the Chinese road construction through Aksai Chin—which, in some sense, triggered the events leading up to the war—as being a complete surprise, noting that India, which possessed capabilities of aerial photography thanks to Canberra aircraft, could have sent a couple of sorties and seen all. “Was it that the unpalatable truth was being deliberately brushed under the carpet? I believe this to be the case,” he suggests.

In the last three chapters, he assesses

the present and future of India-China relations. He sees the various border agreements to keep the peace as a significant achievement, but cautions India to not lower its guard, to continuously modernise its capabilities and build a more robust deterrence to raise the cost of conflict to a prohibitive level. He also makes a case for settling the border and reminds us that “a certain amount of accommodation will have to be made by both sides”. This would require a “bold” and “high level political coup”, he writes, “not retarded by the cautiousness likely to be injected by officials”. Yet to most people in both countries, the idea of redrawing maps, or even the slightest accommodation, remains anathema.

Of the many lessons from 1962 outlined here, from ill-preparedness to misreading China, one has particular relevance today. Singh writes how Nehru's insistence that there was no dispute at all left him unable to even consider Zhou Enlai's 1960 offer to settle. “What was not articulated or amplified adequately to the people of India was that Britain had bequeathed unto India no defined political boundary from Shaksgam and Karakoram right up to Nepal.... If only the people of both countries had been told the truth from the beginning, the war could possibly have been averted.” But even 50 years on, the truth about the origins of the boundary dispute eludes the people of both countries. Singh provides us a timely reminder that the borders that India and China both claim with such finality and conviction today were, in 1947 and 1949, far from as settled as both governments would like their people to believe, the imperfect legacies of a long and mostly forgotten history. ■

*The author is visiting fellow at Brookings India and was previously India Today's China correspondent*



## The week in social media

@ShougatDasgupta

### Shame?

The first day of the first session of Parliament saw the swearing-in of MPs, but Rahul Gandhi only showed up at four in the afternoon. Perhaps he wanted to avoid the love-in for the prime minister, the chants of 'Modi, Modi' resounding through the hall.

Predictably, Pragya Thakur's induction met with protests. She took her oath in Sanskrit and appended to her name both the title of 'Sadhvi' and the name of her guru, causing considerable confusion and prompting a reminder that she could swear only upon God or the Constitution. It took three attempts to quieten the protests. The hashtag #Ashamed trended on Indian Twitter, with many users claiming that seeing Sadhvi Pragya take her seat in Parliament made them feel ashamed. This, in turn, caused a lot of pious harrumphing from BJP supporters. Feeling shame and anger at the sight of a woman still fighting terror charges in court becoming a parliamentarian, they argued, amounted to disrespecting democracy and the choice of the people. It's specious nonsense. As citizens in a democracy, we must respect the right of all voters to have a choice. But why should anyone respect the choice itself? Lots of awful, even villainous, people have won elections. And even if not awful or villainous, one can profoundly disagree with the election of an MP on ideological grounds or otherwise. These dissenters are not advocating overthrowing the government; they know they will have to tolerate the parliamentary presence of those whom they find unpalatable. But, surely, they can voice their resentment and disgust. That's democracy—to borrow the phrase right-wingers trot out so smugly whenever anyone expresses despair over the election result. ■



### Who Let the Cats Out?



Pakistan's cricketers embarrassed themselves before an audience of millions against their arch-rivals. Perhaps in a sympathetic attempt to take the public glare off Sarfaraz Ahmed and Co., Shaukat Yousafzai, information minister of Khyber

Pakhtunkhwa province, also embarrassed himself in comic fashion on a public platform, inspiring laughter and mockery. Someone on Yousafzai's social media team managed to turn on a cat filter while recording a video, so that the honourable minister and his colleagues conducted their serious press conference while sporting pink ears and sweetly cartoonish whiskers. To be fair to Yousafzai, he took it well. "I wasn't the only one," he said, pointing to the two officials sitting beside him. It shouldn't be taken "so seriously", he added through gritted teeth. No doubt there's a social media coordinator in Peshawar looking for work. ■

## Does India Care for Its Elderly?

June 15 was World Elder Abuse Awareness Day, as designated by the United Nations, according to which the worldwide population of those over 60 years, 900 million in 2015, is set to double by 2050. About 16.7 per cent (one in six) of the elderly experience "some form of abuse". A recent survey by HelpAge India, carried out across 20 tier 1 and 2 cities in India, which prides itself on a culture of respect for the elderly, found that 35 per cent of carers "never" felt happy looking after elderly relatives, while over a quarter felt "fatigue and frustration" leading to "aggressive behaviour". Earlier this month, Bihar chief minister Nitish Kumar declared he would "ensure deterrent punishment" to those "guilty of neglecting parents". Other states are mulling similar action. But not enough attention is being paid to the fact that the Indian population is ageing faster than expected. Surveys don't support the widely held belief among Indians approaching retirement that their children will look after them, at least financially.

**103.9 MILLION**

people over 60 live in India, says a 2016 report from the ministry of statistics—73.3 million in rural areas and 30.6 million in urban; 52.8 million over 60 are women

**17.95**

more years lived on an average by Indians who were 60 years old; women live for 19 more years, men for 16.9

**35.5%**

growth in the elderly population between 2001 (76 million) and 2011 (104 million); in the same period, the rest of the Indian population grew by 17.7%

**66.4%**

rural men over 60 work, 28.4% rural women; urban men (46.1%), urban women (11.3%); 65% are financially dependent, says 2018 Agewell survey

**8.6%**

current proportion of those over 60 in India, compared with 1961 (5.6%); this will rise to 20% by 2050

**₹4,125**

average monthly expenditure of families caring for elderly relatives, says 2019 HelpAge India report

**326%**

rise in population of those over 60 in India from 2000 to 2050; 700% rise in those over 80; in the same period, India's population will grow by 56%

**30%**

retired Indians receive financial support from children, says a 2018 HSBC survey, but 68% of working parents expect children to support them in retirement





POINT OF VIEW

# THE LATERAL LOGIC

By **Shailaja Chandra**

**T**he announcement that there will be lateral induction of over 400 officers at the level of Joint Secretary, Director and Deputy Secretary in the Government of India has met with two reactions: that the move will prick, if not burst, the IAS balloon, and, two, that it is an artful way of inducting preferred individuals with ideological affinity with the ruling dispensation. None of these presumptions carries substance.

The IAS is an all-India service, and its members are allotted to state cadres and come on deputation to the Government of India for five-year stints—subject to being on central offer and considered suitable. Overall there is a shortage of some 1,500 officers out of a sanctioned strength of 6,500 and state governments—most of whom face an acute shortage of IAS officers—are averse to letting them go on central deputation. Consequently the service is hugely under-represented compared to the deputation reserve assigned to each state. Even Maharashtra, Tamil Nadu, Madhya Pradesh and Rajasthan, which once offered some of the most administratively competent IAS officers, are today utilising hardly 25 per cent of the state's deputation reserve.

This gap in manning central staffing posts has been largely filled by other Group A services, of which there are over 45. These include the Civil Accounts and Postal Services, Customs, Excise and Income Tax, the Railways, Statistics and the Central Information Service. Members of these services are recruited through the UPSC's combined competitive examination. Their career progression—including training, promotion, discipline, benefits and retirement—is managed by the respective cadre-controlling authorities. The difference between the IAS and other services lies in the training of the IAS officers, their understanding of India's federal structure, the political and administrative systems operating at three levels of government, urban and rural complexities and conversance with administrative structures that operate countrywide.

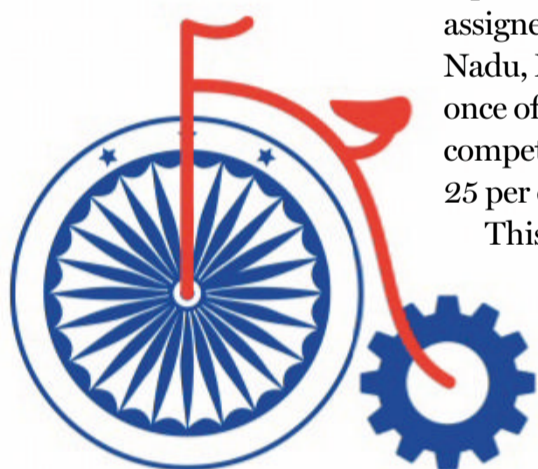
Despite being transferred on an average every 16 months, the IAS as a service remains

indispensable to the process of government. No lateral inductees can ever replace them. By design, the service bestows status, gravitas and clout that cannot be acquired or thrust from outside. No Principal Secretary of a state, leave alone a Chief Secretary, would ordinarily take a phone call from a lateral entrant, unless of course there is a promise of funds. Lateral recruitment, if done with rectitude, can nevertheless infuse much-needed professionalism, particularly in areas like finance, accounts, taxation, legal affairs, disinvestment, and budgeting, procurement and revenue collection. In such areas, mid-level lateral entrants can bring skills that IAS officers or Group A officers scarcely possess in tune with contemporary needs. Even if they are used to provide research inputs for policy notes, undertake specialised scrutiny or do number crunching, it will still be worthwhile, if professionalisation is the goal.

Would lateral induction hurt anyone? Certainly not the IAS, though it will probably cut into avenues available to Group A officers. The challenge would be to infuse accountability into 40-something lateral entrants unexposed to the service ethos. Since these mid-career entrants would not be governed by statutorily bound conduct rules, or even cooling-off requirements, one cannot be too cautious. At its worst, the induction could deteriorate into a revolving door between the government and the private sector, audit and chartered accountancy firms and think tanks set up by industry. It might uncover future thinking on sensitive matters and impact investment and profit. It is essential, therefore, that the job descriptions are publicly notified by the UPSC and the selections made only by the Commission. Else the move would run counter to the constitutional provisions on government recruitment.

Indeed such induction of lateral entrants is akin to installing modern equipment. But without a solid warranty, it might pack up anytime. ■

*Shailaja Chandra is a former secretary to the Government of India and former Chief Secretary, Delhi*



**Lateral inductions will do no damage to the IAS, they may even complement available skills. But they might cut off options for Group A officers**



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TELANGANA: OPEN  
THE FLOOD GATES  
PG 18

BIHAR: NITISH'S  
SOCIAL ENGINEERING  
PG 19

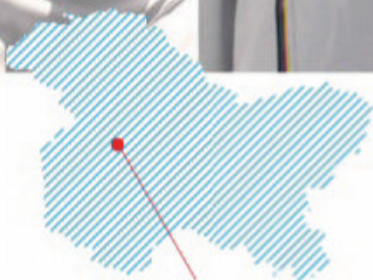
MAHARASHTRA:  
PAWAR'S WATER  
WOES PG 20

KERALA: A CHURCH  
IN CRISIS  
PG 21

# STATES



ABID BHAT



SRINAGAR

J&K

▲ **VALLEY ERUPTS**  
A protest in Srinagar  
against attempts to  
revoke Article 35A

## RIGHTS IN LIMBO

The Centre's push to rescind Articles 370 and 35A has lent the political uncertainty in J&K a new edge

By Asit Jolly

In a press conference in Srinagar on June 12, Jammu & Kashmir governor Satya Pal Malik attempted to take the edge off rising apprehensions in the Valley that the new government at the Centre was committed to the idea of abrogating Articles 370 and 35A, which guarantee special laws and safeguards for the state. Malik said this was not a new idea, and yet maintained that there was “nothing to worry about”. He even cited, in an earlier interview in October last year, similar provisions in states like Himachal Pradesh and the Northeast. In that interview, Malik went so far as to hold out a “guarantee”, premised on his “faith in the Indian judiciary”, perhaps referring to the petitions in the Supreme Court challenging the constitutional validity of 35A.

Despite the governor’s assurances, fears of an imminent abrogation of the constitutional safeguards are palpable in the state. BJP chief Amit Shah’s induction as India’s home minister, and speculation about the home ministry’s intention to constitute a delimitation commission for the state to realign constituencies (ostensibly to give the BJP-backing Jammu region a numerical advantage in the J&K assembly) have only added to the fears. This could also put the BJP in pole position to finally push through its long-trumpeted goal to end J&K’s special status. That said, it has been argued that by going after Articles 370 and 35A, Prime Minister Narendra Modi and Shah could expose the central government to a flood of litigation, citing, in Malik’s words, ‘similar provisions’ in other states.

It’s true that J&K isn’t the only state for which special laws and safeguards have been included in the Constitution. There are 11 states, not including Himachal, that are protected under Articles 371 and 371A to 371J. The states include Maharashtra, Gujarat, Goa, Assam, Arunachal Pradesh, Nagaland, Mizoram, Manipur, Andhra Pradesh, Telangana and Karnataka. But these are essentially constitutional provisions that protect tribal/ethnic land, property, culture, languages, social practices and customary law.

The Himachal Pradesh Tenancy & Land Reforms Act 1972 (specifically, Section 118), which is most commonly, albeit erroneously (as by Governor Malik back in October 2018),

held up as a parallel to Article 35A, is in fact a state legislation that restricts transfer of [agricultural] land in favour of a person who is not a native of the state. As pointed out time and again, theoretically, it is possible for a non-Himachali to buy land, including farmland, after seeking permission from the state government. Also, there is no bar on outsiders buying flats, built-up homes and commercial premises. Himachal also has a domicile law mandating a minimum 20-year residency to qualify for admission to state-run institutions and government jobs.

Sikkim is really the only other state where laws predating its accession to India in 1975 continue to exist. Article 371F(k) mandates that all laws in force before Sikkim became a part of the Indian Union shall continue unless rescinded or amended by the state assembly. This includes the Maharaja Regulation of October 1962, which bars the sale or transfer of property to outsiders. The constitutional provision was ostensibly included to protect the rights of the largely tribal population of Sikkim at the time of its accession.

Both Articles 370 and 371 were part of the original draft of the Constitution that came into force on January 26, 1950. The other state-specific provisions were included through amendments under Article 368, which empowers Parliament and lays out the procedure for constitutional amendments. Article 35A, however, was included via a presidential order in 1954, to empower the J&K legislature to define permanent residents and extend them the right to acquire property, vote in elections and seek government employment. That the provision did not have parliamentary approval is what has been challenged in the Supreme Court. K.B. Jandial, a former civil servant who did a stint with the J&K Public Service Commission, insists “the president is not empowered to add a new article, as is the case with Article 35A”. Speaking at a public forum in Jammu, Jandial even described it as “a sinister insertion in the Constitution”.

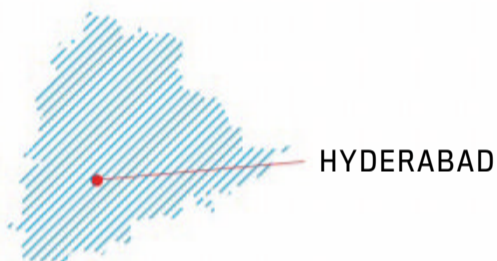
So the essential question before the court is whether the president has the power to introduce a new article in the Constitution by-passing Parliament. Article 370(1)(d) appears to grant the president such power, albeit in concurrence with the J&K government, but the jury is still out on that. ■

**J&K isn’t the only state with special laws and safeguards. There are 11 states protected under Articles 371, 371A to 371J, including Maharashtra, Gujarat, Goa, Assam, Arunachal Pradesh, Nagaland, Mizoram, Manipur, Andhra Pradesh, Telangana and Karnataka. But these are mostly constitutional provisions that protect tribal/ethnic land, property, culture, languages, social practices and customary law**



▲ DAMMED

KCR at the Medigadda project works, June 4



HYDERABAD

TELANGANA

# OPEN THE FLOOD GATES

Experts fear KCR's grand Kaleshwaram lift irrigation scheme may be a white elephant

By Amarnath K. Menon

The ruling Telangana Rashtra Samithi's (TRS) showpiece, the massive Kaleshwaram Lift Irrigation Scheme (KLIS), when completed, will irrigate 70 per cent of Telangana, covering 80 of the 119 assembly constituencies. Launched in 2016, the first phase, including three major barrages, is almost ready.

Although there is no water in the Godavari now, TRS boss and chief minister K. Chandrashekar Rao (KCR) was, at the time of going to press, all set for the inauguration on June 21 as there are no auspicious days in July. With no option to tap the Godavari but to lift water, KCR's ambitious design is to stagger-lift the flood water at seven different locations beginning with the pumping up of 2,000 million cubic (TMC) feet daily. In this way, during the 180 days of flood, the state hopes to lift 540 TMC a year to irrigate two crops spread over 4.5 million acres. It involves building 1,832 km of supply routes and 19 pump

houses among other infrastructure. But the project is running behind schedule, and the ballooning cost is now estimated to be about Rs 1 lakh crore.

Telangana is touting KLIS as the largest lift irrigation project in the country and the lifeline of the state. Scoffing at "the ignorance" of the project's critics, KCR says once KLIS is completed, the value of harvests in just a couple of years will equal the entire expense on it. That said, it will take at least five more years to be fully operational. KCR's rush to inaugurate the first phase is to ride the floods in July-August and get water to the minor irrigation tanks in the Karimnagar-Warangal region. This is also to establish his 'big is beautiful' idea of lift irrigation, brushing aside concerns over costs.

Though therein lie the major challenges. For the first phase, about 4,992 MW of power would be required to lift just two TMC of water a day for one year. When completed, KLIS water will be

the most expensive irrigation scheme anywhere in the world. Analysts point to project costs that could shoot up to Rs 1.6 lakh crore and O&M (operation and maintenance) expenses of at least Rs 50,000 an acre a year. It will exceed the total agricultural production by the irrigated area of KLIS.

“India is stuck in the old mindset of supply-side management. Thousands of crores are spent following the idea that supplying more water is good for farmers. Any criticism on costs is brushed aside as anti-farmer, anti-national or anti-development,” says Dr Biksham Gujja, former head of water policy at WWF International and founder-chairperson, AgSri, a social

enterprise working on water productivity. “Farmers need more income from each acre of land, not the most expensive water to grow paddy. Farmers will happily adopt a model that assures higher income and less water. This is demand-side management, a well-established concept in many parts of the world, including tradeable permits for water. India is heading towards a major water crisis and these expensive projects are accelerating our descent.”

Many experts fear

the possibility that KLIS will turn out to be an expensive blunder, where the Telangana government spending as interest on commercial borrowings much more than farmers get for their entire produce.

4.5

MILLION ACRES  
or 70% of Telangana,  
is to be irrigated by  
KLIS-drawn water  
after the project is  
complete

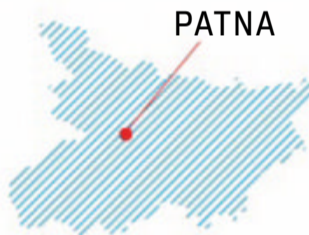
The opposition Congress is already alleging large-scale corruption. “KCR rejigged the KLIS costs upwards only to benefit his family. He has not even shared the project report with MLAs, as he fears it will raise questions in the assembly,” alleges Congress Legislature Party leader M.B. Vikramarka. ■

BIHAR

# NOW 2020 IN HIS SIGHTS

With an eye on assembly polls next year, the CM sets about burnishing his reformist administrator image

By Amitabh Srivastava



▲ **SUPPORT BASE**  
Nitish Kumar inaugurates the old age pension scheme in Patna

It was business as usual for Bihar chief minister Nitish Kumar as he returned to Patna on May 31 after attending the Narendra Modi government’s swearing-in. Nitish headed to his office for a cabinet meeting where, among other things, he okayed the dismissal of an undersecretary-rank officer who had been caught taking a bribe back in October 2006. In the ensuing 13 years, the officer, Anil Kumar Jha, was suspended twice but had also secured several postings. Nitish was in no mood to let the case drag on.

In another cabinet meeting on June 11, he approved a proposal to legislate non-bailable jail terms for those who abandoned their elderly parents. Three days later, Nitish announced a pension scheme for the poor. A series of such big decisions within a fortnight suggests the Bihar CM is determined to build on the Janata Dal (United)’s impressive showing in the Lok Sabha election—16 seats out of the 17 contested—with an eye on the 2020 assembly election. “The Lok Sabha election was not even half the battle. Our real war is the assembly election next year,” says a JD(U) leader who didn’t want to be named. “Nitish isn’t one to be complacent; he’ll want to make it four assembly elections in a row.”

To that end, Nitish is adeptly juggling politics and governance. If he has inducted eight handpicked party leaders into his cabinet on June 2 to cater to his political constituencies, he is also pushing the administration to show results. For instance, at a performance review of the police on June 7, the first since the Lok Sabha election was announced in March, the chief minister told top police officials: “*Hum aap logon ko chhodne wale nahin hain* (I will not spare you people).”

A source close to Nitish says he expressed deep dissatisfaction over the failure of the police to control the spiralling crime in the state despite the much-improved facilities since he first assumed power in November 2005. “The chief minister was extremely unhappy that over 140,000 criminal cases were pending across the state and wanted these disposed of on priority,” the source says. Three days later, 17 IPS officers, including seven superintendents of police, were transferred. Nitish’s decision to review law and order again on June 25 has left police officials in a bind. The chief minister has his work cut out on other fronts too. The encephalitis breakout in Muzaffarpur, where over a 110 children have already lost their lives, is not going to reflect well on his government (*see Upfront*, pg. 13).

## NITISH WARNED TOP POLICE OFFICIALS OF ACTION IF RISING CRIME WASN’T CURBED

On June 15, addressing the NITI Aayog meeting in New Delhi, Nitish demanded that centrally sponsored schemes not be imposed on the states and they be allowed to prepare their own welfare programmes. Nitish also said the Centre had used the increase in the states’ share of net taxes to 42 per cent from 32 per cent—as per the 14th Finance Commission recommendations—as an excuse to massively cut budgetary allocations to states.

He questioned why the Centre had reduced its financial burden for centrally sponsored schemes from 75-90 per cent to 60 per cent—and even 50 per cent for some schemes. This, he said, had forced Bihar to spend Rs 4,500 crore in 2015-16, Rs 4,900 crore in 2016-17, Rs 15,335 crore in 2017-18 and Rs 21,396 crore in 2018-19 from its resources on central schemes. Nitish’s remarks are being seen as an open criticism of the Modi government, which had introduced the funding changes in its previous tenure. ■



▲ **DRY DAYS** Sharad Pawar speaks at the NCP foundation day, Jun. 10, Mumbai

BHUSHAN KOYANDE / GETTY IMAGES

### MAHARASHTRA

# Water Woes for Pawar

Fadnavis to cut excess water supply to NCP chief’s fief

By Kiran D. Tare

When Nationalist Congress Party (NCP) chief Sharad Pawar called on Devendra Fadnavis in the first week of June with a plea for the state’s drought-affected areas, the chief minister had a plan in mind. Within a week, Fadnavis cut the excess water flowing to Pawar’s hometown Baramati and diverted it to the drought-affected areas of Satara and Solapur districts.

Pawar has built up Baramati as a family fief, and has always been quick to remind locals that they never felt the water shortage because they got enough from the Nira-Deoghar dam. The dam has been a bone of contention in the area. A 1984 order by the state government states that 57 per cent of the water from the dam should be diverted on its right bank canal to the drought-prone areas of Satara and Solapur districts and the remaining 43 per cent should be used for the towns of Baramati and Indapur on the left bank. In 2009, then water resources minister Ajit Pawar, nephew of Pawar Sr, changed the order and allowed 60 per cent water to flow to Baramati and Indapur. This order expired in 2017. Now, Fadnavis has reinstated the original order on water distribution.

# 60

PER CENT

of the Nira-Deoghar dam water was flowing to Baramati after Ajit Pawar changed the order in 2009

The move has not only shaken the Pawars, it has also created a rift in the NCP. With the assembly poll just three months away, Pawar’s image as unchallenged leader has been dented. The NCP chief has always been accused of not doing enough for the 22 villages around Baramati because they vote against him. Now, with all of Baramati receiving less water, everyone will suffer, the area’s sugarcane farmers most of all.

NCP MP from Satara Udayanraje Bho-sale lost little time to target party opponent Ramraje Naik-Nimbalkar for “depriving” the people of Satara and Solapur districts.

Naik-Nimbalkar was water resources minister after Ajit Pawar quit in 2009. That led to a war of words between the two leaders with both bad mouthing the other. While Naik-Nimbalkar, chairman of the legislative council, compared Bhosale to a dog, the latter retorted that he would have chopped off Nimbalkar's tongue if not for the fact that he was older.

Farmers' leader and former MP Raju Shetti says the Fadnavis decision is politically motivated. He says the

## FARM LEADER RAJU SHETTI SAYS THE DECISION IGNORES THE EFFECT ON CROPS IN THE AREA

BJP-Shiv Sena government has not taken into account the fate of the crops in Baramati and Indapur while taking this "extremely arbitrary" decision.

Ex-Congressman and newly elected BJP Lok Sabha member from Madha Ranjit Naik-Nimbalkar even denied the allegation that the government had diverted Baramati's water. "It is our water. It was being illegally given to Baramati for the past 12 years," he says.

The Lok Sabha election results indicate that Baramati and Shirur are the NCP's only sure constituencies. With Fadnavis setting his eyes on Pawar's den, state politics is set to take an interesting turn in the near future. ■

### KERALA

# Their Cross to Bear

The Syro-Malabar Church is in crisis after corruption allegations

By Jeemon Jacob



▲ **FAIR PROBE** Senior priests arrive for a meeting at the Major Archbishop's house in Kochi

The 2,000-year-old Syro-Malabar Church, part of the Catholic fold in Kerala, has never had it so bad. There seems to be a new controversy every day, including cases of corruption against the head of the church, Cardinal George Alencherry.

It all started after shady land deals in the Angamaly-Ernakulam archdiocese became public in March 2018. It was found that Alencherry sold off prime lands owned by the church below market price and even transferred the ownership without receiving the amount. Church officials say they lost around Rs 63 crore in the deals. The cardinal defended the deals, stating he was not aware of the money transactions. But the priests' council demanded an investigation with former church spokesperson Fr Paul Thelakkat leading the campaign. Finally, Pope Francis removed Alencherry from all administrative positions and appointed Bishop Jacob Mananathodath as apostolic administrator of the archdiocese.

But in a new development, Mananathodath, Thelakkat and two others, including IIT Madras MTech student Aditya Valavi, have been accused of forging documents against Alencherry. "The criminal case against the apostolic administrator and others is part of a mega-conspiracy to save the cardinal. The church, with the support of the ruling Left Front government,

is framing cases to silence the cardinal's critics," says lawyer Polachan Puthupara, vice-chairman of the Joint Christian Council. Puthupara has filed cases against the cardinal in the Kerala High Court, among them one for fabricating the fake title deeds. "There is a power bloc including retired judges working to save the cardinal. Six judges in the high court recused themselves from hearing my petition," he says.

The five million-strong church faithful are in a quandary, with the church heading for a vertical split. Former Ernakulam MP and social commentator Dr Sebastian Paul feels the Kochi police are showing undue interest in the case against the apostolic administrator and priests. "Fr Thelakkat is a much respected priest, I have known him for 40 years. I can't believe he fabricated documents," says Paul.

Paul, along with officials from the archdiocese, met Chief Minister Pinarayi Vijayan to request a fair investigation in the case. Meanwhile, on June 6, the Kerala Catholic Bishop Council (KCBC) synod, the apex body of all church heads, issued a circular exonerating Alencherry and directed that it be read out in all parishes in the middle of Sunday Mass. But within hours, the KCBC's official spokesperson issued another circular withdrawing the initial one. The war within the church fold seems to be intensifying by the day. ■

“THE NUMBERS ARE CLEAR AND THE BJP’S HOPES OF DESTABILISING MY GOVERNMENT ARE FAR-FETCHED. MY APPROACH IS TO STAY ALERT, GET THINGS DONE FAST AND MOVE ON”

The drubbing the Congress got in Madhya Pradesh, winning only one of the 29 Lok Sabha seats in the state, has put *Chief Minister Kamal Nath* on the back foot. His task is cut out—to deliver on the promises made in the party manifesto and revamp the state administration. Though Nath has handled various portfolios at the Centre, this is his first shot at running a state government. From his sandstone-clad, fifth-floor new office at the *mantralaya*, Vallabh Bhavan, atop a hill, Nath has a near 360-degree view of Bhopal—as he would like to have of the entire state.

In an exclusive interview with Group Editorial Director (Publishing) Raj Chengappa, Nath spoke about the Lok Sabha verdict, the leadership crisis in the Congress, his agenda for MP and the challenges he faces. Excerpts:





Photographs by MANDAR DEODHAR

Q.

**The Lok Sabha result must have come as a shock. The Congress won only one seat out of 29 in MP. Is this a verdict against the state government?**

No, the verdict was entirely on the central government. Even the most naïve voter knew this election was about the Centre. Just like in the assembly election, Mr Narendra Modi campaigned extensively, but to no result, because the people knew it had nothing to do with Mr Modi. Similarly, they knew this election was Mr Modi's election and had nothing to do with the state government.

**Q. Did you not consider resigning and seeking a fresh mandate because of your party's huge defeat in MP?**

Not at all because this government was sworn in on December 25, and I had (only) 75 days to work (to show). The code of conduct came into effect, and what we accomplished in those 75 days has arguably not been accomplished in any state. So there was no question of resigning. Had I been in office for three or four years and this had been the result, maybe I would have thought about it.

**Q. Do these back-to-back defeats of the Congress, getting only around 50 seats, signal the death of the party? Has the Congress become irrelevant as a national party?**

Well, I was in Parliament when the BJP had just two seats. These things happen and I feel this (outcome) works in inverse proportion. The bigger the mandate, the faster you go down because the expectations are very high. People start thinking they have been duped. In this election, we could not counter the issues that had nothing to do with Mr Modi's performance or his promises.

**Q. What were these issues?**

Mr Modi brought in the issue of nationalism and I was surprised because the BJP cannot name a single person in their party—now or in the past—who has been a freedom fighter. They don't have a single one. And they are talking of nationalism. They were successful in their art of conveying to the people what is not.

**Q. It has been reported that Congress president Rahul Gandhi said senior party leaders, such as Ashok Gehlot, P. Chidambaram and yourself, didn't really work and focused more on the election campaigns of their sons. Did you give your 100 per cent?**

I was in Chhindwara for a day. People have voted for me for 40 years, and being the longest-serving MP in the country, I didn't need to spend time there. There is no question of focusing on getting my son elected. I campaigned all over the state, every day. And when Mr Gandhi was here, I was with him in all his programmes.

**Q. The other criticism is that Rahul Gandhi felt leaders like you didn't use the slogan 'chowkidar chor hai' in your public meetings and did not carry forward the Congress campaign. Was there any particular reason?**

This 'chowkidar chor hai', we all said it, but the fact is the theme does not depend on just one slogan. Mr Modi had to cover up his non-performance of five years, his promises to the farmers, and how do you do it? He was successful in diverting from the real issues, such as jobs and economic growth, which he had no answers to. He picked up some other issues that people got induced into accepting.

**Q. Rahul Gandhi has indicated he would like to step down as Congress president.**

I think Rahul Gandhi should stay on as Congress president because, as a president, when you are down, you must stay and when you are up, you must think of going. Now that we're down, he must not say he is going. He says, it's my responsibility; it's actually everybody's responsibility. The electoral atmosphere was built on issues that we were not able to counter. Their (BJP's) campaign theme was entirely different from ours and the people accepted their theme.

**Q. If Rahul Gandhi indeed steps down, should Priyanka Gandhi succeed him or should it be a non-Gandhi leader?**

So far, I have not thought of the Congress minus Rahul Gandhi, so let's see. I have not even applied my mind to that till now.


**Q. What should the Congress do to become relevant again?**

The most important thing is the BJP's election machinery is far stronger than that of the Congress. They have the RSS, the Bajrang Dal, the VHP, the Saraswati Shishu Mandirs and 15-20 organisations. We don't have such organisations. We have to find ways to build our election machinery. We are not wrong on ideology or policy, but how do you combat disinformation without election machinery?

**Q. You have claimed attempts are being made to destabilise your government in MP. What are you doing to keep your flock together? How serious is that threat from the BJP?**

The BJP keeps trumpeting this to keep their morale high. The first test was the election of the speaker, which we won. Then they said the deputy speaker's post goes to the opposition. I said nothing doing. We broke convention and held an election for the deputy speaker's post—with the same result. The numbers are clear and the BJP's hopes of destabilising the government are far-fetched.

**Q. The income-tax department searched the homes of your aides and there were allegations**



I believe  
Rahul Gandhi  
should stay on  
as Congress  
president because,  
as a president,  
when you are  
down, you must  
stay and when you  
are up, you must  
think of going”

The BJP’s election  
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don’t have  
such outfits”

**of hawala transactions.**

There were two raids on some of my staff members, besides other raids. One of the raided persons, with whom money was found, has said on camera that he is from the BJP; he said so transparently. Money and documents were found. Nothing was found in the raids on people associated with me. But they (the BJP) are not saying that. What they are saying is that these were the people raided and this is what was found—without saying where it was found. I don’t know whether there’s pressure or not. But talking about transactions, I want to ask the BJP: if they have built an office in New Delhi worth a thousand crore rupees, where did the money come from? They contested the Lok Sabha and the Vidhan Sabha elections with no limitations of money. Where did the money come from—from selling their wives’ jewellery or their property? Let them answer this first.

**Q. During the assembly election campaign, you said corruption was a big issue in MP and you would expose the irregularities from the previous regime. What action have you taken regarding that?**

As I said, I had only 75 days, during which my focus was to get the state moving again from the morass it was in. There is now an FIR in the e-tendering scam. Six people have been arrested. If there is evidence, more arrests will be made. I think the e-tendering scam is to the tune of Rs 20,000 crore. The latest report to me suggests that not

seven but close to 400 tenders were fudged.

**Q. Does the Congress lack the BJP’s killer instinct when it comes to going after its rivals’ wrongdoings?**

I am not targeting anyone. That’s the difference between the BJP’s politics and the Congress’s. One has to do a proper inquiry, which is on. Every department that you touch, stinks. Where do you start? There was so much corruption.

**Q. What measures are you taking to generate employment for the people of MP?**

There are two challenges. One, the youth and securing jobs for them or ensuring they are self-employed. The other is agriculture. Seventy per cent of the people in MP depend on it. Even a *kirana* store-owner in a village, who may not be a farmer, depends on the purchasing power of farmers. Twenty years ago, the challenge was of shortages; now the challenge is of excess production, the problem of plenty. How does the farmer get equitable return on his investment? That’s why there are farmer suicides. There has to be a new thought process. Earlier, we went in for a production revolution, now there has to be an income revolution.

**Q. Your government focused instead on farm loan waivers. But that didn’t get you Lok Sabha seats as**

**you had expected them to.**

It was not supposed to. It was not aimed at getting us seats in the election, but as a first step towards alleviating distress. A farmer is born in debt and dies in debt.

**Q. On the loan waiver, PM Modi said Congress chief minister make promises but don't deliver.**

Mr Modi delivered zero. I delivered: almost 2 million farmers have had their loans waived; the process for the rest will begin soon. If a farmer gets Rs 1 lakh in his account, his purchasing power increases by that much, it generates economic activity. A lot of this economic activity is outside the market economy and not reflected in GDP figures.

**Q. Where are you going to get the money for this?**

We told the nationalised banks that you waive loans taken by industry. You take a 40 per cent haircut for industry, but what do you do for farmers? The state government can take over the loan and if we refuse to pay it, it'll become NPAs (non-performing assets) for the banks and hurt their balancesheets. What they do for industry, they must do 10 per cent more for agriculture. The scheduled banks did this.

**Q. Are you thinking in terms of innovative schemes to raise resources without having to increase taxation?**

There are many schemes but the problem is in delivery. I will scrap schemes where the delivery is poor.

**Q. Your predecessor offered schemes benefitting people from the 'cradle to the grave'. Are you reviewing them?**

We are refining them. How do we improve the delivery of schemes to ensure they reach the beneficiaries? It will require an attitudinal change in the bureaucracy. This concept of spending the leftover funds in the budget in a hurry in the end has to go.

**Q. Talking of the bureaucracy, there are allegations that numerous transfers have taken place and that money has changed hands in the process.**

Let me be blunt. Transfers have taken place and will continue. The BJP was in power for 15 years and they tried to saffronise the government at all levels. There are those who were sidestepped because they did not toe the BJP line; I must give them a fair chance now. That's what the BJP isn't liking. Their favourites who would dance to their tunes know there won't be any tune now and there won't be any dance either.

**Q. Power outage is a big issue in MP these days. The perception is that you are unable to control the problems in the energy sector.**

How the BJP is behind all this has been out in the media. One person was arrested cutting wires.

**Q. Do you mean sabotage?**

It is sabotage, and the power distribution equipment purchased in the past few years is sub-standard. Also, the BJP government had suspended maintenance work owing to elections. We are going to get it done this year.

**Q. MP needs industry. What does the state need to do to attract investment?**

Investment is an article of faith. It cannot be demanded, it has to be attracted. I have held two roundtables with existing industry and enquired about their problems. Delays in setting up projects lead to losses. Speeding things up requires an attitudinal change. Our government's focus is both on expansion of existing industry and on fresh investment. A large number of investors are known to me. They have engaged with me in the past, they know things will move in MP now. Investment should be linked to employment. The question is, what economic activity does the investment generate? The investment policy

**The transfer of officials will continue. In 15 years, the BJP tried to saffronise the government at all levels. Their favourites, who danced to their tunes, know there won't be any tune now and no dance either"**

cannot be one-size-fits-all. I have said the government will negotiate with the investor: what have you got to the table and what can I bring. That's how we will function.

**Q. Can Madhya Pradesh be turned into a hub for agro and food processing?**

Absolutely. One of the first things I did was to create a *mithai* park. This would generate employment for 30,000 people in Indore. Why shouldn't we have MP-branded sweets? The state also produces a huge amount of garlic. We need to look at district-level branding instead of national branding. Under the new GST regime, MP, which borders five states, becomes a natural choice for investors.

**Q. MP has long been talked of as a potential logistics hub.**

Just yesterday I held a meeting on logistics. Every state has an advantage. Some have ports, we have a logistical advantage. How we capitalise on our strength is crucial.

**Q. With your *gaushala* venture, you seem to have gone a step ahead of the BJP on the cow agenda.**

The Congress doesn't use religion for politics. The BJP

uses religion only for politics. Our decision has nothing to do with politics. The BJP built no *gaushalas*, we are building a thousand. The idea was born during the assembly election campaign. Cows were all over the roads, destroying crops, hampering traffic and causing accidents. Many voluntary organisations have stepped forward to help us out. They just want the land and will run the *gaushala*.

**Q. You met Prime Minister Modi recently. What are your impressions of him and how he is running the government?**

The purpose of my meeting was to seek the prime minister's support for my state. I told him, just as I supported Gujarat when I held various portfolios at the Centre, he must support MP.

**Q. What style of governance would you like to bring to MP?**

A government that is responsive, alert and moves fast. Get it done, move on. Either you get convinced or convince the other. There is no other way. Things don't remain at a standstill. If you are not convinced and neither is the other, bring them to me. There will be reforms in governance too, which I am also looking into.

**Q. What's the difference between being a Union minister and chief minister?**

There is a huge difference. As chief minister, everything falls in your lap. Even if there is a bus accident, I am asked all the questions. But when you are a minister at the Centre, you are confined to your ministry. It's a wide spectrum in the state; at the Centre, it's a focused job.

**Q. Do you enjoy being the chief minister of a state?**

I'm getting to enjoy it.

**Q. Do you miss Delhi?**

I'm hardly in Delhi, I'm there only for meetings. One adopts and adapts to what one is required to do. I enjoy being in Madhya Pradesh and Bhopal.

**Q. What is your big promise to MP?**

I want a new Madhya Pradesh that has a rightful place in the country. We can't remain a BIMARU state. ■





SUBIR HALDER

NATION | WEST BENGAL

# A TALE OF MISSTEPS

**MAMATA BANERJEE'S HANDLING OF THE DOCTORS' STRIKE BETRAYS HER ANXIETY IN THE AFTERMATH OF ELECTORAL REVERSES AT THE HANDS OF THE BJP**

**By Romita Datta**

**I**t couldn't have been easy for an imperious Mamata Banerjee to offer the "unconditional apology" agitating doctors in West Bengal were demanding to return to work. But as the medics' strike in the state spilled over to the second week, and doctors across the country ceased work in solidarity, the chief minister thought it prudent to tone down her instinctive belligerence and end the crisis.

Not before she'd betrayed a sense of insecurity, which has been palpable in her knee-jerk reactions to the needling, probing political gambits of a triumphant BJP. It's as much real as imagined, and has been playing out ever since the Lok Sabha election verdict, in which the BJP emerged as the primary challenger to the Trinamool Congress (TMC) in West Bengal, winning a 40 per cent vote share



**IN SOLIDARITY**  
CM Mamata Banerjee at Kolkata's SSKM Hospital with the families of patients hit by the doctors' strike

and 18 of the 42 seats—just four less than the TMC. Mamata is now seeing a BJP conspiracy in everything—from her party's electoral reverses to the doctors' strike, triggered by the June 10 thrashing of their colleagues at Kolkata's NRS Medical College & Hospital by the relatives of a deceased 75-year-old patient, Mohammad Shahid. One of the doctors, Paribaha Mukhopadhyay, had suffered grievous head injuries in the attack.

Mamata first tried to brazen it out. She called the protesting doctors BJP/ CPI(M) cadre, 'outsiders', 'urban Naxals' and communal agents. "A fanatic fundamentalist frenzy is on," she alleged. "This is a BJP-CPI(M) conspiracy to create communal tension by asking doctors not to examine

Muslim patients. If doctors look at surnames before treating patients, or fire officials and the army do the same, can it be tolerated?"

With the strike paralysing government hospitals across the country and pressure building up from the Union government and the Bengal governor, Mamata had to finally back down. To her embarrassment, her own ministers and party leaders, the legislative assembly speaker and even nephew Abesh Banerjee, a medical student, had come out in support of the striking doctors. "It is highly symptomatic that a section of her own party, the TMC, does not share Mamata Banerjee's views," says Arunava Ghosh, Congress leader and a senior Calcutta High Court advocate.

#### HOUSE IN DISARRAY

While Didi may have earned a breather by getting doctors to resume duty, after promising a doctors' delegation on June 17 to step up security for medical staff at hospitals, the political crisis that has engulfed her party is worsening with every passing day. "It has not even been a month since the Lok Sabha result and 850 gram panchayats have switched allegiance to our party and 40 municipality boards have changed their colour," says Diptiman Sengupta, a BJP leader from Cooch Behar.

With BJP president Amit Shah setting an expiry date for the TMC in Bengal and Prime Minister Narendra Modi putting a number to TMC legislators ready to jump ship, Mamata's nervousness is showing. TMC MLA and Bidhannagar (Salt Lake) mayor Sabyasachi Dutta has been criticising the party and daring Mamata to expel him, but she has chosen not to react. Such is the desperation that to stop the panchayat pradhan of Chandrakona village in West Midnapore from joining the BJP, Mamata had to send three senior leaders, including irrigation minister Rajib Banerjee and agricultural marketing minister Tapan Dasgupta. In Cooch Behar, minis-

*Dilbahar's*

Since 1964

**YUMMY DIGESTIVES**



Yeh Zindagi....  
Thodi Khatti....  
Thodi Meethi....

**APLAM CHAPLAM**

- ANARDANA GOLI
- HEENG KI TIKIYA
- JEERA GOLI
- PODINAWATI
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**LONG MARCH**

A demonstration in Kolkata against the June 10 attack on doctors at NRS Hospital

ters Goutam Deb and Binoy Barman went to mollify a panchayat pradhan, but they met with stiff local resistance.

A spate of desertions has hit the TMC in the past month. On May 29, three party MLAs and more than 60 councillors switched over to the BJP. On June 17, Sunil Singh, the TMC's Nowpara MLA, joined the BJP with 12 councillors. And if BJP leader Mukul Roy—once considered Mamata's second-in-command—is to be believed, as many as 150 TMC leaders are in touch with him. Says a state BJP leader, requesting anonymity, "Each Lok Sabha seat has some 1,300 gram panchayats. We are looking to wrest a hundred every month in each of 42 Lok Sabha seats."

TMC spokesperson Partha Chatterjee welcomes the desertions as an 'opportunity' to rid his party of rotten elements. Despite the defection of six MLAs and four wins for the BJP in the recent assembly bypoll, the TMC, which had won 211 seats in the 2016 state election, commands a handsome majority in the 295-member assembly. While the BJP would expect its 18-seat Lok Sabha haul to lend it a big advantage in 129 assembly segments in the 2021 assembly election, Rajib Banerjee is dismissive of the saffron party's chances. "Winning 18 Lok Sabha seats, the BJP is behaving as if they have won the whole of Bengal.

Instead of eyeing Bengal, Amit Shah should concentrate on the BJP-ruled states where *gau rakshaks* are killing Dalits and even journalists are at the receiving end. The threat of presidential rule in Bengal will remain a hollow threat," he asserts.

The BJP is on a mission to bring elected rural representatives under its umbrella to ensure people have a better connect with the Centre's welfare schemes. Under Mamata, central schemes have been running in the state with local branding: the Swachh Bharat Mission is called 'Mission Nirmal Bangla'; the Pradhan Mantri Gramodaya Yojana is 'Nijo Griha Nijo

Bhumi Prakalpo' and the Deendayal Upadhyaya Gram Jyoti Yojana is the 'Sabar Ghare Alo' scheme.

**A HOBbled ADMINISTRATION**

After the Lok Sabha shocker, suspecting that a section of government officials had worked in tandem with the BJP against the TMC, Mamata shuffled the administration, transferring 43 IPS officers in 21 days. "She has been shifting district magistrates, superintendents of police and others—sometimes more than once—in the seats where the BJP has won or gained in strength," says an additional chief secretary-rank officer on condition of anonymity. The officer says when Darjeeling district magistrate Joyoshi Das Gupta fell out of favour for withstanding alleged pressure from the TMC-backed Binay Tamang faction of the Gorkha Janmukti Morcha during the Lok Sabha election, she was transferred twice in two days.

The TMC rank and file now suspect the police of being hand in glove with the BJP. Sources say that during an administrative meeting with Mamata, ministers Jyotipriyo Mullick, Chandrima Bhattacharya and Suwendu Adhikari had complained that the police seemed reluctant to register complaints against BJP workers. Bhattacharya claimed she was receiving

**MAMATA HAS TRANSFERRED 43 IPS OFFICERS IN 21 DAYS, SUSPECTING THEM OF WORKING WITH THE BJP TO ENSURE HER PARTY'S DEFEAT IN LOK SABHA SEATS**

hundreds of provocative phone calls every day, with callers either chanting 'Jai Shri Ram' or abusing her. Mullick pleaded helplessness in dealing with a blatantly 'pro-BJP' police in Bhatpara and Naihati. Hearing this, Mamata, sources say, pulled up the director general of police, who was attending the meeting, saying: "We (TMC) are not yet finished. It's time you acted firmly and gave orders to your subordinates."

Political observers say anti-incumbency against the TMC has been evident on the ground for some time. "It's as if people have suddenly found their voice again," says former Calcutta University professor Sovon Lal Dutta Gupta. "We see demonstrations from all walks of life. The gag is off, as it were, and people who wouldn't speak out of fear, who were dubbed Maoists or sent to jail for questioning the government or over trivial things like sharing a Mamata meme, are finding the courage to come out."

On June 17, four senior faculty members of Kolkata's Rabindra Bharati University resigned in protest against a caste slur on their colleague, Saraswati Kerketa, allegedly by members of the TMC's students' wing. On April 29, lawyers in Bengal went on a month-long cease-work protest following alleged police excesses over parking of vehicles. The lawyers demanded action against a senior IPS officer who had ordered a cane-charge, in which 11 lawyers were injured. Law minister Moloy Ghatak was heckled and sent back when he went to mediate. In March, some 200 aspiring teachers observed a 29-day hunger strike to demand jobs against vacancies in the education department.

### THE COMMUNAL TRAP

Such flashpoints and political violence have become common, with both the TMC and BJP running a polarising Lok Sabha campaign. The BJP began laying the ground for it in 2017 by accusing Mamata of Muslim appeasement. The fight became only sharper

in the run-up to the general election, helping the BJP earn handsome dividends. Two days after the election result, a brazen Mamata said: "I appease Muslims... will do it a hundred times... it's alright to be kicked by the cow that gives you milk." With the Bengal assembly election being billed as the 'final match' between the TMC and the BJP, the politics of religion and violence may only get uglier.

**P**olitical violence has intensified after the Lok Sabha verdict and is brushed aside or explained as the fallout of community clashes. The killing of three BJP supporters at Sandeshkhali on June 8 was projected as an attack against Dalits. The FIR was lodged two days later, by which

Jai Shri Ram slogans is calculated. She wants to project the BJP as a party alien to Bengali culture, ethos and language, and hence incapable of fulfilling the aspirations of the people of Bengal," he says. Is this why Mamata has, of late, raised the pitch against non-Bengalis, saying those staying in her state must speak Bangla?

Psephologist Biswanath Chakraborty sees the Bengali/ non-Bengali narrative as an attempt to split the Hindu vote in the state. "West Bengal has 7.8 million non-Bengali voters and Mamata feels that by doing away with them, she can woo the rest of the 50 million Hindu voters in the name of saving the state," he says.

Realising that the transfer of the Left's 22 per cent vote share to the

## **POLITICAL VIOLENCE IS BEING DUBBED A FALLOUT OF COMMUNITY CLASHES. THE KILLING OF THREE BJP SUPPORTERS AT SANDESHKHALI ON JUNE 8 WAS PROJECTED AS AN ATTACK ON DALITS**

time the principal accused, local TMC leader Shahjahan Sheikh, had fled.

In the June 10 assault that triggered the doctors' strike, Roy and state BJP chief Dilip Ghosh claim the perpetrators were Muslims. When the protesting doctors condemned the BJP's bid to communalise the issue, Mamata shot herself in the foot by accusing doctors of discriminating among patients on the basis of their surnames, and tried to justify the outrage of the patients' families. "When Mamata justifies the attack on doctors as spontaneous, it is clear who is playing the communal card," says Union junior minister for women and child development Debasree Chaudhuri. "She's running the administration in her *jihadi* style and the home ministry is keeping a close watch."

Creating a linguistic binary is another of Mamata's strategies, feels Presidency University Professor Emeritus Prasanta Ray. "Her outburst over

BJP was among the main reasons for the TMC's Lok Sabha setback, Mamata is appealing to the Left's 7 per cent loyal vote bank for support. The Left, though, is not buying any of it. "There's nothing called a Left vote bank," says Deb. "The vote share that has gone to the BJP was anti-Mamata and anti-TMC. People chose the BJP over the Left because they saw it as an opportunity to teach her a lesson. Anti-incumbency was high and the people refrained from splitting the anti-incumbency vote."

Chakraborty cautions that the BJP will find it pretty easy to further consolidate the anti-TMC vote by the next election if Mamata "continues to dig her own grave". Mamata needs to be mindful that the very fiery streetfighter image that brought her to power in Bengal by ending the Left Front's 34-year rule could well become the cause of her downfall now. ■



COVER STORY

NEP 2019

# A LEARNING REVOLUTION

The draft national education policy has radical reforms on its agenda. But it will need clear-cut action to succeed

**BY KAUSHIK DEKA**

# W

hat will happen if the draft New Education Policy 2019, or NEP, submitted by the nine-member K. Kasturirangan Committee to the Union ministry for human resource development on May 31, is implemented in full by 2035, as the policy envisions?

Let us imagine how Rohan, born 2032, might proceed in life. When he turns three, he will join the formal education structure under the 5+3+3+4 framework. For the first three years, he will receive pre-school education—in at least three languages—by trained teachers. In this time, he will learn the alphabet for each language, numbers, colours, shapes, how to draw, do puzzles, and be exposed to drama, puppetry, music and movement. There will be no textbooks, learning will be all play and experimental, in school premises with clean toilets, spacious rooms, IT-enabled gadgets, enough playthings and a cheerful environment. From Grades 1 to 5, he will have dedicated reading and mathematics hours because by fifth standard he will have to acquire fundamental





literacy and numeracy. If Rohan has any ‘singular interest’ and/ or ‘talent’—it could be in mathematics, sports, painting or acting—his teachers will identify it and provide additional guidance and encouragement.

Grade 6 onward, Rohan will not have to worry about curricular or extra-curricular activity as all subjects—from mathematics to music to sports to painting—will be part of the curriculum. He will opt for the subjects he is interested in. Of course, there will be some compulsory common subjects. At this stage, he will also be introduced to some vocational training so that he can decide which vocational subject to take up once he reaches Grade 9. Meanwhile, information technology tools will regularly assess and record his learning curve to make a customised plan for him. There will be tests at the end of Grades 3, 5 and 8 to measure his critical thinking ability as well as language and mathematical skills.

**F**rom Grade 9, Rohan will take online board examinations for three subjects in six-monthly semesters. The exam will be designed to test his understanding of core concepts, not his memorising skills. He can take board examinations twice a year, maybe more often.

Once Rohan completes Grade 12, he can join any college or university close to home, as quality higher education institutes will be set up in every district of the country. They will offer either a regular three-year or four-year degree programme, or vocational courses. Alternatively, he can have vocational training integrated into his degree course. It won’t be like the 2020s when you had to choose a stream—all degrees will be multidisciplinary, allowing him to study, for instance, physics along with history. If Rohan wishes to join a professional course, he will be able to go to any university, as they will all be multidisciplinary. So while studying for an engineering or medical degree, Rohan can also take up social sciences and figure out how his degree can positively impact his local and global environment.

In the final year of his degree course, Rohan can opt for research, or do a year of research after completing his three-year degree course. He will then be eligible to enrol in a PhD programme without having to study for a master’s degree first, though he can also opt for a doctorate after a master’s degree. He, or his institute, won’t need to worry about funds for his research as there will be a National Research Foundation to handhold his project if it is geared towards solving local, national or global issues. And if Rohan does not want to remain so long in academics, he will have multiple exit options during his four-year liberal education degree that will equip him for the 21st century knowledge economy.

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This is just a preliminary glimpse into how the NEP seeks to radically overhaul the country’s education system by 2035. The 484-page document outlines an elaborate plan that includes pre-school, school, higher, vocational and adult education as well as teacher training and regulation, and suggests some path-breaking reforms such as strengthening early childhood learning programmes in schools, focusing on teacher training



**M.M. PALLAM RAJU**

Former Union HRD minister

“**Industrial training institutes and polytechnics are the backbone of any industrial nation, and recommendations regarding strengthening these are missing**”



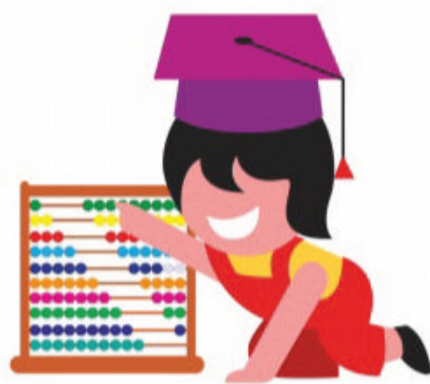
**TECHNOLOGY TO THE FORE**  
Students at a classroom  
in Anganwadi Kendra, Jaipur

PURUSHOTTAM DIWAKAR

## How school education will change

📌 **Early Childhood Care and Education** will become an integral part of school education; three years of pre-school (ages 3-6) will be clubbed with Grade 1 and 2 (till age 8); the Right to Education Act 2009 will be extended to cover children aged 3-18

📌 **A 5+3+3+4** curriculum and pedagogical structure based on cognitive and socio-emotional developmental stages of children will replace the current 10+2 model; the first five years will be the foundational stage (ages 3-8), followed by the preparatory stage from Grades 3-5 (ages 8-11), leading to the middle stage, from



Grades 6-8 (ages 11-14), ending with the secondary stage from Grades 9-12 (ages 14-18). The focus will be on multilingual and interdisciplinary education

📌 **To reduce content load and rote learning**, the focus will shift from textbook learning to hands-on,

experiential and analytical learning. While there will be essential common subjects for all, no hard separation will be made between curricular and co-curricular or extra-curricular areas. The curriculum will promote multilingualism, ancient Indian knowledge systems, scientific temper, ethical reasoning, social responsibility, digital literacy and knowledge of critical issues local communities face

📌 While the draft recommends continuing with the **three-language formula**, it has proposed flexibility in the choice of languages, as long as students can show proficiency in any three. Hindi

and English are no longer stipulated languages from Grade 6 onward

📌 **Board examinations between Grades 9 and 12** will test core capacities, basic learning skills and analysis. Students will be allowed to take board examinations up to twice a year. When computerised adaptive testing becomes widely available, multiple attempts will be allowed. Board examinations will be required in at least 24 subjects (three per semester)

📌 **Government schools will be reorganised** into units called school complexes, which will consist of one secondary school (Grades 9-12) and all other nearby schools that offer education from pre-primary till Grade 8. All schools in the complex will share the pool of teachers



programmes, adding vocational courses to school curriculums, boosting research funding in higher education and restructuring and creating apex regulatory bodies for qualitative changes in higher education.

“The NEP has made some bold and welcome recommendations to shift the focus to improving student learning outcomes. If we were to get this one thing right—ensuring all children achieve foundational literacy and numeracy skills—this in itself would have a tremendous impact on the education system,” says Ashish Dhawan, founder and chairman, Central Square Foundation, a non-profit working in the school education sector.

## LEARNING TO READ AND COUNT

The most radical suggestion in NEP 2019 is including pre-school education in the formal education structure. The NEP makes a case for scientific pre-school education citing neuroscience research, which shows that 85 per cent of a child’s brain development takes place prior to age 6. It also refers to a 1992 National Council of Educational Research and Training (NCERT) study on 30,000 children that showed a direct correlation between exposure to pre-school education and retention and attendance rates and, most significantly, learning outcomes in primary school and above.

Pre-school education has an impact even on the economic development of individuals and countries. JNU economics professor Santosh Mehrotra cites research that shows how the lifetime earnings of people who have had an excellent childhood education are much higher than those who were deprived of it. For every rupee invested in pre-school education, the country will get a return of Rs 10, the NEP estimates. Simultaneously, research also indicates that children below 8 are not ready for textbook learning, which means a large proportion of our children are not receiving the education they need. Currently, most early childhood education is delivered through *anganwadis* and private pre-schools. The *anganwadis*, run under the aegis of the Integrated Child Development Services (ICDS), have delivered in terms of healthcare for mothers and infants but have faltered in the education part. Private pre-schools provide better infrastructure, but the curriculum and instruction methods are not what early childhood education requires.

It’s not surprising that a 2017 study by Ambedkar University found that a significant proportion of children in India who completed pre-primary education, public or private, did not have the competencies to join primary school. A 2018 Annual Status of Education Report (ASER) survey found that only 50 per cent students in Class V could read texts meant for Class II. Consequently, the gross enrolment ratio drops from 95 per cent for Grades 1-5 to 79 per cent for Grades 9-10.

This is the reason why the NEP’s highest priority is to achieve universal foundational literacy and numeracy in primary school and beyond by 2025. “The rest of the policy will be largely irrelevant for such a large portion of our students if this most basic learning—reading, writing and arithmetic at the foundational level—is not first achieved,” reads the NEP draft. They will also have to ensure that all students aged between 3 and 18 are brought within the ambit



### LEARNING BY DOING

Students at a Miranda House College science lab

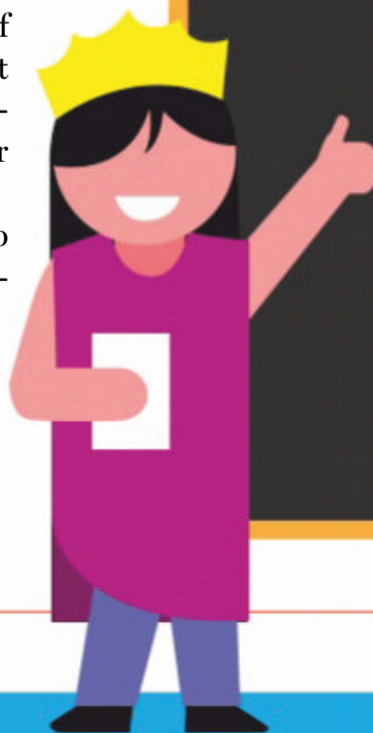
## Empowered and accountable teachers

By 2030, the minimum qualification for teaching will be a four-year liberal integrated BEd degree; only accredited and multidisciplinary higher educational institutions would offer these degrees

Thousands of sub-standard, standalone teacher education institutions across the country will be shut down

Teachers will not be allowed to perform non-teaching government work, including electioneering, cooking of midday meals or other strenuous administrative tasks

Teachers doing outstanding work will be identified, promoted and given salary raises. They will mostly be appointed to their home towns, and will be given adequate support in terms of salaries, working environments, resource materials and training. Periodic performance appraisals will also be carried out to ensure that teachers remain accountable for their work





RAJWANT RAWAT

of the Right of Children to Free and Compulsory Education (Amendment) 2019. The NEP recommends that a 5+3+3+4 curricular and pedagogical structure based on the cognitive and socio-emotional developmental stages of children replace the current 10+2 model. It wants the three years of pre-school (ages 3-6) to be clubbed with Grades 1 and 2 (up to age 8) and made into a single pedagogical unit called the 'Foundational Stage'. Grades 3-5 (ages 8-11) will be called the Preparatory Stage, followed by a Middle Stage of Grades 6-8 (ages 11-14), and finally a Secondary Stage of Grades 9-12 (ages 14-18).

Arguing that children under age 8 learn languages most quickly and learning languages is an extremely important aspect of a child's cognitive development, the NEP recommends that multiple languages—three at least—be taught at this stage. Educationists disagree. "This is not educationally sound," says Maya Menon, founder of the Bengaluru-based teacher training organisation, The Teacher Foundation. "Children need to gain proficiency in their home language/ mother tongue, especially with regard to the language skills of reading and writing before they can be ready to formally study another language."

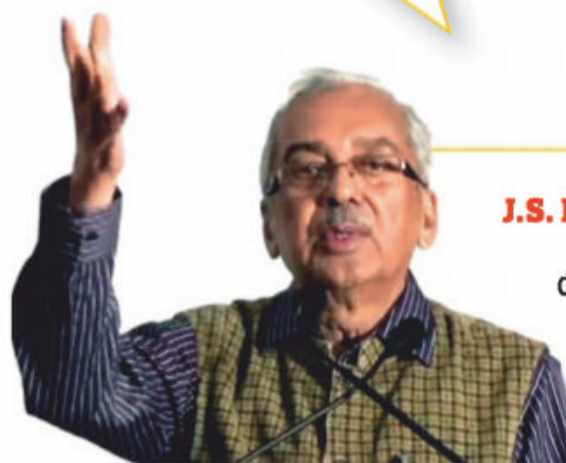
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Carrying forward the landmark 1993 Yashpal Committee report, 'Learning without Burden', the NEP seeks to reduce the content and textbook load on students and discourage rote learning. The curriculum framework will, therefore, shift focus from textbook learning to hands-on, experiential and analytical learning. All subjects, including arts, music, crafts, sports, yoga and community service, will be curricular. The curriculum will promote multilingualism, ancient Indian knowledge systems, a scientific temper, ethical reasoning, so-



**RUKMINI BANERJI**  
CEO,  
Pratham

“**From the upper primary stage onward, key elements have been listed, but more needs to be done to knit these elements together into a cohesive and comprehensive framework**”



**J.S. RAJPUT**  
Former  
director,  
NCERT

“**Give education and educators their due. Trust the teachers, prepare them professionally, and support them in their tasks. This will be the first step toward implementing the policy**”

INTERVIEW **DR K. KASTURIRANGAN**

# ‘The concept of a liberal education is critical to India at this juncture’



PALLAVA BAGLA/GETTY IMAGES

**Dr K. Kasturirangan**, chairman of the panel that drafted the *New Education Policy (NEP)*, answers *INDIA TODAY*'s questions on its key recommendations:

**Q. What were the major flaws your committee identified while formulating the draft NEP?**

Many of these are not newly identified challenges, but some new issues have been flagged thanks to advances in our understanding of education since 1986/ 1992. For example, neuroscience now tells us that 85 per cent of a child's brain development occurs before age six. An education system that fails to address the resulting needs of children is flawed, a consideration to extend the RTE Act to include 3-6 year-olds. The education we offer must be based on our present understanding of the cognitive

and socio-emotional developmental stages of children. It is largely absent in the present pre-school system (often a downward extension of primary school) and the '10+2' structure. In the past, we put emphasis on inputs (rather than outcomes), and although these led to dramatic improvements in access to education, an unacceptably high number fail to attain basic educational outcomes—foundational literacy and numeracy. It has severe consequences, including high dropout rates. The assessment system in schools and higher education promotes shallow learning and high-stakes exams, and misses the merits of low-stakes assessment to facilitate deeper learning.

**Q. What about the challenges in higher education?**

The transition to higher education

via entrance exams has led to an entire parallel system of coaching classes that significantly perturbs the school system itself. Undergraduate education in India, except through some premier engineering and medical institutions, largely fails to achieve even the narrow goal of preparing students to enter the workforce. A fragmented system unable to provide infrastructure and quality faculty, and the lack of a holistic knowledge system in the 21st century are to blame for this. Sub-standard research is a major issue at the postgraduate level, which reflects in the poor quality and quantity of PhDs, papers and patents—three good indices of a well-functioning education system. Flaws in the regulation/ governance systems too must be addressed to ensure a vibrant higher education ecosystem.

cial responsibility, digital literacy and knowledge of critical issues facing local communities.

Board examinations will no more be life-defining and high-stress exercises. Between Grades 8 and 12, students will be allowed to take board examinations twice a year. Later, when computerised adaptive testing becomes widely available, multiple attempts will be allowed, in at least 24 subjects or, on average, three a semester. The examination will test only core capacities, basic learning, skills and analysis. 'Students should be able to pass comfortably without coaching and cramming,' the NEP advocates.

Another concept, drawn from the 1964 Kothari Commission report, is to build school complexes. Government schools will be reorganised into organisational and administrative units called school complexes, which will have one secondary school (covering Grades 9-12) and all other schools in its neighbourhood that offer education from pre-primary to Grade 8. The school complex will have the autonomy to manage the academic and administrative affairs of all schools under it and will function as the lowest rung of school education governance in a state. All schools within the complex will be able to share a common pool of teachers,

**Q. What solutions has the draft NEP come up with for school education?**

We have proposed developmentally appropriate stages to replace the 10+2 school structure: a five-year Foundational Stage which covers pre-school to Grade 2 (ages 3-8), a three-year Preparatory Stage (Grades 3-5), a three-year Middle Stage (Grades 6-8) and a four-year Secondary Stage (Grades 9-12). For the crucial foundational literacy and numeracy for all children, we need a National Tutors Programme (NTP) and a Remedial Instructional Aides Programme (RIAP). NTP will leverage the untapped potential of peer instruction, which benefits not only those being tutored, but also the student-tutor. RIAP is a highly targeted programme that taps into community resources to assist students at risk of falling behind. Further, RTE must be extended from ages 3 to 18 to ensure that all children develop socio-emotional maturity and excel in the broad-based ecosystem of liberal education that we are trying to create. The concept of a liberal education is critical to India at this juncture. The actions we are recommending—breaking the distinction between curricular, extra-curricular and co-curricular activities; breaking the silos between science and arts, between professional and vocational streams—all these are a must to develop both the analytic side and the creative/ artistic side of the brain.

**Q. What are the reforms for vocational and higher education?**

Integrating vocational education and providing multidisciplinary exposure is the best way to prepare students for

a global future. The very character of vocational education is changing. A liberal approach has to form the basis of all undergraduate education. There will be flexibility to exit early (e.g., with a BVoc degree in vocational education) and to re-join later. Graduates from such a 4-year programme will be better prepared for cutting-edge research. A new body, the National Research Foundation (NRF), will energise research by addressing the issues that plague the current system. Today, if an active researcher in a top

“**In the past, we placed a major emphasis on inputs. It led to dramatic improvements in access to education, but failed the basic educational outcomes test**”

institution reaches retirement age, we have no mechanism to retain him/ her. At the same time, the majority of our 900 universities and 40,000 colleges have an acute need for such talent. So we have created a pathway to link supply and demand. We have also created new regulatory institutions with a clear separation of roles, and a system for academic, administrative and financial autonomy in higher education institutions.

**Q. What about the funds required to implement the recommendations?**

We strongly endorse the view that all

financial support for education is investment, not expenditure. Public investment in education must double over the next 10 years, from 10 per cent of overall public expenditure today to 20 per cent by 2030. This is a guideline, but breaking it down into a yearly allocation requires greater analysis. Generally, we expect funding to ramp up in the first 2-3 years, then have a sustained peak, and then wind down.

**Q. And autonomy in functioning?**

We affirm the view that education is a not-for-profit enterprise, and we are trying to promote a culture where institutions care deeply about their image in the public eye and their freedom to function with full autonomy as long as they act with integrity. Thus, we have advocated a system of transparency where institutions publicly declare their (high-quality) outcomes, which are then scrutinised by a ‘light but tight’ system of rules and regulations. We have taken care to ensure that there is a clear separation of concerns between various regulatory bodies.

**Q. How long will it take to implement the new policy?**

Much of the changes should happen in the next five years, with a tailoff for the next two to three years. Over the subsequent 10 years, we expect a detailed performance assessment of the new education policy. If successfully operationalised, we hope that with appropriate fine-tuning, it can remain effective for another decade or so. ■

*(For full text of the interview, go to [www.intoday.com](http://www.intoday.com))*



**KIRAN BHATTI**  
Senior fellow, Centre  
for Policy Research

“**The NEP has suggested so many new structures parallel to existing ones. The committee seems not to have learned lessons from past experiments**”

to compensate for schools with less teaching resources.

However, Rukmini Banerji, CEO of Pratham, feels that the NEP doesn't offer clear guidelines on school education after the primary stage. “From the upper primary stage onwards, key elements have been listed but more work needs to be done in knitting these elements together in a cohesive and comprehensive framework.” Adds Kiran Bhatti, senior fellow at the Centre for Policy Research, Delhi: “The NEP sets many lofty goals but is silent on capacity-building at the grassroots level starting with school complexes.”



## THE MAKING OF A TEACHER

Despite these structural and curricular changes, the NEP acknowledges that teachers will be the pivot around which this learning revolution can be built. Former NCERT director J.S. Rajput is confident of the success of the policy once teachers are empowered. “Give education and educators their due. Trust the teachers, prepare them professionally and support them in performing their tasks. This will be the first step towards implementing the policy,” he says.

The NEP lays down that all teachers in future earn a mandatory four-year liberal integrated bachelor’s degree in education before they sit for a recruitment test such as the Teacher Eligibility Test (TET). Thousands of substandard standalone teacher education institutions across the country will be shut down and only multidisciplinary higher educational institutions would offer BEd degrees.

Menon, however, deems this inadequate, underlining instead the need to examine flexible modes and alternative routes to acquiring qualified teacher status, especially for mid-career professionals who want to join the teaching force. “A reimagined teacher education policy needs to be far more liberal, without dilution of quality. While university-based multidisciplinary colleges of teacher education could be one avenue, what happens to the District Institutes for Education and Training (DIET)?” she asks.

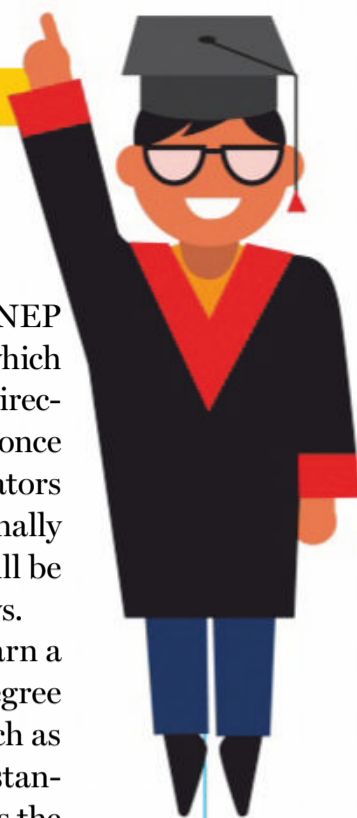
The policy also aims at providing a better working environment for teachers. They will, for instance, be spared non-teaching government work such as electioneering, cooking of midday meals and other strenuous administrative tasks. Teachers doing outstanding work will be recognised, promoted and given salary raises; they will be mostly

### MAYA MENON


Founder,  
The Teacher  
Foundation




**The toughest challenge in implementation will be the people infrastructure. The biggest investment of time and resources will be in capacity-building, supporting people on the ground and rigorous monitoring** 




## How higher education will change


 **By 2030, all higher education institutions will develop** into one of three types—research universities, teaching universities and colleges. There will be no single-discipline universities; even professional institutions will have to be multidisciplinary

 **By 2032, all three types of higher education institutes** will be able to grant their own degrees; colleges will no longer be affiliated to universities

 **Mission Nalanda** will ensure that, by 2030, there are at least 100 research and 500 teaching universities equitably distributed across all regions. Mission Takshashila will ensure at least one high-quality higher education institute is established in or close to every district in India


 **A four-year bachelor’s degree in liberal education** with a multidisciplinary approach will be launched; the traditional three-year undergraduate degrees will remain, but will also move toward a liberal education approach. There will be multiple entry and exit options during the course of the degree


 **Students will be allowed to choose subject combinations across streams**, including professional and vocational options—for instance, a student will be able to opt for physics along with history

 **Admission to all undergraduate programmes at public universities** and colleges will be through a computer-based, common modular entrance examination, conducted by the National Testing Agency, held multiple times a year in various languages

 **A National Research Foundation** will be set up to grant funding for outstanding research

## Focus on skilling them early

 **All school students will receive vocational education** in at least one vocation during Grades 9 to 12. They will receive exposure to vocations in more than one sector during Grades 6 to 8

 **All colleges will offer certificate, diploma and degree courses** in vocational education; they will also offer vocational courses that are integrated into undergraduate education programmes

 **A national committee for the integration of vocational education** will be set up to ensure that enrolment in these courses increases from 10 per cent to 50 per cent of total enrolment by 2025



**BUILD THE FUTURE**  
Mechanical engineering  
students at Manav  
Rachna University

appointed in their home towns; given adequate support in terms of working environment, resource material and training; periodic performance appraisal will be done to maintain their accountability. Critics, though, say the policy still leaves a big gap in terms of fixing accountability for teachers. “Teacher absenteeism is a menace. The policy proposes no ground reality-based monitoring mechanism for teachers,” says Mehrotra.

### **THE NALANDA-TAKSHASHILA MODEL**

For the higher education sector, the NEP has some lofty goals such as a gross enrolment ratio of 50 per cent by 2035 (up from 25 per cent now), autonomy to all higher education institutes (HEIs) and one quality university in every district of India. To achieve these goals, the NEP harks back to the ancient Indian universities of Takshashila and Nalanda, which had thousands of students from India and abroad studying in vibrant multidisciplinary environments. It proposes that by 2030, all HEIs become one of three types of institutions—research universities, teaching universities and colleges. A university will signify a multidisciplinary HEI offering graduate and postgraduate programmes, with quality teaching, research and services. There will be no one-discipline university; all universities, including professional ones, will be multidisciplinary.

Kasturirangan believes this multidisciplinary approach will prepare Indian students for the job markets of the future. “Consider how much better prepared they will be for a world where jobs can change drastically or disappear altogether because of technological advances such as Artificial Intelligence. AI is increasingly capable

of taking over sophisticated domain-specific tasks, so integrating vocational education and providing multidisciplinary exposure is the best way to prepare students to use their full human capacities in such a world,” he says.

It will also be interesting to see if the BJP-led Union government will accept the proposal to introduce a four-year multidisciplinary bachelor’s degree in liberal education with multiple exit options and appropriate certification. It will be on the lines of what former Delhi University vice-chancellor Dinesh Singh had implemented briefly but was forced to withdraw due to opposition from the then HRD minister Smriti Irani and the Left-leaning faculty members. The NEP, however, allows the three-year traditional undergraduate degrees to continue.

### **The legacy of education**

❖ **The first National Policy on Education** was formulated in 1968, based on the report of the Kothari Commission

❖ **The second National Policy on Education** was adopted in 1986, which was later revised in 1992

❖ **A committee headed by former bureaucrat T.S.R. Subramanian** submitted a draft of the National Education Policy in 2016. It was rejected by the Modi government, which formed a new committee under eminent scientist K. Kasturirangan; the committee submitted its draft on May 31, 2019



# The architecture of education regulation

A new apex body, the **Rashtriya Shiksha Aayog (RSA)**, will be responsible for developing, implementing, evaluating and revising the education policy in India. Budgets and their utilisation by all state agencies related to education will be reviewed by the RSA

The **prime minister will be the chairperson of the RSA**, with the education minister as its vice-chairperson. 50 per cent of RSA members will be eminent educationists, researchers and leading professionals

The **executive director of the RSA** will be a person with a reputation in education

Similar to the RSA, a **Rajya Shiksha Aayog** will be constituted in all states with the chief minister as chairperson and education minister as vice-chairperson

## Higher education

The **National Higher Education Regulatory Authority** will be the sole regulatory authority for such institutes

The regulatory role of more than **17 professional councils** will be changed to professional standard-setting bodies



A **General Education Council** will be constituted to formulate the national higher education qualifications framework, outlining learning outcomes required for all certifications

The **Higher Education Grants Commission**, the new form of the University Grants Council, will be responsible for disbursing grants and fellowships to all institutions

The **National Assessment and**

**Accreditation Council** will develop a revamped accreditation process

## School education

A **Directorate of School Education (DSE)** will handle educational operations and service provisions for the public schooling system of each state

An independent, statewide regulatory body called the **State School Regulatory Authority (SSRA)** will be created for each state

The **State Council of Educational Research and Training** will create a school quality assessment and accreditation framework, which the SSRA will use for the regulation of schools

State governments will create **District Education Councils** as an intermediary between school complexes and the DSE; school complexes will be semi-autonomous units with the administrative, financial and academic authority to oversee the development of all schools within the complex

**Boards of Certification and Examination** in each state will handle certification of competencies of students at the school-leaving stage

The NEP also recognises how there is no research in most universities and colleges and the lack of transparent, competitive peer-reviewed research funding across disciplines. A National Research Foundation (NRF) will be set up to grant competitive funding to outstanding research proposals. It will also aim to seed, grow and facilitate research at academic institutions where research is currently at a nascent stage. The NRF will be given an annual grant of Rs 20,000 crore. While this move has been widely appreciated, experts have panned the NEP for its “lack of attention” to technical and professional education. “One serious problem the country faces is the growing unemployability of graduates and the absence of proper linkages between education and skills. Though the NEP talks about it, the guidelines are not clear,” says A.K. Sengupta, founder of the advocacy group, Higher Education Forum.

Former Union HRD minister M.M. Pallam Raju, too, rues the absence of features in the NEP that might strengthen academia-industry linkages and recommendations to facilitate the lateral movement of faculty to industry and vice-versa. “Also, the ITIs and polytechnics are the backbone of any industrial nation and recommendations to strengthen these are missing,” he says.

Others, however, feel that by bringing all streams under a single regulator—the National Higher Education Regulatory Authority or NHERA—the NEP has, in fact, facilitated the ease of doing business in expanding professional education. “The world will need 80 million healthcare professionals by 2030. India needs to teach a major chunk of them global standards so that they can be available to the global market. The policy provisions for such training,” says Dr Devi Shetty, chairman and founder of Narayana Health.



**ASHISH DHAWAN**  
Founder and  
Chairman, Central  
Square Foundation



**If we were to ensure that all children achieve foundational literacy and numeracy skills, that in itself would have a tremendous impact on the education system !!**

### FINDING A VOCATION EARLY

Only five per cent of the Indian workforce in the 19-24 age group has formal vocational education, compared to 52 per cent in the US, 75 per cent in Germany and 96 per cent in South Korea. The NEP seeks to provide vocational education access to at least 50 per cent of all learners by 2025. As a first step, apart from offering separate vocational degrees, vocational education will be integrated into regular curriculums at school, college and university levels. Students will be introduced to practical training in vocational courses as early as in Grade 5. “Earlier attempts to emphasise working with hands and generate interest in acquiring vocational skills, particularly at the secondary stage, did not succeed. It remains a major drawback in our school education,” says Rajput. “The current proposal not to have any hard separation between vocational and academic streams is a refreshing and bold step.”

To strengthen the skill development programmes already promoted by the Narendra Modi government, the curriculum for vocational education will be in sync with the National Skills Qualifications Framework of the ministry of skill development and entrepreneurship. A separate National Committee for the Integration of Vocational Education (NCIVE) will also be set up to review the long-term goals and to work out the steps to achieve them.

### ‘LIGHT BUT TIGHT’ REGULATION

For the national supervision of education, the NEP proposes to set up a Rashtriya Shiksha Aayog (RSA), or a national education commission, a long-standing demand of educationists. The RSA will implement the country’s education vision on a continuous and sustained basis. The prime minister will head the RSA and the HRD minister will be his deputy. While 50 per cent of its members will be from the political establishment, the rest will be eminent people from

the education sector. States too will have state education commissions headed by the respective chief ministers.

However, the strong political representation in the RSA and the fact that it will be under the prime minister has made many experts doubt its autonomy. “All this points to a more centralised control of education. This has been a deep-seated problem with Indian school education for decades, where the government has traditionally been both regulator and administrator and not an enabler of innovation, quality and standards,” says Menon. “The NEP has suggested so many new structures parallel to existing ones. The committee seems to have learned no lessons from such experiments in the past,” says Bhatty.

The NEP is also getting flak for its vagueness on regulating private sector education and its somewhat naïve assumption that private educational enterprises will be driven by non-profit motives. What has earned praise, however, is the NEP’s proposal to regulate public and private schools on the same criteria and benchmarks. “We can debate the details, but this move is a step in the right direction, especially given that nearly 40 per cent of children are studying in private schools in India,” says Dhawan.


### CAN INDIA MAKE IT HAPPEN?

By and large, educationists agree that the NEP has diagnosed the ailments that afflict the Indian education system and offers remedial measures—especially in school education—but the challenge lies in implementation. India has a rich history of policy objectives but these have seldom resulted in significant changes on the ground.

“The toughest challenge in implementation will be the inadequate and ill-prepared people infrastructure,” says Menon. “The biggest investment of time and resources will need to be in capacity-building and getting the support of the people on the ground—district- and block-level officials and teachers—along with rigorous monitoring.”

Aware of the challenges, the NEP admits its success will depend on “careful planning and a well-thought-out implementation strategy, consistent with pragmatism and ground realities”. It identifies corruption as an “important element that distorts governance of education”

### Where is the money?

 The Kasturirangan Committee projects education expenditure under NEP 2019 as a percentage of ‘public expenditure’ (PE). The current education spend of about 3% of GDP translates roughly into 10% of PE, or Rs 6 lakh crore (2017-18). The committee recommends that the allocation for NEP should ideally increase to 20% of PE by 2030

# The NEP's Timeline



## 2019

The Rashtriya Shiksha Aayog is established; the Ministry of Human Resource Development is re-designated as Ministry of Education

## 2020

A Rajya Shiksha Aayog is constituted in each state, as well as a State School Regulatory Authority

A National Higher Education Regulatory Authority (NHERA) is set up; the University Grants Council and other regulatory bodies are converted into Higher Education Grants Council (HEGC) and Professional Standard Setting Bodies (PSSBs). A General Education Council is constituted

Early childhood education is integrated with school education; the RTE Act is extended to cover children between ages 3 and 18

A National Research Foundation (NRF) is established; an autonomous National Educational Technology Forum (NETF) is set up to facilitate reviews of initiatives related to technology in education; a National Repository of Educational Data is also set up

The National Council of Educational Research and Training develops a national curricular framework for all stages of school

## 2021

State Councils of Educational Research and Training develop state curricular frameworks aligned with the national curriculum framework. A new assessment paradigm is established

## 2022-28

A comprehensive plan for the development of infrastructure and delivery of early childhood education in each state is developed by

2022 and fully implemented by 2028

## 2023

Processes for teacher recruitment/ management change; a school quality assessment and accreditation system is formulated

School complexes are formed; certificate examinations of central and state boards redesigned

All academic and non-academic posts in universities and colleges filled

A national higher education qualifications framework outlining the learning outcomes associated with certification is developed

All undergraduate programmes, including professional and vocational ones, redesigned to offer liberal education programmes with specialisation through a multidisciplinary approach

The complete rollout of four-year BEd courses, available only in multidisciplinary institutes, overhauls teachers' education entirely

## 2025

At least one high-quality higher education institute is set up in each district

## 2030

All accredited colleges and universities have complete administrative, academic and financial autonomy

## 2032

NAAC builds a comprehensive accreditation system

## 2035

A significant number of high quality higher education institutes are distributed equitably across the country, with special emphasis on disadvantaged districts, to achieve an enrolment rate of 50 per cent

but offers no concrete mechanism to deal with it.

Raju seeks speedy action from the government on the recommendations. But, as Banerji says, it may be easier said than done, as executing the policy will require synchronised cooperation between the multiple wings of government, other stakeholders and the public at every step. "To successfully implement the objectives of the Foundational Stage, there will need to be a lot of coordination between the women and child development (which is responsible for the anganwadis) and HRD ministries. They have not worked very closely in the past," says Banerji.

Moreover, public spending on education has never attained the target of 6 per cent of GDP, first envisaged in the 1968 policy, and currently hovers at around 3 per cent of GDP or 10 per cent of public expenditure, as the NEP calculates. The policy expects the costs on education to rise to 20 per cent of public expenditure in the next 10 years. This should be aided by the rapid growth of the Indian economy and the recent boost in the tax-to-GDP ratio. Many policy observers are uncomfortable with the idea of calculating education spend as a percentage of public expenditure rather than as a percentage of GDP. "There is no assurance that higher economic growth or an increased tax-to-GDP ratio will induce higher spending on education, even if these result in higher government spending. Doubling the share of the education budget in the next 10 years is not possible without compromising spending on other sectors. Besides, GDP growth rate is higher than the growth in public expenditure. In absolute terms also, delinking expenditure on education from GDP will result in loss of funds," says Protiva Kundu of the New Delhi-based think-tank Centre for Budget and Governance Accountability.

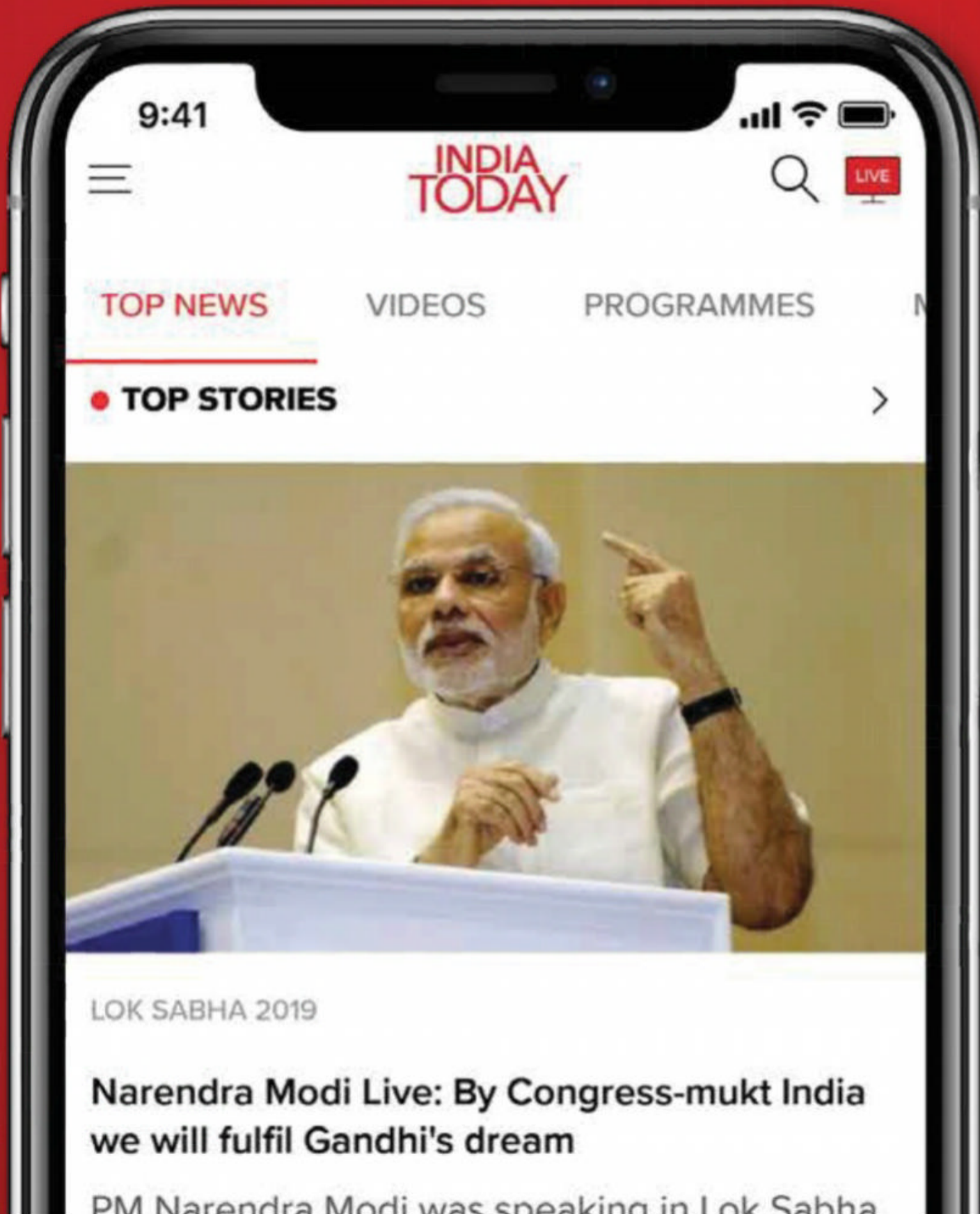
Dhawan recommends finding ways to allocate the current budget more efficiently. "Given the financial constraints, the Centre will need to prioritise among the wider policy recommendations," he says.

Before it sees the light of day, the draft NEP report will see at least two rounds of review. Till June 30, the general public and institutions can send suggestions on the policy; the HRD ministry has so far received nearly 100,000 suggestions. The Union government will start consultations with the states from June 22. Cabinet approval may be sought by end-July. While on paper, the NEP exhibits the potential for fundamental changes in the Indian education system, execution on the ground is what will determine the validity of the exercise. As former school education secretary Anil Swarup puts it, what we need is not a policy so much as a clear-cut and well-defined action plan. ■

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# Need to Rewrite the A-B-C of Education

The greatest purpose the NEP document has served is to start a debate

**DINESH SINGH**

**D**uring the time that I served as vice-chancellor of the University of Delhi, I used to fantasise about the possibility of Srinivas Ramanujan turning up (straight from the Madras University of his time) at my university in the 21st century. Of course, such a compulsion would have been dictated by his inability to clear the first-year BA examination of the Madras University of yore, in the hope that Delhi University, in this modern age, would welcome him. But, had I granted him admission on the basis of his extraordinary work in mathematics, I would have been subjected to a court of inquiry for transgressing rules not of my choosing nor of my making. Contrast this with what actually happened to Ramanujan when G.H. Hardy—at Cambridge University—heard of his plight. Ramanujan was brought over to Cambridge with full funding—with only a high school qualification to his name—and awarded a regular PhD. Remember, this was a hundred years ago. Indian institutions of learning have seemingly not imbibed much in the realm of higher education in that period of time.

So it is obvious that I will welcome the effort of the government at fostering a New Education Policy (NEP). However, I do have mixed feelings. (Also, I must state that I regard Dr K. Kasturirangan as a friend, philosopher and mentor.) At his request, I reviewed a preliminary version of the document. I have thus been aware of several commendable and far-reaching recommendations that the NEP has espoused. In the same vein, I was also aware of some its shortcomings.

At a personal level, I have consistently held the view that we must tread carefully with the idea of a national policy for education. Such practices smack of socialist, or even communist, overtones. If we seek to bind a nation into a long-term prescriptive policy for education, then it may fail to nurture true innovation in education.

Since the document under discussion seems to be more than a little enamoured of Ivy League institutions, let me state that no formal policy seems to have led to the creation of the Ivy League institutions or to the creation of Oxford, Cambridge or MIT. The closest

resemblance to a policy for education is the Harvard Document of 1945. It was meant to draw attention to the needs and challenges of higher education in the context of a newly assertive and pre-eminent US in the post-war period. It was meant to be a document for the future. Incidentally, Harvard began to evolve into the Harvard that we acknowledge in 1870. This happened when the local government relinquished control, and civil society as well as Harvard alumni stepped in to manage the university. Perhaps there is a lesson in this for us. There is another lesson that may be in store for us. The Ivy League institutions and some other similar pre-eminent universities in the US—with all the knowledge at their disposal—were actively involved in the cataclysmic, global economic meltdown of 2008. So it may be wise to be a bit cautious in our efforts to emulate them. I would be wary of inviting many of them to set up campuses in India as the NEP seems to suggest.

At the same time I do advocate paying attention to the wisdom of those whose work has a predictive and prescriptive connect with the future. As an illustration, I draw attention to the 2015 book by Harvard's Joseph Nye: *Is the American Century Over?* Nye observes that in this 21st century, there are only two countries that could overtake the economic pre-eminence of the US: India and China. However, he cites three major reasons why India is not likely to succeed; one of these three is—as he puts it—the poor quality of India's universities.

Does the NEP grapple in an overt fashion with such a challenge? I am not so sure. To my mind, this draft policy document is attempting to rectify things that have not worked well in the past. Perhaps this has taken its attention

away from some other needs for the future. To be fair, it does make several commendable recommendations. For instance, it strongly recommends that institutions that deal with formal degrees in education cannot be stand-alone institutions in the single discipline of education, but must be located in multidisciplinary institutions. This is indeed very welcome and very wise.

However, the recommendations

**The NEP should have begun with a clear purpose of education along with a practical pedagogical philosophy**



Illustration by TANMOY CHAKRABORTY

would have had greater clarity had this draft document commenced with a clear meaning and purpose of education with an accompanying practical pedagogical philosophy. Such as from those almost self-evident truths enunciated over the ages by the wise ones through precept and example. Gandhi and Tagore strongly put forth that in education, what one does with one's hands enters the heart. This is also amply, and in a practical manner, demonstrated by the great guru Haridrumat—when dealing with Satyakam—in the *Chandogya Upanishad*. It is again so clearly emphasised by the Mimamsa school of philosophy when it says that knowledge without action is meaningless. The message here is that pedagogy must clearly use the fact that skills and knowledge go hand-in-hand. The lives and examples of all the great ones—almost without exception—teach us this; look at Kabir, Faraday, Raman, Newton, Darwin, Mendel, Guru Nanak, Gandhi, Feynman. The list is endless. Einstein too was a skilled craftsman, who held more than 50 patents and inventions to his credit. This, to my mind, is the true and eternal pedagogical principle that should have been inscribed in the document under discussion. It would have been so clear and logical to then draw suggestions and inferences and pathways for schools, colleges and universities through this one single thread.

My personal faith suggests greater attention—in practical terms—to experimenting with technology for education. The document emphasises using massive open online courses

(MOOCs). My worry is that their effectiveness is being increasingly questioned. I am aware of many instances where other technological pathways have enabled young children to educate themselves; sometimes through games and often through educational inputs. Home-schooling—a growing movement—and its variants, coupled with technology, hold enormous potential for school education. I wish the document had spent a little time on such areas. Perhaps it should have foreseen that the blackboard should and will recede, and that the teacher will have to evolve into a mentor who fosters project-based learning, in groups that have trans-disciplinarity and real-world connections embedded in them. I also wish, if at all policy has to act, it should find some means of protecting school education from the highly detrimental effects of examinations such as those for entrance to the IITs.

It is commendable that the document recommends that the emphasis at the early school level should be on language and mathematics. But, it does not seem to emphasise the need to do this through a harmonious blend of mathematics and language, in an enjoyable manner. Playing creative games through technology is the way of the future. India must build platforms that allow this, on a priority basis. I know of countless children in many parts of the world who have become adept at arithmetic and language through technology-based gaming. Interestingly, the document espouses a liberal education format at the undergraduate level, with many features similar to those we tried at the University of Delhi. India has a pressing need to transform its undergraduate systems of learning. Our focus and energies must lie here, along with school education. The document could have been clearer about the precise pedagogy that can even help India's economic needs. We had demonstrated this to good effect at Delhi University. The NEP suggestions with form, such as a three-year and a four-year programme, are very welcome. I hope that the substance needed in terms of true trans-disciplinarity and the right pedagogy shall follow.

My other observation is that it would have been far more effective as a document of the future had it attempted to redefine the concept of education and thus redefine educational institutions. Khan, of the famous Khan Academy, says, "I think in 10 years you will have globally recognised credentials that are independent of any individual academic institution. In order to achieve them, you need to prove skill competency, have great peer reviews and an impressive portfolio." Add to this the bold new ideas that are redefining universities of the future, such as those emanating from a group at MIT. The NEP may wish to incorporate some of these suggestions.

All in all, I think the greatest purpose that the NEP document has served is to generate discussion and debate. Also, I have not enumerated so many of its very valuable and practical suggestions. I only wish it had—in this day and age—incorporated an index. ■

*Dinesh Singh is adjunct Professor of Mathematics, University of Houston (affiliation), and former Vice-chancellor of the University of Delhi*

# AN APPEAL



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## Odisha Needs Your Help

DHIRAJ SINGH/GETTY IMAGES



The destruction caused by Cyclone Fani in Puri district

**O**n May 3, 14 districts of Odisha were hit by Cyclone Fani. With winds of 175-185 kmph and heavy rainfall, this was the worst cyclone the state had witnessed in the past 20 years. In anticipation of its landfall, 1,160,529 people were evacuated and relocated to relief camps. As per reports, 64 people died and the lives of over 16 million people were severely affected by the cyclone. There was also a breakdown of road and electricity infrastructure. The state capital, Bhubaneswar, its airport, the temple town of Puri and Cuttack experienced power breakdowns. Over 500,000 houses were damaged, there was significant loss to the livelihoods of fishing and agricultural communities and thousands of trees were uprooted. As many as 5,244 primary schools, 547 secondary schools, 107 residential schools and 180 higher education institutions suffered damage to property.

The Care Today Fund proposes to rebuild the lives of the affected communities by providing initial relief, rebuilding community infrastructure, houses and livelihoods of the poor.

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stepping in to galvanise support from all concerned citizens to reach out to the cyclone-affected communities in a meaningful way. We sincerely appeal for your donations.

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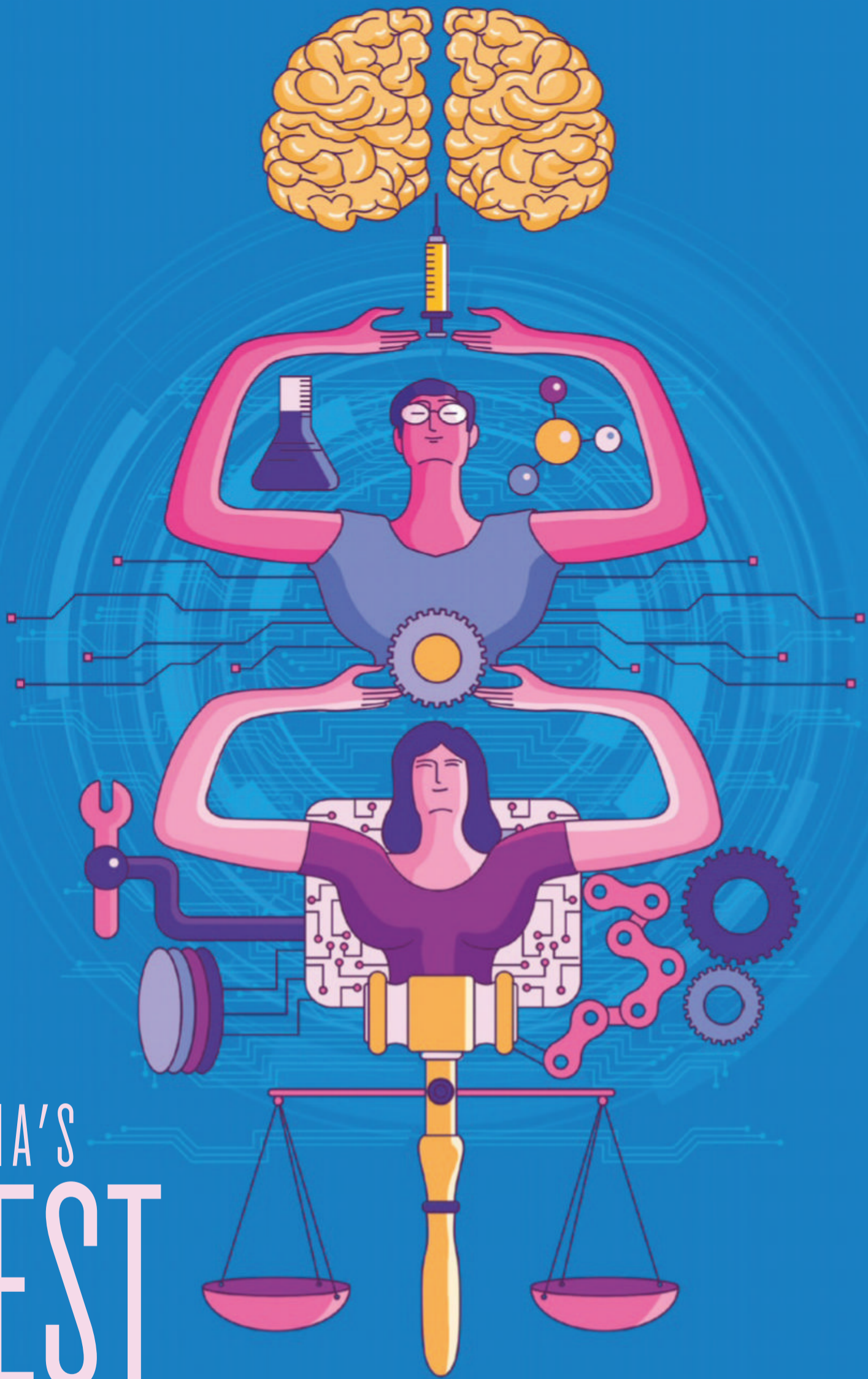
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# INDIA'S BEST UNIVERSITIES

Illustration by RAJ VERMA

The ultimate guide to the country's best universities in the general, technical, medical and law streams



# REACHING FOR THE STARS

A lag in research has hampered the global ranking of Indian universities. This year, our ranking gives significant weightage to research-related attributes

By **KAUSHIK DEKA**

**W**hat makes a university stand apart from the rest? Is it the quality of students enrolled and faculty engaged in teaching, or the infrastructure? These certainly have a role as the university strives to gain excellence, but are not the primary driver. A close scrutiny of the table toppers in the INDIA TODAY-MDRA survey of India's best universities reveals that they all have one thing in common—the constant endeavour to innovate and adapt to the growing needs of the local, national and global environment.

This singular trait adds glory to the legacy of reputed universities, pushing them to the top of the rankings year after year. It also exposes an unfortunate trend—in all four categories, the top five universities have faced minimal challenge from the emerging ones. This low-intensity competition also reflects in the performance of Indian universities in global rankings. Only a couple of Indian universities have been able to make it to the top order of global rankings though these rankings, as Jawaharlal Nehru University vice-chancellor M. Jagadesh Kumar puts it, cannot be accepted as the last word on Indian universities. “Most of these ranking methodologies focus on the number of Nobel laureates



the universities have produced or the volume of funds they receive. The size of the corpus of some of these universities could be higher than the national budget of some countries. We cannot have such a scenario in our country,” says Kumar.

Indian universities don't produce Nobel winners because our higher education institutes have lagged behind in the area of research. Of course, funds do play a role in promoting research, and Kumar agrees that a socially relevant research project will always attract funds, either from government or private sources.

Research impacts not just a university's ranking and reputation but also the country's economic development. A policy brief, 'The Economic Rationale for Public Research and Innovation Funding and its Impact', released in 2017 by the European Union, revealed that two-thirds of the economic growth of Europe from 1995 to 2007 came from research and innovation. In fact, research accounted for 15 per cent of all productivity gains in Europe from 2000 to 2013. The return on investment from research is very high—an annual increase of 0.2 per cent of GDP in research results in an increase of 1.1 per cent in GDP—a five-fold return.

India's failure to recognise this has resulted in a drop in the past decade in investment on research—from 0.8 per cent of GDP in 2008 to around 0.7 per cent in 2014. Compare that with investment in terms of share of GDP in some developed countries—2.8 per cent in the US, 2.1 per cent in China, 4.3 per cent in Israel and 4.2 per cent in South Korea.

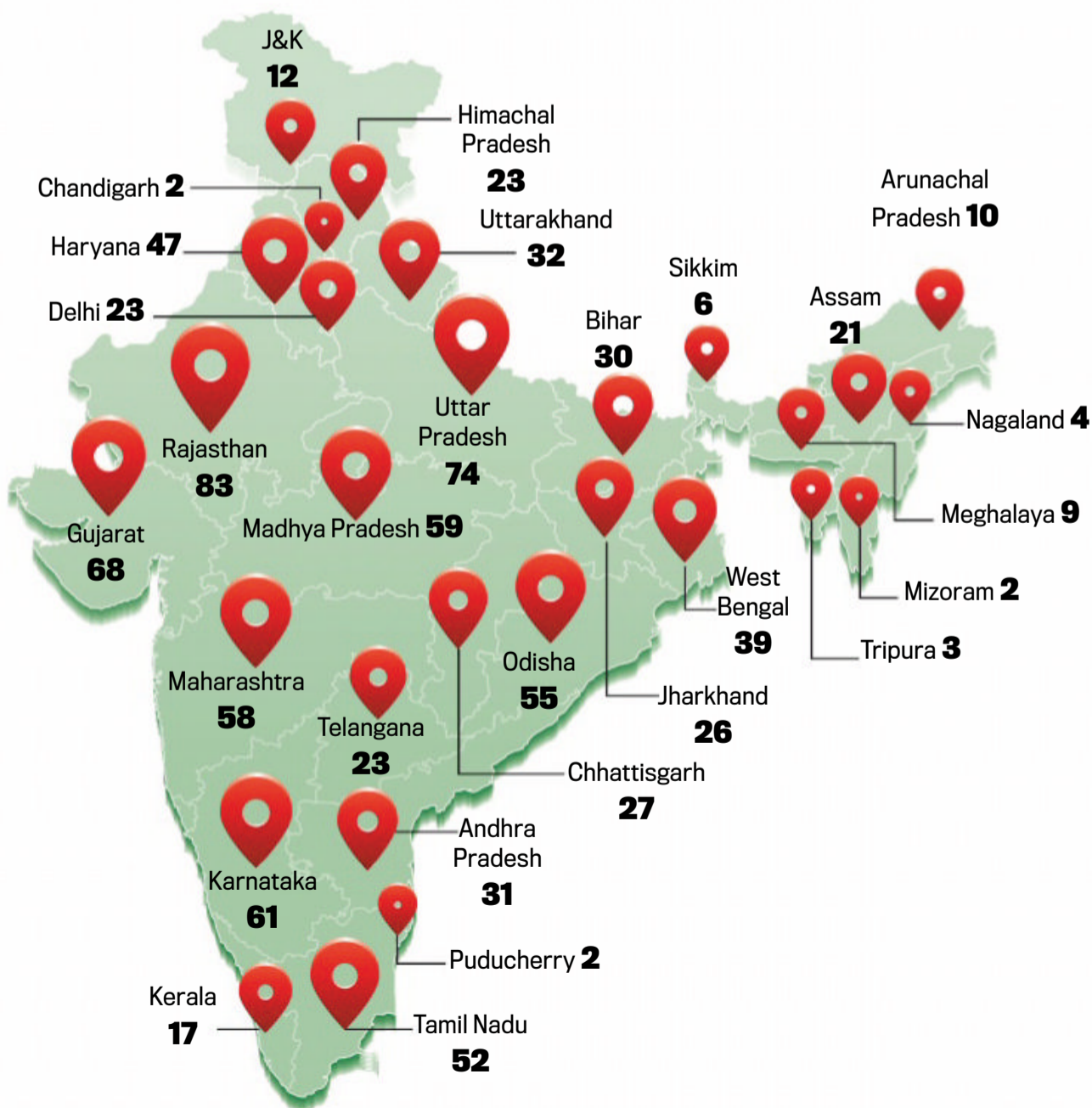
The meagre investment in research results in poor research output numbers. According to the *Economic Survey of India 2016-17*, the number of researchers per 100,000 people was only 15 in India, compared to 111 in China, 423 in the US and 825 in Israel. As a direct consequence, India is a laggard in terms of the number of patents or peer-reviewed publications. The 2017 report of World Intellectual Property Organization (WIPO), revealed that where China

## NO. 1 UNIVERSITIES

STREAM	CATEGORY	NO. 1 UNIVERSITY
GENERAL	GOVERNMENT	JAWAHARLAL NEHRU UNIVERSITY, New Delhi
	PRIVATE	AMITY UNIVERSITY, Noida
TECHNICAL	GOVERNMENT	INDIAN INSTITUTE OF TECHNOLOGY, Delhi
	PRIVATE	SIKKIM MANIPAL UNIVERSITY, Gangtok
MEDICAL	GOVERNMENT	ALL INDIA INSTITUTE OF MEDICAL SCIENCES, New Delhi
	PRIVATE	SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION & RESEARCH (Deemed), Chennai
LAW	-	NATIONAL LAW SCHOOL OF INDIA UNIVERSITY, Bengaluru

## THE GEOGRAPHICAL SPREAD

Statewise distribution of universities



**INDIA'S OLDEST UNIVERSITIES**

NAME OF UNIVERSITY	YEAR OF ESTABLISHMENT
UNIVERSITY OF CALCUTTA, Kolkata	1857
UNIVERSITY OF MADRAS, Chennai	1857
MUMBAI UNIVERSITY, Mumbai	1857
BANARAS HINDU UNIVERSITY, Varanasi	1916
OSMANIA UNIVERSITY, Hyderabad	1918
ALIGARH MUSLIM UNIVERSITY, Aligarh	1920
UNIVERSITY OF DELHI, Delhi	1922
THE RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY, Nagpur	1923
ANDHRA UNIVERSITY, Visakhapatnam	1926
DR BHIMRAO AMBEDKAR UNIVERSITY, Agra	1927
ANNAMALAI UNIVERSITY, Annamalainagar	1929
UNIVERSITY OF KERALA, Thiruvananthapuram	1937
DR HARISINGH GOUR VISHWAVIDYALAYA, Sagar, Madhya Pradesh	1946

**INDIAN UNIVERSITIES, PRIMARILY THE PROFESSIONAL ONES, ALSO FACE THE CRITICISM THAT THEY ARE TOO FOCUSED ON CHURNING OUT JOB-READY STUDENTS. YET, THEIR EMPLOYABILITY IS SUSPECT**

**THE UNIVERSE OF UNIVERSITIES**

CATEGORY	NO. OF UNIVERSITIES
CENTRAL UNIVERSITIES	48
STATE UNIVERSITIES	399
DEEMED TO BE UNIVERSITIES	126
PRIVATE UNIVERSITIES	334
TOTAL	907

**TYPES OF UNIVERSITIES**

CATEGORY	TOTAL NUMBER
GENERAL	500
TECHNICAL	126
MEDICAL	58
LAW	22
AGRICULTURE & ALLIED	70
SANSKRIT	13
LANGUAGE	10
OTHERS	83

and Japan had filed 1,381,594 and 318,479 patents, respectively, India had filed only 46,582. It's no coincidence that two Chinese universities find place among the top 20 global universities in the 2019 QS World University rankings.

This is why in the INDIA TODAY university rankings this year the emphasis on research is an important review parameter. Research agency MDRA collected data for the past three years, from universities on patents filed, published, licensed and granted, as well as the contributions of their permanent faculty members to Scopus, an abstract and citation da-

tabase launched in 2004 by Elsevier, a global information analytics company that helps institutions and professionals progress in science, advance healthcare and improve performance.

The good news is the draft New Education Policy (NEP) has taken note of this and proposed a National Research Foundation (NRF) to 'grant competitive funding for outstanding research proposals across all disciplines, as determined by peer review and success of proposals. Most importantly, it will aim to seed, grow and facilitate research at academic institutions where research is currently in a nascent stage, through systems of

mentoring by active research scholars, who may have retired or are nearing retirement at top research institutions'. The NRF will get an annual grant of Rs 20,000 crore (approximately 0.1 per cent of GDP) and will be given the autonomy to organise its own finances and institute governance rules and statutes as may be.

Indian universities, primarily the professional ones, also face the criticism that they are too focused on churning out job-ready students. Yet, employability leaves a lot to be desired. A 2019 report by Aspiring Minds, a job skills assessment company, says that over 80 per cent of our engineers



are unemployable for any job in the knowledge economy. As per the Higher Education Report by FICCI (the Federation of Indian Chambers of Commerce and Industry) and Ernst & Young, 99 per cent of Indian MBA graduates are unemployable. The draft NEP recognises that this is a result of a stagnant curriculum, out

of sync with local and global developments, and a severe dearth of quality faculty. Faculty vacancies in the new central universities are reported to be over 50 per cent and 35 per cent in the new IITs and other universities.

India's higher education system is the third largest in the world, next only to the US and China. But there

is a massive gap between the volume and quality of education in our country. The next logical step is to bring up the quality of education in our higher education institutes to the same level. In that regard, the draft NEP is a statement of intent. To convert it into actionable goals will be a degree-sized challenge. ■

## HOW THE UNIVERSITIES WERE RANKED

**W**ith more than 900 universities and around 125 institutes of national importance for higher education to choose from, this annual INDIA TODAY ranking of best Indian universities intends to make critical career decisions easier for aspirants based on rich information and data. Other stakeholders, such as recruiters, parents, alumni, policy-makers, the general public and universities, would also benefit. The university rankings have been based on postgraduate courses. To see rankings of undergraduate courses, refer to INDIA TODAY Best Colleges Ranking in our May 27, 2019 issue.

The methodology by INDIA TODAY knowledge partner, MDRA, set several milestones. For objective ranking, MDRA has looked at more than 120 attributes to provide a comprehensive and balanced comparison of universities. These performance indicators were clubbed into five broad parameters—intake quality & governance, academic & research excellence, infrastructure & living experience, personality & leadership development and career progression & placement.

Moreover, to give more realistic, updated and accurate information, MDRA evaluated universities based on data of the current year. The ranking tables also give parameter-wise scores to provide deeper insights on key aspects for decision-making by various stakeholders.

The ranking followed these steps:

**a) Desk review and experts' opinions:** An extensive desk review of MDRA's database and secondary research was conducted to shortlist universities under various categories, like general, technical, medical and law, which were:

- offering full time, in-classroom courses

- had a minimum of three batches that had graduated till academic year 2017-18
- Offered postgraduate programmes.

A list of more than 700 universities fulfilling the above criteria was prepared and their administration contacted directly.

**b) Determination of weightages:** Experts with rich experience in their fields were consulted to frame the parameters and sub-parameters pertinent to the universities' respective categories. Indicators critical for deciding the best universities were meticulously determined and their relative weights finalised.

**c) Objective survey:** Comprehensive objective questionnaires were designed for each category of university, factoring in the pre-determined performance indicators. Universities fulfilling the eligibility criteria were contacted through a) formal invitations along with the objective questionnaire; b) putting the objective questionnaire on the MDRA and INDIA TODAY websites to increase awareness; c) multiple e-mails, telephone calls to remind them of timely participation; and d) follow-ups to clarify doubts related to participation or the questionnaire. Almost 120 universities responded with supporting documents within the stipulated deadline to be ranked.

**d) Back-check of objective data:** The objective data received from the participating universities was cross-checked through available information and validation (supporting documents, past data, mandatory disclosure, telephone check, confirmation through e-mails, website visits etc). In case of insufficient/ incorrect data, universities were asked to provide complete, correct and updated information.

**e) Physical audits** were conducted to verify the objective data provided by the universities. MDRA researchers visited several universities and examined each detail provided by them. Corrections were made wherever required.

**f) Perceptual survey** was carried out among 303 respondents (26 vice-chancellors/ pro-VCs, 89 directors/ deans/ registrars, 188 senior faculty (professors)/ HoDs across 23 cities.

- North: Delhi, Noida, Gurugram, Faridabad, Meerut, Dehradun, Lucknow, Jaipur, Bharatpur, Kurukshetra and Rohtak
- West: Mumbai, Pune, Ahmedabad and Indore
- South: Chennai, Bengaluru, Hyderabad and Coimbatore
- East: Kolkata, Bhubaneswar, Guwahati and Patna.

According to their national and zonal rankings in their field of experience, 75 per cent and 25 per cent weightages, respectively, were given. Universities were also rated on a 10-point rating scale on each parameter.

**g) Arriving at a combined total score:** While computing objective scores, it was ensured that aggregate data alone was not used and instead data was normalised on the basis of student strength. The total scores were added in the ratio of 50:50 to get the total combined score.

A team of researchers, statisticians, analysts and survey groups worked on this project from November 2018 to June 2019. The core team, led by executive director Abhishek Agrawal, included project director Abnish Jha, senior research executive Rajan Chauhan, research executive Somendra Shahi and executive-EDP Manveer Singh.



**BEST GENERAL UNIVERSITY / GOVERNMENT**  
**JAWAHARLAL NEHRU UNIVERSITY, NEW DELHI**

# 'WE AIM TO MAKE OUR EDUCATION MORE INCLUSIVE'

Photographs by YASIR IQBAL



**J**awaharlal Nehru University, or JNU, has long been the country's leading university in the general category, but has often been in the national limelight for the wrong reasons. Seen as a stronghold of Left-leaning academics, the university has in recent years become an ideological battleground with right-wing thinkers now finding a space in the JNU universe. However, politics aside, the premier institute continues its journey of academic excellence. In an exclusive interview with Senior Associate Editor **Kaushik Deka**, JNU vice-chancellor **M. Jagadesh Kumar**, an electrical engineering professor from IIT Delhi who took charge in 2016, outlines what makes JNU a centre of excellence and the challenges it faces.

**Q. What makes JNU the best university in the country?**

**A.** JNU's success is due to the fact that there is an ecosystem that promotes academic excellence by encouraging faculty members and students to explore emerging areas of research, and also, by making administrative procedures more efficient and simple.

**Q. JNU is the best in India, but still not high up there in global rankings. Why aren't Indian universities meeting global standards?**

**A.** The parameters global ranking systems use are not suitable for many countries, especially for countries like India. Our universities have larger objectives than just getting into the top 100. Here we need to look at

## TOP 10 GENERAL GOVERNMENT UNIVERSITIES

RANK	UNIVERSITY
1	JAWAHARLAL NEHRU UNIVERSITY, New Delhi
2	UNIVERSITY OF HYDERABAD, Hyderabad
3	ALIGARH MUSLIM UNIVERSITY, Aligarh
4	OSMANIA UNIVERSITY, Hyderabad
5	UNIVERSITY OF CALCUTTA, Kolkata
6	MAHATMA GANDHI UNIVERSITY, Kottayam, Kerala
7	JAMIA MILLIA ISLAMIA, New Delhi
8	MANGALORE UNIVERSITY, Mangaluru
9	COCHIN UNIVERSITY OF SCIENCE & TECHNOLOGY, Kochi
10	ANDHRA UNIVERSITY, Visakhapatnam



**^ SCHOOLS OF THOUGHT**

JNU VC M. Jagadesh (left); students at the JNU academic centre

how we can make our education more inclusive and accessible while at the same time striving for excellence. Most of these ranking methodologies focus on the number of Nobel laureates a university has produced or the volume of funds it receives. The size of the corpus of some of these universities could be higher than the national budget of some countries. We cannot have such a scenario in India. Our goal should be to build an ecosystem in our universities that provides high-quality education to people who come from different sections of society.

**Q. What new initiatives have you introduced since taking charge in 2016?**

**A.** The university has expanded its academic programmes with

the establishment of the School of Engineering and Atal Bihari Vajpayee School of Management and Entrepreneurship, Special Centre for Disaster Research, Special Centre for National Security Students, Special Centre for North East India Studies and Special Centre for E-learning. To contribute our bit to the campus environment and to make commuting in the sprawling campus easier, we have introduced e-rickshaws. We are constructing a new hostel to provide more accommodation to students. From this year, we have introduced a computer-based entrance examination conducted by the National Testing Agency. We have delinked the MPhil and PhD programmes to enable students to directly join PhD programmes after completing their master's

**5 UNIVERSITIES WITH THE HIGHEST NUMBER OF PATENTS FILED IN THE PAST 3 YEARS**

NAME OF UNIVERSITY	NO. OF PATENTS
UNIVERSITY OF CALCUTTA, Kolkata	116
ACHARYA NAGARJUNA UNIVERSITY, Guntur, Andhra Pradesh	38
MIZORAM UNIVERSITY, Aizawl	24
JAWAHARLAL NEHRU UNIVERSITY, New Delhi	21
MAHATMA GANDHI UNIVERSITY, Kottayam	20

**5 UNIVERSITIES WITH THE HIGHEST NUMBER OF PATENTS GRANTED IN THE PAST 3 YEARS**

NAME OF UNIVERSITY	NO. OF PATENTS
UNIVERSITY OF CALCUTTA, Kolkata	73
GURU NANAK DEV UNIVERSITY, Amritsar	8
ALIGARH MUSLIM UNIVERSITY, Aligarh	6
COCHIN UNIVERSITY OF SCIENCE & TECHNOLOGY, Kochi	6
JAWAHARLAL NEHRU UNIVERSITY, New Delhi	5

**5 UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS PUBLISHED IN THE PAST 3 YEARS**

NAME OF UNIVERSITY	NO. OF PATENTS
UNIVERSITY OF CALCUTTA, Kolkata	78
JAWAHARLAL NEHRU UNIVERSITY, New Delhi	20
JAMIA MILLIA ISLAMIA, New Delhi	14
UNIVERSITY OF HYDERABAD, Hyderabad	13
ACHARYA NAGARJUNA UNIVERSITY, Guntur	12



**2 UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS LICENSED IN THE PAST 3 YRS**

NAME OF UNIVERSITY	NO. OF PATENTS
ACHARYA NAGARJUNA UNIVERSITY, Guntur	3
CENTRAL UNIVERSITY OF RAJASTHAN, Ajmer	1

**5 UNIVERSITIES WITH THE HIGHEST NO. OF PHDs AWARDED**

NAME OF UNIVERSITY	NO. OF PHDs
BHARATHIAR UNIVERSITY, Coimbatore	4,412
JAWAHARLAL NEHRU UNIVERSITY, New Delhi	1,862
UNIVERSITY OF CALCUTTA, Kolkata	1,529
OSMANIA UNIVERSITY, Hyderabad	1,437
ANDHRA UNIVERSITY, Visakhapatnam	1,267

**5 UNIVERSITIES WITH THE HIGHEST NO. OF PG COURSES**

NAME OF UNIVERSITY	NO. OF PG COURSES
ANDHRA UNIVERSITY, Visakhapatnam	119
ALIGARH MUSLIM UNIVERSITY, Aligarh	78
JAMIA MILLIA ISLAMIA, New Delhi	71
UNIVERSITY OF CALCUTTA, Kolkata	66
GAUHATI UNIVERSITY, Guwahati	56

degrees. We are in our 50th year—no convocation was ever held till I joined. This August, we will be holding our third convocation.

**Q. How do you plan to raise the bar for JNU?**

**A.** I often tell our faculty members that there is no room for complacency. We may be the best in the country, but we still have miles to go. One of the biggest challenges is to recruit faculty members of international standard. It's easier said than done. It's also important to include students from diverse backgrounds and geographical regions. Diversity helps students think out of the box; else their thinking gets conditioned in a particular direction. Our challenge is to make our students think differently and question the teachers. That is when new thinking and new ideas emerge. We have not done that for far too long. A student must be able to stand up in the classroom and critically question his teachers. Most teachers expect obedient students in the classroom.

The second objective is to build infrastructure. For that, the university must raise internal resources. Depending on the government is not sufficient. Is the university doing enough to encourage its faculty to go for sponsored research? In the past three years, our sponsored research funding has gone up to about Rs 105 crore.

Another important aspect is the administrative machinery. Is the administrative ecosystem good enough to encourage faculty to go for collaborative research with the

**1,862 PHDS AWARDED BY JNU IN THE PAST THREE YEARS**

**933 STUDENTS ADMITTED IN PG COURSES IN 2018**

**₹2,790 (EXCLUDING FOOD), HOSTEL FEE FOR THE ENTIRE DURATION OF A PG COURSE**

industry? There are so many bureaucratic procedures within the university. We are trying to simplify these bureaucratic hurdles by introducing technology. We are educating our administrative officials to become more pro-active while sticking to the rules. For instance, we have introduced the system of e-office, avoiding the movement of paper files. In the next one year, we are going to build an enterprise resource planning (ERP) system for the entire university. People will become more accountable once the process is transparent.

**Q. Many critics say Indian universities cannot compete with global ones in terms of research. Does JNU do things**



**differently in terms of solution-oriented research?**

**A.** For research, two things are required. If it is science-related, we need to build the infrastructure. That's a long process. The second thing is choosing the right candidate. There are many people who want a PhD but may not be inclined towards research. They may want to enrol for a PhD because of peer pressure or for better job opportunities. So, during the time of selection, we must spend enough time with the candidate to find out if he or she is cut out for research. Western universities have a very thorough selection process. I'm very optimistic about the research scenario in India.

Our university is known for basic research and has won several national awards. The challenge now is to take basic research to applied research and applied research to the market. We have established a School of Management and Entrepreneurship. We have modified our IPR policy and registered a Section 8 company. Our faculty can now set up start-ups within the campus. We already have two start-ups and another seven or eight are coming up. We have identified 10,000 square feet area for this.

Our top areas of research include environmental chemistry, nano-sciences, cancer biology, infection biology, vaccine development, computational linguistics, ig data analytics, sociology, history, politics and international studies. JNU has research collaborations with major institutions within India as well as abroad. One such collaboration is with the Heidelberg University in Germany to conduct a joint PhD programme.

**Q. You have talked about choosing the right candidate for a PhD but what about the right subject? Do we do enough socially relevant and**

✓ **SILENCE PLEASE** The library at JNU



**589, TOTAL STRENGTH OF PERMANENT FACULTY**

**21 PATENTS FILED IN THE PAST THREE YEARS; 20 PUBLISHED AND FIVE GRANTED**

**THE LIBRARY IN JNU HAS 543,662 BOOKS**

**solution-oriented research?**

**A.** In the past decade or so, so many issues have become global in nature. It could be the water crisis, infectious diseases or climate change. When we do research, it must lead to some practical solutions to the challenges we are facing. Our research must be relevant to societal issues. This is where social scientists, scientists, doctors and technical experts must work together. For too long, we have worked in silos. That is why when we started a School of Engineering in JNU, we introduced a unique dual degree. For the first four years, a student can study, for instance, computer science or any other engineering subject. In the fifth year, he or she can specialise

in Korean studies or arts and aesthetics or comparative linguistics and several such subjects. There is a rethinking on this even from the funding agencies, which are asking—what's the use of your research to society?

**Q. In recent times, JNU has often been in the news for the wrong reasons. It's seen as a hub of Left intellectuals. Several media groups and right-wing activists call it the home of the *tukde tukde* gang...**

**A.** Right from the time I joined, I have promoted and encouraged diverse views. Conflicting thought processes must co-exist in the university. Only then will new ideas emerge and innovation happen. In the past three years of my tenure,



I have encouraged all kinds of thought processes in the university and it will continue. Any system, when it is used to certain processes, will resist change.

**Q. Two of JNU's alumni are in the Union Cabinet. What does it mean for the university?**

**A.** We are always proud of our alumni. They have contributed significantly in diverse fields such as politics, academics, bureaucracy and media. Last year, we decided that it is important to recognise such contributions and instituted the distinguished alumni award. So, last week, our executive council decided that in our next convocation

in August, we will honour Union ministers Nirmala Sitharaman and S. Jaishankar with the distinguished alumni award. We are in the process of identifying many more such contributions.

**Q. The draft National Education Policy 2019 is out. How do you think it will impact university education in the country?**

**A.** The National Education Policy 2019 is a very comprehensive document. But the challenge lies in how we work out a timeline and action plan to implement the same. This is where academicians, universities and higher educational institutes should come forward. We expect

the government to do everything. Can't the universities take the initiative and tell the government this is what we want to do? Often we seek greater autonomy. But when autonomy is granted, we don't make enough use of that.

**Q. What are the three qualities that you seek in a student aspiring to get into JNU?**

**A.** Keep that flame of curiosity burning within you. That's the first ingredient. Develop the habit of critical thinking. And, finally, explore your potential to the fullest. Even though we may know what our inner potential is, we often don't function to the fullest of our potential. ■

**TOP 36 INDIA'S BEST GENERAL GOVERNMENT UNIVERSITIES**

OVERALL RANK 2019	NAME OF UNIVERSITY	INTAKE QUALITY & GOVERNANCE	ACADEMIC & RESEARCH EXCELLENCE	INFRASTRUCTURE & LIVING EXPERIENCE	PERSONALITY & LEADERSHIP DEVELOPMENT	CAREER PROGRESSION & PLACEMENT	OBJECTIVE SCORE	PERCEPTUAL SCORE	OVERALL SCORE
		<b>208</b>	<b>250</b>	<b>175</b>	<b>150</b>	<b>217</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>
<b>1</b>	JAWAHARLAL NEHRU UNIVERSITY, New Delhi	173.2	186.8	155	143	184.7	842.7	994.3	<b>1,837</b>
<b>2</b>	UNIVERSITY OF HYDERABAD, Hyderabad	160.5	164.8	145.1	113.9	157.7	742	954.8	<b>1,696.8</b>
<b>3</b>	ALIGARH MUSLIM UNIVERSITY, Aligarh	167.5	163	138.4	99.3	156.4	724.6	969.9	<b>1,694.5</b>
<b>4</b>	OSMANIA UNIVERSITY, Hyderabad	170.6	155.2	148.3	111.8	156.4	742.3	938.7	<b>1,681</b>
<b>5</b>	UNIVERSITY OF CALCUTTA, Kolkata	165.2	162.3	93	88.2	188	696.7	957.4	<b>1,654.1</b>
<b>6</b>	MAHATMA GANDHI UNIVERSITY, KERALA, Kottayam	158.5	173.7	132.7	115.3	115.7	695.9	931.9	<b>1,627.8</b>
<b>7</b>	JAMIA MILLIA ISLAMIA, New Delhi	154.2	163.1	129.5	100.1	144.7	691.6	935.1	<b>1,626.7</b>
<b>8</b>	MANGALORE UNIVERSITY, Mangaluru	146.5	163.2	125.4	87.1	156.5	678.7	921.7	<b>1,600.4</b>
<b>9</b>	COCHIN UNIVERSITY OF SCIENCE & TECHNOLOGY, Kochi	157.1	161.7	128.6	108.1	134.3	689.8	888.2	<b>1,578</b>
<b>10</b>	ANDHRA UNIVERSITY, Visakhapatnam	164.1	158	99.3	76	143.7	641.1	925.1	<b>1,566.2</b>
<b>11</b>	GAUHATI UNIVERSITY, Guwahati	154.9	142.8	91.6	89.2	137.9	616.4	847.4	<b>1,463.8</b>
<b>12</b>	BHARATHIAR UNIVERSITY, Coimbatore	146.2	157.7	119	80.1	88.6	591.6	871	<b>1,462.6</b>



**TOP 36 INDIA'S BEST GENERAL GOVERNMENT UNIVERSITIES**

OVERALL RANK 2019	NAME OF UNIVERSITY	INTAKE QUALITY & GOVERNANCE	ACADEMIC & RESEARCH EXCELLENCE	INFRASTRUCTURE & LIVING EXPERIENCE	PERSONALITY & LEADERSHIP DEVELOPMENT	CAREER PROGRESSION & PLACEMENT	OBJECTIVE SCORE	PERCEPTUAL SCORE	OVERALL SCORE
		<b>208</b>	<b>250</b>	<b>175</b>	<b>150</b>	<b>217</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>
<b>13</b>	THE UNIVERSITY OF BURDWAN, Bardhaman, West Bengal	154.4	133.9	120.3	57.2	152.3	618.1	844.2	<b>1,462.3</b>
<b>14</b>	ACHARYA NAGARJUNA UNIVERSITY, Guntur, Andhra Pradesh	140	154.1	127.9	83	127.3	632.3	816.9	<b>1,449.2</b>
<b>15</b>	UNIVERSITY OF KERALA, Thiruvananthapuram	161	162.3	139.2	66.9	65.3	594.7	852.3	<b>1,447</b>
<b>16</b>	TAMIL NADU AGRICULTURAL UNIVERSITY, Coimbatore	93	158.4	133.2	92.3	136.2	613.1	825	<b>1,438.1</b>
<b>17</b>	GURU NANAK DEV UNIVERSITY, Amritsar	157.8	134.2	110.5	59.4	133.4	595.3	827.2	<b>1,422.5</b>
<b>18</b>	CENTRAL UNIVERSITY OF RAJASTHAN, Ajmer	117.5	157.7	139.1	101.4	104.6	620.3	798.8	<b>1,419.1</b>
<b>19</b>	THE ENGLISH AND FOREIGN LANGUAGES UNIVERSITY, Hyderabad	142.7	131.8	112.2	71.3	136.6	594.6	803.9	<b>1,398.5</b>
<b>20</b>	GOA UNIVERSITY, Panjim	131.1	129.6	112.4	93.2	132.4	598.7	782.1	<b>1,380.8</b>
<b>21</b>	MIZORAM UNIVERSITY, Aizawl	149.7	142.3	112.4	63.7	89.8	557.9	659.9	<b>1,217.8</b>
<b>22</b>	CENTRAL UNIVERSITY OF SOUTH BIHAR, Gaya	117.8	117.9	137.4	46.4	136.5	556	661.7	<b>1,217.7</b>
<b>23</b>	ASSAM UNIVERSITY, Silchar	121.1	129.4	105.7	67.8	111.7	535.7	677	<b>1,212.7</b>
<b>24</b>	VIDYASAGAR UNIVERSITY, Midnapore	115.3	135	96.3	52.7	97.4	496.7	715.5	<b>1,212.2</b>
<b>25</b>	KUMAUN UNIVERSITY, Nainital	122.6	107.1	95.8	56.2	135	516.7	672.7	<b>1,189.4</b>
<b>26</b>	UNIVERSITY OF KOTA, Kota	90.2	118.8	98.2	56.7	99.9	463.8	649.6	<b>1,113.4</b>
<b>27</b>	RAJMATA VIJAYARAJE SCINDIA KRISHI VISHWAVIDYALAYA, Gwalior	87.8	124.4	135.8	65.8	107.7	521.5	577.8	<b>1,099.3</b>
<b>28</b>	UNIVERSITY OF AGRICULTURAL SCIENCES, Raichur	86.7	147.4	119.7	53.5	89.7	497	514.6	<b>1,011.6</b>
<b>29</b>	MAHARAJA SURAJMAL BRIJ UNIVERSITY, Bharatpur	81.1	103.7	95.2	44.8	83.2	408	514.9	<b>922.9</b>
<b>30</b>	PROF. JAYASHANKAR TELANGANA STATE AGRICULTURE UNIVERSITY, Hyderabad	96	130.4	128.4	55.1	137.5	547.4	354.8	<b>902.2</b>
<b>31</b>	JUNAGADH AGRICULTURAL UNIVERSITY, Junagadh, Gujarat	104.7	146.6	106	101.4	105.9	564.6	319.3	<b>883.9</b>
<b>32</b>	DR Y.S.R. HORTICULTURAL UNIVERSITY, Venkataramannagudem, Andhra Pradesh	85	122.1	114	45.3	143.4	509.8	307.9	<b>817.7</b>
<b>33</b>	VIJAYANAGARA SRI KRISHNA-DEVARAYA UNIVERSITY, Bellary	65.3	115.6	95	45.2	80.7	401.8	378.2	<b>780</b>
<b>34</b>	BABA GHULAM SHAH BADSHAH UNIVERSITY, Rajouri, J&K	76.4	132.2	115	70.5	88.4	482.5	254.8	<b>737.3</b>
<b>35</b>	KARNATAKA FOLKLORE UNIVERSITY, Gotagodi, Karnataka	72	119.8	100.6	85.8	98	476.2	253.7	<b>729.9</b>
<b>36</b>	INDIRA GANDHI UNIVERSITY MEERPUR, Rewari, Haryana	51.2	75.5	61.3	23.2	34.9	246.1	47.4	<b>293.5</b>



**BEST GENERAL UNIVERSITY / PRIVATE**  
**AMITY UNIVERSITY, NOIDA**



YASIR IQBAL

**'MANY STUDENTS SEEK OUT  
PRIVATE UNIVERSITIES FOR THE  
NEW COURSES THEY OFFER'**



#### HANDS-ON LEARNING

Engineering students at an automobile lab class at Amity

## TOP 10 PRIVATE GENERAL UNIVERSITIES

RANK	NAME OF UNIVERSITY
1	AMITY UNIVERSITY, Noida
2	CHRIST (DEEMED TO BE UNIVERSITY), Bengaluru
3	VELLORE INSTITUTE OF TECHNOLOGY, Vellore
4	SRM INSTITUTE OF SCIENCE & TECHNOLOGY, Chennai
5	BANASTHALI VIDYAPEETH, Vanasthali
6	K.L. UNIVERSITY (DEEMED TO BE UNIVERSITY), Guntur, Andhra Pradesh
7	JAIN (DEEMED TO BE UNIVERSITY), Bengaluru
8	NIRMA UNIVERSITY, Ahmedabad
9	ICFAI FOUNDATION FOR HIGHER EDUCATION, Hyderabad
10	ALLIANCE UNIVERSITY, Bengaluru

**P**ivate universities in India have come a long way. Many are equipped with state-of-the-art infrastructure, and offer innovative courses suited to the modern job market. They also have good records when it comes to research, a critical component of a university's reputation. However, there are concerns about the cost of education, also in terms of return on investment. **Atul Chauhan**, Chancellor of Amity University, the best private university in the general

category, explains what makes the Noida-based institution an attractive destination for students.

**Q. What steps has the university taken to equip students with the relevant skills for the job market?**

**A.** The traditional education system, based on the assembly-line industrial model, served well through the 19th and 20th centuries. However, it is no longer as relevant as it once was. The fourth industrial revolution has ushered in a new era, with new industries driv-

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**5 PRIVATE UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS FILED**

NAME OF UNIVERSITY	NO. OF PATENTS FILED IN THE PAST THREE YEARS
SAVEETHA INSTITUTE OF MEDICAL & TECHNICAL SCIENCES, Chennai	404
MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES, Faridabad	402
CHANDIGARH UNIVERSITY, Mohali	234
SHOOLINI UNIVERSITY, Solan, Himachal Pradesh	224
SRM INSTITUTE OF SCIENCE & TECHNOLOGY, Chennai	219

**5 PRIVATE UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS PUBLISHED**

NAME OF UNIVERSITY	NO. OF PATENTS PUBLISHED IN THE PAST THREE YEARS
AMITY UNIVERSITY, Noida	241
SAVEETHA INSTITUTE OF MEDICAL & TECHNICAL SCIENCES, Chennai	118
SRM INSTITUTE OF SCIENCE & TECHNOLOGY, Chennai	67
CHANDIGARH UNIVERSITY, Mohali	61
VELLORE INSTITUTE OF TECHNOLOGY, Vellore	60

**5 PRIVATE UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS LICENSED**

NAME OF UNIVERSITY	NO. OF PATENTS LICENSED IN THE PAST THREE YEARS
SAVEETHA INSTITUTE OF MEDICAL & TECHNICAL SCIENCES, Chennai	22
AMITY UNIVERSITY, Noida	10
SHOOLINI UNIVERSITY, Solan, Himachal Pradesh	5
CHITKARA UNIVERSITY PUNJAB, Rajpura, Punjab	4
SRM INSTITUTE OF SCIENCE & TECHNOLOGY, Chennai	2

**5 PRIVATE UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS GRANTED**

NAME OF UNIVERSITY	NO. OF PATENTS GRANTED IN THE PAST THREE YEARS
SAVEETHA INSTITUTE OF MEDICAL & TECHNICAL SCIENCES, Chennai	21
AMITY UNIVERSITY, Noida	12
SHOOLINI UNIVERSITY, Solan, Himachal Pradesh	11
JAIN (DEEMED TO BE UNIVERSITY), Bengaluru	10
SRM INSTITUTE OF SCIENCE & TECHNOLOGY, Chennai	9

**5 PRIVATE UNIVERSITIES WITH THE HIGHEST NO. OF POSTGRADUATE COURSES**

NAME OF UNIVERSITY	NO. OF POST-GRADUATE COURSES
AMITY UNIVERSITY, Noida	131
SRM INSTITUTE OF SCIENCE & TECHNOLOGY, Chennai	120
SAVEETHA INSTITUTE OF MEDICAL & TECHNICAL SCIENCES, Chennai	93
DR M.G.R EDUCATIONAL & RESEARCH INSTITUTE, Chennai	81
IIS (DEEMED TO BE UNIVERSITY), Jaipur	63

**5 PRIVATE UNIVERSITIES WITH THE HIGHEST NUMBER OF PHDs OFFERED**

NAME OF UNIVERSITY	NO. OF PHDs OFFERED IN THE PAST THREE YEARS
VELLORE INSTITUTE OF TECHNOLOGY, Vellore	696
SAVEETHA INSTITUTE OF MEDICAL & TECHNICAL SCIENCES, Chennai	694
BANASTHALI VIDYAPEETH, Vanasthali	646
SRM INSTITUTE OF SCIENCE & TECHNOLOGY, Chennai	256
SATHYABAMA INSTITUTE OF SCIENCE & TECHNOLOGY (DEEMED TO BE UNIVERSITY), Chennai	253



M ZHAZO



**“OUR COURSES PUT EMPHASIS ON NEW TECHNOLOGIES SUCH AS ARTIFICIAL INTELLIGENCE, BLOCKCHAIN MANAGEMENT AND MACHINE LEARNING”**

**<**  
**ATUL CHAUHAN**  
Chancellor, Amity University

ing economic growth and causing disruption in the current competitive scenario. In these changing times, employers are looking for well-rounded and knowledgeable individuals with multi-disciplinary skill sets. It is the responsibility of educational institutions to impart education that is relevant and makes graduates employable.

Taking note of this, Amity has programmed its courses so that students are industry-ready as soon as they graduate. Our courses put emphasis on new technologies such as artificial intelligence, blockchain management and machine learning. Amity also has a strong industry connect, and has leveraged its partnerships with the business world to create holistic learning ecosystem.

In line with this thinking, Amity has introduced a wide variety of cutting-edge programmes, including BBA/ MBA/ BTech in Artificial Intelligence, BBA in Business Intelligence and Data Analytics, PG diploma in Climate Change and Mitigation, MA in Defense and Strategic

**216 STUDENTS AWARDED PHDS IN THE PAST THREE YEARS**

**₹1,60,000, THE HOSTEL FEE FOR THE ENTIRE DURATION OF A POSTGRADUATE DEGREE**

**347 PATENTS FILED IN THE PAST THREE YEARS; 12 GRANTED; 241 PUBLISHED AND 10 LICENSED**

**1,819 PG STUDENTS OPTED FOR PLACEMENT IN 2018 AND 1,644 (90%) OF THEM GOT JOBS; AVERAGE ANNUAL SALARY EARNED WAS ₹4,42,012**

Studies, and MBA in Logistics and Supply Chain management, to name a few. These courses feature cross-disciplinary, job-relevant modules, designed to prepare students for employment. We also instill our students with a knowledge-seeking culture, which helps them remain driven through their careers.

**Q. What are the top three courses with the best placement records? What are their average fees?**

**A.** Many courses at Amity are high in demand, both in terms of admissions as well as industry acceptance. These include Engineering, Management, Law, Psychology, Mass Communication, Architecture & Design, Fashion & Fine Arts, Biotechnology, Nanotechnology, English Literature, Education, Pharmacy, Travel & Tourism and Hospitality, among others.

The most popular programmes in the Engineering stream are BTech Computer Science & Engineering, BTech Information Technology and BTech Electronics & Communica-



tion Engineering. The average fee is around Rs 1.5 lakh per semester. For MBA programmes—which are offered in around 20 streams—the average fee is around Rs 12 lakh for the full course. The most popular MBA programmes at Amity are MBA General, MBA Human Resources and MBA Marketing & Sales.

In terms of job placements, Amity University has a corporate resource centre, which is tasked with ensuring that each student is placed in a job or industry that is right for them. Students from the engineering stream receive, on average, salary packages of around Rs 10 lakh per year, while

those from management receive offers around Rs 16 lakh per year. In the past three years, more than 95 per cent of eligible students from the engineering stream who applied for placement got jobs through the placement drive. Similarly, for management graduates, Amity has even recorded 100 per cent placements.

**Q. What steps has the university taken to enhance research?**

**A.** At Amity, we follow a holistic approach by integrating academic learning with applied research in each course or programme. This practical aspect helps to hone stu-

dents' problem-solving skills.

Amity's curriculums are research-focused, with the active involvement of faculty members in intensive research. Students are encouraged work on industry-based research projects in each semester, which also enhances research productivity.

Amity has been a pioneer in research and innovation in private universities in India. As a result, over the past few years, more than 1,000 patents have been filed. Several frugal innovations have already been commercialised through technology transfer or are currently in the process of being commercialised. ■

**TOP 42 INDIA'S BEST PRIVATE GENERAL UNIVERSITIES**

OVERALL RANK 2019	UNIVERSITY	INTAKE QUALITY & GOVERNANCE	ACADEMIC & RESEARCH EXCELLENCE	INFRASTRUCTURE & LIVING EXPERIENCE	PERSONALITY & LEADERSHIP DEVELOPMENT	CAREER PROGRESSION & PLACEMENT	OBJECTIVE SCORE	PERCEPTUAL SCORE	OVERALL SCORE
		<b>208</b>	<b>250</b>	<b>175</b>	<b>150</b>	<b>217</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>
<b>1</b>	AMITY UNIVERSITY, Noida	138.2	143.5	138.2	107.1	140.7	667.7	906.5	<b>1,574.2</b>
<b>2</b>	CHRIST (DEEMED TO BE UNIVERSITY), Bengaluru	115.7	128	137.7	95.1	180.8	657.3	906.9	<b>1,564.2</b>
<b>3</b>	VELLORE INSTITUTE OF TECHNOLOGY, Vellore	142	156.6	128.2	95.9	134.7	657.4	902.7	<b>1,560.1</b>
<b>4</b>	SRM INSTITUTE OF SCIENCE & TECHNOLOGY, Chennai	154.3	140	125.3	100.1	143.8	663.5	798.2	<b>1,461.7</b>
<b>5</b>	BANASTHALI VIDYAPEETH, Vanasthali	136.6	127.4	124.1	98.8	128	614.9	828.3	<b>1,443.2</b>
<b>6</b>	K.L. UNIVERSITY (DEEMED TO BE UNIVERSITY), Guntur	142.7	146	129.1	74.7	137	629.5	784.7	<b>1,414.2</b>
<b>7</b>	JAIN (DEEMED TO BE UNIVERSITY), Bengaluru	119.1	134	128.1	89.3	144.1	614.6	790.5	<b>1,405.1</b>
<b>8</b>	NIRMA UNIVERSITY, Ahmedabad	135.1	130.4	123.9	88.9	138.3	616.6	761.5	<b>1,378.1</b>
<b>9</b>	ICFAI FOUNDATION FOR HIGHER EDUCATION, Hyderabad	111.2	114.7	133.6	91.5	154.7	605.7	761.4	<b>1,367.1</b>
<b>10</b>	ALLIANCE UNIVERSITY, Bengaluru	71.8	138	134.2	108.8	161.9	614.7	716.7	<b>1,331.4</b>
<b>11</b>	DR M.G.R EDUCATIONAL AND RESEARCH INSTITUTE, Chennai	140.5	118.1	122.4	100.2	87.9	569.1	758.6	<b>1,327.7</b>
<b>12</b>	SATHYABAMA INSTITUTE OF SCIENCE & TECHNOLOGY (DEEMED TO BE UNIVERSITY), Chennai	134.8	139.1	128.9	88.4	137	628.2	673.9	<b>1,302.1</b>
<b>13</b>	NITTE (DEEMED TO BE UNIVERSITY), Mangaluru	122.2	135	133	97.1	119.5	606.8	677.5	<b>1,284.3</b>
<b>14</b>	SAVEETHA INSTITUTE OF MEDICAL & TECHNICAL SCIENCES, Chennai	122.7	147.8	128.5	80.5	120.7	600.2	637.2	<b>1,237.4</b>



**TOP 42 INDIA'S BEST PRIVATE GENERAL UNIVERSITIES**

OVERALL RANK 2019	UNIVERSITY	INTAKE QUALITY & GOVERNANCE	ACADEMIC & RESEARCH EXCELLENCE	INFRASTRUCTURE & LIVING EXPERIENCE	PERSONALITY & LEADERSHIP DEVELOPMENT	CAREER PROGRESSION & PLACEMENT	OBJECTIVE SCORE	PERCEPTUAL SCORE	OVERALL SCORE
		<b>208</b>	<b>250</b>	<b>175</b>	<b>150</b>	<b>217</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>
<b>15</b>	MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES, Faridabad	101	130.2	130.6	95.8	113.8	571.4	665.4	<b>1,236.8</b>
<b>16</b>	CHITKARA UNIVERSITY PUNJAB, Rajpura	90.3	127.2	128.5	91.7	137.9	575.6	647.9	<b>1,223.5</b>
<b>17</b>	AMITY UNIVERSITY, Gurugram	77.7	124.6	140.5	102.9	105.9	551.6	671.2	<b>1,222.8</b>
<b>18</b>	AMITY UNIVERSITY, Jaipur	102.8	133.9	125.6	82.9	105.3	550.5	669.1	<b>1,219.6</b>
<b>19</b>	SHOOLINI UNIVERSITY, Solan, HP	112.6	129.7	108.4	92.8	131.2	574.7	638.1	<b>1,212.8</b>
<b>20</b>	ITM UNIVERSITY, Gwalior	89.8	121.4	135.9	91.9	122.6	561.6	649.8	<b>1,211.4</b>
<b>21</b>	GALGOTIAS UNIVERSITY, Greater Noida	61.6	121.2	114.1	103.7	107.8	508.4	682.9	<b>1,191.3</b>
<b>22</b>	MODY UNIVERSITY OF SCIENCE & TECHNOLOGY, Sikar, Rajasthan	67	131.4	131.6	92.8	129.4	552.2	637.6	<b>1,189.8</b>
<b>23</b>	JAIPUR NATIONAL UNIVERSITY, Jaipur	104.3	130.1	136.9	88.1	104.9	564.3	624	<b>1,188.3</b>
<b>24</b>	AMITY UNIVERSITY, Gwalior	72.2	133.2	135.7	90.1	128	559.2	627.5	<b>1,186.7</b>
<b>25</b>	CHANDIGARH UNIVERSITY, Mohali	74.1	128.1	119.4	79.5	160.8	561.9	606	<b>1,167.9</b>
<b>26</b>	JECRC UNIVERSITY, Jaipur	53	131.1	128.6	75.2	144	531.9	583	<b>1,114.9</b>
<b>27</b>	THE ICFAI UNIVERSITY, Dehradun	53.9	97.9	113.8	74.8	110.5	450.9	633.6	<b>1,084.5</b>
<b>28</b>	IIS (DEEMED TO BE UNIVERSITY), Jaipur	96.9	130.7	111.8	98.7	89.6	527.7	477.9	<b>1,005.6</b>
<b>29</b>	DR C.V. RAMAN UNIVERSITY, Bilaspur, Chhattisgarh	94.9	109.8	80.7	73.8	89.5	448.7	533.8	<b>982.5</b>
<b>30</b>	ASSAM DON BOSCO UNIVERSITY, Guwahati	97.8	110.5	110.5	75.2	73.9	467.9	497.2	<b>965.1</b>
<b>31</b>	APEEJAY STYA UNIVERSITY, Gurugram	61.9	116.2	122.8	81.4	138	520.3	441	<b>961.3</b>
<b>32</b>	RABINDRANATH TAGORE UNIVERSITY, Raisen, Madhya Pradesh	74.9	100.3	116.5	80.6	107	479.3	446.3	<b>925.6</b>
<b>33</b>	ICFAI UNIVERSITY TRIPURA, Agartala	107.6	126.8	132.1	77.4	78	521.9	385.3	<b>907.2</b>
<b>34</b>	REVA UNIVERSITY, Bengaluru	64	125.7	128.6	96.9	135.9	551.1	354.3	<b>905.4</b>
<b>35</b>	ASSAM DOWN TOWN UNIVERSITY, Guwahati	69.8	126	115.8	100.7	89.1	501.4	395.7	<b>897.1</b>
<b>36</b>	SRI SIDDHARTHA ACADEMY OF HIGHER EDUCATION, Tumkur, Karnataka	93.8	99.4	119.4	59	72.5	444.1	352.1	<b>796.2</b>
<b>37</b>	GANPAT UNIVERSITY, Mehsana, Gujarat	86.4	116.6	125.6	73.3	108.6	510.5	244	<b>754.5</b>
<b>38</b>	AKS UNIVERSITY, Satna, MP	60.8	116.6	108.9	68.4	73.6	428.3	301.3	<b>729.6</b>
<b>39</b>	UTTARANCHAL UNIVERSITY, Dehradun	44.1	87.1	130.5	77.7	45.5	384.9	330.6	<b>715.5</b>
<b>40</b>	ALAKH PRAKASH GOYAL SHIMLA UNIVERSITY, Shimla	51.2	52.1	54.3	34.1	90.9	282.6	236.1	<b>518.7</b>
<b>41</b>	MARTIN LUTHER CHRISTIAN UNIVERSITY, Shillong	45.4	64.6	29.5	42.6	35.5	217.6	49.8	<b>267.4</b>
<b>42</b>	HIMALAYAN UNIVERSITY, Itanagar	38	46.9	32.6	44.8	89.6	251.9	0	<b>251.9</b>



**BEST TECHNICAL UNIVERSITY / GOVERNMENT**  
**INDIAN INSTITUTE OF TECHNOLOGY, DELHI**

# 'PROJECT-BASED LEARNING IS INTE

**E**very year, the Indian Institutes of Technology (IITs) churn out thousands of graduates that go on to become corporate leaders, administrators and management professionals. But what really makes the IITs shine on the global platform is the solution-oriented research students undertake at the post-graduate level. Atul Vyas, Joint Registrar, Academics at IIT Delhi, explains why the national capital-based institute is a cut above the rest.

**Q. What sets IIT Delhi apart when it comes to postgraduate technical education?**

**A.** IIT Delhi has shifted its focus from being an undergraduate institute to one for post-graduate studies and research. The university offers PhD courses in all major engineering disciplines, the humanities & social sciences and management; MTech courses in 39 disciplines; MSc by research in 12 disciplines; MSc and MBA courses in three disciplines each; MDes in one discipline and a PG Diploma in naval construction. Of the student body, more than 60 per cent are postgraduate students, of which more than half are PhD research scholars. At our last convocation, 2,064 students graduated from IIT Delhi, of which 378 earned PhD degrees. IIT Delhi's long-term aim is to increase our PhD student strength to 5,000. And with the Institution of Eminence status



CHANDRADEEP KUMAR

**TECHNOLOGY LED**  
 Research scholars at IIT Delhi's Nano Lab

**948**

PhDs

have been awarded to students by IIT Delhi in the past three years

**13,038**

STUDENTS

applied for MTech courses in 2018; only 781 were admitted

**₹40,000**

TUITION FEE

for the entire duration of MTech courses

**485**

PERMANENT FACULTY MEMBERS

have an average teaching experience of 17 years

# GRAL HERE'

it was awarded last year, IIT Delhi is one of the best places in the country for postgraduate education.

**Q. What path-breaking initiatives for postgraduate courses has IIT Delhi undertaken in the past five years?**

**A.** IIT Delhi is constantly enhancing its educational programmes. Under the leadership of Director Prof. V Ramgopal Rao, the institute recently established two new departments—the Department of Design and the Department of Materials Science and Engineering. Two new schools—the School of Public Policy and the School of Interdisciplinary Research—have

also recently been established. And two of our existing centres—the Instrument Design Development Centre and the Industrial Tribology, Machine Dynamics and Maintenance Engineering Centre—have been restructured as the Centre for Sensors, Instrumentation and Cyber-physical Systems Engineering and the Centre for Automotive Research and Tribology, respectively. These new departments, schools and centres have either already begun or will soon be beginning their new programmes in cutting-edge science and niche areas.

IIT Delhi is now also open for joint degree programmes with lead-

## 202

**MTECH STUDENTS** who opted for placement were recruited in 2018, earning on average an annual salary of Rs 12 lakh. Two students chose entrepreneurship; 35 went for higher studies



## LARGEST EDUCATIONAL CONGLOMERATE OF EASTERN INDIA

#EDUCATIONBEYONDTHEORDINARY



### Courses Offered

#### JIS Institute of Advanced Studies & Research

- M.Tech in Data Science
- M.Tech in Computer Vision and Machine Intelligence
- M.Tech in Bioinformatics
- M.Sc in Biotechnology & Bioinformatics
- M.Sc in Data Science & Machine Learning

#### School of Hospitality & Hotel Administration

- B.A. in International Hospitality & Hotel Administration
- B.A. in International Culinary Arts (H)
- MBA in Hospitality & Hotel Administration

#### School of Engineering & Technology

- B.Tech
- B.Tech [Lateral]
- BCA

#### Ph.D Courses

#### School of Sciences

- B.Sc (H) & M.Sc (Physics, Chemistry, Microbiology, Biotechnology, Geology)
- M.Sc in Remote Sensing & GIS

#### School of Juridical Science

- LLB
- Integrated BBA-LLB (H)
- LLM

#### School of Pharmacy

- B.Pharm
- B.Pharm (Lateral Entry)
- D.Pharm
- Bachelor in Medical Lab Technology (BMLT)

#### School of Education

- B.Ed

#### School of Management Studies

- BBA
- MBA
- BBA-MBA (Int.)
- Bachelor in Hospital Management



**87% PLACEMENT IN 2018**

**ADMISSIONS OPEN 2019**

83360 47403  
86977 43361/62

GET UP TO **100%** SCHOLARSHIP\*

### Rankings & Awards



JIS University has been conferred for the Fastest Growing University of Eastern Region by Byatikram Awards 2018 at Guwahati



'Award of Excellence' for showcasing excellence in higher education at the India-Africa ICT Summit (2017) at New Delhi



JIS University has been awarded as the Upcoming University / Higher Education Institute from Eastern India for recruiting International Students at Geneva, Switzerland by the Global India Education Forum 2018



JIS University has been conferred for Best University by Zee 24 Ghanta Education Excellence Award 2018 at Kolkata



Royal Excellence National Awards for Best Private University (2018) by Royal Thoughts at Kolkata



Centre for Education Growth and Research (CEGR) recognizes JIS University with Best University in East India 2018

### Strategic Tie-up



### International Collaboration

JIS has collaborated with over **120+** Organisations from more than **16** Countries like



Campus Address: 81, Nilgunj Road, Agarpara, Kolkata - 700 109, West Bengal

E-mail: admissions@jisuniversity.ac.in | www.jisuniversity.ac.in



## BEST TECHNICAL UNIVERSITY / GOVERNMENT

IIT DELHI

ing national and international institutes. One PhD programme, in partnership with the University of Queensland, Australia, has already begun, and its second batch of students will join the university in July this year. Another joint PhD programme, in partnership with National Chiao Tung University,

Taiwan, has been approved. And to promote its PhD programme internationally, the institute recently started an International PhD Fellowship Programme, which allows foreign students to avail fellowships on par with their Indian counterparts. Further, the tuition fee for international stu-

dents in postgraduate programmes has been lowered to bring it on par with that of Indian students.

Another major new initiative is a policy change that allows students to switch programmes any time after one semester of joining, subject to conditions. For example, students from MTech programmes can apply

## TOP 16 INDIA'S BEST TECHNICAL UNIVERSITIES

OVER-ALL RANK 2019	OVER-ALL RANK 2018	NAME OF UNIVERSITY	GOVT/ PVT	INTAKE QUALITY & GOVERNANCE	ACADEMIC & RESEARCH EXCELLENCE	INFRASTRUCTURE & LIVING EXPERIENCE	PERSONALITY & LEADERSHIP DEVELOPMENT	CAREER PROGRESSION & PLACEMENT	OBJECTIVE SCORE	PERCEPTUAL SCORE	OVERALL SCORE
				<b>208</b>	<b>250</b>	<b>175</b>	<b>150</b>	<b>217</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>
<b>1</b>	2	INDIAN INSTITUTE OF TECHNOLOGY, Delhi	G	180.4	215.5	149.6	136.6	198.2	880.3	996.3	<b>1,876.6</b>
<b>2</b>	1	INDIAN INSTITUTE OF TECHNOLOGY, Kharagpur	G	179.3	209.5	151.3	125.7	209.2	875	1,000	<b>1,875</b>
<b>3</b>	NP	INDIAN INSTITUTE OF TECHNOLOGY, Bombay	G	180.5	211.3	148.9	138.9	195.1	874.7	994.2	<b>1,868.9</b>
<b>4</b>	4	INDIAN INSTITUTE OF TECHNOLOGY, Guwahati	G	167.7	178.1	147	114.1	178.7	785.6	962	<b>1,747.6</b>
<b>5</b>	5	DELHI TECHNOLOGICAL UNIVERSITY, Delhi	G	145.1	156.7	126.4	111.8	137.4	677.4	894.9	<b>1,572.3</b>
<b>6</b>	8	INDIAN INSTITUTE OF TECHNOLOGY, Bhubaneswar	G	153.5	164.9	121.1	91.8	138.4	669.7	818.1	<b>1,487.8</b>
<b>7</b>	9	VISVESVARAYA NATIONAL INSTITUTE OF TECHNOLOGY, Nagpur	G	129.2	158.9	117.6	85.4	110	601.1	778.6	<b>1,379.7</b>
<b>8</b>	10	NATIONAL INSTITUTE OF TECHNOLOGY, Silchar	G	130	121.9	112.8	80.8	113.1	558.6	610.7	<b>1,169.3</b>
<b>9</b>	NP	SCHOOL OF PLANNING & ARCHITECTURE, Bhopal	G	113.8	102.4	108.2	69.5	120.4	514.3	616.5	<b>1,130.8</b>
<b>10</b>	13	SCHOOL OF PLANNING & ARCHITECTURE, Vijayawada	G	103.3	103.8	80.4	78.2	143.3	509	611.3	<b>1,120.3</b>
<b>11</b>	NP	SIKKIM MANIPAL UNIVERSITY, Gangtok	P	123.4	123.5	123.3	98.2	96.9	565.3	551.3	<b>1,116.6</b>
<b>12</b>	12	HINDUSTAN INSTITUTE OF TECHNOLOGY & SCIENCE (DEEMED TO BE UNIVERSITY), Chennai	P	120	114.3	113.8	107	111.2	566.3	544.9	<b>1,111.2</b>
<b>13</b>	15	GURU JAMBHESHWAR UNIVERSITY OF SCIENCE & TECH, Hisar, Haryana	G	130.3	84.1	109.7	81.8	73.9	479.8	534.1	<b>1,013.9</b>
<b>14</b>	17	JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, Solan, Himachal Pradesh	P	98.4	104.8	111.9	107.1	97.7	519.9	483.2	<b>1,003.1</b>
<b>15</b>	16	MADAN MOHAN MALAVIYA UNIVERSITY OF TECHNOLOGY, Gorakhpur	G	98.5	116.4	100.5	63.6	102.8	481.8	504.7	<b>986.5</b>
<b>16</b>	18	VIGNAN'S FOUNDATION FOR SCIENCE, TECHNOLOGY & RESEARCH, Guntur, Andhra Pradesh	P	91.3	99.3	104.5	90	71.5	456.6	147	<b>603.6</b>

Universities like IIT Madras, IIT BHU, IIT Kanpur, which did not participate or submitted entries late have not been ranked

**5 UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS FILED**

NAME OF UNIVERSITY	NO. OF PATENTS FILED IN THE PAST 3 YEARS
INDIAN INSTITUTE OF TECHNOLOGY, Bombay	367
INDIAN INSTITUTE OF TECHNOLOGY, Delhi	260
INDIAN INSTITUTE OF TECHNOLOGY, Kharagpur	129
INDIAN INSTITUTE OF TECHNOLOGY, Guwahati	110
VISVESVARAYA NATIONAL INSTITUTE OF TECHNOLOGY, Nagpur	74

**5 UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS PUBLISHED**

NAME OF UNIVERSITY	NO. OF PATENTS PUBLISHED IN THE PAST 3 YEARS
INDIAN INSTITUTE OF TECHNOLOGY, Bombay	367
INDIAN INSTITUTE OF TECHNOLOGY, Kharagpur	156
INDIAN INSTITUTE OF TECHNOLOGY, Delhi	127
VISVESVARAYA NATIONAL INSTITUTE OF TECHNOLOGY, Nagpur	68
HINDUSTAN INSTITUTE OF TECHNOLOGY & SCIENCE, Chennai	27

**4 UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS LICENSED**

NAME OF UNIVERSITY	NO. OF PATENTS LICENSED IN THE PAST 3 YEARS
INDIAN INSTITUTE OF TECHNOLOGY, Delhi	19
INDIAN INSTITUTE OF TECHNOLOGY, Bombay	19
INDIAN INSTITUTE OF TECHNOLOGY, Kharagpur	5
MADAN MOHAN MALAVIYA UNIVERSITY OF TECHNOLOGY, Gorakhpur	1

**5 UNIVERSITIES WITH THE HIGHEST NO. OF PATENTS GRANTED**

NAME OF THE UNIVERSITY	NO. OF PATENTS GRANTED IN THE PAST 3 YEARS
INDIAN INSTITUTE OF TECHNOLOGY, Bombay	81
INDIAN INSTITUTE OF TECHNOLOGY, Kharagpur	28
INDIAN INSTITUTE OF TECHNOLOGY, Delhi	26
HINDUSTAN INSTITUTE OF TECHNOLOGY & SCIENCE (DEEMED), Chennai	3
JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, Solan, HP	3

for a transfer to PhD programmes in the same department (or other eligible departments), after completing 12 credits worth of courses with a minimum GPA of 8.0. All earned credits, if relevant to the new programme, can be transferred, ensuring that transferring students do not lose time.

IIT Delhi is also conducting sponsored research work worth over Rs 500 crore. Candidates who want work experience alongside their postgraduate education can join these research projects. Aside from experience, some projects may even offer higher assistantship remuneration. And another significant policy change is that the same department/ centre/ school research committees that accept students into their postgraduate programmes can also recruit students for their research projects.

IIT Delhi is also working toward ensuring that all its PhD students have the opportunity to present at least one paper and attend at least one international conference. The institute also offers enough financial support to all full-time research scholars to allow them to present their research at up to two international conferences. A new scheme has also been established under which highly meritorious research scholars are awarded yet another opportunity to present their work at a conference—provided that they have demonstrated sustained excellence in their research.

**Q. What steps has IIT Delhi taken to equip students with cutting-edge skills for the modern job market?**

**A.** IIT Delhi reviews and revises its curriculum every 10 years to match learning outcomes to industry requirements, job markets and national interests. The last such revision for postgraduate programmes happened four years ago. There is also a mid-term review of the revised curricula. Aside from regular restructuring, new courses and pro-



CHANDRADEEP KUMAR

grammes are introduced routinely by our faculty, on a quarterly basis. The updated curricula are matched with our newest lab equipment and infrastructure. Aside from new courses, IIT Delhi also frequently upgrades its infrastructure. Recently, a new lecture complex was constructed with state-of-the-art audio and video facilities. A central research facility has also been established, equipped with cutting-edge and high-end analytical instruments to provide scientific and technical services to research scholars and project students. Project-based learning is an integral component of the courses.



**MINDS OF THE FUTURE**

IIT Delhi director V. Ramgopal Rao leads his students

**Q. What steps has the university taken to enhance research? Any exciting innovations?**

**A.** A primary focus at IIT Delhi is to encourage a culture of entrepreneurship and research, beginning with BTech students and continuing to the PhD level. For instance, to support research in nano-science and nanotechnology, we established a nano-scale research facility with support from the ministry of electronics & information technology. The facility is equipped with state-of-the-art fabrication/thin-film deposition instruments and characterisation laboratories. We have also set up a central hybrid supercomputing facility, as well as a

supercomputing facility for bioinformatics and computational biology.

Aside from these, the institute's technology-business incubator has been active since the year 2000. The incubator was designed and implemented by the Foundation for Innovation and Technology Transfer, the university's industry-interface unit. The incubator's objective is to promote partnerships with new technology entrepreneurs and start-ups. We have a number of other similar programmes as well—the PhD Incubator Programme, the Biotechnology Ignition

Grant Scheme and the Sustainable Entrepreneurship and Enterprise Development, to name a few.

In terms of innovation, IIT Delhi has developed a wide variety of technologies and materials. Many of these innovations are aimed at the medical ecosystem, seeking to simplify the diagnostic workload. These include an artificial intelligence-based system to detect malaria, tuberculosis and cervical cancer; a smartphone-based biosensor for the detection of live/ dead and antibiotic-resistant bacteria and a scaffold system of silk fibroin films with silver nano-particles for bone tissue engineering. Other innovations include DotBook, an affordable, refreshable Braille display; underwater acoustics research to help track dolphins in the Ganga; a sensor designed to avert elephant deaths on railway tracks; and a study on how climate change will affect India's crop productivity and labour efficiency. The startups incubated by IIT Delhi have also produced several innovations, including a method of converting rice straw into cups and plates and an anti-pollution system to prevent pollutants from entering homes. ■

**5 UNIVERSITIES WITH THE BEST VALUE FOR MONEY**

NAME OF UNIVERSITY	RoI*
INDIAN INSTITUTE OF TECHNOLOGY, Kharagpur	70
INDIAN INSTITUTE OF TECHNOLOGY, Delhi	59.4
INDIAN INSTITUTE OF TECHNOLOGY, Guwahati	56
INDIAN INSTITUTE OF TECHNOLOGY, Bombay	45.1
INDIAN INSTITUTE OF TECHNOLOGY, Bhubaneswar	35

\*RoI (Return on Investment) is calculated based on average annual salary and tuition fees for the entire course



**BEST TECHNICAL UNIVERSITY / PRIVATE**  
**SIKKIM MANIPAL UNIVERSITY, GANGTOK**

# WIRED FOR EXCELLENCE

Updated syllabuses and experiential learning at this technology institute produce well-rounded, industry-ready graduates

**By S. VAITHEESWARAN**

**T**he Sikkim Manipal University, or SMU, became the first private-public partnership in education in the country when the Manipal Education and Medical Group signed an agreement with the government of Sikkim in 1992. The multi-disciplinary university has two campuses: one focussing on technology in Majitar and one on medical in Gangtok.

A constituent college of the SMU, the Sikkim Manipal Institute of Technology, or SMIT, was established in 1997 and offers engineering, technology and management programmes. All the courses are approved by the AICTE (All India Council for Technical Education) and accredited by the NAAC (National Assessment and Accreditation Council). Accreditation by the NBA (National Board of Accreditation) followed in 2008.

Located on the banks of the Teesta river, SMIT provides a beautiful and invigorating academic en-

KUNGA TASHI

> **SEEKING KNOWLEDGE**  
Students at SMIT, Majitar





## BEST TECHNICAL UNIVERSITY

SMU

environment for its students. Academics in SMIT is strongly supplemented by experiential learning. Its high-end infrastructure for academics and extra-curricular activities provides students a rich experience and helps in their well-rounded development.

Each student at SMIT is assigned a teacher under its unique “teacher-guardian” scheme. These teacher-guardians regularly interact with the parents of their wards to update them on the academic performance and progress of their children.

In their final semester, the students undertake a mandatory six-month internship to make them industry ready. The syllabuses are modified regularly to bring them up to date according to industry requirements. The students, thus, have an opportunity for mini-specialisations tailored for the industry.

Classroom teaching is supplemented by online learning in niche courses through platforms such as Coursera and NPTEL. This helps students prepare for jobs which require modern-day skills. The institute swears by ‘digital learning’ and distance learning is thus facilitated through the EduNxt Portal, a learning management system platform.

SMIT’s central library has over 65,000 textbooks and hundreds of journals in the digital library for the students to access. The recreational facilities at MARENA, or the Manipal arena, include a state-of-the-art gymnasium, indoor basketball, squash and lawn tennis courts and a swimming pool.

The institute is also among the few academic institutions in the Northeast to receive a grant of Rs 8 crore under the Atal Incubation Centre Scheme of NITI Aayog. This is to enable the setting up of an Atal Incubation Lab to promote and support business start-ups.

SMIT has a strong and active alumni network that very often sup-



KUNGA TASHI

**> MODERN METHODS**  
A computer lab at SMIT

**₹3,20,000, THE TUITION FEE FOR THE ENTIRE MTECH COURSE; HOSTEL FEE IS ₹77,000 FOR THE ENTIRE DURATION OF THE COURSE**

**270 STUDENTS HAVE BEEN AWARDED MTECH DEGREES SINCE THE FIRST BATCH IN 2006**

**8 YEARS IS THE AVERAGE TEACHING EXPERIENCE OF THE 184 PERMANENT FACULTY**

**19 STUDENTS HAVE BEEN AWARDED PHDs IN THE PAST THREE YEARS**

**FIVE PATENTS HAVE BEEN FILED IN THE PAST TWO YEARS; TWO OF THEM HAVE BEEN PUBLISHED**

ports the current students in finding internships and job placements. In fact, SMIT has had an excellent record of placements in the corporate sector over the years with a fairly attractive average remuneration.

SMU is also highly focused on research and encourages research publications by faculty and students. The university, in fact, sets aside an intramural research fund of Rs 2 crore per year to support cutting-edge research in its constituent colleges. It also has research collaborations with many national and international universi-

ties, as well as with reputed research agencies like the Defence Research and Development Organisation (DRDO), the Department of Science and Technology (DST), the Indian Space Research Organisation (ISRO) etc. A well-articulated research incentive policy encourages faculty to publish extensively and also seek research grants from various public and non-public funding agencies. ■

*The author is Group CEO, Manipal Education and Medical Group*



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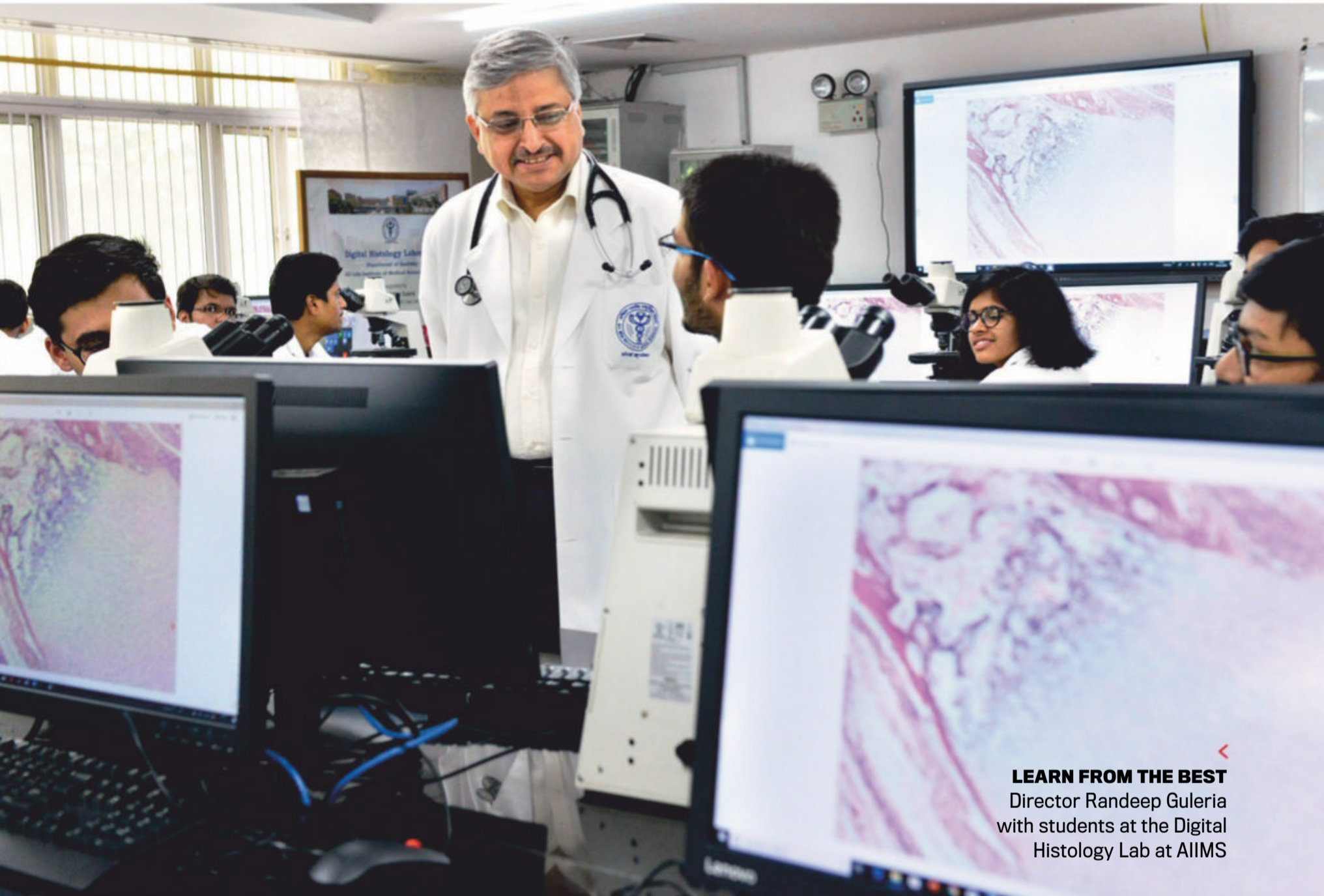
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**BEST MEDICAL UNIVERSITY / GOVERNMENT**  
**ALL INDIA INSTITUTE OF MEDICAL SCIENCES, NEW DELHI**



**LEARN FROM THE BEST**  
Director Randeep Guleria  
with students at the Digital  
Histology Lab at AIIMS

YASIR IQBAL

# THE PRIME OF HEALTHCARE

The All India Institute of Medical Sciences continues to be the benchmark for medical education and research in the country

By **PROF. RAMESH C. DEKA**

**T**he All India Institute of Medical Sciences (AIIMS) has proved to be a great gift to independent India. Established in 1956 by then Prime Minister Jawaharlal Nehru and Union health minister Rajkumari Amrit Kaur, the founding charter of the institute included a number of objectives. First, it was tasked with developing methods of teaching undergraduate and postgraduate medical courses that would serve as a benchmark for other medical institutions in the country. Second, AIIMS would serve as a hub for medical education, with facilities for the training of medical professionals. Third, it was tasked with attaining complete self-suffi-

# 205

PhDs

have been awarded by AIIMS  
in the past three years

# 255

STUDENTS

have completed their super  
specialty qualifications (DM/  
MCh) in the past three years

# 46,621

STUDENTS

applied for postgraduate  
courses in 2018; only 375  
gained admission

ciency in postgraduate medical education. In short, AIIMS was mandated to develop and demonstrate excellence in medical sciences and to produce medical teachers for the country.

Aside from these responsibilities, AIIMS was also expected to produce innovations through biomedical research and to provide quality patient care. The institution was empowered to create undergraduate and postgraduate curricula and programmes with complete independence, leading to the development of a unique programme of studies for the award of undergraduate and masters' degrees in medical sciences. It was also mandated to undertake ethical biomedical research,

and to incorporate research outcomes into its curricula. Today, the institute is home to an animal research laboratory for both students and research scientists under the supervision of some of the most qualified faculty in India. The findings developed from such studies are regularly shared with other institutions in India and abroad through scientific publications. AIIMS also boasts an electron-microscopy facility for research in its Anatomy department, developed with support from the Indian government's Department of Science and Technology. This facility benefits the whole country by allowing researchers from other institutions to conduct their research here.

AIIMS has played a leading role in medical education, research and patient care. Its research outcomes, curricula, teaching methods and education protocols have been, and continue to be, adopted by other Indian medical colleges under the control of the Medical Council of India. AIIMS has also developed a reputation for excellence in treatment, with doctors from across the country regularly referring patients here. It has also become a brand name for quality medical outcomes across South Asia.

Since its inception, AIIMS has also focused on expanding its research and treatment facilities. For instance, it established the Dr Rajendra Prasad Centre for Ophthalmic Sciences in

THE FOUNDERS OF AIIMS  
EXPECTED IT TO PRODUCE  
INNOVATIONS THROUGH  
BIOMEDICAL RESEARCH  
AND TO PROVIDE  
QUALITY PATIENT CARE



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## BEST MEDICAL UNIVERSITY / GOVERNMENT

AIIMS

1967 to serve as a national centre for ophthalmic research and treatment. Today, this centre is one of the foremost eye-care institutions in Asia and home to the largest postgraduate programme in Ophthalmology in Asia. AIIMS has also established other similar centres, including for cardiothoracic science, neuroscience,

oncology, dental sciences and trauma care. Noted centres include the Dr B.R. Ambedkar Institute-Rotary Cancer Hospital and the Jai Prakash Narayan Apex Trauma Centre.

In 1965, AIIMS also established the Comprehensive Rural Health Services Project at Ballabgarh, Haryana, in collaboration with the state govern-

ment. Today, the centre has developed into a 50-bed hospital with 24-hour emergency and obstetric facilities. It also serves as a rural training centre for MBBS and PG students.

In 2003, AIIMS also expanded its drug dependence treatment centre into a full-fledged institute at Ghaziabad, which also serves as a training facility

## TOP 13 INDIA'S BEST GOVERNMENT MEDICAL UNIVERSITIES

OVER-ALL RANK 2019	OVER-ALL RANK 2019	NAME OF UNIVERSITY	GOVT OR PVT	INTAKE QUALITY & GOVERNANCE	ACADEMIC & RESEARCH EXCELLENCE	INFRASTRUCTURE & LIVING EXPERIENCE	PERSONALITY & LEADERSHIP DEVELOPMENT	CAREER PROGRESSION & PLACEMENT	OBJECTIVE SCORE	PERCEPTUAL SCORE	OVERALL SCORE
				<b>225</b>	<b>225</b>	<b>200</b>	<b>150</b>	<b>200</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>
<b>1</b>	1	ALL INDIA INSTITUTE OF MEDICAL SCIENCES, New Delhi	G	205.5	203	186.2	143.8	193.8	932.3	1,000	<b>1,932.3</b>
<b>2</b>	NP	JAWAHARLAL INSTITUTE OF POSTGRADUATE MEDICAL EDUCATION & RESEARCH, Puducherry	G	190.1	186.6	177.8	129.2	177.3	861	983.9	<b>1,844.9</b>
<b>3</b>	NP	KING GEORGE'S MEDICAL UNIVERSITY, Lucknow	G	194.3	180.2	162.7	116.3	175.3	828.8	929.1	<b>1,757.9</b>
<b>4</b>	2	PANDIT BHAGWAT DAYAL SHARMA UNIVERSITY OF HEALTH SCIENCES, Rohtak	G	185.8	177.3	176	132	181	852.1	874.9	<b>1,727</b>
<b>5</b>	3	SRI RAMACHANDRA INST. OF HIGHER EDUCATION & RESEARCH (DEEMED), Chennai	P	183.7	179.1	173	131.7	164	831.5	558	<b>1,389.5</b>
<b>6</b>	4	THE TAMIL NADU DR M.G.R. MEDICAL UNIVERSITY, Chennai	G	186.6	168.6	133.3	86.8	148.2	723.5	594.4	<b>1,317.9</b>
<b>7</b>	8	JSS ACADEMY OF HIGHER EDUCATION & RESEARCH, Mysuru	P	180.9	177.2	158.9	121	153.5	791.5	516.9	<b>1,308.4</b>
<b>8</b>	5	KLE ACADEMY OF HIGHER EDUCATION & RESEARCH, Belagavi, Karnataka	P	176	166.3	174.6	121.1	178.4	816.4	385.3	<b>1,201.7</b>
<b>9</b>	6	BLDE (DEEMED), Vijayapura, Karnataka	P	178.3	166.1	173	121.3	162.4	801.1	372.2	<b>1,173.3</b>
<b>10</b>	7	SRI BALAJI VIDYAPEETH (DEEMED), Puducherry	P	182.4	172.7	171.7	118.3	161.5	806.6	321.6	<b>1,128.2</b>
<b>11</b>	NP	SIKKIM MANIPAL UNIVERSITY, Gangtok	P	178.5	155.5	174.9	110.7	133.9	753.5	348.9	<b>1,102.4</b>
<b>12</b>	9	GUJARAT AYURVED UNIVERSITY, Jamnagar	G	185	154.8	161.9	99.1	129.2	730	268.5	<b>998.5</b>
<b>13</b>	NP	D.Y. PATIL EDUCATION SOCIETY (DEEMED), Kolhapur, Maharashtra	P	170.7	166.1	132.2	113.6	138.4	721	274.5	<b>995.5</b>



for medical professionals. And in 2013, AIIMS opened an outreach outpatient department at its new Jhajjar campus in Haryana, which recently became home to the National Cancer Institute, the country's largest such organisation.

AIIMS is one of the country's premier medical research agencies. Its faculty publishes over 2,000 research papers each year, and attracts between Rs 80-90 crore in research funding from domestic and international agencies. The institute's research has helped design national-level health policies, such as universal immunisation, tuberculosis and leprosy treatment/prevention, as well as to address primary healthcare issues such as nutrition. Other research outcomes include the integrated child development service, and the use of iodised salt to combat endemic goitre and thyroid disorders.

**A**IIMS has also produced a significant number of India's medical professionals—since its inception, over 13,500 degrees have been awarded for various specialisations. On average, AIIMS produces some 500 doctors each year, many of whom have been honoured with coveted awards like the Dr Shanti Swarup Bhatnagar Award for medical research.

In 2010, the success of this institution led the Government of India to establish six new AIIMS-like institutes, in Bhopal, Bhubaneswar, Jodhpur, Patna, Raipur and Rishikesh. From 2013 onward, a common entrance examination for all seven AIIMS was implemented for MBBS candidates. Between 2013 and 2019, five more campuses were established, at Raebareli, Mangalagiri, Nagpur, Gorakhpur and Kalyani. Under the institute's capacity-building programme for health professionals, it has also implemented regular short-, medium- and long-term training programmes for domestic and international students, coordinated by the Dr K.L. Wig Centre for Medical Education & Technology and the AIIMS Office of the Registrar.

### 3 UNIVERSITIES WHERE STUDENTS ATTEND TO HIGHEST NO. OF OPD PATIENTS

NAME OF UNIVERSITY	NO. OF PATIENTS
ALL INDIA INSTITUTE OF MEDICAL SCIENCES, New Delhi	6,500
PANDIT BHAGWAT DAYAL SHARMA UNIVERSITY OF HEALTH SCIENCES, Rohtak	6,200
KING GEORGE'S MEDICAL UNIVERSITY, Lucknow	5,000

### 3 UNIVERSITIES WITH THE LOWEST TUITION FEES

NAME OF UNIVERSITY (GOVERNMENT)	TUITION FEE FOR THE ENTIRE COURSE	NAME OF UNIVERSITY (PRIVATE)	TUITION FEE FOR THE ENTIRE COURSE
ALL INDIA INSTITUTE OF MEDICAL SCIENCES, New Delhi	₹947	D.Y. PATIL EDUCATION SOCIETY (DEEMED TO BE UNIVERSITY), Kolhapur, Maharashtra	₹46,20,000
JAWAHARLAL INSTITUTE OF POSTGRADUATE MEDICAL EDUCATION & RESEARCH (JIPMER), Puducherry	₹29,350	SIKKIM MANIPAL UNIVERSITY, Gangtok	₹51,61,200
PANDIT BHAGWAT DAYAL SHARMA UNIVERSITY OF HEALTH SCIENCES, Rohtak	₹51,000	SRI BALAJI VIDYAPEETH (DEEMED TO BE UNIVERSITY), Puducherry	₹55,44,000

AIIMS has led from the front in medical procedures as well, including organ transplants and cancer treatment. It has set the standard for kidney, heart and liver transplants, angioplasty and stents, cochlear implants, as well as radiation and chemotherapy for tumours and blood-related cancers. Faculty members have also developed interventions for children with congenital anomalies, as well as an IVF programme for couples with difficulties conceiving. It has also made notable strides in imaging sciences and radiology, and serves as a hub for doctors being trained in this challenging field of medicine.

AIIMS faculty members have also broken new ground in cutting-edge technologies. The institute boasts several laboratories using platform-based

technology, such as polymerase chain reactions (PCR) for molecular and genomic medicine and to identify diagnostic biomarkers for diseases like tuberculosis and dengue. The institute's forensic lab is also equipped to deal with DNA profiling in medico-legal cases. AIIMS faculty are also conducting cutting-edge research—including the study of epilepsy and the development of neurosurgical procedures to treat it, as well as spine surgery, gamma-knife therapy, the study of liver diseases and human nutrition.

Another area in which AIIMS faculty has set the standard is in minimally invasive surgery to treat abdominal and pelvic conditions. Such treatments require advanced imaging facilities, such as high-resolution ultrasound assessments, which are both in use and un-



YASIR IQBAL

**▲ ON THE JOB TRAINING**  
MD students at an ICU in AIIMS

der research for further development. AIIMS faculty have also developed specialised expertise in treatments for breast cancer and in endocrine surgery, as well as endoscopic ligament and knee/ hip replacement surgeries. Recognising that such treatments also depend on successful rehabilitation and physiotherapy, AIIMS offers a postgraduate degree in Rehabilitation Medicine and allied health sciences. Postgraduate degrees are also offered in pulmonary and geriatric medicine. AIIMS faculty members have also led the way in a number of areas of research, including vaccines for malaria and leprosy, as well as PCR technology for the study of TB and other infections and HIV diagnostic tools.

AIIMS faculty members are also frequently called on to advise government departments. The institute also supports and encourages research by faculty members and resident doctors, facilitates their attendance at domestic and international medical conferences and publication of their research in medical journals. And with AIIMS

**₹947**

**TUITION FEE**  
for the entire duration of an MD/ MS course

**668**

**DOCTORS**  
make up the permanent faculty at AIIMS

**22**

**PATIENTS**  
attended to by a final-year student under the supervision of doctors

being a residential institution, there is great scope for students to benefit from the vast expertise available.

The institute's early leadership also laid great emphasis on the research of national and global diseases and their treatment. AIIMS rose to global prominence in its early years for its work in this field, supported by the WHO, UNESCO and other international institutions. These partnerships also provided a tremendous boost to basic medical research, including in biochemistry, biophysics, physiology, anatomy, microbiology and pathology.

The founding policies of AIIMS have borne fruit in their successful realisation. Not only is the institute respected and recognised worldwide as a leader in medical treatments and outcomes but it has also laid a substantial and robust foundation for the further development of medical sciences in India. ■

*The author is a former director of AIIMS*



**BEST MEDICAL UNIVERSITY / PRIVATE**  
**SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION & RESEARCH (DEEMED), CHENNAI**

# A HEALING FORCE

In just three decades, the Sri Ramachandra Institute of Higher Education & Research has established itself as a premier institution. Rewards and awards have kept pace

**By Dr PV. Vijayaraghavan**

JAISON G.

**> FEEL THAT?**

Medical students doing the rounds in the paediatric ward





## BEST MEDICAL UNIVERSITY

**T**he Sri Ramachandra Institute of Higher Education and Research (formerly Sri Ramachandra University) was established by the Sri Ramachandra Educational and Health Trust with a vision to facilitate the development of professionals who excel in their fields. In a short period of time, it has become one of the most comprehensive health sciences universities in India. Starting in 1985 as the Sri Ramachandra Medical College and Research Institute, with a medical college and a few paramedical courses, it was declared a deemed university by the government of India in 1994.

Located in a lush 150-acre campus (it was ranked No. 5 in the HRD ministry's 'Swachh Campus' Ranking 2018), the deemed university now has in its fold 12 constituent colleges offering around 130 undergraduate and postgraduate programmes in medicine, dentistry, nursing, physiotherapy, pharmacy, biomedical sciences, allied health sciences, sports and exercise sciences, public health and clinical research. Over 6,500 students receive teaching and training under 900-plus faculty members.

The quest for excellence in medical education, healthcare and research has earned the university many notable awards. Consistent 'A' grade awards in NAAC accreditations, together with academic excellence achieved over the years, has led the



JAISON G

### ^ TEST RESULTS

The hospital's central lab has international accreditations

University Grants Commission (UGC) to declare it a Grade-I university. Very few universities in India have been conferred this distinction.

In the NIRF (National Institutional Ranking Framework) 2019 ranking, the deemed university ranked No. 33 while the medical college came in at No. 11 among its peers in India. The teaching hospital here has both JCI (Joint Commission International) and NABH (National Accreditation Board for Hospitals & Healthcare Providers) accreditation. Recognising its expertise, the Medical Council of India (MCI) has made Sri Ramachandra Medical College and Research Institute (SRMC&RI) a nodal centre in offering courses in advanced medical education technologies for faculty members. The WHO has designated SRMC&RI as a WHO Collaborating Centre for Research and Training in Occupational Health. The GLP (Good

Laboratory Practice)-certified Centre for Toxicology and Developmental Research is the only such lab attached to an educational institution in India.

The university's faculty is its greatest strength. Drawn from diverse training backgrounds from all over the country and abroad, many of them are renowned surgeons and physicians in their fields. Harvard Medical International (HMI), with which SRMC&RI had an institutional alliance, has stated that "Sri Ramachandra is the model of a learning institution in both its medical school and hospital". Indeed, faculty members were invited by the MCI to develop competency-based curricula for both MBBS and MD/ MS programmes, which will come into operation from the current academic year. Faculty members include recipients of Padmashri and Dr B.C. Roy awards, besides international qualifications and recognitions. The institute currently has 933 faculty staff, of which 35 are foreigners, including a Nobel laureate.

SRMC&RI also offers super-specialty DM/ MCh programmes, including in Hepatology, Clinical Immunology and Rheumatology, Hand Surgery, Medical and Surgical Oncology and Cardiac Anaesthesia, one of the few medical colleges in India to offer these programmes at present.

The Sri Ramachandra Institute of Higher Education and Research (SRIHER) has pioneered the introduction

IN THE PAST THREE YEARS, 455 PG STUDENTS WERE ADMITTED, 341 PhDs WERE AWARDED AND 60 STUDENTS COMPLETED SUPER-SPECIALTY DEGREES

₹60,00,000, THE TUITION FEE FOR THE PG COURSE; ₹6,00,000, THE HOSTEL FEE

of a bachelor's programme in Allied Health Sciences and was also the first to introduce a structured four-year BSc programme in emergency and trauma Care in India. An array of paramedical and allied health sciences programmes, both at the UG and PG level, are on offer, including audiology and speech language therapy, biomedical sciences, biotechnology, bioinformatics, environmental science, occupational therapy.

**S**ri Ramachandra also has dedicated resources and an enabling ecosystem for research purposes, which has resulted in the university producing 6,682 research publications in indexed journals. SRIHER has also undertaken social impact and innovation initiatives on a continuous basis. An example is the joint funding opportunity given by NIH (National Institutes of Health) and ICMR (Indian Council of Medical Research) to establish a collaborative research partner-

**12 YEARS IS THE AVERAGE  
TEACHING EXPERIENCE OF THE  
575 PERMANENT FACULTY**

**A FINAL-YEAR STUDENT  
ATTENDS TO ON AVERAGE 20  
PATIENTS A DAY IN THE OPD**

**1,651 STUDENTS HAVE GOT  
MD AND MS DEGREES SINCE  
1998, WHEN THE FIRST  
PG BATCH GRADUATED**

ship between two US institutes and three Indian ones to evaluate genetic determinants of Type 2 Diabetes among endogenous ethnic groups using pedigree-based data sets from North and South Indian states. Another notable population-based research project funded by the Department of Science and Technology looks at the epidemiology of risk factors among rural, semi urban and urban population groups for diabetes and hypertension.

SRIHER aims to be a leader in technology-enabled research. In its 33 years of existence, it has produced over 20,000 health professionals, 7,500 qualified doctors, 2,500 dentists, 2,000 nurses, 3,300 allied health science professionals and 1,700 pharmacists. Today, they work and serve all over the world. ■

*Dr P.V. Vijayaraghavan is  
Vice-chancellor, SRIHER*



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**BEST LAW UNIVERSITY**  
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# PRACTICE MADE PERFECT

The NLSIU model, pioneered by legal legend Prof. Madhav Menon, gives its students a higher degree of legal proficiency

By **SHAMNAD BASHEER**

**T**here's something to be said for the long, laborious hours of law firms. Slave labour, some may call it, but one advantage is that it helps you bond strongly with others in the same boat—those toiling away into the wee hours of the morning. And so it was with me and Ameet Datta, a dear friend. Incidentally, we interviewed for our jobs (at Anand and Anand, the country's leading intellectual property firm) on the very same day and, thereafter, spent

many a late night learning about the law and life.

Ameet went on to become a leading IP lawyer. But I digress. This article is meant to celebrate a new model of legal education that late Prof. Madhav Menon, who passed away some weeks ago, birthed via the National Law School of India University (NLSIU) in Bengaluru. That model has since been replicated several times across the country—last I counted, the number had reached 25.

Some years ago, while visiting



SANDESH RAVIKUMAR

## TOP 7 INDIA'S BEST LAW UNIVERSITIES

OVERALL RANK 2019	OVERALL RANK 2018	NAME OF UNIVERSITY	INTAKE QUALITY & GOVERNANCE	ACADEMIC & RESEARCH EXCELLENCE	INFRASTRUCTURE & LIVING EXPERIENCE	PERSONALITY & LEADERSHIP DEVELOPMENT	CAREER PROGRESSION & PLACEMENT	OBJECTIVE SCORE	PERCEPTUAL SCORE	OVERALL SCORE
			<b>175</b>	<b>250</b>	<b>150</b>	<b>200</b>	<b>225</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>
<b>1</b>	<b>1</b>	NATIONAL LAW SCHOOL OF INDIA UNIVERSITY, Bengaluru	156.2	206.9	134.3	189.8	184.2	871.4	1,000	<b>1,871.4</b>
<b>2</b>	<b>NP</b>	NATIONAL LAW INSTITUTE UNIVERSITY, Bhopal	146.1	197	130.6	158.2	183.2	815.1	795.8	<b>1,610.9</b>
<b>3</b>	<b>3</b>	NATIONAL LAW UNIVERSITY ODISHA, Cuttack	127	194.6	131.5	177.9	172.8	803.8	582.6	<b>1,386.4</b>
<b>4</b>	<b>5</b>	THE NATIONAL UNIVERSITY OF ADVANCED LEGAL STUDIES, Kochi	136.5	186.6	128.7	135.9	156.9	744.6	396.3	<b>1,140.9</b>
<b>5</b>	<b>4</b>	RAJIV GANDHI NATIONAL UNIVERSITY OF LAW, Patiala	129.9	166.4	139.5	134.1	169.5	739.4	336.3	<b>1,075.7</b>
<b>6</b>	<b>NP</b>	TAMIL NADU DR AMBEDKAR LAW UNIVERSITY, Chennai	139.5	154.4	117.6	132.9	177.8	722.2	348.4	<b>1,070.6</b>
<b>7</b>	<b>NP</b>	DR RAM MANOHAR LOHIYA NATIONAL LAW UNIVERSITY, Lucknow	136.8	160.1	138.4	117	147.3	699.6	324.2	<b>1,023.8</b>

Universities like NALSAR, NLU Delhi, GNLU, which did not participate or submitted entries late were not ranked.



**< LETTER OF THE LAW**

Vice-chancellor R. Venkata Rao with students at the NLSIU, Bengaluru, campus

**33 PhDs AWARDED IN THE PAST THREE YEARS**

**₹94,100 TUITION FEE FOR THE ENTIRE LLM COURSE**

**₹3,28,200 TUITION FEE FOR THE ENTIRE MPP COURSE**

**₹45,900 HOSTEL FEE FOR THE ENTIRE DURATION OF LLM COURSE**



**GURUSPEAK**

**PROF. (DR)  
R. VENKATA RAO**  
Vice-chancellor,  
NLSIU



**Q. What are the top emerging courses in legal education?**

Clinical legal education, cyber laws, legal regime pertaining to artificial intelligence, online dispute resolution and private international law are some of the emerging courses in legal education.

**Q. What steps have been taken by the university to equip students with new-age skills for the emerging legal world?**

NLSIU, by constantly updating the curriculum and giving complete autonomy to teachers to

shape up the new courses, updates the skills of the stakeholders continuously, thereby making them ready as "tomorrow's lawyers".

**Q. What are the steps the university has taken to enhance research?**

Teaching is dissemination of knowledge and research is creation of knowledge. Hence NLSIU focuses on enhancing the quality of research, which enables us to ensure the best delivery system in classrooms. NLSIU has more than 13 research centres, which focus on qualitative research in emerging areas.



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Ameet, I met his daughter Tara. She was busy practising English and Maths on worksheets. I later learned from his wife, Monica, who also happens to be one of India's leading entertainment law attorneys, that it was part of a Japanese pedagogical technique called 'Kumon', where students learn through sheer repetition and practice.

I was stumped. This is what Prof. Menon had unwittingly pioneered at NLSIU, where the academic curriculum was designed to keep students on their toes throughout, rather than cram case law towards the end of each semester, right before the exams. He knew that this had to change if the pursuit of law was to be ever taken seriously and the subject put on par with engineering and medicine, the most coveted professional study courses in the 1980s.

He therefore drew up a three-month trimester model, where the learning was continuous. Every trimester, students took two sets of exams and multiple research and writing projects along with various class presentations etc. In fact, it was mandatory for all students to write a research paper (called a "project") in every subject they studied. Consequently, by the time students finished law school, they would have written around 75 exams and 60 projects.

Exposure to this level of rigour and repetition meant that most students, even those who copied their projects from various reference books, would have gained something in the process. In those days, not many had access to laptops or the internet, so we were forced to copy by hand and write it down word for word. This effectively meant that the copied text lodged itself somewhere in the deep dark recesses of the human brain, ready to emerge at some later stage. As a result, most NLS students internalised basic research and writing skills and ended up with a higher degree of legal proficiency, at least when compared to the vast majority of their peers at other law schools.

As I discovered later, Prof. Menon

### 3 UNIVERSITIES WITH THE LOWEST TUITION FEE

RANK	NAME OF UNIVERSITY	TUITION FEE FOR THE ENTIRE COURSE (₹)
1	DR RAM MANOHAR LOHIYA NATIONAL LAW UNIVERSITY, Lucknow	20,000
2	TAMIL NADU DR AMBEDKAR LAW UNIVERSITY, Chennai	40,000
3	RAJIV GANDHI NATIONAL UNIVERSITY OF LAW, Patiala	64,000

## PROF. MENON SAW LAWYERS AS SOCIAL ENGINEERS AND STROVE TO PROVIDE NOT JUST LEGAL EDUCATION BUT JUSTICE EDUCATION

had no idea of the Kumon technique. That was the brilliance of this exemplary legal educator. He had unwittingly pioneered a pedagogy that called for practice, practice and more practice to make perfect. The ingredient most needed for success in the legal profession. For, often, leading lawyers are not necessarily the most intelligent, but the ones who work diligently day and night perfecting their craft over countless cases.

Soon, the NLSIU brand caught on as the students were perceived to be better than others, at least when it came to legal research and writing. The rigorous academic environment also meant that they could work long hours and in high-stress environments.

There were many other aspects of the NLS model, including offering students a high degree of freedom to run the show, engage in

activities such as moot courts and debates and form their own societies and groups. Even the campus recruitments were a student-driven initiative.

Prof. Menon also sought to build bridges between legal theory and practice through "legal aid" clinics. Apart from bringing in a bit of clinical education into law schools, this exposure helped socially sensitise students to the power and potential of the law in bringing about social transformation. He always said: lawyers were meant to be social engineers. This wasn't merely legal education, but "justice" education. He hoped that NLS would churn out a new breed of exceptional lawyers who changed society for the better.

Right at the very beginning of our academic year, Prof. Menon drummed it into us that we were special, the "chosen" ones. I'm guessing that this psychological boost accounted for some part of the NLS success story and the confidence with which the graduates made their grand entry into the professional arena.

Prof. Menon also encouraged an interdisciplinary understanding of the law, to help shape the modern day lawyer whose craft could not simply rely on citing the law (from a morass of statutes and cases), but would encourage the creation of



new legal/ policy norms. The content of the law often drew from other disciplines. As such, inter-disciplinarity was critical to appreciating the real essence of a legal norm and its larger socio-cultural and economic impact.

But most of all, Prof. Menon had a clear vision for legal education and was able to attract a committed set of stellar faculty to his cause. One such faculty member was Prof. M.P. Padmanabha Pillai who taught us corporate law. In those days, India was liberalising and institutions such as Sebi and terms such as FDI were often in the news. However, Prof. Pillai refused to pander to these latest fads and simply taught us the basics of corporate law, with many cases going back to the early 1900s. We fretted and fumed at having to study cases where parties (such as Salomon) were long dead and gone, but Prof. Pillai stuck to his guns. He referenced the latest advances, but spent more time on the foundational jurisprudential basics. If the foundation was not strong, he often rued, you could never build on top of it.

This is an approach that even a maverick entrepreneur like Elon Musk endorses. When asked about how he managed to keep abreast of so many different domains of knowledge, he said: “It is important to view knowledge as sort of a semantic tree—make sure you understand the fundamental principles, i.e. the trunk and big branches, before you get into the leaves/ details or there is nothing for them to hang on to.”

At NLS, there was a clear focus on fundamental “first principles” of this kind. We’re fortunate to have had at least some teachers (such as Prof. Pillai) who embraced this principle and focused on building our legal tree trunk and roots, leaving us to develop the leaves on our own. And it was this strong foundation (particularly in corporate law) that made NLS graduates stand out at law firms.

The tragedy today is that we pander more to the “peripherals” at the

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HOSTEL FEE FOR THE  
ENTIRE DURATION OF  
MPP COURSE**

**7,635  
APPLICATIONS  
RECEIVED FOR LLM,  
54 ADMITTED**

**288  
APPLICATIONS RECEIVED  
FOR MPP, 52 ADMITTED**

**20 YEARS  
IS THE AVERAGE  
TEACHING EXPERIENCE  
OF 48 PERMANENT  
FACULTY**

**31/ 49  
STUDENTS WHO  
PASSED OUT IN 2018  
OPTED FOR PLACEMENTS;  
15 RECRUITED EARNING  
AN AVERAGE  
ANNUAL SALARY OF  
₹6 LAKH**

cost of the foundational basics. Students flock to take courses on cyber law, not realising that it is nothing more than an application of traditional legal precepts (such as tort law and contract law) to cyberspace. Liability for drone-related damage cannot be fully appreciated without some understanding of *Donoghue vs Stevenson*, a case from the 1930s that unleashed the modern law of tortious negligence.

This is not to say that the NLS model was perfect. Far from it. It had its fair share of failings, with a disproportionate number of graduates flocking to corporate commercial India, as opposed to defending India’s under-represented and marginalised communities, as Prof. Menon had hoped. Further, given the heavy teaching load, the faculty didn’t have much incentive to publish and generate fresh perspectives on legal paradigms.

But one thing we can all learn from Prof. Menon is his ability to adapt. Ever ready to shed his old skin, he was constantly in search for new ideas. His ability to spot the next big trend was uncanny, as he did with continuing professional education for lawyers, an aspect that we had neglected for long.

Prof. Menon is no more with us, but his spirit will live on. Learning for him was a lifelong process, to be cherished for its own sake. In fact, as recently as last year (a little after he celebrated his 83rd birthday), I found him sitting through all the presentations at a workshop and copiously taking notes! That was the man for you.

Let’s hope our future educators do justice to his legacy and continue the tradition of constantly improving our pedagogy to produce outstanding lawyers, problem solvers and game changers. ■

*Shamnad Basheer is the founder and managing trustee of Increasing Diversity by Increasing Access to Legal Education (IDIA)*



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# RIGHT ON THE MONEY

# HOW TO SWIPE RIGHT

While converting big spends on your card to EMIs, always look at total costs to get the best deal

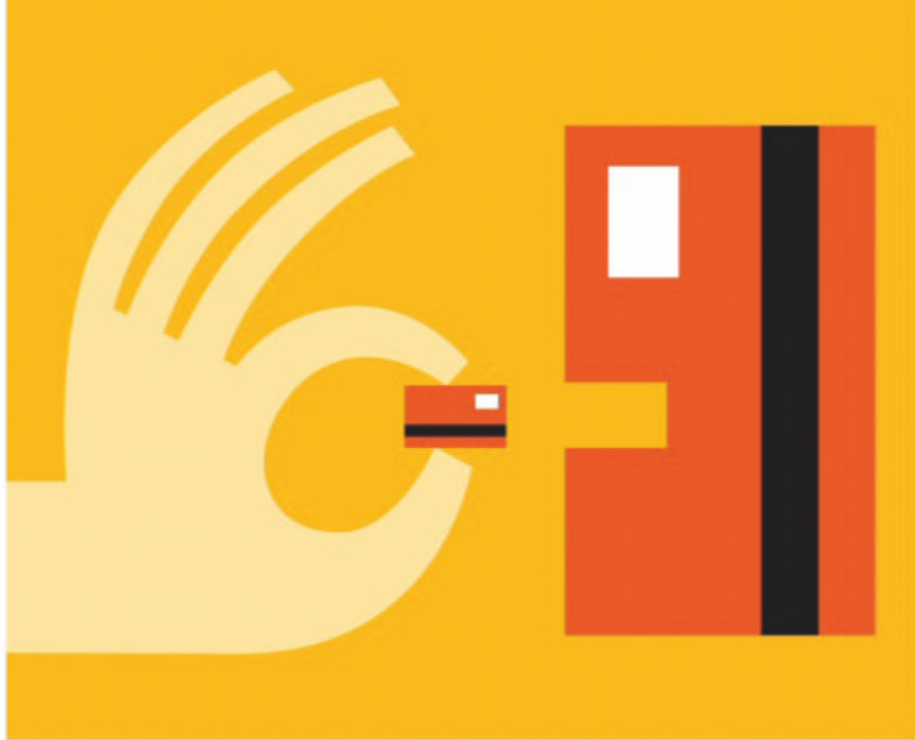


Illustration by TANMOY CHAKRABORTY

**W**ith credit card companies keeping limits high, many people are tempted to go for high-value purchases on credit using the cards. Often enough, the total dues are also not cleared by the due date and the card holder has to opt for either

Banks charge a monthly rate of interest on converted transactions,” says Aditya Kumar, founder and CEO of Qbera.com.

Compared to revolving credit, in which people mostly pay minimum dues and the interest piles up, the EMI conversion option is far less costly. “The interest

However, all EMI conversion options are not the same, varying widely in the total costs. If you use your credit card frequently for big purchases and spends, then it would make sense for you to minutely compare EMI conversion costs.

Compare the total cost. Do not take a call based on

just lowest interest rate, but factor in the processing fee charged with it. In small-tenure loans, the processing fee will play a significant role in your total outgo. “You have to pay an additional 18 per cent GST on interest amount of the EMI and the processing fee. Further, prepayment or foreclosure of the EMI facility also attracts associated charges and GST,” says Anuj Kacker, COO and co-founder, MoneyTap. Sometimes a credit card with lower interest rate may appear less costly but it may be charging a higher processing fee than others (see accompanying table).

Most credit cards give you a tenure option ranging from three to 24 months. However, interest rates will not be the same. “The longer the tenure, the higher the interest rate,” says Kacker. This means the sooner you repay the dues, the less costly it will be. Interest rates are also decided based on the customer’s usage, repayment behaviour and many other factors. So cards could offer different rates to different customers. It makes sense for you to try the EMI conversion option and compare the total cost. ■

—Naveen Kumar

## COMPARE TOTAL COSTS TO GET THE RIGHT PICTURE

TENURE	3 MONTHS		6 MONTHS		12 MONTHS	
CARD OPTION	CARD A	CARD B	CARD A	CARD B	CARD A	CARD B
Interest rate p.a. (Reducing)	12%	16%	13%	17%	15%	18%
Processing fee (% of outstanding)	2.5%	1.5%	2.25%	1%	2%	0.5%
Total extra cost*	1,802	1,671	2,430	2,407	4,124	4,206
Flat monthly cost	1.5%	1.39%	1.01%	1%	0.84%	0.88%

Total outstanding of Rs 40,000 converted into EMIs for different cards for various tenures; \*in Rs

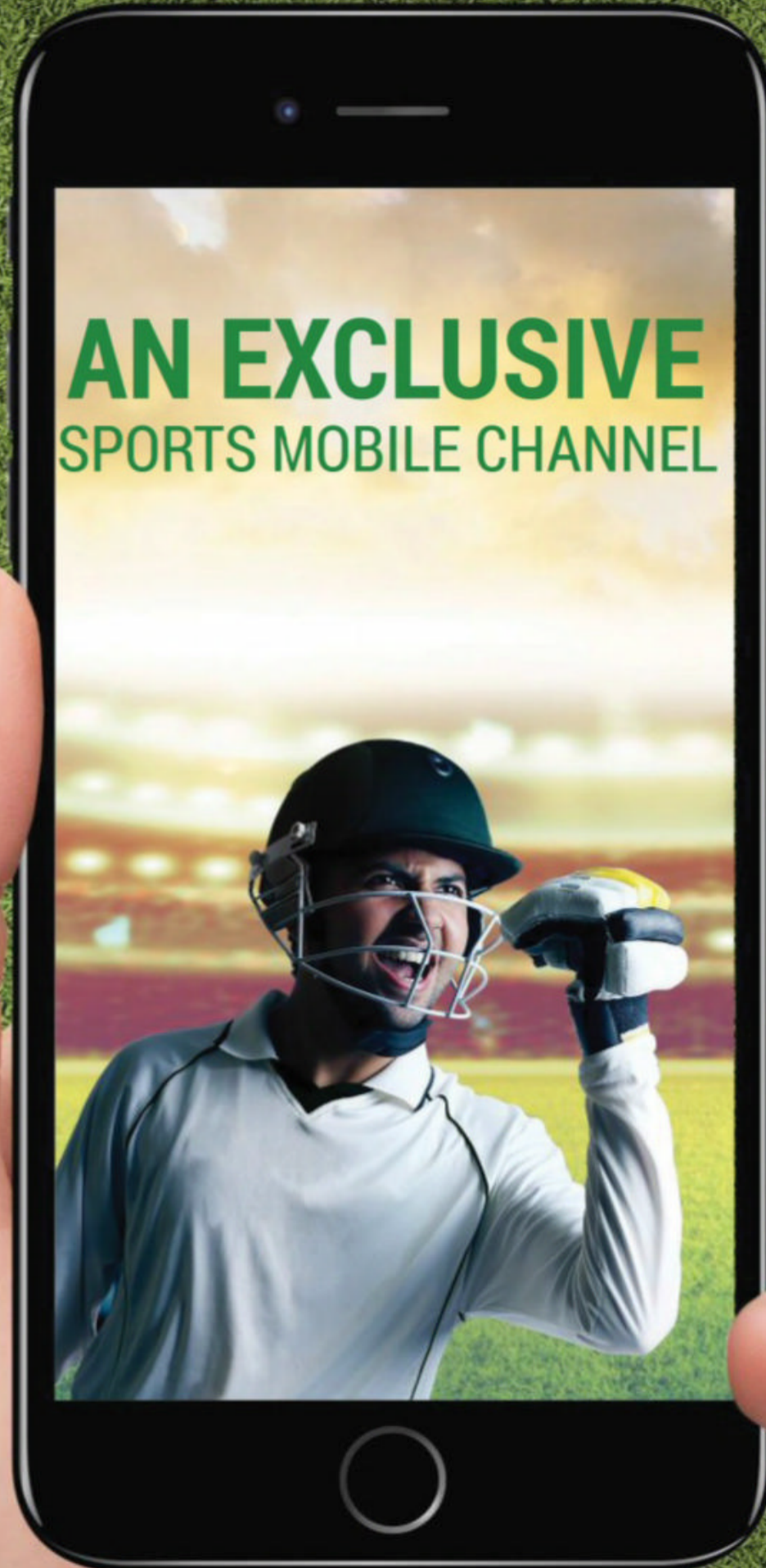
revolving credit or convert the outstanding into EMIs. Now, if you can clear the dues by the second due date, then revolving credit may not be a bad idea, but if you do not expect to complete repayment in the near future, EMI is always a better option. “Technically, the entire outstanding balance on the card (and not just a particular purchase) can be converted into EMIs.

rate charged will depend on three factors: (a) credit profile of the borrower (b) loan tenure and (c) the bank’s internal policies. Typically, the interest rate charged is in the range of 14-21 per cent per annum when the credit card transactions are converted into EMIs, compared to the 42 per cent on the credit card itself,” says Gaurav Chopra, founder and CEO, IndiaLends.


**IN SMALL-TENURE LOANS, THE PROCESSING FEE WILL PLAY A SIGNIFICANT ROLE IN YOUR TOTAL OUTGO**



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Mr. Sajal Roy

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## SIP - YOUR BEST FRIEND IN THE WEALTH CREATION JOURNEY

**S**ystematic Investment Plans (SIPs) have over the years emerged as an intuitive way to invest in mutual funds. It not only lets you make regular investments in a specified scheme at periodic intervals but also help you steer through the bullish and bearish markets. Here is how you can make your SIP efficient and relevant to your wealth creation journey.

### Aligning Financial Goals with Investments

It is always advised to align your financial plans with your financial goals, and SIP is one of the methods to effortlessly make such an alignment. Goal-based SIPs tend to discourage you from redeeming investments unless the goal has been achieved. For example: You will think thrice before using your retirement corpus to fund your new car. Further, since financial goals define the end use of the savings accumulated over a period of time, it is easier to track the progress once you align your SIP with a specific goal(s). For example, if you wish to save towards the down payment of Rs. 50,000 towards your new car planned after a year, you can start a SIP of Rs. 4,000 each month in an open-ended debt scheme. If your savings generate an assumed 8.5% annual return, you would have accumulated almost the same amount by the end of the year.

### Averaging the cost of Investment

Short term market volatility should neither impact your long term financial goals, nor your investment plans. Since investments are made on a periodical basis, your cost of investments gets averaged over a period of time. When the markets are falling, you get higher units allotted for the same investment. Similarly, in a rising markets, you get lower units for your SIP but will eventually benefit from the increase in the overall valuation of your portfolio. As such, SIP helps you achieve a reasonable average cost of units by continuing your investment through market ups and downs.

### Don't panic if returns are taking time to turn green

We, as the investors, usually get more concerned about near-term events like elections or corporate earnings. However, equities have shown the tendency to smoothen the impact of short term volatility over the long run. For example, S&P BSE Sensex generated 12.5% returns between November 2018 and April 2019. However, the immediately preceding six-month period from September 2018 till February 2019 had generated -7.8% returns for the investors. When you increase the investment horizon to three years, the investors have enjoyed 15% annualized returns from April 2016 to April 2019.

In the long run, the stock prices are driven more by the fundamentals, as compared to daily news and events. That is why it is vital to balance the SIP scale by staying invested when markets are declining.

### Start early to reap benefits

With the power of compounding, the investment amount for a specified financial goal decreases with the increase in the investment duration. Therefore, it is always advised to start investing at an early age to reap the benefits of compounding. For example, with a target corpus of Rs. 20 lakh and investments generating 12% annualized returns, you will need to invest Rs. 24,500 for the next five years to achieve your goal. However, if the investment period is increased to 10 years, you need to invest just around Rs 8,800 each month to reach the same amount.

By investing into capital market through mutual funds, it becomes easier for you to build a healthy portfolio, given the expertise and research capabilities of professional fund managers. More importantly, by investing through mutual fund, you tend to be regular and patient with your investments through the market noise. And for all this SIPs are an excellent way to achieve this financial discipline in your lives. Start your SIP, sit patiently through rough periods, give your SIP time to mature, and see your wealth grow!

## WHERE SHOULD I PUT MY MONEY?

### How investments in National Pension System Tier 2 stack up against those in mutual funds

**W**hen looking for an investment, cost is usually an important factor. On that count, National Pension System (NPS) investments score well above financial products like mutual funds, since NPS management fees are as low as 0.01 per cent.

While investing in the NPS is mandatory for central government employees (except members of the armed forces), it is a voluntary retirement savings product for non-government employees. There are two kinds of accounts investors can open—Tier 1 (NPS1) and Tier 2 (NPS2); but those seeking to invest in NPS2 must already have an NPS1 account. The main difference between them has to do with liquidity. Under NPS1, investors are allowed to withdraw only 60 per cent of the corpus on retirement; the balance must be invested in an annuity. NPS2 accounts have no limit—investors can withdraw as much as they want, whenever they want. This makes NPS2 accounts comparable to mutual funds in terms of liquidity. These accounts also score well on returns, outperforming mutual funds under government and corporate bond categories (*see accompanying table*).

However, not many people with NPS1 accounts seem to have

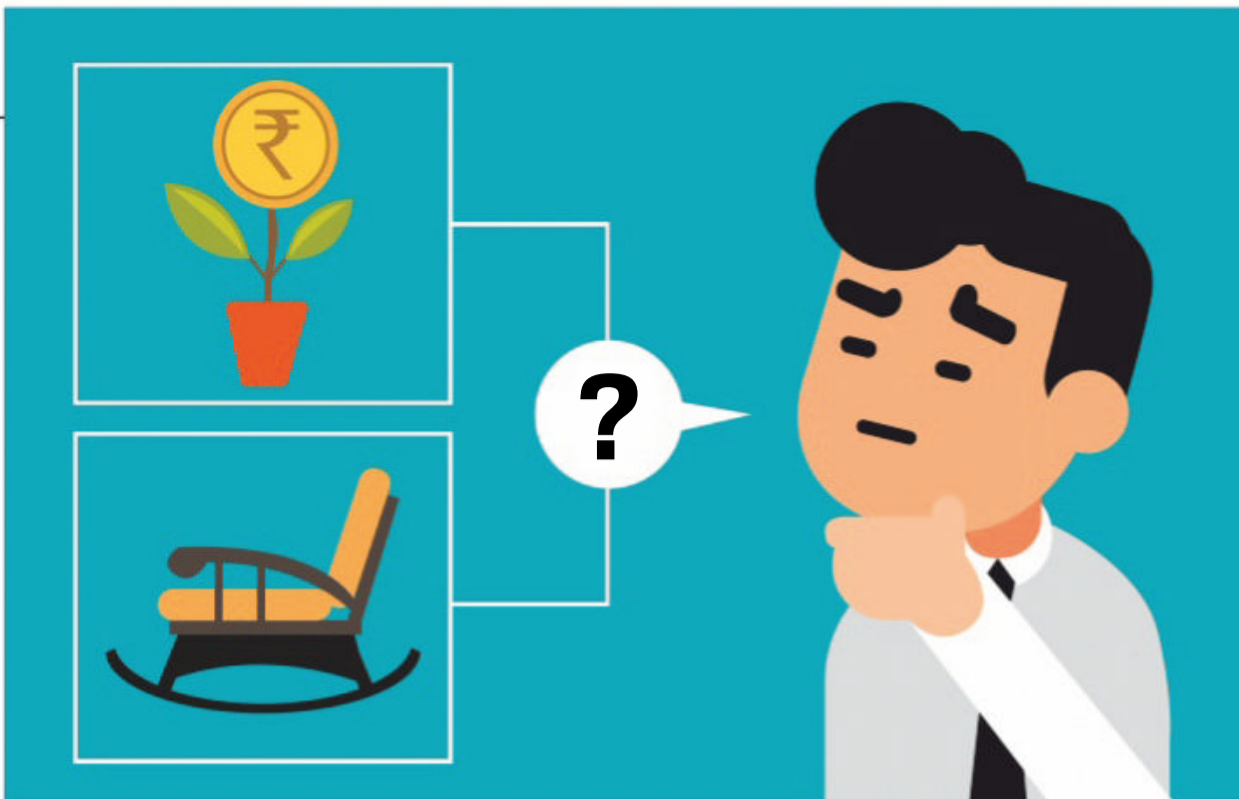


Illustration by TANMOY CHAKRABORTY

opted for NPS2 investments. The total NPS2 assets under management total to just Rs 857 crore as on June 1, 2019.

### COMPLEX STRUCTURE

One reason NPS2 accounts haven't caught on may have to do with how many decisions are required. First, investors must decide between 'active' and 'auto' allocations—choosing between micromanaging their investments ('active') or opting for a preset portfolio type ('auto'). Secondly, there are four asset classes that funds may be invested in—equity, government bonds, corporate bonds and alternative assets (Real Estate Investment Trusts, Infrastructure Investment

Trusts, etc). Under 'auto', investors must choose one of three portfolio types—aggressive, moderate or conservative, based on their risk appetite. (An aggressive portfolio will have a greater exposure to equity than others.) 'Active' investors must decide how to allocate their funds among these four classes themselves, subject to regulations—for example, investors may allocate a maximum of 75 per cent of their funds to equity, and a maximum of 5 per cent to alternative assets. In the absence of professional advice, choices like these can prove too complicated for everyday investors. As Rahul Jain, head, Personal Wealth Advisory, at Edelweiss says, "There is too much compartmentalisa-

### THERE ARE NO SPECIFIC TAX BENEFITS AVAILABLE FOR INVESTMENTS IN NPS2 ACCOUNTS, AND NO CLARITY ON HOW WITHDRAWALS FROM THESE ACCOUNTS WILL BE TAXED

tion in the overall structure, which requires investors to make choices at every stage. This makes the process of investing cumbersome and intimidating at times."

### TAX AMBIGUITY

Another reason for the lacklustre investment numbers in NPS2 accounts may have to do with ambiguities over taxation. As Saraswathi Kasturirangan, partner, Deloitte India, says, "There are no specific tax benefits available for contributions to NPS2 accounts, and no clarity on how withdrawals from NPS2 accounts will be taxed, in the absence of specific provisions in the Act or clarifications from the government." This is one area that mutual funds score over NPS accounts—investors know exactly how much they will have to pay at the time of withdrawal, and what sort of tax deductions are permissible.

### OTHER COSTS

As mentioned, NPS investments have the lowest fund management charges among investment products. However, the cost does increase when other factors—such as initial subscriber registration charges

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—TARAKKI KAREIN!

Mutual Fund investments are subject to market risks, read all scheme related documents carefully.

(Rs 200) and contribution upload charges (0.25 per cent per transaction, to a maximum of 25,000) are factored in. Even so, the overall cost of investing in NPS schemes still works out lower than mutual funds. However, while these low charges do benefit consumers, they also mean that investment distributors have a lower incentive to sell them, since they earn lower commissions. As Jain says, “Since NPS investments are low-cost, there is no incentive for financial intermediaries to distribute or promote them, leading to reduced awareness among investors, leaving them on their own to open, operate and manage these accounts.”

**LIMITED CHOICE**

Another issue with NPS2 investments is that there is very little choice in terms of investment managers and options in NPS schemes. First, NPS investors only have eight fund managers to choose between, while there are 47 fund houses for mutual fund investors to choose from. Second, mutual fund investors have a much wider group of assets to choose from, with 11 categories of equity and 16 categories of debt. Third, NPS investors may change their fund allocation only twice in a single year; there is no such limitation for mutual funds. (However, there is a silver lining—NPS investors may switch fund allocations without incurring any tax liability, while mutual fund investors will be taxed if they do so.) And

then there are the restrictions on investment—NPS investors can only allocate a maximum of 75 per cent of their assets to equity investments. “Under NPS, the choice of fund managers is limited to eight. And one can choose only one fund manager to manage all the schemes. Compare that with

management, as equity fund managers must also provide liquidity to their customers, which reduces their risk-taking capabilities. However, experts also say that mutual funds are a better choice for those looking to invest in debt. “Debt mutual funds have indexation benefit after three

are not the only thing that should determine your choice. It should be one of the factors,” says Shweta. With a lack of clarity on taxation rates and no tax incentives for NPS2 investors, experts still believe that mutual funds are the better option. “If you look deeply, there aren’t any apparent advantages of NPS2 investments over mutual funds, except for the fact that NPS funds are managed conservatively and with a lower expense ratio,” says Jain. However, experts also say that if NPS2 investments are granted tax benefits, that could make them more attractive. “The NPS is an evolving product. Tax benefits would definitely boost its appeal, because investors love anything that gives them tax benefits,” says Shweta. And it does seem likely that NPS2 investments will gain some benefits in the upcoming budget. “There are no tax benefits for NPS2 investments as there is no lock-in period and the funds are freely withdrawable. However, in December 2018, the Union Cabinet approved a proposal providing tax benefits—deductions under section 80C of the Income Tax Act, subject to a lock-in period of three years. This was not incorporated in the interim budget announced on February 1, 2019; it is likely to be incorporated in the upcoming full budget,” says Kasturirangan.

As of now, mutual funds certainly do look like the better option. ■

—Renu Yadav

**NPS2 FUNDS VS MUTUAL FUNDS**

RETURN COMPARISON			
FUNDS	RETURN		
	1 Yr	3 Yr	5 Yr
NPS Tier 2 equity plan	8.01	12.89	9.7
Equity large-cap funds	8.53	13.37	10.14
NPS Tier 2: Government bond plans	15.77	9.48	10.25
Debt gilt funds	11.72	7.92	8.74
NPS Tier 2: Corporate debt plans	11.95	8.53	9.35
Corporate debt funds	4.66	5.88	6.86

Source: Value Research. Data as on June 10, 2019; all figures in %

**NPS2 INVESTMENTS IN GOVERNMENT AND CORPORATE BONDS HAVE DELIVERED BETTER RETURNS THAN MUTUAL FUNDS IN DEBT CATEGORIES**

mutual funds—they offer a wide variety of funds to choose from,” says Jain.

**RETURNS**

NPS2 funds invested in government and corporate bonds have delivered better returns than mutual funds in those categories (*see table*). However, this pattern has not been replicated in equity investments. Experts believe that this may be a result of conservative

years, NPS2 does not. And both are managed by fund managers and take risks. I think mutual funds are more transparent and give you more options compared to NPS,” says Shweta Jain, founder, Investography.

**CHOOSING A SIDE**

While NPS2 investments do have a cost advantage over mutual funds, experts say that the choice should not be oversimplified. “Costs

JALLIANWALA: AN  
UPRISING OF ONE  
PG 96

ANATOMY OF A  
LYNCHING  
PG 101

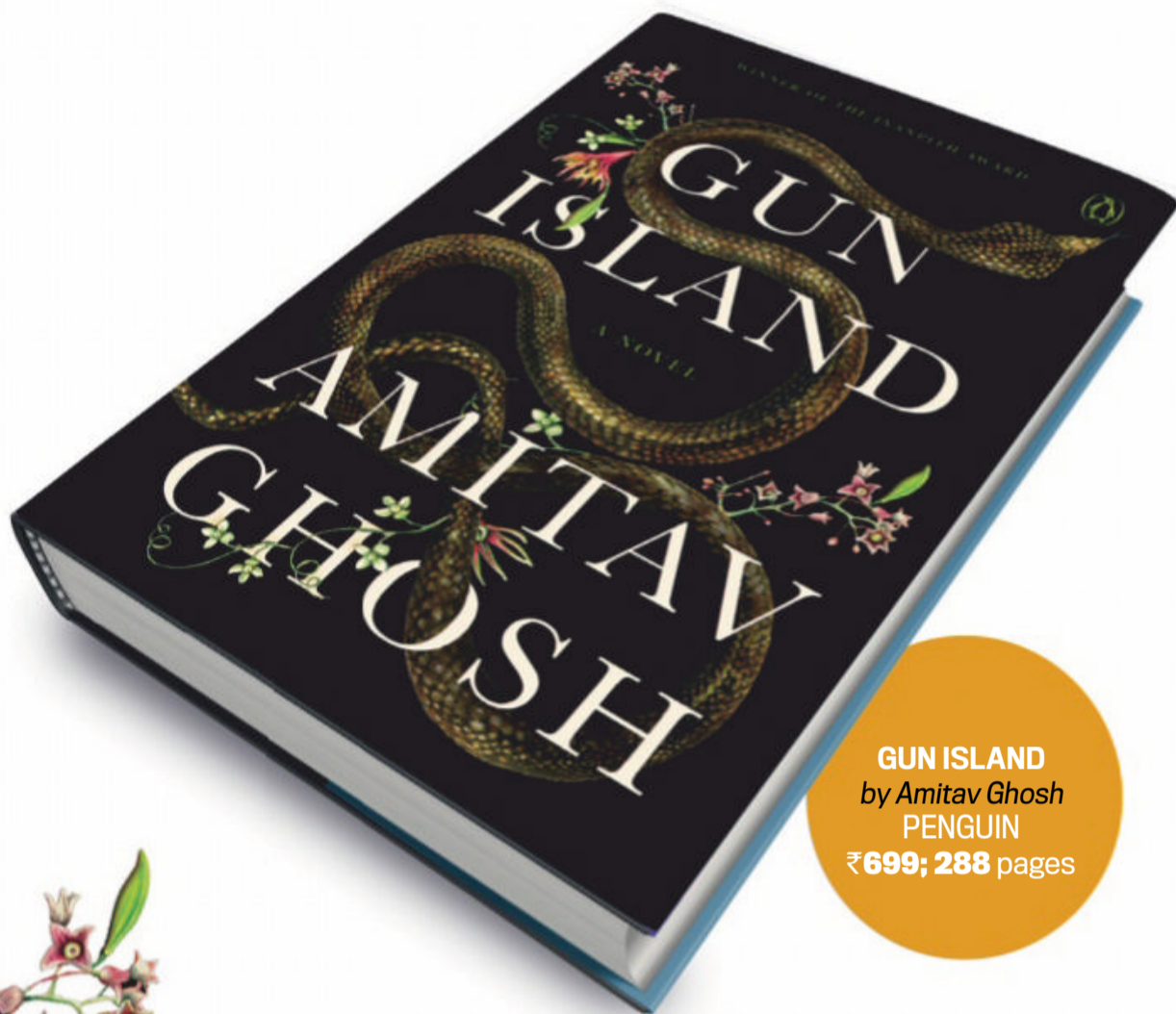
# LEISURE

AMIT PANGHAL:  
INDIA'S BOXING  
STAR PG 98

Q&A WITH  
SHAHID KAPOOR  
PG 104

## Horseman BOOKS of the Apocalypse

JNANPITH AWARDEE  
AMITAV GHOSH'S NEW  
NOVEL EXPLORES, IN A NEW AGE,  
MAN'S BLOATED PRIDE IN HIS  
ABILITY TO REASON



**GUN ISLAND**  
by Amitav Ghosh  
PENGUIN  
₹699; 288 pages

Having expressed his disappointment in his 2016 book *The Great Derangement*, with the failure of literary novelists to confront climate change, Amitav Ghosh put his imagination where his mouth is and wrote that novel himself. *Gun Island* is a blockbuster, a panoramic, intensely current, depiction of the violent upheavals of the Anthropocene, the cataclysmic effect man has had on the planet.

But it would be reductive to read it as motivated solely by environmental concern. Ghosh is asking questions here about human certainty, about our faith in reason, in rationality, in empiricism, in what we think we know.

Dinanath Dutta is the novel's 'Man of Reason'. A middle-aged, antiquarian bookseller—"there are few expressions", he reflects wryly, "in the English language that are less attractive to women than 'Rare Book Dealer'"—Dinanath lives a quiet life between Brooklyn and Calcutta. Ghosted by a long-time girlfriend for no reason he can fathom, he finds himself in the latter, throwing himself into social situations, in contrast to his monk-like solitude in the

US, hoping to find romance. At a party, he meets a "glib, vain, precocious, know-it-all" relative (familiar to readers from Ghosh's Sundarbans novel, *The Hungry Tide*), who introduces him to the obscure legend of 'Bonduki Sadagar', the gun merchant. Dinanath (or Deen, as he is known in Brooklyn) had written his doctorate thesis on the Bengali folkloric hero Chand Sadagar, a merchant who tries, and mostly fails, to "escape the persecution of Manasa Devi, the goddess who rules over snakes and all other poisonous creatures". Bonduki Sadagar appears to be a variation, intriguing enough to Dinanath that he upends his life to go on a wild goose chase through the Sundarbans, Venice and Los Angeles, among other places. In the process, he loses almost all hold on reason.

"It's a strange feeling," he tells his friend, the famous professor Giacinta Schiavon, "as though I'm not in control...as if I were fading away, losing my will, my freedom." Schiavon is key to the novel, an extravagant Venetian, the brilliance of whose life contrasts with the penumbra cast by the death of her husband and daughter. It is she who

challenges Dinanath on his 'rational' shibboleths. "I pride myself," he tells her early in the novel, "on being a rational, secular, scientifically-minded person. I am sorry if this does not conform to stereotypes of Indians—I will not, on any account, go along with a whole lot of superstitious mumbo-jumbo."

Meeting Ghosh in a small conference room in the utilitarian business centre of a luxury Delhi hotel, it's hard to reconcile this kindly, goateed, even cuddly figure with the storytelling shaman of *Gun Island*, this apostle of the irrational, of the bewitchingly strange. It seems faintly ludicrous to be discussing the uncanny in a setting so bland, so prosaic. Unsettling even, like Ghosh's own image overleaf, or the photo on his phone that he shows me—an aerial view of Venice in which it is indistinguishable from the Sundarbans. Unheimlich, Freud called it, the familiar made strange. We think of great cities—L.A., Venice—as the acme of human achievement, of what man can build. Ghosh reminds us of their fantastical, preternatural qualities, of their vulnerability. And so Dinanath arrives in an L.A. ringed by wildfires, a hellscape. In Venice, he encounters a venomous spider, like him a visitor from warmer climes. About a hundred pages into *Gun Island*, Dinanath gets on a plane, a "man-made womb, where everything served to protect me from that world of mud and its slithering, creeping inhabitants".

It is, he comes to see, another of his delusions. A man at the risk of disappearing into himself, Dinanath is forced into confrontation with the outside. He must find the connections between serpents, the elemental mud of the Sundarbans, the supernatural properties of folklore and the ecological calamities of the present and the human calamities, with migrants forced to abandon their homes in such numbers and under such circumstances that the idea of home itself is rendered obsolete. *Gun Island* is not always convincing but it forces us to ask questions about what we do find convincing. And why. ■

—Shougat Dasgupta



The darbar of Maharaja Ranjit Singh

THE PICTURE ART COLLECTION / ALAMY

BOOKS

# BUILDING AN EMPIRE STATE

Much can be learnt from this enjoyable retelling of stories from Maharaja Ranjit Singh's court

**I**T WAS NEWS TO ME that an American Quaker had served Maharaja Ranjit Singh, founder of the 19th-century Sikh kingdom of Punjab. The merchant of the title story of *The Camel Merchant of Philadelphia* is Josiah Harlan and it is his story that kicks off this collection of lively and, obviously, deeply-researched tales from that tumultuous era.

The sweep of Sarbpreet Singh's potted history and character sketches takes in the decline of the Mughal empire, the emergence and fading of the Afghans and the rise of a charismatic Sikh who took advantage of the vacuum in Punjab to proclaim himself king.

There are many primary accounts available, both Indian and foreign, of that fascinating era. Singh sifts carefully through them to give the reader an accessible introduction to the conditions of the time, while examin-

ing the biases of the commentators and preserving context. So, contrary to the mythmaking of the past two centuries, the Sikhs themselves plundered Lahore (and other places). The robust living of the chiefs of Punjab finds mention and, among other nuggets, there's this classic from the British agent Broadfoot: "Sometimes I feel like a parish constable at the door of a brothel, rather than a representative of one government to another." The treachery that led to the downfall of the short-lived empire is discussed too.

But the most interesting thing about this book is its characters. There is Sada Kaur, Ranjit's formidable mother-in-law and adversary, who tried at one point to make common cause against him with Begum Sumroo! There is the dashing French commander Ventura, an ex-Bonapartist who grew his whiskers in the Sikh style and took an Indian wife and the free-spirited Akali Phoola Singh, who whipped Ranjit for his marriage to Moran, a Muslim courtesan. Moran gets her own chapter, though, as the author admits, it is "half-realised" due to the paucity of reliable material.

It is a compelling narrative, not least because it humanises the Dogra brothers, otherwise routinely vilified. However, the volume has its drawbacks. Each chapter harks back to events in the preceding ones, as if there was no thought to the individual chapters being part of a coherent whole. The lack of a bibliography is also puzzling, given the extensive reading the author has done.

These are quibbles, however. Depending on the commentator's background, the people of that time in Punjabi history have hitherto either been eulogised or damned. Singh seeks to give context and humanity to those long-dead people and for that this volume deserves applause. ■

-Avtar Singh



**THE CAMEL MERCHANT OF PHILADELPHIA**  
Stories from the Court of Maharaja Ranjit Singh  
by Sarbpreet Singh  
TRANQUEBAR  
₹699; 256 pages



HISTORY AND ART COLLECTION / ALAMY

# AN UPRISING OF ONE

BOOKS

PIECING TOGETHER THE FACTS AND MYTHS THAT MADE UP UDHAM SINGH'S LIFE, THIS BOOK IS MUCH LIKE A GIANT JIGSAW

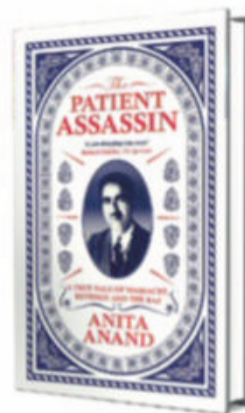
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On the bloody Sunday of April 13, 1919, a cold-blooded massacre took place in the Jallianwala Bagh in Amritsar. Brigadier-General Reginald Dyer ordered his men to fire on a motley crowd of protesters, peasants and pilgrims—1,650 rounds of .303 marks fired for 10 minutes. He issued no warning and directed fire where the crowd was thickest and at the exits as people ran towards it. Of the estimated 15,000 people present, over 600 died and

1,500 were wounded. Dyer left as abruptly and swiftly as he had arrived. No arrangements were made to rescue the wounded who lay soaked in their blood all through the curfewed night.

Naturally, an event of this magnitude sent seismic tremors through the country. Rabindranath Tagore renounced the Knighthood that had been conferred upon him in 1915. Gandhi declared the British presence in India morally untenable hereafter. Writers and poets wrote in white heat. A low-caste orphan, supposedly present in the Bagh and injured in the firing, swore vengeance as he lay among the dead and dying: "He took a handful of blood-soaked earth in his hand, heavy and black, and rubbed it against his forehead...and

he swore a terrible vow.... No matter how long it took, no matter how far it took him...he would track down the dogs who did this to his people and he would kill them...with as little mercy as they had shown his countrymen."



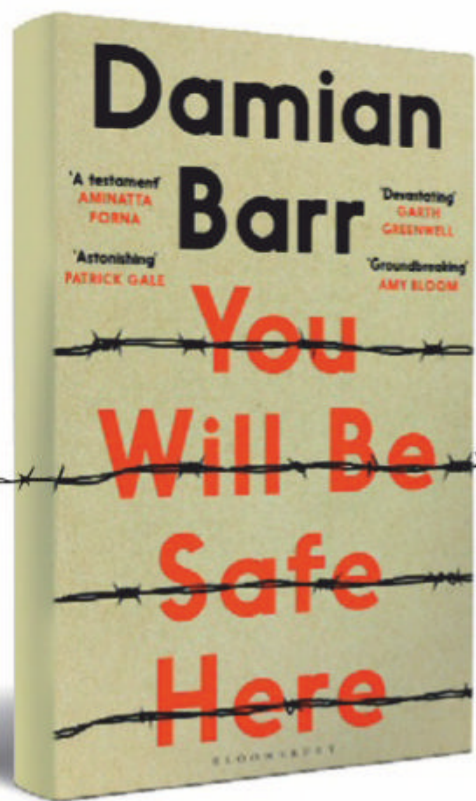
**THE PATIENT ASSASSIN**  
A True Tale of  
Massacre, Revenge  
and the Raj  
by Anita Anand  
SIMON & SCHUSTER  
₹599, 373 pages

It took that boy, Udham Singh, 20 years and a tortuous journey across Asia, Europe, the USSR, USA and the UK, to track down and kill Sir Michael O'Dwyer, the lieutenant-governor of Punjab under whose watch the massacre took place and who, unlike Dyer, continued to defend and glorify the role of the colonial administration in India. Immaculately researched and brutally honest, *The Patient Assassin* is like a jigsaw puzzle with author Anita Anand inserting fiction where actual facts are either unavailable or unclear. The above quote, for instance, is part of the legend that has grown around Udham Singh. Anand is at pains to clarify: "Only Udham Singh knows the truth of where he was on the day of the massacre and during his life he told so many people so many different versions of events that it is impossible to know which, if any of them, is true."

What is true, however, is the effect of the massacre on the Indian psyche. In telling Udham's story, Anand throws new light on the bloodiest chapter in the history of British rule in India. ■

—Rakhshanda Jalil

YOU WILL BE  
SAFE HERE  
by Damian Barr  
BLOOMSBURY  
₹499, 352 pages



BOOKS

## OF FALSE ASSURANCES

Damian Barr's depiction of South Africa is vivid, but his novel stops short of greatness

**N**ot only did it furnish a hit slogan in America, but 'Make xyz Great Again', where a group identity fills in the blank, is evidently a formula of our times. So it isn't surprising that the brutal killing of a South African teenager at a white nationalist camp claiming to 'make men out of boys' should have moved Damian Barr, a British person who had never been to South Africa, to spend five years researching both this story and the Boer Wars (the rankling history behind the wounded white pride), ultimately producing his first novel, *You Will Be Safe Here*. That promise of safety being the lie by which authoritarian structures entrap the vulnerable.

Barr, via the imagined journal of a Boer soldier's wife, brings to excruciating life, a refugee camp in Bloemfontein, one of the many such where British soldiers corralled women and children during the second Boer War. Naturally, with over-crowding, under-nourishment and awful hygiene, thousands died. But, along with the visceral wounds of the experience, there were also psychical; the humiliation of a community, for whom the presence of black, Brit-hired camp guards added a distinctively racial taunt.

He follows this depiction with another, a century later; in which the 'New Dawn' camp seeks to toughen up white boys; degenerating into mindless brutality towards anyone perceived 'soft'.

The novel plays up the obvious connections between the two events via coincidences of places and persons, which is unproblematic, as far as it goes, but it must be said that it doesn't go far enough. Truly enlightening occurrences with meaning and penetrating the facades of 'good' and 'bad' characters requires deliberate thoughtfulness, not merely depictions. There is little in Barr's writing that cannot be directly visualised. This surrender of prose to screen-writing is also part of a long-running trend. But what is lost thereby (ironically), is precisely the sense of safety that we experience when reading a great novel, and which arises not from the vividness of the writing, but the thoughtfulness. ■

—Aditya Sudarshan

BOOKS

## The Devil and the Deep Blue Sea

Raj Kamal Jha's narrative of a woman, a child and a rapist is impossible to put down

**R**ead this book while it's light out, especially if you've ever waited for someone to come home. In a stream of prose that never loosens its cold hold on the reader, Raj Kamal Jha, editor of *The Indian Express*, tells a horror story that is particularly powerful because the horror was real and the story never ended.

One evening a woman went to watch a movie with a friend and never made it home. On a bus coming back from the cinema, the two were assaulted and she was raped with such brutality that we still flinch to read about it. This was the case that all of India followed, from the initial reports to the handing down of the death sentence, not to leave out the death that happened between the two.

Jha's story is not a true crime re-creation. It leaps into the realm of fiction, probing into the mind of the dying woman. While her body lies in a bed,

attached to tubes and wires, she breathes the clear, Arctic air of a German city and looks forward to a glimpse of the sea. Meanwhile, her child waiting for her at home realises something has happened to her. Reality fractures at this point in the story. A boy called December leads him out into the mad, unhappy city in search of his mother. During the night, the child finds papers that seem to contain December's confession and realises that it is December who has done something terrible to his mother.

We know what has already happened and what is to come, but it is impossible to turn away from this triangular narrative told by a woman, a child and a rapist. In reality, there was no child. He is the child that could have been if her body had not been broken, just as she holds in her mind the snowy world and icy seas she could have seen.

And the confession of the rapist, is it real or is it also what might have been? Unlike the child who never existed and the woman no longer alive, December lives and breathes. We may look at his story askance, thinking, no, don't stir up my sympathy here, but we are compelled to read it through. The entire work, painful as it is, must be read, not just because it forces us to face the darkest dark, but because it leaves us a glimmer of hope as well. ■

—Latha Anantharaman

**THE CITY AND THE SEA**  
Raj Kamal Jha  
Hamish Hamilton  
₹499, 240 pages



# PUNCH ABOVE YOUR WEIGHT

Having won a series of gold medals, boxer **Amit Panghal** is ready to take a jab at the Tokyo Olympics

**A**s the world prepares for the 2020 Summer Olympics in Tokyo, Indian hopes for gold rest on two men from Haryana—wrestler Bajrang Punia and boxer Amit Panghal. Both won gold at the Asian Games and at the recently-concluded Asian Championships. While Punia has already won an Arjuna award, Panghal feels it's his time to win one.

Nominated for a second time for the Arjuna by the Boxing Federation of India this year, Panghal's confidence comes from his many achievements. Pitted against Olympic champion Hasanboy Dusmatov at the Asian Boxing Championship in Bangkok in April, the 23-year-old broke through the Uzbek's defence with grit. "I had a better understanding of his style and knew his tactics," he says.

Panghal's performance in Bangkok was impressive for other reasons too. At the Asian Games in 2018, the boxer had won gold in the 49 kg weight category, but after the International Olympics Committee eliminated that grouping, he had to compete in the 52 kg category. "I had to work on my reach. I needed more power, especially against taller boxers,"

he says. His efforts paid off. In one bout, the 5ft 3 inches tall Panghal defeated a pugilist six inches taller than him. In May, he also won the India Open in his weight category.

Born to a farmer in Haryana's Mayna village, Panghal was introduced to boxing by his elder brother who took him to Sir Chhotu Ram Boxing Academy in Rohtak where coach Anil Dhankhar noticed his potential. Panghal credits Haryana's "pure" dairy products and its many boxing academies for producing tenacious sportspeople.

If Panghal wins gold at the world championships in September, he will qualify for the Olympics. He is optimistic. "The Indian boxing contingent now has that perfect balance of power and technique," he says. ■

—Suhani Singh

**AMIT PANGHAL** feels Haryana's pure dairy products play a big part in producing tenacious sportspeople





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[ MUSIC ]

# IMMIGRANT

# SONG



RISHABAH SOOD

# W

e interviewed jazz percussionist, composer and producer Sarathy Korwar on the day of the election results, the outcome of which makes his upcoming album *More Arriving*, inspired by the rise of right-wing nationalism all over the world, even more relevant. “It’s happening everywhere, isn’t it?” he says over the phone from London.

Korwar, born in the US and raised in India—in Ahmedabad, Chennai and Pune—has been living in the UK for the past decade. The 31-year-old began working on *More Arriving* shortly after the announcement of Brexit. The title, says Korwar, is a tongue-in-cheek reference to the imagined threat of immigrants “swarming the country to steal its jobs and dilute its culture”.

He calls the album an unabashed “brown record” that brings together “multiple voices to drive home the fact that there’s no one idea of the South Asian story”. To this end, the tabla player and drummer enlisted, as contributors, rappers MC Mawali from Mumbai and Delhi Sultanate and Prabh Deep from Delhi (who rhyme in Marathi, Hindi, English and Punjabi), London-based British-Pakistani poet Zia Ahmed and

Deepak Unnikrishnan from Abu Dhabi.

Like *Day to Day*, Korwar’s 2016 debut album featuring collaborations with the African-Indian community known as the Siddis, *More Arriving* is a blend of jazz with Indian classical and electronic music. But it’s more uptempo and the compositions are “defiant”. “There are different ways to be angry,” says Korwar. “Anger comes from this lack of being able to control your narrative. The MCs and I are taking control and saying ‘This is who we are and what we’re going through.’”

*More Arriving* is Korwar’s most political piece yet. It follows up on the ideas introduced in *My East Is Your West*, a live recording with the UPAJ Collective, an ensemble of Indian classical and jazz musicians he formed to rebalance the tokenistic representation of Indian music in classic Indo-jazz compositions by the likes of Pharoah Sanders and John McLaughlin. “[Both albums are] about diversifying the narrative around South Asian-ness in the UK especially [and] the notion of what Indian music is,” Korwar says. “When you say Indian music to somebody here, no one’s going to think of an MC.” ■

—Amit Gurbaxani

Releasing in July, **SARATHY KORWAR'S** album, *More Arriving*, ups the tempo against the right-wing

CINEMA

# ANATOMY OF A LYNCHING

A NEW DOCUMENTARY EXPLORES HOW COW VIGILANTES ARE DIVIDING INDIA WITH FEAR AND LOATHING

A girl with vacant eyes watches others mourn her father's death. Quietly, she packs her books and walks to the fields. Sahila won't be able to go to school anymore. Her father, Rakbar Khan, was allegedly lynched by cow vigilantes in Kolgaon. In *The Hour of Lynching*, an 18-minute documentary, we see Sahila feeding cows. Elsewhere, children undergo stick training at a Rashtriya Swayamsevak Sangh (RSS) *shakha*.

Filmmakers Shirley Abraham and Amit Madheshiya call themselves "emotional historians". Madheshiya clearly remembers the moment when Rakbar's father asked for

the video of his son's lynching. "It was perhaps to hold onto something, to find some closure. Why would a father ask for a visual proof of his son's death? That's the strange world we now live in," he says.

A Muslim dairy farmer, Rakbar was killed by a Hindu mob on the night of July 21, 2018, in the Lalawandi village of Rajasthan's Alwar district. The mob claimed he was taking a cow to be slaughtered. Rakbar's family saw the filmmakers as an ally in their quest for justice. "It's said that those who are most convinced they have nothing left to lose would be most keen to tell their stories," says Madheshiya.

In one scene, we see people gathered under a

tent in a Rajasthan village, listening to a leader of one of the Vishva Hindu Parishad's *gau raksha* cells in Alwar. He invokes Rakbar's lynching and issues a dangerous warning—Mother Cow is imploring the youth, the cow protectors to rise and "behead the heathens". The audience responds with "Jai Shri Ram".

Speaking of Rakbar, Abraham says, "As the family was falling apart, the narrative and machinery of the perpetrators sought to legitimise his killing. In doing so, nationalistic Hindu politicians and cow vigilantes justi-

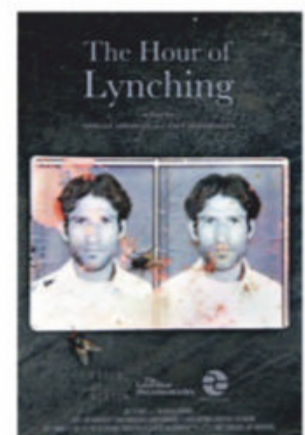
fied their violence as built on fearmongering of Muslims." Rakbar was one of the 47 people killed in cow-related violence in India since 2012, according to data collated by the site *IndiaSpend*. A total of 127 incidents have been documented.

Abraham and Madheshiya made their debut with *The Cinema Travellers*, which premiered at Cannes 2016. They followed it up with *Searching for Saraswati*, the first Indian documentary to be featured on *The New York Times* website. *The Hour of Lynching* premiered on *The Guardian* website. They say the purpose of the film is to raise consciousness: "Seeking repose in Arthur Miller, we try to 'get closest to what is hidden.'" ■

—Chinki Sinha

WITH  
NOTHING  
TO LOSE  
stills from  
*The Hour of  
Lynching*

Photographs by AMIT MADHESHIYA





DOCUMENTARY

# AGAINST APATHY

**STRATEGIC CINEMA** Stills from *Ice on Fire*

In the Netflix comedy *Always Be My Maybe*, a girl chooses to stay on in Keanu Reeves' home instead of leaving with her boyfriend:

- I'm not going to miss my chance to talk to Keanu about the community centre. You can't change the world without influential people.
- So you need to know famous people in order to make a difference?
- It helps. Look at everything Leonardo DiCaprio has done for climate change.
- What has he done for climate change?
- He's working on it.

In his co-produced *Before the Flood* (2016), DiCaprio was an observer/investigative journalist and took on the science, politics and economics of climate change. The film had a holier-than-thou feel to it. DiCaprio was hyper-visible and not shy to provide commentary, comparing deforestation to Mordor. Now available on Hotstar, *Ice on Fire*, co-produced and narrated by DiCaprio, is different precisely because he is unobtrusive. The film seems to consciously avoid the usual tropes of a climate change documentary. Admittedly, DiCaprio does narrate sternly as operatic music accompanies moving glaciers and interviewees speak with either an American earnestness or in European

accents about science.

But then something happens: the things scientists say eclipse the dramatic devices. What kept me hooked was neither the morality play nor the scepticism of it, but what I was learning—several species have changed their migratory patterns due to changes in surface temperature; if you feed seaweed to cows, there's a 90 per cent reduction in their methane emissions; there are companies that can store carbon dioxide as stone; producing electricity from seawater is viable; and photosynthesis can now be artificially conducted in labs.

The film takes hold despite the narrator and viewer. At the very least, this is strategic film-making, but I'd like to think this is also an interesting political comment: squabbles on human contribution or priorities of the current US government are quite uninteresting. Like DiCaprio, Donald Trump does not make a visual appearance, but his endorsement of coal features as an audio track very briefly.

When the film ends with DiCaprio declaring it's up to each one of us, I'm momentarily tempted to pick a fight on north vs south, individuals vs industries. This temptation passes and, instead, I google whether Biochar is indeed the solution. ■

—Suryapratim Roy



# “I Draw, Therefore I Am”

Mumbai-based Nalini Malani has been making art for 50 years. Concerned with the dispossessed and the voiceless, her work has everything, from *Manto* to mythology. Nothing and nobody is at odds with each other on her canvases. At the ongoing 58th Venice Biennale, for instance, Malani's exhibition—*Rothko in Lampedusa*, organised by the United Nations High Commissioner for Refugees—includes an installation of five larger-than-life cylinders that hang in space. Recently awarded the €70,000 (Rs 54.5 lakh) Joan Miró Prize, the pathbreaking artist spoke to us about her work



## RETELLING STORIES

(Clockwise from top) *Alleyway*, Lohar Chawl (1991); *Cassandra* (2009); artist Nalini Malani; and *Ubu Roi* (2018)

important to me since I was a student in Paris in the 1970s.

### Q. Tell us about *Rothko in Lampedusa*?

It's about immigrants who have done well in and for their host country, e.g. Mark Rothko. It is a positive way of looking at immigrants.

### Q. What is the reason behind your partiality to Greek references in your art?

Myths are universal, but cryptic truths have come to us through aeons of time—almost like a collective unconscious of the human race. They are not historical truths, hence we can open myths to make them relevant to contemporary times. But they have stories that people are familiar with, hence they form a link for the artist.

### Q. How do you go about “re-telling” stories in your work?

I choose stories that people already know. That forms our link for communication. For me, art is three-bodied—the artist, the art and the viewer. Together we “wake up” the art work.

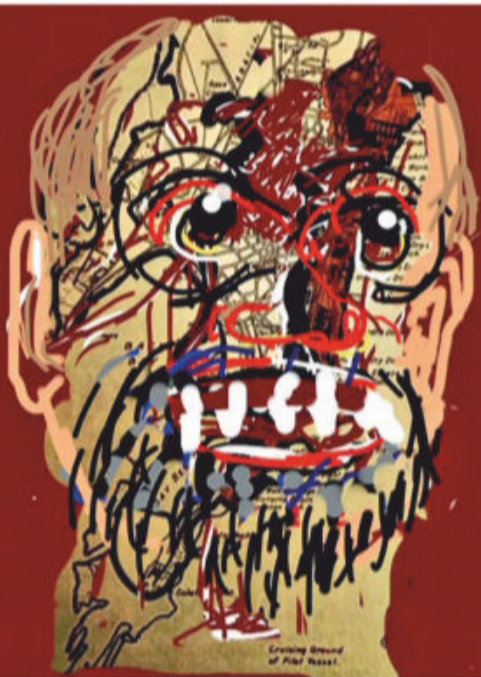
### Q. How do the different mediums you choose—performance, drawings, video—come together in your work?

I draw, therefore I am. Drawing and painting are my keyboard for making my compositions. It's my need to communicate that dictates the material I use in the final creations.

### Q. What are you working on now?

I am working on a new video project. My characters are anxious worriers about the state of the world. ■

—with Chinki Sinha



For Nalini Malani, the artist, the art and the viewer work together to ‘wake up’ the artwork

### Q. What does this prize mean to you?

The prize is from an artist's foundation that was started by the artist Joan Miró himself during his lifetime. This is rare and very important as it shows his belief in artists of the future and giving space for art other than his own. It is about his utmost belief of life in art. Joan Miró's art has been



DAVID CAMPOS

# REPRISING THE LOVESICK ROMEO

In Telugu hit *Arjun Reddy* remake **Shahid Kapoor's** Kabir Singh is expected to imitate the original's sexism, but the star says his character is vulnerable, not regressive

**Q.** Some have found Arjun Reddy's gaze very problematic. How did you see it?

Many think they have watched *Kabir Singh* because they have watched *Arjun Reddy*. My interpretation was that there's no sense of ownership in Kabir. It's about when you can't help but be drawn to someone. As much as aggression is the primary emotion that jumps out, I hope people will see that vulnerability is the most significant part of him.

**Q.** Kabir Singh is temperamental. What makes you angry?

Complacency. People who don't give 100 per cent to the opportunity they get. When people get it easily, they don't respect it. I have learned it the hard way.

**Q.** You are a teetotaler. What passed off as alcohol during the shoot?

Black tea was diluted to make it look like the same colour as whiskey.

**Q.** Your favourite remake?

*Ghajini*. It was remade by A.R. Murugadoss, who also did the original Tamil version. It was loved just as much and, in some cases, even more.

**Q.** What's the craziest thing you have done post a break-up?

I don't want to encourage such behaviour, but there was a phase when I'd just lie in bed, listen to all these sappy songs and cry to myself. Lucky Ali had the voice to reflect the mood.

—with Suhani Singh

BANDEEP SINGH



# देश का नं. 1 हिंदी न्यूज़ ऐप

जुड़े रहिए हर खबर से,  
कहीं भी, कभी भी

अभी डाउनलोड करें

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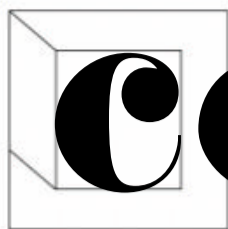
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Photograph by RAJWANT RAWAT; Location NIVASA CONTEMPORARY; Art by BAHAR DHAWAN ROHATGI

# 10

## Anniversary Special

### TOP 13 DIYs

From the house proud and the design enthusiast to the budding designer and interiors aficionado—our 13th anniversary issue has 13 amazing DIY (do-it-yourself) ideas shared by top industry experts. Get ready for a complete home makeover

COVER IMAGE: ALEX ROZ/SHUTTERSTOCK

# contents

HOME

Photograph courtesy ADVANCED CONCEPTS & DESIGN STUDIO (ACDS), MUMBAI



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Cooling & Heating

## 43 expert speak

**OUTSIDE INTERESTS**  
Six architects share their favourite projects with the most compelling facades

# Contents

HOME



Photograph by SEBASTIAN ZACHARIAH & IRA GOSALIA (PHOTOGRAPHIX)

56

## architecture

**BRICK BY BRICK**  
A contemporary home in  
Vadodara, Gujarat

# contents

HOME

Photograph courtesy The Design House Company



5

LAUNCHES

60

LAST LOOK

54

## decor

LIGHT IS RIGHT

All you need to know to illuminate your living spaces

52

## gadgets

GIZMO GAGA

A round up of the latest gadgets for your home



Photograph courtesy Mitashi

**news**  
Launches

# iSpy

Your guide to the hottest  
new stores and products

Text By RIDHI KALE



## GET FLOORED

Looking for something different? Pick up designs from Ishatvam's Woven Story collection inspired by handcrafted textiles and floor coverings from across the world.

**PRICE** ₹1,650 (set of two trivets)  
**AT** [www.ishatvam.com](http://www.ishatvam.com)



## WATER WORKS

Get a hold of the award winning Genie hand shower from American Standard that not only looks good but also saves water.

**PRICE** ₹2,890  
**AT** [www.americanstandard.in](http://www.americanstandard.in)



## FUN FABRICS

Check out Jaipur-based artisanal home decor and furniture brand Fanusta's new range of home textiles called Print Portrait, crafted in fine cotton yarn and hand printed through a screen.

**PRICE** ₹1,000 to ₹5,000  
**AT** [www.fanusta.com](http://www.fanusta.com)



## WINDOW WISDOM

With the mosquito season around the corner, Fenesta's Corner Slider range of windows is just what you need. It ensures efficient sealing, keeps away pests, noise, rain and dust, and comes with an integrated bug screen.

**PRICE** on request  
AT [www.fenesta.com](http://www.fenesta.com)



## FEELING BLUE

Style your interiors with Freedom Tree's new range called Cool and Collected. The collection has on display cushions, ceramics and furniture in mesmerising shades of blue.

**PRICE** on request  
AT [www.freedomtree.in](http://www.freedomtree.in)

## MADE BY HAND

Maison15's new range of home decor pieces is a celebration of handcrafted products sourced from Africa, Indonesia and India. You can look forward to bright colours and intricate detailing.

**PRICE** on request  
AT [www.maison15.in](http://www.maison15.in)



## In Full Bloom

Lladro's recently launched, Nightbloom by Dutch designer Marcel Wanders. It is a range of white porcelain chandeliers inspired by the way petals dance in the wind.

**PRICE** on request  
AT [www.lladro.com](http://www.lladro.com)

## GO GREEN

Bangalore-based home décor brand Isaaka has introduced a range of planters for the desk top. Available in pastel shades of blue and pink, the Neher and Nadi desk top planters are made using ceramic with a glossy finish.

**PRICE** ₹1,399  
AT [www.isaaka.com](http://www.isaaka.com)





## WOOD YOU

Bangalore-based furniture and decor brand, Cane Boutique, has launched a collection of consoles in geometric shapes. Featured here is one where pieces woods have been stacked to give it form.

**PRICE** on request  
**AT** [www.caneboutique.com](http://www.caneboutique.com)

## FOLD UP

Delhi-based IOTA Boutique Furniture has launched UME Chair by famous Polish designer Maja Ganszyniec. The designer was inspired by Japanese acceptance of imperfection called Wabi Sabi. That's why UME explores ideas of geometry and asymmetry.

**PRICE** on request  
**AT** [www.iotafurniture.com](http://www.iotafurniture.com)





## STYLISH TEXTILE

RR Decor has unveiled a new collection of rich textiles called Basalt. From upholstery to drapes, there's a wide range of furnishings to choose from.

**PRICE** on request  
**AT** [www.rrdecor.com](http://www.rrdecor.com)



## SHEEN OF SILVER

Get a hold of these pretty silver photoframes from Frazer and Haws that make for ideal gifts this season.

**PRICE** on request  
**AT** [www.frazerandhaws.com](http://www.frazerandhaws.com)



## ON CUE

Nicobar's new line called Chand (Home) is a range of contemporary cushions inspired by the life of nomads.

**PRICE** on request  
**AT** [www.nicobar.com](http://www.nicobar.com)

# The Perfect Setting

Want to set an ideal table for family and friends? Ami Kothari from Dining Couture shares a step-by-step guide to setting up a traditional dining table at the Good Earth store.



When we think of festivals and celebrations we usually visualise lots of colour. However for this look, inspired by symbolism from our culture, we decided to break away from colours and focus on white and gold. The set-up is elegant and royal with a subtle festive hint. We wanted to keep it simple with a few statement-making additions, to allow it to be a versatile look for any occasion.

## GO STEP-BY-STEP

A large number of sweet-smelling white flowers have been used in crystal finished vases placed on brass candle stands and platters to add a touch of tradition. Intricate glass *diyas* create a beautiful play of shadow that filter the gleaming tea lights. The reflection of *mogras* on the table top mirror added beauty and fragrance. Traditional *kansa* dinner plates are perfect for serving an Indian meal. These are placed on an off white runner. Since we were trying to keep a soft colour palette, blue napkins wrapped with chikankari doilies have been used. Colour has been brought in through the napkin rings and the glass.



Photographs by DANESH JASSAWALA



STEP 2





Location and products courtesy GOOD EARTH (www.goodearth.in)

**STEP 1**

## STYLING SECRETS

Start by zeroing in on a theme and occasion, then plan the look keeping these in mind. I recommend having a common story to tie the entire look together. Selecting a colour palette for your table will make it simpler to build the look. To inject life and love into a dining table use fresh flowers, they also make beautiful centrepieces. It is essential to give the elements on the table different levels, else the beauty of the objects get lost. Napkins are another great way to add colour. Lastly, once the table is set, take a walk around it to check if it looks finished from all angles and sides.

## QUICK FIX

It is always nice to add some freshness to the table. Here (right) apples make the centrepiece. The green apples on the wooden plank complement the plates beautifully while the red apples used on the plates add some colour on the otherwise green place setting.



Courtesy BORDALLO PINHEIRO, INDUS PEOPLE AND WAABI SAABI, AVAILABLE AT FOODHALL



**STEP 3**



**STEP 4**



*Ami Kothari is the founder of Dining Couture. She holds table styling workshops and sessions across the country. She also styles tables for special events. [www.diningcouture.com](http://www.diningcouture.com)*

# Clean and Clear

Everything in its place and a place for everything is easier said than done. Organisational expert Gayatri Gandhi of Joy Factory takes us to decor and design store SPIN to illustrate the art of decluttering.



Effective organisation helps you save time, space, money and bring in calmness and comfort in your life. One simple solution is the world renowned KonMari method of tidying and organising developed by lifestyle expert Marie Kondo. This method encourages a way of life wherein you retain things that 'spark joy' and discard those that don't. Once you have undergone the 'decluttering festival', you become more conscious of what you own, need and buy, leading you to live a life of positivity and mindfulness. Here are a few tips to walk you through the process.

## HOW TO TIDY THE STUDY OR HOME OFFICE

### BEFORE

Piles of papers, magazines, books, mail, post-its, pens, highlighters, and other office supplies dot the desk's landscape. Along with physical mess comes mental chaos, inefficiency, and most importantly low productivity.

Location and products courtesy SPIN ([www.madewithspin.com](http://www.madewithspin.com))



## TIP | FOR WARDROBES THAT DON'T MALFUNCTION

- For cupboards the starting point of the KonMari method is tackling items by category and not by location.
- The first category to tackle is clothes. This can be further simplified into items like dresses, tops, shoes, and so on. By classifying everything together, you can see how much stuff you really have.
- It is important to decide what you want to keep in your life. If you focus on what to throw away, you will lose sight of the real purpose of tidying. The best criterion for choosing what to keep is to see if it sparks joy when you touch it. Doing your 'joy check' is the most accurate way to figure out of what you should keep.
- Next step is applying the unique KonMari way of folding to each of your clothes (left). Approach folding like origami; make a rectangle and the item stand on its own. Vertically folded garments stand up unaided and ensure you're able to see each and every thing in your drawer without having to lift a finger. You can use shoe boxes to divide up your drawers/shelves into manageable sections.



Photographs by RAJWANT RAWAT

### AFTER

- Visualise a workspace that works for you.
- Sort through your items and evaluate them on usefulness.
- Pick them up, examine them closely, and ask yourself: "What is this item's purpose? Does it make me happy?"
- Then, categorise your stationary or office supplies into three broad sub-categories—equipment, paper-related supplies and letter-writing supplies. You can break these down further if you have more categories.
- Store all items pertaining to one category in a tray or box for ease of use and display these just like in a store so that everything is visible at a glance.
- Add a small ornamental plant.
- Don't make your study or office solely practical. It's important to add a playful touch precisely because it's a work space.



## ORGANISING THE COOK ROOM

### BEFORE

In the kitchen cleanliness is crucial. Moisture and oil are the biggest enemies sometimes leaving a greasy film over the entire kitchen and completely eliminate any trace of joy.

### AFTER

- The focus in the kitchen should not be on ease of use, rather on ease of cleaning.
- Avoid keeping anything on the counter near the stove or sink.
- Store all items together as per the three main categories—implements for eating, cooking tools and food.
- Use vertical storage solutions. That way, you'll take full advantage of the height of your storage space and be able to tell at a glance what is stored where.
- Don't forget to decorate your kitchen.

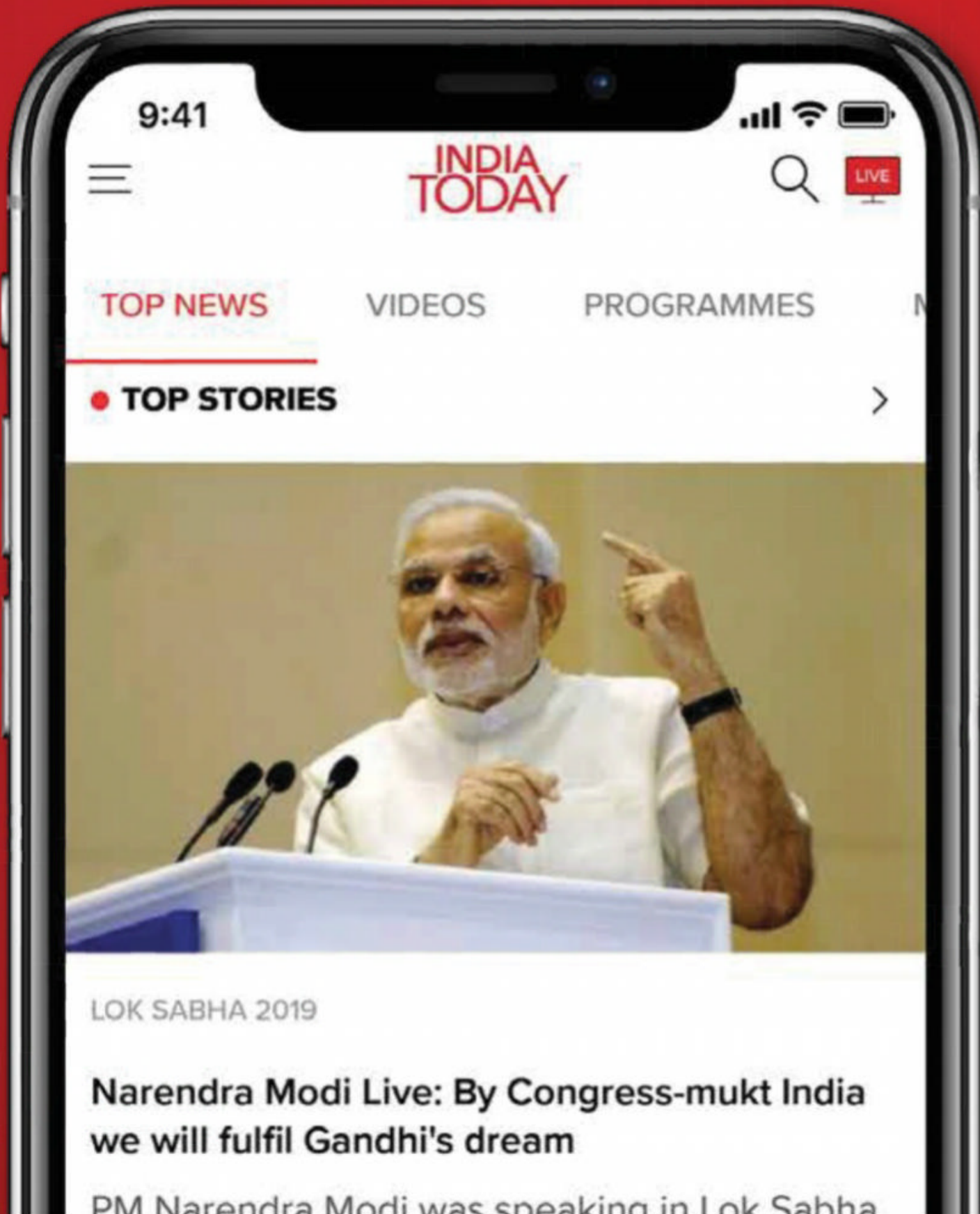


*Gayatri Gandhi is the founder of Joy Factory, India's first and only KonMari certified bronze consultant.  
[www.joyfactory.in](http://www.joyfactory.in)*

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TODAY

# BREAKING NEWS

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Photographs by RAJWANT RAWAT



# On a Paper Trail

Alisha Sharma of Coco Rose shows us the art of decoupage and how to use it to beautify your everyday objects

**T**here is something charming about things that can be personalised, especially home decor items that you live with every day. Decoupage is all about decorating objects by using coloured, printed paper cut outs, and pasting them on a surface using a special glue. While it gives the finished product a new lease of life, the art form can be practiced by any novice who is house proud and can be created using very basic raw materials.



## Power Tools

You can use any type of paper but we suggest you get two or three-tiered tissue paper or bright coloured printed fabric. You will need a good brush to paint, chalk paint if working on a piece of furniture, and Mob Podge glue that can be used to seal, finish and attach paper or fabric to different surfaces. Keep water, scissors and objects to be decorated handy.



STEP 2

### Cut and Paste

Separate three different layers of the tissue paper—the first is the printed layer and the second and third are very thin transparent layers.

If you plan to mix and match the patterns, get at least three tissue papers of different designs. After separating the layers and bringing it to the thinnest layer, tear a portion of the tissue paper and keep that aside. If working on a piece of furniture such as a chair, put chalk paint on to its surface and let it dry completely.



STEP 3

### Seal and Finish

Use the portion of the torn tissue paper kept aside. Glue it on to the surface of the chair using Mob Podge. Add water to loosen the glue. It takes at least two hours for the glue to settle down before you can have a finished product. To seal, use two coats of Mob Podge on top. If you would like to decorate your plastic clothes hanger, follow the same steps. You can also use a thick fabric instead of the tissue paper. Just in case you would like to have a centerpiece for your dining table, get hold of an old wooden board. Use multiple patterned tissue papers, preferably in bold colours, repeat all the steps again, and see your boring plank transform.



### PICK AND CHOOSE

You can decoupage almost every object in your home. These include coasters, hangers, small boxes, wooden chairs, a corner table, bookshelves, a wooden plank, old trunks, wall plates, vases, pots, and even serving trays.



Gurgaon-based Alisha Sharma of Coco Rose by Alisha Sharma decorates whatever she can. She will soon be opening her studio in Ghitorni. @alishasharma5959 (Instagram)

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DIY 4

# Floral Notes

Take a vase, place the flowers and your home is ready. While this may have worked 10 years ago, today it doesn't make the cut. Champs Fleur's Chitra Das tells you how to create trendy arrangements in a matter of minutes.

## EVERLASTING FLOWERS ARRANGEMENT

Everlasting flower arrangements are trending today. The idea is to freeze their enduring beauty and save energy in their maintenance. Everlasting roses can be placed in a glass vase by grouping them with baby breath, a delicate soft bunch of flowers. You can group a few stems with roses and place them on your coffee table. You can place this arrangement in glass square boxes, vases or even envelopes.

### TIP

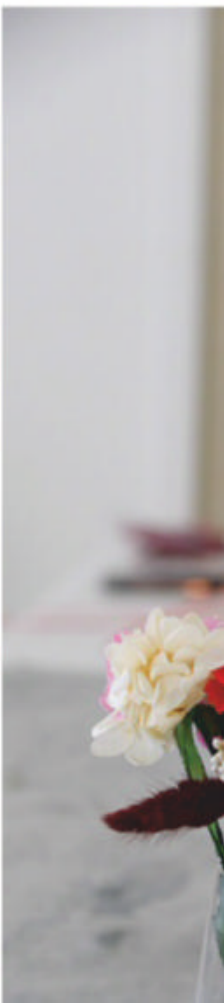
Preserved roses are 100 per cent real flowers that last up to a year without water. All you need to do is to keep them indoors in a cool and dry place and avoid touching them unnecessarily. Don't place them near AC vents as this hastens the fading of its colour. When used in vases, they last up to five to seven days.

Photographs by KRISHNENDU HALDER



F

lowers not only add style and elegance to your home but are also easy to source. The best part, you can easily take on the role of a florist and try some interesting ways to fashion your space in three to four simple steps.





## FRESH FLOWERS ARRANGEMENT

For fresh flowers, you first need to condition them by removing any additional lower leaves on the stem or any thorns. Cut the stems of the flowers using scissors at a 45 degree angle and plunge them in cool water before you are ready with the look of your display. Also, remember to change the water daily.

### TIP

Besides the vase, you can get creative by using pickle jars, wine bottles, vintage teapots and coffee and tea cups. If the flowers start wilting after a while, you can place them in a shallow bowl filled with water. Another way to brighten up the display is to add food dye in the water of your glass vase.



*Hyderabad-based Chitra Das is the founder of Champs Fleur, India's first end-to-end preserved floral boutique. [www.champsfleur.com](http://www.champsfleur.com)*

# Walls of Wonder

Want your room to make a statement? An expert weighs in on the difference between wallpaper, painting and texturing the walls.

## SOLID COLOUR WALLS

- One room would take approximately four-five days depending on the wall condition.
- This type of wall paint (the brown wall here) lasts a minimum of five years, depending on which product you are using.
- All spaces don't really need a pattern or a design. A solid wall colour can make the area look bright and enhance the ambience of your home.

PRICE ₹37 to ₹47 per sq ft (approximately)

*If done through Asian Paints Ezycolour Home solutions*

Photographs by DANESH JASSAWALA

## WALL TEXTURES

- It would take two-three days for the texture, while the base preparation would vary from surface to surface.
- It should last a minimum of five years, depending on the wall conditions.
- Wall textures should be the focus area in a room and limited to only one wall for a mesmerising effect.

PRICE ₹75 to ₹300 per sq ft (approx)





## WALLCOVERINGS

- It would take one day to apply after the wallcovering (wallpaper) arrives.
- It has a sliding warranty of three years but depends on how the wall-paper is maintained.
- It can only be used on a flat surface, but makes the room look elegant.

PRICE ₹3,500 to ₹30,000 per roll (approx)

*This is for Nilaya wallpapers excluding application charges*

## FOLK ART

- A maximum of three days if the artist is local, and about seven days if the artisan is from outside.
- Since it is done with the emulsions only, the art will last depending on the base paint and if the wall does not face any waterproofing issues.
- It is a low maintenance wall, where you can clean the wall with damp cloth and a dry cloth subsequently.

PRICE ₹500 to ₹700 per sq ft

*This is for Folk in Vogue and the price varies depending on the art that is created by local or outstation artisans*

*Swarnaly Dutta is the Senior Designer at Asian Paints Signature Store. She works with a team of 11 designers.  
[www.asianpaints.com](http://www.asianpaints.com)*





Photograph courtesy KOHLER (www.kohler.co.in)

# Soul Space

No matter the square footage, there's always room for a serene atmosphere. Architect Ravindra Kumar seeks inspiration from Kohler for a spa-like feeling in the bath.



*Ravindra Kumar is the principle architect and founder of Bengaluru-based firm Pragrup Architects. [www.pragrup.com](http://www.pragrup.com)*

**A** key trend for 2019 is the spa bathroom. This means turning an otherwise functional room into an escape. You don't need a huge room or a big budget to achieve this. Clever planing, smart design, and fun but functional products are all you need.

**Daily ritual to daily luxury** Whether you enjoy a lengthy shower or a long hot soak in the bath, there are products designed to turn your daily habits into relaxing 'you time'. Showers with multiple jets and digital controls can set you up for the day. Baths with ergonomic designs not only look gorgeous but provide the ultimate comfort as well.

**Statement pieces** If you aren't ready to do a full room makeover then a statement piece can satisfy the demand for something special. For instance, a beautiful tap, interesting mirror and accessories can contribute to making something as mundane as washing your hands a luxurious experience.

**Relaxation zone** Dedicating an area for relaxation

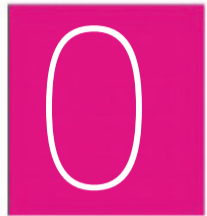
offers a luxurious hotel bathroom feel. The use of soft furnishings in the bathroom, perhaps an upholstered window seat or a comfortable chair, works well.

**Good lighting** You can introduce softer bulbs and candles to the bath. If you are planning a new bathroom then consider bathroom items with integral lighting to further enhance the space.

**Finishing touches** Don't forget the little things which will make all the difference. High quality, fluffy towels, gorgeous hand soaps and bathing products, body creams and the use of scented candles and diffusers will all turn your bathroom into an aromatherapy experience. Showering can become fun with music. Today showers come with music streaming features as well. Happy bathing.

# Couch Surfing

The duo from Aamir and Hameeda Interior Designers transform the look of your home by using the same sofa as centrepiece, but by changing the accessories and accents around it



One of the most important pieces of furniture in the living room, the sofa is your ultimate soul mate. It is often the centre of attention around which the décor

of a living room revolves. A great sofa can instantly lift the look of your living room if it is selected smartly, has the right upholstery, and the perfect shape. While it is not easy to change the sofa frequently, whenever you are in a mood to give the room a facelift, the easiest and quickest way to do so is by dressing it up with accents. Here are some tricks if you want to use the same sofa to create multiple looks.



LOOK 1

Photograph by KRISHNENDU HALDER

## A Feminine Touch

- Introduce accessories such as bright coloured cushions with patterns and animal motifs and give the sofa a new look. You can also use throws on the sofa.
- While the spotlight is on the sofa, you can use accents such as vintage Louis Vuitton suitcases and place them just next to the couch. These will add some volume to the room and will lend it a stylish statement.
- The centre table can also be highlighted; put a few coffee table books on one corner.



LOOK 2

Photograph by KRISHNENDU HALDER

## Rugged and Rustic

- Apart from using cushions, place a vintage chair in a slightly deeper colour tone and place it next to the sofa.
- In case you want some adventure and entertain your boys' group, we suggest bring your 1940s racer motorcycle inside. This will spruce up the mood and give the room a masculine touch.



Hyderabad-based Aamir Sharma and Hameeda Sharma founded their eponymous brand which focuses on contemporary classic design. [www.aandh.in](http://www.aandh.in)



# Room for Relaxation

Can you use one bed to style three completely different looks? Suparna Handa from brand Sarita Handa tells you how to give the bedroom a makeover using clever design and home textiles.



The bedroom is a private space, one you can really experiment with. Begin by selecting colours you love, then zero in on a style. Unfortunately people feel that the only way to give this space a new look is by buying a new bed. Truth be told, simple tweaks to the furnishings is all you really need to get a fresh perspective. So, here are three distinct looks using the same bed.

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## cover story DIY 8

### LOOK 1

### DRAMA OF BLACK AND WHITE

The white bed has a traditional all embroidered quilt layered with a modern embroidery textile in black and white. If the shams are traditional, the throw pillows are modern. The headboard is in similar colour tones, but with a modern geometric pattern. The multi-coloured rug has been selected so it not only complements this look but any other look one may choose to do on the bed. The colour story starts light on the ground, then moves to a medium tone on the bed, before finally moving to a dark tone on the wall. This contrast creates the perfect balance. Flowers add a fresh feel.

### GREY IS THE NEW NEUTRAL

Grey is one of the hottest hues right now; it is the new neutral. Euro shams (square pillows used decoratively on beds) in geometric patterns, layered with floral designs and crane on pillows, add whimsy. This is called the lived-in look. This new design style emphasises that not every bed needs to be tidy. In this setting we have also changed the look of the headboard by draping a quilt over it. You can also use a bedcover or bedsheet, depending on how much texture or thickness you want. White flowers here are taken from the white embroidery of the textiles.

Photographs by YASIR IQBAL

### LOOK 2



LOOK 3



## THE MODERN TRASITIONAL

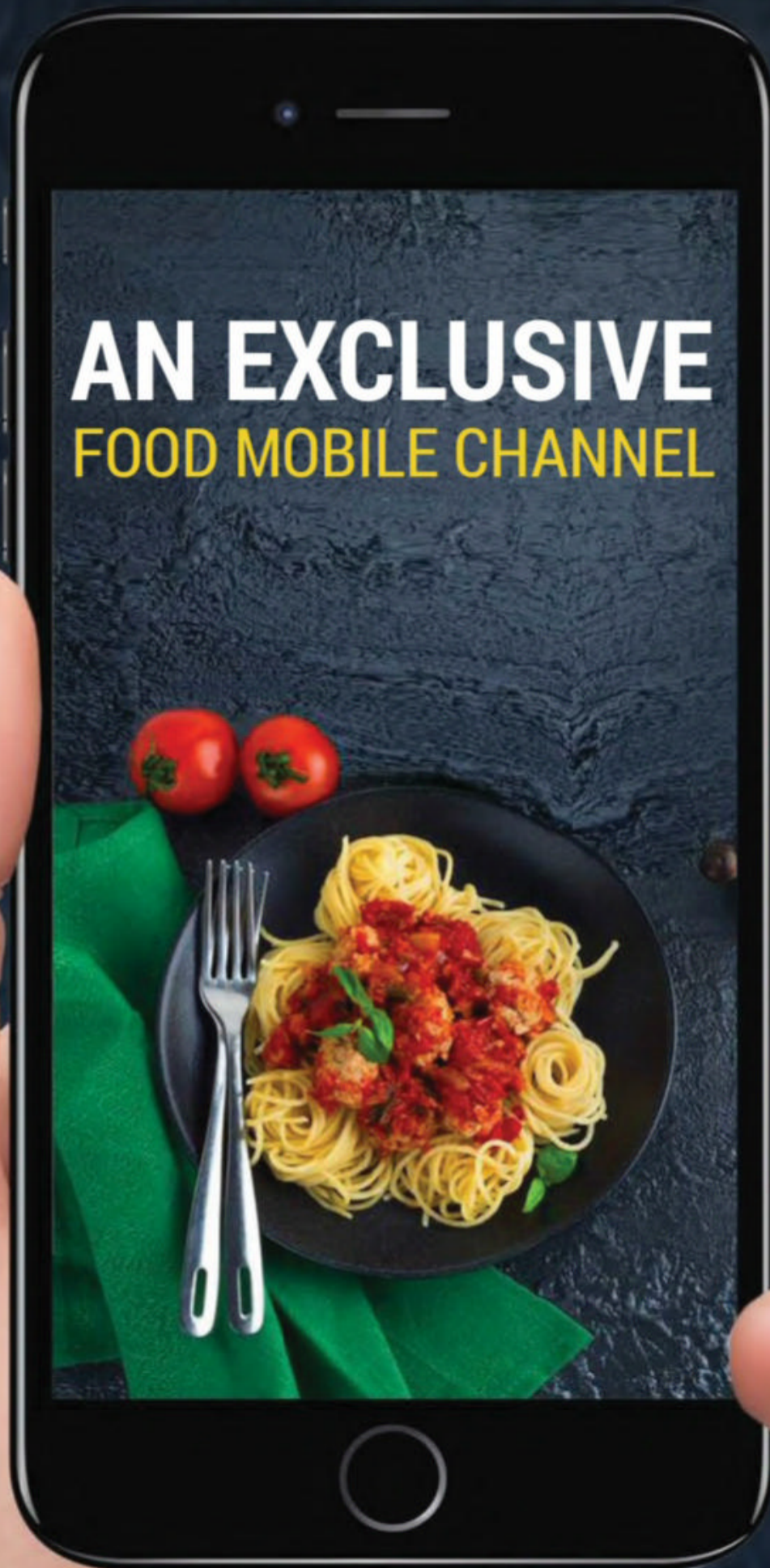
The fabric headboard has been given a new look by draping another fabric on top. You can add a print or a pattern, or use a solid colour (like we have). For the pillows and shams all the colours were taken from the bedding, such as greys, burlaps and golds and layered using pattern upon pattern in different scales. In addition, we have a round side table with a carved ivory box for storage. A potted palm to adds greenery, while a contemporary chair has a classic, embroidered cushion. Together they give the room a modern transitional look.

*Delhi-based Suparna Handa is the brand director of Sarita Handa which has presence in Delhi, Chennai and Mumbai.  
[www.saritahanda.com](http://www.saritahanda.com)*





**FoodTak.in**



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**f** /foodtak

**Twitter** /foodtakofficial



Photographs by DANESH JASSAWALA

2

**CUPPED**

When you want a modern classical look, pick satin or *tussar* or any medium weight fabric in solid colours or jacquards. Keep in mind that the knot should always be above eye level.



7

**BLINDS AND CURTAIN LAYERING**

Layering blinds and curtains work well for contemporary décor, especially with light fabrics. While using a sheer blind make sure the curtains are not see-through and vice-versa. Use a combination of prints and solid colours, but both layers should complement one another.

# Curtain Raiser

Loops or hoops? That's not the only question you need to ask yourself when dressing your window. There's an array of beautiful styles to choose from. To help you along, Ina Arora of D'Decor drapes curtains in five different ways.



Let's face it. Simple blinds or cotton curtains do not make the cut. If you want to add drama to the room all you need to do is play dress up. From a laid-back aesthetic to floor-to-ceiling long formal drapes, the possibilities are endless. Still confused? Here are five trending styles to choose from.



3

## HOLD BACK DRAPE

This is a look that goes best with heavy fabrics such as velvets, chenille and jacquards in jewel tones such as Persian blue, gold, bronze and crimson. Use fabrics with contrasting colours but stay away from using sheers. A solid colour lining adds charm. This drape takes just three minutes to get it right.



4

#### LAYERED ROD POCKET

This look works best with fabrics such as velvets, chenille or heavy jacquards. Use curtains in jewel tones but stay away from prints because it forms a lot of gathers and the patterns then don't stand out. Avoid sheers and instead use a combination of solid colours. The curtain should be longer than the window which will add to the fall and make it look fuller.

5

#### LAYERED TIE BACK

It's a classic look that goes well with heavy fabrics for the second layer. The first layer should have sheers to create interesting levels and then use solid colours.



*Mumbai-based Ina Arora is the Head of Product Development at D'Décor Exports. Her career in product, design and development spans over 14 years. [www.ddecor.com](http://www.ddecor.com)*





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# Frame of Reference

While the art you choose says a lot about you, the real trick lies in the way you place it at home. Artist Bahaar Dhawan Rohatgi takes her artworks to decor store Nivasa Contemporary to show how it's done.



home's aesthetic reflects its dwellers, and art adds an element of surprise. In fact, the art (colours, subject) in unexpected places makes the home décor exciting and adds soul. I usually recommend art which people can relate to with subject matter such as memorable travels, experiences, or elements of nostalgia. This can be achieved through impressionism as well as abstract artwork and it need not be definite. Neutral colours or deep shades create the desired ambience depending upon the space and its inhabitants. Art can be used for lending a calming or soothing effect or adding impact in deep and rich setting by adding a pop of colour or diverse subjects executed in cutting edge style.

## BEDROOM SECRETS

The art in bedrooms should be an extension of the personality of the people inhabiting it. Moreover, the language of the artwork should be simple yet elegant and the vibe extremely homely. Abstracts and symbolic-figurative work well. One could also play around with the placement and mount artwork over the headboard or over the curtains masking a wall. When space is a constraint, it's advisable to go for more subtle tones, especially when the sizes of the artworks are big. However, pop of colours or elements are recommended when the size of artwork is small for drawing the attention.

Photographs by RAJWANT RAWAT



## LIVING WITH ART

To accentuate the aesthetic appeal of the living area use imaginative and decorative artworks. I highly recommend having one or more majestic paintings or sculptures, which should be your show-stopper. Experimentation with different mediums and creating ambivalent ideas or challenging the notion of beauty works well for such spaces. Choose colours and themes that complement and enhance your living spaces.



Location and products courtesy NIVASA CONTEMPORARY

## OPT FOR THE SCULPTURAL

Sculptural paintings are composed of a combination of metal, fibre glass, paint and found objects, amongst others leading to a 3D element.. The elements come together to forge a relationship which I call sculptural paintings, but in reality I want the audience to question the immensity of form and infinity through art. Marriage between sculpture and painting is where the fluidity of energy and the ethos of the home can have a unique resonance. Such pieces work well in almost any setting where you want to add drama. In the setting, (above), the works double up as art, sculpture and ambient lights.

*Delhi-based Bahaar Dhawan Rohatgi gave up litigation law to pursue art. She is also a social activist, poetess, an Instagram influencer and practices art law. @bahaar\_art (Instagram)*

# Green is Good

From recycling old teapots and pickle jars as containers for plants to creating dining table decor using only foliage, Shabnam and Nanaki Singh of Project Plant show us how to innovatively use nature's bounty at home



Houseplants can help with everything from cleaner air to noise control; they also add a nice visual effect to your home. Flowers bring in colour, but simple green plants can help a room look cleaner and more polished. There is so much that you can do yourself, from making vertical gardens with herbs in old boxes, to planting succulents in old jars or mugs to make a nice planter. Here are a few ideas to green your home.

Photographs by YASIR IQBAL



**TIP**

To ensure the foliage looks lush for longer, use a small jerry-can to mist or spray the greens during summer time.

## TABLE OF CONTENTS

It is normal to see tables decorated with cut flowers. We see this commonly at formal gatherings, weddings and parties. While indubitably beautiful, cut flowers wilt and die within a short time span. This particular dining table (previous page) was created using ficus, areca palm and dracaena. We wanted to keep the greens looking natural rather than manicured. We also decided to keep the foliage low and interspersed it with tall crystal candelabras and white pillar candles. In an attempt to recreate a more organic feeling, we cascaded the greens to spill over the edges on either side of the long table. Another interesting element was added by placing large wine goblets potted with succulents next to each place setting.





## RECYCLE AND REUSE

Upcycled teapots and pickle jars look pretty and are also good for the environment.

Upcycling means to reuse (discarded objects or material) in such a way as to create a product of higher quality or value than the original. Pickle jars (above) work best with succulents and hand-painted teapots (previous page) can be potted with seasonal greens such as zamia, croton, aralia and flowering plants such as kalanchoe.

The quirky upcycled gramophone planter (previous page) is an instant conversation starter, potted here with sansevieria, a great natural air purifier.

*Delhi-based Shabnam Singh is the creative director of Project Co, an interiors and landscape outfit, which is the parent company of Project Plant headed by Nanaki Singh. [www.projectco.in](http://www.projectco.in)*

### TIP

You can use anything even an old wok as a container for the plants. Just ensure adequate water and sunlight.

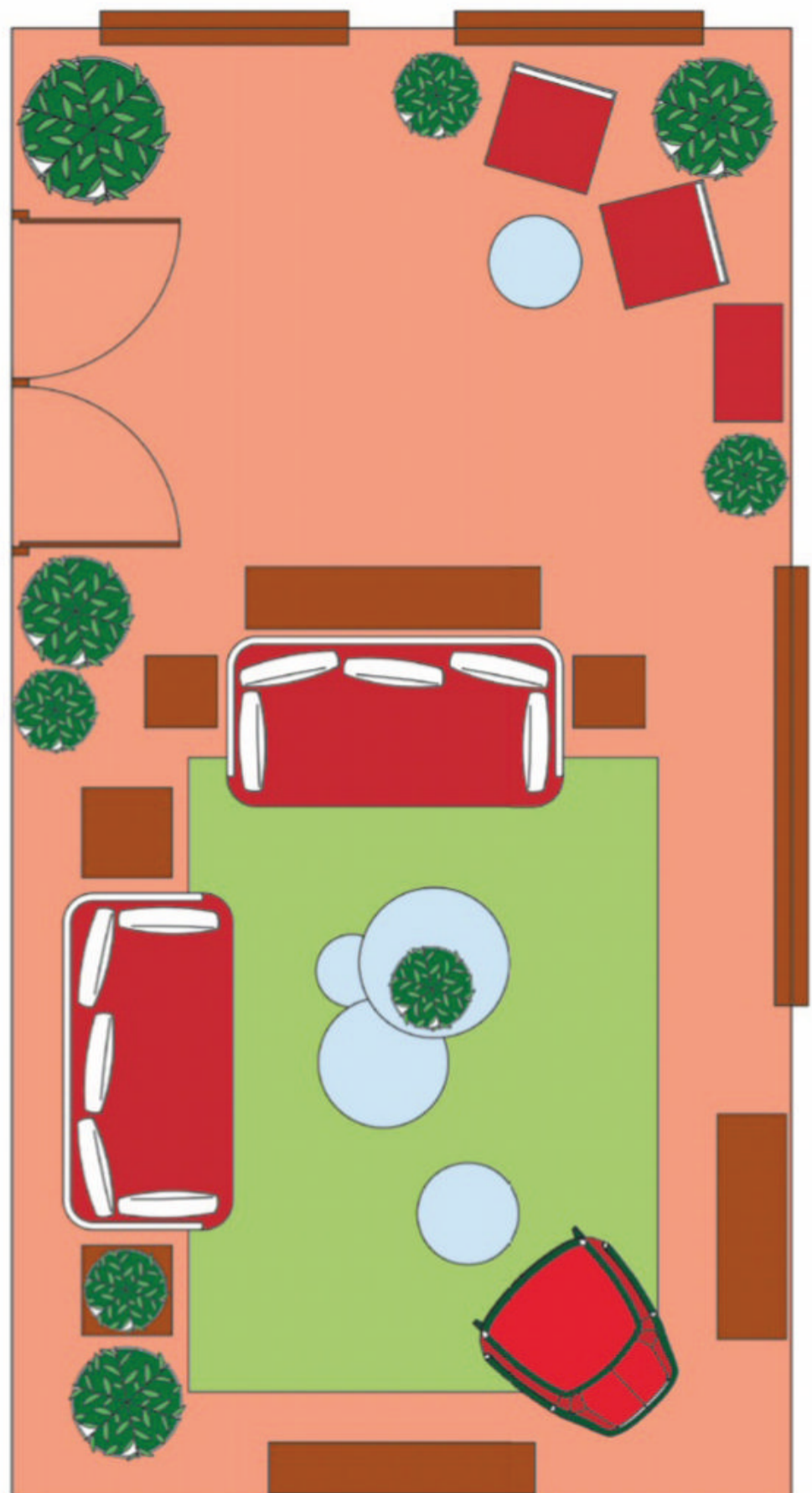
# Living it up

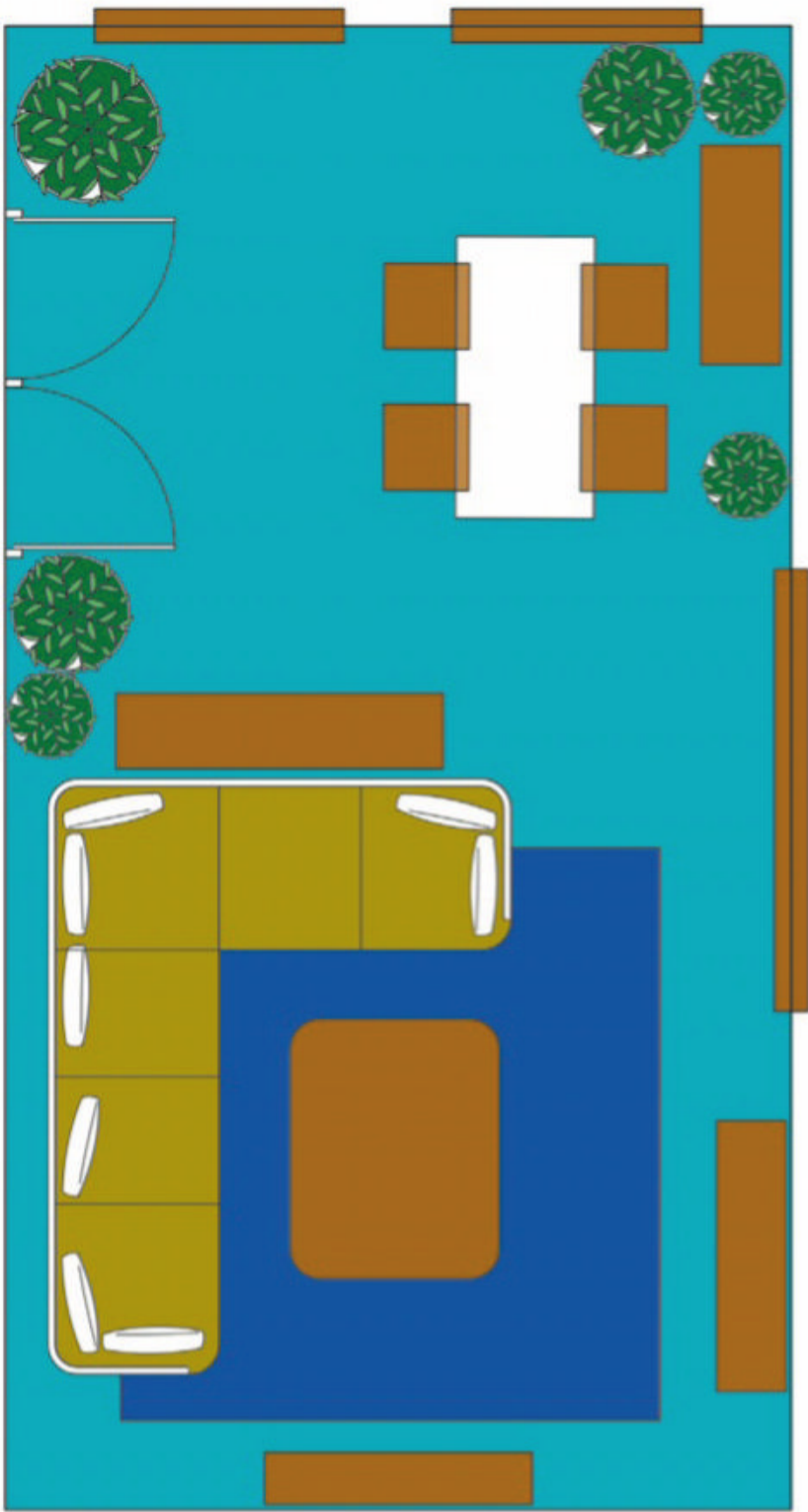
The drawing room grabs all the attention, and rightly so. After all, it sets the tone of the entire home. Architects Huzefa Rangwala and Jasem Pirani of MuseLAB take us back to the drawing board with three layouts of the same living room.

**D**oing up your living room is the easiest and the toughest task. Understanding spatial planning is the key ingredient. And once you manage to set it up, changing the arrangement seems next to impossible. So, here are three arrangements of the same rectangular space that move from formal to casual to intimate, just by changing a few of the elements.

## LAYOUT 1

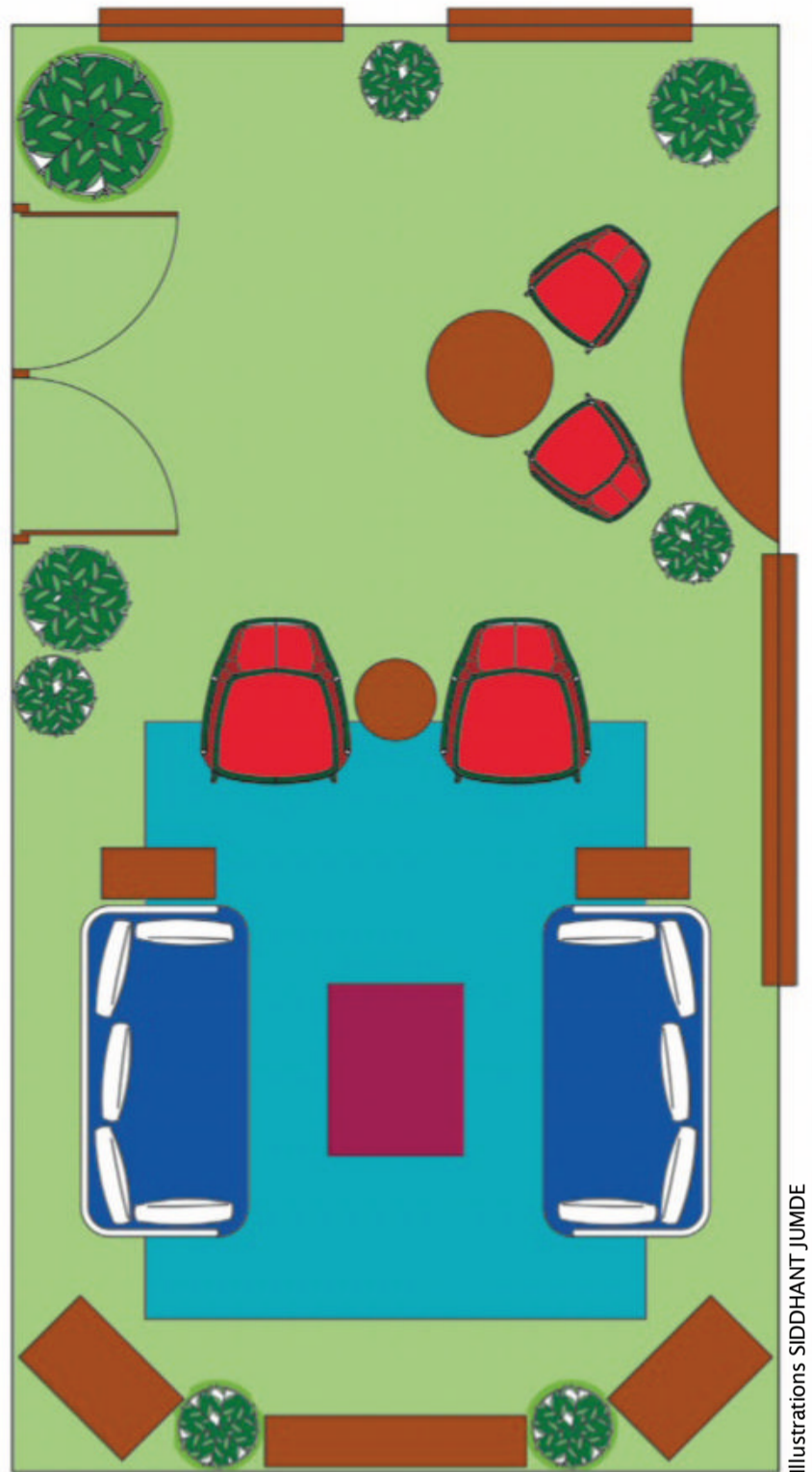
The idea here is to have two identical deep sofas with side tables, a few floating circular centre tables, and a statement arm or lounge chair in the main living area of the space. A fairly large rug ties these pieces together. Also, as soon as one enters the space, a pair of small chairs create a cosy nook in the corner, dotted with indoor planters.





## LAYOUT 2

At the entrance is a relatively compact four-seater multipurpose table (could be used for an evening snack, high tea or a game of cards). The seating here is a largish deep sectional sofa with a fairly large centre table facing the media unit. The seating and arrangement give it a casual look.



## LAYOUT 3

The living room has a more formal set-up in this case with a pair of identical high back sofas facing each other with a single side table. These sofas are flanked by a pair of low back statement lounge chairs on one side and consoles on the other side. At the entrance is a pair of arm chairs against a circular console table.

Illustrations SIDDHANT JUMDE



*Mumbai-based architects Huzefa Rangwala and Jasem Pirani founded MuseLAB in 2012. It is an end-to-end design studio, offering a bespoke and contemporary approach to design. [www.muselab.in](http://www.muselab.in)*



Photographs by RAJWANT RAWAT

# Centre of Attention

The coffee table ties the look of a living room. If you don't know how to dress it, here's help. Interior stylist Jasleen Singh of The Ketli Home styles three coffee tables at Fabindia and decodes the rules.

**T**he coffee table is an important aesthetic and functional part of your living room. It could be the one element that helps anchor your seating arrangement. Whether you have a large space and can house a good sized one, or can only accommodate a small one in your tiny apartment, it's important to have a surface to rest your

coffee, or other beverage on. If you have a TV in your living room, your coffee table can also serve as a footrest and remote station. Whatever its function, how you style your coffee table can have a huge aesthetic impact and help pull a room together. Here are a few styling tips to help pretty up your centre table.

## LOOK FOR CONTEMPORARY ELEGANCE

It's all about balance. The goal is not to fill up the surface. Sometimes less is more. Leave some room for coasters and to keep a snack or two for when you are entertaining.

- Start with some life. A floral centrepiece or a low height plant.
- Add books for height and display some pretty objects on these, such as a pretty lantern or a small pottery piece for a layered effect.
- If the coffee table is two-tiered, keep some books or an interesting box on the lower shelf. Play around with what you have and see if it looks right to you.
- As a general rule, don't place anything too tall on the table which could obstruct the view of people sitting opposite you.

## DON'T RUN IN CIRCLES

A round table has many benefits. No sharp edges, helps soften the room, and looks so stylish. But it can be a tricky shape to style.

- Work against the round shape. Here we worked with a triangular display. Alternatively, you could use a rectangular tray.
- Stack some coffee table books and keep a candle or a small sculpture or any striking decor item on it. Remember, not too many things on the books in case your guest wants to flip through one.
- A piece of pottery like this beautiful bowl will add interest with colour or texture.
- Place a vase of summer blooms or a low height plant to anchor the arrangement.





## PICK THE SPACE SAVER

If you have a very small space, think outside the box. You could use an interesting trunk as the centre table. Another alternative could be using two nesting tables.

- When styling a small table, go for just one or two pieces to create an impact. Here we used a fair sized marble bowl and added marigold flowers for colour.
- Coffee table books are styling staples, but use these only if you have the space.
- If the table is really small, just have that one center-piece, like the bowl with flowers.

You don't need much to create an interesting display. Mix shapes and textures, bring flowers or plants into the mix, and balance your arrangement with the other elements in the room. Happy styling!

*Delhi-based Jasleen Singh, an interior stylist, is the founder of The Ketli Home. She is also the co-host of the Instagram hashtag BrightSpacesWeLove, which curates pretty spaces from across the world. @theketlihome (Instagram)*



# THE FRONT LINE

Six architects share their favourite projects where the facade, better known as elevation, is as mesmerising as the interiors

Compiled By RIDHI KALE



Photograph SHUTTERSTOCK

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## PRIVATE PARADISE

This house creates its own terrain, a veritable oasis, within its inscribed territory. While it has been designed in crisp clear planes using local limestone, local hardwood and concrete, the main facade is lush green. The house was designed as a 9m x 9m block and different spaces, functions, and levels were recessed or extended outwards to bring down the scale of the house. The USP of this space is that it reveals itself slowly. Much like a multi-faceted organism, it has layers to it that are revealed with seasons, daylight, and illumination. Other features include a swimming pool that finds a discreet presence at the top; and a space in-

spired by the quintessential Indian verandah, for meet-and-greet and delayed goodbyes. One of the challenges we faced was the fact that it took time for the greenery to grow, for the landscape to take form, and give it the character it has today.

### Project

Architects' home, Delhi

### Area

16,000 sq ft (built up), 0.37 acre (site)

### Concept

Private Residence

# Buy Smart, Pay Smart.



Photograph by VIBHOR YADAV

**MANIT RASTOGI, 50** and **SONALI RASTOGI, 52**  
Founding Partners, Morphogenesis, Delhi  
[www.morphogenesis.org](http://www.morphogenesis.org)



Photograph by AMIT MEHRA

Photograph by AMIT MEHRA

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# expert speak

Architects

## A UNIQUE GREEN COVER

The form of the house is derived from a surreal composition of essential architectural devices—a green roof and a temple. The green roof was designed as part of the elevation where the focus stays on nature, later growing over and hanging along the elevation facades of the entire house. The cantilevered glass roof extends the geometry of the roof, almost reaching out to touch the temple. Originally, the temple was hidden inside a typical Indian courtyard. We made the temple form visible, celebrating the relationship between man, god and nature for even a passerby to view, thus changing the energies of the house and returning the courtyard to nature. The temple references age-old familiar forms—whether an egg or a *lingam* and is clad in mosaic tiles representing a galaxy. Since the structure was on a farmland we were not allowed to create a concrete roof, so we went for a modular, pitched, sustainable aluminium roof to dissipate heat and assist local ecology. For the temple structure, getting the temple form proportions to perfection required extreme attention when casting the concrete formwork, not to mention mapping mosaic tiles to a 3D curved surface.

**Project**  
Sunoo, Manor  
(Palghar),  
Maharashtra

**Area**  
2,500 sq ft

**Concept**  
Green Home



**SAKET SETHI, 46**  
Founder and Design Principal  
Archilogics Design, Mumbai  
[www.archilogics.com](http://www.archilogics.com)



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Photograph courtesy SPACES & DESIGN

## BREATHING NEW LIFE

This project is a 180-degree turnaround of an old house with additions and alternations of interior structural walls, an additional floor as well as a complete renewed facade. The elevation now boasts of a concrete finish tile surface with minimal joints due to its large size of a Dekton tiles by Hafele. To offset this pale grey is a wooden finished surface in patches that houses and protects the inner surface at the window line and creates a great massing. Features such as vertical slats fabricated in mild steel break the monotony of the planes. The zig-zag pattern at the tall staircase block is set



Photograph by VIVEK DAS

**POOJA BIHANI, 41**  
Principal Architect  
Spaces and Design, Kolkata  
[www.spacesanddesign.com](http://www.spacesanddesign.com)

in a perfect proportion and is truly a highlight. The project gets its name from the three beautiful trees in the front that weave a different play of light and look within themselves. Since we were working on an old frame, the support for the large Dekton tiles was a big concern. We refused to budge from the design proposal and a specially designed RCC support was created at regular intervals and built into the old load bearing walls.

### Project

The House with Three Trees, Kolkata

### Area

8,000 sq ft

### Concept

Bungalow Transformation



**expert speak**  
Architects



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## DESIGNED FOR ALL SEASONS

When we were first invited to visit the site, we were confronted with a big challenge. While the location offered unhindered views there was no flat terrain at all. Instead there was a hill slope with a drop of 30 m (100 ft). The star of the site was of course the majestic view of the Aamby lake and Sahyadri mountain ranges, so the design brief was woven around the views and the terrain. We conceptualised and planned the home in a manner that all the spaces formal and informal faced the majestic views. As one enters the gate all you see is an exposed limestone wall along with plantations. You are then lead through a small opening that leads to the first showstopper space which frames the unhindered view. (We were inspired by the similar story telling at the Taj Mahal, Agra.) The villa's architectural massing creates multiple zones and landscaped areas inter spread around each built zones. The material palette includes



**NIRAV SHAH, 42**  
 Imaginer-in-chief, Advanced Concepts & Design Studio (ACDS), Mumbai  
[www.acds.in](http://www.acds.in)

sandstone cladding, sandblasted concrete in-situ style tile flooring, along bespoke furniture and art sourced from across the world. We also worked out unique concepts of visually merging the water, air, sky and fire through a sunken heated pool paired with a sunken heated Jacuzzi that wrap around the barbeque and sitting space. These features have enabled the client to enjoy the chilly December weather in warmth.

- Project**  
150 Westlake, Aamby Valley
- Area**  
21,000 sq ft (built up), 1 acre (site)
- Concept**  
Weekend Retreat



**Project**

Weekend Home, Daman

**Area**

2,500 sq ft

**Concept**

Second Home



**PRASHANT CHAUHAN, 38** and  
**ANU CHAUHAN, 36**  
Creative Director and Architect & Stylist  
ZERO9, Mumbai  
[www.zero9.in](http://www.zero9.in)

**NATURE'S BEAUTY**

The project was built around existing trees and we intended the front elevation to be a perfect backdrop for the beautiful mango tree. The rear side (being the verandah, pergola and barbeque corner) again respects the existing palm tree as the pergola element makes space for the palm tree to pass through the pergola easily. During construction, the wind pressure used to sway the trees and create an obstruction for walls to be constructed. Hence we had to tie up the trees to each other to create a temporary rigid frame to hold them till we finished our construction process.

Photographs by SEBASTIAN ZACHARIAH



**SUSHANT VERMA, 32**  
Founding Partner & Design Head  
rat[LAB] (Research in Architecture  
and Technology), Delhi  
[www.rat-lab.org](http://www.rat-lab.org)



Photographs by SAURABH SURYAN, LOKESH DANG (SURYAN//DANG)

## USING FLUID FORMS

In this restaurant a faceted cladding system was designed as an articulated and expressive language that physically and visually connects the 'outside' and 'inside' leading to a vibrant cohesive space. It is a true blend of cladding innovation for interior and exterior space. A timber framework is plotted on the external walls to merge walls, ceiling and floor in a triangulated geometrical language, clad with composite panels, cut-to-size to create a monolithic feature element in a striking bright colour. While one would typically cut the panels using CNC routing for exact fit, this project demonstrates a blend of high-tech design and low-tech construction strategy as facets are translated in-situ for cost and time optimisation.

### Project

Sticky Rice Asian  
Bistro, Delhi

### Area

1,200 sq ft

### Concept

Restaurant



# tech talk

Whether you are a gadgets veteran or a gizmo newbie, technology has percolated into all aspects of our life. Here's a line-up of the latest products.

By **RIDHI KALE**

## 1 STAY HEALTHY

Enviroglobe from Environics purifies the electromagnetic radiation (EMR) from mobile transmission towers, high-tension power lines, server rooms, electronic gadgets and other Wi-Fi devices.

**Price** ₹3,999; **At** [www.envirochip.in](http://www.envirochip.in)

## 2 IN THE AIR

Air purifier-cum-humidifier KC-G40M from Sharp cleanses the air and maintains comfortable humidity levels.

**Price** ₹33,000; **At** [www.mysharp.in](http://www.mysharp.in)

## 3 CLEAN AND CLEAR

Faber has launched an RO water purifier that comes with germblock technology to protect purified stored water.

**Price** ₹11,000 onwards; **At** [www.faberindia.com](http://www.faberindia.com)



1



2



3



4



## BEAT THE HEAT SUMMER GIZMOS

### 4 SLOW AND STEADY

The Magnus cold-pressed juicer by Häfele extracts fruit and vegetable juices without applying heat, thereby preserving nutrients.

**Price** on request

**At** [www.hafeleindia.com](http://www.hafeleindia.com)

### 5 EASY TO USE

This hand blender from Bosch has 12 speed settings and a turbo button for powerful blending.

**Price** ₹7,899

**At** [www.bosch.in](http://www.bosch.in)



### 7 COOL TOOL

Hindware Snowcrest has launched 23L and 24L personal air coolers that occupy minimum space and have high air delivery rate of 1,600 m<sup>3</sup>/hr.

**Price** ₹9,490

**At** [www.hindwareappliances.com](http://www.hindwareappliances.com)

### 8 FREEZING POINT

The floral finish Direct Cool refrigerators from Haier come with 3, 4 and 5-star rating. They also cool faster, save power and have a long life.

**Price** ₹16,300 to ₹21,800

**At** [www.haier.com/in](http://www.haier.com/in)

### 9 CHILL OUT

Mitashi has introduced an AC range for the hot summer months. Features include turbo cooling function, super silent operation and powerful airflow.

**Price** ₹27,990 to ₹54,990

**At** [www.mitashi.com](http://www.mitashi.com)

9



### 6 FANCY THIS

Fanzart has introduced a 3D oscillating, remote controlled table fan called Buddy. It also has a touch-sensitive speed control and multi functional display.

**Price** ₹7,990

**At** [www.fanzartfans.com](http://www.fanzartfans.com)





# ART OF ILLUMINATION

Lighting not only ties the entire home together, it makes or mars the look of any room. Our expert tells you how to light it right.

By **MANSI SETHNA PANDEY**



# this & that

## Lighting

**P**roper illumination completes a home. Besides adding depth and drama, it's a prominent part of designing. Therefore, it should be adequately and smartly used, fulfilling both aesthetic and visual needs. In fact, even colours play an important role in creating the perfect lighting. Dark hues need brighter lights unless you want to create a dark brooding mood. Let's take a closer look at the three main lighting categories.

### ACCENT LIGHTING

It adds drama to a room by creating visual interest. As part of an interior design scheme, it is used to draw the eye to house plants, paintings, sculptures and other prized possessions. It can also be used to highlight

the texture of a brick or stone wall, window treatments or outdoor landscaping. To be effective, accent lighting requires as least three times as much light on the focal point as the general lighting surrounding it. Accent lighting is usually provided by recessed and track lighting or wall-mounted picture lights.

### AMBIENT LIGHTING

This type of lighting provides an area with overall illumination. It is also known as general lighting as it radiates a comfortable level of brightness without glare. In some spaces such as laundry rooms, the ambient lighting also serves as the primary source of task lighting. It can be accomplished with chandeliers, ceiling or wall-mounted fixtures, recessed or track lights and with lanterns mounted on the outside of



the home. Having a central source of ambient light in all rooms is fundamental to a good lighting plan.

### TASK LIGHTING

This helps you perform specific tasks such as reading, grooming, preparing and cooking food, doing homework, working on hobbies, playing games or balancing your cheque book. It can be provided by recessed and track lighting, pendant lighting and under cabinet lighting as well as by portable floor and desk lamps. Task lighting should be free of distracting glare and shadows and should be bright enough to prevent eye strain.

### BRIGHT BEAUTIES

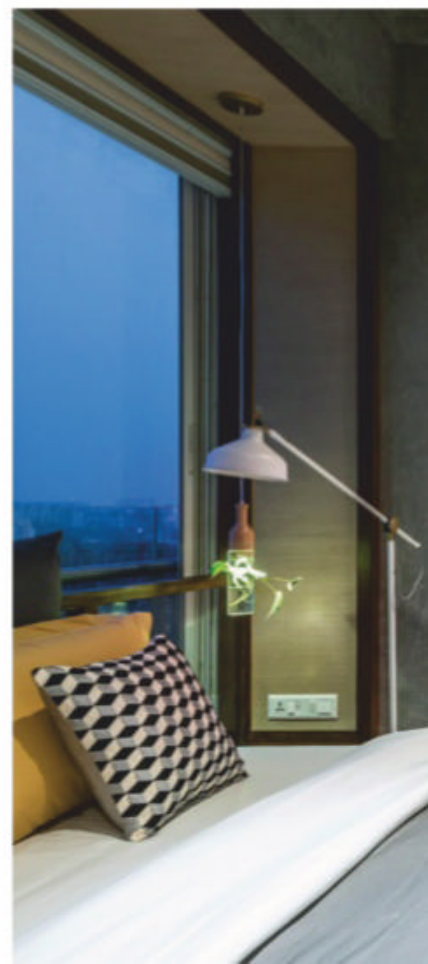
Clockwise from above: A modern chandelier lights up the dining table; pendant lights in the living room set the mood; task lighting in the bedroom



*Mansi Sethna Pandey is the founder of The Design House Company, a small interior design studio based in Mumbai. [thedesignhousecompany.com](http://thedesignhousecompany.com)*



**WIDE FRAME**  
*(clockwise from above) The lounge area and the suspended bar overlook the pool; the guest bedroom; the dining room*



# AN OPEN PLAN

Exposed brick, a concrete finish, contemporary furniture and the clever use of space makes this home in Vadodara, Gujarat stand out

By **HARSH BOGHANI**

**T**here was ample space in this penthouse in Vadodara, Gujarat to accommodate the living demands of a young industrialist, his wife, infant and dog, who wanted a New York-style exposed design. So, the interiors were conceptualised to highlight the raw materials in their original form, texture and colour. We used industrial features and combined them with clear geometry and raw materials like bricks, concrete, MS (mild steel) and wood, to create a raw and bold look. Colorful furniture, art pieces and lighting balance it. Exposed brick work and polished concrete flooring were also used.

We integrated all these elements in a language that uplifts the quality of each material, giving the home a natural, earthy feel. Since the homeowners were open to the hairline cracks of IPS flooring, except the mosaics in pool, not a single tile has been used in this project. Concrete plaster was used in the apartment for finishing of walls, columns and ceiling. The open area divided by sliding aluminum doors, allows each space to interact with the others.

As you enter this plush apartment, the first visual clue in the foyer is a free standing display unit paired with metal and wood that also acts as a partition. The exposed ceiling with a 10 ft 6-inch floor height welcomes the guests with a display of colorful furniture in the living room. The open kitchen moves into the dining and outdoor lounge-cum-bar. In the lounge a suspended bar unit has been customised and designed so that it can be locked and opened



Text by BUSHRAKHAN; Photographs by SEBASTIAN ZACHARIAH & IRA GOSALIA (PHOTOGRAPHIX)





**WELL PLANNED**  
*The living room (above); the master bedroom with a wooden louvered panelling (left)*

when required. The bar overlooks the swimming pool. To add some more drama, a customised human sculpture (*The Awakening by the Pool*) was designed that stands by the edge of the pool. The pool ledge has been specifically designed for the dog who now sun bathes here.

The masculine master suite flaunts a wooden king size bed in the centre with a beautiful headboard that has been backed by a wooden louvered wall panelling and mirrors. It also opens out to the attached bathroom. Another bedroom is robust, with a vast view of the city behind the bed back and a pool view from the side.

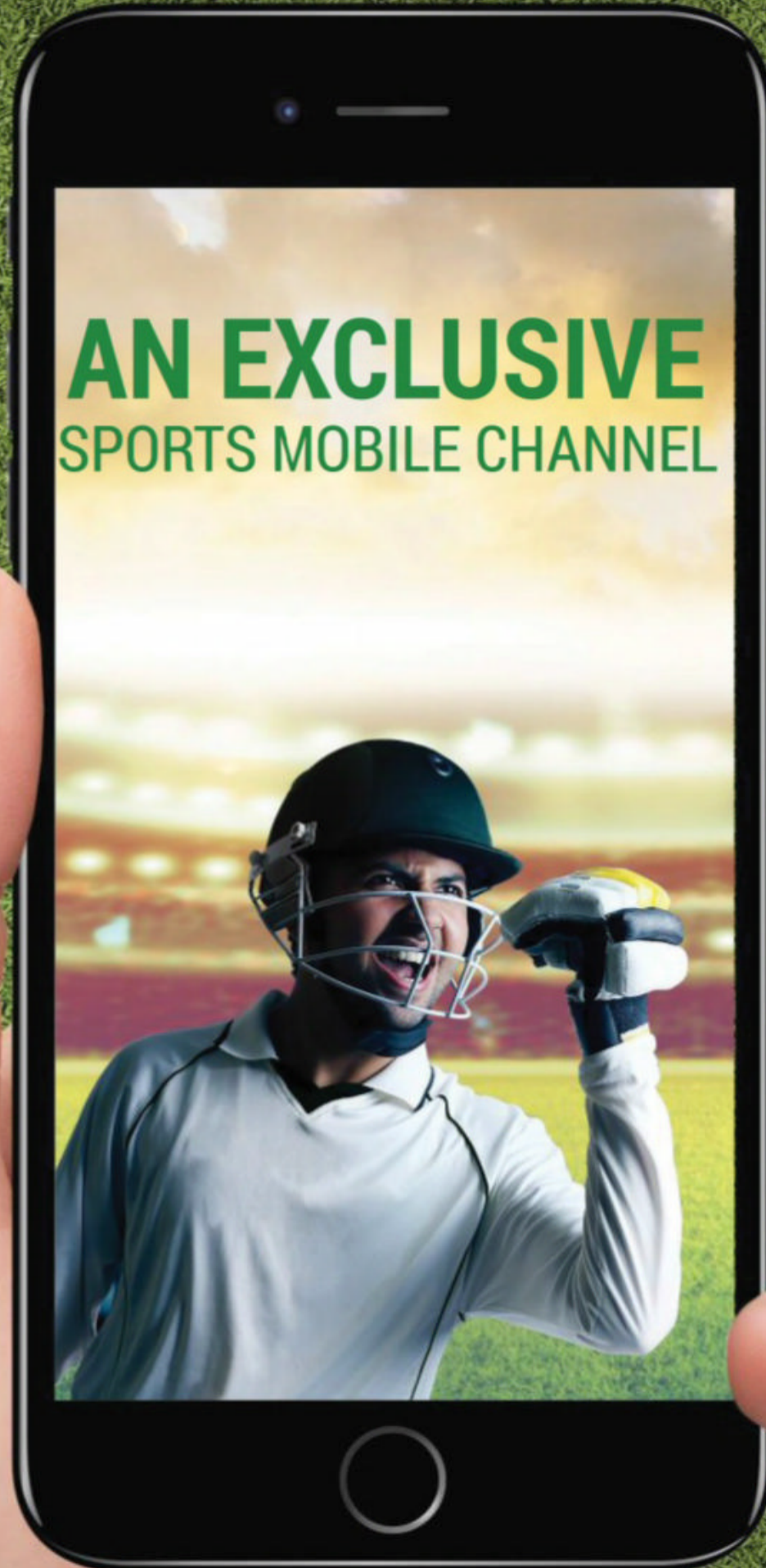
In this home by connecting spaces through the repetitive use of few materials and wall treatments, every inch of space was thoughtfully designed and executed on site.




*Harsh Boghani is the founder and principal architect of Vadodara-based firm called The Crossboundaries. [www.thecrossboundaries.com](http://www.thecrossboundaries.com)*



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# Last look

## IN GRAPHIC DETAIL

This collaboration turns the ground beneath your feet into a colour-filled pattern party

By **RIDHI KALE**

**Tile company Bharat Floorings** has tied up with graphic designers and illustrators from Mumbai-based Art&Found to launch the Virtuoso collection. Artists such as Aniruddh Mehta, Shweta Malhotra, Suzanne Dias and Pratap Chalke have worked on the collection. So, the classic terrazzo tile gets a facelift, brush strokes inspire the design, nature plays muse, and travel to beach destinations results in a beautiful masterpiece.

**PRICE** ₹225 per sq ft

**AT** [www.bharatfloorings.com](http://www.bharatfloorings.com)



### TILE STYLES

Clockwise from top: Contemporary Terrazzo by Aniruddh Mehta; Brush Stroke by Suzanne Dias; Scribble by Pratap Chalke; Petals by Suzanne Dias





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