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‹ NAVIGATOR ›



6 | ARRESTED DEVELOPMENT
Students rebel because they are most alive to the meaning of freedom
By Apoorvanand



12 | CAMPUS CHAOS
Once a stronghold of dissent, universities across India are now facing a suffocating environment
By Apeksha Priyadarshini



22 | ROBBING AN ARAB SPRING
Why is it that one is eligible to vote at the age of 18, but no politics is permitted on campuses?
By N. Sukumar



30 | BIHAR'S GEN Z JAN
Will young voters rewrite Bihar's political grammar or reaffirm its old hierarchies in the assembly election?
By Ravi Ranjan

38 | A GLACIAL MELTDOWN
Ladakhis are demanding nothing more radical than statehood and Sixth Schedule safeguards within the Indian Constitution By Anand Teltumbde

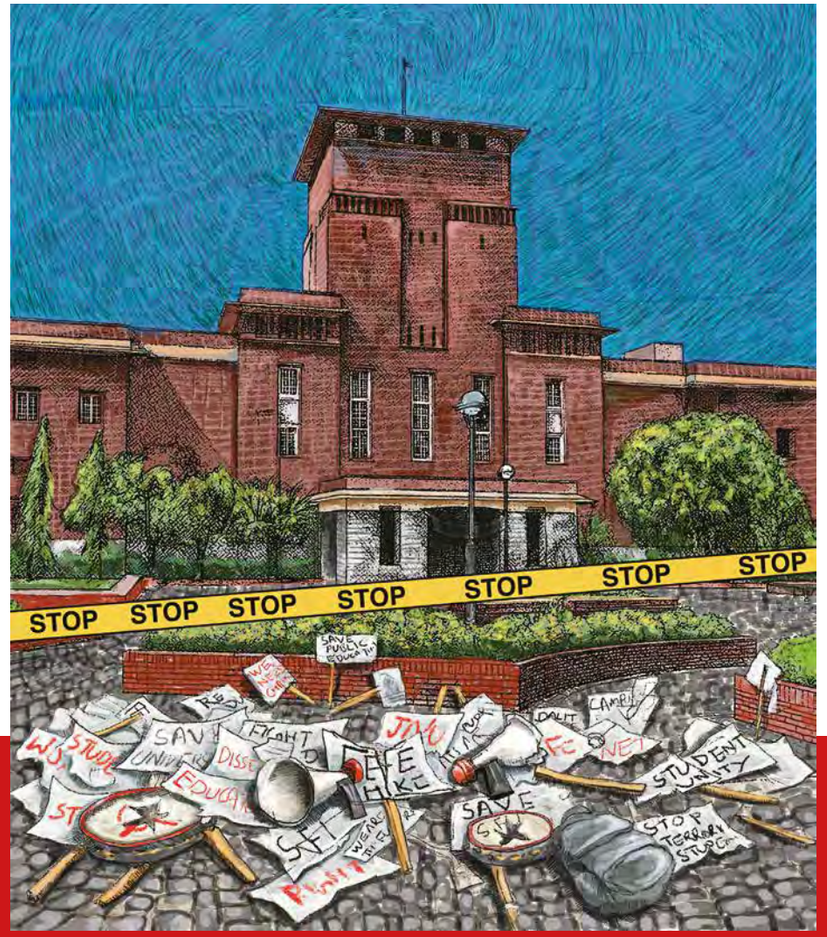
144 | ATLAS OF THE HEART
Kiran Desai's novel *The Loneliness of Sonia and Sunny* slyly scans the collision of India and the world through a postponed romance By Debanjan Dhar



178 DIARY

COVER ILLUSTRATION: Saahil

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Who Is Afraid Of Student Power?

'An unexamined life is not worth living.'

—Socrates

LAST month, in Nepal, the then Prime Minister K.P. Oli was overthrown and a new regime installed. Over 70 people lost their lives in what was termed a Gen Z Revolution, most of them in their 20s. Last year, the Student-People Uprising overthrew the Sheikh Hasina regime in Bangladesh. Student movements have been at the forefront of several historic changes in the world order for many years—from stopping the American atrocities in the Vietnam War to ushering in coalition politics in the JP movement to the recent protests against the Israeli genocide on the Palestinian people.

When asking questions is a basic tenet of education, when protests and rebellion are the very blood of the youth, why are more and more institutes of professional education and the upcoming private universities in India against campus politics? Why are B-School students taught to only focus on individual success rather than contribute to society and community? What kind of a generation are we birthing which is devoid of concern for fellow human beings, and is completely anodyne and apolitical?

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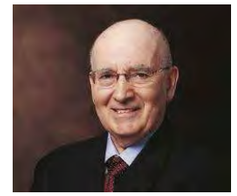
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Apoorvanand
IS A TEACHER AND A WRITER

Arrested Development

Students rebel because they are most alive to the meaning of freedom

THERE is something in the age of eighteen. It knows no fear; in the fiery eyes of an 18-year-old, storms rise. It breaks all bounds, laughs in the face of death. There cannot be a better description of a student. These words are an English translation of a passage from a poem, *Atharo Bochor Boyosh* (The Age of Eighteen) written by Sukanta Bhattacharya, the iconic poet from Bengal.

I was reading these lines when the news came: 10 students of the Mumbai-based Tata Institute of Social Sciences (TISS) had been detained and charged.

Their crime? They had gathered in the campus to remember writer and human rights activist, G. N. Saibaba, holding his posters and lighting a few candles.

According to the police, this constituted an unlawful assembly. The institute's administration stated that no permission had been sought.

The students are accused of spreading enmity among communities and harbouring ill will against the nation.

Incidents like this are no longer exceptional in India.

Not long ago, the Delhi Police took action against students who had gathered in solidarity with Palestine in the campus.

Whether it is Jamia Millia Islamia, Jawaharlal Nehru University (JNU), the University of Hyderabad, or educational institutions in Bihar or Kerala, students frequently find themselves in the news.

Not for their academic degrees, but for raising questions that fall outside their official curricula.

IMAGO



Student Activism Police use water canons on students during a protest to demand the resignation of the Hyderabad University vice-chancellor over the suicide of Dalit scholar Rohith Vemula on January 18, 2016, in New Delhi

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Student activism in India is not a new phenomenon.

Only this government has begun treating it as a crime.

Recall the 1960s and the 1970s: whether Presidency University, Kolkata, Patna Science College, or St. Stephen's, many bright students were drawn to the Naxalite movement.

The state responded with brutal repression, yet the appeal of the movement remained undiminished among students.

Jayaprakash Narayan—now celebrated by the very forces in power—gained his renown through the student movement of 1974.

Before that, the Navnirman Andolan in Gujarat was sustained by students.

Even prior to this government coming to power, the largest public outcry in Delhi—following the Nirbhaya rape case—had been led predominantly by students.

Students were also central to Arvind Kejriwal's anti-corruption movement.

It was only natural, then, that students would protest when their scholarships were cut—this was in 2015.

Nor was it unnatural that students at Osmania or Hyderabad University would speak up against violence unleashed in the name of beef.

There is no contradiction between the two.

Those familiar with campus life understand that students often speak up for causes that do not concern them directly.

Students frequently feel greater anguish at the suffering of others, more than their own personal difficulties.

When Rohith Vemula took his life on January, 17, 2016, campuses across India erupted in protest. That rebellion was not limited to Dalit students alone. For the first time, the question of caste discrimination became the subject of intense debate within universities. Yet, Rohith himself was not merely a Dalit voice; he was part of a larger student movement. He and his organisation, the Ambedkar Students' Association, had spoken against the growing discrimination faced by Muslims.

For this, they were branded anti-national and subjected to attack.

It was natural that students came out to protest against the Citizenship (Amendment) Act, 2019. They did not know that they would be treated as enemies of the nation for their call for equality. Sharjeel Imam, Gulfisha Fatima, Meeran Haider and other students are in jail for their audacity. But they do not regret. Nor could these long incarcerations deter other students from raising their voices against injustice. Students of JNU, South Asian University, Dr. B. R. Ambedkar University Delhi, and Delhi University—they suffered too. But the resistance continues. Why can't students learn from these experiences, people wonder? Why can't people understand this simple thing that injustice must not be tolerated, these students wonder?

Society has never had a single, fixed view of student activism.

Many perceive it as a mental disturbance, a distraction from what they believe should be a student's "real work".

Some accuse students of wasting time on politics rather than studying.

Yet, before 2016, students were never called enemies of the nation.

Those who think that Indian students are being misled by subversive, anti-national teachers fail to see what is evident—that to be a student is, by its very nature, to be in rebellion.

Only a few months ago, students in Nepal forced their government to resign.

A year earlier, students in Bangladesh had risen against Sheikh Hasina's authoritarian rule.

What followed in these cases may not have remained fully under their control, but the initial uprisings were born of an inability to remain silent before injustice.

What their elders could not achieve, the young dared to attempt.

Perhaps students are able to rebel because, unlike adults, they have little to lose. But there is something deeper: a natural restlessness intrinsic to youth.

The 1960s across the globe are remembered for student uprisings. In the US, students refused to fight in the Vietnam War and rose against their own government. They mobilised against racial segregation.

Around the same period, students in Germany and France questioned political authority and cultural conformity.

It was students who rose against the Communist Party in China. The image of a lone man standing before a tank in Tiananmen Square remains humanity's most powerful symbol of resistance—the spontaneous defiance of injustice and oppression. Whether that man was a student or not, it was the students who had kindled the revolt against the all-powerful Party.

Why do students rebel?

Perhaps because they are most alive to the meaning of freedom. To enter a university is to experience freedom—freedom from the narrowness of one's geography, family, and inherited culture. For many, this is their first encounter with freedom, their first opportunity to practise it.

When young women ride bicycles across campuses at 11 PM, few ask what they feel in those moments.

It is this lived experience that empowers them to question their vice-chancellor:

Why must hostel gates for girls close at nine while the men's hostels remain open all night?

The vice-chancellor, steeped in societal proprieties, is scandalised.

Yet, the student who has once tasted freedom can no longer tolerate limits imposed arbitrarily.

Freedom without equality is hollow—and equality without solidarity is meaningless.

It is this yearning for such values that drives students beyond the classroom and into the streets.

For this, the students do not need inspiration or instigation from the elders. As the poet Bhattacharya says, 18 responds to the call of an unknown journey. This is what leads them from books to the streets.

(Views expressed are personal)

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Excellence *(Magis)* is the foundational philosophy that guides Loyola Institute of Business Administration's (LIBA) mission in management education. The journey began with launch of the week-end part time PGDM program in 1979, and later in 1995 a full-fledged PGDM with the approval of All India Council for Technical Education (AICTE) strengthened LIBA's academic rigour and uniqueness and organically the Institute to grow stronger scaling up at every level.

Guided by the Jesuit values of higher education, with a motto "In Pursuit of Excellence with Ethics" permeates all its academic and co-academic programs and related initiatives. The institute is deeply committed to nurturing students the core values of excellence, integrity, justice, and a spirit of service to society.

The vision and mission of LIBA of becoming a globally reputed premier B-School is rooted in Jesuit tradition and heritage renowned for over four centuries of excellence and service in education all over the world. The institute's flagship programme, the two-year full-time Post Graduate Diploma in Management (PGDM), Weekend PGDM and PGDM online, all are approved by AICTE, in addition numerous certificate courses saw expansion and innovation. LIBA is ranked high for its excellence by all and accredited by National Board of Accreditation (NBA).

Under the visionary leadership of Dr C Joe Arun—a distinguished scholar holding a D Phil from the University of Oxford, along with advanced degrees in Anthropology, Philosophy, Economics, and an MBA with specializations in Marketing and Human Resources—LIBA continues to innovate in learning-teaching-assessment processes that puts innovation and agility at its core. Dr Arun's diverse academic expertise, teaching-research experience, and excellent leadership has taken LIBA to a higher level to see the Institute's mission to form global leaders who live a value-based life.

As a visionary institution builder and multifaceted leader, Dr C Joe Arun Arun brings a distinctive blend of expertise spanning diverse disciplines, including art, literature, music, dance, behavioural sciences, and management. His interdisciplinary approach transcends conventional academic boundaries, enriching both the learning environment and institutional culture. In addition to his leadership at LIBA, Dr. Arun serves as a visiting faculty member at several leading business schools around the world. His contributions to academia are widely acknowledged and respected globally.

LIBA offers a technologically advanced and learner-centric ecosystem supported by state-of-the-art infrastructure and technology enabled learning-teaching curriculum. LIBA believes that future belongs to the agile, ethically-conscious leaders equipped with both technological fluency and essential core skills needed to face the VUCA world.

LIBA integrates AI across its academic and co-curricular ecosystem, through its Centre for Artificial Intelligence (CAI) aims to embed AI into business education and research. Programmes such as AI with Data Science and the PGP in AI & Data Science provide hands-on experience through real-world case studies, datasets, and applied modules like Machine Learning for Business, Big Data, and Text Analytics.







The AI Club fosters creativity and experimentation in AI-generated content, while the AI Affirmation Pledge which the students take, underscores LIBA's commitment to ethical and responsible AI use. Additionally, AI tools are embedded in teaching and evaluation, with faculty workshops promoting innovative course design, digital assessments, and experiential learning

The institution places strong emphasis on experiential and field-based learning beyond the traditional classroom setting. For instance, in a sales course, students are encouraged to gain practical insights directly from the market rather than solely through conventional classroom instruction

The faculty actively engages with each student, fostering the development of their unique talents while nurturing the attitude, skills, and knowledge essential for success. This philosophy is reflected in the innovative TASK (Talent, Attitude, Skill, Knowledge) Model curriculum, designed to promote both intellectual and personal growth. Personal Growth Lab (PGL) stands unique and defining element to LIBA's students that forms, re-forms the character of students who in the process of recognising vulnerability in their recess of their hearts and minds.

At LIBA, students participate in the transformative Student Village Exposure Program (SVEP)—an enriching experience that fosters empathy, social responsibility, and a deeper awareness of societal realities. This immersive learning initiative encourages future business leaders to prioritize collective well-being in their pursuits, equipping them to create meaningful and enduring contributions to the advancement of society.

LIBA's innovative teaching initiatives are designed to address pressing societal challenges while fostering holistic leadership development. A core educational philosophy at LIBA is that *"singers should be tested on singing and dancers on dancing"*—reflecting the belief that every student possesses unique strengths and should be evaluated based on their abilities rather than their limitations.

There has been a paradigmatic and epistemological shift at LIBA—from a focus on knowledge transfer to the creation of knowledge. In response to contemporary educational trends, LIBA has transitioned from a traditional pipeline model to a dynamic platform-based model.. In this digitally driven era, LIBA promotes innovative approaches to learning, teaching, and evaluation by empowering faculty to exercise creativity and flexibility within the framework of the curriculum.

As Dr Joe Arun's nurturing approach often reinforces, LIBA's management education is not to produce just degree holders by merely informing knowledge, 'bookish' but it is to form students who go out to make a difference in the lives of people. Not to go after primarily profit but to resolve to become change makers as liberal thinkers who gain their knowledge and wisdom to serve the society at large. This way LIBA stands tall by its uniqueness and difference.



Apeksha Priyadarshini
IS SENIOR ASSISTANT EDITOR, *OUTLOOK*. SHE WRITES ON CINEMA, ART, POLITICS, GENDER & SOCIAL JUSTICE

Campus Chaos

Once a stronghold of dissent, universities across India are now facing a suffocating environment of penalisation, surveillance and censorship, leading to a decline in campus politics. However, a few unions and organisations are allowed to thrive

HUES of saffron flooded the nooks of Delhi University last month, as three out of four central panel posts in the Delhi University Students' Union (DUSU) were won by members of the Akhil Bharatiya Vidyarthi Parishad (ABVP). A scion of a noted business family—that owns a leading brand of alcohol—led the student affiliate of the Rashtriya Swayamsevak Sangh (RSS) to its massive victory.

Aryan Maan, who won the post of the DUSU President, stated to the press that, "The students' participation in DUSU polls showed that claims of Gen-Z being disinterested in campus politics were misplaced." Maan's statement, hopeful on the surface, appears steeped in irony, when seen in the light of the recent First Information Report (FIR) lodged by the Tata Institute of Social Sciences (TISS) administration against 10 of their own students in Mumbai. The allegation against them is organising a 'get-together' to commemorate Dr G.N. Saibaba's first death anniversary. Some participants have alleged that it was students from a right-affiliated organisation that drew the attention of the police and administration to their gathering.

The questions then arise: Are students genuinely losing interest in campus politics today? Or are they exiting the playfield due to the penalisation that follows? Will only a certain shade of student politics find footing in India's universities henceforth?

A tree beside a library, a desk underneath its shade, and a banner that humbly asked: "May I help you?" This is how Ashutosh Kumar Upadhyay was introduced to his calling at Deen Dayal Upadhyay Gorakhpur University back in 2016. "We were fresh out of school. *Bohot zyada social interaction nahin tha*. I saw a group of people helping the new students with arranging their documents for admission. That's when I first came to know ABVP," he says.

Upadhyay is starry-eyed when he recalls the first *dharna pradarshan* by ABVP that he participated in. "When we were admitted to the hostel, there were several infrastructural problems we were faced with," he remembers. On one occasion, when there was an acute water crisis in the hostels, 350 to 400 students gathered and marched towards the airport road and blocked it. At that moment, Upadhyay didn't understand what was going on. But then a senior told him, "These things will now be a part of your life. If there is any problem that plagues you and people around you, then you must raise your voice."

Incidentally, in the same year that Upadhyay was brought into the fold of the student organisation, a few other students were exiting it, hundreds of kilometres away from Gorakhpur, at the Jawaharlal Nehru University (JNU), New Delhi. The exit was neither quiet nor insignificant. Days after three students of the university had been arrested on charges of sedition by the Delhi Police, for organising a poetry event marking the capital punishment handed out to parliament attack convict Afzal Guru, Pradeep Narwal, a Dalit student, left the ABVP citing "ideological differences". On the occasion of International Women's Day, he, along with the then JNU ABVP vice-president Jatin Goraya, burnt pages of the Manusmriti, a Hindu religious text, which contains verses derogatory towards women and Dalits.

In a press conference in 2019, when the chargesheet in the sedition case was filed, the two former ABVP members alleged the entire incident that led to the 2016 sedition case in JNU was pre-planned by the ABVP to divert public outrage on the 'institutional murder' of Rohith Vemula, a Dalit student from Hyderabad Central University (HCU) in January that year.

Furthermore, Goraya reportedly stated that though their demand was that ABVP take a stand over Vemula's death, the organisation asked them to go out and speak against Vemula instead, as they were the "Dalit faces of the organisation". Significantly, Vemula was one among five Dalit students who were suspended by the HCU Administration over an accusation of assaulting an ABVP member in 2015. They had been agitating against their suspension for months before Vemula's decisive step to end his life.

Nine years since these events transpired, Upadhyay is a dedicated member of the ABVP at JNU. He joined the School of Computational and Integrative Sciences at the university for a Ph.D in 2024 and is now in his second year. During his induction into ABVP at Gorakhpur, he says that the students were told to be careful about not damaging any government property. "We were taught how to improve the environment on campuses. In state universities, hooliganism is prevalent. Therefore, we were instructed to deal with 'disruptive elements' on campus. When we spread positivity, the negative atmosphere is automatically cleansed in these spaces," he says.

Upadhyay's statements stand in stark contrast to the repeated instances of violence that the ABVP has reportedly been accused of initiating at the JNU since 2016. In January 2020—during the peak of a students' movement against a massive fee hike proposed by the JNU administration—masked goons entered the university campus and assaulted students and teachers indiscriminately, seriously injuring many. The then Students' Union President Aishe Ghosh also received injuries to her head. Hostel rooms of many students were vandalised during the assault, and the Sabarmati hostel of the university particularly incurred severe damages. In videos that surfaced later, one of the masked attackers identified by the Delhi Police was Komal Sharma, an ABVP member from Delhi University. However, ABVP denied the allegations made against them. Years later, none of the accused, identified or otherwise, have faced any action for the violence.

Four years earlier, another instance of violence—that led to the university making it to the national headlines yet again—also involved the ABVP. In October 2016, Najeeb Ahmed, who had just joined in MSc Biotechnology at JNU, was assaulted by ABVP members in his hostel. The next morning, he was reported missing from his room and to this day, there is no information on his whereabouts. Nine JNU ABVP members were accused of being involved in the assault that led to his enforced disappearance, but no charges have been pressed against anyone, even after an investigation by both the Delhi Police as well as the Central Bureau of Investigation (CBI). Earlier this year, a Delhi court accepted the closure report filed by the CBI.

In spite of these instances and their glaring



Campus Violence
In January 2020—during the peak of a students' movement against a massive fee hike proposed by the JNU administration—masked goons entered the university campus and assaulted students and teachers

prominence in the campus political discourse, there seems to be a consistent interest among new students in being a part of the ABVP. In the last Students' Union elections held at JNU, ABVP managed to secure a seat in the central panel after nine years. Upadhyay himself is an elected Councillor in the current Students' Union. Perhaps, this enthusiasm for membership can be attributed to the organisation's flexible approach.

As Upadhyay elaborates, in state universities, very few student organisations exist and can flourish, given the rules about students' involvement in campus politics. "In Gorakhpur and Allahabad universities, where I come from, there were hardly any organisations, which were mostly student wings of mainstream political parties like the Congress or the Samajwadi Party. In such a scenario, the approach is usually of establishing dominance over one's turf. This often led to violent clashes among different student groups," he says. "However, in JNU, the approach is more intellectual." In his view, the university has a culture of debate and dialogue, and

ARE STUDENTS GENUINELY LOSING INTEREST IN CAMPUS POLITICS TODAY? OR ARE THEY EXITING THE PLAYFIELD DUE TO THE PENALISATION THAT FOLLOWS?

the organisation moulds itself in this framework accordingly. "The personal concerns of students must also be addressed. We engage with students by asking them about the socio-economic challenges in their personal lives and helping them fulfil their desires to pursue higher education," he explains.

Once students are inducted as members in the organisation, they are then sent to residential training camps called the "*Prathamik Shiksha Varg*", which are held at the premises of Sarsawati Shishu Mandir schools, run by the RSS, during their break periods. "The first time I experienced a massive transformation within was when I attended my first training camp. I was in my B.Sc first year and my seniors explained to me that the camp would make me a social worker and help me learn to engage in nation-building. They even arranged the fee to attend this seven-day camp," he says. For the seven days that a member attends the camp, they are completely cut off from the outside world, not being allowed to keep their phones or meet their families. The attendees are trained in punctuality and daily services as well as engaged in lectures and heavy physical training. "All through the week, we were only made to focus on one principle—the nation comes first," he states.

After spending nearly nine years as an ABVP member, regularly attending RSS *shakhas*, Upadhyay still doesn't seem to have lucid answers on a lot of social issues. When asked why such training camps are not held for women, he fumbles. "The thing is, these camps are physically intensive, so women can find it difficult to attend them. However, intellectual camps are organised for the swayam sevikas, which they anyway express greater interest in," he argues.

On the question of whether there is adequate caste representation within the ABVP, his arguments meander. "We don't allow caste to become a problem within the organisation. We address each other without using surnames and eat together as well." But does he think that the caste system should exist? Upadhyay dodges the question with a long- winding answer. "You see, the caste system was built with the intent of division of labour. The good thing about the system was that it ensured at least one professional choice for any child born within a particular caste. However, I do agree that if someone wants to switch their professional preference, they should be allowed to do so," he says.

Upadhyay and others from his organisation may have to encounter uncomfortable enquiries in spaces like JNU, but the existing educational policies are ensuring the rapid erosion of such spaces altogether.

In most universities across the country, administrative rules and state-level laws have ensured that students' politics ceases to exist. A young professor from a famous state university in Gujarat says, on the condition of anonymity, that the presence of organisations like ABVP is not required there for the right wing's ideological expansion—the job is being done by the curriculum. "We are teaching from Hindu scriptures like the Bhagwad Gita and Manusmriti in courses like "Indian Knowledge System", which are mandated to be taught to first years under the National Education Policy," she says. "Student organisations are unheard of and ABVP's presence is perpetuated by the faculty itself. We have heads of departments encouraging ABVP members to seek membership from the temporary faculty. The examination hall tickets reach students from the administration through the ABVP. They barely have to make any effort themselves," she adds.

A similar situation is seen at Nagpur University in Maharashtra, where an English professor (anonymous) stated that even though he makes humble attempts to add critical dimensions to the course content, heavily lopsided towards Hindu scriptures, the new batches of students coming in have no inquisitiveness or curiosity to learn.

"I myself studied at this university in the late 80s, when campuses here were politically turbulent and our classes were shut down for months during elections. But I am still very much in favour of campus politics," he says. At his university too, it is the teachers and administrative officials who are more proactive about organising programmes that propel a right wing ideology, rather than student bodies. "Students' elections may have their faults, but students' politics made us more politically aware. It teaches students to confront the same issue from multiple stands. Without these varied critical dimensions, students have become placid and there is a perpetual lethargy about academic initiative," he rues.

As policies and legislation work towards numbing critical faculties among students across the country through monochromatic academic curricula, it remains to be seen how student organisations, apart from the ABVP, will confront the challenge to stay relevant in such a socio-political landscape within universities.

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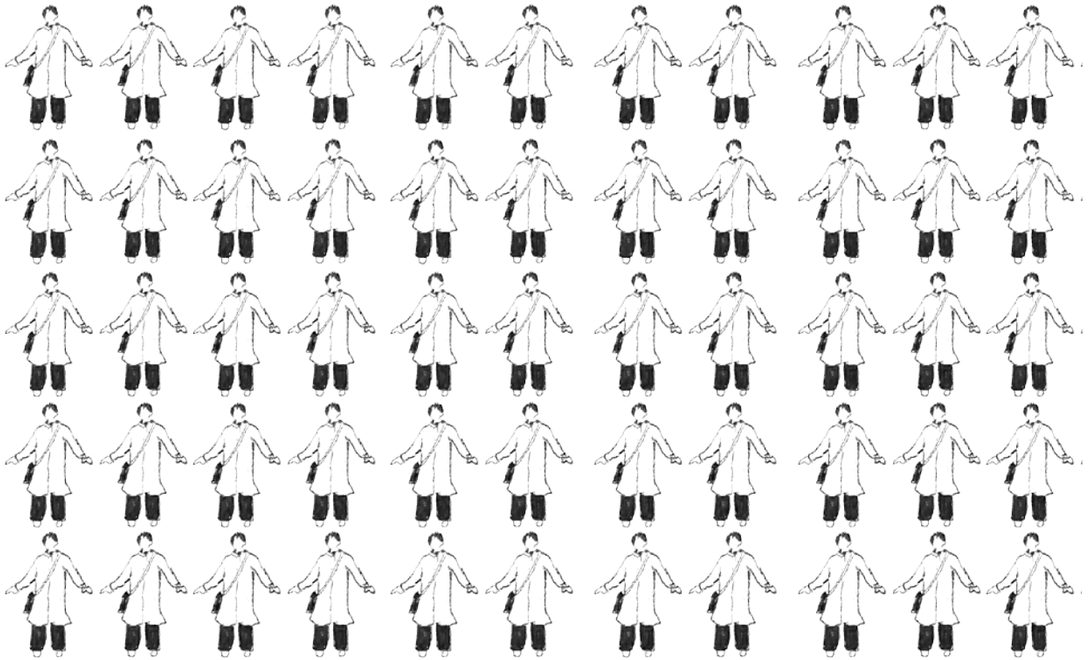
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The Valley's Silence Begins Young

With curbs still in place on protests against the revocation of Article 370, making student organisations operational on Kashmir's campuses remains a remote possibility

THE wide hall of Gandhi Bhawan at Kashmir University (KU) was dimly lit, filled with students and experts talking about the everyday existential issues that plague the city and its dwellers. A few blocks away, political science students walked to their class, exchanging complaints that could have been conventionally raised through the aegis of a student association. But at the varsity campus, there is none.

Twenty-two-year-old headscarf-clad Rifat Mir, a political science student at KU, fumed at the discomfort that students staying in the hostel had to endure after additional beds were placed inside their rooms. Another student rued that there was no student association to counsel new students on how to adjust to campus life and also cope with the thought that they would have to struggle hard for jobs once they completed their studies.

At KU, students have been learning about and discussing wider issues such as traffic jams in Srinagar city, but they are barred from engaging in political activity through a students' association on campus. "There is a de facto ban on forming a students' union. I think an association is important to bring before the KU authorities issues such as the shortage of space in hostels," says Mir.

Jawaz Bashir, another political science student, chips in, arguing for the need for a student-run platform through which they could understand why the benefits of better funding to the university after a higher NAAC ranking did not help in improving the facilities for students. "An association is a must to give a democratic voice to the issues of students, which is not there," he says, adding that alternate forums, such as the vice chancellor's meet-up with students twice a year, were of little help in resolving the immediate issues that confronted them.

In Kashmir, political activities on the campuses of colleges and universities remain missing as the authorities have previously banned the operation of student unions that fanned separatist activities. Prior to the revocation of Article 370 on August 5, 2019, which scrapped Kashmir's special status, students had been routinely resorting to stone-pelting against the security forces during protests that emerged over incidents of human rights violations. However, for the last six years and more, the student activism on campuses has been particularly missing.

At KU, students talked about how a political awakening through an organised union remains missing on the campus. "The way the body needs a soul and veins need blood, a university needs a students' association," says Aamir Mushtaq, an English literature student, while stressing that the students' body was required for issues such as holding counselling sessions for new students to help them overcome academic stress.

Nasir Khuehami, National Convenor of the J&K Students Association (JKSA), says that the ban on unions on campuses ensures that there are no such bodies to take up student-related issues in educational institutions here. He adds that the JKSA was started in Uttarakhand, where it began work by opposing the attack on Kashmiri students by some right-wing groups, before it became active in Kashmir in 2020. "There are no unions in the colleges and universities. Even the student wings of the political parties don't exist on the campuses," he adds.

Earlier in February this year, in reply to a Right to Information (RTI) application filed by the JKSA about the ban on student politics at KU, the authorities noted that the students' union had been banned in 2009 following the verbal directions of the then vice-chancellor, keeping in view the "prevailing security scenario in Kashmir" and "apprehensions that students might be influenced by individuals with ulterior motives, potentially leading to destabilisation and disruption of the academic environment on campus."

The KU authorities further said that there was no pressing need for a students' union as the university has a transparent mechanism for grievance redressal. "A dedicated Students' Grievance Cell has been established to receive representations from students and to provide redressal in a time-bound manner. Additionally, each department has constituted a departmental committee to address students' issues and

"STUDENT AGITATIONS HAVE BEEN FIERCE, BUT ORGANISED ELECTORAL STUDENT ACTIVITY HAS BEEN MISSING ON CAMPUSES DUE TO THE BAN ON POLITICAL ACTIVITY OF STUDENTS."

ILLUSTRATION: VIKAS THAKUR

concerns at the local level," the KU said in its official reply.

KU Registrar, Professor Naseer Iqbal, says that instead of a students' union, they have a Class Representative Forum, which has class representatives from different departments who bring student issues to the notice of University authorities. "Instead of a union or association, we have this CR Forum, which raises matters with the Dean of Student Welfare, and then the administration finds solutions to the student issues," he says.

Due to the ban, regional political parties like the Peoples Democratic Party (PDP) do not have student wings, the National Conference (NC) has an inactive one, and those of the Congress and the Bharatiya Janata Party (BJP) do not operate on the campuses. Political leaders say that with curbs continuing on protests against the government following the revocation of Article 370, making student organisations operational on campuses, following the dip in militant violence, remains a remote possibility.

Senior Congress leader Ghulam Nabi Monga says there was a sense of fear among students that any form of protest on campuses would be dealt with sternly by the authorities. "Due to the volatile situation in Kashmir, organised student unions on the campuses were less visible, and the restrictions have become more severe after the revocation of Kashmir's special status," he says.

NC chief spokesperson, Tanvir Sadiq, says that in the last six years, the office bearers of the National Conference Students Union (NCSU) were taken into the youth wing, and they are looking at reviving it. "Currently, the NCSU doesn't have any office bearers, but we are looking at reviving it. There is a ban on the formation of independent student organisations at KU, which should not have been there," he says.

According to the BJP spokesperson Manzoor Bhat, the party does not have any active student organisations in the colleges and universities in Kashmir.

Former Minister and senior PDP leader Nayeem Akhtar says that due to the ban on student politics, the PDP doesn't have functioning student organisations in college and university campuses. "In Jammu and Kashmir, the student agitations have been very fierce, but the organised electoral student activity has been missing on the campuses. This is due to the ban on political activity of students. In the rest of the country, educational institutions have been forums that have produced strong leaders nationally and also at the local level, such as in municipalities," he says.

However, the bans have not stopped students from rising up in protest. Last year, within months of Chief Minister Omar Abdullah assuming office, hundreds of students flooded the roads seeking that the government increase the job percentage for candidates in the open merit category. The protests, which were supported by all parties, including the PDP and the NC's own MP Aga Ruhulla, forced Abdullah to constitute a cabinet sub-committee to frame a report on the issue to avert the first major challenge to his government, which was elected after six years of President's rule.

Civil society activist Imtiyaz Chasti, who lent support to the student protests, has now joined active politics and is part of the People's Conference as one of its secretaries. Chasti says that the government has, however, failed to carry out "the rationalisation of reservations in Jammu and Kashmir." He notes, "It was a movement that was started by students to seek a reservation proportionate to the population of different groups, but the government has done nothing. The cabinet sub-committee forwarded its report to the Law Department, but the issue has not been resolved."

Students feel that the associations or unions are required not only to shape their political ideology, but also to provide them with a platform to raise issues like fee hikes. Danish Bhat, an LLB student at KU, says that an association is needed to highlight their issues, such as the rescheduling of exam dates during inclement weather. A research scholar recalls how they felt the need for a students' association when the university increased the admission fee. "A few years back, the university increased the fee, we launched a protest, and the students came together to seek a rollback. It was a spontaneous protest. We don't have any association here to frequently take up issues," he says, wishing to remain anonymous for fear of reprisal from the authorities.

Talib Hussain Bhat, 23, a KU student, says that the Facebook page of the students' association of the university has become inactive after it posted about the protests over the death of a university faculty member who became a militant in 2018. "The activities related to student politics are missing on the campus," he says.

STUDENTS FEEL THAT THE ASSOCIATIONS OR UNIONS ARE REQUIRED NOT ONLY TO SHAPE THEIR POLITICAL IDEOLOGY, BUT ALSO TO PROVIDE THEM WITH A PLATFORM TO RAISE ISSUES LIKE FEE HIKES.

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Robbing an Arab Spring

Why is it that one is eligible to vote at the age of 18, but no politics is permitted on campuses?

IMAGO



Restricted Freedom A student casting his vote at Ramjas College, New Delhi, on September 18, 2025



N. Sukumar

TEACHES POLITICAL SCIENCE IN DELHI UNIVERSITY. HE IS THE AUTHOR OF *CASTE DISCRIMINATION AND EXCLUSION IN INDIAN UNIVERSITIES: A CRITICAL REFLECTION*

"THE Battle of Waterloo was won on the playing fields of Eton." The leadership qualities, the nurturing of confidence and generating solidarity should be the rationale for any academic institution whether it is public or private. The values associated with Eton, both forged within the classroom and outside, helped the British in its colonial enterprise. More recently, Harvard University fought to retain its autonomy amidst the freezing of federal funds. In India, too many institutions are struggling to maintain their academic commitments in the face of statist pressure.

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teaching-learning process. Needless to mention, such facilities come with a hefty price tag. When the state-run public education system is floundering, many students and parents with deep pockets desire to shift to institutions which would promise quality education. On their part, the private colleges/universities also try to attract students with fee waivers or scholarships coupled with aggressive marketing strategies. The state policies also encouraged such ventures.

However, in the post-liberalisation era, the purpose of education is limited to skill enhancement leading to job placements. The teaching-learning outcomes have to be synchronised with the global market. The 'students' are not considered as a subject with their own agency for critical thinking, rather an empty vessel which can be filled up with factual knowledge. There is limited scope to conscientise them about the prevailing social, cultural and political life worlds. Ultimately, an infantilised consumer citizen is being fashioned.

The Idea of Politics

Is the idea of politics limited to voting during elections or participating actively to widen one's horizons around the notion of rights, citizenship and democracy? Creating a democratic society is a work in progress, a continuation of India's tryst with destiny. Jayaprakash Narayan (JP) had opined that students are crucial for any kind of social change. He considered students as less corrupt than traditional political leaders. Personally, he had also left college as a young nationalist in 1920 to join the freedom struggle. The JP movement, initiated in Gujarat and Bihar in 1973-74, galvanised the student community to launch protests against political misrule. It also facilitated the emergence of many young leaders who went on to transform Indian politics. Why is it then that student involvement in politics is opposed by various institutional structures? Why do institutions feel insecure when students indulge in politics, especially those belonging to the historically marginalised communities? Is it because the consolidation of these groups challenges the entrenched power elites? In the 1990s, one witnessed the Mandal agitation which forged an alliance of deprived social groups to demand for affirmative action, equality and justice. These struggles still resonate both politically and socially.

Subsequently, the current political regime has succeeded in demonising the vibrant political culture prevailing in state-funded campuses. On the contrary, the parochial, fascist ideologies have been provided a free hand to suppress democratic voices. The Dalit-bahujan student groups are in the vanguard of protesting this undemocratic political culture. It is pertinent to mention the institutional murders of Rohith Vemula, Payal Tadvi, Darshan Solanki—to name a few—when the 'purity' of these academic spaces was questioned. When public institutions are narrowing down their commitment to issues of social justice, how does one perceive a private entity which functions solely on manufactured 'merit'?

WHY DO INSTITUTIONS FEEL INSECURE WHEN STUDENTS INDULGE IN POLITICS, ESPECIALLY THOSE BELONGING TO THE HISTORICALLY MARGINALISED COMMUNITIES? IS IT BECAUSE THE CONSOLIDATION OF THESE GROUPS CHALLENGES THE ENTRENCHED POWER ELITES?

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Cultivating Social Compassion

The 'ideal' student is visualised or even expected to be a docile and disciplined person who is only interested in the textbook/classroom and is oblivious to any kind of socio-political churning. The textbook is not produced in a vacuum, but is influenced by the larger society. Hence, one needs to discern what is 'political' and 'social' in today's parlance. Is getting admission in elite institutions the final seal of approval? How does one build social solidarity around shared interests? In state-funded institutions, the fear of the law can guarantee a modicum of implementation of rules, which is completely missing in privately-funded institutions. Often, students and their guardians are made to sign an undertaking that their kids/wards will not indulge in any 'political' activities. One needs to advocate that the politics of presence in the place of silence is essential, more so in academics. A thorny issue has been the involvement of students in multiple political activities in these rarefied environs.

How does one map the journey of a Dalit-bahujan student in a private institution? If he/she is fortunate enough to possess enough finances to enter the portals of such institutions, how does one negotiate with the peer group and the elite teachers (many of them with foreign degrees)? How does one cultivate a sense of belonging in such academic spaces? In India, where the primary identity is of caste/religion—which intersect with ethnicity, region, etc—how does it affect the social dynamics in such elite settings? The family



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background, food habits, dress codes, all these have a bearing on one's existence. These choices also reflect a certain form of politics. For the holistic well-being of students, a diverse campus experience is essential. It can be in the form of art and cultural groups, reading circles, community/caste/gender groups, debating societies and sports facilities to create a vibrant ambience. This helps to forge a sense of belonging and solidarity amongst students, especially for those who belong to the marginalised groups. Such informal bodies are far easier to approach rather than the formal institutional mechanisms to resolve any crisis, whether on the academic or personal front. They are non-judgmental and provide instant support on any issue. Often, political organisations also play an important role in shaping the students' consciousness. The coming together of a collective to struggle for their rights, choices and agency is essential to the very thought of being human. The idea of politics cannot be simply reduced to electoral battles between established political ideologies; they also help to envision new forms of social existence. Being political also shapes the larger academic and socio-cultural interests. The Ambedkar-Phule-Periyar-Bhagat Singh Study Circles and LGBTQ associations generated debates around identities, social structures and habitus, which gradually led to new forms of knowledge production. It grants visibility to themes which are often ignored by the entrenched power groups, forcing them to acknowledge the winds of change. In the larger process, it helps to generate an inclusive pedagogy. If Dalit, tribal and gender studies are part of the curriculum today, it is because of the political struggles in the campuses, which eventually shaped academic discourses and policies. In many European universities, student-led protests raised the question, "Why is My Curriculum White?"

THE CURRENT POLITICAL REGIME HAS SUCCEEDED IN DEMONISING THE VIBRANT POLITICAL CULTURE PREVAILING IN STATE-FUNDED CAMPUSES.

Who Needs the Politics of Protest?

At the age of 18 years in India, one becomes eligible to vote for one's representatives at multiple levels, but no politics will be permitted on campuses. Is it because any form of questioning is now criminalised? To illustrate, Ashoka University has The Ashoka University Student Government (AUSG), an elected body run by students to represent the collective demand of the student body. In May 2024, students at Ashoka had protested against caste discrimination. They also demanded a caste census in the university. In January 2025 again, there were protests against the severe security norms imposed on the students stating that it violates their right to privacy. The Azim Premji University has a Savitri-Ambedkar Club to create a safe space for minorities and marginalised communities. They conduct screenings around anti-caste movements and social justice narratives. Where would we locate these initiatives by private universities? The naming of a student club 'Savitri-Ambedkar' is a clear recognition of the prevalence of social politics. Can these protests be considered as apolitical?

Despite their lofty claims, the data released by the Parliamentary Panel in August 2025 revealed the appalling representation of the SCs/STs/OBCs students in private educational institutions. In this scenario, the demand to introduce a Bill for Reservations for SCs/STs/OBCs in Private Educational Institutions by the Congress Party needs careful consideration. Both students and teachers are abysmally represented in these institutions. The governing bodies of these institutions hail from business houses that are increasingly aligning with the totalitarian state to protect their economic and ideological interests. Intellectual pursuits need to be accompanied by a moral compass, only then a critical habitus and radical empathy be forged. The strategy or the unwritten rule in such campuses is to devise academic programmes in such a manner that the student is continuously being evaluated—exams, projects, presentations and group discussions—and the grades are awarded by teachers. This intense scrutiny is to cultivate an 'apolitical' student. It generates a toxic ambience in which students either drop out or are silenced. There are increasing cases of student suicides on private campuses. '*Velivadas*' (Dalit ghettos) continue to exist in our midst and they can only be demolished through conscious social and political action. To maintain a deliberate silence under such circumstances is also a political gesture as such silences are based on economic, socio-political and cultural capital. Such silences also help to validate one's social location and also help maintain the status quo.

(Views expressed are personal)





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Bihar's Gen Z Jan

Will young voters rewrite Bihar's political grammar or reaffirm its old hierarchies in the assembly election?

IMAGO



Shaping the Political Narrative Police personnel stop Youth Congress workers during a protest in Patna on September 23



Ravi Ranjan
IS PROFESSOR, DEPARTMENT OF POLITICAL SCIENCE, ZAKIR HUSAIN DELHI COLLEGE, UNIVERSITY OF DELHI

THE Election Commission of India has announced a two-phased Bihar assembly election, to be held on November 6 and 11, 2025. The announcement follows weeks of political wrangling and legal disputes among major political parties, a prelude to what promises to be one of Bihar's most fiercely contested polls in recent years. What's new this time is the heightened focus on the youth vote, particularly the Gen Z—a demographic that is increasingly shaping the political narratives not only through ballots, but through social media, protests, and public discourse. Unlike previous elections, the 2025 contest is witnessing a pronounced emphasis on the Gen Z cohort (born roughly between 1997 and 2012). The post-pandemic political context, rising digital engagement, and visible disenchantment, which the conventional political leadership has together positioned Bihar's young electorate as a critical constituency capable of influencing electoral outcomes.

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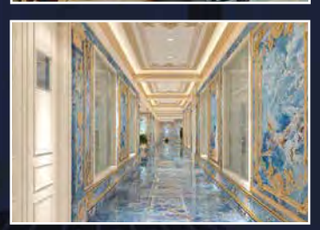
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The upcoming Bihar assembly election of 2025 marks a crucial juncture in the state's political trajectory—with nearly 58 per cent of Bihar's population under the age of 25—this demographic cohort possesses both numerical and ideological potential to reshape political narratives traditionally dominated by caste and patronage-based politics. The Gen Z voters are characterised by their aspirational outlook, technological engagement, and growing political consciousness. They are influencing party strategies, campaign rhetoric, and the grammar of governance. Recent democratic crises across South Asia, such as the political turmoil in Nepal, have underscored the transformative potential of youth-driven mobilisations. The message resonating across borders is that democratic legitimacy increasingly depends on the inclusion, participation, and trust of younger citizens.

The Demographic Dividend and the Electoral Worth of Gen Z

Bihar has the country's highest proportion of young people. Of Bihar's 7.44 crore registered voters, approximately 25 per cent belong to Gen Z, and around 14.7 lakh are first-time voters. This translates to roughly 5,700 new voters per assembly seat, as reported by *The Indian Express*.

While the absolute number of new voters has increased since 2020 (11.17 lakh), it remains significantly below the 24.13 lakh registered in 2015. The average number of first-time voters per constituency dropped from 9,930 in 2015 to 4,597 in 2020. The 2015 election data showed 73 seats where the number of first-time voters surpassed the victory margin, including in Tarari, where the Communist Party of India (Marxist-Leninist) Liberation (CPI-ML (L)) candidate beat his rival from the Lok Janshakti Party-Ram Vilas (LJP-Ram Vilas) by just 272 votes. Importantly, 56 constituencies (23 per cent of all seats) in the 2020 election had margins of victory smaller than the number of first-time voters, demonstrating the potential electoral influence of this segment in many assembly constituencies in 2025. This pattern underscores the political weight of Bihar's young electorate—one that every major party is now keenly courting.

Aspirational Voters in a Caste-Weary State

For decades, Bihar's politics has revolved around caste identities, where, as many quip, "caste casts the vote". Bihar's political culture has historically been anchored in caste identities, where political mobilisation often mirrored social hierarchies. The enduring dominance of the Other Backward Classes (OBC)-led parties such as the Rashtriya Janata Dal (RJD) and the Janata Dal (United) (JD-U) exemplified the "politics of representation" rather than the "politics of aspiration". However, the rise of Gen Z is gradually transforming this paradigm. The emergence of Gen Z, the tech-savvy, mobile, and aspirational is gradually altering this equation due to their exposure to digital media, education, and the labour market. Their political preferences are influenced by issues such as employment, skill development, corruption, and gender equality. This demographic shift is forcing parties to move beyond traditional identity politics toward agenda-based mobilisation.

JD-U's Nitish Kumar's developmental politics in the 2000s—centered on infrastructure, law and order, and governance—introduced a partial break from caste polarisation. Nitish Kumar's leadership since 2005, under the National Democratic Alliance (NDA) banner, shifted Bihar's political discourse from purely caste arithmetic to development narratives promising roads, schools, and electricity. His alliance initially consolidated the upper castes and the non-Yadav OBCs who had drifted from the RJD-Congress bloc. But after two decades, fatigue is visible. The younger generation now demands not just infrastructure, but opportunities, education, jobs, and dignity. With a state urbanisation rate of just 13.3 per cent, among the lowest in India, and limited industrial growth, Bihar's youth are demanding a more vibrant and inclusive model of development.

The Rise of Jan Suraj and the Politics of Discontent

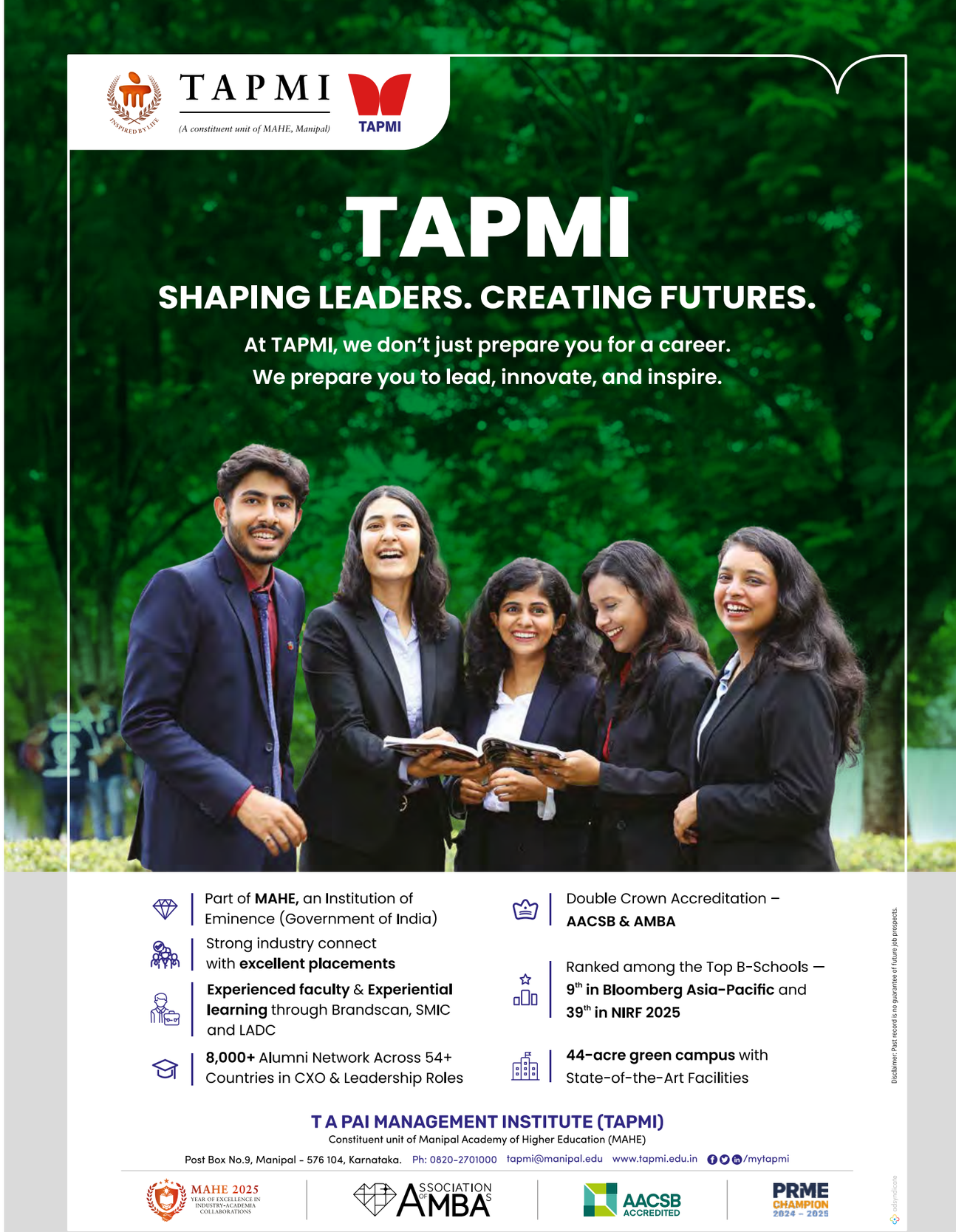
The political landscape of 2025 features a new challenger: Prashant Kishor's Jan Suraj. Positioned as a reformist movement, Jan Suraj has sought to distance itself from caste politics and appeal directly to Gen Z's frustration with unemployment and corruption. Kishor's active participation in student protests, such as those against the Bihar Public Service Commission (BPSC) paper leak, has earned his party credibility among the youth, and he has been able to consolidate his image as an advocate for accountability and transparency in governance.

This growing appeal stems from a broader disenchantment among Bihar's youth caused by persistent unemployment, poor educational infrastructure, and governance inefficiencies, which have eroded trust in traditional institutions. A 2017-2022 report by the Comptroller and Auditor General of India (CAG) revealed that 18 per cent of education funds remained unutilised, and 57 per cent of teaching positions were vacant. These figures reveal the depth of systemic neglect forcing thousands of students to migrate for better education and jobs. Youth out-migration rose from 5.5 million in 2001 to 7.9 million in 2011, and is estimated to be significantly higher today.

The state government's 2023 caste-based survey report estimates that around 10 per cent of upper-caste Hindu households have at least one migrant member, while those from marginalised communities face economic barriers and migration. The exodus of youth, both skilled and unskilled, not only drains the state's human capital, but also symbolises their loss of faith in the local economy. For those who remain, private coaching centres have become substitutes for failing public institutions, further commercialising the dream of upward mobility.

Political Parties and the Reinvention of Youth Outreach

Recognising this disillusionment, traditional political parties are reorienting their electoral strategies. The RJD, under Tejashwi Yadav, is attempting to shed its purely



BIHAR HAS THE COUNTRY'S HIGHEST PROPORTION OF YOUNG PEOPLE. OF THE STATE'S 7.44 CRORE REGISTERED VOTERS, ABOUT 25 PER CENT BELONG TO GEN Z, AND AROUND 14.7 LAKH ARE FIRST-TIME VOTERS.

caste-based image and reposition itself as a representative of youth aspirations. Prominent promises include the establishment of a Bihar Youth Commission, waiver of examination form fees, free coaching support, and transport facilities for students attending exams. Notably, a version of the Youth Commission was later adopted by the Nitish Kumar government, demonstrating how electoral competition can catalyse policy innovation.

Meanwhile, the ruling JD-U-BJP alliance has expanded its youth outreach through schemes such as the Jannayak Karpoori Thakur Skill University, which focuses on industry-oriented training, and the Mukhyamantri Nishchay Swayam Sahayata Bhatta Yojana, offering Rs 1,000 monthly stipend and free skill training to unemployed graduates. Despite these measures, Nitish Kumar, now in his ninth term, faces challenges in connecting with a generation whose values and expectations are shaped by digital mobility and exposure to global narratives.

The demographic paradox is striking: while Bihar's electorate grows younger, its legislative assembly grows older. Between 2015 and 2020, the share of MLAs aged 56-70 rose from 27 per cent to 33 per cent, and those above 80 years increased from four per cent to five per cent, highlighting the generational disconnect in political representation.

Youth Polarisation: Corruption, and Institutional Trust

The 2020 CSDS-Lokniti post-poll survey showed a near-even split among youth voters (18-29 years)—36 per cent supported the NDA, while 37 per cent backed the Mahagathbandhan. Employment and corruption were the defining issues, rather than caste identity.

Corruption remains a structural impediment to youth trust in institutions. The National Crime Records Bureau (2022) documented 108 corruption cases in Bihar, ranking it 12th among Indian states. Additionally, data from the Association for Democratic Reforms (ADR) show that 68 per cent of current legislators face criminal cases further deepening Gen Z's cynicism towards the political class.

According to the 2024 Election Commission's Baseline Survey of Knowledge, Attitude and Practices (KAP), only 4.2 per cent of voters cited caste as their primary determinant for voting preference. This shift suggests that issue-based politics centered on education, jobs, and governance is gradually eroding traditional identity-based mobilisation. Yet, caste politics is not disappearing entirely. The RJD-led alliance hopes to benefit from the recent reservation expansion to 65 per cent, which bolstered its performance in the 2024 Lok Sabha elections—winning nine seats, up from one in 2019. Meanwhile, the BJP continues to consolidate support among upper castes and women voters with its development narrative.

Gendered Dimensions of the Youth Vote

Interestingly, since 2010, the women voter turnout in Bihar has consistently been exceeding that of men in each succeeding assembly elections. If this trend continues in 2025, of the 2.42 lakh new voters, more than one lakh first-time voters will be young women aged 18-25, who can impact the results. With the average age of marriage now 22, more young women are seeking education and careers.

Both major alliances are targeting this demographic. The RJD has proposed the 'Mai-Bahin Samman Yojana', offering Rs 2,500 monthly to women, while the Nitish Kumar's government has reserved 35 per cent of state government jobs for women, a move aimed to convert Bihar's "gender advantage" into electoral dividends by institutionalising gender equity. These measures highlight how gender intersects with generational politics in shaping Bihar's evolving voter base.

The Mood of Bihar: Between Hope and Disillusionment

"Geography affects politics," wrote Friedrich Ratzel, the father of political geography, a reminder that Bihar's proximity to Nepal's democratic churn may not be coincidental. Nepal's youth-led protests have already inspired young Biharis to question their own leaders more boldly. The mood in Bihar today is reminiscent of the May 1968 student protests in France, whose slogan *"Be realistic, demand the impossible"*, captured a generation's desire for radical change.

As Bihar heads to polls in November 2025, the contest is no longer just between the Mahagathbandhan, NDA, or Jan Suraj, it is between old loyalties and new aspirations. Whether the state's Gen Z voters will rewrite Bihar's political grammar or reaffirm its old hierarchies remains to be seen. But one thing is clear: no party can afford to ignore Bihar's *youngistan* anymore. Bihar's democracy, long mediated by caste and class, now faces its most dynamic interlocutor, the generation that refuses to be silent

(Views expressed are personal)

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A Glacial Meltdown

Ladakhis are demanding nothing more radical than statehood and Sixth Schedule safeguards within the Indian Constitution

MarginSpeak



Anand Teltumbde
IS AN INDIAN SCHOLAR, WRITER AND HUMAN RIGHTS ACTIVIST

WHEN Ladakh erupted on September 24, 2025, with four protesters killed in police firing, dozens more seriously injured, curfew imposed across Leh, internet blackouts, and Sonam Wangchuk arrested under the National Security Act (NSA), many in the Indian establishment tried to reduce it to "law and order." Wangchuk was flown to distant Jodhpur as a grave threat to national security. But Ladakh is not a local disturbance. Dissent is treated with contempt across the country by the ruling dispensation and institutions are subordinated to party interests.

Pleas for Statehood
Protesters at a rally for Ladakh

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WHAT WAS PROMISED AS AUTONOMY WAS INSTEAD EXPERIENCED AS DISENFRANCHISEMENT. THE VERY STATUS THAT WAS SUPPOSED TO EMPOWER LADAKHIS ENDED UP DISEMPOWERING THEM, PRODUCING A SENSE OF BETRAYAL AND FUELLING TODAY'S PROTESTS.

Ballots are held, parliaments sit, courts function—but all of these have been hollowed out, bent to the will of one party and one leader.

The Arc of Authoritarianism

The Bharatiya Janata Party's (BJP's) ideological journey in power can be mapped in four stages: Congress-*mukt* Bharat, Opposition-*mukt* Bharat, Protest-*mukt* Bharat and now, Citizen-*mukt* Bharat.

In 2014, Narendra Modi's campaign promised a Congress-*mukt* Bharat (Congress-free India). Framed as the end of dynastic corruption, it quickly morphed into delegitimising India's oldest party as "anti-national." Once the Congress was weakened, the target shifted to regional parties. Leaders of the Aam Aadmi Party, the Trinamool Congress, the Dravida Munnetra Kazhagam, the Nationalist Congress Party, and the Shiv Sena were hounded by the Enforcement Directorate and the Central Bureau of Investigation. State governments were toppled through engineered defections. Pluralism, the very foundation of Indian federalism, was hollowed out.

With parliamentary opposition reduced, the street became the next frontier. Peaceful citizens' movements—from Shaheen Bagh against the Citizenship Amendment Act to the year-long farmers' agitation—were vilified, disrupted by curfews and blackouts, and crushed with sedition charges and preventive detentions. Protest, the soul of democracy, was rebranded as anarchy.

Then came what we see today—the erasure of the citizen. When Ladakhis, demanding nothing more radical than statehood or Sixth Schedule safeguards within the Indian Constitution, are met with live ammunition and NSA detentions, the message is clear: the citizen has no standing. What remains is the obedient subject, loyal to nation and leader, stripped of an independent political voice.

Ladakh is not an aberration but the natural endpoint of this authoritarian trajectory.

The Ladakh Question

In August 2019, when Article 370 was abrogated and Ladakh was carved out as a separate Union Territory, the decision was greeted with jubilation in Leh. For decades, Ladakhis had complained that they were sidelined in the politics of Jammu and Kashmir, where power was concentrated in Srinagar. The promise of a Union Territory seemed to hold out the prospect of direct attention from Delhi, faster development, and freedom from what they saw as "Kashmiri dominance."

But enthusiasm soon gave way to disillusionment. Unlike Jammu and Kashmir, Ladakh was denied its own legislature. Power was concentrated in the office of a centrally appointed Lieutenant Governor, while the two Hill Councils in Leh and Kargil found their authority systematically eroded. Matters central to Ladakhi identity—protection of land from outside acquisition, reservation in jobs for local youth, and environmental safeguards for its fragile high-altitude ecology—slipped out of local hands.

Examples abound. In 2021, the Ministry of Home Affairs extended several central land and property laws to Ladakh, including the Real Estate (Regulation and Development) Act, which opened the door for outsiders to purchase land—something Ladakhis had long resisted. Mining leases were granted to corporations without consulting local communities; one 2022 proposal for large-scale gypsum extraction sparked outrage over threats to pastures used by the Changpa nomads. Mega-infrastructure projects like the 14.2 km Zojila tunnel were pushed through without environmental impact assessments sensitive to local glaciers and water tables. Even government recruitment came under fire: jobs that Ladakhi youth expected to be reserved locally were increasingly filled through all-India competitions.

What was promised as autonomy was instead experienced as disenfranchisement. The very status that was supposed to empower Ladakhis ended up disempowering them, producing a sense of betrayal and fuelling today's protests.

The Lame Logic of Securitisation

The Centre often justifies its tight control over Ladakh in the name of national security. After all, Ladakh borders both Pakistan and China, and since the Galwan clash of June 2020—where 20 Indian soldiers died—the Line of Actual Control (LAC) has become one of the most militarised frontiers in Asia.

But if national security is the goal, reliance on force and top-down decisions without local buy-in is a misplaced

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strategy. The people of Ladakh ought to feel proud and secure in their identity as Indian citizens—especially given their role as guardians of a sensitive border—not alienated.

Ladakh's population is very small—about 274,289 in the 2011 Census, projected to be around 302,000 in 2024. By contrast, in response to the Galwan clash, over 68,000 Indian Army soldiers plus tanks, BMPs (infantry combat vehicles), artillery, and major logistical support were airlifted into eastern Ladakh by the Indian Air Force.

More recently, in March 2025, the government raised a permanent 72 Infantry Division to be stationed in eastern Ladakh, in addition to the existing 3rd Division guarding the region.

What becomes clear is the discrepancy: tens of thousands of troops, extensive infrastructure, and aggressive militarisation, serving a population of barely three hundred thousand.

True national security in a borderland demands more than installations; it demands the loyalty of the people, their sense of agency, their ability to shape their environment. When the democratic voice is shut down, when constitutional safeguards are ignored, when environmental concerns are steamrolled for roads and tunnels, alienation grows rather than mitigates threat.

Comparative frontier zones show what works differently. In Tibet, under Chinese rule, the local population is often denied constitutional, religious, and cultural autonomy; the state depends heavily on deployment of troops and suppressive policies, generating cycles of unrest and distrust. In Gilgit-Baltistan (Pakistan), locals have historically lacked full constitutional integration with representative institutions; political arrangements are often peripheral and controlled by the federal government, producing frequent protests over resource extraction, land rights, and lack of voice.

India risks resembling those regimes if it treats Ladakh not as citizens but as strategic objects. For a region so critical to territorial integrity, for people at so high altitude, in such a fragile ecology, force cannot substitute legitimacy. If New Delhi wants Ladakhis to feel that belonging, not alienation, it will need institutional respect, constitutional safeguards, and responsive governance—not only troops, not only roads, not only orders from above.

FOR A REGION SO CRITICAL TO TERRITORIAL INTEGRITY, FORCE CANNOT SUBSTITUTE LEGITIMACY. IF NEW DELHI WANTS LADAKHIS TO FEEL BELONGING, NOT ALIENATION, IT WILL NEED INSTITUTIONAL RESPECT AND RESPONSIVE GOVERNANCE.

Citizens Sans Security

No figure captures the contradictions of Ladakh better than Sonam Wangchuk. An engineer, innovator, and educator celebrated worldwide for his "ice stupas" and alternative models of schooling, Wangchuk has been honoured by international institutions and feted by the Indian state itself. *Time* magazine named him among the 100 most influential people in climate action; the Ramon Magsaysay Award jury praised his "grassroots innovation." In short, Wangchuk is not an agitator on the margins but one of modern India's most recognisable faces of constructive change.

And yet, his political demands have been anything but radical. He has consistently articulated three core aspirations: statehood for Ladakh, or at the very least a legislature with substantive powers; Sixth Schedule safeguards for land, jobs, and cultural identity, ensuring Ladakhis are not overwhelmed by external interests; ecologically sensitive development, critical in a region that is ground zero for glacial retreat and climate collapse.

All these are constitutional demands, pursued through Gandhian means—hunger strikes in sub-zero temperatures, non-violent marches across Leh, public appeals couched in the language of democracy and ecology. There has been no violence, no separatist slogan, no unconstitutional method.

Yet, the Centre has responded with the full arsenal of repression. His non-governmental organisation's FCRA licence was revoked on flimsy pretexts; its funds were frozen. A campaign of discrediting followed, branding him as "anti-development", "provoking unrest" and being insinuated as being in contact with a Pakistani. The final blow came when Wangchuk was jailed under the NSA—a preventive detention law meant for terrorists and saboteurs, not teachers and environmentalists.

The lesson is stark: in today's India, the state's wrath can fall not just on dissenters from the political opposition, but also on social reformers, teachers, scientists, or climate activists who merely articulate constitutional rights. Wangchuk's incarceration sends a chilling signal: if even the most peaceful, patriotic, and globally respected voices can be branded a threat, then citizenship itself is stripped of security.

Ladakh's struggle is not separatist. It is democratic—a plea for statehood, safeguards, and dignity. To answer such demands with bullets and NSA detentions is to reveal the fascist heart of the regime.

The people of Ladakh are raising the alarm today. The question is whether the rest of India will listen before it too becomes 'citizens-*mukt*'.

(Views expressed are personal)

OUTLOOK initiative



Shaping Global-Ready Students

TIMES Higher Education World University Rankings 2026
KIIT placed in 501 cohort globally, 5th Best in India

KIIT Deemed to be University, (https://kiit.ac.in/), Bhubaneswar has made a big impact in the Times Higher Education (THE) World University Rankings 2026, securing the 5th position among all the universities in India. Significantly, KIIT is also the only institute from Odisha to feature in the national top 10 list — a matter of immense pride for the state and a reflection of its growing academic excellence.

Globally, KIIT has been placed in the 501–600 band among 2,191 universities and 5th nationally among 128 Indian institutions, marking a notable rise from its previous year's position in the 601–800 band. This upward movement highlights the university's sustained progress in global competitiveness and its emergence as one of India's most dynamic and globally visible institutions. Indian Institute of Science (IISc) topped among Indian universities.

This year, KIIT has been ranked 259th in the world in the 'Academic Excellence' parameter of the Times Higher Education World University Rankings. Times Higher Education provides rankings based on five parameters. Remarkably, KIIT has performed best in India in 'Industry Integration', 'International Outlook' and 'Social Commitment (SDGs)' parameters.

Highlights

- **Ranked 5th in India and the only university from Odisha to feature in the national top 10.**
- **Significant improvement from last year's position, reflecting its growing global competitiveness.**
- **Top performance in India in the parameters of Industry Integration, International Outlook, and Social Commitment (SDGs).**

According to the Times Higher Education evaluation, KIIT's performance in THE World University Rankings 2026 reflects a decade of transformation—from local excellence to global recognition. The institution has demonstrated that a socially inclusive university from Odisha can compete with the world's finest through innovation, compassion, and quality education.

Expressing happiness over this achievement, Dr. Achyuta Samanta, Founder, KIIT, KISS & KIMS, (https://achyutasamanta.com/) said, "Every state aspires to have a university ranked among the top 500 globally. I am happy that KIIT, only 28 years since its inception and 22 years as a Deemed to be University, has been placed among the world's top premier universities in the 501 cohort. This accomplishment is a source of pride for Odisha specifically, and for India as a whole."



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AP





Seema Guha
IS A SENIOR JOURNALIST
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A Delicate Olive Branch

Is the Gaza peace deal a genuine turning point or just a pause before the next storm?

Uneasy Truce People react as a convoy carrying the hostages released from the Gaza Strip arrive near Re'im, Israel, on October 13, 2025

FOR Gaza's over two million people, it is a rare moment of respite. The incessant bombings over the last two years have stopped; the 20 Israeli hostages are back home. So are the 2,000 Palestinians prisoners. For now, the skies are clear. US President Donald Trump has already taken a victory lap with a whirlwind visit to Israel and Egypt and is basking in global attention, projecting his peace plan as the deal that ended two years of bloodshed. Yet, beneath the applause, lies an uneasy vacuum. Who will govern Gaza once the dust settles? Will Hamas, though bruised and battered, lay down its arms or is it merely a tactical retreat? The promised stabilisation force remains invisible, and Israel—under a triumphant Prime Minister Benjamin Netanyahu—shows little sign of loosening its military grip. For many in the region, relief is tempered by doubt: is this a genuine turning point, or just a pause before the next storm?

Trump is optimistic that the peace agreement will hold.

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THE PROMISED STABILISATION FORCE REMAINS INVISIBLE, AND ISRAEL—UNDER A TRIUMPHANT PRIME MINISTER BENJAMIN NETANYAHU—SHOWS LITTLE SIGN OF LOOSENING ITS MILITARY GRIP.

"The sun rises on a Holy Land that is finally at peace," Trump declared and went on to add that a "golden age" has dawned for both Israel and the Middle East. Gershon Baskin, the Israeli columnist and activist who played a vital behind-the-scenes role in the negotiations, working with the US Special Envoy to the Middle East, Steve Witkoff, and Trump's son-in-law Jared Kushner, gave all credit for the deal to Trump. The president asserted America's power to get a reluctant Netanyahu on board. In an interview with Karan Thapar, Baskin said: "It's huge and we can't underestimate the importance of this moment. The war is over." He denied that the agreement is iffy and short on detail. Baskin said that the process to get a multinational force in Gaza and ready a Palestinian government to take over the administration are on. He was speaking as an "insider", but to the rest of the world, the agreement is short on details.

The history of peace deals between Israel and Hamas does not encourage hope. Now that Israeli hostages have been freed, nothing prevents Netanyahu from walking out, as he did earlier in January.

"As of now, I am a sceptic. Netanyahu is not a signatory to the deal. He has questioned many of the details that were put out in the 20-point agreement. In fact, it cannot be called an agreement, it is more an expression of intent," says Talmiz Ahmad, former ambassador to Saudi Arabia, who closely follows the region.

Yet, the fact remains that both Israel and Hamas agreed to all clauses of the agreement. After both sides endorsed the plan, it was approved by Israel's cabinet and went into effect on October 10. A symbolic agreement was signed two days later in Sharm el-Sheik by Donald Trump, Egypt's President Abdel Fattah el-Sisi, Qatar's ruler Tamin bin Hamad AI Thani and Türkiye's Recep Tayyip Erdoğan. They will act as guarantors to the agreement. In the seaside resort of Sharm el-Sheikh, where more than 20 world leaders had gathered to endorse the Trump initiative, the cry was for peace and a new Middle East.

"From the city of Sharm el-Sheikh, the will of the people meets the resolve of world leaders to end the war in Gaza," President Abdel Fattah el-Sisi of Egypt said. "They all carry a single message to mankind: Enough war. Welcome to peace."

The first part of the peace deal is done; a ceasefire is in place. But what of the larger more complex questions? When will a new administrative structure be in place? Meanwhile, Hamas is still in control, and clashes between rival Palestinian groups are reported from some areas.

Netanyahu has never endorsed the two-nation solution and built his political career on that. He will not change his stand now. Trump, while travelling back to Washington from the summit, was vague when asked by reporters on the two-state solution. "We'll have to see about a two state solution," Trump replied. He said the immediate priority in Gaza was cleaning up the rubble and rebuilding the enclave, not a one state or two state solution. So for the moment that is left on the back-burner.

The agreement is not new. It has been on the table since at least a year. According to Jamie Rubin, a US official from the previous Joe Biden administration, the peace plan was something that was being worked on by former secretary of state Antony Blinken and himself during the Biden presidency. Egypt and Qatar were also involved, so was Türkiye. Rubin claimed he was responsible for getting former British Prime Minister Tony Blair on board. Not that he is a popular choice, as most people in the region remember his Iraq misadventure. Biden, however, was not in a position to influence Netanyahu. Trump was able to get the first part of the January ceasefire implemented, with many of the hostages freed. But once that was done, Netanyahu walked out, by convincing Trump that the

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THE FIRST PART OF THE PEACE DEAL IS DONE; A CEASEFIRE IS IN PLACE. BUT WHAT OF THE LARGER MORE COMPLEX QUESTIONS? WHEN WILL A NEW ADMINISTRATIVE STRUCTURE BE IN PLACE?

war must continue as Hamas could be completely obliterated. Having asserted Israel's military superiority by killing the entire political and military leadership of Hamas, breaking the back of Hezbollah in Lebanon, destroying much of Iran's air defence system, and getting the US to bomb Iran's nuclear enrichment sites, the Israeli leader was on a high. It suited Netanyahu to continue the war. So long as the fighting continued, his corruption case remained in the background, and there was no question of holding elections. With America in lockstep, there was no turning back for Israel. This would have continued, but for the botched plot to eliminate the Hamas negotiators in Qatar. Hubris finally caught up with Netanyahu when he attacked the sovereignty of a friendly country and a staunch friend of Trump. The Arab-Muslim nations were shocked and alarmed at this assertion of Israel's military might. It triggered widespread outrage in the region. American businesses as well as Trump's family interests are tied up in the region. Trump was furious. When Netanyahu visited the White House in September, Trump forced him to call Qatar's Prime Minister Tamin bin Hamad AI Thani and apologise. Not satisfied with that, the White House released pictures of Trump holding the phone while Netanyahu appeared to read from a scripted page.

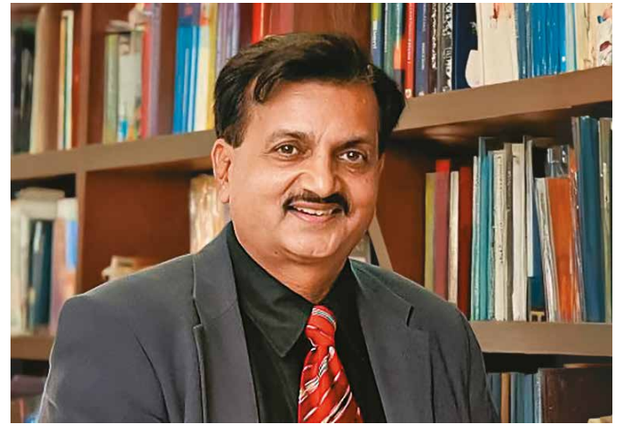
By now, Trump was ready to pay attention to what the Arab and Egyptian leaders had to say and stop the war. Peace is fragile and things can go out of hand at any time.

Adnan Abu Al-Haija, former ambassador to India, and a long-time member of Fatah, is cautiously optimistic. Can the agreement last? "Certainly, no one trusts Netanyahu. However, things are different now compared to January, especially due to public pressure—particularly in Europe—which has forced governments to take positions that would have been difficult to take otherwise, such as recognition of the State of Palestine and halting some arms supplies to Israel," says Al-Haija. "But I believe it will be difficult for Netanyahu to resume the war because of the international situation. So far, it's not clear who will govern Gaza. There is talk about an independent Palestinian technocratic body, and the deployment of international forces under a UN resolution. I believe that anybody leading Gaza must, in some way, be connected to the Palestinian Authority. The issue of weapons remains. It is the most difficult obstacle."

If Trump continues to use his vast powers to keep Netanyahu in check, he might just succeed. If he is able to solve the long-running Palestine question, he will richly deserve the Nobel Peace Prize, that he so desperately wants.

Where Legacy Creates Opportunity

Anil Somani shares how FOSTIIMA is redefining management education through real-world learning, corporate mentorship, and a vision rooted in inclusive excellence



Anil Somani
Executive Founder & Chairman
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WITH OVER 35 IIM-A ALUMNI INVOLVED, THE CURRICULUM BLENDS ACADEMIC RIGOUR WITH REAL-WORLD RELEVANCE, PROVIDING STUDENTS WITH THE TOOLS TO SUCCEED IN TODAY'S COMPETITIVE GLOBAL BUSINESS ENVIRONMENT AND ALSO PREPARE FOR THE FUTURE WORKSPACE

Q What was the core idea behind establishing FOSTIIMA?

FOSTIIMA, an acronym for "Friends of [IIM-A] Sharing the IIM-A Experience", was started in 2007 by our group of friends, alumni of IIM Ahmedabad. After a successful corporate innings, we were in an exit mode to find something greater to give back to the society. For example, I sold my pharmaceutical company to Ranbaxy, and my colleague Jerry Rao sold his IT firm to Hewlett-Packard, and others too gave up their illustrious careers to pursue a common goal.

As IIM alumni, we were privileged to experience world-class education, and we wanted to share that with students who may not have cracked the CAT but have great potential. At FOSTIIMA, we've tried to bring the essence of IIM-Ahmedabad into a more accessible space. With over 35 IIM-A alumni involved, the curriculum blends academic rigour with real-world relevance, providing students with the tools to succeed in today's competitive global business environment and also prepare for the future workspace.

Q How is FOSTIIMA making a difference in B-school education?

One of the key differentiators is our unique approach to 'case method of teaching', which is very different from standard practice. For our students it is not just about 'solving the problems' but to develop the ability of 'understanding the problem'. Another important differentiator is our faculty. Most of the teachers come from corporate backgrounds rather than traditional academia and act as facilitators to develop critical thinking and decision-making skills. Their mentorship, combined with their vast networks, gives students direct access to a world of opportunities and insights that textbooks alone cannot offer.

Our AICTE-approved PGDM programme is designed with inputs from industry leaders and IIM alumni. It blends academic theory with practical exposure through live projects, internships, and workshops. We offer specialisations in areas like marketing, finance, HR, operations, and business analytics, along with a strong focus on leadership and soft skills. The results speak for themselves — our students are getting placed in top firms like Deloitte, EY, Amazon, and Infosys.

Q Given the current geopolitical tensions and global economic instability, how do you see FOSTIIMA evolving over the next five years?

India is a resilient economy, and despite global uncertainties, I believe B-school education will remain strong. Technological advancements like generative AI won't disrupt management education; in fact, they'll enhance it. The core methods of learning will stay relevant, while tools like AI will improve delivery and outcomes. The job market for B-school graduates is stable, and placements will continue as they have over the past two decades. At FOSTIIMA, our state-of-the-art campus, innovative curriculum, and focus on digital transformation, sustainability, and global exposure ensure we stay ahead. We're committed to shaping future-ready leaders through experiential and future-focused education.

Breast Cancer: When the Question is 'Why Me?'



"Why me?"—This is a question that echoes in the minds of thousands of women diagnosed with breast cancer every year worldwide. Despite advances in medicine and awareness, breast cancer remains one of the most emotionally and physically challenging diseases, especially because its onset often feels sudden, unfair, and inexplicable.

In India, breast cancer has overtaken cervical cancer as the most common cancer among women. The situation is unique also. As per the ICMR data, breast cancer accounts for about 27–32% of all cancers in women, with about 144,000 new cases annually. The incidence is higher in urban areas compared to rural areas.

While developed countries boast early detection rates and high survival percentages, India faces the challenge of late diagnosis.

Studies indicate that over 60% of breast cancer cases in India are detected in Stage III or IV, drastically reducing chances of survival. The reasons are complex — lack of awareness, cultural stigma, limited access to screening facilities, and a general hesitancy to discuss breast health.

In rural areas, the situation is grave. Women often ignore early symptoms — a lump, dimpling of the skin, nipple discharge — attributing them to benign causes. For many, even acknowledging breast-related issues is taboo.

For some, it comes as a bolt from the blue: they lead healthy lifestyles, have no family history, and yet find themselves in the oncology ward. This unpredictability fuels the question, "Why me?"

Medical experts explain that breast cancer is multifactorial. Genetics plays a role—mutations in BRCA1 and BRCA2 genes increase the risk—but most cases are sporadic. Hormonal imbalances, late pregnancies, sedentary lifestyles, alcohol consumption, obesity, and exposure to radiation can all contribute. However, none of these factors can fully explain the emotional toll the diagnosis takes.

It often shatters a woman's identity. For many, breasts are not just a part of the body but deeply tied to femininity and motherhood. The fear of losing a breast, undergoing chemotherapy, or facing social alienation weighs heavily.

Unfortunately, societal perceptions can compound the trauma. In some cases, women face abandonment, marital discord, or employment challenges after diagnosis. This reinforces the urgent need for psychosocial support and sensitisation programs alongside medical treatment.

However, breast cancer survivorship is rising in India, thanks to better screening, early detection, and comprehensive treatment protocols. Institutions like Tata Memorial Hospital in Mumbai and AIIMS in Delhi are pioneering low-cost care models that offer hope.

As we mark another Pink October, recognised as Breast Cancer Awareness Month globally, it's time to remind that awareness, early detection, and empathy can save lives. It is time to move beyond the symbolism of pink ribbons. Regular self-examinations, annual screenings after the age of 40, and open conversations around women's health are crucial steps forward.

Let this month not just colour our timelines in shades of awareness, but challenge the silence we share — the silence behind every whispered, 'Why me?'"

ENDS

My Why: Saving Breasts, Saving Lives

A heartfelt reflection on purpose, awareness, and saving lives through early detection and compassionate breast cancer care



Dr K.M.M. Vishvak Chanthar
Chief of Breast Onco Surgery, Department of Surgical Oncology, RGCIRC (Rajiv Gandhi Cancer Institute & Research Centre)

Every October, the world turns pink to reaffirm our commitment to the fight against breast cancer. This year, the theme "My Why" invites each of us to reflect on our motivation—why we choose to speak up, to act, and to care.

As a breast cancer surgeon, my why stems from the stories I witness every day—stories of courage, resilience, and hope. Each patient reminds me that early detection not only saves lives but also preserves a woman's identity, confidence, and sense of self.

The Growing Burden in India

Breast cancer has now become the most common cancer among Indian women, surpassing cervical cancer. According to the National Cancer Registry, nearly one in 28 women is likely to develop breast cancer during her lifetime.

Yet, what's more alarming is when we find it. Nearly 60% of Indian women are diagnosed in advanced stages, often when the disease has already spread.

"I thought it was just a milk lump," said a 42-year-old mother of two who ignored a lump for months. By the time she walked into the hospital, the disease had advanced. Her story isn't unique—it's painfully common.

Early Detection: The Game Changer

The good news? Breast cancer is highly curable when detected early. Awareness, not technology, remains our most powerful tool.

Being "breast aware" simply means knowing what's normal for you and noticing any changes—be it a lump, skin dimpling, nipple discharge, or a change in shape. Women over 40 should undergo regular mammography, and those with a family history or genetic risk should start even earlier.

Understanding the Risks

While genetics and age play a role, lifestyle is an equally important factor. Urban lifestyles marked by late childbirth, obesity, stress, and reduced breastfeeding have added to the risk. Prevention is still the best medicine.

Oncoplastic Surgery: Where Medicine Meets Art

For decades, the mention of breast cancer carried the shadow of mastectomy. Women often feared losing not just a breast, but a part of their identity.

Today, we can remove the tumour completely while reshaping or reconstructing the breast, often in the same operation. The goal is simple: cure without compromise.

At our institute, we've seen how this approach restores not just the body but also confidence. Patients often say, *"I never imagined I could look normal again."*

Bridging the Gap: Government and Grassroots Action

The government's initiatives under the National Programme for Prevention and Control of Cancer, Diabetes, Cardiovascular Diseases and Stroke (NPCDCS) have expanded screening at the primary health level. However, greater emphasis on breast health education and training healthcare workers in early detection is vital.

Several NGOs and advocacy groups are complementing these efforts by conducting awareness drives, screening camps, and survivorship support programs. Their contribution, especially in rural India, has been instrumental in reaching women who would otherwise remain undiagnosed until late stages.

My Why

People often ask me what keeps me motivated after years in this field. My answer is simple: every breast saved is a life restored.

My why is the smile of a woman walking out of surgery, knowing she's cancer-free and still herself. My why is the mother who tells her daughter, "Get checked early—I did, and it saved my life."

As we mark Breast Cancer Awareness Month 2025, let's move beyond pink ribbons and hashtags. Let's start real conversations. Let's ensure no woman delays care out of fear or ignorance.

Because when detected early, breast cancer is not just treatable—it's curable. Be breast aware. Be proactive. That's my why.

About the Author
Dr Vishvak Chanthar is a leading oncoplastic and breast cancer surgeon with extensive expertise in breast conservation and reconstructive surgery. As the Chief of Breast Onco-Surgery at RGCIRC, he is deeply involved in clinical care, resident training, and research focused on improving oncological and aesthetic outcomes for women with breast cancer.



Breast Cancer Awareness: Early Detection Saves Lives

Rising breast cancer cases demand urgent awareness, timely screenings, and access to quality treatment for better outcomes

Breast cancer remains one of the leading health challenges among women in India today. Statistics reveal that nearly one in every eight women is at risk of developing breast cancer during her lifetime. This rising incidence, coupled with late diagnosis, has made breast cancer one of the most pressing healthcare concerns in the country. What makes the issue even more alarming is that many women continue to be diagnosed only when the disease has reached advanced stages—when treatment becomes more complicated, expensive, and emotionally draining.

Why Early Detection Matters

The most powerful weapon against breast cancer is early detection. When the disease is caught in its early stages, treatment is not only more effective but also less invasive and more affordable. Studies show that early-stage breast cancer has a survival rate of over 90%, proving how timely intervention can save lives.

Regular self-breast examinations, clinical check-ups by specialists, and mammography after the age of 40 are essential preventive steps. These simple measures can make all the difference between early recovery and late-stage complications.

At ClearMedi Healthcare, we strongly encourage women to prioritize preventive health and make breast screening a part of their annual routine. Our advanced mammography services are available at all ClearMedi hospitals, making early detection convenient, accessible, and affordable for women across regions.



Some of the early signs to watch out for include:

- A lump or thickening in the breast or underarm area
- Unusual nipple discharge (especially if it's bloody or clear)
- Changes in breast shape, size, or color
- Persistent pain or swelling
- Skin dimpling or retraction

These signs should never be ignored. While not every lump is cancerous, it's always wise to get it checked by a medical professional.



Commander Navneet Bali
Executive Director & CEO

Comprehensive Care at ClearMedi Hospitals

ClearMedi Healthcare is dedicated to delivering comprehensive cancer care that goes beyond treatment—it's about healing, support, and hope. Our hospitals combine advanced medical technology with compassionate care to ensure every patient receives personalized attention.

ClearMedi is equipped with advanced imaging systems, surgical oncology units, chemotherapy and radiation therapy facilities, and reconstructive surgery options. But what truly sets ClearMedi apart is our holistic approach—where medical, emotional, and psychological care go hand in hand.

Our team of oncologists, radiologists, surgeons, and counselors work collaboratively to develop individualized treatment plans that focus on both cure and comfort.



Myths That Need to Be Broken

Despite increasing awareness, breast cancer is still surrounded by numerous myths that often delay diagnosis and treatment. Some common misconceptions include:

- "Breast cancer affects only older women."

While age does increase risk, younger women are not immune. In fact, cases among women in their 30s and 40s are on the rise.

- "If there's no family history, I'm safe."

Only 5–10% of breast cancers are hereditary. Lifestyle factors such as obesity, lack of exercise, stress, and late motherhood play a much bigger role.

- "Men don't get breast cancer."

Although rare, men can also develop breast cancer. Awareness among men is equally important for early detection.

Breaking these myths is crucial. Misinformation creates hesitation, fear, and stigma—often leading women to ignore symptoms or avoid screenings. By promoting open discussions and educating communities, we can create a culture were talking about breast health is normal, not taboo.

Additionally, our psycho-oncology and counseling programs ensure that patients and families receive the emotional support they need throughout their journey.

Building Awareness, Spreading Hope

Every October, the world turns pink to mark Breast Cancer Awareness Month—a reminder that the fight against breast cancer extends beyond hospitals. It's a movement that starts in homes, communities, and workplaces.

At ClearMedi Healthcare, we actively organize awareness camps, educational workshops, and screening drives in both urban and rural areas. Our outreach initiatives aim to make breast cancer information accessible to everyone—especially to women who might not otherwise have access to healthcare facilities.

Through partnerships with local organizations and community leaders, ClearMedi is reaching thousands of women each year, encouraging them to take that crucial first step toward early detection. Because every screening, every conversation, and every shared story brings us closer to saving another life.

Breaking the Silence, Saving Lives

Breast cancer is not just a medical condition—it's a social issue that affects families, relationships, and entire communities. Awareness, empathy, and timely medical action are our most effective tools in this fight.

ClearMedi Healthcare is proud to lead the way in spreading awareness, providing early screening opportunities, and offering cutting-edge treatment facilities. Our mission is simple yet powerful: to ensure no woman suffers in silence.

Every woman deserves a healthy, fulfilling life. With awareness, regular screenings, and advanced medical care, breast cancer can be managed—and in many cases, completely defeated. Together, we can make a difference.

The path to saving lives begins with awareness—and one early screening at a time.

Game, Seat, Match

With Chirag Paswan's growing prominence and the JD(U)'s diminishing stature, the BJP seems to be preparing for a change of leadership in Bihar

IMAGO/ANI NEWS



The Third Umpire Whether inside or outside the NDA, Chirag Paswan has remained Nitish Kumar's most persistent critic



Md Asghar Khan
IS SENIOR CORRESPONDENT FROM JHARKHAND

WHEN political posters claiming '*Bihar kar raha hai tajposhi ka intezaar, Chirag ke swagat ko Bihar taiyaar*' (Bihar awaits its coronation, ready to welcome Chirag) appeared across Patna in May this year, they set off quiet tremors in Bihar's political circles.

The talk of "coronation" hinted at a generational shift and a possible new face in the state's politics. The peppering of such posters across the state capital has made the JD(U) visibly uneasy, even as the BJP appears to be silent. Days later, Union Minister for Food Processing and president of National Democratic Alliance (NDA) ally Lok Janshakti Party (R) Chirag Paswan met Chief Minister Nitish Kumar and sought to play down the speculation, claiming: "This time, there is no vacancy for the post of Chief Minister in Bihar."

That brief remark carried more weight than its tone suggested. Many saw it as Paswan's way of quietly positioning himself as a future contender for Bihar's top post. The question that followed was straightforward but significant: is the BJP backing Paswan as a long-term political bet, or is it using him to clear the path for its own Chief Minister in Bihar? The NDA's seat-sharing announcement on October 12 brought that question back into focus.

Across the aisle, the Mahagathbandhan is yet to settle its own equations. A month ago, it seemed Rahul Gandhi and Tejashwi Yadav had resolved their differences, but questions about the same continue to linger. With polling just weeks away and election campaign fervour nearing its peak, seat allocation arrangements between the Congress and the Rashtriya Janata Dal (RJD) continue to be shaky.

Meanwhile, while the NDA may have formalised its own seat-sharing arrangement, the ambitious BJP's constant jostling with the JD(U) over cornering of seats and the latter's discomfiture with Paswan's rise also suggests that ruling alliance's feathers continue to be ruffled.

Under the seat-sharing arrangement, the JD(U) and the BJP will contest 101 seats each, while Paswan's LJP (R) has been given 29 seats. The smaller allies, Hindustani Awam Morcha (Secular) and Rashtriya Lok Morcha (RLM) , will contest six seats each.

Amid reports of unease within the NDA, a senior JD(U) leader said his party had wanted Paswan to get the fewest seats possible, fearing that if the NDA and the opposition finished with similar numbers, Paswan could gain undue leverage in forming or unsettling the government.

Political analyst Mahendra Suman believes Paswan's bargaining power has grown. "He enjoyed BJP's tacit support even in the last election, when he contested alone. Most of his candidates were, in fact, BJP-backed and later rejoined the BJP," Suman says. "It was Chirag who helped the BJP claim the 'senior partner' status within the NDA by damaging JD(U)."

Suman adds that many of the 29 LJP(R) candidates this time are effectively BJP nominees, which means the BJP is contesting 142 seats in practice. "The BJP's goal is to form the government on the strength of those 142 seats," he says. "If the JD(U) performs poorly, it will be Chirag who demands the Chief Minister's chair."

He also points out that the allocation of just six seats each to Jitan Ram Manjhi's HAM and Upendra Kushwaha's RLM is deliberate. If they rebel, their small groups of winning MLAs can be easily absorbed.

JDU Loses Its "Big Brother" Status

For the first time since Nitish Kumar came to power in 2005, the JD(U) is not the senior partner in seat distribution. In 2020, it contested 115 seats against the BJP's 110. In 2010, the ratio was 141 to 102 and in the 2005 elections, the JD(U) contested 139 seats to the BJP's 102. Even in Lok Sabha elections, JD(U) had held an advantage, contesting 24 seats to BJP's 16 in 2004, 25 to 15 in 2009, and reaching parity at 17 each only in 2019. In 2024, JD(U) slipped slightly, contesting 16 seats to BJP's 17.

This time, Nitish Kumar is said to have insisted that JD(U) contest at least one seat more than the BJP to retain psychological dominance, but that did not happen. The equal seat share marks a symbolic setback for the JD(U), and the 29 seats given to Chirag Paswan

OUTLOOK initiative



Vivekananda Global University B-School: Nurturing Innovators, Entrepreneurs & Global Leaders

The Faculty of Management at Vivekananda Global University (VGU), Jaipur, stands as one of India's most forward-looking B-Schools - combining academic rigor, industry integration, and innovation-driven learning.

At the heart of VGU's pedagogy lies experiential and multidisciplinary learning. The curriculum integrates the Harvard Case Study Method, business simulations, and online courses from reputed global platforms such as Harvard Business Impact, LinkedIn Learning, and Coursera.

VGU's Management Game Lab and Innovation & Incubation Cell (IIC) further reinforce its hands-on approach. While the Game Lab immerses students in simulated business environments that test strategy, leadership, and negotiation skills, the IIC nurtures entrepreneurial thinking - guiding students from ideation to prototype development. Regular hackathons, innovation challenges, and start-up mentoring sessions create a vibrant entrepreneurial ecosystem aligned with India's "Startup Bharat" vision.

The School's Industry-Institution Interface Cell (IIIC) plays a pivotal role in bridging classroom learning with corporate realities. Through internships, consultancy assignments, and live case projects, students gain direct exposure to business dynamics.What truly distinguishes VGU's B-School is its strong research and innovation orientation. Students and faculty collaborate on analytical studies, publish case papers, and participate in international conferences, creating a culture of inquiry that bridges theory and practice. The emphasis on research-led teaching mirrors the practices of top global management schools.

Beyond academics, the B-School fosters a culture of leadership and social responsibility. Through conclaves, panel discussions, and expert lectures featuring distinguished corporate leaders and policymakers.

Guided by an accomplished team of academicians and industry practitioners, the Faculty of Management at Vivekananda Global University blends intellectual depth with practical insight. It is not merely a place to earn a degree it is a launchpad for innovators, entrepreneurs, and future-ready professionals who will shape the next decade of business leadership.

are being seen within the party as a greater concern than parity with the BJP.

Discontent remains within JD(U), though leaders have not expressed it publicly. One senior leader said off record: "Former state president Vishist Narayan Singh is deeply upset. His calls go unanswered. It seems Chirag has been deliberately empowered to sideline Nitish Kumar. The BJP is contesting 142 seats in reality to ensure JD(U) weakens, paving the way for its own Chief Minister."

Allegations and Counterclaims

Following the announcement, reports indicated that Nitish Kumar was unhappy with the arrangement. Critics accused JD(U) working president Sanjay Kumar Jha of compromising the party's position. MP Pappu Yadav wrote on *X* that Jha had "completed his mission to force Nitish Kumar out of the Chief Minister's chair."

Jha dismissed the allegations, saying: "Every NDA decision is being taken in consultation with Chief Minister Nitish Kumar." He accused the opposition of spreading misinformation and planting false reports.

HAM leader Jitan Ram Manjhi, unhappy with his six-seat share, warned that the NDA would pay a price for underestimating him. He later echoed Nitish Kumar's reported displeasure and announced that his party would contest two more seats independently.

Analysts See a Strategic Continuity

According to Pushpendra, a former professor at the Tata Institute of Social Sciences, Mumbai, the seat-sharing formula is not unexpected and follows the strategy adopted by the BJP in 2020. "Chirag was extremely useful to the BJP in 2020. He demonstrated his potential by weakening JD(U)," he says.

"The BJP wants the JD(U) to win enough seats to remain relevant but not enough to dominate. Chirag's strong performance will serve BJP's long-term objective of leadership control in Bihar," Pushpendra adds. "The JD(U) got roughly the same number of seats as in 2020 because, despite his frailty, Nitish remains both a necessity and a compulsion for the BJP, since it lacks a credible CM face in Bihar."

On the BJP's focus on Chirag, he says: "In 2020, Chirag's priority was to defeat JD(U), while BJP's agenda was to make JD(U) its junior partner. That experiment worked. Now, Chirag has proven himself a potent spoiler, perhaps even a potential winner under the NDA umbrella."

Pushpendra, however, questions Chirag's popular appeal. "His image hasn't truly grown among the people, but the BJP's promotion has amplified his presence. Chirag is not a banyan tree like his father, Ram Vilas Paswan, but he's more like an Ashoka tree, strong but limited in spread."

A Recap of 2020

In the 2020 Bihar Assembly election, Paswan's LJP contested 135 seats and won just one. But the party had fielded candidates against every JD(U) nominee. The outcome saw JD(U) reduced to 43 seats, while the BJP, with 74, became the largest NDA party for the first time. Analysts widely credited Chirag for JD(U)'s loss of at least 28 seats.

Even so, the BJP honoured its pre-poll commitment and retained Nitish Kumar as Chief Minister. In the subsequent cabinet expansion, however, all new ministers came from the BJP quota, with none from JD(U), signalling a clear shift in balance. Since then, JD(U) leaders have repeatedly sought a larger share of seats for the next election, but that demand has not been met, while Chirag's share has grown.

The Road Ahead

An LJP(R) functionary, speaking on condition of anonymity, said: "Getting 29 seats is a victory for us. The JD(U) now fears that Chirag might avenge what they did to his father's legacy, when Nitish Kumar politically sidelined Ram Vilas Paswan by creating the 'Mahadalit' category, excluding the Paswan caste grouping. But we believe Nitish ji will remain CM, for now."

Mahendra Suman says Paswan's fortunes remain linked to the BJP. "When the BJP wanted to weaken him, it promoted his uncle Pashupati Paras, splitting his party. Now it's promoting Chirag again, leaving Paras isolated."

He suggests the BJP is making use of the long-standing rivalry between Nitish Kumar and the Paswans, which dates back to 2005, when Nitish's Mahadalit policy reduced Ram Vilas Paswan's Dalit base.

Paswan, however, lacks his father's ideological depth as a socialist leader. Charismatic but less grounded, his approach leans more towards image-building than grassroots politics.

Whether inside or outside the NDA, Paswan has remained Nitish Kumar's most persistent critic, targeting his government on issues like crime and declaring he would contest all 243 seats in 2020. What stands out is the BJP's quiet tolerance of Paswan's criticism, a silence that appears deliberate rather than detached.

The shifting dynamics within the NDA suggest a larger political plan. With Chirag Paswan's growing prominence and JD(U)'s diminishing stature, the BJP seems to be preparing for a change of leadership in Bihar. Whether Chirag becomes the face of that shift or simply its tool remains uncertain, but the "coronation" Bihar awaits may not be Nitish Kumar's this time.

"THE BJP WANTS THE JD(U) TO WIN ENOUGH SEATS TO REMAIN RELEVANT BUT NOT ENOUGH TO DOMINATE. CHIRAG'S STRONG PERFORMANCE WILL SERVE BJP'S LONG-TERM OBJECTIVE OF LEADERSHIP CONTROL IN BIHAR."

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INDIA'S
BEST B-SCHOOLS
2026

AI Unleashed: Transforming Business Education for Tomorrow's Leaders

Artificial Intelligence (AI) is reshaping every facet of business, from operational efficiency and decision-making to innovation and ethical leadership. With more than 90 percent of Fortune 500 companies globally deploying AI solutions, the need for AI-savvy business graduates is pressing. However, India's premier business schools reveal a nuanced and evolving story around AI adoption. While AI tools are gaining traction in teaching and research, faculty expertise and confidence remain limited, revealing critical gaps that must be addressed to prepare India's future business leaders adequately.



Dr Karthick Sridhar
IS VICE CHAIRMAN OF INDIAN CENTRE FOR ACADEMIC RANKINGS & EXCELLENCE (ICARE), AND ONE OF THE ARCHITECTS OF INDIA'S FIRST GOVERNMENT-APPROVED ACADEMIC AUDIT & RATING AGENCY

The AI Imperative for Modern Business Education

AI drives exponential productivity gains, more intelligent analytics, and new business models across industries. Job postings globally that specify AI and data analytics skills have tripled over the last two years, and Indian businesses are increasingly seeking graduates who are adept in these areas. Employing AI for strategic advantage has moved from a luxury to a necessity: whether optimizing supply chains, powering fintech innovations, or personalizing customer experiences at scale, AI is embedded in contemporary business models.

Globally, fewer than 30 percent of business graduates feel prepared to work confidently with AI tools. In India, this figure is even lower, partly due to challenges in the pace of curriculum updates and faculty training. A recent survey of faculty members from India's top business schools found that only 7 percent identify as AI experts, and barely half (51%) believe AI currently has a positive impact on student learning, highlighting an urgent need for robust AI curricula and academic leadership in Indian management education.

Curriculum Overhaul: What Should Be Taught?

Leading business institutions, such as the Wharton School, Harvard, and MIT Sloan, are not only teaching AI as an add-on but also embedding it into the core of their programs. AI education today must be holistic: technical skills are critical, but ethical considerations, strategic thinking, and communication skills must be woven throughout.

In India, while a few leading Indian business schools have begun incorporating AI into electives and executive courses, there remains a call for integrating AI across the entire curriculum, reflecting the growing digital economy and AI innovation ecosystems in cities such as Bengaluru and Hyderabad.

The objective of an AI-integrated business curriculum should be multi-dimensional.

- It should aim to equip students with technical mastery over AI platforms such as Python, TensorFlow, and business analytics tools, enabling them to solve real-life business challenges effectively. Beyond technical skills, the curriculum should foster an understanding of AI's ethical, legal, and societal implications, particularly within India's diverse regulatory landscape and socio-economic context.

- It should encourage practical applications of AI across functional areas like marketing, finance, operations, and product innovation, with domain-specific examples that include AI-powered agricultural analytics and personalized fintech offerings.

- Crucially, the program should develop students' critical thinking and decision-making abilities, empowering them to interpret AI outputs, challenge automated insights, and apply these intelligently to strategic business problems.

- Finally, it should promote leadership and communication skills, equipping graduates to bridge the gap between data scientists and business stakeholders, an essential capability in India's interdisciplinary and rapidly evolving workplaces.

This comprehensive framework should ensure that graduates emerge not only as capable operators of AI systems but also as visionary leaders who drive responsible AI-led innovation and value creation.

Immersive Learning Models for AI in Business

Practical immersion should define the course structure in AI business education. It should typically feature interactive lectures that combine theoretical foundations with case studies from key Indian sectors, such as the application of AI for MSMEs to improve supply chain efficiency or AI-powered customer acquisition strategies in Indian e-commerce firms.

Students should gain hands-on experience in labs where they build, test, and refine AI models using real datasets, often leveraging cloud computing platforms to accommodate varying infrastructure levels across institutions. Additionally, the curriculum should frequently include engagement opportunities with Indian startups and technology leaders through guest lectures, live projects, and hackathons, connecting students directly to the vibrant and rapidly evolving AI innovation landscape in India.

Capstone group projects should be integral, requiring students to apply AI solutions to sector-specific challenges, whether optimizing rural logistics, improving microfinance credit scoring with AI, or designing generative AI-driven marketing campaigns tailored to Indian consumers. These immersive, context-rich experiences help students effectively internalize AI's role within India's uniquely dynamic market environment, preparing them to lead and innovate in an accelerating AI-powered economy.

Evaluating Success in AI Business Education

Assessment strategies in AI-integrated business education should be designed to reflect the program's multifaceted goals comprehensively. Technical quizzes and lab assignments should be used to evaluate students' proficiency in AI coding, model building, and data analytics. Written case studies should challenge learners to critically analyze the impact of AI across Indian business sectors, incorporating key ethical and regulatory considerations specific to the country's context.

Team projects should foster collaboration and innovation, with peer and faculty reviews reinforcing accountability and leadership skills essential for real-world business environments. Formal presentations should simulate typical business pitches, sharpening students' communication and executive decision-making abilities. Additionally, formative feedback loops should be

GLOBALLY, FEWER THAN 30 PERCENT OF BUSINESS GRADUATES FEEL PREPARED TO WORK CONFIDENTLY WITH AI TOOLS. IN INDIA, THIS FIGURE IS EVEN LOWER, PARTLY DUE TO CHALLENGES IN THE PACE OF CURRICULUM UPDATES AND FACULTY TRAINING

TAPMI, Salem



integrated, often involving mentorship from AI practitioners and industry experts, which significantly enhances students' employability and readiness to tackle contemporary challenges in AI-powered workplaces. This holistic approach ensures that assessment measures both technical mastery and strategic, ethical insight, preparing graduates for leadership roles in dynamic business ecosystems.

Empowering Educators to Lead the AI Revolution

Only 7 percent of faculty surveyed see themselves as AI experts, underscoring a significant challenge and opportunity for Indian business education. Leading institutions are launching faculty development programs, often in collaboration with industry and government initiatives, to bridge this gap. Programs focus on both technical training and pedagogical innovations, including the integration of ethical AI use and contemporary case studies that reflect India's digital transformation.

Curriculum agility is vital, with periodic review mechanisms that incorporate student, alums, and industry feedback to stay aligned with the rapid advances in AI technologies and evolving business needs in India's unique market context.

Navigating Unique Hurdles in Indian Business Schools

India faces hurdles on its AI education journey, including disparities in digital infrastructure across regions, resistance among some educators due to concerns about redundancy or unfamiliarity, and affordability issues with cutting-edge tools, which pose ongoing challenges. Furthermore, ethical questions take a distinctive form in India, where concerns about data privacy and the digital divide must be carefully addressed.

Nevertheless, government initiatives, such as the National AI Strategy, and collaborations between industry and startup incubators are driving momentum. These partnerships bring AI-driven innovation closer to B-school classrooms, empowering students to harness AI for socially inclusive and economically sustainable growth.

Preparing Ethical, Strategic Leaders for India's AI-Powered Future

For India's business schools, AI education is both a challenge and a transformative opportunity. Accelerating structured and contextualized AI courses, empowering faculty, and fostering industry partnerships will ensure that Indian graduates emerge as capable and ethical leaders, ready to deploy AI responsibly across India's diverse economy.

The future belongs to those institutions that recognize AI literacy as a core competency, blending technological command with strategic vision and ethical clarity. For India, this is not just about competing on a global stage but about driving the nation's inclusive and sustainable growth in the AI era

TEAM PROJECTS SHOULD FOSTER COLLABORATION AND INNOVATION, WITH PEER AND FACULTY REVIEWS REINFORCING ACCOUNTABILITY AND LEADERSHIP SKILLS ESSENTIAL FOR REAL-WORLD BUSINESS ENVIRONMENTS

Methodology

The methodology for evaluating business schools in India is a comprehensive framework designed to assess their performance across five critical criteria: Faculty-Student Ratio (25%), Research Output and Impact (20%), Employability of Graduates (25%), Faculty Quality (20%), and Inclusiveness & Diversity (10%). Each criterion is further broken into sub-parameters to provide a detailed assessment of a business school's strengths.

The Faculty-Student Ratio evaluates access to faculty, while Research Output examines the quantity and impact of research, including publications and contributions to industry practices. Employability focuses on job placements, internships, industry partnerships, and alums outcomes, making it a critical factor for business schools. Faculty Quality looks at the credentials and industry experience of the teaching staff, which is essential for blending academic rigor with practical insights. Inclusiveness & Diversity assesses the school's efforts to promote campus equity, diversity, and intercultural understanding.

The scores for each criterion are normalized and weighted to produce a final overall score out of 100. This methodology has been refined through consultations with business school leaders, academic experts, and corporate recruiters, ensuring it reflects current trends and the evolving needs of the business education sector in India. The iterative nature of this process ensures the evaluation remains relevant, transparent, and aligned with industry and academic expectations, helping stakeholders make informed decisions.

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Pioneering Education for a Transformative Tomorrow

Prof Dr Mahesh Verma shares his views and initiatives on higher education through innovation, inclusion, and interdisciplinary excellence in conversation with *Aditi Chakraborty*



Padma Shri Prof Dr Mahesh Verma

VICE CHANCELLOR
GURU GOBIND SINGH
INDRAPRASTHA UNIVERSITY,
NEW DELHI

How is GGSIPU adapting its curriculum and pedagogy to the rapid advancement of technology and implementation of NEP 2020?

Guru Gobind Singh Indraprastha University (GGSIPU) is modernising its academic ecosystem while aligning with the National Education Policy (NEP) 2020. Our outcome-based learning programmes include flexible options such as Multi Entry-Multi Exit, Academic Bank of Credits, and embedded internships in 4-year UG degrees, as well as discipline-specific, skill, ability, and value-added components to foster holistic development. Infrastructure is being upgraded to industry standards, with modern labs and equipment, while faculty development is emphasised through continuous training and outcome-based pedagogy.

To improve the Gross Enrolment Ratio (GER), we are increasing seats in existing programmes and launching new ones in emerging fields like AI, cybersecurity, IoT, robotics, financial analysis, digital marketing, and environmental studies. A Centre for Distance and Online Education is being established to offer online degrees like BBA, BCom, MA (Mass Communication), and MCA.

A robust Learning Management System (LMS) is under development to facilitate self-paced learning and address resource limitations. The university plans to integrate AI and Large Language Models (LLMs) into course delivery. Skill integration is a priority, with NSQF-aligned certifications and credit mapping embedded into curricula. Atal Incubation Centre, tinkering labs, bootcamps, and startup competitions promote innovation and entrepreneurship.

What major academic and infrastructural transformations has GGSIPU witnessed under your leadership recently?

GGSIPU boasts NAAC A++ accreditation valid till 2030, ranking among the top 100 in NIRF, and is globally recognised in the QS (951-1000 band) and Times Higher Education (801-1000 band) and 28th in India in 2026. We received the QS 'Rising Star Award' among others.

The university has grown from its 60+ acres main Dwarka campus to an 18 acres East Campus at Surajmal Vihar, with plans for a new 22.4 acres North Campus in Narela. An offshore campus is in the pipeline, with a letter of intent received from the Government of Guyana.

We have launched cutting-edge programmes in AI/ML, IoT, Robotics, Design and Innovation, Biotechnology, and Medical Sciences (MD/MS, Ph.D.), along with new academic offerings in Packaging Technology, Physiotherapy, and Languages. Biannual Ph.D. admissions have begun in diverse disciplines, including Architecture, Economics, and Medical Sciences, with supernumerary seats for foreign students and the implementation of the Indraprastha University Ph.D. Fellowship (IUPF) scheme. Internationalisation has progressed with a dual degree programme in collaboration with a Polish university.

Modern infrastructure comprises 140+ smart classrooms, incubation centre advanced labs, an auditorium-cum-placement centre of 727+ capacity, amphitheatre, health centre, 20+ seminar halls, faculty club, guest house, and international transit hostel. A modern faculty hub and guest house with 21 rooms has been constructed, alongside a complete campus facelift focusing on aesthetics, layout, and accessibility. A sports indoor stadium on both campuses, coaching in sports and yoga, and the launch of an Online Alumni Engagement Portal further enrich the student experience. E-governance is being implemented via the Samarth Portal.

New facilities include state-of-the-art TV and radio studios, a community radio channel, a moot court for law students, an advanced robotics lab, and common rooms for girls with



essential amenities. The campus is now disabled-friendly through the UIAC, with features like tactile paths, ramps, DAISY software, and accessible restrooms. Water conservation capacity has increased from 90,000 litres to over 8 lakh litres through bunds and rainwater harvesting.

7 new schools have been established in emerging fields, including AYUSH, liberal arts, fire safety, and filmmaking. Language courses in Urdu, Punjabi, Japanese, German, and French are being introduced. The university now enrols international students, offers 10% EWS supernumerary seats, and has implemented the Professor of Practice scheme to integrate industry expertise directly into teaching.

Student-centric initiatives include a 2% sports quota, single girl child supernumerary seats, the Vice Chancellor's Internship Program, village adoption under community outreach, and the establishment of a registered animal house facility for research. Celebrations of the university's silver jubilee have included major cultural and alumni events.

What initiatives has GGSIPU undertaken to encourage interdisciplinary research?
GGSIPU has significantly advanced its research and innovation ecosystem. The Atal Incubation Centre, supported by NITI Aayog, and the IPU Innovation & Incubation Foundation (IPU-IIF), a Section 8 company, actively support startups—85+ equity-based ventures and 26 pre-incubation projects with 500+ mentors. The *Indraprastha University Ph.D. Fellowship Scheme (IUPF)* supports full-time researchers, alongside increased faculty research grants and laptop funding.

Bi-annual PhD admissions with supernumerary seats for international scholars have been introduced. Research quality is enhanced through anti-plagiarism software, article publishing and travel grants, and a focus on interdisciplinary and socially impactful research (STEER). The university's h-index rose from 42 to 116 in six years. Additional initiatives include an Idea Lab (DKDF-funded), IPR support, and an Online Alumni Portal to foster research and placement collaboration.

How does the industry-academia collaboration ensure that students are equipped with job-relevant skills?
Industry-academia collaboration bridges the gap between education and employment by aligning curricula with real-world demands. Involvement of industry experts in curriculum design and academic bodies and as professors of practice ensures relevance. Joint career fairs, internships, and corporate training enhance hands-on experience. MOUs with industry bodies further strengthen placement opportunities, preparing students with practical skills and insights required for today's dynamic job market.

How is GGSIPU contributing effectively to societal challenges such as public health, sustainability, and digital inclusion?
We address societal challenges through a range of inclusive and impactful initiatives. Village adoption programmes enable direct community engagement and development. Career guidance and counselling services promote mental well-being and help students make informed academic and career choices, creating a competent and emotionally balanced society.

GGSIPU integrates holistic development through courses on human values, ethics, Indian knowledge systems, and the *Happiness and Viksit Bharat Curriculum*, fostering empathy, collaboration, and critical thinking. Social equity is promoted through scholarships, inclusive admission policies, and special provisions for disadvantaged groups.

Centres focused on entrepreneurship, disaster management, environmental studies, and skill development support capacity building. Sustainability is embedded through solar energy, LED lighting, sensor-based systems, waste management, rainwater harvesting, and a sustainable procurement policy. GGSIPU conducts regular green and environmental audits and organises health camps. These efforts have earned it top sustainability rankings (India: 35, QS World: 951–960), reinforcing its societal commitment.

What message would you like to share with aspiring students?
In today's dynamic world, continuous learning is key to personal and professional growth. I encourage students to embrace diversity, equity, global perspectives, and responsible citizenship to foster inclusive development. Be environmentally conscious and use resources responsibly and prioritise holistic well-being by participating in sports, yoga, and meditation. Cultivate creativity, innovation, and critical thinking to solve real-world challenges and contribute meaningfully. Focus on acquiring both knowledge and practical skills, while staying rooted in Indian knowledge systems and values.

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Outlook-ICARE B-SCHOOL RANKINGS 2026

INDIA'S TOP 20 B-SCHOOLS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	INDIAN INSTITUTE OF MANAGEMENT (IIM) AHMEDABAD	Gujarat	100	96.52	100	100	89.58	98.44
2	INDIAN INSTITUTE OF MANAGEMENT (IIM) BANGALORE	Karnataka	100	93.83	100	100	88.14	97.89
3	INDIAN INSTITUTE OF MANAGEMENT (IIM) CALCUTTA	West Bengal	100	87.95	98.85	94.53	85.8	95.22
4	XLRI-XAVIER SCHOOL OF MANAGEMENT, JAMSHEDPUR	Jharkhand	99.92	78.35	100	91.01	96.19	94.56
5	INDIAN INSTITUTE OF MANAGEMENT (IIM) LUCKNOW	Uttar Pradesh	100	85.43	97.48	94.5	81	93.81
6	INDIAN INSTITUTE OF MANAGEMENT (IIM) INDORE	Madhya Pradesh	100	86.85	97.03	92.43	83.18	93.64
7	INDIAN INSTITUTE OF MANAGEMENT (IIM) RANCHI	Jharkhand	95.23	71.53	98.74	91.4	98.16	92.61
8	MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON	Haryana	100	73.54	94.9	95.52	94.84	92.58
9	DEPARTMENT OF MANAGEMENT STUDIES, INDIAN INSTITUTE OF TECHNOLOGY - MADRAS, CHENNAI	Tamil Nadu	97.78	72.65	96.17	90.06	99.98	92.04
10	GREAT LAKES INSTITUTE OF MANAGEMENT, CHENNAI	Tamil Nadu	100	89.25	95.04	87.92	80.1	92
11	INSTITUTE OF MANAGEMENT TECHNOLOGY, GHAZIABAD	Uttar Pradesh	100	83.79	96.97	88.63	76.93	91.78
12	T. A. PAI MANAGEMENT INSTITUTE, MANIPAL	Karnataka	100	67.42	97.32	87.17	96.88	91.16
13	XAVIER INSTITUTE OF MANAGEMENT, XIM UNIVERSITY, BHUBANESWAR	Odisha	100	64.9	100	93.28	73.21	90.71
14	LIBA (LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION), CHENNAI	Tamil Nadu	100	66.59	93.83	96.83	85.52	90.44
15	SRM FACULTY OF MANAGEMENT, SRMIST, KATTANKULATHUR	Tamil Nadu	99.56	67.9	95.41	94.54	80.6	90.25
16	INDIAN INSTITUTE OF FOREIGN TRADE (IIFT), NEW DELHI	Delhi	100	79.1	95.21	84.68	73.01	89.19
17	INDIAN INSTITUTE OF MANAGEMENT (IIM) SAMBALPUR	Odisha	100	77.56	95.74	85.06	71.35	89.08
18	JAMNALAL BAJAJ INSTITUTE OF MANAGEMENT STUDIES, MUMBAI	Maharashtra	100	80.86	94.46	82.41	76.27	89.02
19	LM THAPAR SCHOOL OF MANAGEMENT, DERA BASSI (THAPAR INSTITUTE OF ENGINEERING & TECHNOLOGY, PATIALA)	Punjab	100	58.33	97.65	93.7	68.09	88.36
20	JINDAL GLOBAL BUSINESS SCHOOL, SONIPAT	Haryana	100	63.43	89.6	93.74	79.71	87.07



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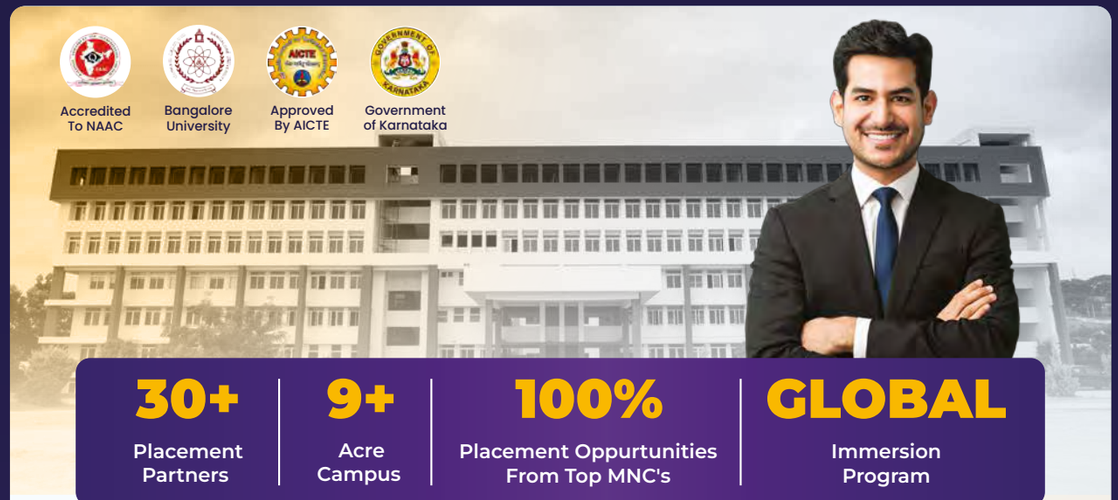
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TOP PUBLIC B-SCHOOLS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	INDIAN INSTITUTE OF MANAGEMENT (IIM) AHMEDABAD	Gujarat	100	97.96	100	100	89.69	98.56
2	INDIAN INSTITUTE OF MANAGEMENT (IIM) BANGALORE	Karnataka	99.03	97.83	99.82	99.8	88.73	98.11
3	INDIAN INSTITUTE OF MANAGEMENT (IIM) CALCUTTA	West Bengal	98.04	97.19	99.05	99.01	88.3	97.34
4	INDIAN INSTITUTE OF MANAGEMENT (IIM) LUCKNOW	Uttar Pradesh	97.05	97.02	99.05	98.82	87.86	96.98
5	INDIAN INSTITUTE OF MANAGEMENT (IIM) INDORE	Madhya Pradesh	96.14	96.05	98.62	98.42	87.66	96.35
6	INDIAN INSTITUTE OF MANAGEMENT (IIM) RANCHI	Jharkhand	96.1	95.96	98.49	97.57	86.67	96.02
7	DEPARTMENT OF MANAGEMENT STUDIES, INDIAN INSTITUTE OF TECHNOLOGY - MADRAS, CHENNAI	Tamil Nadu	95.58	95.69	98.31	96.89	86.57	95.65
8	INDIAN INSTITUTE OF FOREIGN TRADE (IIFT), NEW DELHI	Delhi	94.94	95.07	97.59	96.65	86.39	95.12
9	INDIAN INSTITUTE OF MANAGEMENT (IIM) SAMBALPUR	Odisha	94.01	94.84	97.27	96.1	85.83	94.59
10	JAMNALAL BAJAJ INSTITUTE OF MANAGEMENT STUDIES, MUMBAI	Maharashtra	93.99	93.99	96.76	95.34	85.66	94.12
11	GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI	Delhi	93.22	93.93	96.37	94.57	85.6	93.66
12	FACULTY OF MANAGEMENT STUDIES, UNIVERSITY OF DELHI, NEW DELHI	Delhi	93.1	93.47	95.64	94	85.06	93.19
13	INDIAN INSTITUTE OF MANAGEMENT (IIM), AMRITSAR	Punjab	92.21	93.28	94.84	93.05	84.85	92.51
14	ANNA UNIVERSITY, CHENNAI	Tamil Nadu	92.13	92.52	94.02	92.93	84.72	92.1
15	PONDICHERRY UNIVERSITY, KALAPET	Puducherry	91.41	92.2	93.42	92.64	83.83	91.56
16	INSTITUTE OF INSURANCE AND RISK MANAGEMENT, HYDERABAD	Telangana	90.73	91.48	92.51	92.45	83.19	90.92
17	GUJARAT UNIVERSITY, AHMEDABAD	Gujarat	90.45	90.71	92.25	92.19	82.25	90.48
18	UNIVERSITY BUSINESS SCHOOL (UBS), PANJAB UNIVERSITY, CHANDĪGARH	Punjab	90.34	89.95	92.16	91.47	81.46	90.06
19	INDIAN INSTITUTE OF MANAGEMENT (IIM), NAGPUR	Maharashtra	90.27	89.21	91.21	91.04	80.76	89.5
20	MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA, VADODARA	Gujarat	89.81	88.81	90.7	90.84	80.76	89.13
21	INDIAN INSTITUTE OF SOCIAL WELFARE AND BUSINESS MANAGEMENT (IISWBM), KOLKATA	West Bengal	89	88.27	90.47	90.02	80.53	88.58
22	ATAL BIHARI VAJPAYEE INDIAN INSTITUTE OF INFORMATION TECHNOLOGY AND MANAGEMENT, GWALIOR	Madhya Pradesh	88.97	87.36	90.09	89.86	79.69	88.18
23	NETAJI SUBHAS UNIVERSITY OF TECHNOLOGY, NEW DELHI	Delhi	88.88	87.3	89.24	89.05	79.26	87.73
24	UNIVERSITY OF MADRAS, CHENNAI	Tamil Nadu	88.22	87.06	89.05	88.61	79.11	87.36
25	NATIONAL INSTITUTE OF AGRICULTURAL EXTENSION MANAGEMENT (MANAGE), HYDERABAD	Telangana	87.61	86.68	88.33	88.28	78.4	86.82

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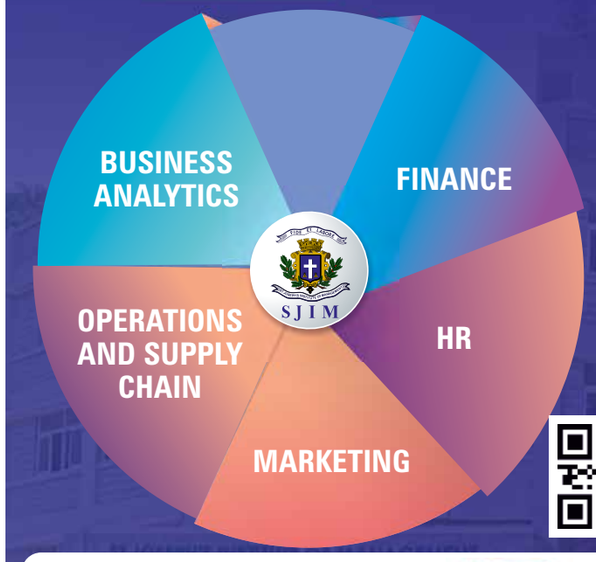
TOP PRIVATE B-SCHOOLS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	XLRI-XAVIER SCHOOL OF MANAGEMENT, JAMSHEDPUR	Jharkhand	100	79.2	100	91.56	96.66	93.82
2	MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON	Haryana	100	74.3	95.83	96.12	95.28	92.57
3	GREAT LAKES INSTITUTE OF MANAGEMENT, CHENNAI	Tamil Nadu	98.62	73.22	96.36	90.14	100	91.42
4	INSTITUTE OF MANAGEMENT TECHNOLOGY, GHAZIABAD	Uttar Pradesh	95.48	72.04	98.94	91.6	98.54	91.19
5	T. A. PAI MANAGEMENT INSTITUTE, MANIPAL	Karnataka	100	67.9	97.8	87.67	96.93	90.26
6	XAVIER INSTITUTE OF MANAGEMENT, XIM UNIVERSITY, BHUBANESWAR	Odisha	100	66.69	94.55	97.17	86.13	90.02
7	LIBA (LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION), CHENNAI	Tamil Nadu	100	68.38	95.45	95.18	81.49	89.72
8	SRM FACULTY OF MANAGEMENT, SRMIST, KATTANKULATHUR	Tamil Nadu	100	65.46	100	93.96	73.64	89.25
9	LM THAPAR SCHOOL OF MANAGEMENT, DERA BASSI (THAPAR INSTITUTE OF ENGINEERING & TECHNOLOGY, PATIALA)	Punjab	100	64.21	90.46	93.97	80.32	87.28
10	JINDAL GLOBAL BUSINESS SCHOOL, SONIPAT	Haryana	100	58.93	98.46	94.61	68.54	87.18
11	K J SOMAIYA INSTITUTE OF MANAGEMENT, MUMBAI	Maharashtra	100	60.36	87.37	95.38	78.04	85.79
12	IFIM COLLEGE (AUTONOMOUS), BENGALURU	Karnataka	97.17	56.08	93.67	92.91	69.64	84.47
13	SYMBIOSIS INSTITUTE OF OPERATIONS MANAGEMENT, NASHIK	Maharashtra	100	49.62	90.33	93.52	54.86	81.7
14	LAL BAHADUR SHASTRI INSTITUTE OF MANAGEMENT, NEW DELHI	Delhi	96.41	49.48	91.97	92.29	58.32	81.28
15	SHRI DHARMASTHALA MANJUNATHESHWARA INSTITUTE FOR MANAGEMENT DEVELOPMENT (SDMIMD), MYSORE	Karnataka	100	47.08	93.23	87.75	56.13	80.89
16	SYMBIOSIS CENTER FOR MANAGEMENT & HUMAN RESOURCE DEVELOPMENT, PUNE	Maharashtra	97.69	53.39	83.79	87.64	69.49	80.53
17	PRINCIPAL L. N. WELINGKAR INSTITUTE OF MANAGEMENT DEVELOPMENT & RESEARCH, MUMBAI	Maharashtra	100	49.51	93.14	86.89	48.65	80.43
18	PANDIT DEENDAYAL ENERGY UNIVERSITY, GANDHINAGAR	Gujarat	100	53.23	80.81	91.78	60.36	80.24
19	INSTITUTE OF RURAL MANAGEMENT, ANAND	Gujarat	99.6	77.08	84.87	65.14	54.28	79.99
20	CHITKARA BUSINESS SCHOOL, CHITKARA UNIVERSITY, RAJPURA	Punjab	99.2	49.4	87.44	91.29	48.83	79.68
21	XAVIER INSTITUTE OF MANAGEMENT AND ENTREPRENEURSHIP (XIME), BENGALURU	Karnataka	95.09	48.23	84.44	92.46	59.23	78.94
22	INSTITUTE OF PUBLIC ENTERPRISE (IPE), HYDERABAD	Telangana	100	47.02	86.75	82.61	35.09	76.12
23	JSS ACADEMY OF HIGHER EDUCATION & RESEARCH, MYSORE	Karnataka	100	45.5	76.3	88.03	44.49	75.23
24	JAGAN INSTITUTE OF MANAGEMENT STUDIES (JIMS), NEW DELHI	Delhi	97.35	41.44	82.78	85.77	40.17	74.49
25	INDUS BUSINESS ACADEMY (IBA), BENGALURU	Karnataka	97.93	44.73	76.46	84.43	50.49	74.48
26	SIES SCHOOL OF BUSINESS STUDIES, NAVI MUMBAI	Maharashtra	100	43.34	81.3	84.38	35.08	74.38

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Shaping Impact-Makers

The BBA-graduates are potential multipliers. They are fluent in data literacy, global outlook, entrepreneurial thinking, and soft skills as much as foundational business theory. In a latest study, management graduates are among the most globally employable cohorts, with projections suggesting that 55% of Indian graduates will be globally employable by 2025—and management graduates leading at 78%. Meanwhile, business schools in India face deep scrutiny: many struggles with outdated curricula, weak industry linkage, and faculty deficits. In recruitment, there is a clear tilt toward skills over credentials—particularly in roles bridging business and technology. A growing number of firms now adopt "skill-based hiring" in AI, analytics, ESG, and sustainability domains, often de-emphasizing rigid degree requirements.

The BBA Programme at JIS school of Business Management, JIS University

The BBA at JIS University is a three-year undergraduate degree, delivered in six semesters, under the JIS School of Management Studies. Admission is based on JET (JIS Entrance Test) or UGAT, followed by GD/PI rounds. The minimum eligibility is typically 50% in the 10+2 examination. The curriculum is modular and flexible, blending core management courses (marketing, finance, operations, HR) with electives and specializations. Students can opt for specializations in areas such as Marketing, Finance, HR, IT, Business Analytics, etc.

Notably, the programme is enriched with project-based pedagogy, case analysis, simulations, internships, guest lectures, and live industry collaborations. The syllabus is regularly updated (R21 model) to reflect contemporary business imperatives.

Vision, Mission & Institutional Ethos

The JIS BBA program is designed to develop principled, insightful, world-class management leaders who catalyze positive change. Their mission underscores employer-driven design, ethical outlook, international collaboration, and an environment of excellence. Scholarships are offered—5% to 100% fee waivers—for meritorious students, underlining the commitment to merit and access. Dr. Bratati Bhattacharyya, Director, Management Studies of JIS Group EI, JIS School of Business Management, captures this ethos:

"We envision our students entering boardrooms and startups with equal confidence. Our design is deliberately adaptive—responding to global currents while preserving our regional roots."

Under her leadership, the school is also pioneering global dialogue initiatives, including certificate courses and international conferences, reflecting the aspiration for students to think beyond borders.

The Excellence Factor

* **Industry Integration:** The School keeps industry proximity at its core—regular internships, live projects, corporate tie-ups.
* **Adaptive Curriculum:** The syllabus is not static; it is refreshed in response to feedback and trends (e.g. analytics, ESG, digital business).
* **Faculty with Blend:** The faculty roster includes domain specialists, practitioners, and visiting professionals, bridging theory and practice.
* **Holistic Development:** Alongside academics, emphasis is placed on leadership labs, communication programmes, seminars, and cultural activities.
* **Scholarships & Access:** Merit-linked scholarships ensure that talent is not constrained by means.
* **Interdisciplinary Orientation:** The programme encourages cross-linkage with data, technology, social sciences—preparing students for hybrid roles.
* **Placements & Alumni Support:** A committed placement cell, mentorship avenues, and alumni networks help transition students into the professional realm.

The 2025 Industry Demands

Across sectors, recruiters prefer young professionals who are curious, analytical, digitally literate, adaptable, and ethically grounded. Across consulting, FMCG, financial services, retail, healthcare, tech, and logistics, these are the traits routinely flagged in placement briefs.

A few patterns stand out:

* **Analytical fluency & data mindset:** BBA graduates who can interpret data, build dashboards, and derive business insights are prized.
* **Cross-domain agility:** The ability to straddle marketing, operations, supply chain, HR, and finance enables flexibility in early-career roles.
* **Soft skills & leadership:** Communication, stakeholder management, teamwork, and intellectual curiosity often distinguish the "employable" from the "average."
* **Internship & project experience:** Recruiters increasingly regard real exposure—case work, live projects, in-industry internships—as proof of readiness.
* **Ethics, sustainability & social awareness:** In ESG-driven markets, candidates who bring integrity and conscience into decision-making gain preference.



Building a Rich Talent Pool

What does the BBA programme output look like? Consider:

* **Employability:** Graduates are stepping into roles like management trainee, marketing executive, operations analyst, HR generalist, business development associate.
* **Further education pathways:** Many alumni pursue MBA, specialized master's programs, certifications (e.g. CFA, digital marketing, analytics).
* **Entrepreneurial ventures:** Students are nurtured to ideate and launch, leveraging incubators or mentoring support.
* **Sector mobility:** Because of cross-domain exposure, alumni can shift across sectors (finance, retail, consulting, health, technology).
* **Impact cadre:** With ethical grounding, alumni are positioned to take up socially responsible roles or roles in NGOs, public policy, impact enterprises.

In the coming years, JIS aspires not just to produce job-seekers, but job-creators—a stanched, self-renewing talent ecology.

A Strategic Commitment

JIS University doesn't teach BBA—they architect futures. AI is reshaping enterprises, sustainability is becoming non-negotiable, hybrid work is globalizing talent, and resilience is the new currency. In this context, a BBA credential must signal not just understanding of profit or process—but vision, agility, and character. JIS University's School of Management and Business Studies sees that mandate clearly.

TOP PRIVATE B-SCHOOLS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
27	RAJAGIRI CENTRE FOR BUSINESS STUDIES, KOCHI	Kerala	100	45.63	80.07	83.65	30.96	73.97
28	AMITY BUSINESS SCHOOL, AMITY UNIVERSITY, NOIDA	Uttar Pradesh	100	39.83	76.87	86.61	39.35	73.44
29	SIES COLLEGE OF MANAGEMENT STUDIES, NAVI MUMBAI	Maharastra	99.31	39.27	81.93	84.32	33.67	73.4
30	CENTURION UNIVERSITY OF TECHNOLOGY AND MANAGEMENT, BHUBANESWAR	Odisha	98.71	44.03	78.64	85.07	31.06	73.26
31	SIVA SIVANI INSTITUTE OF MANAGEMENT, HYDERABAD	Telangana	95.06	38.21	81.43	86.3	32.28	72.25
32	PRESTIGE INSTITUTE OF MANAGEMENT AND RESEARCH, INDORE	Madhya Pradesh	100	37.91	77.49	85.39	31.95	72.23
33	PARUL UNIVERSITY, VADODARA	Gujarat	94.43	38.81	73.66	88.49	39.07	71.39
34	INSTITUTE OF ENGINEERING & MANAGEMENT (IEM), KOLKATA	West Bengal	100	32.19	72.77	85.02	37.03	70.34
35	XAVIER INSTITUTE OF SOCIAL SERVICE (XISS), RANCHI	Jharkhand	100	38.26	73.75	80.66	29.65	70.19
36	SCMS COCHIN SCHOOL OF BUSINESS, KOCHI	Kerala	98.04	39.62	72.68	77.63	38.03	69.93
37	SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI	Tamil Nadu	100	32.29	72.88	82.53	37.26	69.91
38	MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES (FACULTY OF MANAGEMENT STUDIES), FARIDABAD	Haryana	100	34.92	67.38	86.29	37.82	69.87
39	SHANTI BUSINESS SCHOOL, AHMEDABAD	Gujarat	100	39.98	71.24	76.76	35.73	69.73
40	INSTITUTE OF MANAGEMENT STUDIES, GHAZIABAD	Uttar Pradesh	100	33.81	65.18	82.18	30.1	67.5
41	DAYANANDA SAGAR UNIVERSITY, BENGALURU	Karnataka	94.39	34.09	68.71	85.68	26.08	67.34
42	KRUPANIDHI SCHOOL OF MANAGEMENT, BENGALURU	Karnataka	99.6	59.56	22.01	91.28	58.77	66.45
43	ST ALOYSIUS INSTITUTE OF MANAGEMENT AND INFORMATION TECHNOLOGY, MANGALURU	Karnataka	99.81	29.82	64.37	81.11	30.85	66.32
44	LAL BAHADUR SHASTRI INSTITUTE OF TECHNOLOGY AND MANAGEMENT, INDORE	Madhya Pradesh	100	27.12	66.65	83.27	25.24	66.26
45	CMR UNIVERSITY, HYDERABAD	Telangana	97.2	31.94	69.9	76.63	24.27	65.92
46	INTERNATIONAL INSTITUTE OF MANAGEMENT STUDIES, PUNE	Maharashtra	100	24.33	62.49	82.03	28.34	64.73
47	PRESIDENCY UNIVERSITY SCHOOL OF MANAGEMENT, BENGALURU	Karnataka	96.9	57.17	24.93	95.72	36.11	64.65
48	FACULTY OF MANAGEMENT STUDIES, INSTITUTE OF RURAL MANAGEMENT, JAIPUR	Rajasthan	100	26.91	58.67	80.6	30.05	64.17
49	VISHWA VISHWANI INSTITUTE OF SYSTEMS & MANAGEMENT, HYDERABAD	Telangana	94	26.94	62.7	82.28	29.84	64
50	INTERNATIONAL SCHOOL OF BUSINESS AND MEDIA (ISB&M), PUNE	Maharashtra	99.88	26.51	59.95	77.25	25.25	63.23
51	SYMBIOSIS INSTITUTE OF BUSINESS MANAGEMENT, BENGALURU	Karnataka	97.27	24.01	63.19	77.8	26.49	63.13
52	PRESTIGE INSTITUTE OF MANAGEMENT, GWALIOR	Madhya Pradesh	100	30.03	58.66	73.1	27.04	63



Outlook-ICARE B-SCHOOL RANKINGS 2026

TOP PRIVATE B-SCHOOLS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
53	JIS UNIVERSITY, KOLKATA	West Bengal	100	23.09	60.51	75.14	26.57	62.43
54	ST. JOSEPH'S INSTITUTE OF MANAGEMENT (SJIM), BENGALURU	Karnataka	94.47	22.21	64.38	80.36	21.47	62.37
55	XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP, KOCHI	Kerala	100	27.08	54.81	76.27	26.57	62.03
56	SONA SCHOOL OF MANAGEMENT, SALEM	Tamil Nadu	100	24.54	57.93	70.18	34.56	61.88
57	SYMBIOSIS CENTER FOR INFORMATION TECHNOLOGY (SCIT), PUNE	Maharashtra	100	28.38	53.15	77.37	21.82	61.62
58	TKM INSTITUTE OF MANAGEMENT, KOLLAM	Kerala	100	16.87	61.44	78.86	13.1	60.82
59	CHANDIGARH SCHOOL OF BUSINESS, CGC JHANJERI	Punjab	98.11	23.06	55.88	78.02	21.07	60.82
60	BHARATI VIDYAPEETH INSTITUTE OF MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT, PUNE	Maharashtra	97.5	19.27	60.68	74.16	18.17	60.05
61	INSTITUTE OF BUSINESS MANAGEMENT, GLA UNIVERSITY, MATHURA	Uttar Pradesh	98.67	18.43	55.67	78.58	13.07	59.29
62	DELHI SCHOOL OF BUSINESS, NEW DELHI	Delhi	98	14.17	55.25	75.72	21.34	58.42
63	SHOOLINI UNIVERSITY OF BIOTECHNOLOGY & MANAGEMENT SCIENCES, SOLAN	Himachal Pradesh	97.3	18.86	54.59	75.08	16.35	58.4
64	AKS UNIVERSITY, SATNA	Madhya Pradesh	92.36	24.96	54.8	71.82	19.36	58.08
65	INSTITUTE OF HEALTH MANAGEMENT RESEARCH (IIHMR BENGALURU), BENGALURU	Karnataka	98.88	20.69	51.32	71	19.32	57.82
66	NICE SCHOOL OF BUSINESS STUDIES, SHOBHIT UNIVERSITY, MEERUT	Uttar Pradesh	100	16.22	51.97	72.2	20.56	57.73
67	LLOYD BUSINESS SCHOOL, GREATER NOIDA	Uttar Pradesh	97.29	19.19	53.43	71.39	17.17	57.51
68	SYMBIOSIS INSTITUTE OF DIGITAL & TELECOM MANAGEMENT, PUNE	Maharashtra	100	13.74	51.69	73.78	16.58	57.08
69	S B PATIL INSTITUTE OF MANAGEMENT, PUNE	Maharashtra	99.1	13.79	54.45	66.16	21.56	56.53
70	SESHADRIPURAM INSTITUTE OF MANAGEMENT STUDIES, BENGALURU	Karnataka	97.94	14.69	48.53	72.08	21	56.07
71	GLOBAL BUSINESS SCHOOL & RESEARCH CENTRE , PUNE	Maharashtra	99.8	13.79	50.6	71	14.78	56.04
72	SAPTHAGIRI NPS UNIVERSITY, BENGALURU	Karnataka	97.72	15.96	46.49	73.01	17.71	55.62
73	SYMBIOSIS SCHOOL OF SPORTS SCIENCES, PUNE	Maharashtra	100	13.92	45.82	75.12	12.92	55.56
74	DY PATIL INSTITUTE OF MCA AND MANAGEMENT, PIMPRI-CHINCHWAD	Maharashtra	99.4	13.12	45.9	74.35	12.31	55.05
75	INSTITUTE FOR TECHNOLOGY & MANAGEMENT, CHENNAI	Tamil Nadu	94.18	14.77	49.78	71.87	13.3	54.65
76	PUNE INSTITUTE OF BUSINESS MANAGEMENT, PUNE	Maharashtra	99.65	14.49	49.1	68.07	9.09	54.61
77	JIS COLLEGE OF ENGINEERING, KOLKATA	West Bengal	98.15	16.78	42.6	71.03	15.17	54.27
78	DR M G R EDUCATIONAL AND RESEARCH INSTITUTE, CHENNAI	Tamil Nadu	93.12	7.66	50.51	73.41	17.63	53.88
79	SANSKRITI UNIVERSITY, MATHURA	Uttar Pradesh	99.27	14.22	42.24	67.69	15.23	53.28
80	GNA BUSINESS SCHOOL, GNA UNIVERSITY, PHAGWARA	Punjab	100	12.33	45.69	62.18	14.27	52.75

DYP

ADMISSIONS OPEN 2025-27

Dr. D. Y. PATIL PRATHISTHAN's

Dr. D. Y. PATIL EDUCATIONAL COMPLEX, AKURDI, PUNE

SECTOR NO. 29, NIGDI PRADHIKARAN, AKURDI, PUNE 411044, MAHARASHTRA, INDIA

KNOWLEDGE IS POWER | THE LEGACY OF LEARNING

The D. Y. Patil Group was founded in 1983 by Padmashree Awardee Dr. D. Y. Patil, former Governor of Tripura, West Bengal, & Bihar. The D. Y. Patil Group of Institutions has grown from a vision to provide quality education to rural Maharashtra into one of the state's largest private educational networks. Today, it comprises 3 Deemed Universities, 6 Private Universities, & over 200 institutions, serving 1.5 lakh students with the support of 25,000 faculty & staff across Kolhapur, Pune & Mumbai.



42 YEARS Academic Excellence

Spread across 33 acres, the Akurdi campus is a dynamic multidisciplinary hub fostering holistic, future-ready education. It hosts premier institutions like D. Y. Patil College of Engineering (Autonomous, NBA & NAAC 'A'), College of Pharmacy (NAAC 'A+'), College of Architecture (NAAC 'A'), Y. B. Patil Polytechnic (NBA Accredited), College of Agri-Business Management, DYPIMCAM (NAAC 'A'), and the D. Y. Patil PGDM Institute. Together, they offer globally benchmarked programs in Engineering, Management, MCA, Pharmacy, Architecture, Design, and Agribusiness. With advanced facilities like the Takshashala Fabrication Lab, the Dnyansagar Innovation Hub, and national-level projects such as BAJA SAEINDIA, the campus champions innovation, entrepreneurship, and experiential learning. Its modern laboratories and collaborative spaces inspire creativity, leadership, and global readiness — shaping professionals who lead with purpose & vision.

MANAGEMENT EDUCATION AT AKURDI CAMPUS





D. Y. PATIL INSTITUTE OF MCA & MANAGEMENT

NAAC 'A' Accredited, AICTE-approved & SPPU-affiliated, the institute sets benchmarks in Modern Management education & Research Studies.

- Hands-on Learning: Simulations, Case studies & Live projects.
- Incubation & Entrepreneurship: Startup-friendly ecosystem.
- Industry Interface: Memorandum of Understanding (MoUs) with leading corporates.
- Holistic Development: Leadership, ethics & personality growth.
- Global & Research Opportunities: Ph.D. Center, International collaborations & award-winning programs.
- Industry Exposure: Brand Awareness & Market Research.





D. Y. PATIL PGDM INSTITUTE, AKURDI

AICTE-approved & State-recognized, DYPPGDMI shapes future-ready leaders through AI-driven, Analytics-focused, Globally relevant PGDM programs. (NRI Quota Open)

- Diverse Specializations: Finance, HR, Marketing, Supply Chain, Analytics, Innovation & Entrepreneurship, Agri-Business & Pharma & Healthcare.
- Global Exposure: Partnerships with University of Cyberjaya, Malaysia & Raffles University, Singapore.
- Industry Connect: Internships, Live projects & 100% placement support.
- Skill-Oriented Curriculum: Power BI, Design Thinking, Six Sigma, HR Analytics & Cambridge English.
- Experiential Learning & Holistic Development: Innovation hub, Social Immersion, Outbound Visits & NLP workshops.

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At the heart of the Akurdi Campus lies a Vibrant & Inclusive environment that supports students both academically and personally. Our on-campus hostel facilities are thoughtfully designed to create a perfect blend of comfort, convenience, and community, ensuring students thrive in every aspect of their college life.







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SCAN



Dr Nissar Ahmed, Chairman, Presidency Group of Institutions Chancellor, Presidency University, Bangalore

Nurturing the Art of Leadership

Presidency School of Management nurturing future-ready leaders equipped with critical thinking, ethical grounding, and a global perspective

The Presidency School of Management (PSOM), a prestigious constituent of Presidency University, Bengaluru, exemplifies what a modern B-school should be — academically rigorous, professionally relevant, and socially conscious. With its cutting-edge curriculum, renowned faculty, impressive placement outcomes, and strong industry integration, PSOM is not just preparing students for today's challenges—it is grooming visionary leaders for tomorrow's world.

A Legacy of Excellence

Established in 2013, Presidency University builds on the rich legacy of the Presidency Group of Institutions, which dates back to 1976. Recognised by the UGC and approved by bodies like AICTE,the University is NAAC accredited with an 'A' grade and is a NIRF ranked University. With over 20000 students and 800+ faculty members, the university offers more than 66 academic programmes across 10 schools, including Engineering, Law, Design, Liberal Arts, and of course, Management.

World-Class Campus

Located in the thriving academic and technological hub of North Bengaluru, Presidency University's sprawling 100+ acre campus provides a vibrant and modern learning environment. The university offers state-of-the-art infrastructure, including smart classrooms and 60+ labs, extensive library resources, an amphitheatre, seminar halls, auditoria, Wi-Fi-enabled hostels, dining facilities, and healthcare services.

Students at PSOM are actively involved in 70+ clubs and societies, ranging from entrepreneurship and finance to music, arts, and social service. The school organises and participates in various fests, business plan competitions, workshops, and cultural events, ensuring a lively and balanced campus life.

Commerce: A Dynamic Learning Ecosystem

PSOM offers an array of choice in courses which are contemporary and the curriculum is ever-evolving keeping in mind the current workplace demands. The school offers undergraduate, postgraduate, and doctoral programmes in management and related disciplines, each thoughtfully designed to address the emerging challenges and opportunities in business and entrepreneurship. The programmes are contemporary, outcome-based, and regularly reviewed to stay aligned with National Education Policy (NEP) 2020 and global standards in management education.

Faculty mentorship is a cornerstone of student development, helping learners navigate both academic and career paths with confidence and clarity. Implementation of software tools which have become a burgeoning pedagogy tools for faculty ensure that students are technologically grounded.

Foreign language modules, personality development and grooming, sessions on ethics, social responsibility and philosophy are a part of academic rigour to shape the students as all-round individuals ready for a global job market.

The academic ecosystem at PSOM is enriched by experiential learning methods, including case studies, simulations, live projects, internships, and industry collaborations.

Industry Integration & Collaboration

Beyond the classroom, the school actively fosters industry-academia engagement through guest lectures, corporate mentoring, industry visits, and interactive sessions with business leaders, thereby integrating theory with practice.

PSOM believes that students should be trained by domain experts who are a part of the corporate workspace solving real-word problems. CXOs from prominent companies conduct sessions and Masterclasses to ensure that the curriculum remains relevant and the students are industry-ready.

Strong Placement Outcomes

One of the defining strengths of PSOM is its robust placement and career development system. The dedicated University Placement Cell, in close coordination with PSOM, prepares students to meet industry expectations through continuous soft skills training, aptitude enhancement, and interview preparation.



In 2024 alone, more than 350 reputed national and multinational companies participated in the recruitment drive at Presidency University, offering over 2,700 job offers. Leading recruiters included Deloitte, EY, TCS, Dell, Accenture, and Microsoft, reflecting the school's strong industry connections and graduate employability. Over 97% of students are placed annually.



These outcomes demonstrate PSOM's commitment to producing career-ready professionals who can thrive across sectors such as banking, consulting, IT, retail, manufacturing, and services.

Innovation & Thought Leadership

PSOM also places a strong emphasis on research and innovation, encouraging both students and faculty to engage in interdisciplinary and applied research. The school fosters a culture of inquiry through seminars, conferences, research publications, and policy dialogues. Students are empowered to explore complex global challenges, driving solutions that contribute to academia, industry, and society at large.

Several academic clubs and professional societies operate within the school, nurturing leadership, critical thinking, creativity, and collaboration. These co-curricular engagements enhance the overall student experience, building well-rounded professionals prepared to take on leadership roles.

Its commitment to outcome-based education, global benchmarks, and student-centric policies ensures that each graduate leaves campus not only with a degree but with the skills, mindset, and confidence to lead.

For aspiring business professionals who seek more than just a management degree — who seek impact, leadership, and purpose — PSOM is the place to begin that journey.

Awards and Accolades

Over the years, PSOM and its parent institution, Presidency University, have earned national and international recognition for their commitment to academic innovation and excellence. Some of the key accolades include:

- Ranked in the 101–125 band in the NIRF Rankings 2025 among top institutions in India.
- Featured in the THE Times World University Rankings 2026, securing the 98th position nationally and listed in the 1501+ global band.
- Ranked among the top emerging B-schools in India by *The Times of India.*
- Recognised by QS I-Gauge, Outlook ICARE, Education World, *The Week, Business Today,* and IIRF for excellence in academic delivery, employability, and infrastructure.

TOP PRIVATE B-SCHOOLS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
81	GNIOT INSTITUTE OF MANAGEMENT STUDIES, GREATER NOIDA	Uttar Pradesh	95.23	14.44	46.45	66.28	11.66	52.73
82	VIJAY PATIL SCHOOL OF MANAGEMENT, NAVI MUMBAI	Maharashtra	98.87	14.29	36.89	70.32	17.1	52.57
83	IES COLLEGE OF TECHNOLOGY, BHOPAL	Madhya Pradesh	90.47	17.98	39.85	74.52	11.84	52.26
84	MIT ADT UNIVERSITY, PUNE	Maharashtra	98.2	10.34	38.33	70.73	14.5	51.8
85	SOUNDARYA INSTITUTE OF MANAGEMENT AND SCIENCE, BENGALURU	Karnataka	98.08	15.03	39.68	65.44	12.35	51.77
86	SRI RAMAKRISHNA ARTS AND SCIENCE COLLEGE, COIMBATORE	Tamil Nadu	98.81	13.75	38.43	63.76	16.53	51.47
87	UNIVERSITY OF ENGINEERING & MANAGEMENT (UEM), JAIPUR	Rajasthan	95.64	11.7	36.91	65.02	21.08	50.59
88	AJAY KUMAR GARG INSTITUTE OF MANAGEMENT (AKGIM), GHAZIABAD	Uttar Pradesh	98.56	9.72	33.28	65.59	25.04	50.53
89	MET INSTITUTE OF MANAGEMENT, MUMBAI	Maharashtra	99.46	8.13	34.3	67.34	17.96	50.33
90	IIEBM INDUS BUSINESS SCHOOL, PUNE	Maharashtra	96.05	10.23	34.9	62.49	22.27	49.51
91	MANAV RACHNA UNIVERSITY, FARIDABAD	Haryana	94.9	6.54	37.68	62.15	23.13	49.2
92	ITM BUSINESS SCHOOL, BENGALURU	Karnataka	95.06	6.82	35.33	66.77	18.7	49.19
93	K V INSTITUTE OF MANAGEMENT AND INFORMATION STUDIES, COIMBATORE	Tamil Nadu	96.9	15.73	29.55	62.67	14.91	48.78
94	PRESTIGE INSTITUTE OF MANAGEMENT, DEWAS	Madhya Pradesh	96.52	10.13	31.2	61.37	17.79	48.01
95	P.K.R. ARTS COLLEGE FOR WOMEN, ERODE	Tamil Nadu	100	6.01	27.29	64.06	19.09	47.75
96	HERITAGE BUSINESS SCHOOL, KOLKATA	West Bengal	100	7.05	25.19	62.6	23.57	47.58
97	ADITYA SCHOOL OF BUSINESS MANAGEMENT, MUMBAI	Maharashtra	98.17	5.46	31.89	61.44	16.6	47.56
98	PUNJAB COLLEGE OF TECHNICAL EDUCATION, LUDHIANA	Punjab	93.85	16.18	25.62	64.27	15.23	47.48
99	ASM'S (IBMR) INSTITUTE OF BUSINESS MANAGEMENT & RESERCH, PUNE	Maharashtra	94.37	13	28.73	59.36	22.23	47.47
100	INDIRA SCHOOL OF BUSINESS STUDIES, PUNE	Maharashtra	96.13	10.05	27.14	63.79	15.51	47.14
101	INDIRA INSTITUTE OF MANAGEMENT, PUNE	Maharashtra	100	8.03	26.22	60.49	18.57	47.12
102	TEERTHANKER MAHAVEER UNIVERSITY, MORADABAD	Uttar Pradesh	97.28	7.88	25.78	64.94	17.37	47.07
103	SISTER NIVEDITA UNIVERSITY, KOLKATA	West Bengal	100	2.53	31.66	58.89	18.06	47.01
104	MIMA INSTITUTE OF MANAGEMENT,PUNE	Maharashtra	100	6.09	30.84	58.73	12.47	46.92
105	NIET BUSINESS SCHOOL, GREATER NOIDA	Uttar Pradesh	97.8	3.84	32.72	59.21	15.16	46.76
106	INTERNATIONAL SCHOOL OF BUSINESS AND MEDIA, BENGALURU	Karnataka	94.32	7.7	29.53	63.7	15.06	46.75
107	INTERNATIONAL SCHOOL OF BUSINESS AND MEDIA, KOLKATA	West Bengal	96.94	5.06	27.56	63.64	18.38	46.7
108	VIGNANA JYOTHI INSTITUTE OF MANAGEMENT, HYDERABAD	Telangana	95.33	8.86	30.85	58.87	15.59	46.65
109	SCHOOL OF MANAGEMENT, MIET, JAMMU	Jammu and Kashmir	98.25	10.4	27.18	61.28	8.8	46.57
110	SRI SRI UNIVERSITY, CUTTACK	Odisha	100	4.16	25.96	62.15	16.95	46.45



TOP PRIVATE B-SCHOOLS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
111	ICBM SCHOOL OF BUSINESS EXCELLENCE, HYDERABAD	Telangana	100	8.37	27.32	57.84	13.77	46.45
112	RUNGTA COLLEGE OF ENGINEERING & TECHNOLOGY, BHILAI	Chhattisgarh	100	9.6	23.98	57.44	19.87	46.39
113	D Y PATIL UNIVERSITY SCHOOL OF MANAGEMENT, NAVI MUMBAI	Maharashtra	96.15	8.36	26.31	61.9	16.78	46.35
114	FORTUNE INSTITUTE OF INTERNATIONAL BUSINESS, NEW DELHI	Delhi	100	4.32	29.12	56.21	17.71	46.16
115	JAGRAN LAKECITY BUSINESS SCHOOL, JAGRAN LAKECITY UNIVERSITY, BHOPAL	Madhya Pradesh	96.24	11.9	20.07	65.32	15.26	46.05
116	MODEL INSTITUTE OF MANAGEMENT, LUCKNOW	Uttar Pradesh	93.15	11.05	26.78	62.19	13.99	46.03
117	INDIRA COLLEGE OF ENGINEERING AND MANAGEMENT, PUNE	Maharashtra	93.93	13.42	24.29	59.72	17.87	45.97
118	JAIPURIA INSTITUTE OF MANAGEMENT, GHAZIABAD	Uttar Pradesh	100	11.39	23.2	53.62	20.88	45.89
119	AURORA'S BUSINESS SCHOOL, HYDERABAD	Telangana	100	1.42	27.85	61.23	14.01	45.89
120	KIRLOSKAR INSTITUTE OF ADVANCED MANAGEMENT STUDIES, HARIHAR	Karnataka	99.87	9.57	25.3	56.16	13.95	45.83
121	CHETANA'S INSTITUTE OF MANAGEMENT AND RESEARCH, MUMBAI	Maharashtra	93.73	2.87	26.26	66.07	20.14	45.8
122	ABASAHEB GARWARE INSTITUTE OF MANAGEMENT STUDIES, SANGLI	Maharashtra	100	4	31.45	54.02	12.56	45.72
123	INDIAN EDUCATION SOCIETY'S MANAGEMENT & RESEARCH CENTRE V.M.D. LOTLIKAR VIDYA SANKUL, MUMBAI	Maharashtra	97.69	3.07	26.67	57.97	22.92	45.59
124	SCHOOL OF MANAGEMENT, CENTURION UNIVERSITY OF TECHNOLOGY AND MANAGEMENT, VIZIANAGARAM, ANDHRA PRADESH	Andhra Pradesh	91.55	13.51	29.16	54.85	17.31	45.58
125	TILAK RAJ CHADHA INSTITUTE OF MANAGEMENT & TECHNOLOGY, YAMUNA NAGAR	Haryana	93.79	6.46	24.94	62.94	20.17	45.58
126	ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA, BHAT	Gujarat	100	6.63	28.15	53.49	14.83	45.54
127	JAYPEE BUSINESS SCHOOL, NOIDA	Uttar Pradesh	95.46	10.1	24.92	55.53	20.48	45.27
128	SRI DATTA SAI SCHOOL OF BUSINESS, KADAPA	Andhra Pradesh	95.5	9.09	21.15	62.22	18.47	45.27
129	HINDUSTAN INSTITUTE OF MANAGEMENT AND COMPUTER STUDIES, MATHURA	Uttar Pradesh	94.25	7.08	29.31	55.71	17.77	45.23
130	IIKM THE CORPORATE B-SCHOOL, CHENNAI	Tamil Nadu	93.58	6.81	24.05	65.4	13.81	45.23
131	ST. JOSEPH'S DEGREE & PG COLLEGE, HYDERABAD	Telangana	95.38	2.64	25.06	61.58	20.48	45
132	AMBALIKA INSTITUTE OF MANAGEMENT AND TECHNOLOGY, LUCKNOW	Uttar Pradesh	95.17	3.15	27.04	63.2	11.69	44.99
133	HINDU INSTITUTE OF MANAGEMENT, SONEPAT	Haryana	92.31	13.74	23.42	58.71	14.95	44.92
134	GIRIJANANDA CHOWDHURY INSTITUTE OF MANAGEMENT & TECHNOLOGY, KAMRUP	Assam	100	2.12	28.93	53.55	14.87	44.85
135	DEOGIRI TECHNICAL CAMPUS FOR ENGINEERING AND MANAGEMENT STUDIES, AURANGABAD	Maharashtra	100	5.81	25.51	53.55	14.99	44.75



TOP PRIVATE B-SCHOOLS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
136	S. K. N. SINHGAD SCHOOL OF BUSINESS MANAGEMENT, PUNE	Maharashtra	91.7	0.64	27.19	64.05	20.29	44.69
137	MATOSHRI COLLEGE OF MANAGEMENT & RESEARCH CENTRE, NASHIK	Maharashtra	95.9	5.39	24.13	57.91	20.13	44.68
138	GOJAN SCHOOL OF BUSINESS AND TECHNOLOGY, CHENNAI	Tamil Nadu	98.42	3.12	24	57.44	19.26	44.64
139	LEAD COLLEGE OF MANAGEMENT, PALAKKAD	Kerala	98.01	6.62	21.61	56.36	21.15	44.62
140	NSHM BUSINESS SCHOOL, KOLKATA	West Bengal	94.48	9.4	24.83	56.11	16.17	44.55
141	G. D. MEMORIAL COLLEGE OF MANAGEMENT & TECHNOLOGY, JODHPUR	Rajasthan	91.47	10.69	24.29	55.48	23.08	44.48
142	SJB INSTITUTE OF TECHNOLOGY, BENGALURU	Karnataka	100	1.94	19.93	62.31	15.74	44.41
143	DEPARTMENT OF MANAGEMENT STUDIES, CMR INSTITUTE OF TECHNOLOGY,BENGALURU	Karnataka	99.24	5.78	17.93	57.3	23.71	44.28
144	INVERTIS UNIVERSITY, BAREILLY	Uttar Pradesh	100	9.07	16.7	56.55	19.82	44.28
145	ACCURATE INSTITUTE OF MANAGEMENT & TECHNOLOGY, GREATER NOIDA	Uttar Pradesh	96.24	8.12	18.48	61.55	15.65	44.18
146	DEPARTMENT OF MANAGEMENT STUDIES, EASWARI ENGINEERING COLLEGE, CHENNAI	Tamil Nadu	92.15	2.64	24.9	62.29	18.57	44.11
147	FORE SCHOOL OF MANAGEMENT, NEW DELHI	Delhi	92.6	5.86	20.82	64.42	15.29	43.94
148	SHARNBASVA UNIVERSITY, KALABURAGI	Karnataka	100	3.93	18.46	56.54	20.52	43.76
149	FOSTIIMA BUSINESS SCHOOL, DWARKA	Delhi	91.97	9.51	21.44	60.02	15.05	43.76
150	MGM`S INSTITUTE OF MANAGEMENT, AURANGABAD	Maharashtra	100	7.94	18	55.55	15.02	43.7
151	ADIKAVI NANNAYA UNIVERSITY, RAJAHMUNDRY	Andhra Pradesh	97.92	0.23	22.06	56.42	22.85	43.61
152	GODAVARI INSTITUTE OF MANAGEMENT & RESEARCH, JALGAON	Maharashtra	96.03	1.77	24.76	56.01	18.45	43.6
153	CT INSTITUTE OF ENGINEERING MANAGEMENT AND TECHNOLOGY, JALANDHAR	Punjab	97.88	8.05	17.3	53.28	23.87	43.45
154	GIAN JYOTI INSTITUTE OF MANAGEMENT AND TECHNOLOGY, MOHALI	Punjab	91.65	7.13	22.65	58.62	16.51	43.38
155	TIRPUDE INSTITUTE OF MANAGEMENT EDUCATION, NAGPUR	Maharashtra	93.45	4.88	22.85	58.04	16.51	43.31
156	DR. V. N. BEDEKAR INSTITUTE OF MANAGEMENT STUDIES, THANE	Maharashtra	94.17	5.18	18.09	61.93	16.8	43.17
157	MEASI INSTITUTE OF MANAGEMENT, CHENNAI	Tamil Nadu	91.22	5.9	23.28	60.65	11.83	43.12
158	FUTURE INSTITUTE OF ENGINEERING AND MANAGEMENT, KOLKATA	West Bengal	93.91	9.88	20.26	52.04	21.87	43.11
159	ZEAL INSTITUTE OF MANAGEMENT AND COMPUTER APPLICATION, PUNE	Maharashtra	96.16	6.54	17.84	58.52	15.92	43.1
160	ACCURATE INSTITUTE OF ADVANCED MANAGEMENT, GREATER NOIDA	Uttar Pradesh	93.67	1.89	22.45	60.45	15.97	43.1
161	D.J.ACADEMY FOR MANAGERIAL EXCELLENCE, COIMBATORE	Tamil Nadu	93.36	3.13	20.77	61.26	16.34	43.04
162	PENDEKANTI INSTITUTE OF MANAGEMENT, HYDERABAD	Telangana	97.02	3.25	18.32	55.59	24.17	43.02
163	SSN SCHOOL OF MANAGEMENT, KALAVAKKAM	Tamil Nadu	100	4.41	18.6	53.93	16.67	42.99

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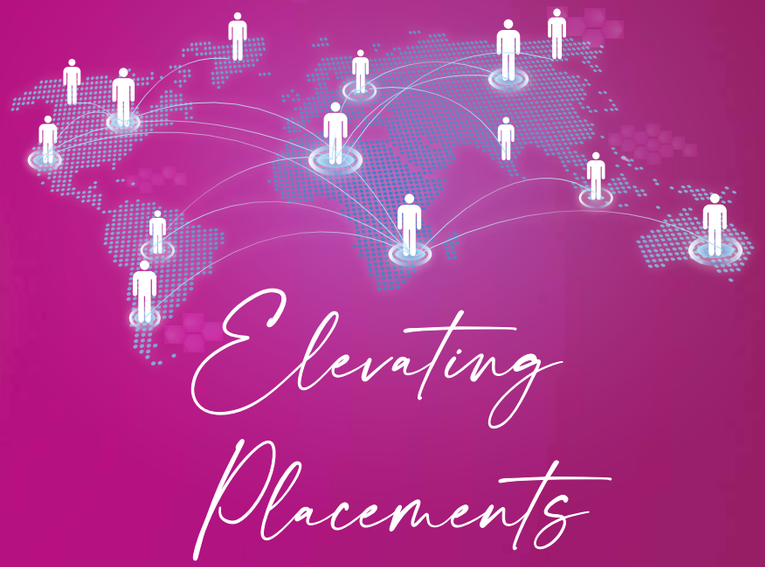
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164	SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT & RESEARCH, MUMBAI	Maharashtra	97.6	5.9	19.58	54.33	16.44	42.99
165	SURYADATTA INSTITUTE OF MANAGEMENT AND MASS COMMUNICATION, PUNE	Maharashtra	100	4.14	16.78	56.72	15.68	42.94
166	DR. MOONJE INSTITUTE OF MANAGEMENT & COMPUTER STUDIES, NASHIK	Maharashtra	94.01	3.31	21.53	58.54	16.62	42.92
167	ALKESH DINESH MODY INSTITUTE FOR FINANCIAL AND MANAGEMENT STUDIES, MUMBAI	Maharashtra	100	8.22	13.15	56.45	16.46	42.87
168	UNIVERSAL BUSINESS SCHOOL, KARJAT	Maharashtra	99.82	2.04	16.22	58.26	17.67	42.84
169	KARMAVEER BAHURAO PATIL INSTITUTE OF MANAGEMENT STUDIES & RESEARCH, SATARA	Maharashtra	100	7.31	14.99	53.95	16.19	42.62
170	COLLEGE OF MANAGEMENT & COMPUTER SCIENCE, YAVATMAL	Maharashtra	92.87	1.15	22.5	57.63	17.85	42.38
171	IPS COLLEGE OF TECHNOLOGY & MANAGEMENT, GWALIOR	Madhya Pradesh	95.64	4.16	20.48	55.22	13.89	42.3
172	ST. BERCHMANS INSTITUTE OF MANAGEMENT STUDIES, CHANGANACHERRY	Kerala	95.26	1.98	21.1	53.49	20.42	42.23
173	EAST WEST INSTITUTE OF TECHNOLOGY, BENGALURU	Karnataka	99.5	3.84	17.75	52.63	15.03	42.11
174	ANGADI INSTITTUTE OF TECHNOLOGY AND MANAGEMENT, BELAGAVI	Karnataka	94.36	5.25	19.58	53.28	18.44	42.04
175	GITARATTAN INTERNATIONAL BUSINESS SCHOOL, DELHI	Delhi	96.84	2.05	18.08	55.16	16.62	41.83
176	GANGA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, KABLANA	Haryana	100	2.38	17.24	51.37	17.01	41.76
177	INDIAN ACADEMY SCHOOL OF MANAGEMENT STUDIES, BENGALURU	Karnataka	99.04	5.71	14.4	56.5	9.61	41.76
178	PRABHATH INSTITUTE OF BUSINESS MANAGEMENT, PARNAPALLY	Andhra Pradesh	99.54	0.74	13.9	58.23	15.51	41.71
179	SAMBHRAM ACADEMY OF MANAGEMENT STUDIES, BENGALURU	Karnataka	98.69	3.22	14.36	56.48	14.71	41.67
180	VIVEKANANDA GLOBAL UNIVERSITY, JAIPUR	Rajasthan	97.54	4.58	18.65	51.19	13.63	41.56
181	B.P.HIVALE INSTITUTE OF MANAGEMENT STUDIES AND CAREER DEVELOPMENT AND RESEARCH, AHMEDNAGAR	Maharashtra	96.1	1.7	20.24	53.91	13.21	41.53
182	BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT, BELLARY	Karnataka	92.37	0.95	16.88	60.41	19.29	41.51
183	SAHYADRI COLLEGE OF ENGINEERING & MANAGEMENT, MANGALURU	Karnataka	98.42	2.95	15.18	54.65	15.77	41.5
184	HIMALAYAN INSTITUTES OF MANAGEMENT, KALA-AMB	Himachal Pradesh	96.87	3.98	15.01	53.36	18.06	41.24
185	SAKTHI INSTITUTE OF INFORMATION AND MANAGEMENT STUDIES, COIMBATORE	Tamil Nadu	93.29	1.42	14.45	58.02	22.6	41.08
186	KLS INSTITUTE OF MANAGEMENT EDUCATION & RESEARCH, BELGAUM	Karnataka	97.11	1.1	16.09	52.22	19.88	40.95
187	ALARD INSTITUTE AND MANAGEMENT SCIENCES, PUNE	Maharashtra	98.86	5.39	14.33	51.16	12.94	40.9

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188	SADHU VASWANI INSTITUTE OF MANAGEMENT STUDIES FOR GIRLS, PUNE	Maharashtra	100	1.89	11.65	55.24	14.17	40.76
189	MASTER SCHOOL OF MANAGEMENT, MEERUT	Uttar Pradesh	100	3.35	14.28	48.15	17.46	40.62
190	THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH, MUMBAI	Maharashtra	93.27	3.23	13.55	54.57	21.69	40.43
191	GULZAR GROUP OF INSTITUTIONS, KHANNA	Punjab	93.72	1.15	12.73	58.18	16.92	40.17
192	AMJAD ALI KHAN COLLEGE OF BUSINESS ADMINISTRATION, HYDERABAD	Telangana	97.39	6.32	12.27	49.02	14.88	39.97
193	BVV SANGHA'S INSTITUTE OF MANAGEMENT STUDIES, BAGALKOT	Karnataka	97.21	4.97	12.31	48.95	16.72	39.84
194	PODDAR MANAGEMENT AND TECHNICAL CAMPUS, JAIPUR	Rajasthan	92.32	6.79	17.51	49.72	10.66	39.83
195	ADARSH INSTITUTE OF MANAGEMENT & INFORMATION TECHNOLOGY, BENGALURU	Karnataka	94.52	0.53	18.01	49.06	17.56	39.81
196	DAV INSTITUTE OF MANAGEMENT, FARIDABAD	Haryana	90.25	1.84	13.12	55.84	20.26	39.4
197	DEPARTMENT OF ECONOMICS, COMMERCE AND MANAGEMENT, MARTIN LUTHER CHRISTIAN UNIVERSITY, SHILLONG	Meghalaya	100	2.15	8.04	53.89	11.67	39.39
198	CHETAN BUSINESS SCHOOL, HUBLI	Karnataka	91.75	6.1	11.94	51.89	12.3	38.75
199	GOVINDRAM SEKSARIA COLLEGE OF COMMERCE, WARDHA	Maharashtra	94.72	3.38	9.55	51.09	15.23	38.48
200	SAHRDAYA INSTITUTE OF MANAGEMENT STUDIES, THRISSUR	Kerala	91.41	2.78	12.82	51.74	14.71	38.43



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1	SCHOOL OF MANAGEMENT, PLAKSHA UNIVERSITY, MOHALI	Punjab	North
2	PAARI SCHOOL OF BUSINESS (SRM UNIVERSITY-AP)	Andhra Pradesh	South
3	SRINATH UNIVERSITY, JAMSHEDPUR	Jharkhand	East
4	SCHOOL OF MANAGEMENT IILM UNIVERSITY, GREATER NOIDA	Uttar Pradesh	North
5	MASTERS' UNION SCHOOL OF BUSINESS, GURUGRAM	Haryana	North
6	GANDHI INSTITUTE FOR EDUCATION AND TECHNOLOGY, BANIATANGI, BHUBANESWAR	Odisha	East
7	D Y PATIL PGDM INSTITUTE, AKURDI, PUNE	Maharashtra	West
8	KINGSTONE COLLEGE OF SCIENCE (A UNIT OF KEI), BARASAT , KOLKATA	West Bengal	East
9	ATHARVA UNIVERSITY, MUMBAI	Maharashtra	West
10	FUEL BUSINESS SCHOOL , PUNE	Maharashtra	West

TOP PRIVATE B-SCHOOLS - CENTRAL ZONE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	PRESTIGE INSTITUTE OF MANAGEMENT AND RESEARCH, INDORE	Madhya Pradesh	100	37.91	77.49	85.39	31.95	72.23
2	LAL BAHADUR SHASTRI INSTITUTE OF TECHNOLOGY AND MANAGEMENT, INDORE	Madhya Pradesh	100	27.12	66.65	83.27	25.24	66.26
3	PRESTIGE INSTITUTE OF MANAGEMENT, GWALIOR	Madhya Pradesh	100	30.03	58.66	73.1	27.04	63
4	AKS UNIVERSITY, SATNA	Madhya Pradesh	92.36	24.96	54.8	71.82	19.36	58.08
5	IES COLLEGE OF TECHNOLOGY, BHOPAL	Madhya Pradesh	90.47	17.98	39.85	74.52	11.84	52.26
6	PRESTIGE INSTITUTE OF MANAGEMENT, DEWAS	Madhya Pradesh	96.52	10.13	31.2	61.37	17.79	48.01
7	RUNGTA COLLEGE OF ENGINEERING & TECHNOLOGY, BHILAI	Chhattisgarh	100	9.6	23.98	57.44	19.87	46.39
8	JAGRAN LAKECITY BUSINESS SCHOOL, JAGRAN LAKECITY UNIVERSITY, BHOPAL	Madhya Pradesh	96.24	11.9	20.07	65.32	15.26	46.05
9	IPS COLLEGE OF TECHNOLOGY & MANAGEMENT, GWALIOR	Madhya Pradesh	95.64	4.16	20.48	55.22	13.89	42.3



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TOP PRIVATE B-SCHOOLS - EAST ZONE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	XLRI-XAVIER SCHOOL OF MANAGEMENT, JAMSHEDPUR	Jharkhand	100	79.2	100	91.56	96.66	93.82
2	XAVIER INSTITUTE OF MANAGEMENT, XIM UNIVERSITY, BHUBANESWAR	Odisha	100	66.69	94.55	97.17	86.13	90.02
3	CENTURION UNIVERSITY OF TECHNOLOGY AND MANAGEMENT, BHUBANESWAR	Odisha	98.71	44.03	78.64	85.07	31.06	73.26
4	INSTITUTE OF ENGINEERING & MANAGEMENT (IEM), KOLKATA	West Bengal	100	32.19	72.77	85.02	37.03	70.34
5	XAVIER INSTITUTE OF SOCIAL SERVICE (XISS), RANCHI	Jharkhand	100	38.26	73.75	80.66	29.65	70.19
6	JIS UNIVERSITY, KOLKATA	West Bengal	100	23.09	60.51	75.14	26.57	62.43
7	JIS COLLEGE OF ENGINEERING, KOLKATA	West Bengal	98.15	16.78	42.6	71.03	15.17	54.27
8	HERITAGE BUSINESS SCHOOL, KOLKATA	West Bengal	100	7.05	25.19	62.6	23.57	47.58
9	SISTER NIVEDITA UNIVERSITY, KOLKATA	West Bengal	100	2.53	31.66	58.89	18.06	47.01
10	INTERNATIONAL SCHOOL OF BUSINESS AND MEDIA, KOLKATA	West Bengal	96.94	5.06	27.56	63.64	18.38	46.7
11	SRI SRI UNIVERSITY, CUTTACK	Odisha	100	4.16	25.96	62.15	16.95	46.45
12	GIRIJANANDA CHOWDHURY INSTITUTE OF MANAGEMENT & TECHNOLOGY, KAMRUP	Assam	100	2.12	28.93	53.55	14.87	44.85
13	NSHM BUSINESS SCHOOL, KOLKATA	West Bengal	94.48	9.4	24.83	56.11	16.17	44.55
14	FUTURE INSTITUTE OF ENGINEERING AND MANAGEMENT, KOLKATA	West Bengal	93.91	9.88	20.26	52.04	21.87	43.11
15	DEPARTMENT OF ECONOMICS, COMMERCE AND MANAGEMENT, MARTIN LUTHER CHRISTIAN UNIVERSITY, SHILLONG	Meghalaya	100	2.15	8.04	53.89	11.67	39.39



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Outlook-ICARE B-SCHOOL RANKINGS 2026

TOP PRIVATE B-SCHOOLS - NORTH ZONE

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1	MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON	Haryana	100	74.3	95.83	96.12	95.28	92.57
2	INSTITUTE OF MANAGEMENT TECHNOLOGY, GHAZIABAD	Uttar Pradesh	95.48	72.04	98.94	91.6	98.54	91.19
3	LM THAPAR SCHOOL OF MANAGEMENT, DERA BASSI (THAPAR INSTITUTE OF ENGINEERING & TECHNOLOGY, PATIALA)	Punjab	100	64.21	90.46	93.97	80.32	87.28
4	JINDAL GLOBAL BUSINESS SCHOOL, SONIPAT	Haryana	100	58.93	98.46	94.61	68.54	87.18
5	LAL BAHADUR SHASTRI INSTITUTE OF MANAGEMENT, NEW DELHI	Delhi	96.41	49.48	91.97	92.29	58.32	81.28
6	CHITKARA BUSINESS SCHOOL, CHITKARA UNIVERSITY, RAJPURA	Punjab	99.2	49.4	87.44	91.29	48.83	79.68
7	JAGAN INSTITUTE OF MANAGEMENT STUDIES (JIMS), NEW DELHI	Delhi	97.35	41.44	82.78	85.77	40.17	74.49
8	AMITY BUSINESS SCHOOL, AMITY UNIVERSITY, NOIDA	Uttar Pradesh	100	39.83	76.87	86.61	39.35	73.44
9	MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES (FACULTY OF MANAGEMENT STUDIES), FARIDABAD	Haryana	100	34.92	67.38	86.29	37.82	69.87
10	INSTITUTE OF MANAGEMENT STUDIES, GHAZIABAD	Uttar Pradesh	100	33.81	65.18	82.18	30.1	67.5
11	CHANDIGARH SCHOOL OF BUSINESS, CGC JHANJERI	Punjab	98.11	23.06	55.88	78.02	21.07	60.82
12	INSTITUTE OF BUSINESS MANAGEMENT, GLA UNIVERSITY, MATHURA	Uttar Pradesh	98.67	18.43	55.67	78.58	13.07	59.29
13	DELHI SCHOOL OF BUSINESS, NEW DELHI	Delhi	98	14.17	55.25	75.72	21.34	58.42
14	SHOOLINI UNIVERSITY OF BIOTECHNOLOGY & MANAGEMENT SCIENCES, SOLAN	Himachal Pradesh	97.3	18.86	54.59	75.08	16.35	58.4
15	NICE SCHOOL OF BUSINESS STUDIES, SHOBHIT UNIVERSITY, MEERUT	Uttar Pradesh	100	16.22	51.97	72.2	20.56	57.73
16	LLOYD BUSINESS SCHOOL, GREATER NOIDA	Uttar Pradesh	97.29	19.19	53.43	71.39	17.17	57.51
17	SANSKRITI UNIVERSITY, MATHURA	Uttar Pradesh	99.27	14.22	42.24	67.69	15.23	53.28
18	GNA BUSINESS SCHOOL, GNA UNIVERSITY, PHAGWARA	Punjab	100	12.33	45.69	62.18	14.27	52.75
19	GNIOT INSTITUTE OF MANAGEMENT STUDIES, GREATER NOIDA	Uttar Pradesh	95.23	14.44	46.45	66.28	11.66	52.73
20	AJAY KUMAR GARG INSTITUTE OF MANAGEMENT (AKGIM), GHAZIABAD	Uttar Pradesh	98.56	9.72	33.28	65.59	25.04	50.53
21	MANAV RACHNA UNIVERSITY, FARIDABAD	Haryana	94.9	6.54	37.68	62.15	23.13	49.2
22	PUNJAB COLLEGE OF TECHNICAL EDUCATION, LUDHIANA	Punjab	93.85	16.18	25.62	64.27	15.23	47.48
23	TEERTHANKER MAHAVEER UNIVERSITY, MORADABAD	Uttar Pradesh	97.28	7.88	25.78	64.94	17.37	47.07
24	NIET BUSINESS SCHOOL, GREATER NOIDA	Uttar Pradesh	97.8	3.84	32.72	59.21	15.16	46.76
25	SCHOOL OF MANAGEMENT, MIET, JAMMU	Jammu and Kashmir	98.25	10.4	27.18	61.28	8.8	46.57
26	FORTUNE INSTITUTE OF INTERNATIONAL BUSINESS, NEW DELHI	Delhi	100	4.32	29.12	56.21	17.71	46.16
27	MODEL INSTITUTE OF MANAGEMENT, LUCKNOW	Uttar Pradesh	93.15	11.05	26.78	62.19	13.99	46.03

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TOP PRIVATE B-SCHOOLS - NORTH ZONE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
28	JAIPURIA INSTITUTE OF MANAGEMENT, GHAZIABAD	Uttar Pradesh	100	11.39	23.2	53.62	20.88	45.89
29	TILAK RAJ CHADHA INSTITUTE OF MANAGEMENT & TECHNOLOGY, YAMUNA NAGAR	Haryana	93.79	6.46	24.94	62.94	20.17	45.58
30	JAYPEE BUSINESS SCHOOL, NOIDA	Uttar Pradesh	95.46	10.1	24.92	55.53	20.48	45.27
31	HINDUSTAN INSTITUTE OF MANAGEMENT AND COMPUTER STUDIES, MATHURA	Uttar Pradesh	94.25	7.08	29.31	55.71	17.77	45.23
32	AMBALIKA INSTITUTE OF MANAGEMENT AND TECHNOLOGY, LUCKNOW	Uttar Pradesh	95.17	3.15	27.04	63.2	11.69	44.99
33	HINDU INSTITUTE OF MANAGEMENT, SONEPAT	Haryana	92.31	13.74	23.42	58.71	14.95	44.92
34	INVERTIS UNIVERSITY, BAREILLY	Uttar Pradesh	100	9.07	16.7	56.55	19.82	44.28
35	ACCURATE INSTITUTE OF MANAGEMENT & TECHNOLOGY, GREATER NOIDA	Uttar Pradesh	96.24	8.12	18.48	61.55	15.65	44.18
36	FORE SCHOOL OF MANAGEMENT, NEW DELHI	Delhi	92.6	5.86	20.82	64.42	15.29	43.94
37	FOSTIIMA BUSINESS SCHOOL, DWARKA	Delhi	91.97	9.51	21.44	60.02	15.05	43.76
38	CT INSTITUTE OF ENGINEERING MANAGEMENT AND TECHNOLOGY, JALANDHAR	Punjab	97.88	8.05	17.3	53.28	23.87	43.45
39	GIAN JYOTI INSTITUTE OF MANAGEMENT AND TECHNOLOGY, MOHALI	Punjab	91.65	7.13	22.65	58.62	16.51	43.38
40	ACCURATE INSTITUTE OF ADVANCED MANAGEMENT, GREATER NOIDA	Uttar Pradesh	93.67	1.89	22.45	60.45	15.97	43.1
41	GITARATTAN INTERNATIONAL BUSINESS SCHOOL, DELHI	Delhi	96.84	2.05	18.08	55.16	16.62	41.83
42	GANGA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, KABLANA	Haryana	100	2.38	17.24	51.37	17.01	41.76
43	HIMALAYAN INSTITUTES OF MANAGEMENT, KALA-AMB	Himachal Pradesh	96.87	3.98	15.01	53.36	18.06	41.24
44	MASTER SCHOOL OF MANAGEMENT, MEERUT	Uttar Pradesh	100	3.35	14.28	48.15	17.46	40.62
45	GULZAR GROUP OF INSTITUTIONS, KHANNA	Punjab	93.72	1.15	12.73	58.18	16.92	40.17
46	DAV INSTITUTE OF MANAGEMENT, FARIDABAD	Haryana	90.25	1.84	13.12	55.84	20.26	39.4



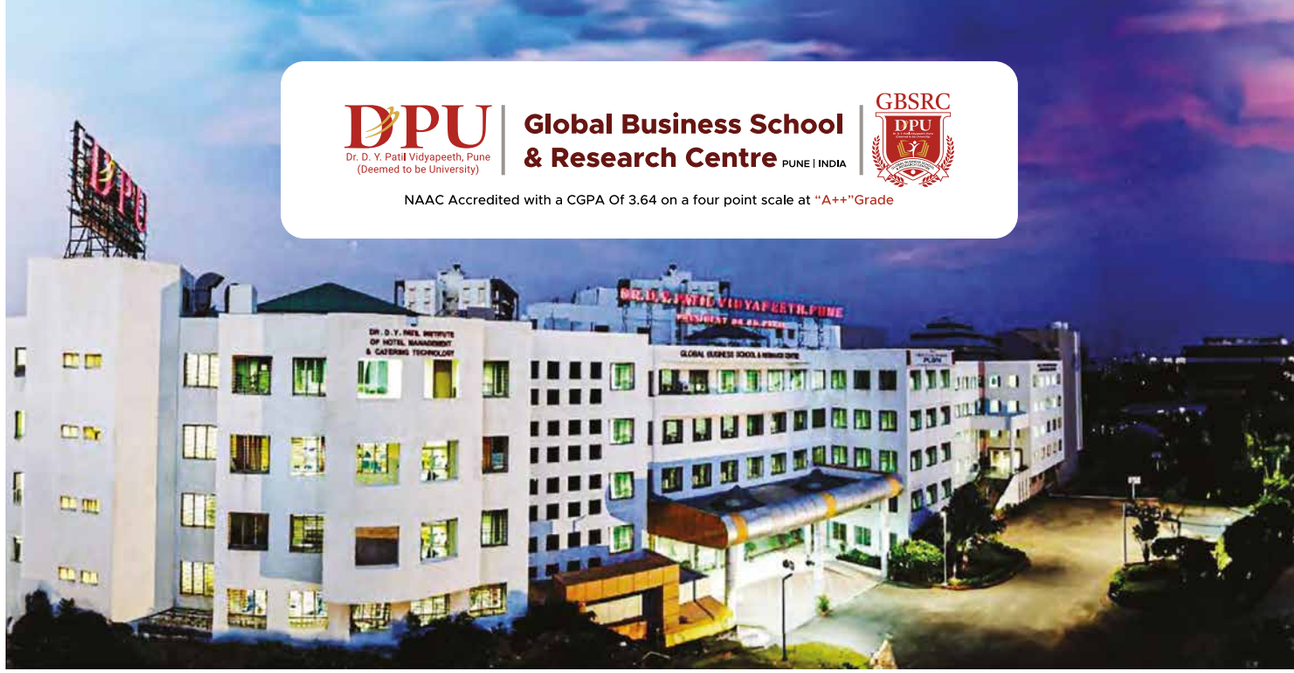
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Outlook-ICARE B-SCHOOL RANKINGS 2026

TOP PRIVATE B-SCHOOLS - SOUTH ZONE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	GREAT LAKES INSTITUTE OF MANAGEMENT, CHENNAI	Tamil Nadu	98.62	73.22	96.36	90.14	100	91.42
2	T. A. PAI MANAGEMENT INSTITUTE, MANIPAL	Karnataka	100	67.9	97.8	87.67	96.93	90.26
3	LIBA (LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION), CHENNAI	Tamil Nadu	100	68.38	95.45	95.18	81.49	89.72
4	SRM FACULTY OF MANAGEMENT, SRMIST, KATTANKULATHUR	Tamil Nadu	100	65.46	100	93.96	73.64	89.25
5	IFIM COLLEGE (AUTONOMOUS), BENGALURU	Karnataka	97.17	56.08	93.67	92.91	69.64	84.47
6	SHRI DHARMASTHALA MANJUNATHESHWARA INSTITUTE FOR MANAGEMENT DEVELOPMENT (SDMIMD), MYSORE	Karnataka	100	47.08	93.23	87.75	56.13	80.89
7	XAVIER INSTITUTE OF MANAGEMENT AND ENTREPRENEURSHIP (XIME), BENGALURU	Karnataka	95.09	48.23	84.44	92.46	59.23	78.94
8	INSTITUTE OF PUBLIC ENTERPRISE (IPE), HYDERABAD	Telangana	100	47.02	86.75	82.61	35.09	76.12
9	JSS ACADEMY OF HIGHER EDUCATION & RESEARCH, MYSORE	Karnataka	100	45.5	76.3	88.03	44.49	75.23
10	INDUS BUSINESS ACADEMY (IBA), BENGALURU	Karnataka	97.93	44.73	76.46	84.43	50.49	74.48
11	RAJAGIRI CENTRE FOR BUSINESS STUDIES, KOCHI	Kerala	100	45.63	80.07	83.65	30.96	73.97
12	SIVA SIVANI INSTITUTE OF MANAGEMENT, HYDERABAD	Telangana	95.06	38.21	81.43	86.3	32.28	72.25
13	SCMS COCHIN SCHOOL OF BUSINESS, KOCHI	Kerala	98.04	39.62	72.68	77.63	38.03	69.93
14	SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI	Tamil Nadu	100	32.29	72.88	82.53	37.26	69.91
15	DAYANANDA SAGAR UNIVERSITY, BENGALURU	Karnataka	94.39	34.09	68.71	85.68	26.08	67.34
16	KRUPANIDHI SCHOOL OF MANAGEMENT, BENGALURU	Karnataka	99.6	59.56	22.01	91.28	58.77	66.45
17	ST ALOYSIUS INSTITUTE OF MANAGEMENT AND INFORMATION TECHNOLOGY, MANGALURU	Karnataka	99.81	29.82	64.37	81.11	30.85	66.32
18	CMR UNIVERSITY, HYDERABAD	Telangana	97.2	31.94	69.9	76.63	24.27	65.92
19	PRESIDENCY UNIVERSITY SCHOOL OF MANAGEMENT, BENGALURU	Karnataka	96.9	57.17	24.93	95.72	36.11	64.65
20	VISHWA VISHWANI INSTITUTE OF SYSTEMS & MANAGEMENT, HYDERABAD	Telangana	94	26.94	62.7	82.28	29.84	64
21	SYMBIOSIS INSTITUTE OF BUSINESS MANAGEMENT, BENGALURU	Karnataka	97.27	24.01	63.19	77.8	26.49	63.13
22	ST. JOSEPH'S INSTITUTE OF MANAGEMENT (SJIM), BENGALURU	Karnataka	94.47	22.21	64.38	80.36	21.47	62.37
23	XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP, KOCHI	Kerala	100	27.08	54.81	76.27	26.57	62.03
24	SONA SCHOOL OF MANAGEMENT, SALEM	Tamil Nadu	100	24.54	57.93	70.18	34.56	61.88
25	TKM INSTITUTE OF MANAGEMENT, KOLLAM	Kerala	100	16.87	61.44	78.86	13.1	60.82
26	INSTITUTE OF HEALTH MANAGEMENT RESEARCH (IIHMR BENGALURU), BENGALURU	Karnataka	98.88	20.69	51.32	71	19.32	57.82
27	SESHADRIPURAM INSTITUTE OF MANAGEMENT STUDIES, BENGALURU	Karnataka	97.94	14.69	48.53	72.08	21	56.07



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TOP PRIVATE B-SCHOOLS - SOUTH ZONE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
28	SAPTHAGIRI NPS UNIVERSITY, BENGALURU	Karnataka	97.72	15.96	46.49	73.01	17.71	55.62
29	INSTITUTE FOR TECHNOLOGY & MANAGEMENT, CHENNAI	Tamil Nadu	94.18	14.77	49.78	71.87	13.3	54.65
30	DR M G R EDUCATIONAL AND RESEARCH INSTITUTE, CHENNAI	Tamil Nadu	93.12	7.66	50.51	73.41	17.63	53.88
31	SOUNDARYA INSTITUTE OF MANAGEMENT AND SCIENCE, BENGALURU	Karnataka	98.08	15.03	39.68	65.44	12.35	51.77
32	SRI RAMAKRISHNA ARTS AND SCIENCE COLLEGE, COIMBATORE	Tamil Nadu	98.81	13.75	38.43	63.76	16.53	51.47
33	ITM BUSINESS SCHOOL, BENGALURU	Karnataka	95.06	6.82	35.33	66.77	18.7	49.19
34	K V INSTITUTE OF MANAGEMENT AND INFORMATION STUDIES, COIMBATORE	Tamil Nadu	96.9	15.73	29.55	62.67	14.91	48.78
35	P.K.R. ARTS COLLEGE FOR WOMEN, ERODE	Tamil Nadu	100	6.01	27.29	64.06	19.09	47.75
36	INTERNATIONAL SCHOOL OF BUSINESS AND MEDIA, BENGALURU	Karnataka	94.32	7.7	29.53	63.7	15.06	46.75
37	VIGNANA JYOTHI INSTITUTE OF MANAGEMENT, HYDERABAD	Telangana	95.33	8.86	30.85	58.87	15.59	46.65
38	ICBM SCHOOL OF BUSINESS EXCELLENCE, HYDERABAD	Telangana	100	8.37	27.32	57.84	13.77	46.45
39	AURORA'S BUSINESS SCHOOL, HYDERABAD	Telangana	100	1.42	27.85	61.23	14.01	45.89
40	KIRLOSKAR INSTITUTE OF ADVANCED MANAGEMENT STUDIES, HARIHAR	Karnataka	99.87	9.57	25.3	56.16	13.95	45.83
41	SCHOOL OF MANAGEMENT, CENTURION UNIVERSITY OF TECHNOLOGY AND MANAGEMENT, VIZIANAGARAM, ANDHRA PRADESH	Andhra Pradesh	91.55	13.51	29.16	54.85	17.31	45.58
42	SRI DATTA SAI SCHOOL OF BUSINESS, KADAPA	Andhra Pradesh	95.5	9.09	21.15	62.22	18.47	45.27
43	IIKM THE CORPORATE B-SCHOOL, CHENNAI	Tamil Nadu	93.58	6.81	24.05	65.4	13.81	45.23
44	ST. JOSEPH'S DEGREE & PG COLLEGE, HYDERABAD	Telangana	95.38	2.64	25.06	61.58	20.48	45
45	GOJAN SCHOOL OF BUSINESS AND TECHNOLOGY, CHENNAI	Tamil Nadu	98.42	3.12	24	57.44	19.26	44.64
46	LEAD COLLEGE OF MANAGEMENT, PALAKKAD	Kerala	98.01	6.62	21.61	56.36	21.15	44.62
47	SJB INSTITUTE OF TECHNOLOGY, BENGALURU	Karnataka	100	1.94	19.93	62.31	15.74	44.41
48	DEPARTMENT OF MANAGEMENT STUDIES, CMR INSTITUTE OF TECHNOLOGY,BENGALURU	Karnataka	99.24	5.78	17.93	57.3	23.71	44.28
49	DEPARTMENT OF MANAGEMENT STUDIES, EASWARI ENGINEERING COLLEGE, CHENNAI	Tamil Nadu	92.15	2.64	24.9	62.29	18.57	44.11
50	SHARNBASVA UNIVERSITY, KALABURAGI	Karnataka	100	3.93	18.46	56.54	20.52	43.76
51	ADIKAVI NANNAYA UNIVERSITY, RAJAHMUNDRY	Andhra Pradesh	97.92	0.23	22.06	56.42	22.85	43.61
52	MEASI INSTITUTE OF MANAGEMENT, CHENNAI	Tamil Nadu	91.22	5.9	23.28	60.65	11.83	43.12
53	D.J.ACADEMY FOR MANAGERIAL EXCELLENCE, COIMBATORE	Tamil Nadu	93.36	3.13	20.77	61.26	16.34	43.04
54	PENDEKANTI INSTITUTE OF MANAGEMENT, HYDERABAD	Telangana	97.02	3.25	18.32	55.59	24.17	43.02
55	SSN SCHOOL OF MANAGEMENT, KALAVAKKAM	Tamil Nadu	100	4.41	18.6	53.93	16.67	42.99



TOP PRIVATE B-SCHOOLS - SOUTH ZONE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
56	ST. BERCHMANS INSTITUTE OF MANAGEMENT STUDIES, CHANGANACHERRY	Kerala	95.26	1.98	21.1	53.49	20.42	42.23
57	EAST WEST INSTITUTE OF TECHNOLOGY, BENGALURU	Karnataka	99.5	3.84	17.75	52.63	15.03	42.11
58	ANGADI INSTITTUTE OF TECHNOLOGY AND MANAGEMENT, BELAGAVI	Karnataka	94.36	5.25	19.58	53.28	18.44	42.04
59	INDIAN ACADEMY SCHOOL OF MANAGEMENT STUDIES, BENGALURU	Karnataka	99.04	5.71	14.4	56.5	9.61	41.76
60	PRABHATH INSTITUTE OF BUSINESS MANAGEMENT, PARNAPALLY	Andhra Pradesh	99.54	0.74	13.9	58.23	15.51	41.71
61	SAMBHRAM ACADEMY OF MANAGEMENT STUDIES, BENGALURU	Karnataka	98.69	3.22	14.36	56.48	14.71	41.67
62	BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT, BELLARY	Karnataka	92.37	0.95	16.88	60.41	19.29	
63	SAHYADRI COLLEGE OF ENGINEERING & MANAGEMENT, MANGALURU	Karnataka	98.42	2.95	15.18	54.65	15.77	41.5
64	SAKTHI INSTITUTE OF INFORMATION AND MANAGEMENT STUDIES, COIMBATORE	Tamil Nadu	93.29	1.42	14.45	58.02	22.6	41.08
65	KLS INSTITUTE OF MANAGEMENT EDUCATION & RESEARCH, BELGAUM	Karnataka	97.11	1.1	16.09	52.22	19.88	40.95
66	AMJAD ALI KHAN COLLEGE OF BUSINESS ADMINISTRATION, HYDERABAD	Telangana	97.39	6.32	12.27	49.02	14.88	
67	BVV SANGHA'S INSTITUTE OF MANAGEMENT STUDIES, BAGALKOT	Karnataka	97.21	4.97	12.31	48.95	16.72	39.84
68	ADARSH INSTITUTE OF MANAGEMENT & INFORMATION TECHNOLOGY, BENGALURU	Karnataka	94.52	0.53	18.01	49.06	17.56	39.81
69	CHETAN BUSINESS SCHOOL, HUBLI	Karnataka	91.75	6.1	11.94	51.89	12.3	38.75
70	SAHRDAYA INSTITUTE OF MANAGEMENT STUDIES, THRISSUR	Kerala	91.41	2.78	12.82	51.74	14.71	38.43



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Outlook-ICARE B-SCHOOL RANKINGS 2026

TOP PRIVATE B-SCHOOLS - WEST ZONE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	K J SOMAIYA INSTITUTE OF MANAGEMENT, MUMBAI	Maharashtra	100	60.36	87.37	95.38	78.04	85.79
2	SYMBIOSIS INSTITUTE OF OPERATIONS MANAGEMENT, NASHIK	Maharashtra	100	49.62	90.33	93.52	54.86	81.7
3	SYMBIOSIS CENTER FOR MANAGEMENT & HUMAN RESOURCE DEVELOPMENT, PUNE	Maharashtra	97.69	53.39	83.79	87.64	69.49	80.53
4	PRINCIPAL L. N. WELINGKAR INSTITUTE OF MANAGEMENT DEVELOPMENT & RESEARCH, MUMBAI	Maharashtra	100	49.51	93.14	86.89	48.65	80.43
5	PANDIT DEENDAYAL ENERGY UNIVERSITY, GANDHINAGAR	Gujarat	100	53.23	80.81	91.78	60.36	80.24
6	INSTITUTE OF RURAL MANAGEMENT, ANAND	Gujarat	99.6	77.08	84.87	65.14	54.28	79.99
7	SIES SCHOOL OF BUSINESS STUDIES, NAVI MUMBAI	Maharashtra	100	43.34	81.3	84.38	35.08	74.38
8	SIES COLLEGE OF MANAGEMENT STUDIES, NAVI MUMBAI	Maharashtra	99.31	39.27	81.93	84.32	33.67	73.4
9	PARUL UNIVERSITY, VADODARA	Gujarat	94.43	38.81	73.66	88.49	39.07	71.39
10	SHANTI BUSINESS SCHOOL, AHMEDABAD	Gujarat	100	39.98	71.24	76.76	35.73	69.73
11	INTERNATIONAL INSTITUTE OF MANAGEMENT STUDIES, PUNE	Maharashtra	100	24.33	62.49	82.03	28.34	64.73
12	FACULTY OF MANAGEMENT STUDIES, INSTITUTE OF RURAL MANAGEMENT, JAIPUR	Rajasthan	100	26.91	58.67	80.6	30.05	64.17
13	INTERNATIONAL SCHOOL OF BUSINESS AND MEDIA (ISB&M), PUNE	Maharashtra	99.88	26.51	59.95	77.25	25.25	63.23
14	SYMBIOSIS CENTER FOR INFORMATION TECHNOLOGY (SCIT), PUNE	Maharashtra	100	28.38	53.15	77.37	21.82	61.62
15	BHARATI VIDYAPEETH INSTITUTE OF MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT, PUNE	Maharashtra	97.5	19.27	60.68	74.16	18.17	60.05
16	SYMBIOSIS INSTITUTE OF DIGITAL & TELECOM MANAGEMENT, PUNE	Maharashtra	100	13.74	51.69	73.78	16.58	57.08
17	S B PATIL INSTITUTE OF MANAGEMENT, PUNE	Maharashtra	99.1	13.79	54.45	66.16	21.56	56.53
18	GLOBAL BUSINESS SCHOOL & RESEARCH CENTRE , PUNE	Maharashtra	99.8	13.79	50.6	71	14.78	56.04
19	SYMBIOSIS SCHOOL OF SPORTS SCIENCES, PUNE	Maharashtra	100	13.92	45.82	75.12	12.92	55.56
20	DY PATIL INSTITUTE OF MCA AND MANAGEMENT, PIMPRI-CHINCHWAD	Maharashtra	99.4	13.12	45.9	74.35	12.31	55.05
21	PUNE INSTITUTE OF BUSINESS MANAGEMENT, PUNE	Maharashtra	99.65	14.49	49.1	68.07	9.09	54.61
22	VIJAY PATIL SCHOOL OF MANAGEMENT, NAVI MUMBAI	Maharashtra	98.87	14.29	36.89	70.32	17.1	52.57
23	MIT ADT UNIVERSITY, PUNE	Maharashtra	98.2	10.34	38.33	70.73	14.5	51.8
24	UNIVERSITY OF ENGINEERING & MANAGEMENT (UEM), JAIPUR	Rajasthan	95.64	11.7	36.91	65.02	21.08	50.59
25	MIT WORLD PEACE UNIVERSITY, PUNE	Maharashtra	99.46	8.13	34.3	67.34	17.96	50.33
26	IIEBM INDUS BUSINESS SCHOOL, PUNE	Maharashtra	96.05	10.23	34.9	62.49	22.27	49.51
27	ADITYA SCHOOL OF BUSINESS MANAGEMENT, MUMBAI	Maharashtra	98.17	5.46	31.89	61.44	16.6	47.56

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Prof Mahadeo Jaiswal, Director, IIM Sambalpur

Empowering Minds Unlocking Potential

Prof Mahadeo Jaiswal shares valuable insights on AI-led pedagogy, global collaborations, and inclusive leadership shaping IIM Sambalpur's bold vision for the future

Q What was your vision behind pioneering AI-enabled pedagogy?

IIM Sambalpur has collaborated with the US-based Breakout Learning Inc to integrate AI-powered case-based pedagogy into our curriculum. This partnership represents a paradigm shift in management education, aligning with the Government of India's Rs 500 crore initiative for AI Centres of Excellence.

Our goal is to move beyond passive learning and adopt an experiential, data-driven approach that mirrors the evolving demands of the workplace. Our MBA, Executive MBA, and PhD students will access high-quality, AI-enabled case discussion with instant cognitive assessment of students. This platform promotes critical thinking, collaboration, and real-time decision-making, preparing our students to thrive in complex business environments. It also empowers our faculty and students to co-create AI-generated cases, with joint intellectual property rights fostering academic innovation.

Unlike traditional models reliant on one-way teaching, our AI classroom is highly interactive. Students are grouped, introduced to material in advance, and actively participate in discussions while AI tracks individual and group performance based on Bloom's taxonomy. This model frees up faculty time for research and supports our mission to enhance global rankings through academic excellence and technological innovation.

Q How is IIM Sambalpur building a global brand identity?

At IIM Sambalpur, we are committed to building a strong global identity by integrating innovation-led pedagogy, international collaborations, and India-centric research.

Our partnership with Breakout Learning Inc. marks a pioneering step—making us the first Indian B-school to adopt AI-powered digital case methodology alongside institutions like Harvard, Michigan State University and UCLA.

HBS Case Selections case studies with immersive sets of real-world scenarios from Harvard Business School are manual. We are setting up our Global Case Capability Centre to provide access worldwide to access and co-develop AI-generated cases with shared intellectual property rights. This shared IP model enhances academic depth and global visibility.

Strategic tie-ups with international universities enable faculty exchange, research collaboration, and global classroom experiences. This strengthens the institute's international academic standing.

Q How are you envisioning IIIM Sambalpur's role in redefining management education?

At IIM Sambalpur, we envision our role not just as a centre of academic excellence but as a transformative force shaping the future of business, society, and leadership. We are redefining management education by aligning with the realities of a mixed Bharat—where innovation must be inclusive, and Indian brands must be built for global impact. Just as branded products have created higher ROI in economies like the US, India too must nurture its own brand ecosystem rooted in indigenous strength. IIM Sambalpur offers an Entrepreneurship Development Program for master weavers from the local community, aimed at empowering them to showcase their products on digital platforms globally.

Committed to closing the gender gap in leadership by encouraging women's participation in management education, our 50:50 gender diversity model is one of the best among Indian B-schools. We are launching the "Brands of India" Conclave with a special focus on women's empowerment.

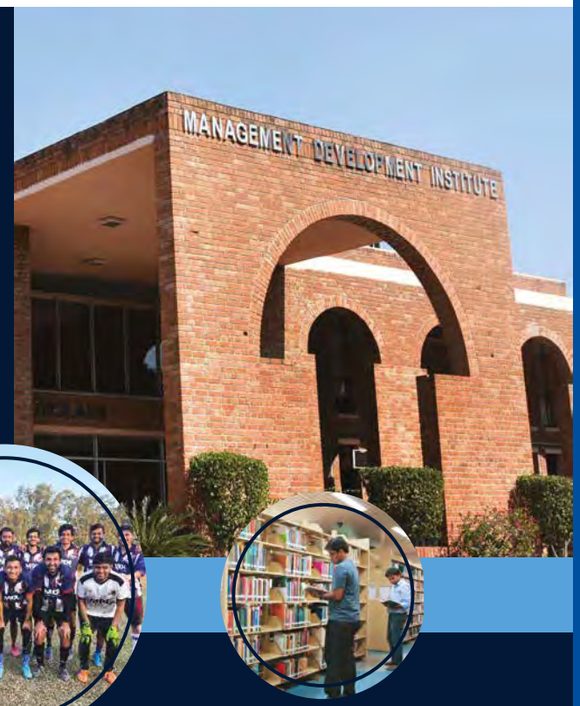
Aligned with the National Education Policy (NEP) 2020, IIM Sambalpur launched two B.S. Programs Management & Public Policy and Data Science & AI, to develop responsible leaders with a global perspective who can address complex societal and industrial challenges.

TOP PRIVATE B-SCHOOLS - WEST ZONE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
28	ASM'S (IBMR) INSTITUTE OF BUSINESS MANAGEMENT & RESERCH, PUNE	Maharashtra	94.37	13	28.73	59.36	22.23	47.47
29	INDIRA SCHOOL OF BUSINESS STUDIES, PUNE	Maharashtra	96.13	10.05	27.14	63.79	15.51	47.14
30	INDIRA INSTITUTE OF MANAGEMENT, PUNE	Maharashtra	100	8.03	26.22	60.49	18.57	47.12
31	MIMA INSTITUTE OF MANAGEMENT,PUNE	Maharashtra	100	6.09	30.84	58.73	12.47	46.92
32	D Y PATIL UNIVERSITY SCHOOL OF MANAGEMENT, NAVI MUMBAI	Maharashtra	96.15	8.36	26.31	61.9	16.78	46.35
33	INDIRA COLLEGE OF ENGINEERING AND MANAGEMENT, PUNE	Maharashtra	93.93	13.42	24.29	59.72	17.87	45.97
34	CHETANA'S INSTITUTE OF MANAGEMENT AND RESEARCH, MUMBAI	Maharashtra	93.73	2.87	26.26	66.07	20.14	45.8
35	ABASAHEB GARWARE INSTITUTE OF MANAGEMENT STUDIES, SANGLI	Maharashtra	100	4	31.45	54.02	12.56	45.72
36	INDIAN EDUCATION SOCIETY'S MANAGEMENT & RESEARCH CENTRE V.M.D. LOTLIKAR VIDYA SANKUL, MUMBAI	Maharashtra	97.69	3.07	26.67	57.97	22.92	45.59
37	ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA, BHAT	Gujarat	100	6.63	28.15	53.49	14.83	45.54
38	DEOGIRI TECHNICAL CAMPUS FOR ENGINEERING AND MANAGEMENT STUDIES, AURANGABAD	Maharashtra	100	5.81	25.51	53.55	14.99	44.75
39	S. K. N. SINHGAD SCHOOL OF BUSINESS MANAGEMENT, PUNE	Maharashtra	91.7	0.64	27.19	64.05	20.29	44.69
40	MATOSHRI COLLEGE OF MANAGEMENT & RESEARCH CENTRE, NASHIK	Maharashtra	95.9	5.39	24.13	57.91	20.13	44.68
41	G. D. MEMORIAL COLLEGE OF MANAGEMENT & TECHNOLOGY, JODHPUR	Rajasthan	91.47	10.69	24.29	55.48	23.08	44.48
42	MGM`S INSTITUTE OF MANAGEMENT, AURANGABAD	Maharashtra	100	7.94	18	55.55	15.02	43.7
43	GODAVARI INSTITUTE OF MANAGEMENT & RESEARCH, JALGAON	Maharashtra	96.03	1.77	24.76	56.01	18.45	43.6
44	TIRPUDE INSTITUTE OF MANAGEMENT EDUCATION, NAGPUR	Maharashtra	93.45	4.88	22.85	58.04	16.51	43.31
45	DR. V. N. BEDEKAR INSTITUTE OF MANAGEMENT STUDIES, THANE	Maharashtra	94.17	5.18	18.09	61.93	16.8	43.17
46	ZEAL INSTITUTE OF MANAGEMENT AND COMPUTER APPLICATION, PUNE	Maharashtra	96.16	6.54	17.84	58.52	15.92	43.1
47	SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT & RESEARCH, MUMBAI	Maharashtra	97.6	5.9	19.58	54.33	16.44	42.99
48	SURYADATTA INSTITUTE OF MANAGEMENT AND MASS COMMUNICATION, PUNE	Maharashtra	100	4.14	16.78	56.72	15.68	42.94
49	DR. MOONJE INSTITUTE OF MANAGEMENT & COMPUTER STUDIES, NASHIK	Maharashtra	94.01	3.31	21.53	58.54	16.62	42.92
50	ALKESH DINESH MODY INSTITUTE FOR FINANCIAL AND MANAGEMENT STUDIES, MUMBAI	Maharashtra	100	8.22	13.15	56.45	16.46	42.87
51	UNIVERSAL BUSINESS SCHOOL, KARJAT	Maharashtra	99.82	2.04	16.22	58.26	17.67	42.84
52	KARMAVEER BAHURAO PATIL INSTITUTE OF MANAGEMENT STUDIES & RESEARCH, SATARA	Maharashtra	100	7.31	14.99	53.95	16.19	42.62

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TOP PRIVATE B-SCHOOLS - WEST ZONE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
53	COLLEGE OF MANAGEMENT & COMPUTER SCIENCE, YAVATMAL	Maharashtra	92.87	1.15	22.5	57.63	17.85	42.38
54	VIVEKANANDA GLOBAL UNIVERSITY, JAIPUR	Rajasthan	97.54	4.58	18.65	51.19	13.63	41.56
55	B.P.HIVALE INSTITUTE OF MANAGEMENT STUDIES AND CAREER DEVELOPMENT AND RESEARCH, AHMEDNAGAR	Maharashtra	96.1	1.7	20.24	53.91	13.21	41.53
56	ALARD INSTITUTE AND MANAGEMENT SCIENCES, PUNE	Maharashtra	98.86	5.39	14.33	51.16	12.94	40.9
57	SADHU VASWANI INSTITUTE OF MANAGEMENT STUDIES FOR GIRLS, PUNE	Maharashtra	100	1.89	11.65	55.24	14.17	40.76
58	THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH, MUMBAI	Maharashtra	93.27	3.23	13.55	54.57	21.69	40.43
59	PODDAR MANAGEMENT AND TECHNICAL CAMPUS, JAIPUR	Rajasthan	92.32	6.79	17.51	49.72	10.66	39.83
60	GOVINDRAM SEKSARIA COLLEGE OF COMMERCE, WARDHA	Maharashtra	94.72	3.38	9.55	51.09	15.23	38.48



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THE (Asia) All India Private University Rank-18
THE (Asia) UP Private University Rank-02
THE Research Quality (India) Rank-21


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Outlook-ICARE B-SCHOOL RANKINGS 2026

TOP PRIVATE B-SCHOOLS - DELHI-NCR

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	MANAGEMENT DEVELOPMENT INSTITUTE, GURGAON	Haryana	100	74.3	95.83	96.12	95.28	92.57
2	INSTITUTE OF MANAGEMENT TECHNOLOGY, GHAZIABAD	Uttar Pradesh	95.48	72.04	98.94	91.6	98.54	91.19
3	JINDAL GLOBAL BUSINESS SCHOOL, SONIPAT	Haryana	100	58.93	98.46	94.61	68.54	87.18
4	LAL BAHADUR SHASTRI INSTITUTE OF MANAGEMENT, NEW DELHI	Delhi	96.41	49.48	91.97	92.29	58.32	81.28
5	JAGAN INSTITUTE OF MANAGEMENT STUDIES (JIMS), NEW DELHI	Delhi	97.35	41.44	82.78	85.77	40.17	74.49
6	AMITY BUSINESS SCHOOL, AMITY UNIVERSITY, NOIDA	Uttar Pradesh	100	39.83	76.87	86.61	39.35	73.44
7	MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES (FACULTY OF MANAGEMENT STUDIES), FARIDABAD	Haryana	100	34.92	67.38	86.29	37.82	69.87
8	INSTITUTE OF MANAGEMENT STUDIES, GHAZIABAD	Uttar Pradesh	100	33.81	65.18	82.18	30.1	67.5
9	DELHI SCHOOL OF BUSINESS, NEW DELHI	Delhi	98	14.17	55.25	75.72	21.34	58.42
10	LLOYD BUSINESS SCHOOL, GREATER NOIDA	Uttar Pradesh	97.29	19.19	53.43	71.39	17.17	57.51
11	GNIOT INSTITUTE OF MANAGEMENT STUDIES, GREATER NOIDA	Uttar Pradesh	95.23	14.44	46.45	66.28	11.66	52.73
12	AJAY KUMAR GARG INSTITUTE OF MANAGEMENT (AKGIM), GHAZIABAD	Uttar Pradesh	98.56	9.72	33.28	65.59	25.04	50.53
13	MANAV RACHNA UNIVERSITY, FARIDABAD	Haryana	94.9	6.54	37.68	62.15	23.13	49.2
14	NIET BUSINESS SCHOOL, GREATER NOIDA	Uttar Pradesh	97.8	3.84	32.72	59.21	15.16	46.76
15	FORTUNE INSTITUTE OF INTERNATIONAL BUSINESS, NEW DELHI	Delhi	100	4.32	29.12	56.21	17.71	46.16



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- 7th - Top B Schools, Western India, Times of India, 2025
- 13th - Top Pvt. B Schools, India, Times of India, 2025
- 20th - Top B Schools, overall, India, Times of India, 2025
- 32nd - Top B Schools, IIRF, 2023
- 50th - Top B Schools, India, Outlook, 2025
- Best Brands Business School, IIRF 2025
- Best Education Brands, The Economic Times 2025, 2024, 2023
- Industry Academia Partnership, CII, 2024
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Outlook-ICARE B-SCHOOL RANKINGS 2026

TOP PRIVATE B-SCHOOLS - DELHI

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	LAL BAHADUR SHASTRI INSTITUTE OF MANAGEMENT, NEW DELHI	Delhi	96.41	49.48	91.97	92.29	58.32	81.28
2	JAGAN INSTITUTE OF MANAGEMENT STUDIES (JIMS), NEW DELHI	Delhi	97.35	41.44	82.78	85.77	40.17	74.49
3	DELHI SCHOOL OF BUSINESS, NEW DELHI	Delhi	98	14.17	55.25	75.72	21.34	58.42
4	FORTUNE INSTITUTE OF INTERNATIONAL BUSINESS, NEW DELHI	Delhi	100	4.32	29.12	56.21	17.71	46.16
5	FORE SCHOOL OF MANAGEMENT, NEW DELHI	Delhi	92.6	5.86	20.82	64.42	15.29	43.94

TOP PRIVATE B-SCHOOLS - MUMBAI

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	K J SOMAIYA INSTITUTE OF MANAGEMENT, MUMBAI	Maharashtra	100	60.36	87.37	95.38	78.04	85.79
2	PRINCIPAL L. N. WELINGKAR INSTITUTE OF MANAGEMENT DEVELOPMENT & RESEARCH, MUMBAI	Maharashtra	100	49.51	93.14	86.89	48.65	80.43
3	SIES SCHOOL OF BUSINESS STUDIES, NAVI MUMBAI	Maharashtra	100	43.34	81.3	84.38	35.08	74.38
4	SIES COLLEGE OF MANAGEMENT STUDIES, NAVI MUMBAI	Maharashtra	99.31	39.27	81.93	84.32	33.67	73.4
5	VIJAY PATIL SCHOOL OF MANAGEMENT, NAVI MUMBAI	Maharashtra	98.87	14.29	36.89	70.32	17.1	52.57
6	MET INSTITUTE OF MANAGEMENT, MUMBAI	Maharashtra	99.46	8.13	34.3	67.34	17.96	50.33
7	ADITYA SCHOOL OF BUSINESS MANAGEMENT, MUMBAI	Maharashtra	98.17	5.46	31.89	61.44	16.6	47.56
8	D Y PATIL UNIVERSITY SCHOOL OF MANAGEMENT, NAVI MUMBAI	Maharashtra	96.15	8.36	26.31	61.9	16.78	46.35
9	CHETANA'S INSTITUTE OF MANAGEMENT AND RESEARCH, MUMBAI	Maharashtra	93.73	2.87	26.26	66.07	20.14	45.8
10	INDIAN EDUCATION SOCIETY'S MANAGEMENT & RESEARCH CENTRE V.M.D. LOTLIKAR VIDYA SANKUL, MUMBAI	Maharashtra	97.69	3.07	26.67	57.97	22.92	45.59


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TOP PRIVATE B-SCHOOLS - HYDERABAD

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1	INSTITUTE OF PUBLIC ENTERPRISE (IPE), HYDERABAD	Telangana	100	47.02	86.75	82.61	35.09	76.12
2	SIVA SIVANI INSTITUTE OF MANAGEMENT, HYDERABAD	Telangana	95.06	38.21	81.43	86.3	32.28	72.25
3	CMR UNIVERSITY, HYDERABAD	Telangana	97.2	31.94	69.9	76.63	24.27	65.92
4	VISHWA VISHWANI INSTITUTE OF SYSTEMS & MANAGEMENT, HYDERABAD	Telangana	94	26.94	62.7	82.28	29.84	64
5	VIGNANA JYOTHI INSTITUTE OF MANAGEMENT, HYDERABAD	Telangana	95.33	8.86	30.85	58.87	15.59	46.65
6	ICBM SCHOOL OF BUSINESS EXCELLENCE, HYDERABAD	Telangana	100	8.37	27.32	57.84	13.77	46.45
7	AURORA'S BUSINESS SCHOOL, HYDERABAD	Telangana	100	1.42	27.85	61.23	14.01	45.89
8	ST. JOSEPH'S DEGREE & PG COLLEGE, HYDERABAD	Telangana	95.38	2.64	25.06	61.58	20.48	45
9	PENDEKANTI INSTITUTE OF MANAGEMENT, HYDERABAD	Telangana	97.02	3.25	18.32	55.59	24.17	43.02
10	AMJAD ALI KHAN COLLEGE OF BUSINESS ADMINISTRATION, HYDERABAD	Telangana	97.39	6.32	12.27	49.02	14.88	39.97



Siva Sivani Institute of Management, Hyderabad

मध्यप्रदेश शासन के एक्ट कमांक 44/2011 द्वारा स्थापित विश्वविद्यालय एवं UGC u/s 2 (f) द्वारा मान्यता प्राप्त

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In the year of 2025

118 STUDENTS PLACED IN adani GROUP

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Outlook Survey - Aug. 2025 Outlook 19th Rank in INDIA

भारत सरकार की संस्था COAL India, MOIL & NTPC जैसी महारत्न कम्पनियों में एकेएस यूनिवर्सिटी से उत्तीर्ण 40 से ज्यादा विद्यार्थी असिस्टेन्ट मैनेजर के पद पर कार्यरत है।

ENGINEERING
- Polytechnic • B.Tech.
- Mining • ME • CE • EE • CSE
- Mining and Mine Surveying
- Cement Technology
- Robotics & AI
- AI & Machine Learning (In Association with IBM)
- AI & Data Science
- Cyber Security
- Food Tech.* • Biotech.* • Agril. Engg.* *Eligibility–12th (Bio/Maths)
- Tool Engineering (In Association with Indo German Tool Room, Indore)

M.Tech.
- Mining • ME • EE • Biotech. • CSE
- Agril. Engg. • Food Tech.
- VLSI Design • AI & ML
- Environmental Engg. & Transportation Engineering

FOOD TECH.
- Polytechnic Diploma (After 10th)
- B.Tech. (After 12th - Bio/Maths)
- M.Tech.

MANAGEMENT
- BBA/BBA (Hons.)
- BBA (Hons.) Digital Marketing
- BBA (Hons.) Tourism & Hotel Management
- MBA - Marketing / HR / Finance / Retail Rural / IT & MIS / Banking & Insurance
- MBA - ABM (Agri Business Mgmt.)
- MBA - THM (Tourism & Hospitality Mgmt.)
- MBA Logistics & Supply Chain
- MBA Production & Operation Mgmt

Tie-up with CollegeDekho

AGRICULTURE
- B.Sc. (Hons.) Ag.
- B.Sc. (Hons.) Horticulture
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- B.Tech. (Agril. Engg.)
- M.Tech. (Agril. Engg.)
- MBA - ABM (Agri Business Mgmt.)

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- BCA/BCA(Hons.) • DCA • PGDCA
- B.Sc./B.Sc.(Hons.)CS • B.Tech.(CSE)
- B.Tech.(CSE) AI & Data Science / Cyber Security
- B.Tech.(CSE) AI & ML (In Association with IBM)
- Robotics & AI
- BCA AI & ML (In Association with IBM)
- MCA • M.Tech. • CSE • AI & ML

In Association with IBM B.Tech. / BCA AI & Machine Learning

COMMERCE
- B.Com./B.Com.(Hons.) Financial Management
- B.Com./B.Com.(Hons.) Computer/Economics
- B.Com./B.Com.(Hons.)
- B.Com. (Hons.) CSP/CAP
- M.Com.

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- Fashion Design

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- BBA LL.B. • LL.B. • LL.M.

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- B.Tech. Biotech • M.Sc. Microbiology
- M.Tech. Biotech • B.Sc./B.Sc. Hons. Botany/Zoology/Chemistry

PHARMACY
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Outlook-ICARE B-SCHOOL RANKINGS 2026

TOP PRIVATE B-SCHOOLS - PUNE

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	SYMBIOSIS CENTER FOR MANAGEMENT & HUMAN RESOURCE DEVELOPMENT, PUNE	Maharashtra	97.69	53.39	83.79	87.64	69.49	80.53
2	INTERNATIONAL INSTITUTE OF MANAGEMENT STUDIES, PUNE	Maharashtra	100	24.33	62.49	82.03	28.34	64.73
3	INTERNATIONAL SCHOOL OF BUSINESS AND MEDIA (ISB&M), PUNE	Maharashtra	99.88	26.51	59.95	77.25	25.25	63.23
4	SYMBIOSIS CENTER FOR INFORMATION TECHNOLOGY (SCIT), PUNE	Maharashtra	100	28.38	53.15	77.37	21.82	61.62
5	BHARATI VIDYAPEETH INSTITUTE OF MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT, PUNE	Maharashtra	97.5	19.27	60.68	74.16	18.17	60.05
6	SYMBIOSIS INSTITUTE OF DIGITAL & TELECOM MANAGEMENT, PUNE	Maharashtra	100	13.74	51.69	73.78	16.58	57.08
7	S B PATIL INSTITUTE OF MANAGEMENT, PUNE	Maharashtra	99.1	13.79	54.45	66.16	21.56	56.53
8	GLOBAL BUSINESS SCHOOL & RESEARCH CENTRE , PUNE	Maharashtra	99.8	13.79	50.6	71	14.78	56.04
9	SYMBIOSIS SCHOOL OF SPORTS SCIENCES, PUNE	Maharashtra	100	13.92	45.82	75.12	12.92	55.56
10	PUNE INSTITUTE OF BUSINESS MANAGEMENT, PUNE	Maharashtra	99.65	14.49	49.1	68.07	9.09	54.61
11	MIT ADT UNIVERSITY, PUNE	Maharashtra	98.2	10.34	38.33	70.73	14.5	51.8
12	IIEBM INDUS BUSINESS SCHOOL, PUNE	Maharashtra	96.05	10.23	34.9	62.49	22.27	49.51
13	ASM'S (IBMR) INSTITUTE OF BUSINESS MANAGEMENT & RESERCH, PUNE	Maharashtra	94.37	13	28.73	59.36	22.23	47.47
14	INDIRA SCHOOL OF BUSINESS STUDIES, PUNE	Maharashtra	96.13	10.05	27.14	63.79	15.51	47.14
15	INDIRA INSTITUTE OF MANAGEMENT, PUNE	Maharashtra	100	8.03	26.22	60.49	18.57	47.12
16	MIMA INSTITUTE OF MANAGEMENT,PUNE	Maharashtra	100	6.09	30.84	58.73	12.47	46.92
17	INDIRA COLLEGE OF ENGINEERING AND MANAGEMENT, PUNE	Maharashtra	93.93	13.42	24.29	59.72	17.87	45.97
18	S. K. N. SINHGAD SCHOOL OF BUSINESS MANAGEMENT, PUNE	Maharashtra	91.7	0.64	27.19	64.05	20.29	44.69
19	ZEAL INSTITUTE OF MANAGEMENT AND COMPUTER APPLICATION, PUNE	Maharashtra	96.16	6.54	17.84	58.52	15.92	43.1
20	SURYADATTA INSTITUTE OF MANAGEMENT AND MASS COMMUNICATION, PUNE	Maharashtra	100	4.14	16.78	56.72	15.68	42.94



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24 LPA HIGHEST PACKAGE | 9.83 LPA MEDIAN PACKAGE | 190 RECRUITERS

RANKINGS

2025 Ranked amongst top 100 Management Colleges
2025 Ranked 14 amongst the top 150 B-Schools in India
2024 Ranked 24 amongst top private B-Schools in India
2025 Ranked 25 amongst Top B-Schools in India

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PROMINENT ALUMNI

Kumud Ranjan — Digital Consultant Commerce & Marketing — wipro
Shubbam Kr Grover — Senior Manager- Sales & Marketing — TATA MOTORS
Anuj Sharma — Senior Director - Head of Partnership Operations — S&P Global
Gaurav Goel — Director HR Shared Services, Analytics, HR Tech Transformation — Deloitte.
Abhishek Bajpai — Manager - Strategy & Transactions (S&T) — EY
Suman Chakravort — Vice President, Digital Banking — HDFC BANK

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*PGDM equivalent to MBA by AIU

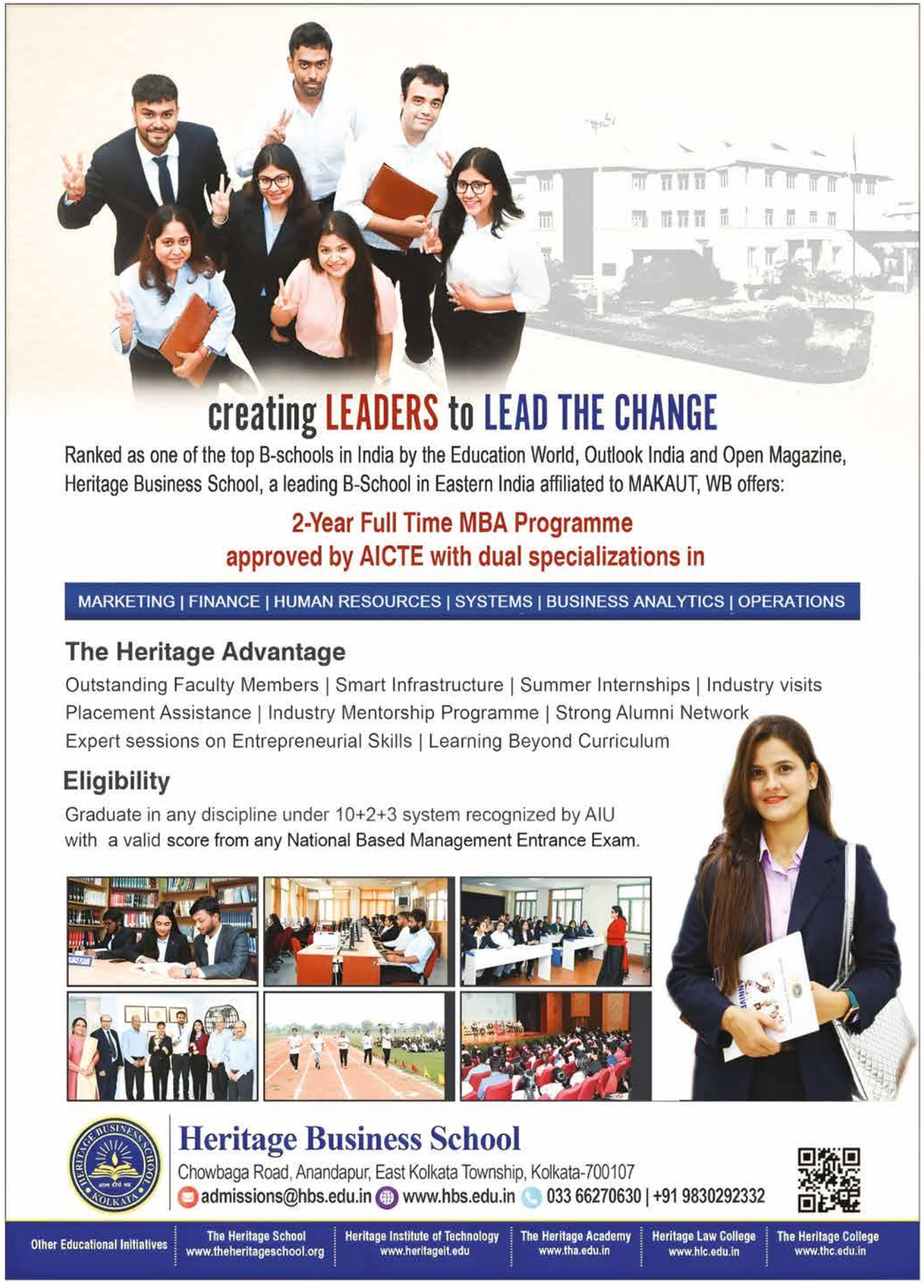
Outlook-ICARE B-SCHOOL RANKINGS 2026

TOP PRIVATE B-SCHOOLS - BENGALURU

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	IFIM COLLEGE (AUTONOMOUS), BENGALURU	Karnataka	97.17	56.08	93.67	92.91	69.64	84.47
2	XAVIER INSTITUTE OF MANAGEMENT AND ENTREPRENEURSHIP (XIME), BENGALURU	Karnataka	95.09	48.23	84.44	92.46	59.23	78.94
3	INDUS BUSINESS ACADEMY (IBA), BENGALURU	Karnataka	97.93	44.73	76.46	84.43	50.49	74.48
4	DAYANANDA SAGAR UNIVERSITY, BENGALURU	Karnataka	94.39	34.09	68.71	85.68	26.08	67.34
5	KRUPANIDHI SCHOOL OF MANAGEMENT, BENGALURU	Karnataka	99.6	59.56	22.01	91.28	58.77	66.45
6	PRESIDENCY UNIVERSITY SCHOOL OF MANAGEMENT, BENGALURU	Karnataka	96.9	57.17	24.93	95.72	36.11	64.65
7	SYMBIOSIS INSTITUTE OF BUSINESS MANAGEMENT, BENGALURU	Karnataka	97.27	24.01	63.19	77.8	26.49	63.13
8	ST. JOSEPH'S INSTITUTE OF MANAGEMENT (SJIM), BENGALURU	Karnataka	94.47	22.21	64.38	80.36	21.47	62.37
9	INSTITUTE OF HEALTH MANAGEMENT RESEARCH (IIHMR BENGALURU), BENGALURU	Karnataka	98.88	20.69	51.32	71	19.32	57.82
10	SESHADRIPURAM INSTITUTE OF MANAGEMENT STUDIES, BENGALURU	Karnataka	97.94	14.69	48.53	72.08	21	56.07
11	SAPTHAGIRI NPS UNIVERSITY, BENGALURU	Karnataka	97.72	15.96	46.49	73.01	17.71	55.62
12	SOUNDARYA INSTITUTE OF MANAGEMENT AND SCIENCE, BENGALURU	Karnataka	98.08	15.03	39.68	65.44	12.35	51.77
13	ITM BUSINESS SCHOOL, BENGALURU	Karnataka	95.06	6.82	35.33	66.77	18.7	49.19
14	INTERNATIONAL SCHOOL OF BUSINESS AND MEDIA, BENGALURU	Karnataka	94.32	7.7	29.53	63.7	15.06	46.75
15	SJB INSTITUTE OF TECHNOLOGY, BENGALURU	Karnataka	100	1.94	19.93	62.31	15.74	44.41
16	DEPARTMENT OF MANAGEMENT STUDIES, CMR INSTITUTE OF TECHNOLOGY,BENGALURU	Karnataka	99.24	5.78	17.93	57.3	23.71	44.28
17	EAST WEST INSTITUTE OF TECHNOLOGY, BENGALURU	Karnataka	99.5	3.84	17.75	52.63	15.03	42.11
18	INDIAN ACADEMY SCHOOL OF MANAGEMENT STUDIES, BENGALURU	Karnataka	99.04	5.71	14.4	56.5	9.61	41.76
19	SAMBHRAM ACADEMY OF MANAGEMENT STUDIES, BENGALURU	Karnataka	98.69	3.22	14.36	56.48	14.71	41.67
20	ADARSH INSTITUTE OF MANAGEMENT & INFORMATION TECHNOLOGY, BENGALURU	Karnataka	94.52	0.53	18.01	49.06	17.56	39.81



Dayananda Sagar University, Bengaluru





Dr Fr K.S. Casimir sj, Vice Chancellor, XIM University

Building a Thriving Global Future

An exclusive interview with Dr Fr K.S. Casimir sj, Vice Chancellor, on academic excellence, innovation, and ethical leadership at XIM University in conversation with *Aditi Chakraborty*

Q As Vice Chancellor, what is your future vision for XIM?
Our vision is to shape XIM University into a globally recognised centre of academic excellence, grounded in Jesuit values and strong foundations. We aim to develop ethical, socially responsible, and globally minded leaders through interdisciplinary programmes, research, and community service. By fostering innovation, ownership, and sustainability, we strive to create an ecosystem where students become self-driven, lifelong learners within a strong moral and ethical framework.

Q How do you balance academic expansion with continued excellence?
As we expand our programmes, maintaining academic depth and rigour is critical. We must avoid superficiality by conducting rigorous scientific evaluations for both new and existing programmes. This includes upholding strict faculty recruitment standards, promoting continuous professional development, and implementing strong quality assurance mechanisms such as curriculum reviews and accreditations.

We emphasise student-centred learning, industry relevance, and interdisciplinary collaboration to break silos between academia and the professional world. Ensuring deep, sustained engagement with industry partners enhances relevance and practical impact.

Additionally, we must optimise our use of faculty, infrastructure, and technology to support sustainable growth. Through these measures, we ensure that programme expansion aligns with our commitment to excellence, relevance, and long-term institutional quality.

Q Can you talk about the role of sustainability, inclusivity, and innovation in XIM's long-term development plan?
Sustainability must be deeply embedded in every aspect of campus life at XIM. It is not an optional agenda but an urgent, community-wide commitment—spanning faculty, staff, students, and security personnel—rooted in the recognition that climate change is an existential threat. Every policy and practice, from admissions to daily operations, must reflect this vision of environmental responsibility, equity, and inclusivity.

As we approach 2026, we are planning key initiatives to strengthen this commitment. These include developing a green campus with rainwater harvesting systems, energy efficiency audits, water conservation strategies, and a move towards a plastic-free environment. We also aim to enhance diversity by welcoming students from across India and, eventually, internationally.

Innovation and entrepreneurship are core drivers of this sustainability vision. We plan to establish incubators that foster student- and faculty-led ventures, promote entrepreneurial thinking, and encourage socially responsible solutions.

Overall, our goal is to create an ecosystem where sustainability, diversity, innovation, and academic excellence are interwoven, making our campus a model for future-ready, responsible higher education institutions.

Q What is your approach to faculty development and research promotion at the university?
At the heart of any university is the dynamic interaction between faculty and students. Classrooms must be vibrant spaces that spark curiosity and inspire students to become self-driven learners.

Teaching today is about facilitation and transformation, not just information delivery. Our faculty development approach focuses on enhancing teaching, research, and leadership through training programmes, global conferences, workshops, and exchange opportunities. We provide internal research grants, incentivise impactful publications, and aim to scale these efforts.

We actively promote interdisciplinary collaboration, academic freedom, and a culture of continuous improvement. This holistic approach ensures our faculty remain engaged, innovative, and central to the university's mission of excellence and transformation.

Q With the integration of AI/ML across sectors, what role does XIM play in making the students industry-ready?
We've launched certificate and postgraduate programmes in AI/ML, data science, and digital business, alongside multiple training rounds for our staff. Our goal is to embed technology across teaching, administration, and research—driving a campus-wide transformation. Students gain access to labs, software tools, and real-time industry projects.

We're integrating tech-focused modules into business, economics, and engineering programmes, while promoting hackathons, innovation challenges, and tech-driven capstone projects. A key priority is teaching students to apply AI/ML ethically and effectively in real-world contexts, ensuring both technical competence and social responsibility.

Q How are you preparing the future managers and corporate leaders in the emerging global work environment?
In today's interconnected world, a student from Bhubaneswar could be working in Boston tomorrow—making cross-cultural fluency essential. To prepare students for global workplaces, we focus on experiential, interdisciplinary learning through case-based teaching, industry internships, live projects, and leadership programmes. We aim to develop soft skills, emotional intelligence, and cross-cultural competencies, while fostering industry and alumni networks for mentorship and global exposure.

We are reinvigorating international exchange programmes and global internships, encouraging students to spend a term abroad and inviting international faculty and students to our campus. With partnerships across 27 universities, we aim to build a dynamic exchange ecosystem. Our focus is to emphasise global ethics, sustainability, international relations, and multilingual communication.

We also promote student participation in global forums and Model UNs to build leadership and diplomatic skills. Our goal is to create globally minded graduates who lead with empathy, collaboration, and responsibility. Today's students must go beyond local perspectives and embrace global citizenship—intellectually, culturally, and emotionally.

Q How is XIM University fostering social responsibility and ethical leadership in its students?
Rooted in the centuries-old values of the Society of Jesus, our institution strives to form individuals who excel personally and contribute meaningfully to society. Across all programmes, we integrate rural outreach, community engagement, and courses on governance and social impact. We promote student-led initiatives, volunteering, and social entrepreneurship as core parts of campus life.

These experiences aim to instil compassion, equity, and a strong sense of responsibility. Through the ethos of Jesuit education, we ensure students not only learn these values but live by them—becoming ethical leaders committed to the greater good.

"OVERALL, OUR GOAL IS TO CREATE AN ECOSYSTEM WHERE SUSTAINABILITY, DIVERSITY, INNOVATION, AND ACADEMIC EXCELLENCE ARE INTERWOVEN, MAKING OUR CAMPUS A MODEL FOR FUTURE-READY, RESPONSIBLE HIGHER EDUCATION INSTITUTIONS"

TOP PRIVATE B-SCHOOLS - CHENNAI

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	GREAT LAKES INSTITUTE OF MANAGEMENT, CHENNAI	Tamil Nadu	98.62	73.22	96.36	90.14	100	91.42
2	LIBA (LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION), CHENNAI	Tamil Nadu	100	68.38	95.45	95.18	81.49	89.72
3	SRM FACULTY OF MANAGEMENT, SRMIST, KATTANKULATHUR	Tamil Nadu	100	65.46	100	93.96	73.64	89.25
4	SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI	Tamil Nadu	100	32.29	72.88	82.53	37.26	69.91
5	INSTITUTE FOR TECHNOLOGY & MANAGEMENT, CHENNAI	Tamil Nadu	94.18	14.77	49.78	71.87	13.3	54.65
6	DR M G R EDUCATIONAL AND RESEARCH INSTITUTE, CHENNAI	Tamil Nadu	93.12	7.66	50.51	73.41	17.63	53.88
7	IIKM THE CORPORATE B-SCHOOL, CHENNAI	Tamil Nadu	93.58	6.81	24.05	65.4	13.81	45.23
8	GOJAN SCHOOL OF BUSINESS AND TECHNOLOGY, CHENNAI	Tamil Nadu	98.42	3.12	24	57.44	19.26	44.64
9	DEPARTMENT OF MANAGEMENT STUDIES, EASWARI ENGINEERING COLLEGE, CHENNAI	Tamil Nadu	92.15	2.64	24.9	62.29	18.57	44.11
10	MEASI INSTITUTE OF MANAGEMENT, CHENNAI	Tamil Nadu	91.22	5.9	23.28	60.65	11.83	43.12

TOP PRIVATE B-SCHOOLS - KOLKATA

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	INSTITUTE OF ENGINEERING & MANAGEMENT (IEM), KOLKATA	West Bengal	100	32.19	72.77	85.02	37.03	70.34
2	JIS UNIVERSITY, KOLKATA	West Bengal	100	23.09	60.51	75.14	26.57	62.43
3	JIS COLLEGE OF ENGINEERING, KOLKATA	West Bengal	98.15	16.78	42.6	71.03	15.17	54.27
4	HERITAGE BUSINESS SCHOOL, KOLKATA	West Bengal	100	7.05	25.19	62.6	23.57	47.58
5	SISTER NIVEDITA UNIVERSITY, KOLKATA	West Bengal	100	2.53	31.66	58.89	18.06	47.01



JIS University, Kolkata

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PUBLIC DISTANCE AND ONLINE LEARNING PROGRAMS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	INDIRA GANDHI NATIONAL OPEN UNIVERSITY (IGNOU), NEW DELHI	Delhi	100	99.68	100	100	90.32	98.97
2	VISVESVARAYA TECHNOLOGICAL UNIVERSITY (VTU), BELAGAVI	Karnataka	99.14	98.76	99.64	99.89	89.82	98.41
3	DR. B.R. AMBEDKAR OPEN UNIVERSITY (BRAOU), HYDERABAD	Telangana	99.07	98.38	98.7	99.42	88.98	97.9
4	NETAJI SUBHAS OPEN UNIVERSITY (NSOU), KOLKATA	West Bengal	98.32	98.16	98.12	98.48	88.5	97.29
5	YASHWANTRAO CHAVAN MAHARASHTRA OPEN UNIVERSITY (YCMOU), NASHIK	Maharashtra	97.95	97.51	97.63	98.39	88.33	96.91
6	KARNATAKA STATE OPEN UNIVERSITY (KSOU), MYSORE	Karnataka	97.91	96.68	96.86	97.55	88.12	96.35
7	MADURAI KAMARAJ UNIVERSITY (MKU), MADURAI	Tamil Nadu	97.77	96.43	96.06	97.44	88.01	96.03
8	UNIVERSITY OF MADRAS, INSTITUTE OF DISTANCE EDUCATION (IDE), CHENNAI	Tamil Nadu	97.27	96.14	95.19	97.17	87.44	95.52
9	OSMANIA UNIVERSITY, HYDERABAD	Telangana	97	95.56	95.16	97.11	87.13	95.29
10	ANNAMALAI UNIVERSITY, DIRECTORATE OF DISTANCE EDUCATION, ANNAMALAINAGAR	Tamil Nadu	96.16	95.05	94.52	96.8	86.23	94.66

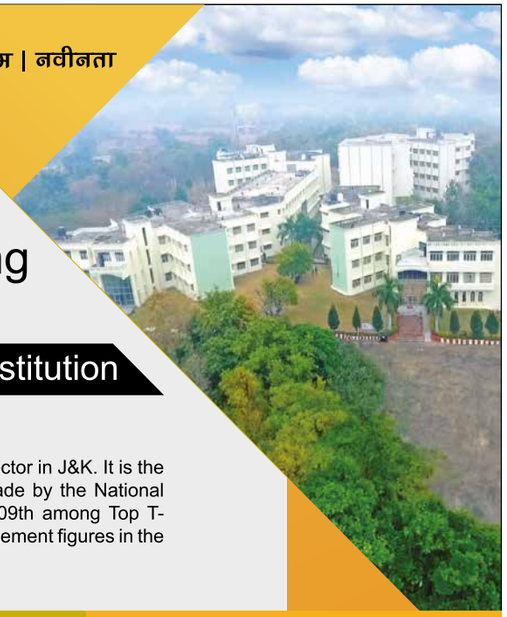
PRIVATE DISTANCE AND ONLINE LEARNING PROGRAMS

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	SYMBIOSIS CENTRE FOR DISTANCE LEARNING (SCDL), PUNE	Maharashtra	100	98.32	100	100	91.23	98.79
2	AMITY UNIVERSITY ONLINE, NOIDA	Uttar Pradesh	99.31	97.54	99	99.41	90.4	98.01
3	NARSEE MONJEE INSTITUTE OF MANAGEMENT STUDIES (NMIMS), GLOBAL ACCESS SCHOOL FOR CONTINUING EDUCATION, MUMBAI	Maharashtra	98.76	96.67	98.03	98.84	89.93	97.29
4	ICFAI UNIVERSITY, TRIPURA	Tripura	98.71	95.68	97.04	98.65	89.48	96.75
5	IMT CENTRE FOR DISTANCE LEARNING (IMT-CDL), GHAZIABAD	Uttar Pradesh	97.96	95.67	96.94	97.7	88.79	96.28
6	INSTITUTE OF MANAGEMENT TECHNOLOGY (IMT), GHAZIABAD	Uttar Pradesh	97.86	95.58	96.8	97.02	88.79	96.06
7	MANIPAL UNIVERSITY ONLINE, JAIPUR	Rajasthan	96.92	95.36	96.57	96.39	88.07	95.53
8	LOVELY PROFESSIONAL UNIVERSITY (LPU), JALANDHAR	Punjab	96.17	95.13	95.62	95.66	87.14	94.82
9	MIT SCHOOL OF DISTANCE EDUCATION (MITSDE), PUNE	Maharashtra	95.19	94.48	94.71	95.09	87.09	94.1
10	WELINGKAR INSTITUTE OF MANAGEMENT (WESCHOOL), MUMBAI	Maharashtra	94.76	94.02	94.48	94.83	87.08	93.79



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PROMINENT INSTITUTIONS- SUPPLY CHAIN AND LOGISTICS MANAGEMENT

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	INDIAN INSTITUTE OF MANAGEMENT MUMBAI, MUMBAI	Maharashtra	99.64	99.09	99.91	99.91	90.03	98.69
2	INDIAN INSTITUTE OF MANAGEMENT UDAIPUR, UDAIPUR	Rajasthan	99.64	99.09	99.91	99.91	90.03	98.69
3	S. P. JAIN INSTITUTE OF MANAGEMENT AND RESEARCH (SPJIMR), MUMBAI	Maharashtra	99.64	99.09	99.91	99.91	90.03	98.69
4	XAVIER LABOUR RELATIONS INSTITUTE (XLRI), JAMSHEDPUR	Jharkhand	99.64	99.09	99.91	99.91	90.03	98.69
5	NARSEE MONJEE INSTITUTE OF MANAGEMENT STUDIES (NMIMS), MUMBAI	Maharashtra	99.64	99.09	99.91	99.91	90.03	98.69
6	SYMBIOSIS INSTITUTE OF OPERATIONS MANAGEMENT (SIOM), SYMBIOSIS INTERNATIONAL (DEEMED UNIVERSITY), NASHIK	Maharashtra	99.62	98.74	99.62	99.54	89.25	98.39
7	AMITY BUSINESS SCHOOL, AMITY UNIVERSITY, NOIDA	Uttar Pradesh	99.34	98.99	99.76	99.11	89.34	98.33
8	APEX INSTITUTE OF MANAGEMENT, CHANDIGARH UNIVERSITY, MOHALI	Punjab	99.63	98.2	99.53	99.67	89.15	98.28
9	LLOYD BUSINESS SCHOOL, GREATER NOIDA	Uttar Pradesh	99.63	98.19	99.33	99.52	89.72	98.26
10	SYMBIOSIS SKILLS AND PROFESSIONAL UNIVERSITY (SSPU), PUNE	Maharashtra	98.69	98.92	99.69	99.45	89.53	98.22

PROMINENT INSTITUTIONS- MEDIA COMMUNICATION AND ENTERTAINMENT

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	INDIAN INSTITUTE OF MASS COMMUNICATION (IIMC), NEW DELHI	Delhi	99.64	99.09	99.91	99.91	90.03	98.69
2	MUDRA INSTITUTE OF COMMUNICATIONS (MICA), AHMEDABAD	Gujarat	99.64	99.09	99.91	99.91	90.03	98.69
3	SYMBIOSIS INSTITUTE OF MEDIA & COMMUNICATION (SIMC), PUNE	Maharashtra	99.64	99.09	99.91	99.91	90.03	98.69
4	ASIAN COLLEGE OF JOURNALISM (ACJ),CHENNAI	Tamil	99.64	99.09	99.91	99.91	90.03	98.69
5	WESCHOOL (WELINGKAR INSTITUTE), MUMBAI	Maharashtra	99.75	99.08	99.27	99.8	90.22	98.55
6	DEPARTMENT OF COMMUNICATION, UNIVERSITY OF HYDERABAD, HYDERABAD	Telangana	99.42	98.97	99.44	99.35	89.46	98.33
7	MANIPAL INSTITUTE OF COMMUNICATION, MANIPAL	Karnataka	99.1	98.53	99.76	99.71	89.09	98.27
8	APEEJAY INSTITUTE OF MASS COMMUNICATION, NEW DELHI	Delhi	99.24	98.35	99.37	99.9	89.2	98.22
9	SEAMEDU SCHOOL OF PRO-EXPRESSIONISM, PUNE	Maharashtra	99.1	98.46	99.49	99.39	89.93	98.21
10	MASSCOMEDIA,NOIDA	Uttar Pradesh	99.26	99.01	99.12	99.02	89.33	98.13





Empowering Leaders Enhancing Business

In today's rapidly transforming professional landscape, the Lloyd Group's Executive Education is empowering leaders for a dynamic future

The Lloyd Group of Institutions, Greater Noida, one of India's most dynamic and forward-thinking education conglomerates, has embraced this philosophy with clarity and conviction through its Executive Education Programme (EEP). Conceived and driven by Prof Dr Vandana Arora Sethi, Chief Strategy Officer and Group Director, this initiative is redefining the way India views continuous professional development by equipping leaders with the skills, mindset and global perspective essential for thriving in an age of constant change.

A Vision Rooted in Excellence

Lloyd's journey began with a clear belief that education must empower and evolve. Over the last 22 years, this vision has transformed into a thriving academic ecosystem that today serves more than 14000 students with the support of over 600 faculty members. From its modest beginnings with just 50 students and 8 faculty, the Lloyd Group has expanded into a multidisciplinary education hub comprising Lloyd Business School, Lloyd Institute of Engineering and Technology, Lloyd Institute of Pharmacy, Lloyd Law College and the Institute of Forensic Science.

Under the leadership of Mr Manohar Thairani, President of Lloyd Group, and the strategic foresight of Prof. Vandana Arora Sethi, the institution has emerged as a national model for quality-driven, industry-integrated education. As Prof. Sethi emphasizes, Lloyd's mission is not merely to produce employable graduates but to nurture ethical and future-ready leaders.

The Lloyd Ethos:
Learn, Lead and Transform

The hallmark of Lloyd's academic philosophy is its deep integration of industry and academia. Every program, whether at the undergraduate, postgraduate or executive level, is designed with significant input from corporate partners, ensuring graduates are not just qualified but ready to lead from day one.

The flagship PGDM–IBM (Industry Integrated Business Management) program at Lloyd Business School exemplifies this ethos. It combines academic rigour with hands-on learning, allowing students to work on live projects with organizations such as IBM, Dabur, Axis Bank and HCL. It leverages Harvard Business Publishing resources, case-based pedagogy, outcome-based learning frameworks and exclusive Harvard Learning Licenses for each student.

EEP: Learning Beyond Degrees

The Executive Education Program grew organically from this ecosystem. EEP offers short-term, customized and hybrid programs that enable participants to develop advanced leadership, analytical and strategic capabilities without interrupting their careers.



Prof (Dr) Vandana Arora Sethi
Chief Strategy Officer & Head of Growth

Under the leadership of Dr Neetu Kamra, Head of Executive Education, EEP has successfully conducted numerous Management Development Programs and Leadership Bootcamps. These immersive learning experiences focus on cutting-edge themes such as artificial intelligence, business analytics, leadership in disruptive environments, pharma regulatory affairs, sustainability and strategic thinking.

National Impact and Global Reach

The impact of Lloyd's Executive Education Program has been significant. In just one year, the initiative has engaged over 2,900 individuals, including more than 1,000 faculty members, 500 industry professionals, 200 research scholars and 1,200 students across undergraduate, postgraduate and master's levels. Its reach has extended far beyond Indian borders to countries including Saudi Arabia, Oman and Nepal.

On the academic front, Lloyd has collaborated with several prestigious institutions. At Jawaharlal Nehru University, the program addressed data ethics, machine learning and big data. At Shiv Nadar University, participants explored Python, artificial intelligence and business intelligence. Maharaja Agrasen Institute hosted sessions on machine learning, Excel, Orange and Power BI, while Ramaiah University collaborated on AI and blockchain.

The corporate sector has also responded enthusiastically. Lloyd worked with the Indian Navy on a communication skills workshop and engaged with Havells, MY FM Radio, V5 Global and Atkins Realis on leadership and technology-driven modules.

A Strong Network of Partners

The growing network of institutional and corporate collaborations reflects the credibility and impact of Lloyd's EEP. "It was indeed a very informative and educative session organized by Lloyd Business School. The concepts were explained very well with relevant examples, and the pace of the session was also appropriate. Having been a software professional for the last 25 years, I can confidently say that the fundamentals taught and discussed are aligned with industry standards, and the technical know-how can be applied across various verticals such as FinTech, Airlines, Telecom, etc AI, Data Science, and NLP" Ahaan Zahir, Vice President- IT, Axis Bank



Infrastructure, Culture and Vision

Lloyd's lush 10-acre campus in Greater Noida provides a world-class learning environment with digital classrooms, a comprehensive library of global resources, advanced research centres and dedicated executive residential facilities.

The vision for Lloyd's Executive Education Program is ambitious and forward-looking. Plans include expanding international partnerships for joint executive certifications, launching online leadership series to reach professionals nationwide, and developing sector-focused leadership modules in healthcare, artificial intelligence, sustainability and fintech.

Upwards and Onwards

With its flagship PGDM–IBM program and the expanding Executive Education Program, Lloyd continues to reaffirm its belief that education is not a final milestone but an ongoing journey. Under the strategic and compassionate leadership of Prof. Vandana Arora Sethi, the institution has evolved into far more than an academic centre; it is a movement dedicated to empowering individuals to learn, lead and transform.

"Our job is to keep the flame of curiosity alive," says Prof. Sethi. "Executive Education is about awakening the leader within - someone who keeps learning, adapting and giving back." As Lloyd looks outward to new collaborations and deeper impact, its commitment remains steadfast: to shape leaders who will not only transform industries but also uplift communities. Or, as Prof. Sethi often says with conviction, the journey for Lloyd and its learners is always, **"upwards and onwards from here."**

PROMINENT INSTITUTIONS- ENVIRONMENT AND SUSTAINABILITY

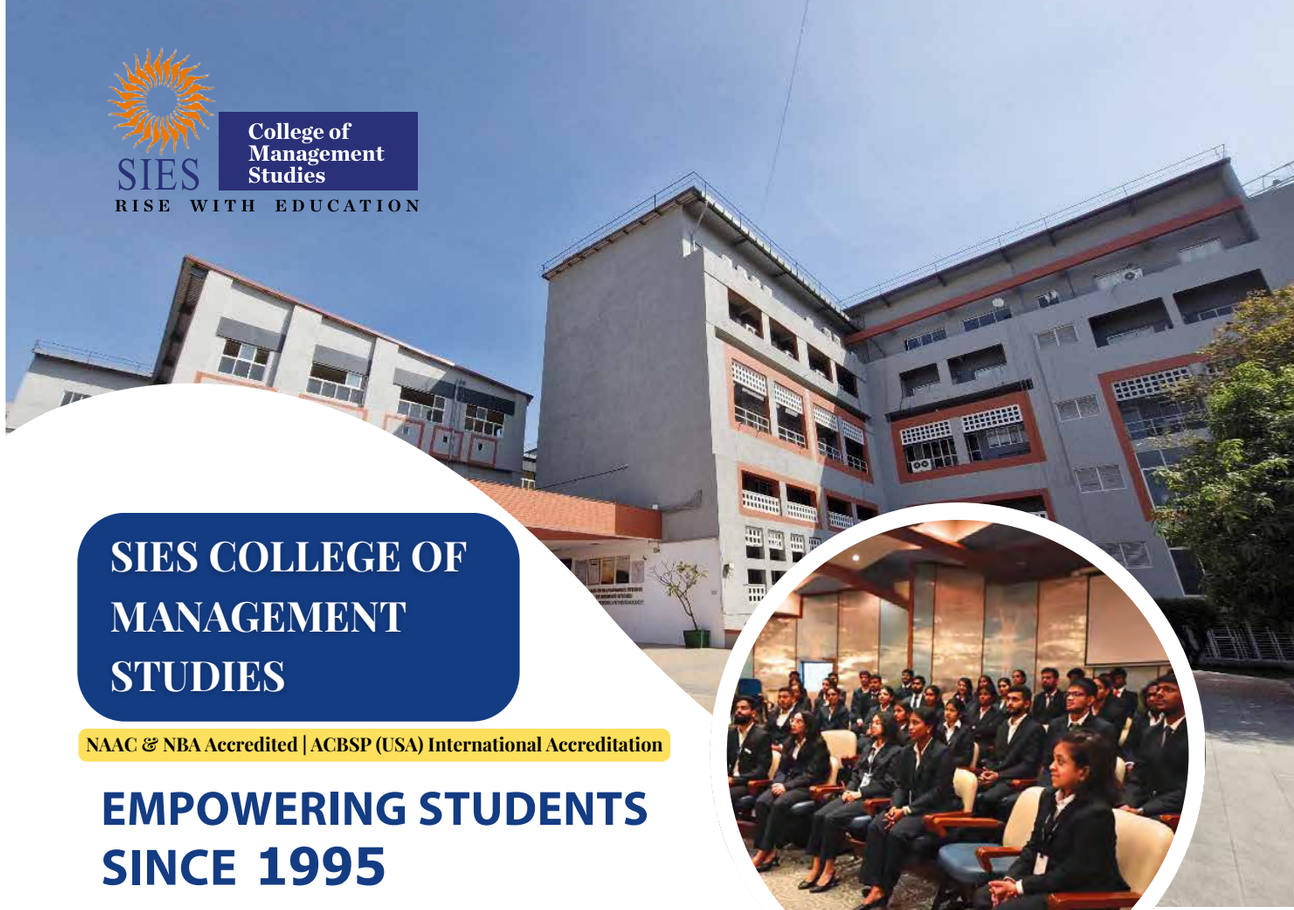
RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	INDIAN INSTITUTE OF MANAGEMENT (IIM), MUMBAI	Maharashtra	99.64	99.09	99.91	99.91	90.03	98.69
2	TERI SCHOOL OF ADVANCED STUDIES, NEW DELHI	Delhi	99.64	99.09	99.91	99.91	90.03	98.69
3	INDIAN INSTITUTE OF FOREST MANAGEMENT (IIFM), BHOPAL	Madhya Pradesh	99.64	99.09	99.91	99.91	90.03	98.69
4	SYMBIOSIS INSTITUTE OF INTERNATIONAL BUSINESS (SIIB),PUNE	Maharashtra	99.64	99.09	99.91	99.91	90.03	98.69
5	NALANDA UNIVERSITY,RAJGIR	Bihar	99.33	99	99.77	99.65	89.08	98.41
6	XAVIER INSTITUTE OF MANAGEMENT (XIM UNIVERSITY), BHUBANESWAR	Odisha	99.47	99.65	99.16	99.13	89.89	98.4
7	AMITY UNIVERSITY, NOIDA	Uttar Pradesh	99.57	98.47	99.7	99.44	89.11	98.31
8	SURESH GYAN VIHAR UNIVERSITY (SGVU), JAIPUR	Rajasthan	99.59	98.57	99.04	99.09	89.46	98.13
9	MATS UNIVERSITY, RAIPUR	Chhattisgarh	98.66	98.76	99.04	99.72	89.37	98.06
10	UNIVERSITY OF PETROLEUM AND ENERGY STUDIES (UPES), DEHRADUN	Uttarakhand	99.01	99.24	98.18	99.08	89.79	97.94

PROMINENT INSTITUTIONS- EDUCATION AND SOCIAL SECTOR

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE	RESEARCH WEIGHTAGE	EMPLOYABILITY WEIGHTAGE	FACULTY QUALITY WEIGHTAGE	INCLUSIVENESS & DIVERSITY WEIGHTAGE	OVERALL SCORE
			25%	20%	25%	20%	10%	100%
1	TATA INSTITUTE OF SOCIAL SCIENCES (TISS)	Mumbai, Maharashtra	99.64	99.09	99.91	99.91	90.03	98.69
2	JAMIA MILLIA ISLAMIA – FACULTY OF EDUCATION	New Delhi	99.64	99.09	99.91	99.91	90.03	98.69
3	AZIM PREMJI UNIVERSITY	Bengaluru, Karnataka	99.64	99.09	99.91	99.91	90.03	98.69
4	CHRIST UNIVERSITY – SCHOOL OF SOCIAL WORK & EDUCATION	Bengaluru, Karnataka	99.64	99.09	99.91	99.91	90.03	98.69
5	JAMNALAL BAJAJ INSTITUTE OF MANAGEMENT – SOCIAL MANAGEMENT PROGRAMS	Mumbai, Maharashtra	99.88	99.21	99.52	99.04	90.8	98.58


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PROMINENT INSTITUTIONS- SPORTS AND EVENT MANAGEMENT

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	SYMBIOSIS SCHOOL OF SPORTS SCIENCES	Pune, Maharashtra	99.78	99.58	99.72	99.46	90.83	98.77
2	AMITY SCHOOL OF PHYSICAL EDUCATION & SPORTS MANAGEMENT	Noida, Uttar Pradesh	99.64	99.09	99.91	99.91	90.03	98.69
3	LOVELY PROFESSIONAL UNIVERSITY – SCHOOL OF SPORTS SCIENCES	Phagwara, Punjab	99.64	99.09	99.91	99.91	90.03	98.69
4	JAIN UNIVERSITY – SCHOOL OF SPORTS & EVENT MANAGEMENT	Bengaluru, Karnataka	99.64	99.09	99.91	99.91	90.03	98.69
5	CHRIST UNIVERSITY – SCHOOL OF PHYSICAL EDUCATION & SPORTS	Bengaluru, Karnataka	99.64	99.09	99.91	99.91	90.03	98.69
6	ST. XAVIER'S COLLEGE – DEPARTMENT OF SPORTS & EVENT MANAGEMENT	Mumbai, Maharashtra	99.71	98.95	99.68	98.91	90.71	98.49

PROMINENT INSTITUTIONS- PHARMACY MANAGEMENT

RANK 2026	INSTITUTION	STATE	FACULTY STUDENT RATIO WEIGHTAGE 25%	RESEARCH WEIGHTAGE 20%	EMPLOYABILITY WEIGHTAGE 25%	FACULTY QUALITY WEIGHTAGE 20%	INCLUSIVENESS & DIVERSITY WEIGHTAGE 10%	OVERALL SCORE 100%
1	SIES SCHOOL OF PHARMACEUTICAL SCIENCES, NAVI MUMBAI	Maharashtra	99.84	99.73	99.45	99.59	90.67	98.75
2	NMIMS – SCHOOL OF BUSINESS MANAGEMENT, MUMBAI	Maharashtra	99.64	99.09	99.91	99.91	90.03	98.69
3	IIHMR UNIVERSITY, JAIPUR	Rajasthan	99.64	99.09	99.91	99.91	90.03	98.69
4	NATIONAL INSTITUTE OF PHARMACEUTICAL EDUCATION AND RESEARCH (NIPER), AHMEDABAD	Gujarat	99.64	99.09	99.91	99.91	90.03	98.69
5	CHITKARA UNIVERSITY – CHITKARA BUSINESS SCHOOL, RAJPURA	Punjab	99.64	99.09	99.91	99.91	90.03	98.69
6	LOVELY PROFESSIONAL UNIVERSITY (LPU), PHAGWARA	Punjab	98.74	99.07	99.82	99.13	89.87	98.27
7	JAMIA HAMDARD UNIVERSITY, NEW DELHI	Delhi	99.7	99.33	98.76	99.03	89.72	98.26
8	VISHWAKARMA UNIVERSITY, PUNE	Maharashtra	99.23	98.31	99.86	98.97	90	98.23
9	GALGOTIAS UNIVERSITY, GREATER NOIDA	Uttar Pradesh	98.96	98.3	99.63	99.55	89.8	98.2
10	ASBM UNIVERSITY, BHUBANESWAR	Odisha	99.11	99	99.08	98.98	89.97	98.14



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Outlook-ICARE B-SCHOOL RANKINGS 2026

INSTITUTIONS - GOLD STANDARD FOR

S. NO.	INSTITUTION In Alphabetical Order	DISTINCTIVE STRENGTH / GOLD STANDARD DESCRIPTOR
1	INDIAN INSTITUTE OF MANAGEMENT (IIM) AHMEDABAD	Global benchmark for academic rigor, case-based pedagogy, and thought leadership; its Centre for Innovation, Incubation & Entrepreneurship (CIIE) has shaped India's start-up landscape.
2	INDIAN INSTITUTE OF MANAGEMENT (IIM) BANGALORE	IIM with cutting-edge research in leadership and policy; home to NSRCEL, one of India's top university incubators.
3	INDIAN INSTITUTE OF MANAGEMENT (IIM) CALCUTTA	India's financial and analytics powerhouse; combines legacy excellence with innovation through its Finance Lab.
4	INDIAN INSTITUTE OF FOREIGN TRADE (IIFT), NEW DELHI	India's apex institution for international trade and business strategy; integrates policy research with practical trade management education.
5	INDIAN INSTITUTE OF FOREST MANAGEMENT (IIFM), BHOPAL	Only MoEFCC institute blending environment, forestry, and livelihoods with modern management.
6	IISM (INTERNATIONAL INSTITUTE OF SPORTS MANAGEMENT), MUMBAI	India's first and most recognized sports management institute; Khelo India partner grooming professionals for sports business, events, and analytics.
7	IITTM (INDIAN INSTITUTE OF TOURISM AND TRAVEL MANAGEMENT, MINISTRY OF TOURISM), GWALIOR	Ministry of Tourism's apex institute, delivering India's most comprehensive MBA in Tourism, Travel, and Destination Management.
8	INDIAN SCHOOL OF BUSINESS (ISB), HYDERABAD	India's premier global business school offering world-class one-year management programs with international faculty, research excellence, and deep corporate and policy linkages through centers such as the Bharti Institute of Public Policy and the Max Institute of Healthcare Management.
9	INSTITUTE OF RURAL MANAGEMENT ANAND, ANAND	India's pioneer in rural management education; built the leadership backbone of the cooperative and development sectors.
10	"LM THAPAR SCHOOL OF MANAGEMENT, DERA BASSI (THAPAR INSTITUTE OF ENGINEERING & TECHNOLOGY, PATIALA)"	A unique tech-driven management school bridging engineering excellence with business leadership; focuses on digital transformation, sustainability, and analytics-led management education with a global curriculum.
11	MUDRA INSTITUTE OF COMMUNICATIONS (MICA), AHMEDABAD	India's only management school focused on strategic marketing, brand, and creative communications.
12	NATIONAL INSTITUTE OF AGRICULTURAL EXTENSION MANAGEMENT (MANAGE), HYDERABAD	National pioneer in agri-business management; shaping agri-value chain professionals since 1996.
13	NISM (NATIONAL INSTITUTE OF SECURITIES MARKETS, SEBI), NAVI MUMBAI	Established by SEBI, India's financial regulator, NISM is the country's apex institution for capital markets education, policy research, and investor protection training.
14	PRIN. L. N. WELINGKAR INSTITUTE OF MANAGEMENT DEVELOPMENT & RESEARCH (WESCHOOL), MUMBAI	Recognized for innovation-driven learning and the introduction of Design Thinking in management education; fosters entrepreneurial and creative problem-solving skills through interdisciplinary projects and innovation labs.
15	RAJIV GANDHI NATIONAL AVIATION UNIVERSITY (RGNAU), AMETHI	India's only central university dedicated to aviation studies, developing leadership for airline, logistics, and airport management sectors.
16	SP JAIN INSTITUTE OF MANAGEMENT & RESEARCH (SPJIMR), MUMBAI	A pioneer in value-based leadership and experiential learning, integrating social sensitivity and innovation into management education through its flagship programs like Development of Corporate Citizenship and Global Fast Track.
17	SRM FACULTY OF MANAGEMENT, SRMIST, KATTANKULATHUR	Multidisciplinary university known for combining technology and management; offers industry-oriented programs emphasizing innovation, entrepreneurship, and global employability through strong corporate and international collaborations.
18	SIES SCHOOL OF BUSINESS STUDIES, NAVI MUMBAI	Pioneering institution catering to the needs of the Pharmaceutical industry, and offers education on industry specific subjects like Pharmaceutics, Physiology, GMP, Pharma Marketing (including Product Management, Brand Building, New Project Launch and Sales Force Management), IPR, Drug Regulation, International Marketing
19	T. A. PAI MANAGEMENT INSTITUTE (TAPMI), MANIPAL	Institution emphasizing data-driven decision-making, finance, and analytics; houses one of India's few Bloomberg Finance Labs and integrates live projects with industry mentoring and research.
20	XLRI – XAVIER SCHOOL OF MANAGEMENT, JAMSHEDPUR	One of India's oldest and most respected management schools, known for its emphasis on ethical leadership, human values, and people-centric management education; globally recognized for excellence in HR and organizational development.

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Atlas of the Heart

This Booker Prize-shortlisted novel slyly scans the collision of India and the world through a postponed romance

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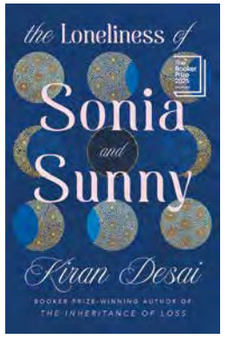
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EARLY in Kiran Desai's new novel, *The Loneliness of Sonia and Sunny*, a character remarks, "Western psychology is no match for an Indian family. We are too slippery, we change shape, we don't distinguish truth from lies–you can't pin us down." It's this very malleability Desai maps in her luxuriously winding saga of displacement and remaking on a global stage. Spanning the late 1990s and early 2000s, the novel harks back to Desai's 2006 Booker winner, *The Inheritance of Loss*. A sense of a generation passing, fraying houses, a keen eye for tension within India's social classes, knotty dynamics between India and the West riddled with self-loathing and shame–both books share a spiritual fabric.



THE LONELINESS OF SONIA AND SUNNY | Kiran Desai | India Hamish Hamilton | Rs 999 | 688 pages

But *The Loneliness of Sonia and Sunny* is more richly alert to an idea of India as existing within and performing for a Western gaze. At the same time, Desai deconstructs this particular framing with her ensemble slipping in and out of geographically inflected models. Balancing wit and humour with precise, incisive observation, the novel continually lays bare both how the emigrant and the one staying behind are shaped by displacement all around. Therefore, identities, aspirations and insecurities remain in flux, tempering themselves as per specific arrivals and departures. As the gaze sweeps across in *The Loneliness of Sonia and Sunny*, agency and power swing vis-à-vis location and hierarchy.

The Allahabad-born Sonia Shah complains of loneliness while stuck in snowy Vermont for her creative writing graduate programme. Much of the novel dovetails the act of writing, how an artist hews from life. Sonia's personhood, her artistic self, is left shattered by her toxic ex, the reputed painter, Ilan, who is more than three decades older. He strips away her voice, sucking dry life and re-routing it into his art. Trauma tails Sonia. Desai doubles down on surreal metaphors despite Sonia's internalised unease around them. Sonia's anxieties are manifest in a ghost hound, a mysterious roving eye wherever she lands, Goa or Italy. These visions trigger uncertainty in her. She struggles to define herself in Ilan's stormy wake. Increasingly, she panics over her stories leaning into exotic allure. Desai's own anxieties, as reiterated in past interviews, over her work's perception between Western and Indian audiences play into the picture. In a playful riff, one of her tales resembles Desai's debut, *Hullabaloo in the Guava Orchard* (1998). Ilan dismisses it as "oriental nonsense", pushing her towards realism. He dictates how she should write so that India isn't patronised in her work, even while he belittles her. But she's torn:

"Wouldn't Sonia need to live a life to tell a tale? Yet to write meant stepping out of life, isolating yourself. If you tried to balance the two, wouldn't you be living a life for the sole purpose of creating a fictional life, not one that would take its natural course, but one that would be bending and shaping toward a secret purpose? You wouldn't make a choice for happiness, but for an escapade you might relate".

Throughout, Desai teases parallels with her own journey in whittling this 670-pager's shape out of colossal, ranging material. Life and art begin to exert its strange osmosis. Ilan cautions her against reading Anna Karenina for it may "become a mirror" to her fate. How much of our selves are informed and moulded by the art we consume? Characters in the novel almost refuse to be seen in isolation to books in their bags, or even music, as is the case with Sonia's father. Elsewhere, Junichiro Tanizaki's shadow theory recasts the Eastern longing for the white ideal. Returning heart-smashed to India, Sonia chances across Sunny Bhatia, a journalist working with Associated Press. Their families are neighbours. Long after a failed marriage proposal, the two drift back to each other, abandoned by love and increasingly unmoored within America. The shadow theory invokes the unease Sonia and Sunny have as storytellers and journalists reporting on India from within. Even as Sonia tries to write an article on Indian kebabs, she realises, "this was India. You might try to write a slender story, but it inevitably connected to a larger one. The sense could never be contained."

Sonia wonders, "Could she write all the love stories she knew? Would these stories intersect and make a book? How would they hold together? How to trust herself to do her part to sustain what existed beyond her vision? What if she stepped back to survey what she had wrought and saw that it lay in incoherent pieces?"

Vaster forces corral the tale of the couple. The past, both familial and historical, insists, while Sonia and Sunny pursue to remake lives without being accented by race or nationality. Some major events bring noticeable undercurrents, like the Babri Masjid demolition, while others like the fall of the Twin Towers dangle forthcoming impact.

Loneliness and yearning shift shape, connoting varying things for different individuals. Desai refracts it through artistic, political, existential and transcendental dimensions. What opens as a question of Sonia's private loneliness melds into a saga of communities, nations, races and classes, each afflicted by peculiar alienations. Shadowed by spiritual restlessness, Sonia's German grandfather wandered deep into the Himalayas, vanishing as if consumed by the landscape. His talisman engraved with a faceless demon, Badal Baba, trails Sonia through luck and terror. It unlocks the uncanny lurking within the folds of the novel, calling forth an epic scale, a history in momentum. The grandfather sublimates himself in his paintings, whereas Ilan primes every artwork to fuel his aggrandising ego. Sunny's long-widowed mother, Babita, initially whets her loneliness in hovering over his life from afar. An Albanian bartender Sunny meets, whose family lived through tyranny and surveillance, extols unwatched

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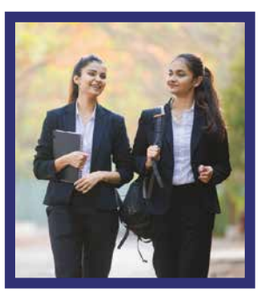
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solitude as "rich and nourishing", not loneliness. This also qualifies for Sonia's mother, Seher, who escapes a long-suffering marriage and builds a new life in Landour. "There are worse things than loneliness; it could mean abiding peace," Seher assures her daughter trapped in a future-less Delhi life with her father. Sonia's aunt, Mina Foi, has a fresh lease of life at a convent with newfound purpose.

In this sprawling, globalised present, differences whittle away as well as reinstate themselves in endless migration. For the duo, home and the world are a constant straddling between fleeing and falling back on families. Sunny can barely be around his controlling mother whereas Sonia is forced into shelter in her estranged parents. Sunny's relationship with an American girlfriend is one of elaborate pre-empting gestures, both hyper-aware of inter-racial negotiations. It's a complex dance of performance and masking, both "failing to keep their arguments personal, or respectful to their individual beings."

Sunny and Sonia come from privileged families that veer to ruin but are never entirely vulnerable. At times, they wilfully sever themselves from their parents' misfortunes. Sonia suffers upsetting situations, but financially sails through. These young people can afford to jet off to Italy. Despite her graduate programme in Vermont leading her nowhere, Sonia can rely on a family friend to guarantee her a magazine gig in India. This reduces stakes in the narrative. Sonia's story idea gets approved so she can rendezvous with Sunny in Goa. Yet, Desai also warily punctures any notion a higher social class gives women safe mobility. Similarly, a place holds clashing implications across generations, social groups and classes. Desai chips through Goa's idyll to flash menace, its hardened conservatism. The Goa that becomes party to the Sonia-Sunny romance is both terror and hesitant home for women away from their families' orbit. Desai keeps the novel expansive and open to contradictions, armed with characters who surprise and charm in equal measure.

Occasionally, *The Loneliness of Sonia and Sunny* chafes at its own giddy excess, struggling to situate and condense multiple histories, threads and sub-plots all unleashed in wild, ecstatic, seething motion. The immigrant experience fractures into many subsets of ambivalence. Contentions with cosmopolitan dislocations run rife through the novel. Sunny oscillates between embracing and withdrawing from a "person of colour" label. Is it reductive, or its erasure "letting white people swallow him whole"? Sunny is conscious of the distancing, the power tussle existing among two brown people in a white space. The richer of the two would be happier if the other didn't exist: "better to be one Indian than two Indians".

LONELINESS AND YEARNING SHIFT SHAPE, CONNOTING VARYING THINGS FOR DIFFERENT INDIVIDUALS. DESAI REFRACTS IT THROUGH ARTISTIC, POLITICAL, EXISTENTIAL AND TRANSCENDENTAL DIMENSIONS.

However, leaps of ambition don't always work in the novel's favour. *The Loneliness of Sonia and Sunny* infuses its bagginess with defiance that also teeters into overconfidence. Given the scale of this epic, a certain unevenness is only inevitable. The loose-limbed storytelling, despite fluidity and verve, takes on an affectedly nostalgic lens in class-riven exchanges. For all the joys to be found in Desai's orchestration of rabble-rousing and bitterness and jealousies within and between families and neighbours, including warring over a cook, it's hard to shake off weariness in how she positions the lower social classes.

The novel's forays into the surreal and gothic carve a vividly nightmarish subterranean world, but Desai leads them to a neat, hasty resolution. All of Sonia's inner churn finds a calming key in Sunny's interventions. Desai enacts dreamlike rites to bring about catharsis and freedom from trauma and deep emotional scars. These passages are disorienting and sensory, but also abruptly geared to necessitate the couple's togetherness. But this doesn't stifle the utter beauty, the dawning poise in reconciliation with art and between long-split people that radiate through the final few pages. Sonia grows to reflect, "maybe when reality shifted shape, a writer should let it shift. If she scattered her being into an ocean of stories, could they, like waves, bring her to another shore?" In *The Loneliness of Sonia and Sunny*, Kiran Desai makes these renewing tides of art and identity out of fraught, uncertain journeys. From splintered unwavering in a freshly globalised world's chaos and myriad ruptures, Desai guides us, with carefully wrought lightness and levity, towards some form of resilience. This is a lavishly enthralling return for Desai.

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Nestled in a 120-acre campus in Belagavi, Karnataka, VTU serves as the nerve centre of higher technical education in the region, with centres in Bengaluru (Muddenahalli), Mysuru, and Kalaburagi. The university's expansive network includes 215 affiliated colleges, including 44 autonomous institutions, 18 government engineering colleges, 3 constituent colleges and 25 schools of architecture, serving over 300,000 students and supported by more than 20,000 PhD-qualified faculty and researchers. VTU's Global Campus collaborates with premier global universities, facilitating joint research, student and faculty exchange.

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VTU-VRIF-TCOE Hub and Spoke of Excellence was launched in collaboration with the Visvesvaraya Research and Innovation Foundation (VRIF) and Telecom Centres of Excellence (TCOE) India, dedicated to next-gen technologies, augmented and virtual reality (AR/VR), and healthcare technologies. To strengthen VTU's Centre of Excellence (CoE) in emerging technologies like AI, 5G/6G, and quantum computing, VTU has collaborated with QpiAI for quantum computing research, training, and lab setup using QpiAI's hardware and cloud tools.

VTU has signed an MoU with Siemens to expand access to advanced training modules, research opportunities, and real-world problem-solving platforms. The CoE collaborates with leading companies like Tejas Networks, VVDN Technologies, Televerge, Keysight Technologies, and the Telecom Sector Skill Council (TSSC).

VTU–QNu Labs partnership towards setting up a Quantum Communication Lab at VTU's Bengaluru Research & Innovation Centre, aims at training over 4 lakh students across affiliated colleges, introducing minor and master's programs in quantum technology and faculty upskilling; aligned to India's National Quantum Mission.

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VTU has introduced a 'centralised internship platform' for students of VTU-affiliated colleges to ensure authentic, quality internships and eliminate fake certificates. As per the 2022 scheme, registration on the VTU portal is mandatory for all internships, typically undertaken in the 7th–8th semester for academic credit. Only verified companies are approved for listing to maintain credibility. Students maintain a daily online internship diary detailing tasks and progress. Evaluation includes report submission, mentor feedback, and credit allocation. Internships can be done in-state, out-of-state, or online, but registration on the portal is compulsory for validation and academic recognition.

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Swati Subhedar
IS SENIOR ASSOCIATE EDITOR, *OUTLOOK*

The Echoes A Fort Holds

An art salon titled 'Ten Nights by a Lost River' explores the theme of power with the help of 18 theatrical installations placed/performed inside the majestic Kangra Fort in Himachal Pradesh

THE sun is melting into the horizon. A flock of white birds, on its way back home, flies past and disappears into the clouds that resemble fluffy cotton candies. As one starts to walk up the steps of the Kangra Fort—the oldest and largest fort in the Himalayas—the moon makes an appearance, overpowering the sun and the clouds. With *sharad purnima* approaching, the big, white ball shines brightly amid the faintly twinkling stars. From the top, one can see Kangra city, gradually retiring for the day. Atop, there is silence, interrupted frequently by hundreds of crickets and other night elements. The theatrical spotlights placed across the fort play hide and seek with the dense darkness. Three performers, dressed in shimmery gold outfits, appear from one of the corners of the fort and start walking towards the audience standing in the main courtyard. Their walk is slow and seductive. One of them whispers in your ear: "Are you the one?" What do the three performers signify—the power of mystery, surrealism, magic?

As they gradually walk away from the central stage, the music changes, and the setting resembles a queen's *durbar*. The spotlight is on a figure, wearing a blue robe and a feathered crown. She walks down the staircase with great flair, over the top melodrama and seduction. An energetic bullfighting music

PHOTOGRAPHS: SARAH SINGH



Power Dynamics One of the installations at the Kangra Fort explored the interplay of power between two individuals in a confined space



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plays in the background. She then quietly disappears. The act depicts the power of illusion—something that once existed and then ceased to exist.

The music changes yet again, and the spotlight shifts back to the courtyard. Five young dancers break into an energetic hip-hop performance on the song 'I've got the power' by Snap!—a German Eurodance group formed in 1989. The peppy, foot-thumping music is in complete contrast to the fort's serenity. The moves of the dancers signify the power of movement, of not stagnating, of living and thriving, of enthralling and entertaining. Once the music dies down, these five performers move to a still position in the left courtyard, representing the feeling of both tragedy and triumph amongst the ruins and remains of carved statues, broken columns and walls that no longer exist—a kind of theatre of its own. The contemporary performers are now at rest, like ghost-actors from the past.

* * *

The fifth chapter of the annual Panorama Editions—an international art salon—was organised at the Kangra Fort on October 4. Founded in 2017 by artist and filmmaker Sarah Singh, the vision of Panorama Editions is to bring site-inspired cultural experiences to important historical locations in collaboration with former royal families, to bring to the public the true value of historic patronage. The last two chapters—organised at the Jaisalmer and Gwalior forts—explored the themes of silence and desire, respectively. The latest edition was titled 'Ten Nights by a Lost River' and explored the theme of power.

"Himachal Pradesh is also known as *dev bhoomi* (the land of gods) and *veer bhoomi* (the land of the brave)—both represent power. Then there are the magnificent and magnetic mountains that are also the sources of power, as they serve as the origin of mighty rivers. Given the landscape, exploring the theme of power seemed natural," says Singh. Incidentally, the region has, in the past few years, been ravaged by monsoon fury, leading to giant mountains crumbling and furious rivers gulping everything that came in their way. Is it another dimension of the power of nature—the kind that destroys?

What about the Kangra Fort then? An architectural marvel signifying the powerful emotions of bravery, resistance and valour, does, inadvertently, end up becoming the protagonist of the art salon. "He, who holds the Kangra Fort, holds the hills," says a popular *pahadi* saying. Standing on a cliff in the lap of the Dhauladhar mountain range between the Manjhi and Banganga rivers, the fort is probably one of the oldest in the Himalayan region and has been the seat of the Katoch family, claimed to be one of the oldest dynasties of the Indian subcontinent—its references are found in Ramayan and Mahabharat. The fort has undergone the ravages of invaders and nature, yet its layered history, political legacy, strategic position and architecture provide a glimpse of the glory of ancient India. Pitch battles have been fought at the various gates of the fort, including the Ahini, Amiri, Andheri, Darshini and Jahangiri gates.

These historical gates became the entry point to the art salon on October 4. "I first visited the Kangra Fort way back in 2018. The moment I walked inside, I felt there was a possibility of great theatre in that space," says Singh. Aishwarya Chand Katoch, the present head and the 489th king of the royal house of Kangra, agrees when he says: "The history of the fort resonates with the theme of power." The Royal family of Lambagraon and Maharaja Sansar Chandra Museum—dedicated to Maharaja Sansar Chandra Katoch, a prominent ruler of the Kangra kingdom, known for his administrative abilities and patronage of the arts, especially the Kangra school of painting—were the event partners.

The art salon 'Ten Nights' (*an expression of time*) 'By a Lost River' (*an expression of what was, what lies beneath, and what may be again*) featured 18 theatrical installations exploring power as a multitude of realities from aspiration, to myth, to symbolism, to empowerment, to the cycle or exchange of power.

With the theatrical stagings set in various locations

'TEN NIGHTS BY A LOST RIVER' FEATURED 18 THEATRICAL INSTALLATIONS EXPLORING POWER AS A MULTITUDE OF REALITIES FROM ASPIRATION, TO MYTH, TO SYMBOLISM, TO EMPOWERMENT, TO THE CYCLE OR EXCHANGE OF POWER.

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Navigating Spotlight With the theatrical stagings set in various locations throughout the fort, the audience discovered the venue while encountering performances and installations. Some performances were finite, while most were ongoing and continued throughout the one-hour experience

throughout the fort, the audience discovered the venue while encountering performances and installations—the walkabout added different perspectives and contexts to the contemporary stagings. Some performances were finite, while most were ongoing and continued throughout the one-hour experience. While some performers were from in and around Kangra—18 students from the National Institute of Fashion Technology (NIFT) and 10 locals—a dozen international artists and performers were from Austria, Hungary and Belgium. The entire premise was based on individual perceptions and interpretations, which gave the audiences the freedom to view and interpret the installations without any preconceived notions or baggage—it trickled down to your perception versus mine.

The fort's security guards' room became a staging ground for one of the performances. The set-up was that of a typical household and the two performers—both boys—were dressed very differently. While one was wearing a headgear that read 'power lies in your head', the movements of the other were demure as compared to the other. One was sitting on a high chair, while the

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other was moving around in that confined space. Who holds power then? The one sitting and looking up, or the one standing and looking down? As they moved around in that shared space, the power dynamics between the two were constantly changing. When their positions changed, much like in real life, the dynamics of the power equation changed as well.

In complete contrast to this performance, the room next door witnessed a static performance. The spotlight was on a trophy, kept amid various objects signifying ruin. The trophy represented the power of surviving, not giving up and emerging victorious.

At another location, in the broken Lakshmi temple, eighty-year-old Belgian designer and stylist Lou Lou Van Damme—was moving around slowly in the given space, exploring self-empowerment. Hers was a quiet and poignant exploration of power.

In contrast, depicting the power of fierceness was a young performer in a slightly abstracted place with a broken tree behind her. She was on her own with her whip, where she was exploring her empowerment/frustration.

At the very top of the fort was a setting of a stylised and contemporary throne. It was cut by the anguish of Marilyn Monroe in the iconic image from the movie *The Misfits* where she is experiencing an utter breakdown and total loss of her own power as a reaction to what was happening around her in the desert, where the men were capturing wild horses, stealing their power and exerting power over the landscape. The setup, placed next to the throne, created a dialogue with light behind the arches.

In the penultimate performance, two Hungarian acrobat artists, dressed in shimmery silver, left the audience enthralled with their moves—their act depicting the power of balance, strength and mutual trust.

The conclusion of the encounter at the fort was a tented encampment dinner on the grounds at the backside of the fort, across the river, where horses were originally trained for the Army in days gone by. The 18th theatrical staging occurred inside an old army tent on these grounds, showcasing luxurious handwoven carpets from Jaipur Rugs alongside distressed brocade curtains by New York designer Peter D'Ascoli. Amongst rows of discarded army helmets was a unique ceramic art object by Italian designer Andrea Anastasio, suggesting a prized object amongst the battlefields—the scene was both surreal and decadent, and utilitarian.

While the smart use of spotlights and flashlights brought the fort to life that night, artefacts, costumes and elements—both local and shipped from the cultural wings of embassies and institutes across several countries—acted as valuable collaborators and breathed life into each installation. These included custom garments from Sweden by fashion designer Pawel Robuta; a contemporary military hat by Portuguese designer Sofia Caldas; a wrestler's mask from Mexico alongside an archival portrait of a female Mexican wrestler from the 1950s; iconic stool, light, and ceramic designed by Anastasio; an archival Gaucho belt and a historic portrait of General Jose de San Martin from Argentina; a wooden Mayan mask from Guatemala and a silent film by Irish artist Richard Malone titled Knights.

THE CONCLUSION OF THE ENCOUNTER AT THE FORT WAS A TENTED ENCAMPMENT DINNER ON THE GROUNDS AT THE BACKSIDE OF THE FORT, ACROSS THE RIVER, WHERE HORSES WERE ORIGINALLY TRAINED FOR THE ARMY IN DAYS GONE BY.

The local collaborations included design interventions by NIFT, Kangra; young hip hop dancers from the Kangra helmed by Pankaj Pathania; a special silk ikat *lungi* from Odisha-based brand Boito showcasing the traditional weave of the Warrior Turtle design and a couture coat, skirt and veil by Shefali Khanna. A special tea tasting by Dharamsala Tea Company was hosted at the Maharaja Sansar Chandra Museum during sunset, as a prelude to the fort visit. A detailed presentation at the high tea unveiled the exquisite world of Kangra paintings. On October 5, a grand public concert was organised at the Dharamshala Police Ground that marked the Indian premiere of Spanish act Le Parody by artist Sole Parody, accompanied by trumpet player Frank Santiuste.

"Power is central to our being, to who we are. It is at the heart of our sense of self, our self-confidence. Are we empowered, are we seeking power, are we exchanging power—there are so many layers to it. The idea was to explore this powerful emotion through the 18 installations," says Singh. She says that, like each Panorama Editions, this time too, the audience went back with a sense of intrigue, wonder and having experienced something that was presented in a new, unique manner. "In today's time, when all of us are glued to our screens and new technologies like Artificial Intelligence are taking over, it becomes all the more important to make an effort to go to a location and witness something as part of a shared and direct experience," she says.





Prof DP Goyal
Director & Dean, LM Thapar School of Management
Thapar Institute of Engineering and Technology

Honing Global Business Leaders

Prof DP Goyal shares insights on the holistic, dynamic, and future-forward learning environment at LM Thapar School of Management (LMTSM)

Q How are you preparing the students for an emerging workplace?

In today's VUCA world of geopolitical shifts and rapid tech disruptions, we prepare students through three key dimensions: Global Mindset with Local Relevance –via MoUs with top global B-schools for student and faculty exchange and joint research; Future-Ready Skills – by integrating AI with Nvidia and offering hands-on 'sustainability in practice' training; and Leadership with Purpose – nurturing ethical, empathetic, and socially responsible managers.

Q How do you integrate technology, innovation and entrepreneurship in your programmes?

We believe that the future of management education lies at the intersection of technology, innovation, and entrepreneurship. Our tech-driven curriculum includes AI, data analytics, blockchain, fintech, and digital transformation, enhanced by simulation-based learning and digital labs. We foster innovation as a culture through design thinking, problem-solving labs, and real-life interdisciplinary projects supported by strong industry linkages. Our robust entrepreneurship ecosystem offers mentoring, seed funding, and focused support for start-ups and family businesses, nurturing entrepreneurial leadership and encouraging students to create practical, impact-driven solutions in a rapidly evolving business landscape.

Q What is the role of sustainability, inclusivity, and ethics at LMTSM?

Sustainability, both environmental and social sustainability, is embedded across curriculum, research, and campus practices, shaping leaders who balance profit with planetary well-being. Our emphasis on inclusivity creates a diverse academic environment that equips students for a globalised world. Through ethical leadership training, case studies, experiential learning, and mentorship, we instil values of integrity, transparency, responsibility, purpose and accountability in every sphere. Our students learn to view business as a driver of profit as well as a force for planetary well-being and sustainable growth.



S. Rashapal Singh Dhaliwal, Founder Chancellor
Arsh Dhaliwal, Managing Director

CGC Jhanjeri Emerges as CGC University, Mohali: Heralding a New Era in Education

In 2025, a landmark transformation redefined the educational landscape of Punjab: CGC Jhanjeri officially became CGC University, Mohali. This evolution is far more than a nominal change—it epitomizes a legacy of over 25 years of academic distinction, seamlessly merged with a forward-looking vision that embraces innovation, technology, and holistic development.

Established under the aegis of the Chandigarh Educational Society, CGC University, Mohali inherits a strong foundation of excellence while boldly charting new frontiers in higher education. Boasting NAAC A+ accreditation, notable NIRF rankings, and a Platinum Rating from QS I-GAUGE, the university exemplifies institutional rigor, academic integrity, and a relentless pursuit of quality.

What sets CGC University, Mohali apart is its AI-driven academic ecosystem and a strategic focus on the aspirations and learning preferences of Gen Z. The curriculum integrates advanced technologies, smart learning platforms, and industry-aligned programs, ensuring students acquire both conceptual mastery and practical skills to navigate the complexities of a rapidly evolving world.

The university's ethos extends beyond scholastic achievement. Designed for comprehensive growth, the campus fosters creativity, critical thinking, leadership, and entrepreneurial spirit, enabling students to evolve as future-ready changemakers. Supported by a cadre of experienced faculty, cutting-edge infrastructure, and an inclusive, globally oriented environment, CGC University, Mohali, has emerged as a preferred destination for aspirants seeking meaningful impact.

This transformation from CGC Jhanjeri to CGC University, Mohali, is a testament to visionary ambition and commitment to academic excellence. It heralds a new era where tradition and innovation coexist, and where students are not only educated but empowered to become thought leaders, innovators, and architects of a progressive society.



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As Xavier Institute of Social Service (XISS), Ranchi, celebrates its 70th year, we mark seven decades of learning, service, and transformation. Established in 1955, XISS has grown into a pillar of management education in India, nurturing leaders who combine competence with conscience and performance with purpose.

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What makes XISS distinct is its **Jesuit ethos**, rooted in Magis (excellence) and the call to be "men and women for others." This focus on ethics, inclusivity, and sustainability prepares graduates who stand out as leaders balancing business success with social responsibility.

As we celebrate our Platinum Jubilee, XISS looks to the future with enhanced digital infrastructure, global collaborations, and stronger entrepreneurship incubation. Our vision is clear—to evolve into a **University of Excellence** while staying true to our mission of transforming lives and society through education.

For aspirants of the PGDM Batch 2026–28, XISS offers more than a degree—it offers a legacy. Join us in this journey of learning, transformation, and growth.



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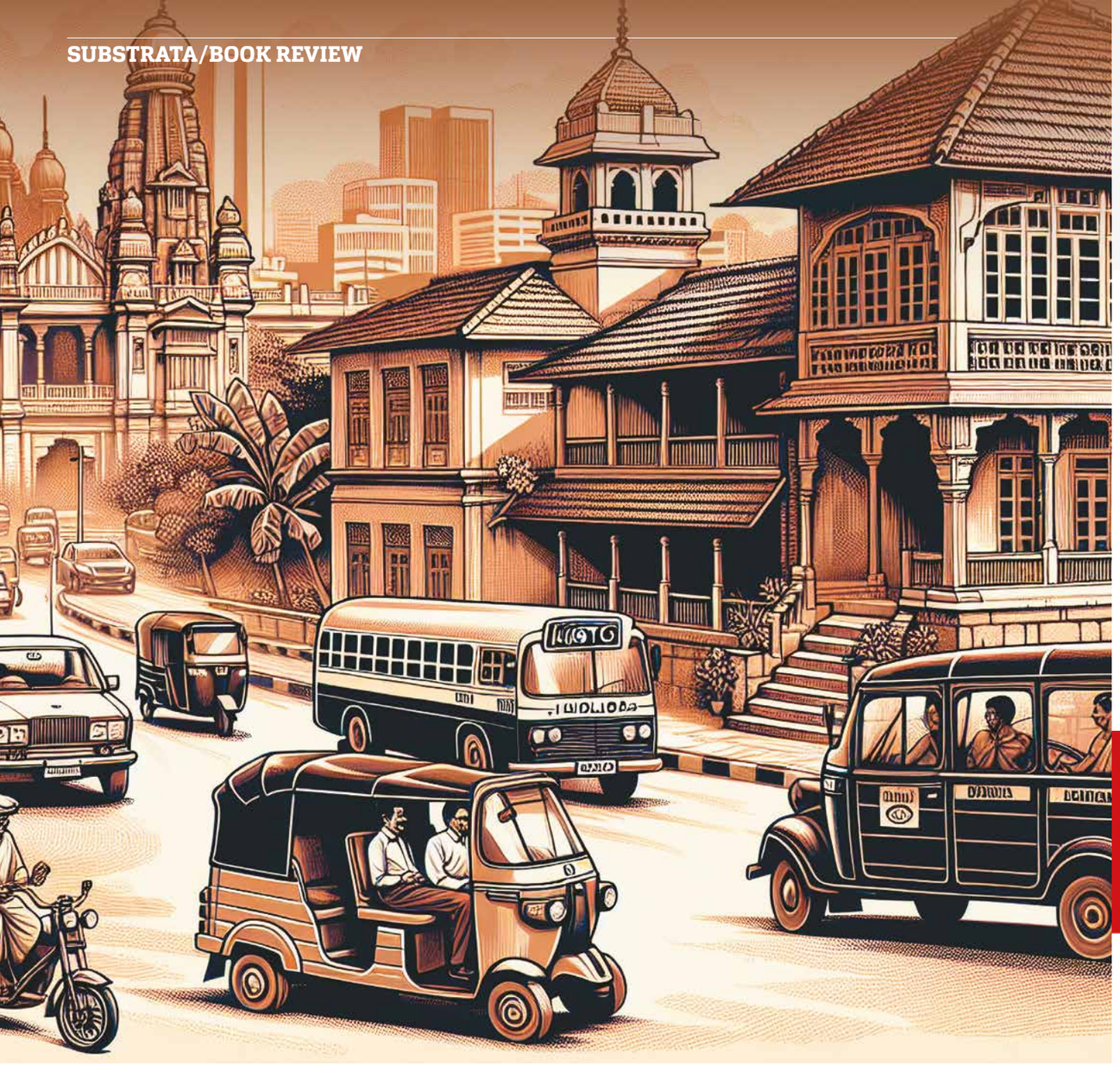
The school's commitment to global perspectives manifests through strategic international collaborations, including partnerships with Lincoln Business School, creating vibrant platforms for cross-cultural learning and groundbreaking research. These alliances ensure HBS students gain invaluable exposure to international business practices and diverse market dynamics.

At the heart of HBS lies a thriving ecosystem that seamlessly blends rigorous academics with real-world application. The institution's proprietary academic journal fosters scholarly excellence, while innovative programs like Gamestorms and specialized sessions with NSE and RBI bridge theoretical knowledge with practical insights. This unique approach transforms students into strategic thinkers ready for Industry 4.0 challenges.

The school's forward-thinking curriculum emphasizes emerging technologies—Artificial Intelligence, Data Analytics, and Business Science—ensuring graduates possess the digital fluency essential for modern business leadership. Strong industry connections with professional bodies such as CMA, AIMA, and KPMG, coupled with robust placement support, guarantee career readiness.

Aligned with India's National Education Policy, HBS champions interdisciplinary learning and innovation-driven pedagogy. The vibrant campus culture, enriched by business festivals, incubation support, and active alumni engagement, creates an environment where entrepreneurial spirit flourishes.

HBS doesn't just educate—it cultivates ethical, adaptable leaders equipped to shape the future of global business with integrity and vision.



SHUTTERSTOCK



Vineetha Mokkil

IS ASSOCIATE EDITOR, *OUTLOOK*. SHE IS THE AUTHOR OF THE BOOK *A HAPPY PLACE AND OTHER STORIES*

Coding of a City

With a philosopher's insight and an anthropologist's curiosity, Sundar Sarukkai records Bangalore's stories

SUNDAR Sarukkai's second novel, *Water Days,* is set in a frenetically transforming Bangalore—in the wake of the liberalisation of the Indian economy in 1991. With a philosopher's insight and an anthropologist's curiosity, Sarukkai observes the goings-on in his city. Change is in the air, not just in Bangalore but all across India. Stories lurk everywhere. But what language does the metamorphosising city

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speak, the novelist wonders. Not Kannada, Tamil, Malayalam, Konkani, Telugu. Not English or Hindi. “The city has its own language. It is not the language that the majority of the people in a city speak. A city is not produced by a majority, it is not a measure of numbers,” Sarukkai says at the start of his novel. This preoccupation with language and words and the intricacies of communication pulsed through his first novel *Following a Prayer* as well.

The city speaks to the writer in its own language. This is how the story of its existential crisis reaches him. This language is sensory. It lives in the clamour of the rain bombarding city streets, the hazy whispers wafting under street lamps, the howls of stray dogs, the clatter of vegetable carts. This story drips from the taps that women in some parts of the city line up in front of at dawn to fetch water for their families. “Parched alphabets drip slowly.” Water in the growing city is a scarce resource, and access to it, unequal. Water is a recurring motif in the novel, sometimes appearing as rain, sometimes as a metaphor for the deprivation that is heaped on less privileged residents of a city that is run by a callous administrative machinery.

At the centre of *Water Days* is a family of four. There’s Raghavendra, a former security guard-turned detective who plans on opening a grocery store; his wife Poornima and their two school-going daughters. They’ve rented out rooms in their house in Mathikare Extension to two young men: Rajesh from Bihar and Bhaskar from Madurai. Rajesh has failed his engineering exams many times. Bhaskar has completed his engineering course and works in a computer firm. Mathikare Extension is full of migrants like Rajesh and Bhaskar. Students from all over India pour into this neighbourhood because it is cheaper to live in this locality. A number of small businesses have mushroomed here to cater to their needs. Local girls, acutely aware of their presence, “hide their glances behind half-shuttered windows.”

The winds of change tug at Raghavendra and Poornima’s sails, too. Everyone around them seems to be making plans to ride the wave sweeping across the ‘garden city’, once the favourite destination of pensioners and laid-back holidayers. Poornima has no illusions about a just world. She is aware that Bangalore will soon become unaffordable to her and her husband (a family of poor Brahmins), who struggle not to be dwarfed by their “neighbours, the police and the politicians”. She sees Bangalore’s gardens turning into garbage dumps and “its casual life being replaced by impatient, angry, exhaust-spewing vehicles in their hundreds.” Equality is a pipe dream in a city on the cusp of change. There is no justice to be found in this country, she says, convinced that when it comes to the crunch, people like her must fend for themselves, without hesitating to take the law into their own hands if need be.



WATER DAYS | **Sundar Sarukkai** | Tranquebar | Rs 499 | 320 pages

Sarukkai manages to capture the feverish energy in the air, crackling with uncertainty, ambition and desperate dreams of upward mobility. He paints a convincing picture of Raghavendra’s bewilderment in the face of change. The inner workings of the characters are presented with a dash of humour, sans authorial judgement. Sarukkai has a good ear for the chatter on the street, whose cadences liven up the pages of the novel. The conversational exchanges between the women in Mathikare Extension, who wake up at sunrise day after day and gather at the shrine of drying taps, provide an insider’s view of the lives of the less privileged in a city hurtling towards progress.

The secondary characters who are an integral part of the story are well fleshed out. Nagaraj, a local ruffian who hassles Raghavendra since he is pally with the cops; Shankar the quiet tailor who isn’t who he seems; the headmaster who swears by the powers of Vedic mathematics—are all caught up in the mechanics of the city’s dizzying expansion and dragged into the debate about who the city really belongs to and who is an ‘insider’. There is simmering resentment against those who arrive at the city gates in search of better opportunities, a better life. But Raghavendra himself is a migrant. His father, a priest whose finances were drying up, had left behind their family home in Udupi and moved them all to Bangalore years ago. Sarukkai nails the irony with a gentle touch, prompting readers to rethink their notions of identity and belongingness.

The untimely death of Archana, a teenage girl in the locality, sparks whispers and a slew of rumours. The dividing line between ‘insiders’ and ‘outsiders’ suddenly comes into sharp focus. The narrative takes on the hues of a whodunnit at this point. Poornima urges Raghavendra to put his detective skills to good use to bring the dead girl’s mother some measure of closure. Patriarchy is one of the culprits, that much is obvious, going by the reactions of Prasanna, the dead girl’s father, who migrated to the city from Kerala with his daughters and his wife.

Archana’s death and the 13 days following it (souls of the dead are believed to be liberated on the 13th day) throw up complicated questions in Poornima and Raghavendra’s lives. Things can no longer remain the same because “justice had intruded into their dreams.” Their private world is not immune to the violent changes in the city, “changes that would irrevocably erase the age of innocence in the life of Bangalore.”

NIET Business School, Greater Noida

NIET Greater Noida is regarded as one of the premier Engineering and Management institutes of India's National Capital Region (NCR). Managed by the City Educational and Welfare Society which runs several prestigious educational and healthcare institutions. NIET has been a pioneering force in Indian education since its inception in 2001. With a vision to provide value-driven education of global dimensions, the NIET Group has built a reputation for excellence through academic rigor, holistic development, and a vibrant ecosystem that nurtures talent, fosters innovation, and prepares students to address global challenges with responsibility and confidence.

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What makes the PGDM at NIET truly distinctive is our future-focused curriculum that goes beyond conventional classroom learning. Rooted in our guiding philosophy of “VEDA” – Vidya (Knowledge), Ekagrata (Focus), Dharma (Responsibility), and Abhyasa (Practice), the program ensures a holistic, industry-aligned, and ethically grounded approach to management education.

To prepare our students for the business landscape of tomorrow, we have integrated the vision of “Get Future Ready with AI-Driven PGDM” a next-generation framework that blends artificial intelligence, data-driven decision-making, and digital transformation skills into management learning. Students gain access to cutting-edge technological certifications, specialized skilling programs, and AI-enabled business simulations, empowering them with capabilities that the modern corporate world demands.

Practical exposure remains central to our pedagogy and the unique combination of ethical grounding, applied knowledge, technological empowerment, and global immersion makes the NIET PGDM a truly transformational journey.





Global Business School & Research Centre, Pune

The Global Business School & Research Centre (GBSRC) is the flagship institute of Dr D. Y. Patil Vidyapeeth (Deemed to be University), Pune established in 2006. With NAAC A++ grade, NBA accreditation, ISO certification, recognition among the Top 100 in NIRF rankings and with many more accolades GBSRC has earned a reputation as a premier business school in India. In its 19 years journey, it has consistently worked towards shaping the future-ready professionals with strong managerial and leadership skills.

The institute offers a wide portfolio of programmes including a two year AICTE approved AI embedded MBA, AICTE approved four-year BBA, a four year B.Com and a Ph.D. programme in Commerce and Management. The MBA curriculum is uniquely designed by expert academicians and industry leaders, integrating AI and emerging technologies with sound business fundamentals. Students can opt for dual specializations across eleven domains such as Finance, Marketing, HR, Analytics, and more, while the Choice Based Credit System (CBCS) provides flexibility for interdisciplinary learning.

GBSRC emphasizes experiential learning through industry visits, Harvard Business School case pedagogy, live projects, simulations, fieldwork, and hands-on training in advanced labs. Strong industry engagement is ensured through guest lectures, mentorship, and interactive sessions with professionals. In addition, career counselling, behavioural training and soft-skill development workshops prepare students for employability and leadership roles.

With a mission to nurture intelligent, ethical and socially responsible leaders, GBSRC combines academic innovation, industry-driven insights and holistic growth opportunities. It continues to empower learners to excel in critical decision-making and contribute meaningfully to business and society.

Songs of the Dunes



Barkat Khan Manganiyar's *voice wells up from the heart of Rajasthan's deserts. Powerful, deep, elemental, it cast a spell on the audience when he and his troupe took the stage at Jodhpur RIFF's 'Living Legends' session. Khan has been singing since he was 11. His repertoire is rich and varied: inspiring* Jangdas *about warriors and brave defenders of the land, devotional songs paying homage to gods such as Krishna and Shiva, songs in* Raga Khamaj *that soar to the skies, capturing the full glory of Rajasthan's folk tradition.*

Now in his 60s, Khan sings with the same panache as he did when he was a boy. Age may have given his body aches and pains, he says, but his dedication to his music hasn't aged. When asked if he ever had a guru to guide him, he laughs a full-throated laugh, then says that the Manganiyars—a community of Muslim folk musicians from western Rajasthan—have been passing on this music orally from generation to generation for ages. Born in Chattangarh, a dusty village near Jaisalmer, Khan learnt to sing from the elders in his family. This music is in his blood; these songs spring from his soul.

Over the years, whether singing at community events in his village, or performing at folk festivals in India and abroad, he has given it his all. The legendary Manganiyar spoke to **Vineetha Mokkil** *about his musical journey. Excerpts:*

You are one of the few Manganiyar musicians who can sing in the *Jangda shaili*, which is a rare art. What does it take to sing the *Jangda*?

Jangdas are about bravery and war and valour, but they can also be about love, longing, devotion; about celebrations and festivities. The style in which you sing them makes all the difference. You need style. You need to keep your voice strong. You have to be smart in using *murki* (quick, delicate ornamentation) and *taan* (rapid series of vocal notes) ...I have inherited this music and it's my duty to share it with others. In my community, children are not taught *sa-re-ga-ma* when they are born. There is no formal training like that. They pick up these songs; learn to play our instruments. That's the way it goes. All artists, whether it is traditional musicians like us or dancers or actors, we are here to entertain audiences. To make them happy.

Have audiences changed through the years? You've been singing since you were a young boy...

Everything has changed. Our music is in danger of dying. Audiences are easily distracted these days: by television and mobile phones, by film songs, some of which get even the basics of *ragas* wrong! I see people talking loudly when an artist is performing on stage during a concert. They don't think twice about letting mobiles ring and interrupting the music's flow...If we are serious about preserving and sustaining folk music, it is vital to teach it to youngsters. These songs are not just songs; they are our history, the life breath of our culture. The new generation will lose out if they are cut off from their heritage. That would be a terrible tragedy. The sounds of *kamaichas* (stringed instruments), *dhol* (drums), *sarangi* and *kartal* (cymbals) must not fade away. Komal *dada* [Komal Kothari who studied Rajasthan's folklore and music extensively] used to organise camps where classes were held. At the camps, I would teach young people about our singing style, our instruments, the colourful stories behind our songs. We met classical musicians in some camps, listened to them sing, exchanged notes with them. The camps also gave me a chance to interact with other hereditary communities from Rajasthan like the Langas. That helped me to understand their songs and style of playing better. We don't usually get to do that even though we are from the same State.

I have fond memories of participating in Apna Utsav (1986) at Delhi where so many folk artists from across India had come to perform. That was during Prime Minister Rajiv Gandhi's time.

"THESE SONGS ARE NOT JUST SONGS; THEY ARE OUR HISTORY, THE LIFE BREATH OF OUR CULTURE. THE NEW GENERATION WILL LOSE OUT IF THEY ARE CUT OFF FROM THEIR HERITAGE. THAT WOULD BE A TERRIBLE TRAGEDY."

After that, he also sent us to Russia for a few months. People appreciated our performances there. One thing I've noticed is that audiences outside India are very interested in our folk tradition. They pay attention to the languages in which our songs are sung, the stories that accompany each song. They seem to appreciate our music more than our own people!

We live in a highly polarised time when religious divides are setting people against each other in the country...

I think it's important to ask: who is gaining from these fights? Who keeps them going? These divisions are being exploited for political gains. This is just a political game. A game that is played to chase after votes. It has nothing to do with the ordinary Indian. We have coexisted for a long time in this country. "My house is mine; your house is yours. My field is my field, your field is yours," we would say, managing to live our lives without troubling each other. Hindus, Muslims, Christians, Sikhs—we are all friends, we are brothers. I belong to a Muslim community. My repertoire includes Kishenji's, Ramji's, Shivji's and Mirabai's *bhajans*. Our *jajmans* (patrons) are Rajputs. We've been eating and drinking with Hindus ever since I can remember. We celebrate all festivals in our village with song and dance.

Do you stick to a strict schedule and do daily *riyaaz*?

I sing almost every day—at weddings, birthdays, feasts, festivals like Holi and Teej. In our villages, we are invited to sing when babies are born, when a girl or a boy gets married, when a son-in-law is welcomed to a home. These songs are always on my mind. They come naturally to me [breaks into a song about Amar Singh Rathore of Jodhpur, folk hero and celebrated champion of Marwar]...All music comes from folk music. We add our own touches to classical *ragas*, we play around, improvise.

ILLUSTRATION BY SAAHIL

The New Blueprint of Indian Housing

Blending design, sustainability, and independence, plotted developments are reshaping urban living — offering homebuyers space, flexibility, and long-term value across India's expanding cities.



Plotted developments mark a decisive shift toward low-density, sustainable living.



TOP STOREY
Kausar Firdausi

Once viewed as a traditional mode of land ownership, plotted developments are now among the most dynamic and design-led segments of Indian real estate. Smarter township layouts, integrated infrastructure, and the desire for autonomy, open space, and long-term value are driving their resurgence. Across metro fringes and tier-II cities, they are redefining homeownership by merging the freedom of land with the conveniences of community living.

A Design-led, Sustainable Shift

Sumit Rakshit, MD & head – project management, Savills India, observes that India's housing landscape is being redefined by design, sustainability, and flexibility. "Developers are building walkable, self-sustained communities that offer personalised living and long-term value creation," he says.

Dr. Niranjan Hiranandani, chairman, Hiranandani Group & NAREDCO, calls plotted developments a defining force in India's housing evolution. "Today's buyers," he notes, "value autonomy, design flexibility, and connection with nature as the new luxuries, while peripheral corridors offer both liveability and capital appreciation," says Dr. Hiranandani.

"Plotted development projects prioritise space, nature, and long-term value, positioning them as a pathway to a balanced and meaningful life."

SUMIT SAPRU
CEO, Shapoorji Pallonji Real Estate

According to Sumit Sapru, CEO, Shapoorji Pallonji Real Estate, plotted projects are thriving as city centres saturate. "They prioritise space, nature, and long-term value," he says, positioning them as "a pathway to a balanced and meaningful life."

Harshavardhan Neotia, chairman, Ambuja Neotia Group, adds that plotted communities create ecosystems where individuality and community coexist. "Designed for multi-generational needs, they ensure physical, emotional, and financial well-being over time," states Neotia.

Karishmah Siingh, president – sales, marketing & CRM, Sattva Group, calls them the freedom of land ownership with the assurance of planned community living, with gated layouts seeing strong demand and appreciation across tier-I and -II cities.

"Plotted developments combine land ownership freedom with planned community living, with gated layouts seeing strong demand and appreciation in tier-I and II cities."

KARISHMAH SIINGH
President – Sales, Marketing & CRM, Sattva Group

Sustainability and Smart Planning

Developers agree that plotted developments are now about lifestyle, not just land. Robin Mangla, president, M3M India, believes that plotted developments are the future of Indian housing, driven by flexibility, sustainability, and true ownership. Tier-II cities, he adds, are at the forefront of this shift.

Manish Agarwal, MD, Satya Group, is of the view that the sector is moving toward future-ready, community-focused neighbourhoods. Similarly, Avneesh Sood, director, Eros Group, points out that plotted townships mark a decisive shift toward low-density, sustainable living.

C.J. Singh, COO, Wave City, highlights, "Smart utilities and advanced security as essential to creating futuristic, environmentally sound lifestyles." D. Kishore Reddy, CMD, Mana Projects, adds that tree-lined boulevards and landscaped gardens enhance both wellness and sustainability, catering to buyers seeking privacy and connectivity in hybrid work settings.

Developers Redefining the Blueprint

For Somesh Mittal, co-founder, One Prastha, which have a couple of projects in Sonepat, plotted developments restore what urban living took away — space, independence, and a deeper connection with nature. Similarly, Rushi Patel, MD, Rutu Group, calls them a game-changer, offering greenery and recreation as alternatives to high-density housing.

Pawan Agarwal, MD, NK Realtors, shares, "The trend is thriving because homebuyers seek independence, long-term utility, and access to nature, turning peripheral areas into preferred residential hubs."

Gaurav Mohta, CMO, Home First Finance Company, emphasises that green certifications and better infrastructure are improving affordability and sustainability, while Bala Ramajayam, founder & MD, G Square, sums it up, saying, "Plotted developments are transforming India's housing landscape by redefining what homeownership truly stands for."

Hence, as urban cores densify, plotted developments are emerging as India's new housing blueprint, where freedom meets planning and individuality thrives within community.

CURTAIN RAISER

Redefining Real Estate: India's Young Game Changers



Indian real estate is experiencing a bold new era — one driven not by legacy alone, but by vision, innovation, and purpose. A generation of young leaders is rewriting the rules of the sector, merging global perspective with local understanding, and transforming development into an act of community creation.

These trailblazers — developers, financiers, and innovators alike — are united by a shared belief that real estate today is about more than just building spaces. It's about designing ecosystems that inspire pride, nurture sustainability, and stand the test of time.

The event will honour dynamic achievers and host thought-provoking panels on how they're transforming market trends, business practices, and India's real estate future.

Outlook magazine proudly presents the inaugural edition of 'Young Game Changers of Indian Realty 2025', a landmark celebration of this new vanguard. Scheduled for October 25, 2025, at The LaLit, New Delhi, the event will felicitate these dynamic achievers while hosting engaging panel discussions on how they're reshaping market trends, business practices, and the very future of Indian real estate.

With NAREDCO as Industry Partner, CBRE as Knowledge Partner, and Chromedia Networks as Strategic Partner, the stage is set for a day that celebrates leadership, ideas, and inspiration — where the next chapter of Indian real estate begins.

IN SPOTLIGHT



Sobha Realty Launches SkyParks in Dubai

Sobha Realty has recently announced Sobha SkyParks, a 109-storey architectural marvel set to redefine Dubai's skyline. Rising approximately 450 meters, it will be the tallest development in Sobha's portfolio and a new landmark on Sheikh Zayed Road. Featuring 684 luxury residences, the project reflects Sobha's 'Art of Detail' philosophy, combining sleek straight-line design, minimalist glass façades, and panoramic balconies overlooking the Palm Jumeirah and Arabian Gulf.

Chairman Ravi Menon said that the launch underscores Sobha's commitment to shaping the future of urban living through timeless design and innovation.

A standout feature is its four-themed SkyParks, each spanning six stories and offering elevated leisure and wellness zones — from adventure and active life experiences to tranquil green sanctuaries and a resort-inspired infinity pool deck nearly 350 meters high.

Strategically located for seamless access to Dubai's prime hubs, Sobha SkyParks exemplifies vertical urban living and reinforces Sobha Realty's legacy of luxury and craftsmanship.

An Elegy for a Comrade



Anand Teltumbde
IS AN INDIAN SCHOLAR, WRITER AND HUMAN RIGHTS ACTIVIST

Stan Swamy's death was an unbearable loss to us, the BK-16—a quasi-family bound together by the regime's foul design to silence dissent. At 84, Stan remained remarkably healthy, save for his Parkinsonian tremors and impaired hearing. His death was not of age, but of neglect—born of a judiciary and prison system that habitually withholds medical care until crisis, refusing outside treatment for fear of exposing the emptiness of prison hospitals. Stan's passing was the price of this callousness.

Immediately after the news of his death, I wrote a note. Thanks to the rare compassion of a humane superintendent, we, the B-K accused, were allowed a small meeting to mourn him. By his first death anniversary, however, that humanity had vanished; the new regime within the prison was stripped of all concern. In that silence of the Anda cell, the weight of Stan's absence pressed down heavily upon me. Out of that silence, I penned these lines.

The tyrant dies and his rule is over, the martyr dies and his rule begins.

—Soren Kierkegaard

AS his first death anniversary approached, in my solitude of the Anda cell, I penned down the following lines on 3 June 2022.

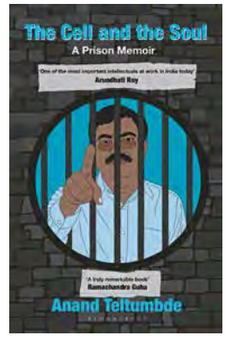
Stan,
It's been almost a year
Since you slipped past the fascist snare,
Evading the clutches of a regime so paranoid
That it failed to incriminate the virus as your accomplice.
Had they their way, they'd slap UAPA on COVID itself
For daring to deny them their prize.
But the echoes of your defiance grew louder,
Voices from all corners rising in solidarity.
Try as they might, they could not label them all
Urban Naxals.
A judge, burdened with guilt
For delaying your bail hearing,
Dared to add his voice to the chorus.
But even he was not spared
By the monkeys of Modi.
Fearing UAPA, he swallowed his words,
And soon, his recusal joined the endless list –
A sinister game played in the courts:
A good judge recusing,
A bad one rejecting,
Ensuring our captivity for the sadistic pleasure
Of the fascist machine.
Good, you are not here
To witness this mockery of justice.
Stan,
You should have stayed a little longer
To receive the Martin Ennals Prize –
A Nobel for human rights,
A slap in the face of a shameless regime
That branded you a dreaded terrorist.
What an irony!
While the world paid you homage,
The state, Goebbels-like, trumpeted its lies,
Oblivious to its disgrace.
After all, terrorism and human rights do not mix –
Like filth and fragrance,
A sinner and a saint,
Police and the people,
A knife and a sipper.
They claimed you conspired to overthrow the state,
As if their fortress of power
Were a soft toy
That could be snatched from the iron grip
Of Modi, Shah and Doval.
And even if it were –
They knew you could not.
Your trembling hands, unable to hold a sipper,
Were suddenly a threat to a nuclear state.
A sipper, deemed a dangerous weapon
By the paranoid deep state,
Denied to you for days
Until it turned into national black humour.
Yet the thick-skinned hippo of power
Felt no shame.

Can empathy for Adivasis,
Compassion for their suffering,
Anger against injustice –
Be a crime?
Is educating them about their rights,
Urging them to resist plunder
A conspiracy?
A plot against the state?
A state armed to the teeth,
Boasting global power,
Yet planting fabricated evidence
To jail an eighty-four-year-old Parkinson's patient –
As though he were a gangster.
Even the prison walls
Laughed at the absurdity
When you walked through their monstrous gates –
A frail, deaf, ageing priest
Charged as a terrorist.
Surely, a rare sight for any prison in the world!
You must have been a terribly cunning one,
Eluding capture for decades,
Disguised as an austere Jesuit,
Preaching love,
Teaching tribals their rights.
But were you foolish enough
To leave your sinister plans and contacts
Neatly tucked in your computer?
Strange –
But not to a state
That scripts its own fictions.
You believed you could not be jailed
For doing nothing wrong.
They proved you wrong –
Not only jailing you, but killing you
Without a trial.

Before your arrest,
You asked the people:
'What crime have I committed?'
Your crime, Stan,
Was that you took Jesus at his word.
That you left comfort behind
And chose the poorest of lands
As your *karmabhoomi*.
That you stood by them,
Lived their struggles,
Spoke their truths.
That you built 'Bagaicha' – a sanctuary,
A place of hope for the abandoned.
Like Jesus, you became a pariah to the rulers.
Like Jesus, you were crucified.
As Adivasis were branded Maoists,
Dragged into jails,
You raised your voice.
And that was your undoing.
You disrupted their grand design –
To wipe Adivasis off their own land,
Rich with minerals worth trillions.
To sell forests, rivers, mountains,
To corporations and cronies,
With every cog in the machine
– from the uniformed executioners
to the khaki-clad lawmakers –
rewarded handsomely in blood money.
Unbeknownst to you, Stan,
You did commit a crime.
A crime of faith in the Constitution,
Believing it placed people above power.
A crime of criminal innocence,
Thinking truth alone could challenge tyranny.
A crime of underestimating the state –
Believing that clenched fists
Could shake the fortress of oppression.
Many did rise,
And found themselves in jails.
Just like you.
I remember the first time I saw you –
Lying on the floor of the prison hospital,
A frail old man, struggling to stand,
Yet smiling like a schoolboy.
You reached out,
Grasped my hands through the iron bars,
And we kept meeting –
Until they took you away in a wheelchair.
I told you, 'Don't come back.'
I never thought you would take me
So tragically at my word.
Let the truth be told:
You were murdered.
Institutionally murdered.
And yet – there was no remorse,
No shame,
Only the mechanical shrug of a brutal system.

Stan,
You mocked your incarceration
With an easy smile.
You endured hardship,
But never let it burden others.
You stunned the jailers
By showing concern for fellow prisoners –
A language they could not comprehend.
While you longed to return to your people,
You spoke with a mischievous twinkle,
Joking that you'd live to 185,
Counting your age
And adding the years of punishment against the fabricated charges.
Little did you know,
The state would prove you wrong
By killing you before a trial.
Even in jail,
You sang the songs of Adivasis,
Eyes shining with belief
In a revolution to come –
A revolution not for vengeance,
But for justice.
All you wanted
Was to die among your people.
Yet the fascist brutes
Would not grant you even that.

(Excerpted from The Cell and the Soul *with permission from Bloomsbury India)*



THE CELL AND THE SOUL: A PRISON MEMOIR | Anand Teltumbde | Bloomsbury India | Rs 699 | 256 pages



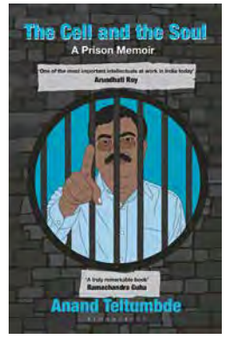
Another Brick in the Wall

Anand Teltumbde's book offers us a significant insight into prisons, those who run them and how they contribute to the deterioration of judicial processing



Kabir Deb
IS A WRITER AND POET BASED IN KARIMGANJ, ASSAM

DEMOCRACY of a nation is defined by those who make it democratic. In the later part of the nation's existence, the idea or ideal is given life by its leaders, bureaucrats, and people. One can easily identify a nation's failing democracy by observing certain changes—restricted freedom, controlled choices, forced incarcerations and a climate of fear—which paralyse not only the development of the country, but also break the spine of its people, to ultimately disintegrate hope. The democracy of India has always faced some hard and robust challenges, making it both strong and vulnerable. Yet, the challenges have been approachable. The intellectuals have always been heard and political parties have had to face strong dissent for suppressing voices.



THE CELL AND THE SOUL: A PRISON MEMOIR | Anand Teltumbde | Bloomsbury India | RS 699 | 256 pages

In the last eleven years, the political climate, discourse, language and belief of India have become more extreme and intolerant. Fear has been normalised, incarceration is considered a solution, and the attitude of bullying is worn with pride. Today, there is a celebration when a learned and aware individual gets arrested or murdered. Under the Bharatiya Janata Party (BJP), the plummeting of India's Press Freedom Index is fearful and, at the same time, the rise in the number of identity-based imprisonments and deaths makes us ask an important question—are we really democratic? Many people avoid asking this question. Those who do are incarcerated.

Anand Teltumbde's *The Cell and the Soul: A Prison Memoir* presents before us a mirror in which we get to see our shattered democracy. From 2018 to 2019, the arrest of sixteen intellectuals with the help of fabricated documents, emails and voice recordings shook the liberty of this nation.

The intellectuals who got arrested were Sudha Bharadwaj, Rona Wilson, Shoma Sen, Varvara Rao, Father Stan Swamy, Anand Teltumbde, Gautam Navlakha, Sudhir Dhawale, Vernon Gonsalves and others, and through this particular memoir, Teltumbde hands us a magnifying lens so that we observe and experience what incarceration feels like, especially when the heart is hopeful towards the judiciary.

The book begins with an important sentence—*incarceration is often seen as a fate worse than death*—and it is true for those who have not committed any unlawful activity. The hope for freedom is crushed every day by the lawmakers of this nation, and while no one waits for death, Teltumbde focuses on how a prison forces an individual to ponder about it since its darkness leaves very little space to make us believe in something else. It haunts the mind with morbidity and lack of kindness.

In the first chapter, Teltumbde focuses on stripping the significant lies that have been filed against him by the high-ranking police officials to curb dissent in the name of law and order. He mentions how the Additional Director General of Police (ADGP), Param Bir Singh, read out a letter that was fabricated using a seminar's topic, which was available in the public domain.

Teltumbde writes that even after everything, he chose to put his faith in the judiciary and the media, which he hoped would understand the motive behind the fabrication. Unfortunately, a broken democracy targets hope since it is the only source of belief, dissent and survival. The paid media channels used their medium to malign his image and unsurprisingly, people believed their words. The letters, which were supposed to be handled by the police, reached news channels, and this activity was not questioned. Even though the judiciary warned the police about this unlawful act, the oppression of Teltumbde and other intellectuals persisted because the government wanted to crush those who wanted to unveil the truth.

We have been told from our childhood that it is not good to make either a friend or a foe out of a police officer. The system has deliberately induced fear in the minds of our parents by quoting the fear that police officials are handed to vanquish anyone whom the authority cannot stand. Only in fiction, like films and books, do we get to listen to their responsibilities and how they need to follow the Constitution.

Teltumbde, in the second chapter of the book, exposes the system that constantly denies people their basic human rights. In one instance, when he wanted to file an official complaint against Singh for distributing discreet evidence to the national media channels, the Principal Secretary refused to give him permission to do so. He highlights that even after multiple accusations against the ADGP, he had the last laugh after the BJP came into power in Maharashtra. It dismissed all the charges against him, revoked his suspension, and called the accusations a failure of the former government.

Incarcerating people who dissent is the authority's method to show that even with facts, truth and education, the former has to be afraid of the latter. From the outside, most of us have a little idea of what a prison looks like and how people change in its presence. Therefore, we glorify the activity of getting arrested during a protest, because amidst absolute hopelessness, this glorification projects a glimmer of hope and faith.

Teltumbde does not refrain from giving us an actual idea of life inside a prison cell. He addresses how his younger self had a contradictory image of prison and prisoners. As a child, he used to question the fate of prisoners, since

ILLUSTRATION: VIKAS THAKUR

most of them wanted freedom and development for their countries. But when he encountered a prison for the first time, it rattled his belief. He dug deep to understand even the criminals and why they committed the crimes they were accused of. All his questions were directed towards the system, which cultivated a climate of inequality, injustice and bitterness, which led to the germination of criminals. But he writes that he never thought that one day, he will be there in a dark prison, with no bed but only a cheap cot to rest his back.

A civilisation that grew up by keeping *gurus* above everyone, has, today, normalised the harassment of professors and intellectuals. It solidifies the idea that we have butchered our own conscience and forgotten the ideals of this nation, only to take pride in being unjust.

In the BK-16 case, the incarceration took place during the COVID-19 pandemic, which further weakened the protest against these unconstitutional arrests. The accusations against the Muslims, the Tablighi Jamaat and migrant workers acted as a good cover-up for the general citizens to remain unaware of any of these false evidences, followed by arrests on a mass scale. The hatred against the Muslim community reached its maximum during the pandemic, but Teltumbde puts forth an argument where he asks why the government turned a blind eye to the Kumbh *mela* in Haridwar, which, according to the reports of the World Health Organization (WHO) and *The Lancet*, was the major reason for the spread of the virus.

The effect of the pandemic did not leave the prisoners alone, and even amidst thousands of prisoners, social distancing was applied. The prisoners were denied proper diet, hygienic bathrooms and basic resources. Teltumbde argues that the death of Father Stan Swamy was a custodial death. He had Parkinson's disease and to drink juice, he needed a straw, which the prison officials did not provide. His kindness suddenly had to meet the demons that human beings are capable of becoming. Even with the lack of resources, he worried for the workers in the jail and used to speak about how they should be given adequate food during the pandemic.

Teltumbde, in the chapter *Entering the Hellhole*, describes the prison as something that *shreds the right to dignity enshrined in Article 21 of the Constitution*. It is the fundamental and constitutional duty of prison officials to provide pen, paper and books to a political prisoner. Teltumbde requested the Superintendent of Police (SP) for a pen and a blank sheet of paper to keep his notes, but the official declined the request. Even in the presence of a biometric database linked with the Aadhaar, Teltumbde was asked to provide his fingerprints on several papers to make his spine weaker with the constant and continuous harassment. Later, when he was transferred to Taloja jail, he was stripped naked and searched in the presence of CCTV cameras. Humiliation is instrumental for fascists to make their power known not only to the prisoners but also to their loved ones.

Prisons are also not free of discrimination—a cell with more chaos is entertainment for the authority—and like the outside world, Teltumbde's identity was also seen with raised eyebrows. But, at the same time, a few upper caste prisoners and constables demonstrated humane acts, which makes the cell not only a *hellhole,* but also a tiny community that's treated like an inferno.

The prime targets of authority (whom they consider their nemesis) are not just forced into prisons. They are barred from expressing their views, implementing their fundamental rights and, most importantly, making their identity known. Teltumbde writes that the intellectuals arrested in the BK-16 case were barred from writing letters to the courts, and if permitted to write, the process of depositing them was deliberately delayed by police officials. Later, several verdicts came in favour of the intellectuals and criticised the inability of the police, but the primary question here is: do the verdicts stand strong and have any impact if they come after months of suffering?

Teltumbde attaches an article he wrote in the latter part of his prison life, where he criticises the Narendra Modi government's conversion of Public Sector Units (PSUs) into private sectors, promising that it would boost the economy. The article's prime concern is the separation of the country's economy from the Constitutional vision. *The Caravan* published the article. Later, the SP summoned Teltumbde for writing the piece and even though the latter said that publishing an article from prison is not unlawful, the former banned Teltumbde and all his co-accused from receiving or sending any letter. The move shows how prisons work against the Constitution and break people on a daily basis.

In the book, Teltumbde strongly criticises the existence of prisons by comparing Indian cells with those of other developed countries, like Norway, Portugal, New Zealand, and Switzerland. In these small yet efficient countries, the operation of correction centres or prisons is constantly updated so that they refrain from hurting a prisoner's conscience.

Yet, he has very little hope of reformation of Indian prisons since the reality is far worse than in many other countries. He wants prisons to be abolished so that the correction of a person's activities becomes possible. Teltumbde's *The Cell and the Soul* offers us a significant insight into not only prisons, but also those who run them and how they contribute to the deterioration of judicial processing, availability of basic resources and hygiene.

In addition, Teltumbde criticises the government and its systemic attack on India's Constitution. His first-hand experience of injustice by the system makes this memoir important to understand the complexity of the judiciary and how the government keeps neglecting these complexities to attain its objective. The book addresses what is wrong with the nation in the present time.

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Cholbe Na, Cholbe Na

Historically, the walls of Indian colleges and universities have served as living archives—spaces that reflect the dialogue between the powerful and the powerless, the governing and the governed



Sandipan Chatterjee
IS SENIOR PHOTOGRAPHER, *OUTLOOK*

WALKING through university campuses—especially in politically vibrant institutions—one cannot miss the wall posters, graffiti and slogans that continually appear, fade, and reappear. These visual expressions, created by various student organisations, signify commitment to diverse political ideologies, the pursuit of equality, and the assertion of rights as students and as citizens of the world's largest democracy. Such visual and spatial politics form one of the most integral aspects of student activism in India.

Historically, the walls of Indian colleges and universities have served as living archives—spaces that reflect the dialogue between the powerful and the powerless, the governing and the governed. They represent a continuous process of negotiation, resistance and expression. In essence, these walls help envision students not as passive learners, but as active political intellectuals, shaping discourse and challenging systems of authority.

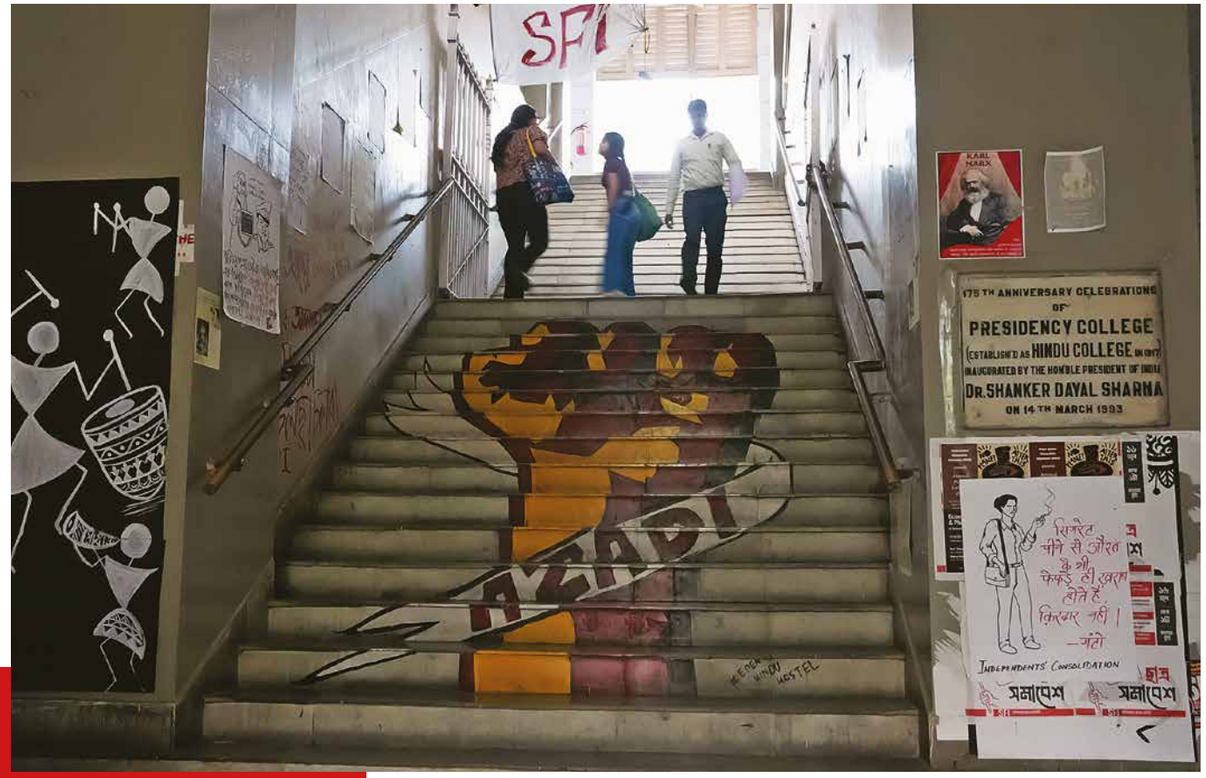
Student movements in West Bengal have historically played a significant role in shaping both regional and national politics. From active participation in major national movements like the Non-Cooperation Movement, students have long been catalysts for political and social change. In contemporary times, these movements have evolved to address issues such as university funding, student safety, campus violence, administrative failures, and the decline of campus democracy. A series of high-profile sexual assault cases at or close to college campuses has further intensified public outrage, sparking widespread protests demanding justice and reform.

This essay draws upon the visual culture of Jadavpur and Presidency University, Kolkata, to explore how university students negotiate space, democracy and citizenship through active political participation. These walls stand as both witness and participant in this ongoing dialogue, embodying the complex intersections of politics, art, and activism that define contemporary student movements in West Bengal.





Fair Ask
Students protest in front of the main gate of the Presidency University in Kolkata, demanding a legitimate union and students elections







Walls That Speak
Graffiti showing various aspects of student protests and movements. *Azadi*—a popular slogan—reverberates through university campuses like Jadavpur and Presidency University

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JODHPUR

Diary



Vineetha Mokkil
is Associate Editor, *Outlook*. She is the author of the book *A Happy Place and Other Stories*

Vintage City

On the train from Delhi to Jodhpur, which mercifully chugged out of Old Delhi station on time, the man seated across me happened to be a Jodhpur native. His family had lived in the city for generations. He was a retired government servant who had worked for the Indian Railways for over three decades. "What's special about your home town?" I asked when we got talking. He was quick to respond.

His city—unlike most other Indian cities which have morphed into modern Frankensteins—still retains its old-world charm. Sure, there were more malls and pizza joints and soulless office towers than before. Sure, the migrant population in the city was rising. More people meant more cars. And more traffic jams. Also, new apartment complexes were sprouting in unlikely spots, including atop Jodhpur's hills! "But my hometown's heart hasn't changed," he smiled. "We are a warm and hospitable people. We make the best snacks...Snacks and stone (the famous sandstone of Jodhpur)—that's our specialty."

Keeping Time

Speaking of old-world charm, Jodhpur's Ghanta Ghar (clock tower) has been keeping time since Maharaja Sardar Singh built it in the late 19th century. The current caretaker of the tower, Mohammad Iqbal, winds the clock by hand and keeps it running. It is a tradition three generations of his family have devotedly carried out. If you clamber up all the way to the top, which I did, you get a 360^0 view of the 'Blue City'. Row after row of buildings in the old city are painted blue. They glint in the sun as they have done for ages. The clock tower is an old city landmark. Next to it lies Sardar Market, filled with shoppers who file in and out of stores selling spices, jewelry and Rajasthani handicrafts. There are plenty of food joints, too, offering delicious snacks and sweets: kachori, shahi samosa, mirchi bada, rabri, ghevar, churma laddoo, gulab jamun...The list is endless.

Wherever I went, a Jodhpur resident would recommend a dish or a drink I had to try, and also name specific shops which sell the best versions of these. Have dal baati churma, someone said. Make sure to drink makhaniya lassi before you leave, another person insisted. Have a sweet tooth? Get some mawa kachori, pronto.

Jodhpur is doing some heavy-lifting on the cultural front. In the week that I spent there, two major events lit up the calendar: Jodhpur RIFF—an annual, international roots music festival timed to coincide with *Sharad Purnima* (full moon), and Jodhpur Arts Week, which showcases contemporary as well as traditional art and crafts in venues scattered across the city. Both events attract lots of visitors from out of town. At Jodhpur RIFF, I ran into many a Bangalorean who said that the festival's impressive lineup of folk musicians and the setting (the stunning Mehrangarh Fort) had bowled them over. "Bangalore loves music," said a techie who had come to Jodhpur RIFF last year as well. "Wherever there's music, we'll head there," he swore as the notes of the *sarangi* echoed in the moonlit ramparts of the fort.

In February, when Jodhpur basks in winter's coda, the city plays host to the Sacred Spirit Festival, an annual celebration of spiritual music (such as Sufi music) and traditional art forms. Music lovers from across India and abroad flock to this unique fest.

History and Memory

Hoteliers in Jodhpur are a happy lot. Bookings are made for these events months in advance. Rooms sell out in a flash. Many visitors who make last-minute reservations end up disappointed. The place where I stayed was a 'heritage hotel', a royal home about a hundred years old, turned into a haven for travellers. Plenty of heritage hotels have sprung up across the cityscape. Many royal homes, seeped in history and memory, now house tourists who are eager to get a taste of Jodhpur's past.

The lush green premises of my hotel echoed with birdsong at dawn. Bougainvillea bloomed on the vines. The walls of the compound enclose three spacious buildings made of sandstone: all owned by the same royal family. A chatty cook who whipped up breakfast and dinner informed me at the dining table that this family also owns a diamond business. She is fond of her employers. The *maalkin* (mistress) was a generous soul, she said. She had funded her daughter's education and helped her join a B.Ed (Bachelor of Education) programme.

The sun played hide-and-seek on my last day in Jodhpur. The drizzle, falling on the old and the new, softened the desert sun's sting.



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