

SPECIAL ISSUE

BW BUSINESSWORLD

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INDIA'S TOP B-SCHOOLS



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MAHBUBANI**

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National University
of Singapore

K. L. KRISHNA

Former Director, Delhi
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FUTURE-READY B-SCHOOLS



ANNURAG BATRA

✉ anurag.batra@businessworld.in

PETER FERDINAND DRUCKER is probably the most quoted management guru and one of his most famous quotes is: “The greatest danger in times of turbulence, is not the turbulence, it’s acting with yesterday’s logic.” As geopolitics and climate change wither away the nuances of the term “*force majeure*”, leading business schools feel compelled to recalibrate their curricula, so that management as a discipline may incorporate problem solving skills that extend to even unforeseen events.

This year *BW Businessworld’s* B-school Special edition reflects that shift. Our rankings are not intended to be a static snapshot of institutional reputation, but a closer look at how India’s leading B-schools, both long-established names and emerging players, are adapting their models to remain relevant in a fast-changing environment. The list brings together legacy institutions that have shaped generations of business leaders, alongside younger B-schools that are experimenting with new pedagogies, industry partnerships and outcome-driven learning approaches.

One of the clear areas of focus that emerged is leadership preparedness. Today’s managers will operate in conditions marked by uncertainty and disruption, where decisions must be taken with incomplete information and long-term consequences in mind. B-schools are responding by rethinking how leadership is taught, placing greater emphasis on judgment, adaptability, ethical reasoning and real-world problem solving.

Another equally important focus is the question of outcomes beyond placements. With the rising cost of management education and a more challenging job market, students and families are rightly asking what value a B-school education delivers over the long term. In response, many institutions are broadening their definition of success. The emphasis is shifting from first jobs to sustained careers – through entrepreneurship, global exposure, skill-based learning and the ability to pivot across roles and sectors over time. These shifts point to an evolving B-school model. Management education is no longer only about securing a role at the end of two years; it is about building the capacity to navigate change, create opportunities and contribute meaningfully to organisations and the economy.

This issue also extends the leadership lens to the automotive sector through a special feature on *BW Auto World 40 Under 40*, featuring young executives who are shaping the future of one of India’s most critical industries. Our auto leadership awards recognise individuals across the sector who are driving transformation through innovation, operational excellence and long-term vision. Together, they show the importance of identifying and nurturing leadership early, while also acknowledging those setting benchmarks today for the next generation to build upon.



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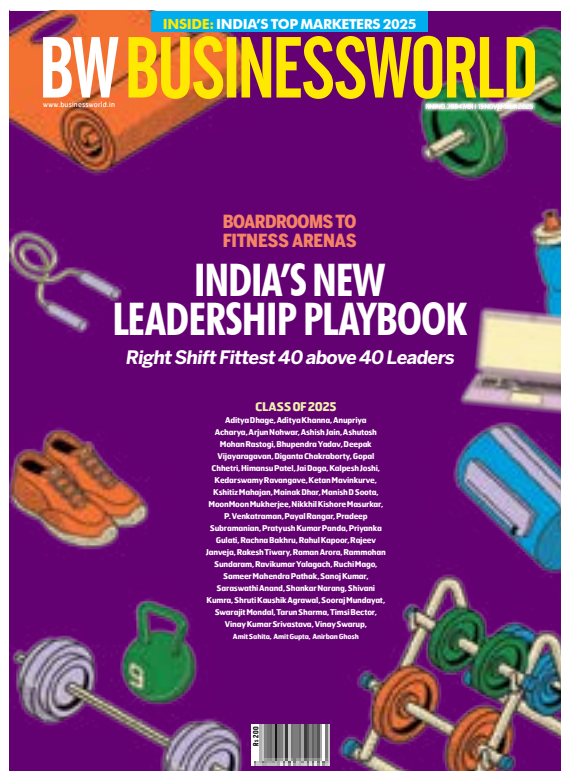
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MAILBOX

YOUR COMMENTS

TOWARDS RATIONALISING GST RATES

This refers to the editorial (**“Align GST Rates To Resolve Textile Duty Distortion,” BW, November 15**). Charanjot Singh Nanda, President of the Institute of Chartered Accountants of India (ICAI), rightly points out that rationalising Goods and Services Tax (GST) rates is essential to address the inverted duty structure in the textile sector. He highlights that inverted duty structure occurs when a manufacturer purchases goods at a higher GST rate, for example, 18 per cent, but sells them at a lower rate, such as 12 per cent. A key reform, therefore, would be to rationalise GST rates so that the input and output rates are aligned, such as 12 per cent on both, eliminating the accumulation of input tax credits. It is good to know that trade bodies have advised the government to implement such rationalisation, ensuring a uniform slab.

VAISHNAVI APTE, EMAIL

THE REAL TEST OF LEADERSHIP

This refers to the editorial (**“The Courage to Hold Two Truths,” BW, November 15**). The author highlights that one of the real tests of leadership is living in the space between opposites. Growth pulls one way, stability another. Strategy demands reflection, execution demands action. These choices arrive dressed as dilemmas, but they are rarely about picking right over wrong. They are about holding two rights at once and resisting the urge to escape tension for quick relief. The most enduring challenges are not “either or.” They invite an exploration of “and.” And this involves drawing energy from both poles without letting either dominate.

NAVDEEP NARULA, EMAIL

TALKBACK

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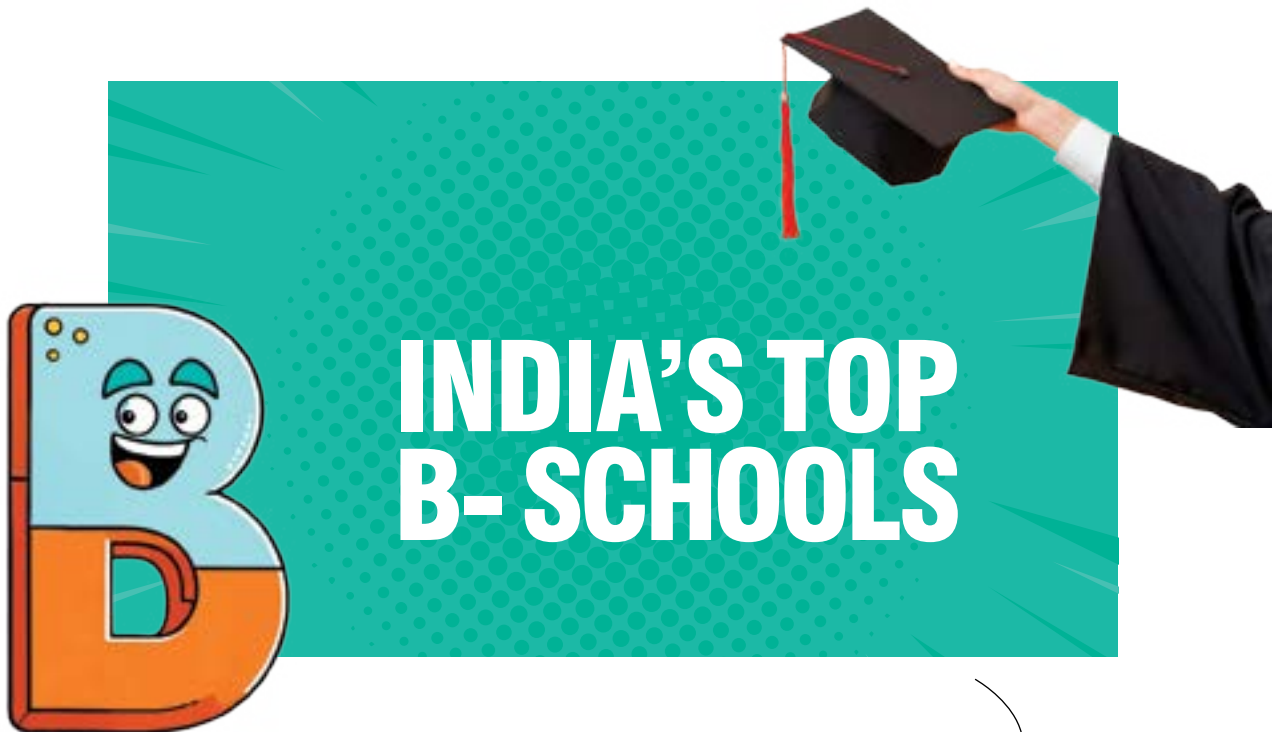
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India's top business schools are recalibrating their curricula to shape resilient industry leaders equipped to tackle curve balls emanating from an ever-changing world. Read on

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RBI's New Year Gift for Forex Earners

INDIA'S EXPORTERS JUST got a little more room to breathe – and perhaps a little less reason to panic – thanks to the Reserve Bank of India (RBI's) latest regulatory tweak. In a global environment that feels like an obstacle course built by trade bullies, supply-chain tantrums and geopolitical curveballs, the central bank has essentially said: take your time, ship your goods, and bring the money back when you can. Not a bad year-end gift, is it?

The big headline is simple: exporters now have 15 months – instead of nine – to realise and repatriate export proceeds. That applies across the board: special economic zones (SEZs), export oriented units (EOUs), status holders, software parks, biotech parks... basically everyone with something to ship and someone waiting to pay.

The RBI's message, tucked neatly within regulatory language, is unmistakable: let's make exporting a little less stressful and a little more competitive. Then comes the real treat. If you've taken advance payment, that old one-year deadline for shipping goods is now a generous three years. That's not a small tweak – it's a full lifestyle upgrade for exporters dealing with production bottlenecks or buyers who negotiate like they're auditioning for a hostage drama. And



Photograph by Ake1150sb

if three years still feels tight, ell, you can knock on RBI's door for an extension. The amendments offer "a whiff of fresh air" to a sector grappling with tight working capital and global uncertainty. More flexibility means better planning, smoother balance sheets, and hopefully fewer exporters waking up in cold sweat over deadlines.

But here's the real question: will this regulatory breather actually turbocharge India's export engine – or merely buy it more time?

—Ashish Sinha

THE NATIONAL Statistical Office's (NSO) pegging of the growth in India's gross domestic product (GDP) at 8.2 per cent in the second quarter of the 2025-26 financial year was announced just as the International Monetary Fund IMF's 'C' grade was, for national accounts statistics. The contrast has triggered a fresh round of debate, but it also reveals a deeper structural question that India's data system has been grappling with for years: how do we measure a dynamic, partly formal, partly informal, fast-growing economy with the precision demanded by global institutions?

The IMF's concerns are not new. The continued use of the 2011-12 base year, the reliance on wholesale price indices as deflators, and discrepancies

Data Paradox



between production- and expenditure-based GDP have been discussed by statisticians and economists in private circles for several years. What the IMF has done now is place a graded marker on these issues, making the conversation unavoidable.

Yet, the broader context is important. India's macro indicators, such as consumption, services activity, corporate performance and tax collections, have mostly shown resilience. The IMF itself has revised the country's FY 2026 growth forecast upward to 6.6 per cent. The statistical grade, therefore, is not a comment on the health of the economy but on the scaffolding used to measure it.

—Abhishek Sharma



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odysseycreate

Will the Omnicom Behemoth Draw WPP to the Ring?



Photograph by Joraintreestudio

OMNICOM'S \$13 BILLION acquisition of IPG has created a \$25 billion behemoth that's now officially the world's largest advertising holding company. The deal closed on 26 November 2025, and the fallout has been swift, brutal and unpredictable.

Three storied names — DDB, FCB, MullenLowe — are headed to the glue factory. WPP pioneered this when it killed J Walter Thompson in 2019, then obliterated Y&R and Wunderman into VML by 2023. So when Omnicom retires DDB and FCB, the question will be: was the cultural carnage worth the spreadsheet savings?

With India's ad spend hitting Rs 1.07 lakh crore, leadership matters. Kartik Sharma takes Omnicom Media India's CEO slot, Aditya Kanthy leads creative with Prasoon Joshi as Chairman. While MullenLowe dies globally, Lintas survives in India under TBWA.

WPP commanded \$6.6 billion in India billings versus IPG's \$2.0 billion. WPP's Mindshare alone exceeded its rival networks. WPP India grew 2.8 per cent in 2024. Meanwhile, Publicis grew three times faster with strength where India's headed — digital and ecommerce.

Omnicom now has ammunition: combined media muscle, AI-driven capabilities, \$750 million in promised savings. But also, they've executed 10,000 people, retired three brands mid-battle, and now need to prove they can fight while still holding on to the sutures. Client defections and talent walkouts over the next 12-18 months will tell the tale. Now with the new Omnicom, will the merged entity be ready to fight WPP in India, and where is the battle headed?

— Reema Bhaduri

Another Bleak Year for Tech Jobs

AS WE ENTER THE FINAL month of 2025, India's technology jobs outlook continues to remain distinctly sluggish. While AI is an easy scapegoat, the slowdown runs deeper. Xpheno's latest data shows December opening with 1.04 lakh active tech openings, only a two to three per cent rise over November and still 26 per cent lower than last year. Information Technology (IT) services, the sector's traditional demand engine, has slipped to 41,000 openings, a five per cent month-on-month (m-o-m) drop and 20 per cent decline year-on-year (y-o-y). Entry-level roles are down seven per cent, pointing to fading confidence in long-cycle hiring.

Artificial intelligence driven automation has undoubtedly replaced some routine work and slowed backfilling, but the real drag stems from weak global tech spending, shrinking deal pipelines and US market uncertainty. The one bright spot are Global Capability Centres (GCCs), where demand has jumped 25 per cent m-o-m to 15,000 openings. Yet even with hybrid roles rising 10 per cent, the overall engine of tech hiring is still idling as 2025 draws to an end.

— Rohit Chintapali



Photograph by lesadaphorn



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From Maruti 800 To e Vitara

With an ARAI-certified range of 543 km, home charging installation promised before delivery, Battery-as-a-Service (BaaS) financing options, subscription models and assured buyback, Maruti is leaving no stones unturned to make the EV experience seamless for its eSUV



When India's largest car-maker finally steps into the electric game, you know it won't be a quiet entry. Maruti Suzuki is about to open bookings for its first electric sports utility vehicle (SUV), e Vitara, in India soon, but the real story is not the car, it's everything around it.

Instead of bragging about features and horsepower, Maruti is talking about what truly matters to an electric vehicle (EV) buyer: Where will I charge my car? Can I actually drive long distances without constant charging anxiety? How reliable is the battery over time; will it degrade fast? Will extreme weather affect battery performance or range? Are there enough trained service centres to fix EV issues? Can I easily pay at any charging point? Will I always find a charg-

ing station even in tier-II and tier-III cities? And many more critical questions.

The company has invested nearly Rs 250 crore in EV charging infrastructure, established more than 2,000 exclusive Maruti charging points across more than 1,100 cities, and plans to scale this to a lakh public charging points by 2030. These are not just big numbers, but the kind of scale only a company with Maruti's footprint can pull off. To make this possible, Maruti has stitched together one of the largest charging networks in the country, joining hands with 13 charge point operators, and promising a public charging point every five to 10 km on major highways.

With an ARAI-certified range of 543 km, home charging installation promised before deliv-

ery, Battery-as-a-Service (BaaS) financing options, subscription models and assured buyback, Maruti is leaving no stones unturned to make the EV experience seamless. Add to that a single app, 'e for

tric vehicles. This includes trained technicians at over 1,500 service workshops, knowledgeable sales staff across the dealer network, and dedicated teams managing home and public charging setups. With this robust workforce in place, Maruti's aim is clear – to emerge as an electric mobility leader in India.

It is a full-circle moment for Maruti, which

Photograph by Utkarsh Agarwal



The Maruti Suzuki e Vitara

me', that handles everything from home charging to on-road payments, and suddenly EV ownership doesn't feel like a tech puzzle anymore.

Maruti Suzuki has also invested heavily in building a 1,50,000-strong EV-ready workforce, ensuring that every touchpoint of the customer journey, from sales to service is fully equipped to handle elec-

began its journey 42 years ago with the Maruti 800, revolutionising how India travels.

Now, with the e Vitara, should the approach work as Maruti intends it to, it might just do what the 800 once did, make a new technology feel simple, accessible, and effortless enough for the entire country to adopt.

— Utkarsh Agarwal

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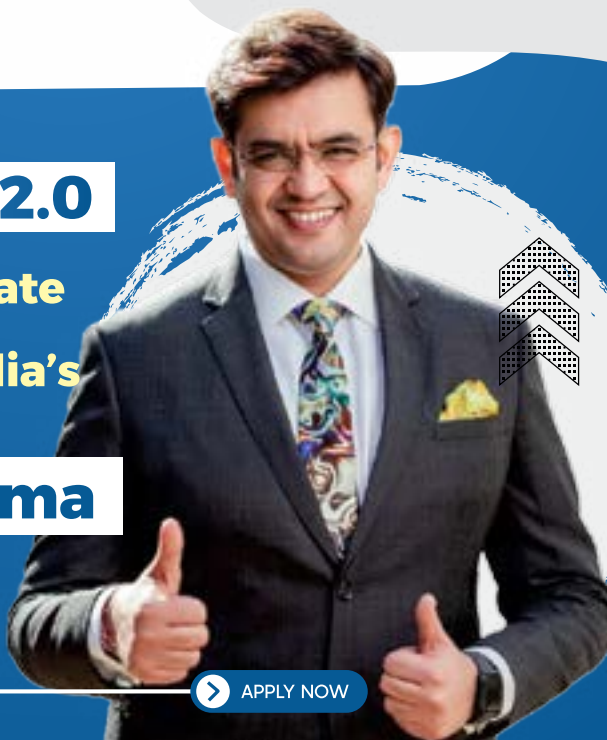
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CULTIVATION OF INEQUALITY: INDIA'S FARM POLICY LEAVES ITS FARMERS HUNGRY



The author is an economist and columnist

INDIA'S FARM ECONOMY feeds millions, but its policies nourish inequality.

Every election season, India's politicians rediscover their love for the farmer. Manifestoes promise higher support prices, free power, and loan waivers. Yet beneath this ritual compassion lies a deeper rot: decades of policy that have entrenched privilege and misallocated subsidies that have left most cultivators poorer. Farming contributes to barely 15 per cent to the GDP but sustains nearly half the population. The paradox is not that India is short of food, but that its farmers remain short of fortune.

Over 86 per cent of Indian farmers cultivate less than two hectares, controlling under half the country's farmland. Average holdings have shrunk to just over a hectare as inheritance continues to divide land further. Despite frequent higher yields per hectare, rising costs erode viability. Net returns average Rs 10,000 annually, barely covering subsistence. A 2023 Crux study found that 68 per cent of smallholders live below the poverty line, with debt averaging 40 per cent of assets, making farming a slow surrender for many.

Subsidies that Sow Inequality: India allocates ~2% of GDP to agricultural subsidies, dominated by fertiliser (~\$25b), power (\$15b projected for 2025), and

irrigation – disproportionately aiding large irrigated farmers while marginal rain-fed cultivators gain little. In Punjab and Haryana, free electricity has fuelled groundwater depletion by tubewell “miners.” Fertiliser aid sees hoarding and premium re-sales, shorting smallholders on quality inputs. Indonesia curbed similar issues in 2015 via targeted vouchers, halving leakages – yet India clings to inefficiencies for electoral gains. Dealers hoard stocks and resell at premiums, leaving smallholders with poor-quality inputs. Subsidies are votes disguised as welfare; their inequity is the price of popularity.

Credit and Collateral Capture: Credit mirrors the same hierarchy. Institutional lending reaches only about 10 per cent of small farmers, who turn instead to informal lenders charging ruinous rates. Loan waivers help only those with access to formal banking, typically large, irrigated landholdings. Marginal cultivators are excluded entirely from borrowing.

Telangana's Rs 31,000-crore loan waiver in 2024 excludes marginal tenant farmers, trapping 36-60 per cent of them in debt to moneylenders. China took a different path, building rural credit cooperatives linked to village enterprises and digitising land records to unlock collateral. India's modernisation remains patchy, where cooperative banks often succumb to political interference. The result is predictable: the rich farmer negotiates both loans and waivers; the smallholder mortgages his future.

The Price Trap: Minimum Support Prices (MSP), conceived as safety nets, have become golden cages. Barely six per cent of farmers sell at MSPs, mostly in states with strong procurement systems. Government purchases worth Rs 84,000 crore focus on wheat and rice crops concentrated in Punjab and Haryana. Smallholders growing millets, pulses, and oilseeds, covering roughly 60 per cent of the cropped area, are left unprotected.

Mandis, dominated by entrenched intermediaries, extract commissions of up to 15 per cent, capturing a quarter of the total



Photograph by CR Photos



value of the MSP. A World Bank study found that after transport costs and informal payments, many farmers receive barely 60 per cent of the announced price. Brazil offers a useful contrast. Its rural cooperatives and logistics investments linked farmers directly to exporters, lifting agricultural exports five-fold in two decades. India, despite similar potential, has yet to bridge the gap between production and market power.

Farm Policy Feeds Few: Fixing India's farm system demands courage alongside competence. First, pivot subsidies from inputs to incomes. Direct cash transfers via digital IDs could supplant fertiliser and power handouts, enhancing efficiency while slashing leakage. Build on the Pradhan Mantri Kisan Samman Nidhi, currently Rs 6,000 yearly – to a universal Rs 12,000 farm income floor, inflation-linked and transparent.

Second, democratise credit. Digitised land records, warehouse receipts, and robust crop insurance would broaden institutional access and tame risks. A national credit registry, inspired by Bangladesh's early microfinance model, would enable lenders to parse genuine distress from delinquency, something India's patchwork credit system has long failed to do.

Third, unshackle markets from geography. A unified e-trading platform, bolstered by logistics and certification, could actualise 'One Nation, One Market'. Futures exchanges for all key crops would sharpen price signals and erode middlemen's dominance. Fourth, champion diversification. India's strengths lie in horticulture, dairy, and fisheries, beyond wheat and rice staples. Prioritise cold chains, processing centres, and export corridors; farmer-producer organisations (FPOs) can aggregate scale and bargaining clout.

Finally, tackle ecological urgency. Depleted aquifers and soiled lands threaten crop yields. Cap power subsidies at viable

levels, funnelling savings to micro-irrigation to halve the squandering of water. Market-based pricing for water and electricity is non-negotiable for electoral exigencies.

Harvest of Inequality: Agricultural reform falters not for lack of ideas but for fear of a backlash. Farmers are not a single class but a coalition of conflicting interests. Large landowners wield influence, smallholders' sympathy. Every attempt to rationalise benefits threatens one side or the other. Even modest attempts to liberalise, such as the 2020 farm laws, were withdrawn after mass protests. The result is policy paralysis dressed as populism.

Rural youth, disenchanted with stagnant incomes, are migrating to cities, hollowing out the countryside. What remains is an aging agrarian base propped up by subsidies rather than innovation.

India's agricultural story is less about feeding the nation than feeding its contradictions. The country boasts of record grain stocks yet records one farmer suicide every 40 minutes. Each waiver, subsidy, and inflated procurement price

The true measure of success is not how much the state spends but how little the farmer needs it to. Agriculture could become a trillion-dollar engine by 2035 should policy serve productivity over patronage

brings temporary relief but deepens long-term inequity.

The top five per cent of farmers capture nearly 60 per cent of benefits; the bottom half, barely 10 per cent. Reform is not about abandoning farmers but rescuing them from dependence. The true measure of success is not how much the state spends but how little the farmer needs it to. Agriculture could become a trillion-dollar engine by 2035, should policy serve productivity over patronage, and efficiency over emotion.

The question is whether Delhi will cultivate courage before the soil of patience runs dry. **BW**

Focus on Quality, Design & Branding May Boost Exports



Clockwise from the left: Amit Kapoor & Anandita Doda



INDIA'S MANUFACTURING and service sectors have long competed on the strength of cost efficiency. The manufacturing sector, which contributed 14 per cent to the GDP in FY 2024-25 and grew by 4.26 per cent this year, is being refashioned into a global export and innovation hub. However, sustaining this growth requires shifting from cost-volume expansion to value-driven competitiveness. The next stage of growth depends on reinforcing three pillars, namely quality systems, design capability and brand building, that together convert operational capacity into enduring pricing power.

The Index of Industrial Production (IIP) rose by 3.5 per cent in July 2025, supported by a 5.4 per cent surge in manufacturing output, reflective of widespread enhancements in quality systems and process controls across industry. Sectors like electrical equipment which grew by 15.9 per cent and basic metals that grew by 12.7 per cent, led this growth. This points to improved use of quality standards, traceability, and digital systems which are the factors associated with stronger export readiness. Initiatives such as the National Manufacturing Mission (NMM) and Production-Linked Incentive (PLI) schemes have integrated quality compliance into financial incentives, motivating firms to incorporate ISO certifications, AS9100 standards, and digital quality management.

But our certification density is still thin where it matters: India accounts for only 6.88 per cent share of ISO 9001 Quality Certificates as compared to 33.64 in the EU and 4.34 per cent of global green certificates versus 30.42 per cent in the EU, where these norms have been standard for years. Since buyers often pre-screen sup-

pliers on accredited quality and sustainability, expanding certifications such as ISO 9001/14001 must be the next step to convert output gains into durable market access and price premiums. India will advance by making scale and quality work together on the shop floor. Participating companies boast high export growth rates annually, underscoring how quality benchmarks are now becoming decisive factors in winning contracts and securing supplier status in global supply chains.

India's next leap will depend on how well it learns to design, not just to manufacture its future. Design is the act of shaping intent into experience. It gives form and function to intelligence, deciding how things work, how they feel, and ultimately, how they endure. A mature design ecosystem can bridge India's proven strength in cost-efficient production with innovation-driven value creation. Around the world, companies that lead on design don't just sell products, they shape experiences and expectations. Design turns usability into loyalty, and convenience into culture. India's natural talent for innova-



Photograph by MC Stockphoto

Since buyers often pre-screen suppliers on accredited quality and sustainability, expanding certifications such as ISO 9001/14001 must be the next step to convert output gains into durable market access and price premiums. India will advance by making scale and quality work together on the shop floor

tion and improvisation must now evolve into a discipline of refinement where design is not an aesthetic afterthought, but the operating principle guiding how things are made, used, and perceived.

Globally, design-led manufacturers from Korea's electronics firms to Germany's machinery Mittelstand integrate product design, rapid prototyping, and in-house testing into their production cycles. This integration reduces recalls, shortens iteration times, and earns price premiums. China, too, proved that mastery of process comes before mastery of perception: disciplined learning on the factory floor laid the foundation for the brands that followed.

As per the Design Council UK's Designing Demand case study, for every

£1 businesses invest in design, they can expect over £20 in increased revenues, over £4 in net operating profit, and over £5 in increased exports. India now boasts over 300 mobile manufacturing units, a dramatic rise from just two a decade ago with local value addition climbing from 30 per cent to 70 per cent.

By embracing design localisation, 3D simulation, and rapid prototyping, India has emerged as the second-largest mobile producer globally. These advances have shortened the "concept-to-market" timeline and strengthened India's credibility with global OEMs. The rise of digital twins in automotive and aerospace clusters shows how design thinking is merging with advanced engineering, enabling virtual

testing, predictive manufacturing, and smarter use of resources. India is now entering a value-driven phase where design translates industrial capability into trust, efficiency, and pricing power. Yet as global standards evolve, the bar for design-led competitiveness keeps rising.

Building brand is another essential step to capitalise on quality and design investments into higher and sustainable margins. On Indian shelves, UNIQLO basics and Shin Ramyun now sell at a premium, largely because branding and consistency have made them better choices for many consumers. Haldiram's shows an Indian brand can do the same by standardising quality, packaging, and distribution to move snacks from a low-margin commodity to a higher-priced, trusted label. Even though manufacturing exports grew by 6.18 per cent year-on-year, yet our export basket is still heavy in intermediates and capital goods with limited consumer-facing value addition. Value addition and margins remain limited compared to consumer-facing segments. For instance, a diverse range of products like Darjeeling tea, Banarasi silk, Jaipur jewelry, or Malabar spices, hold the

Photograph by Maksym Yemelyanov



Quality, design, and branding work together as a self-reinforcing growth loop that will drive India's manufacturing rise. Quality will build reliability, fuelling consumer and partner trust. Trusted brands justify premium pricing for the products and encourage reinvestment in design. Finally, robust design continuously enhances product desirability and quality. These three pillars, together, will reshape India's global position

potential to build strong brands. This highlights the ongoing imperative for Indian manufacturers to enhance value creation through stronger branding, design innovation, and direct engagement with end markets to capture large markets and higher returns. Success in India requires a focussed launch and sustained awareness-building.

Quality, design, and branding work together as a self-reinforcing growth loop that will drive India's manufacturing rise. Quality will build reliability, fuelling consumer and partner trust. Trusted brands justify premium pricing for the products and encourage reinvestment in design. Finally, robust design continuously enhances product desirability and quality. These three pillars, together, will reshape India's global position. However, significant chal-

lenges remain in fully utilising these three pillars to move up the value chain. On the design front, despite having a robust talent pool, Indian manufacturers often struggle to blend design thinking deeply into product development cycles, limiting their ability to deliver globally differentiated and user-centric innovations.

Branding, too, remains a weak spot for many Indian firms, particularly beyond a select few well-known names. Indian companies frequently underinvest or don't invest altogether in brand building, digital marketing, and consumer engagement, resulting in missed opportunities to demand premium price and expand international market share. Indian firms spend just ~1.4 per cent of revenue on marketing vs ~7.7 per cent globally, with national

ad spend at just ~0.4 per cent of GDP vs ~0.85 per cent globally. Additionally, the ecosystem for design-led innovation and brand development is still unfolding. It might be held back by limited venture capital for design startups and challenges in intellectual property protection.

Addressing these gaps is critical for India's transition from volume-driven growth to sustained, value-based competitiveness. If customers trust the build, love the design, and feel supported after purchase, pricing power follows and with it, the next chapter of India's manufacturing story. **BW**

Amit Kapoor is Chair, Institute for Competitiveness and Anandita Doda is a researcher at the Institute for Competitiveness

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THE LAST CENSUS FOR PWDS was done in 2011 and came up with the finding that India has 26.8 million persons with some disability – impair-

ment of vision, speech, hearing, movement (wheelchair bound), autistic etc. As it turned out later, this was a gross underestimation as the World Bank data later came up with the figure “between 40 & 80 million”; some other studies, including that by the World Health Organization (WHO) and also various organisations involved in empowerment of the disabled, in fact estimated the number as over 100 million! There are solid reasons for the apparently wrong figures in 2011:

- Social stigma attached with disability that leads to parents and even neighbours hiding facts about a disabled child. People consider being blessed with a PwD as ‘God’s wrath and punishment for past sins’ and this thinking even leads to substandard care for the child and general neglect by the family. So, the reporting was grossly inaccurate – especially in rural areas. This happened despite the census authorities having run a campaign around accurately reporting disabilities.

- In 2011 only seven GOI recognised disabilities were considered, while after the implementation of RPwD (Rights of people with disabilities) Act 2016, now 21 disabilities are officially recognised by the Government of India, which should also mean a much larger number of PwDs in the country.

- Regular finetuning, digitisation and upgradation of the systems followed by the census authorities i.e. the Registrar General & Census Commissioner under the home ministry. Back in 2011, the systems were presumably not half as good.

The ‘underestimation’ also led to under-allocation of resources, weak planning and poor monitoring of inclusion



Census 2026 for PwDs

outcomes. As it is PwDs in India (despite having been glorified as *Divyangjan* by the Hon’ble Prime Minister) generally do not have access to quality health facilities, accessible transport, education, training and also remain deprived of gainful employment. Despite the discrepancy in numbers (26.8 million and 100 million) it is clear that PwDs constitute a very significant part of the Indian population.

We are now preparing for the next census in 2026-27. The delay was mostly because of the dreaded Covid but now we can’t really afford any further postponements. With ratification by India of the UN-CRPD (UN Convention on Rights of People with Disabilities) and our country now committed to SDGs (Sustainable Development Goals) for the sector, there is an urgent need to improve the disability estimates. It becomes imperative to generate more consistent and reliable information to formulate and implement better and comprehensive policies for people with disability and to monitor trends in the prevalence of disabilities.

Census 2026-27 presents a historic opportunity to generate accurate and comprehensive disabilities data that aligns



Photograph by PCHVector

with India's legal commitments (RPwD Act, 2016) and international obligations (UNCPRD). For the sake of an Inclusive and Accessible India, the exercise must be a great success.

Having been closely involved with the problems of PwDs and their Empowerment over the last 12/13 years, allow me to make a few suggestions that should be implemented to generate more robust disability estimates, for the upcoming

Persons with disabilities (PwDs) need all possible help from the governments as well as society. There's a critical need to finetune the procedure for the upcoming census and also ensure that there are no postponements as the last exercise was carried out in 2011 and – under normal circumstances – should have been repeated in 2021

Census. We owe this to the 100 million whom nature has denied certain faculties or they have lost the same due to accidents. It is critical to do a great job.

① Awareness

❑ Use of disability icons – those who have defied their shortcomings and achieved big – and influencers for outreach should be a key component for engagement of PwDs in the census ex-

ercise.

- ❑ Collaboration with NGOs and community organisations for on-ground awareness – e.g. NGO groups at district and state levels should be given responsibilities for more impactful beneficiary sensitisation.
- ❑ Engaging grassroots medical workers, panchayats, *anganwadi* workers can result in better outreach.

Election Commission of India (ECI) Best Practices

- The ECI has already successfully highlighted PwD Icons as motivators, creating role models who encouraged participation in elections. They have effectively used targeted regular campaigns (radio, TV, social media and community events to reach out to PwDs and their caregivers. They have also formed NGO groups at district and state levels to seek support. The ECI also introduced accessible polling stations with ramps, sign language interpreters, Braille-enabled

ballot and voter slips, transport facility to polling stations.

- So the 2026 exercise does not have to reinvent the wheel. They should make good use of what all ECI has already done!

② Accessibility

- ❑ Ensure that online census forms comply with Web Content Accessibility Guidelines (WCAG). Frankly this online system – even though forward looking – is likely to result in inaccurate counting because a large percentage of respondents – especially in rural areas are not equipped to use the system.
- ❑ Introduce voice-enabled navigation, sign-language video

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support and mobile-friendly designs.

③ Training

❑ Enumerators at district, state and national levels should receive structured



Photograph by Creativeimages

disability-sensitivity training, through engagement of NGOs and experts from the disability sector for dealing with 21 different disabilities.

ECI Best Practices

● The ECI undertook specialised training for polling officers right from Chief Electoral Officers (CEO), District Election Officers (DEO), Returning Officers and Polling Officers to sensitively engage with PwDs. They also engaged NGOs in the sector and disability experts to sensitise and train all teams engaged in polling duties at district, state and national levels. So, once again, we have ready help

at hand. I am sure ECI will gladly support the exercise.

④ Execution

● Engagement with NGOs and disability rights groups for planning and monitoring accessibility.

- Questions should cover multiple domains: vision, hearing, mobility, cognition, self-care, and communication.
- Provide questionnaire in multiple formats: large print, Braille, easy-to-read, sign language videos and regional languages.
- Run pilot surveys to identify gaps and issues before final surveys.
- Ensure sensitive and non-stigmatising language.
- Enable voice-assisted technology, screen reader compatibility, and sign language support for self-enumeration.
- Partner with Disabled People's Organisations (DPOs), NGOs, and

local community leaders to build trust and awareness, at district, state and national levels.

- Appoint accessibility observers during census operations to monitor inclusion.
- Integrate database on disability that already exists with DEPwD (department of people with disabilities, GOI), state disability commissioners, hospitals, railway stations, bus stations. etc.

I am quite sure the Registrar General's office is already aware of these simple ideas and, I hope this may serve as just a reminder. The sensitive matter needs sensitive handling and our brilliant bureaucrats and officials will carry out the exercise in a very effective manner. **BW**

The author is a Member, National Advisory Board, SARTHAK and President, National Abilympics Association of India (NAAI)

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MIGRATION IS not an accident in the human story. It is the story itself. From the first foot-steps that wandered out of Africa many millennia ago to caravans that crossed deserts to ships that carried spices and songs across the oceans, movement has always shaped civilisation.

Countless Journeys

We are all shaped by that restless beginning. Our languages carry echoes of other tongues. Our cuisines hold memories of distant soils. Our cultures are stitched together from arrivals and departures that stretch farther back than any written record.

Even nations that seem rooted and unmoving are mosaics built from countless journeys. To belong anywhere is already to hold within us the memory of somewhere else.

Every community carries this inher-

itance. Gujaratis built trade networks across East Africa. Tamils travelled to Southeast Asia and left behind temples and stories that still breathe.

Punjabis crossed oceans and helped lay down railroads in Canada. And within India itself millions have moved across states in search of work and dignity. Bihari labourers who build the skylines of Mumbai. Odia workers who travel to Gujarat's factories.

Young men and women from the Northeast who step into Bengaluru's cafes and Chennai's retail stores. Their journeys rarely make headlines yet they are as heroic and transformative as any flight across continents.

Migration in India holds a particularly human weight. It is never only about economics even though remittances reshape entire states and lift families into new lives. It is never only cultural even though accents and festivals travel from one corner of the country to another and slowly reshape the idea of what it means to be Indian.

Migration is Emotional Before it is Anything Else

Migration is emotional before it is anything else. It is the daughter at Delhi airport holding her father's hand a moment longer before a flight to Toronto. It is also the son from Jharkhand boarding a train to Kochi for his first job. It is the grandmother in Kerala waiting by the window for a weekly call from Dubai and the mother in Patna waiting for a call

from her daughter who now works in a Hyderabad hospital. Behind every departure lies a heartbeat and a small ceremony of courage.

At its core migration is a wager on hope. It is the belief that tomorrow can redeem today. The construction worker or even the white collar senior executive in Sharjah who sends money home and the nurse in London who works nights and the coder in Bengaluru who has left her village for the city are all sustained by a conviction that through labour in unfamiliar streets their children will

dependence in Mumbai are not running from home. They are running toward possibility. Migration becomes a way of claiming recognition that feels out of reach where they began.

A Migrant Wants to Join the Tide of Progress

Our wants are layered. On the surface lies the need for wages and education and the promise of remittances that can lift families out of scarcity. Beneath that lies a quieter longing. A migrant wants to join the tide of progress. They want their children to be free of the burdens they carried.

Yet migration asks for a price and the currency is often solitude. A mother in Kuwait misses her daughter's first play. A father in Muscat is absent from his son's first cricket match.

Homes in Kerala shine with money earned abroad yet echo with silence. Villages in Bihar live on remittances yet live also on absence. The price is the same for those who move within the country.

A young man from Assam working in a Pune restaurant misses family rituals and festivals. A woman from Odisha working in a textile unit in Tiruppur misses the smell of home cooking. Migration fills bank accounts while it empties living rooms. It expands futures while it contracts the present.

Because We are Human

Not all journeys end as imagined. Some return with debts instead of prosperity. Others find life away from home lonelier than they expected. Yet the act of migration itself remains a quiet assertion of

the human spirit. It is the belief that life can be altered even when the odds seem unkind.

This is why India continues to send its people across the world and across its own states. Every household holds a small reservoir of faith that their children will find richer soil and that hard work in distant places will open new doors. We live not only for what is. We live for what could be.

So why do we migrate. Because we are human. Because we are willing to trade certainty for uncertainty if it means the chance of a better tomorrow. And because somewhere in us lives the ancient instinct that first carried our ancestors across unknown lands. We move forward because standing still has never been our nature. **BW**

The writer is a corporate advisor and author of Family and Dhandu

Photograph by Bro Vector



Migration is the oldest act of faith, where hope is chosen over certainty

step into a life larger than their own. Hope is humanity's oldest currency.

In Search of Dignity

But hope alone does not explain this movement. People also migrate in search of dignity. They want to be seen and valued and respected. They leave because they want to escape ceilings that feel too low or structures that refuse to yield.

The farm worker from Uttar Pradesh who becomes a skilled carpenter in Surat and the young woman from Manipur who finds confidence and in-



NANO-SECOND: an extremely small unit of time, that is a billionth of a second. It is not as small as Planck time, the theoretically shortest measurable unit (named after the eminent physicist Max Planck). Yet, impatient, innovative Indians are daily trying to challenge this theoretical limit.

The speed with which news (true or fake) or an interesting reel is forwarded from phone to phone represents a daily attempt to breach Planck's limit. In the physical world, while cars drive at F-1 speeds on city roads, helpless pedestrians dash between speeding cars in a sprint that might put Usain Bolt to shame, reaching near-photonic speeds.

SUCH A TEARING HURRY

On flights, passengers are always trying to break the record for how fast one can get off the plane after it lands. On roads the contest is on who honks first at the very instant the signal turns to green (even if you are the tenth car in the lane), and – if you are right in front – how quickly you are

Split Second Sorties

off the block. Everyone is in such a tearing hurry, irrespective of the context, that if not nano-seconds, then every minute seems to matter.

SO, IT WOULD SEEM THAT WE HAVE ALL THE TIME

Yet, a doctor, even in a fancy and upmarket hospital, sees the patient 30 minutes after the appointment time: the time of dozens of patients does not seem to matter. A bureaucrat will make you wait and not offer a word in apology for the delay beyond the fixed time. The electrician will come at 11 a. m. instead of 10. Tens of thousands sit in a stadium and watch a Test match for five days. Millions watch movies that run for three hours – newer “multiplex movies” respect your time by being only two hours long! So, it would seem that we have all the time in the world, with little need to hasten. After all, as this writer has often noted, what is an hour's delay in 5000 years of civilisational history.

CONTRADICTIONARY CHARACTERISTICS

Like in much else, with regard to time too, we apparently have contradictory characteristics built into our DNA. Impatience and desperate haste co-exist with an easy-going laid-back existence. For example, in Pune the 24x7 “every-minute-matters” work-culture of the IT and manufacturing industries flourishes amidst the afternoon siesta time when shops are closed and rickshaw drivers say a firm “no” to prospective passengers. Goa, too, continues the heritage of its *sussegad* culture.



INDIA NEEDS SPEED

Could it be that our behaviour is dictated by one-upmanship, by being quicker than or ahead of everyone else, rather than any focus on saving time? Is it some ego-driven competition that is the dominant factor? Maybe that is why we are often individually quick and fast, undertaking split-second sorties, but collectively we are slow (just look at the lethargic pace of execution of public works). At the same time, India needs speed: as a yet-poor developing country with great ambitions, we need rapid development. Naturally, then, we should be a country in a tearing

hurry – like disembarking passengers on a flight or drivers at the traffic signal.

Impatience and haste are therefore virtues and not a vice. Yet, as individuals and as collectives, when we rush, can we avoid stepping on others' toes, and hurry with more discipline, politeness, and a compassion for fellow human beings? **BW**

The author loves to think in tongue-in-cheek ways, with no maliciousness or offence intended. At other times, he is a public policy analyst and author. Among his books is Decisive Decade: India 2030 Gazelle or Hippo (Rupa, 2021)



(36) BUILDING LEADERS SINCE 1990



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By PRAKASH IYER

Fortune Cookies and The Barnum Effect



Prakash Iyer: The author is a speaker and leadership coach and former MD of Kimberly Clark Lever

The Barnum effect has found its way into the corporate world too. Think of feedback for instance. We hear gems like ‘You have strong leadership potential, but you need to step up and do more’. And ‘You are a good communicator, but you could listen more’. Each person feels it’s uniquely about them. But it’s so generic it could be told to all 12,450 employees in the organisation

IT’S A SUNDAY MORNING ritual. I sit down with my coffee and the newspaper. Read the headlines first. Sports pages next. And then the rest of the newspaper. And before putting it down, there’s one more thing I do. I read the forecast for the week ahead! I must confess I am not a big believer in astrology or horoscopes, but every time I read that forecast, I find something in there that seems so relevant to me. It seems exactly true of what’s happening in my life. And I wonder, how do they get it so right? Has that happened to you too? Well, you must hear about an experiment conducted by Bertram Forer, a psychologist at the University of California.

Many years ago, Forer gave a group of students a personality test. Each of them was required to answer a series of questions, aimed at identifying individual personality traits. Based on their responses, they received an assessment of their personalities. Students were told, for instance how ‘You have a great need for other people to like and admire you.’ Or ‘You have a tendency to be critical of yourself.’ The reports were quite insightful. Next, the students were asked to grade the reports they received on a scale of 0 to 5 – to say how accurate they thought the assessment was. The average rating was an astonishingly high 4.26. Clearly the students felt the reports described them pretty darn accurately.



But here’s the twist. Turns out that all the students received identical reports. Yes, each of them had the exact same report. And that came to be known as the Barnum Effect. The tendency to believe vague, general statements because we want them to be true. Because they make us feel good. We read that forecast – or that assessment report – and say that’s so me. Never mind that it could equally apply to eight billion other people on the planet.

The Barnum effect has found its way into the corporate world too. Think of feedback for instance. We hear gems like ‘You have strong leadership potential, but you need to step up and do more’. And ‘You are a good communicator, but you could listen more’. Each person feels it’s uniquely about them. But it’s so generic it could be told to all 12,450 employees in the organisation. The Barnum effect is visible in strategy and vision statements too. ‘We put customers first’. ‘We innovate to build a better future’. So inspiring, we think. And probably so true for every company on earth.

Watch out then, for the Barnum effect. As a leader, avoid making vague, feel good statements that offer comfort – and not clarity. The vaguer the statement, the truer it feels. It can be emotionally satisfying. But utterly useless. Instead, get specific. Be clear. Make it actionable. Insight begins where vagueness ends.

Next time you hear something and think ‘this sounds exactly like me’, pause and smile. And remember it sounds exactly like a million others too. When you read ‘a promotion is likely’ – it’s probably not because Mars is moving into the third house but because you are moving your backside and working hard.

One last thought. I think you are going to like what I have just written. Because I cracked open a fortune cookie and it said ‘people close to you will appreciate you’. **BW**



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INDIAN CORPORATE LIFE leans heavily on its middle managers. Yet these managers are stretched thin, under-supported, and quietly becoming the weakest link in organisational performance. Over the years, we have met many who form the emotional core of their companies: steady, composed, and deeply committed. But beneath that outward capability lies a harder truth: the Indian middle manager has become an overdrawn talent bank, with constant withdrawals and few deposits.

What was once a hopeful step on the leadership ladder has, for many, turned into a zone of persistent exhaustion. Expectations keep

Photograph by Jemastock



India's Middle Managers are Reaching Their Breaking Point

rising while support rarely follows. Middle managers are asked to be coaches, therapists, culture carriers, crisis managers, policy enforcers and project jugglers – all at once. They must offer empathy downwards and optimism upwards while simultaneously handling attrition, ambiguity, and relentless quarterly targets. What used to be a role of supervision has become the pressure chamber of corporate life.

In our consulting work, we frequently run an organisational simulation based on Barry Oshry's classic "Tops-Middles-Bottoms". The lived reality of "the Middles" is revealing. Tops push down strategic directives; bottoms push up operational frustrations; customers, vendors and HR exert parallel pressures. Middles, caught in the crossfire, struggle alone to satisfy everyone. They often internalise blame for structural issues they did not design. This predictable cycle – fragmentation, overload,

isolation – mirrors what is unfolding in corporate India today.

The irony is obvious. Organisations speak proudly of empowerment, agility, and people-first values, yet this is the very layer that experiences the sharpest contradictions. Middle managers are held accountable for decisions they didn't take and outcomes they can't wholly influence. They are expected to uphold organisational values but may not have the autonomy to live them. And when leadership announces broad transformation, it is this group that must translate rhetoric into daily action – usually amid unclear expectations, scarce resources, and limited support. When targets are missed or culture slips, they become the most convenient layer to blame.

One manager recently told us, "I feel like the shock absorber of the company. I absorb everything – pressure from above, emotions from be-

low, and uncertainty from all sides.” His words, unfiltered and weary, capture a sentiment we hear repeatedly.

A generational shift complicates this further. This cohort grew up with ideals of loyalty, predictability and linear careers. Now they manage teams that prioritise autonomy, flexibility and purpose. Middle managers must reconcile the expectations of younger employees with leadership’s demand for discipline and predictability. They are translating between two different worldviews every day. It isn’t incompetence or resistance they feel – it is fatigue from constant mediation.

All the while, expectations from senior leaders continue to escalate. They want middle managers to “think strategically”, “own outcomes”, “act as change agents”, and “adopt a coaching mindset”. Yet few have been trained formally in these areas. Coaching, problem-framing, and conflict navigation are learnt capabilities, not assumptions of tenure. Organisations often believe experience will automatically produce capability. It rarely does. Without deliberate investment, even the most committed middle managers eventually hit a wall.

This erosion of capability quietly fuels a leadership crisis. Losing mid-level talent means losing organisational memory, tacit judgement, and the relational glue that no dashboard or algorithm can replace. The economic cost is steep too – replacing a mid-level manager can cost 1.5 to 2 times their annual salary once you account for knowledge gaps, slower execution and disrupted team morale. Technology may automate tasks, but it cannot replicate the micro-leadership middle managers practice instinctively: the context they provide, the emotional steadiness they offer, the decoding of confusing messages, and the protection of team morale on difficult days.

Yet many organisations overlook the emotional burden they carry. Silence is often mistaken for strength. Middle managers live with

unspoken fears about job security, frustration from conflicting demands, guilt about not being able to shield their teams, and a quiet grief from losing the joy their work once brought. Reliability has become their defining trait – but it shouldn’t come at the cost of their well-being.

Oshry’s systemic perspective provides an important reminder. If “tops” become isolated, “bottoms” feel oppressed, and “middles” feel torn apart, then the problem is structural, not personal. No amount of resilience training can compensate for flawed organisational design.



Photograph by Abscent

The real solution lies in rethinking how power, responsibility and communication are distributed. Middle managers don’t need more motivational slogans; they need clearer mandates, shared accountability and transparent expectations.

Companies that invest meaningfully in their middle layer see tangible results: faster execution, deeper trust, lower attrition, a stronger culture and a more resilient organisation. Middle managers are not merely a buffer; they are force multipliers. They carry tacit knowledge, relational intelligence and cultural continuity in ways senior leadership rarely witnesses but teams feel every day.

The question now is whether corporate India is willing to pause long enough to recognise what is happening. The warning signs are already visible. If nothing changes, the most vital part of the organisational engine may soon become the most depleted. **BW**

Corporate India is leaning on a middle layer that is far more fragile than leaders realise

*Srinath Sridharan is a corporate advisor and author of Family and Dhanda
Steve Correa is an executive coach, an OD consultant and an author*

MARKETING AND ADVERTISING

STANDPOINT

Holding-company structures have seen steady value erosion not because marketing has lost relevance, but because the service model that underpins agencies has failed to evolve into a systems model. The old logic of efficiency and scale has reached its natural ceiling. You can only centralise so much, optimise so much, and arbitrage talent so much before diminishing returns flatten the curve. The world has moved on to systems that learn, compound, and grow even when they are not actively being used. These are systems that gain intelligence with every interaction, revealing patterns humans cannot see and enabling decisions humans cannot make at speed.

The gap between what clients need and what agencies are structured to deliver has widened into a chasm. To cross this, the industry must redefine itself. The vision ought to be not of a collection of services but as a dynamic engine of applied intelligence. The next era is not only about acquiring tools but designing organisational systems that integrate technology, creativity, and strategy into a continuously learning organism.

Marketing in Transition

The marketing industry is entering a decisive transformation. Artificial intelligence has automated what once made agencies indispensable and it spans across planning, optimisation, content production, and reporting. The efficiency question has become an existential one. The margins that once paid for strategists and creative thinkers are dissolving into the platforms that

Competing on their terrain is to concede defeat before the contest begins.

The real problem is that agency models remained tied to fixed campaign linked projects and media deployment rather than commercial transformation. They still measure output by the amount of spend managed or creative delivered, while clients increasingly measure success by contribution to profit growth. That dis-

mercial intelligence, brand strategy, and creative execution into a single proposition of growth counsel.

This model does not replace creativity, rather it gives it purpose. It positions the agency not as a channel manager but as a growth partner sitting across the leadership table from the CMO, CFO, and often the CEO.

In this structure, technology is not a product to

From Media Spend to Growth Counsel

The grand mission of recreating the modern agency is about business craft, not comms or media only **By Shubhranshu Singh**

now own the tools, the data, and the audiences.

Traditional responses have missed the point. Creating proprietary AI suites or repackaging platform capabilities as differentiators simply accelerates the race to irrelevance only because someone else does it so much better. Technology firms set the standard for automation and scale.

connect widens every quarter. Not one agency grouping is invited into serious game changing business discussions. That domain is squatted upon by an assortment of tech shops, consultancies and gurus.

New Advisory Model

A new kind of advisory architecture is taking shape and it's one that fuses com-

sell but an enabler to think faster and decide better. AI becomes the analytical engine that clears the field of noise so human advisors can focus on pattern recognition, judgment, and framing decisions that drive financial advantage.

To operate this way, agencies must rebuild three foundational elements:

Commercial Literacy:

A deeper understanding of how growth is generated and constrained inside a client's business model with expertise on pricing, trade structures, customer acquisition, cost of sale, and lifetime value.

Strategic Agility:

The ability to connect brand choices with business economics, interpreting data not as dashboards but as foresight.

Creative Precision:

Craft that converts business hypotheses into market behaviour, making the brand's growth logic tangible to its audience.

These shifts replace the language of campaigns with the language of commerce. The agency's contribution then moves from quarterly marketing output to continuous value creation. The leaders of the next decade will treat AI as a utility, not a crusade. They are obliged to integrate it seamlessly into their processes so they may redirect human creativity toward what truly matters namely, defining the growth logic of the client's business and executing it with precision.

Business Growth Goal

Rebuilding the modern



Rebuilding the modern agency is not about defending fees or inventing dashboards. It is about reclaiming the right to guide business growth



agency is therefore not about defending fees or inventing dashboards. It is about reclaiming the right to guide business growth. Advertising, in this new order, is simply how that counsel becomes visible in the marketplace.

The conclusion of this

transformation is not a new department or a new technology stack, but a new organisational metabolism. Agencies will need systems that adapt in real time, ingesting signals from culture, commerce, and technology to continuously refine their recom-

mendations. They will become more organism than organisation something that is fluid, porous, learning, and unafraid to mutate. The boundaries between consultancy, creative shop, analytics hub, and product lab will dissolve, replaced by interdisciplinary teams configured around client outcomes, not agency silos.

Creativity will stretch far beyond communication to enter product, pricing, experience, and distribution. Technology will shift from centre stage spectacle to invisible infrastructure. Growth counsel will become the binding philosophy that aligns every action with economic impact.

The future agency will be agile, forever mutating, and a creative shop welded to technology which is adaptive and structurally built for compounding value. It will be founded on growth intelligence, expressed through creativity, and powered by technology that works quietly in the background. **BW**

✎ *Shubhramshu Singh*
is business leader, cultural strategist and columnist

MARKETING AND ADVERTISING

IMPROMPTU

Indian travellers have evolved from chasing iconic 'bucket-list' destinations to seeking experiences that feel more authentic and personal. What shifts have you observed in their mindset towards destinations like New Zealand? How is Tourism New Zealand adapting to this change?

Over the past few years, we've seen Indian travellers evolve from ticking off bucket-list landmarks to seeking experiences that feel more

-from learning about Maori culture, tasting our fresh local produce, or exploring our forests. Through our campaign #BeyondTheFilter, we're encouraging travellers to move beyond performative travel and rediscover the joy of being present. Our storytelling celebrates these unfiltered, transformative moments — the kind that leave a lasting imprint long after the trip ends.

Today's travellers seem to value connection over con-

sumption. How is Tourism New Zealand tapping into this desire for authenticity and depth in travel experiences?

Travellers today are moving from simply documenting moments to truly living them. This shift toward connection over consumption aligns perfectly with what New Zealand offers.

Our approach has been to showcase the country not just as a beautiful and scenic destination, but as a place where travellers can

rediscover themselves and leave 100 per cent fulfilled. We invite travellers to slow down, connect and engage with New Zealand in ways that feel restorative and real.

The #BeyondTheFilter campaign resonated strongly with Indian audiences. Could you share how the campaign was conceptualised? What was the insight that led to focusing on the theme, and how did they help bring the emotional essence of

How Tourism New Zealand Is Marketing Meaningful Travel

Under its Regional Director of Asia, **GREGG WAFELBAKKER's** leadership, Tourism New Zealand is evolving its brand narrative for Indian audiences—celebrating mindful, meaningful and sustainable travel as the new luxury **By Soumya Bhutani**

personal, immersive, mindful and emotionally enriching. Travellers are no longer satisfied with just seeing—they want to feel a destination. There's a growing appetite for journeys that foster genuine connections with people, culture and nature.

At Tourism New Zealand, we've embraced this shift by focusing on experiences that invite travellers to slow down and immerse themselves in authentic moments



the message to life?

The #BeyondTheFilter campaign was conceptualised from a simple but powerful insight that travel has become increasingly curated and performative, often lived through screens rather than through our senses. We wanted to shift the focus from how travel looks to how it feels, by inviting people to slow down, be present, and reconnect with what truly moves them.



WE LEVERAGE TECHNOLOGY AND STORYTELLING TO SPARK EMOTION, CURIOSITY AND IMAGINATION

Rajkummar Rao and Patralekhaa were the perfect choice to bring this vision to life. Their authenticity, warmth, genuine connection and chemistry reflect the kind of unfiltered travel we're celebrating. They explored and experienced New Zealand not as celebrities, but as curious travellers immersing themselves in our landscapes and culture. Their honesty and relatability made the campaign

deeply relatable and reminded audiences that the real luxury in travel lies not in perfection, but in presence and connection.

With travellers increasingly using digital and social platforms for trip inspiration and planning, how is Tourism New Zealand leveraging technology, data, and storytelling to connect with audiences?

Digital platforms play a vital

role in how travellers dream, discover, and plan their journeys — but our goal is to use them as a bridge to real connection, not a replacement for it. At Tourism New Zealand, we leverage technology and storytelling to spark emotion, curiosity, and imagination — inspiring travellers to eventually put the phone down and be fully present in the moment.

Through data-led insights, social collaborations, and immersive storytelling like our cinematic #BeyondTheFilter series, we meet audiences where they are online. It's about transforming digital inspiration into genuine, in-person discovery of the destination.

Beyond global campaigns,

how important are local partnerships — whether with airlines, travel agents, or digital creators — in driving tourism from India? How do such collaborations help create a more immersive and seamless travel experience?

Local partnerships are at the heart of how we bring New Zealand to Indian travellers. Collaborations with airlines, travel partners, and digital creators ensure our message is both inspiring and actionable. We also work closely with the travel trade to design itineraries that cater to diverse interests, from luxury escapes to adventure trails and cultural immersions. Partnerships with KOLs and content creators allow us to showcase real experiences through trusted voices. Together, these relationships create a seamless bridge between inspiration and actual travel, making the journey to New Zealand more personal, connected, and effortless.

Finally, what's next for Tourism New Zealand in India?

India continues to be one of our most dynamic and promising markets. As we look ahead, our focus remains on deepening engagement through meaningful storytelling, strengthening trade and airline partnerships, and curating experiences that align with the evolving aspirations of Indian travellers. **BW**

soumya@businessworld.in

MARKETING AND ADVERTISING

STANDPOINT

How India's Favourite Season Powers Brand Momentum

Optimism, in-home indulgence and purpose-led marketing are transforming the festive quarter into a powerful growth engine **BY MAINAK DHAR**

As the festive quarter lights up homes and hearts across India, it also sparks an unmistakable surge of optimism — among consumers, markets and brands alike. Festivals in India have always gone beyond rituals; they are moments of connection, indulgence and togetherness. In today's fast-changing consumption landscape, this period has evolved into a cultural and economic engine that shapes sentiment, spending, and storytelling.

Spirit of Spending

Over the past few seasons, India's consumer confidence has shown strong resilience, buoyed by rising disposable incomes, easing inflation, and a return

to experience-led spending. What's particularly encouraging this year is that festive consumption is no longer confined to metros. Tier-II and tier-III markets continue to outperform expectations — with families looking to celebrate more fully after years of cautious spending.

A recent industry outlook suggests that over 70 per cent of urban consumers plan to increase their festive spending compared to last year, with food, home improvement, and gifting leading the charge. Convenience is a key driver — ready-to-eat and ready-to-cook categories are witnessing double-digit growth as consumers seek quick, indulgent options that bring joy to gatherings without hours in the kitchen.

Food's Central Role

If there's one thing that unites India during the festive season, it's food. Whether it's samosas shared over laughter, fries at a family movie night, or snacks during Diwali card parties — food remains at the heart of every celebration. At McCain, we've seen how our products have become a part of these joyful moments, bridging taste, convenience, and togetherness.

This season, consumers are rediscovering the joy of at-home celebrations — and brands that enable these moments are finding deeper emotional resonance. The shift is clear: from “out-of-home indulgence” to “in-home celebration.” It's not just about what's on the plate; it's about the warmth

it creates around it.

We are also witnessing a rise in mindful consumption. Families are experimenting with portion sizes, air-frying options, and healthier pairings — seeking a balance between indulgence and wellness. Brands that can offer that balance — delivering great taste with convenience and transparency — are best placed to win festive hearts.

The Brand Playbook

From a brand perspective, the festive quarter is the Super Bowl of advertising. For marketers, it's the season to inspire, engage, and build trust — not just to sell. At McCain, we see this as an opportunity to celebrate the human stories behind our brand purpose — “celebrat-



Today's consumer is discerning & value-driven, rewarding brands that demonstrate authenticity & empathy

ing real connections”.

The festive calendar is not merely about tactical bursts of media activity; it's about emotional continuity. Today's consumer is discerning and value-driven, rewarding brands that demonstrate authenticity and empathy. That's why our festive campaigns focus on purpose

with playfulness — blending emotional storytelling with relatable family moments, often centered around the universal language of food.

The advertising outlook this season is optimistic. Industry estimates suggest a double-digit growth in festive ad spends, led by FMCG, ecommerce, auto,

and consumer durables. Digital and connected TV continue to see the strongest traction, driven by personalisation and measurable ROI. However, traditional media — especially regional television and print — still play a vital role in high-impact festive storytelling. The winning formula lies in integration: using digital for precision, and traditional media for scale and sentiment.

The festive quarter in India is more than a business opportunity; it's a cultural moment that celebrates optimism. This optimism is what drives us — as individuals, as communities, and as brands.

In 2025, the brands that

will stand out are not necessarily those that spend the most, but those that connect the deepest — those that remind consumers why we celebrate in the first place: to come together, to share, and to belong.

As the year draws to a close, we are observing that brands are increasingly viewing the festive quarter not as an endpoint, but as a launchpad. Consumer insights gathered during this high-engagement period will define the marketing playbook for 2026.

For food brands, particularly, the learnings are clear: convenience, trust, and innovation are key growth pillars. Product portfolios that marry indulgence with ease will continue to thrive. Purpose-led communication — especially around sustainability, responsible sourcing, and community impact — will further strengthen brand equity.

At McCain, we remain deeply committed to both ends of the value chain — from farmers to families. Our sustainability initiatives with potato growers across India are creating more resilient, climate-smart farming practices. As we celebrate this festive season, we're reminded that true progress lies in ensuring that the joy of food touches every stakeholder — from the soil to the plate. **BW**

✎ The author is Managing Director, McCain Foods India

MARKETING AND ADVERTISING

IMPROMPTU

The Drink It Up 2.0 campaign felt like the culmination of everything Bisleri experimented with in 2025 - youth energy, pop culture, lifestyle positioning. Was this intentional?

Bisleri as a brand is synonymous with the drinking water category in India. This campaign, #DrinkItUp, is a celebration of hydration. What we are trying to do is disrupt the category and make water a medium of self-expression, a lifestyle statement.

It's an evolution that is more modern and more grand. What we've also done with the #DrinkItUp campaign is take it across every stratosphere. In our marketing approach, it's extremely integrated. It's very high-impact visual storytelling that cuts across cohorts, whether metros, non-metros, or towns.

What are the broader shifts in consumer behaviour and how Bisleri is leveraging these insights across its portfolio?

First of all, if I look at the core insights from a Gen Z perspective, there was one key insight from a youth study we conducted. We asked a simple question - what do you do to stay healthy? Two answers stood out: exercise

“2026 Is Going To Be A Year Of Global Expansion For Us”

With 250+ experiential events and strategic plays across sports, concerts, and digital, Bisleri is turning hydration into a lifestyle. In this exclusive chat with BW Businessworld's Reema Bhaduri, **TUSHAR MALHOTRA**, Director of Sales and Marketing at Bisleri International, breaks down its unconventional agency model, media mix, 2026's global expansion vision and more. Excerpts

and drink water. So hydration is core to Gen Z as a health benefit, and that's

where we built our foundation. Now, we've got one angle, which is pop culture in the current campaign.

The other angle with hydration is sports, where the #DrinkItUp cam-



campaign also extends. We are one of the largest sports marketing players in India and

the Middle East, with over 60 sports partnerships.

We've got both pop culture and a very high-octane, sports-oriented functional element to the campaign. It's quite en-

compassing as far as both strategies are concerned.

Vedica, on the other hand, our luxury portfolio, has 80-plus partnerships a year, covering everything luxury. Every international concert from Coldplay to Enrique to Ed Sheeran to Travis Scott, Vedica is present everywhere. Then we have a CSD portfolio, which is college festivals. When you combine everything, we're at about 250-odd events.

How are you recalibrating Bisleri's media mix in 2026, especially with this campaign?

We're going to be very digital-heavy in the initial launch, where we are running longer edits. When it comes to repetition and impact, we move into sports properties and TV. Then the reminders will continue on digital. It's going to be both digital and TV for amplification.

Plus, we have a number of iconic billboard sites across the country, which we will also activate for this campaign. And our truck packs are moving billboards in themselves.

The campaign will also be live on the bottle, with new imagery of Deepika Padukone on the bottle and string packs. This has a lot of global appeal as well, and we will launch it in the UAE too. So we're going to



“With this partnership, we will first launch in the UAE, then expand to other GCC countries, and eventually move into Africa as well”

TUSHAR MALHOTRA, Director of Sales and Marketing, Bisleri International

hit every touch point. You’ll see #DrinkItUp coming back to Lollapalooza, and the sports marketing campaign continues with the same tagline.

You’ve been expanding actively into the UAE market. Could you share a bit about this expansion?

We’ve tied up with the Apparel Group, one of the largest conglomerates in the Middle East. They bring great local expertise.

Secondly, the Indian diaspora, especially in the UAE, forms a large percentage of the working population, so the brand has an easy fit the moment you enter the region. When you combine that with our consistency, product quality and what we bring to the table, it’s a recipe for success.

With this partnership, we will first launch in the UAE, then expand to other GCC countries, and eventually move into Africa as well. For 2026, it’s going to

be a year of global expansion for us.

Bisleri works without a single creative agency, using a project-based model instead. What prompted you to move away from the traditional agency partnership?

We want to work with the best minds in the industry. Of course, we have our in-house creative team, but for #DrinkItUp 2.0 campaign, we’ve teamed up with ZeroFifty. GroupM

and Wavemaker have handled our celebrity associations with Deepika and also the music labels for the track.

The good part is that we have a clear strategy, with our insights absolutely honed in, and we know what we want to build over the next 5-10 years. Then we bring in the best creative talent in the country to collaborate with us. In fact, this gives us even more scope for future collaborations.

As of now, we are taking a project-based approach. For some projects, we may switch to another agency, it’s open. Of course, you pay a premium for that but we’re okay with it.

What role is data playing in shaping your on-ground retail strategy, especially in Tier-2 and Tier-3 markets that remain Bisleri strongholds?

If you look at it from a data perspective, the tech side of the business is completely performance-marketing driven. It relies solely on data, supported by smart creatives. You’re looking at ROAS, you’re looking at the funnel, it’s entirely data-led. Even when it comes to our media mix, especially while evaluating a digital campaign on Instagram, you naturally look at the engagement funnel and assess how your money is being spent. **BW**

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Gaurav Vallabh,
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to the Prime Minister and national spokesperson of the BJP, speaks with BW Businessworld’s **Ruhail Amin** about India’s resilient growth trajectory, the impact of policy reforms, and the path to a \$5-trillion economy. Excerpts

mains the world’s fastest-growing large economy despite global headwinds.

Is this growth translating effectively into job creation?

Yes, but we still have a long way to go. The unemployment rate has dropped from 6.2 per cent in 2017 to 3.2 per cent today, with over 16 crore new jobs created in the last seven to eight years. However, we must move from “yes” to a “big yes.”

To do that, we need to accelerate export-oriented industries, align education and skilling with market demand, and incentivise private sector job creation. Most importantly, we must focus on future-ready sectors—AI, renewable energy, healthcare, green and blue economies, and quantum computing. The jobs of the future lie there, and India must lead from the front.

What structural factors do you see driving India’s higher-than-expected 6.7 per cent growth in FY26?

The biggest strength of the Indian economy today is its robust domestic demand. What was seen as a weakness three decades ago—our vast population—is now our greatest advantage. Our demographic dividend of 1.4 billion people is fuelling consumption across sectors.

Policy and regulatory reforms have been another crucial growth driver. Initiatives such as GST 2.0, Startup India, Ujjwala, Make in India, and production-linked incen-

tives (PLI) have empowered citizens and industries alike. These measures have not only boosted entrepreneurship and manufacturing but also ensured macroeconomic stability, with inflation and monetary policy under control.

Additionally, the public and private investment push, especially record government capex exceeding Rs 11 lakh crore in a single year, has built the foundation for sustainable growth. Combine this with a strong financial sector, low NPAs, and technological advances in AI, green, and blue economies, and you have a clear picture of why India re-

How should India reshape its skilling and education policy to fully harness its demographic edge?

We have made significant progress by increasing public spending on education to around 4.5 per cent of GDP, but we must evolve faster.

First, we need an industry-linked curriculum—teaching what is relevant today, not what was required decades ago. Second, we must ensure technological integration across courses.

For example, accounting should now include modules on AI-enabled financial systems.

Third, continuous reskilling and upskilling is essential because skills have shorter life cycles in the digital age. Fourth, we must focus on equity and access, bridging the last remnants of the digital divide. And finally, education should be entrepreneurship-oriented, not job-oriented. We must cultivate creators, innovators, and risk-takers who can build India's next generation of enterprises and IPs.

What measures can help unlock the next private investment cycle in India?

The first step is policy certainty. While India has achieved significant stability, taking it to the next level, particularly in taxation, land, labour, and environmental regulations, will give investors long-term confidence.

Second, we must expand the base of the PLI scheme to high-potential sectors such as electronics, green hydrogen, space technology, and renewables. Third, deepen financial market reforms, especially broadening the corporate bond market, which remains underutilised.

Driving domestic demand, sup-

porting startups, and strengthening PPP frameworks will be critical.

I also believe in further improving the ease of doing business, moving toward an Invest–Operate–Inform (IOI) model that minimises licensing and maximises innovation. If private investment mirrors the enthusiasm of public



“While India has achieved significant stability, taking it to the next level, particularly in taxation, land, labour, and environmental regulations, will give investors long-term confidence”

spending, India can hit double-digit GDP growth.

How do you see the India–US trade relationship influencing India's export and manufacturing landscape?

India is fundamentally a domestic demand-driven economy, with nearly 80 per cent of GDP rooted in local consumption. That's our resilience factor. However, the India–US trade deal presents huge potential for exporters in electronics, pharmaceuticals, IT, and large equipment manufacturing.

We are optimistic that tariff barriers—currently around 50 per cent, will be rolled back to the 15–16 per cent range, unlocking opportuni-

ties across sectors. The US is India's third-largest export destination, and a balanced trade arrangement will further strengthen our manufacturing ecosystem and global competitiveness.

Finally, what's the right fiscal–monetary balance to sustain growth amid global uncertainty?

India's macroeconomic framework is remarkably stable. The RBI repo rate stands at 5.5 per cent, inflation is controlled, and fiscal prudence has been maintained. Our fiscal deficit target for FY26 is 4.4 per cent of GDP, down from 4.6 per cent the previous year, while capital expenditure remains strong at 3.1 per cent of GDP.

This balance between fiscal discipline and growth-oriented spending has minimised policy uncertainty to near zero. It ensures confidence among investors and sustains momentum in private capital formation. India today enjoys the rare distinction of being both the fastest-growing

major economy and one with the lowest inflation among emerging markets—a testament to sound fiscal and monetary coordination.

Looking ahead, what gives you the most confidence about India's economic trajectory?

Our biggest confidence comes from the people of India, their energy, aspirations, and belief in self-reliance. The world today looks at India as a model of resilience and reform. If we continue to invest in our people, keep policies stable, and embrace innovation, the \$5 trillion milestone is not a question of if, but when. **BW**

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'Investing in Russia Ties, An Exercise in Strategic Autonomy'

KANWAL SIBAL, former Foreign Secretary and Chancellor, Jawaharlal Nehru University on the significance of President Putin's visit to India, and the high importance accorded to the visit by PM Modi

TODAY, Russia-Europe ties have collapsed. Russia-US relationship remains uncertain. The Ukraine conflict continues. Russia remains under sanctions. President Trump keeps changing his positions. He has disrupted the global trading system. His policy on China is not clear.

Trump has caused a serious setback to relations with India. He has now imposed oil sanctions, sanctioning oil companies in Russia, which will affect our oil trade with Russia. So, if you look around, the whole global situation is very uncertain.

Russia is under pressure. India has some new pressures from the United States and Europe. So, in this situation, the only stable relationship that exists is between India and Russia -- despite Russia being under pressure.

Which is why, irrespective of the concrete results from the visit, which will take time to materialise, this relationship (between India, Russia) remains inherently and intrinsically important and needs to be preserved and cultivated. Therefore, President Putin's visit was very important to give a new dynamism to the ties and resume summit-level discussions.

We have, therefore, gone out of the way to give even greater visibility to



Photograph courtesy: Jawaharlal Nehru University

the visit by declaring it a state visit and giving all honours to President Putin.

Prime Minister Narendra Modi, for the first time, going to the airport to receive President Putin, showed the importance that he accorded to the visit.

There will be no Defence deals announced because Russia itself is currently under stress because of the conflict in Ukraine. The supply of S-400s -- the two units are still missing. They still have not come.

And, with regard to the Su-57s and all those things, these are very important decisions that India has to make.

So, you have to see whether you are going to rely on indigenous capability rather than ordering a new line of aircraft from another country. So, this is a decision that has serious implications for the future and, therefore, in due course, we will see.

So far as oil is concerned, it is inevitable that our offtake of oil supplies will get reduced because of US sanctioning.

It is inevitable because our companies will not take the risk of exposing themselves to secondary US sanctions which will hurt their larger business and access to the global financial system.

But there are other avenues for energy cooperation because we want to invest in Russia's energy sector. We have already done that. We are willing to do more.

Then there is the whole issue of development of Russia's Far East, which has tremendous potential. Because there is a lot of raw material -- we can go and develop them and bring them back.

These are things that can be done in the right spirit but will take time. And this visit was an investment in the right spirit and recognition that there is a lot of potential and we must build on the potential.

To sum up, therefore, the decision by India to accord such high-level importance to President Putin's visit is indeed an exercise in strategic autonomy by India.

And this is despite the fact that we are under sanctions by the United States -- half of which is because of Russia.

As far as our neighbourhood is concerned, especially in the context of China, I think there is a clear message for China that Russia is treating its relationship with China and with India separately. And one is not at the cost of the other.

On the larger question, on PM Modi's foreign overall policy approach, I would say that it is continuity with seeking to break new ground in areas in which our cooperation has already proved very fruitful. **BW**

- As told to Suman K Jha

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Building The Telangana of 2030: Investments, Innovation, Integrated Growth

Telangana's senior bureaucrat Jayesh Ranjan, Special Chief Secretary, discusses the state's shift from reactive facilitation to high-touch investor partnerships and the global ambition behind the Telangana Rising Global Summit **By Ruhail Amin**

At a time when Indian states are competing fiercely for global capital, talent, and technology leadership, Telangana is attempting something far more ambitious: building a new economic architecture where investments, tourism, culture, technology, sports and governance intersect as one integrated growth engine. At the centre of this transformation is Jayesh Ranjan, a senior bureaucrat whose portfolio spans some of the state's most strategic and future-defining domains, from the newly created SPEED and the Chief Minister's Investment Cell, to Tourism, Culture & Sports, and the state's innovation agenda. Here are some excerpts from an exclusive interview with him:

Telangana has secured over Rs 3.28 lakh crore in investments in just 18 months. What structural reforms or strategies have been pivotal in achieving this velocity?

The investment momentum stems from three fundamental pillars: institutional agility, policy certainty and sector-focused strategies meticulously aligned with Telangana's Vision 2047. We have fundamentally redesigned our engagement model, moving from reactive approval systems to proactive partnership frameworks that treat investors as long-term collaborators in the state's development journey.

Institutional agility is embodied in dedicated sector desks within our investment promotion machinery, each

headed by domain experts possessing deep industry knowledge. Our structural reforms include time-bound clearances, eliminating the discretionary hold-ups that traditionally plagued project execution. This creates accountability within the government while providing investors with execution certainty.

Our industrial policies maintain clear stability windows with customised incentive packages tailored to each company's unique requirements and investment scale. Our demonstrated track record of honouring commitments made by previous governments, regardless of political transitions, has estab-

lished Telangana's reputation as a reliable, covenant-keeping partner in an uncertain global investment landscape.

The Telangana Rising Global Summit is being positioned as more than an investor meet, almost a declaration of the state's global intent. What are the marquee announcements, partnerships or policy shifts you expect this platform to catalyse?

Telangana Rising transcends the conventional investor roadshow format. It is designed as a strategic platform that positions the state at the forefront of the future evolution of industries, focusing on themes such as net zero, public-private partnerships, sunrise sectors, and ESG. The objective is not merely to showcase Telangana as an investment destination,





ages between our research institutions and global technology leaders, creating pathways for joint development rather than simple technology transfer. Third, policy innovations to be announced during the Summit will signal Telangana's intent, including the launch of the state's Quantum Strategy Roadmap and other forward-looking frameworks.

The newly created SPEED and the CM's Investment Cell represent a modern state's approach to investor servicing. How are you applying principles of data-driven governance, predictive project monitoring and single-window accountability to minimise friction and accelerate project timelines?

SPEED and the CM's Investment Cell represent our commitment to treating governance as a service delivery challenge, not an administrative exercise. It represents a paradigm shift in investment promotion, moving from passive facilitation to proactive C-suite engagement, treating investor relationships as strategic partnerships requiring CEO-to-CEO level attention. Under the direct supervision of the Honourable Chief Minister, these institutions combine intelligence-driven targeting with high-touch relationship management to attract and retain transformative investments.

Proactive outreach operates at the highest levels, the Chief Minister personally engages with global CEOs, sector ministers lead delegation visits to corporate headquarters and our investment promotion teams maintain continuous dialogue with decision-makers. This isn't transactional relationship management but strategic partnership building where we understand companies' long-term visions and position Telangana as an

but to shape long-term economic direction. We expect three categories of transformative outcomes from this Summit. First, marquee anchor investments in emerging sectors. These are not incremental projects but foundation-building investments capable of spawning entire industrial clusters. We are in

advanced discussions with global majors who view Telangana as their India gateway for next-generation technologies. Second, strategic partnerships that go beyond capital, particularly technology collaborations with global innovation hubs that can bring IP creation capabilities into Telangana. We are facilitating link-

enabler of their global ambitions.

Telangana's tourism strategy has evolved from destination promotion to experience design. How are you building a tourism economy that creates local entrepreneurs, not just higher footfalls?

Our tourism philosophy has fundamentally shifted from government-led promotion to community-driven enterprise creation. We recognise that sustainable tourism economies emerge when local communities become stakeholders and beneficiaries, rather than mere spectators to their own heritage. Across all tourism destinations, we have identified local cuisines and food products prepared by women Self-Help Groups and are promoting them as part of our tourism initiatives, giving a significant boost to the culinary economy.

The plan to develop 100 weekend tourism hotspots is ambitious and market-responsive. What frameworks guide the identification of these locations?

We categorise tourists into three types: international, national and local. The idea of developing 100 Weekend Destinations from Hyderabad is aimed primarily at the hyper-local tourist. The city has over a million IT sector employees, along with a large youth population studying in universities and working across various industries, many of whom are eager to travel on weekends to spend time with family and friends. These short trips help them relax, unwind, and rejuvenate for the coming week.

To support this, we are crowd-sourcing information on 100 potential weekend destinations that can be reached within 2 to 3 hours from Hyderabad and that hold tourism potential. These may include locations with water bodies,

forests, spiritual significance, heritage value, adventure activities, water sports, and more. We are also collecting details on connectivity, accommodation facilities, and local cuisines, so that we can consolidate this information and promote these sites as attractive tourist destinations.

Culinary tourism is gaining global momentum and Telangana's Culinary Heritage Walk has already attracted national attention. How do you intend to scale this initiative into a state-wide culinary ecosystem?



Scaling the Culinary Heritage Walk from a successful pilot to a comprehensive state-wide ecosystem requires simultaneous investments in product development, brand architecture, skills infrastructure, and supply chain integration. Our approach recognises that culinary tourism is not merely about serving traditional food, but about creating immersive gastronomic experiences that connect visitors with cultural narratives. We are creating a culinary archive that will serve as the founda-

tion for authentic experience design, helping prevent the dilution that often occurs with commercialisation.

Training infrastructure is being established at multiple levels: certification programmes for culinary experience providers that teach not just cooking, but also hospitality, storytelling, and business management; masterclasses for professional chefs focusing on traditional ingredients and techniques; and food safety and hygiene workshops to ensure high standards. These programmes are being delivered through partnerships with leading hospitality

institutes and culinary schools.

Sports has emerged as an unlikely but powerful economic lever for Telangana. From the Anil Kumble grassroots programme for 1.5 lakh students to inter-state collaborations with Mizoram, what is the state's overarching approach to it?

Telangana's sports strategy reflects a multi-layered philosophy prioritising grassroots talent development as its foundation. The Anil Kumble

programme's scale, reaching 1.5 lakh students, signals commitment to democratising sports access and building a robust talent pipeline from the ground up. Inter-state collaborations like the Mizoram partnership suggest a cooperative approach to skill development rather than purely competitive positioning.

The state appears to view sports primarily through a social infrastructure lens - as social, education and economic opportunity for youth, while recognising its commercial potential as secondary. This aligns with Telangana's broader governance model: invest in human capital development first, allowing economic returns to follow organically rather than leading with commercialisation.

Telangana was one of the earliest adopters of AI as a state priority and the new AI Innovation Hub reinforces that commitment. What are the state's core bets in AI, deeptech R&D and IP creation?

Telangana's AI strategy pursues simultaneous objectives across public sector transformation, talent development, deeptech innovation and strategic partnerships, recognising that sustainable AI leadership requires capabilities across the entire value chain, not just application deployment.

Public sector transformation leverages AI for service delivery improvements and governance efficiency. We are implementing AI-driven systems for traffic management, predictive maintenance of infrastructure, automated grievance redressal and resource optimisation in public services. These aren't merely technology deployments but process reengineering initiatives where AI enables fundamentally different operational models. Success is measured in reduced service deliv-

ery times, improved citizen satisfaction scores and demonstrable cost efficiencies. Beyond conventional training programmes, we are creating specialised AI courses through TASK focusing industry-aligned curricula, establishing partnerships with global technology leaders for certification programmes, and developing faculty excellence programmes ensuring teaching quality. Our goal is positioning Telangana as the talent source for India's AI industry, not just a consumption market.

Deeptech R&D through the AI Innovation Hub focuses on solving India-specific challenges where



global AI solutions prove inadequate, multilingual natural language processing, agricultural AI for small-holder contexts, healthcare AI for resource-constrained settings. We are facilitating academia-industry collaborations, startup acceleration, providing computational infrastructure for research, and creating pathways from research to commercialisation.

As AI enters governance, citizen services and public infrastructure, ethical guardrails become

essential. How is Telangana approaching responsible AI, data security and regulatory readiness while still encouraging experimentation and private sector innovation?

Our approach balances enabling experimentation with establishing necessary guardrails. We are developing India's potentially first comprehensive state-level AI governance framework addressing algorithmic transparency, bias mitigation, accountability mechanisms and citizen data rights. This framework distinguishes between high-risk AI applications (criminal justice, social welfare, healthcare) requiring stringent oversight and lower-risk applications permitting more experimental approaches. The framework is being developed consultatively, engaging technologists, ethicists, civil society, and citizens, ensuring principles are technically feasible and socially legitimate.

Data security infrastructure includes investments in secure data storage facilities, encryption capabilities, and access control systems ensuring that citizen data utilised for AI training or service delivery remains protected. We are implementing data minimisation principles, collecting only necessary information, anonymising wherever possible, and establishing clear data retention and deletion protocols.

Regulatory sandboxes allow companies to test innovative AI applications within controlled environments with regulatory oversight but relaxed compliance requirements, enabling learning before full-scale deployment. These sandboxes have clear graduation criteria, demonstrated safety, privacy protection, and social benefit, before technologies can scale beyond experimental contexts. ^{BW}

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An outstanding teacher who taught without a sheet of paper in hand

Recipient of the 2025 Padma Awards for his contribution to education and literature, former director of the Delhi School of Economics **K. L. Krishna**, reflects on his students, colleagues and urbanisation – the focus of his current research – in a conversation with **Suman K. Jha**

Please tell us more about your Delhi School of Economics (DSE) days.

I was fortunate to have had K. N. Raj, Amartya Sen, Sukhamoy Chakravarty, A. L. Nagar, Dharma Kumar as my colleagues in the late 1960s at DSE. Chakravarty and Nagar continued for many more years.

Bibek Debroy (the second Padma awardee this year, associated with the Delhi School of Economics) was my student in the MA class in the early 1970s.

V. R. Panchamukhi (the third Padma awardee from the Delhi School of Economics community this year) and I stayed in Gwyer Hall in the early 1960s. He and I are Chairman and Vice Chairman of The Indian Econometric Society (TIES) Trust, with significant responsibilities.

I have been fortunate in having many very bright and productive students, such as, S. Mahendra Dev, Nagesh Kumar, B. Goldar, the late D. K. Das, Vinod Vyasulu, and Dilip Mookherji.

I took my duties very seriously during my long career at DSE from

1958 to 2000. Subsequently, I was a visiting professor at the Jawaharlal Nehru University (JNU) and the Indian Institute of Foreign Trade (IIFT).

I was the leader of the India KLEMS Data group from 2009 to 2022. The project was funded by the RBI. We produced the *India Productivity Report 2022*. The RBI has taken over the project, at my request.

I am now engaged in writing a paper on Urbanisation in India. I do this single-handedly.

Your students loved your classes; and you taught without a sheet of paper in your hand. How do you view the new-age classroom – with PPTs and all, and now, increasingly, online classes?

I do not feel very comfortable teaching using PPTs. The use of the blackboard is more suitable to teaching Econometric Methods and Applications. The teacher enjoys the rapport with the students in front of him. He can thus clarify the students' doubts then and there. The use of PPTs is time-saving and

less strenuous, more matter can be presented, yes.

BW Businessworld did a recent interaction with the Chairman, Economic Advisory Council to the Prime Minister, Prof Mahendra Dev, who recounted how you have been a mentor to him. How do you view teachers, classrooms, impacting real-time policymaking?

Policy applications of estimated econometric models were many, and they were presented by me in meetings with the students. Many econometric models in macroeconomics were also discussed.

Professionals, policymakers often turned to you on datasets. What are your thoughts on the larger debate on data today?

Data and data quality are very important in the context of econometric analysis and policy making. Since the 1950s, data issues have received much attention. Seminars on Data sources and data quality played an important role in research. My teacher, the late Prof

Photograph by PIB



C. R. Rao of ISI, and Prof P. C. Mahalanobis, before C. R. Rao, emphasised the importance of data in policy-making.

Some 20 years ago, a commission chaired by Dr C. Rangarajan prepared a detailed report. Some of the recommendations of the Rangarajan Commission are still to be addressed.

I was associated with the Standing Committee on Industrial Statistics for many years. Official stat-

isticians of the Indian Statistical Service (ISS) were actively involved in the deliberations of the Standing Committee.

You are working, now single-handedly, on urbanisation. What are the new insights?

This is an extremely important subject. However, it did not receive adequate policy attention in India until the beginning of the 21st Century. India is much less urbanised

than China and many other emerging economies. Public services in Indian cities and towns have been in a sorry state.

The 74th Constitutional Amendment Act of 1992 on urban local bodies (ULBs) has not received adequate attention of the state governments. The ULBs are part of the third Tier. My current study is on some of these aspects.

You have been associated with the Delhi School of Economics, JNU, IIFT. What would you say, are the differences or similarities in the overall approach and quality of the students of these three institutions?

Most of my teaching and research supervision was at DSE from 1958 to 2000. After 2000, I taught at JNU for about five years and at IIFT for two years. I do not wish to make comparisons.

Today, at D School, many of the economics students also explore careers in corporates, and not too many choose to go for, say, PhDs. Do you perceive a change from your active teaching days? What are the larger repercussions of this?

After the Placement Cell was launched at the DSE in the late 1990s, DSE students were getting handsome job offers from many corporate bodies for undertaking Econometric and quantitative analyses.

Bright students did not prefer to join the M Phil or PhD programmes in DSE, because of limited number of research fellowships. Teachers employed in DU colleges joined the research programmes as part-time students. Many of these part-time scholars are of high quality. 

jhasumanindia@gmail.com



Pune Powers India's GCC Revolution At ICAI Summit 2025

The two-day summit in Pune highlighted the transformation of India's GCC sector from back-office operations to high-value strategic functions while underscoring the new competencies and policy support needed to sustain its growth

By Divya Priya

THE Institute of Chartered Accountants of India (ICAI) hosted the fourth edition of its Global Capability Centre (GCC) Summit Series at the Pune Branch of the WIRC of ICAI on 28–29 November 2025, after Delhi, Ahmedabad and Hyderabad. The summit, themed 'From Ledgers to Global Leadership: Chartered Accountants Shaping GCCs', represented India's rise to prominence in the rapidly expanding GCC ecosystem and the global financial services industry.

This two-day summit brought industry experts, policymakers, foreign investors and chartered accountants (CAs) together to discuss various visions and their execution. India hosted over 1,700 GCCs, accounting for nearly 53 per cent of the global total, with major cities such as Ben-



galuru, Hyderabad, Mumbai, Pune and Delhi NCR acting as primary centres, and this was expected to reach 100 billion by 2030. The Ministry of Electronics and Information Technology, Government of India, Ministry of Commerce and Industry, IFSCA, SEPC, INVEST INDIA, NSDC, National Forensic Sciences University, Rashtriya Raksha University and IIM Sambalpur were among the ecosystem partners of this event.

GCC Ecosystem Expanding in India

The summit had several major speeches highlighting the evolution of the Indian accounting GCC landscape from a low-cost back office to a high-value



SANJIB SANGHI
Convenor of the Group

brain office generating innovation and strategy. CA Abhay Chhajed, Deputy Convenor of the Group to Promote India Accounting GCC gave a vivid account of the efforts of the WTO Directorate of ICAI. The team introduced its own certificate courses, the first one targeted at the US market, where more than 1,300 participants attended ten batches since the November 2023 launch; 1,000 participants had already graduated. He also stated that “The success of this programme led to the growth of a UK-based certificate course which started its second batch in November 2025. Australia and Canada courses would occur at the beginning of 2026, and New Zealand and the Middle East were also in the pipeline.”

Training Programmes

CA Sanjib Sanghi, Convenor of the Group, emphasised the change of mindset required of Indian profes-



ABHAY CHHAJED
Deputy Convenor of the Group

sionals so that they could avail themselves of the emerging global opportunities. He pointed out that “it was time to shift the perception of the profession towards compliance and cost efficiency. Rather, Indian CAs should position themselves as strategic partners providing leadership and contributing to the global business growth.” Sanghi reminded participants that only 4,50,000 chartered accountants in India had been chartered, and therefore, the demand for their expertise was still way higher than the supply. He referred to the GCC Summit as a movement rather than a one-off event that defined the future of Indian accounting leadership.

Sanghi highlighted the need to shift perceptions of the profession. “We are not just people who can do compliance,” he said, emphasising that clients should be able to rely on Indian CAs for leadership, strategy and global expansion. He urged members to move beyond cost-focused services and position themselves as value-driven strategic partners.

CA Sachin Miniyar, Chairman,

**The summit represented India's rise to prominence
in the rapidly expanding GCC ecosystem**

Pune Branch (WIRC) of ICAI, expressed pride on behalf of the Pune branch for hosting a fully subscribed gathering, emphasising that the city has grown into one of the country's most dynamic capability hubs. He highlighted that the overwhelming response, far exceeding the seating capacity of 450–500 compelled organisers to close registrations earlier than planned. Calls continued to pour in from professionals wanting to participate, underscoring

it was true that only 30–40 per cent of the Fortune Global 2000 companies were currently located in India with GCCs, which meant that the potential was enormous.”

Jain also emphasised that the ability to learn more languages became an advantage, particularly when serving European customers who attached importance to multilingual capabilities. Jain urged new recruits to enter at any point, such as commodity accounting procedures, as a stepping

due to capacity limitations, the organisers were forced to close registrations despite continued interest, even at a higher fee bracket.

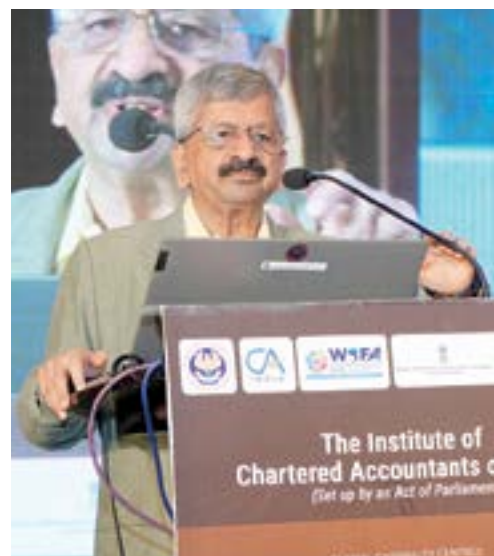
He highlighted Pune's transformation into a GCC powerhouse, noting that while accounting formed the foundation, firms rapidly diversified into value-added services, offshore processes and specialised functions. Chitale also pointed to the emerging compliance ecosystem in India, particularly the shift of labour court processes online, a space where chartered accountants were uniquely positioned to handle real-time filings and digital compliances with unmatched efficiency.

Pune's GCC Ecosystem Diversified

The summit was also marked by the keynote session by the Past President of ICAI, CA Aniket Talati, who looked back at the changing global scope of Indian CAs and how the profession was changing. Talati emphasised the importance of new competencies like foreign language proficiency to tap new markets outside the traditional ones, such as Europe and South

America. He placed professional competencies within the frame of the IFAC framework of artificial intelligence, blockchain, cloud computing and data analytics but expanded it to include ethics, equity and forensics as well as the increasing importance of GCCs.

Talati emphasised the importance of ethics in a world becoming more AI-oriented, particularly when tech-



C.V. CHITALE
Programme Director

stone to more strategic positions, integrating financial skills with technology to create new, more rapid solutions.

Language Skills Boost GCC Careers

C.V. Chitale, the programme director, offered a detailed account of the event's preparation and the intense demand it attracted. He explained that



SHRI DEEPENDRA SINGH KUSHWAH

IAS, Development Commissioner, Industries Dept., Government of Maharashtra

the growing interest in GCC-linked opportunities.

Pune Emerged As GCC Hub

To this vision, Chief Guest Nirmal Jain of Accenture depicted the booming GCC ecosystem in India. He pointed out that “there was a sharp growth in the number of GCCs – 1,300 previously to 1,750 centres at present, with an estimate of 2,400 GCCs by 2030, which was a potential of 110 billion dollars. With the employment of two million people directly, the GCC industry would also create seven to eight more jobs per person hired. However,

Beginning small, adopting technology, enhancing competencies and global thinking were emphasised

nology would not be able to substitute the professional expertise that Indian CAs offered in specific situations. He described accountants as liaisons in a world prone to misinformation and automation, highlighting their essential role in its functioning.

New Competencies For Aspiring CAs

Neeta Varhadpande Desai, Zonal Head, GCC, ICICI Bank, showed how GCCs were changing and gave insight

The event summed up the strategic efforts initiated by the Institute of Chartered Accountants of India

example that Desai highlighted was the iMobile application of ICICI, where one could consolidate several banking and mutual fund products along with competitors' offerings in a safe and convenient environment. The large support teams of ICICI spread throughout the GCC hubs of India allowed

state in India that had a 530 billion economy that accommodated almost a third of foreign direct investment in India. The state had the multi-city advantage with strong infrastructure, the presence of metro, expressways, ports, airports and a developed industrial ecosystem.

Maharashtra had 400 centres and 730 units with four lakh GCC employees at present. The new state GCC policy had the goal of increasing the number of centres by 400 and creating four lakh more jobs in five years.

This policy provided significant incentives, including special GCC parks, cluster development, support for talent acquisition and academic relations. Financial subsidies included capital assistance up to Rs 100 crore in ultra-mega units, interest subsidies, relief in power tariffs, payroll subsidies to employees earning over Rs 1,00,000 per month, and stamp duty exemption and electricity duty relief.

The event summed up the strategic efforts initiated by ICAI, the attitude and expertise required by Indian CAs to be at the forefront, government support in terms of infrastructure and policy, and the experience of industry leaders.

The messages of beginning small, adopting technology, increasing competencies and global thinking were heard throughout the summit and provided a realistic roadmap for any professional interested in playing a role and gaining advantages from the GCC expansion of India. **BW**

divya.priya@businessworld.in



NIRMAL JAIN
Managing Director, Accenture

into how ICICI was being transformed into a technology-driven banking organisation. She described how corporate banking turned fully digital with minimal human touch. Focusing on talent retention in GCCs, she discussed the innovative products that ICICI Bank offered to its staff working in GCCs, including a salary investment account that combined a salary account with built-in investment opportunities, allowing young employees to invest their funds without external platforms. Another



ANIKET TALATI
Past President of ICAI

companies to grow and expand without fear.

Transfer Pricing and GCC Evolution

On the government front, Deependra Singh Kushwah, IAS, Development Commissioner, Industries Dept, Government of Maharashtra, through video conference, explained Maharashtra's doubling of its economic potential and the goal of turning it into a 1 trillion economy by 2028-30. Maharashtra was the only



MBA in the Age of Uncertainty

As the world order changes, bringing in economic uncertainties and posing a question mark on assured career paths, how can business schools play the role of a guiding light to steer students through volatilities and make a leader out of them

By Meha Mathur

EVERY generation believes that theirs has been the most tumultuous age. One can't blame them, if they have experienced wars, partitions, internal unrest, natural calamities and Covid. But society has thrived, families have arisen from deprivation to build fortunes, and individuals have built careers. With or without a management degree, individuals have a VUCA and BANI world and led their peers to a better life.

There has been a premium on B-schools as a springboard for lucrative first jobs. However, the need of the hour is that B-schools prepare their students for resilience and navigating the uncertainties that mire the world. As the Trump administration tightened visa rules, curbed grants to his own country's universities, made it difficult for American corporates to hire from other countries, especially India and imposed huge tariffs on Indian exports, it sounded a death knell for many a youngsters' overseas dreams.

Indian graduates from engineering and management institutes who hitherto sought after for their knowledge, skills and right attitude to work are now staring at a supposedly bleak future. The overall economic impact

of US policies will impact Indian industry and corporate world too, hence there is a need for B-schools to guide their students through these uncertain times. But as management experts who expressed their views on this issue said, management education inherently grooms students to thrive amid uncertainties, and think as leaders.

As Alok Kumar Rai, Director, IIM Calcutta shares, "At IIM Calcutta, we are embracing these dynamics by embedding resilience and sustainability in the curriculum, pedagogy and assessments and gauge its impact in terms of gross and net learning outcomes. The shift begins at the very heart of the academic design and restructured MBA curriculum introduces interdisciplinary thematic courses - such as The Firm, Inclusivity, Entrepreneurship and Digital Enablement - to expose students to the systemic intersections of business with technology and governance."

And Jyotsna Singh, Director (I/C) and Associate Dean, School of Technology Management and Engineering, SVKM's NMIMS Chandigarh, points out, "The strength of management education lies not only in its promise of placements but in the mindset and capabilities it builds for lifelong success....Increasingly,



Photographs by Indiapicture



The rapid advance of technology, especially the storming of AI in education requires B-schools to recalibrate their approach

MBAs are not just job-seekers but job-creators. Schools nurture entrepreneurial thinking, offering incubation support and mentorship that enable students to start ventures and generate employment rather than depend solely on placements.”

The Road Ahead

Leadership in a VUCA world is less about having fixed answers and more about building capacities to respond when the ground shifts, writes Himanshu Rai, Director, IIM Indore. “It requires agility, the ability to recalibrate quickly when trade policies change or when supply chains are disrupted. It demands systems thinking, where one appreciates how a visa regime in Washington can affect a startup ecosystem in Bengaluru or how climate policies in Europe affect investment choices in Asia,” he adds.

B-schools are bringing in various innovative measures by way of solutions. Atish Chattopadhyay, Director, IMT Ghaziabad, says, “By combining academic rigour with experiential learning, through global partnerships, simulation-led teaching, and socially rooted interventions, business schools are reimagining what it means to be ‘globally resilient’. Future-ready leaders will be those who not only adapt to disruption but also anticipate and transform it into opportunity.”

Yet another transformation that needs to be addressed is that of transforming industry and changing aspirations. Bhimaraya Metri, Director, IIM Nagpur, brings home the point that careers no longer move in straight, predictable



lines. Industries are transforming, technology is disrupting established models and global events from recessions to pandemics, reshape markets overnight. “When viewed together, these shifts show why the MBA must be seen not only as a ticket to a job but as an investment in ‘career capital.’ This includes the blend of skills, networks, and credibility that allows graduates to move across opportunities throughout their lives,” he writes.

Chattopadhyay of IMT Ghaziabad says, “Business schools are increasingly positioning themselves as career accelerators, offering personalised mentoring, skill mapping and continuous learning support far beyond graduation. Programmes now blend live projects, consulting assignments and work-integrated courses, enabling students to experience the intersection of theory and practice.” Arvind Sahay, Director, MDI

Gurgaon, lays emphasis on behavioural traits like emotional resilience, curiosity and collaboration, once considered desirable, have now become key selection criteria. The modern MBA must combine breadth and depth, enabling students to view business problems holistically while developing specialised expertise in areas such as marketing, finance or strategy.

The rapid advance of technology, especially the storming of AI in education also requires B-schools to recalibrate their approach. Bharat Bhasker, Director, IIM Ahmedabad, says business schools must evolve to remain relevant. “Managers emerging from these programmes need AI integrated into their skillsets, ensuring decision-making is data-driven rather than intuition-based. Schools that successfully embed AI into their curriculum and operations will continue to thrive, while those that fail to adapt risk falling behind,” he says.

Seizing the Moment

Of course, how a country responds to a crisis will determine its progress. India has demonstrated its resilience time and again. Similarly, individuals too can seize the moment and turn the tide. As Srinivasan R. Iyengar, Professor, Business Strategy and Former Director, Jamnalal Bajaj Institute of Management Studies, writes, “Great leaders were defined less by enduring traits and more by their ability to recognise and adapt to the opportunities created by a particular moment. They could sense the zeitgeist - the spirit, mood, ideas and beliefs that define a period and seize it.... The new zeitgeist will require executives with the instincts to deal with shifting external forces, the ability to sense fresh economic opportunities and the skills to lead and manage in a different age.” **BW**

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Interdisciplinary Approach will Help Students Become Future-ready

Some of the key challenges in the future will require business leaders and managers to solve interconnected problems by bridging gaps between various factors

By Bharat Bhasker

AS THE WORLD WITNESSED MAJOR global shifts, such as the end of the Cold War and increased globalisation and rapid technological change, particularly in the 2000s with the advent of the internet, it also made organisations and leaders adapt to a new world order that is constantly in flux. Today, we are living in an era that is defined by volatility, uncertainty, complexity and ambiguity, popularly referred to as a 'VUCA world'. Global supply chains are being re-configured, technology is reshaping human interaction and the definition of leadership itself is also evolving. Additionally, recent geopolitical developments globally, including changing tariff regimes, tightening of visa rules, restrictions on outsourcing and so on, also illustrate this turbulence.

In this scenario, management institutions have a crucial role to play

in preparing leaders of tomorrow and contributing to economic development. They carry a responsibility to equip students with the right skills needed for today's jobs, as well as with the vision, adaptability and resilience required to navigate the uncertainty of the near and distant future. The next generation of leaders must be

able to steer organisations, communities and even nations through turbulence with confidence and foresight.

Leadership Education

Leadership in a VUCA



world does not follow a fixed roadmap. It requires cultivating agility, resilience, empathy and foresight to be able to make decisions with incomplete information, building trust in times of ambiguity and inspiring teams to stay focused during times of uncertainty.

Therefore, management institutions must nurture interdisciplinary thinking in students, which will help them become future-ready professionals. Some of the key challenges in the future will require business leaders and managers to solve interconnected problems by bridging gaps between various factors. Integrating management insights from diverse fields such as public policy, healthcare, digital transformation, data analytics and sustainability etc. into curriculum and classroom discussions would help young minds thrive in a dynamic environment.

Simultaneously, we need to place equal emphasis on developing judgment, empathy, ethical grounding and cross-cultural sensitivity. Future managers must be trained to ask the right questions, balance efficiency with empathy and lead with integrity.

At the Indian Institute of Management Ahmedabad (IIMA), for instance, case-based learning plays a critical role in this process. The case-based pedagogy helps students to experience real-world business scenarios and solve complex industry problems. By analysing real-world dilemmas that have no straightforward solutions, students learn how to evaluate different perspectives and make decisions under conditions of uncertainty. Such pedagogy builds not only problem-solving capacity but also a mindset of resilience and adaptability.**BW**

“B-SCHOOLS MUST EVOLVE TO REMAIN RELEVANT”



Photograph by Naval Kishor

Speaking to BW Businessworld's Vishal Katoch at the Indian Management Conclave at IIFT Delhi, Bharat Bhasker, Director, IIM Ahmedabad, spoke about the transformations in management education.

How have the quality and landscape of b-school education in India changed over the years?

The business school landscape has undergone significant churn over the years. At one point, there was a glut of b-schools, but those that invested in student education and faculty development have emerged as leaders. Today, beyond the 21 IIMs,

“Integrating management insights from diverse fields such as public policy, healthcare, digital transformation, data analytics and sustainability etc. into curriculum and classroom discussions would help young minds thrive in a dynamic environment”

there are around 10 other reputable management institutes, making roughly 30 high-quality options in the country. Each of these institutes caters to around 600 to 700 students. While the quantity of management education has never been a concern, the focus has increasingly shifted to ensuring quality, which remains the primary challenge.

Given the high cost of management institute education in India and current placement challenges, how can b schools ensure value

for students?

The reality is that b school education is expensive, not just in India but globally, because delivering high-quality outcomes for students requires significant investment. Students should select institutes that offer not only strong immediate placements but also long-term career benefits, including robust networks and proven alumni success.

For instance, the outcomes from IIM Ahmedabad, when compared with CEOs & successful professionals across India, the Middle East and similar regions, often surpass those of top US schools. For students aiming to build careers in Asia or the Global South, IIM Ahmedabad can provide comparable outcomes at a fraction of the cost.

With India's economy continuing to grow, how should business schools adapt to ensure graduates are equipped with the skills, including AI, needed to meet evolving industry demands?

Business schools in India are poised for growth, supported by the country's robust economic expansion, which continues at a rate of six to eight per cent. As industries, both services and manufacturing, expand, there will be an increasing demand for capable managers, typically produced by these schools.

However, business schools must evolve to remain relevant. Managers emerging from these programmes need AI integrated into their skill-sets, ensuring decision-making is data-driven rather than intuition-based. Schools that successfully embed AI into their curriculum and operations will continue to thrive, while those that fail to adapt risk falling behind. **BW**

vishal.katoch@businessworld.in

IMS GHAZIABAD: NURTURING MANAGEMENT LEADERS WITH INFINITE POSSIBILITIES

With 36 years of excellence, IMS Ghaziabad offers a tech-enabled, industry-linked learning ecosystem that builds agile, ethical, and future-ready management professionals

WITH A LEGACY OF 36 years, IMS Ghaziabad has emerged as a trusted destination for management aspirants seeking not only academic excellence but also a future-ready edge.

The institute has built its reputation on blending rigorous academics, immersive experiences, and deep industry connections, ensuring students graduate as professionals ready to lead in a fast-changing business world.

At the core of IMS Ghaziabad's pedagogy lies a transformative learning ecosystem that combines conceptual grounding with real-world applications. The PGDM curriculum is benchmarked with global best practices and continuously upgraded to keep pace with evolving industry needs.

Students at IMS Ghaziabad hone decision-making skills through globally acclaimed business simulations and indigenously developed micro-simulations, complemented by gamified learning modules that make concepts engaging and interactive.

A robust LMS platform ensures seamless access to resources, while ethical dilemmas embedded in coursework and live projects with leading companies—such as Wipro,



**Prasoon M. Tripathi, Director,
IMS Ghaziabad**

Dabur, ITC, Reliance Retail, Marico, and Hair Original—provide real-world grounding. This unique blend of technology, theory, and practice shapes agile, future-ready problem-solvers.

The institute also nurtures a strong research orientation. With complete access to global databases like SCOPUS and plagiarism-check platforms like Turnitin, students and faculty are encouraged to create knowledge that is credible and impactful.

Research-led thinking adds depth to the classroom, while industry certifications from KPMG, Ernst & Young, Grant Thornton, and CliKd equip students with cutting-edge tools and professional credibility.

Technology adoption is a hallmark of IMS. Beyond simulations and analytics platforms, its gamified experiences and LMS-driven pedagogy create an engaging, personalised, and student-friendly learning journey.

The focus on immersive learning extends to international study tours and industry immersion programmes that provide global exposure and cross-cultural understanding.

The strong industry-academia interface translates into consistent placement outcomes. IMS Ghaziabad has established itself as a frontrunner in FMCG recruitments, with 25+ FMCG companies regularly visiting the campus.

The Big Four consulting firms also form part of its distinguished recruiter pool, alongside leading organisations in BFSI, Tyre, Paints, and retail. Such outcomes underline the institute's ability to deliver a high return on investment (ROI) for its students.

Equally important is IMS Ghaziabad's emphasis on values. The curriculum consciously integrates ethics and sustainability, shaping graduates who can balance profitability with purpose.

This orientation ensures that IMS students are not just career-ready but also life-ready, prepared to lead with integrity in an increasingly complex business environment.

As management education becomes more competitive, IMS Ghaziabad continues to stand out by combining academic rigor, gamified pedagogy, technological innovation, and industry integration. Its graduates are recognised for their adaptability, business acumen, and leadership potential, reflecting the institute's enduring promise of opening infinite possibilities for every learner. **BW**



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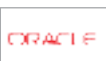


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How Management Education is Being Reimagined

At IIM Calcutta, academic rigour goes hand in hand with a clear sense of institutional and social responsibility

By Alok Kumar Rai

In an era defined by volatility, uncertainty, complexity and ambiguity - what we now commonly call the VUCA world - management education has been compelled to rethink its purpose and its pedagogy. No longer can a curriculum rooted solely in quarterly profits and case studies of the past, adequately prepare leaders for a future shaped by generative AI, creative disruptions, climate changes and challenging geopolitics.

Well-rounded Curriculum

At IIM Calcutta, we are embracing these dynamics by embedding resilience and sustainability in the curriculum, pedagogy and assessments and gauge its impact in terms of gross and net learning outcomes. The shift begins at the very heart of the academic design and restructured MBA curriculum introduces interdisciplinary thematic courses - such as The Firm, Inclusivity, Entrepreneurship and Digital Enablement - to expose students to the systemic intersections of business with technology and governance. In an uncertain world, it is not enough for managers to understand operations or marketing in isolation; they must see how business decisions shape and are shaped by complex

technological, economic, social and ethical ecosystems. These themes also reflect the needs of Industry 5.0 that prioritises the role of people, focussed on human flourishing, through coverage of context-sensitive and indigenous perspectives.

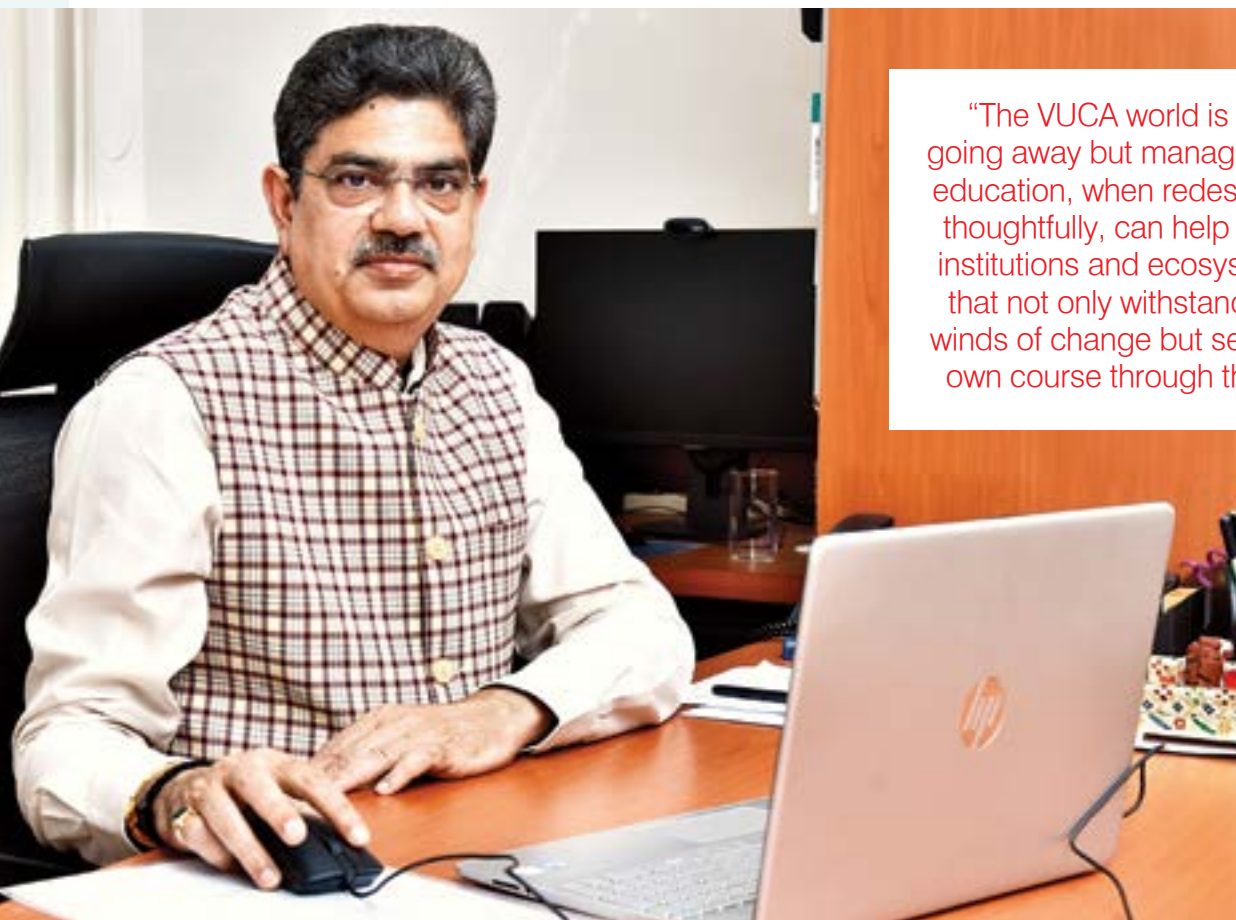
Digital Learning

These new courses and all other MBA programmes, are delivered through a mix of live and asynchronous sessions, with up to 20 per cent of core content offered in digital format. This not only provides flexibility and time for reflection but also allows students to get engaged in flip classroom models. Our asynchronous learning platform - currently being developed - is also being used to deliver executive education in areas such as FinTech, AI-driven marketing and leadership storytelling. This digital learning infrastructure has proven to be crucial in delivering scale and inclusivity, capabilities that VUCA environments demand. Use of simulation-based learning has also gone up multifold to give students a real feel of the world of business: helping them test decisions and confront ambiguity before they enter the real economy.

At IIM Calcutta, academic rigour goes hand in hand with a clear sense

of institutional and social responsibility. Another major development in terms of strengthening academics has been the introduction of a structured impact framework featuring ten strategic metrics across six core dimensions, including ecosystem engagement, societal relevance, learning outcomes, governance and academic strength. Each metric is directly aligned with a Sustainable Development Goal, creating a system where faculty and programme teams are responsible for tracking outcomes that extend well beyond classroom delivery. This approach reflects a conscious move towards embedding real-world impact into the fabric of management education. We evaluate how





“The VUCA world is not going away but management education, when redesigned thoughtfully, can help build institutions and ecosystems that not only withstand the winds of change but set their own course through them”

our programmes contribute to areas such as financial inclusion and rural entrepreneurship. The IIM Calcutta Innovation Park, for instance, supported over 350 startups in 2024-25, many of which are tackling challenges in healthtech, education and social equity. Here, impact is built into the design of what we do - not as a finishing line, but as a foundation.

Strategic Collaborations

Beyond the regular MBA, IIM Calcutta is also expanding its expanding its academic footprint through strategic collaborations. Newer relationships are being worked upon to start new degree and diploma programmes in sectors like healthcare

and infrastructure management, where India urgently needs trained leaders to contribute toward entrepreneurial development. The partnership model at IIM Calcutta, brings together domain expertise from institutions like Indian Statistical Institute and IITs with IIM Calcutta's strengths in analytics and strategic planning. New programmes are envisioned to be modular and digitally delivered, responding directly to NEP 2020's call for inclusive, technology-enabled professional education.

Most importantly, IIM Calcutta is preparing students not just to survive the VUCA world, but to shape it. Our several collaborations with universities worldwide not only pro-

vide critical exposure to the international context of doing business, but also equip our students with much needed cross-cultural intelligence in a VUCA world. Through international immersions, startup garage labs and curriculum-aligned SDG targets, IIM Calcutta is aiming to equip graduates who can manage complexity with clarity and disruption with purpose.

The VUCA world is not going away but management education, when redesigned thoughtfully, can help build institutions and ecosystems that not only withstand the winds of change but set their own course through them. IIM Calcutta is proud to be part of this transformation. **BW**

THE SHIFT FROM DEGREES TO SKILLS

India must shift from valuing degrees to prioritising real, demonstrable skills. Many schools have already started to move. Classrooms are giving more space-to-live projects, simulations, labs, consulting assignments and industry mentored work
By Nakul Basani

FOR YEARS INDIAN families treated the degree as a safety net. Get into engineering or business school, collect the certificate, and the job would follow. That logic is under pressure. Employers are discovering that a mark sheet tells them less than a clear record of skills and projects. The warning signs are there. National skills reports show that many graduates don't meet industry expectations.

Shortage of job ready capability
Meanwhile, industry bodies flag shortages in digital and technology roles, even as campuses produce more graduates each year. We do not have a shortage of degrees. We have a shortage of job ready capability.

Global trends push in the same direction. The World Economic Forum and LinkedIn highlight how quickly the skill profile of jobs is changing, with analytical thinking, creativity and AI-related skills moving up the priority list.

Skill India and Digital India

A degree completed at twenty-one cannot keep pace with that churn. The



Nakul Basani, Executive Director – Operations, Acharya Bangalore B-School

government is nudging this change. Initiatives such as Skill India and Digital India seek to align education with employability. Yet only a small fraction of India's workforce has any formal vocational training, which shows how far we have to go.

The question, then, is not whether degrees are obsolete. They are not. A good-business school still gives students structure, discipline, networks and a deep understanding of how organisations and markets work.

Demonstrable skills are vital

The real question is whether we, inside management education, are willing to put demonstrable skills at the centre of that experience. Many schools have

already started to move. Classrooms are giving more space-to-live projects, simulations, labs, consulting assignments and industry mentored work. Assessment is shifting from only written exams to portfolios, presentations and problem-solving exercises.

B-Schools can play a unique role

Internships are treated as a core learning platform where students test themselves against real expectations. This is where business schools can play a unique role. Short online courses and skills academies are useful, but they rarely offer the broader context that managers need.

A strong business school can integrate both. It can give students the technical tools of the moment while anchoring them in ethics, critical thinking, communication and an understanding of society and the economy. To do this well, business schools need to work closely with employers to define clear skill expectations for roles, co-design courses and keep content current.

They must ensure that students from diverse backgrounds can access these opportunities, not only those who already have an advantage. Students have to treat the degree as a base camp rather than the summit. The most valuable habit we can help them build is the willingness to keep learning, unlearning and relearning across a career.

India does not lack ambition or youth. It risks wasting both if it keeps confusing certificates with capability. Business schools are not on the sidelines of this shift. We are at the centre of it, and if we get it right, the answer to the hiring question, "What can you do from day one," will still be shaped inside our classrooms. **BW**



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By Meha Mathur

“Farming Community is a Long-term Undertaking”

Kushankur Dey, Chairperson, Agribusiness Management Programme, IIM Lucknow, in an interaction with BW Education, talks about the role of the specialised programme in the farming sector and its impact on the local community, larger economy and policy making. Excerpts

What purpose has the Agribusiness Programme served over the years? How is the programme realigning itself to the changing needs?

The pioneers in introducing Agribusiness Management programme in India were IIM Ahmedabad when they introduced specialisation in agriculture. IIM Lucknow adopted the pedagogy of Agribusiness Management programme partly from IIM Ahmedabad and partly from the best practices globally. Since the inception of this programme, IIM Lucknow encourages the enrolment of the students from a diversified or multidisciplinary background, including agriculture and non-agri background students. We have students from agriculture and aligned fields like background students and aligned fields, so we have agri-engineering, agri-forestry, botany and zoology, along with the engineers from NITs and IITs. And the placement is also not uniform. The students can go to the service sector or in consulting strategy role.

And if you see the changing scenario in the age of AI and robotics, i.e. digitalisation in agriculture, our programme also has infused the implications of the digitalisation in agriculture into it. So, we offer a couple of cutting edge courses like ICT in Agribusiness.



What kind of interventions at local level or with government bodies, agencies does the institute have?

Our Agribusiness Management faculty members are in constant touch with the government of Uttar Pradesh. And we undertake several consulting projects, studies with the UP government and the Ministry of Agriculture and the national level institution like National Bank for Agriculture and Rural Development (NABARD). So, recently I and one of our senior colleagues completed a study on FPO credit linkage.

Also, we are on the verge of completing that project on the viability and sustainability of take-home ration project in Uttar Pradesh which has been commissioned by Uttar Pradesh State Rural and Land Nutrition and providing the services to ICPS department.

So, would the students also be involved in some of these projects?

Primarily we have kept a kind of field immersion programme, for seven days. So, this is a kind of demand-driven format where the host organisations provide the topic, like climate change and decarbonisation of agricultural activities. Our 55-plus students are divided into groups and study the assigned topic.

You had mentioned in the beginning that IIM Lucknow also borrowed from best practices. Can you point out a few best practices and also what best practices is IIM Lucknow now establishing?

Every four or five years, in general, we have a review committee. For example, now our business management courses are getting reviewed. So, we have roped in one industry practitioner and one academician,

to go through our course outlines. And course outlines basically contain the course description, programme, the course objectives and course learning outcomes. These should be integrated with the programme learning goals, as per AACSB, the Association to Advance Collegiate Schools of Business. Because we are an AACSB accredited institution, we have to follow the best practices that are happening globally.

For example, last year, we invited one senior professor from North Dakota State University, as a Fulbright specialist to contribute to our programme. She spent three months, visiting classrooms, observing how the faculty teach and what the student engagement in the course is. Based on her observation, she also gave some feedback to improve the course and the level of the

“We also get a lot of satisfaction by undertaking the study works to solve some emerging problems of the public sector undertakings, government institutions...”

challenges that can be, introduced in the course.

What needs to change about the specialisation programme?

Since IIM Lucknow and Ahmedabad and a few other institutes, under the aegis of the Ministry of Agriculture and Farmers Welfare have been offering this programme for a long time, I want that there should be a good communication between the ministry and the institutes where agribusiness management programme are being

housed. The Government of India and different line departments can be the major recruiter of agribusiness management graduates.

Our agribusiness management graduates will be a great resource to solve some of the emerging problems in the country.

Public sector contribution in capital formation in agriculture is phenomenal compared to private sector. So, I want that more agri-graduates should join the public sector undertakings and line ministries of the Government of India.

Finally, what has been the biggest impact of the programme on the farming community and what has been the biggest source of satisfaction for you as an educator in this programme?

Farming community is a long-term undertaking. It is very difficult to gauge or assess the impact of a short intervention quickly. Now, our field visit programme has been housed for several years and is demand-driven. The organisations suggest the topic, which is a problem to be solved and our students go to the field and solve the problem. So, in a few cases our students are giving continuous input to some foundations which are working at the interface of the energy and agribusiness.

We also get a lot of satisfaction by undertaking the study works to solve some emerging problems of the public sector undertakings, government institutions or autonomous bodies. And by studying those kind of problems, when we create a teaching case for the classroom, that is the great satisfaction because ultimately the problems get reflected in the classroom environment. **BW**

meha.mathur@businessworld.in



“NEED FOR URBAN MANAGEMENT EXPERTS”

By **ASTHA AGARWALLA**,
Associate Professor, Faculty of
Management, CEPT University

India is expected to experience a massive shift from rural settlements to urban areas, as stated by United Nations. The country is expected to add 416 million urban dwellers by 2050, more than the total urban population of the country as per Census 2011. This growth will present challenges of urban mobility, energy consumption, provision of basic infrastructure like water and sanitation, sustainability and governance. Addressing these challenges requires young managers, equipped with specialised knowledge of urban domain along with managerial acumen. They must be equipped with multipronged skills in project management, finance, operations management, contracts and law and artificial intelligence and digital technology. There is a high demand for such professionals, only a small fraction of which is currently being fulfilled.

The Urban Management programme at CEPT University, offered by the Faculty of Management, is designed to meet this urgent need. This two-year postgraduate program combines rigorous academic training with immersive, field-based studio pedagogy. It equips students with practical and theoretical knowledge in urban systems, while also developing core skills in management.

Graduates of this programme work with corporate firms involved in public-private partnership projects, consulting companies advising governments on urban development, policy think tanks shaping reform and government agencies implementing key national programmes. India's strong policy push through initiatives such as the Smart Cities Mission, AMRUT, Swachh Bharat Abhiyan and the newly launched Urban Challenge Fund has created an urgent demand for professionals who can structure, finance and manage complex urban projects. Additionally, the rise of Global Capability Centres focused on urban solutions is expanding career opportunities in this space. 

A FOSTIIMA VISIONARY EXTENDING IIM-A ETHOS TO MBA ASPIRANTS

Anil Somani, Chairman, Fostiima Business School, drives the institution's growth with strong academic & industry-inspired leadership
By Team BW

ANIL SOMANI'S inspiring journey reflects ambition, resilience, and a deep commitment to shaping future-ready leaders. Growing up in a modest business family in Gwalior, he displayed academic brilliance from an early age and went on to achieve the distinguished IIT-IIM combination. This rare accomplishment, supported by merit scholarships and consistent excellence, has made him a role model for thousands of aspiring students across India. His academic journey laid the foundation for a life dedicated, not only to personal achievements, but to contributing meaningfully to society through education.

After building a successful corporate career, including the sale of his pharmaceutical company to Ranbaxy, Somani felt a calling to create something more impactful. Along with fellow IIM Ahmedabad alumni, such as Jerry Rao and other accomplished professionals, he sought to give back to society by making world-class education accessible to deserving students. This shared vision led to the establishment of Fostiima Business School in 2007.

The name Fostiima, an acronym for Friends of Seventy-Three, Indian Institute of Management, Ahmedabad – in spirit means “Friends of IIM-A Sharing the IIM-A Experience.” It



ANIL SOMANI
Chairman FOSTIIMA



reflects its purpose – to offer high-quality management education to students who may not have cracked the CAT but possess immense talent and potential.

Under Somani's visionary leadership, Fostiima has grown into a respected institution known for blending academic rigour with practical exposure. Over 35 IIM-A alumni contribute to its curriculum, ensuring that students receive an education grounded in real-world relevance.

A defining feature of the institu-

tion is its mentorship-driven culture, where each student is guided by an IIT-IIM graduate. This mentorship extends beyond academics, helping students develop leadership qualities, confidence and clarity in decision-making. Somani strongly believes that “education is not just about degrees — it's about igniting potential and transforming lives,” a philosophy deeply embedded in the institute's culture.

Fostiima stands out through its emphasis on the case method of teaching, encouraging students not only to solve business problems but to analyse, interpret, and think critically. The faculty, primarily from corporate backgrounds, act as facilitators who prepare students to handle real-world challenges.

Through live projects, internships, industry workshops, and corporate interactions, students gain hands-on experience that enhances their career readiness. This approach has resulted in exceptional placements, with graduates securing positions in leading firms such as Deloitte, EY, Amazon, Infosys, and several multinational organisations.

Beyond academics, Somani has shaped Fostiima into an institution grounded in values, ethics, and inclusiveness. He believes that education must build character along with competence. Scholarships and financial support ensure that deserving students are not held back by financial limitations.

Looking to the future, Somani envisions Fostiima as a forward-thinking institution ready to navigate global shifts, technological advancements, and evolving workplace needs. He affirms that AI and emerging technologies will complement – not replace – management education by strengthening delivery and improving learning outcomes. **BW**



Careers & Corporate Strategies Cannot be Insulated from Larger Forces

Business schools must ask whether they are preparing students merely for predictable markets and steady professional ladders or for the turbulence that increasingly defines our time

By Himanshu Rai

WE LIVE IN AN ERA **DEFINED** by volatility, uncertainty, complexity and ambiguity: what strategists call a VUCA world. Geopolitical shifts, tariff wars, shrinking outsourcing norms, limitations on visas and even cutbacks in university funding in the United States are no longer occasional disruptions but recurring realities. For young Indians, especially those aspiring to global careers, the impact is immediate. Education choices are disrupted, mobility is uncertain and professional pathways once taken for granted now look fragile. In such a world, leadership itself needs to be reimagined. Business schools must ask whether they are preparing students merely for predictable markets and steady professional ladders or for the turbulence that increasingly defines our time.

Shifting Futures

The scale of disruption can be seen in numbers. In 2024, the issuance of US F-1 visas to Indian students dropped by almost 38 per cent compared to the previous year. Denial rates of student visas reached 41 per cent, the high-



est in a decade, leaving thousands of aspirants stranded. The irony is that India has simultaneously become the largest source of international graduate students for American universities, which mirrors both the demand and the vulnerability of Indian students to shifts in policy. Further, with the political rhetoric around outsourcing, the growing emphasis on local job creation in the U.S. and the uncertainties around tariffs and trade partnerships, it is evident that careers and corporate strategies cannot be insulated from larger forces.

Rethinking Leadership

Leadership in a VUCA world is less about having fixed answers and more about building capacities to respond when the ground shifts. It requires agility, the ability to recalibrate quickly when trade policies change or when supply chains are disrupted. It demands systems thinking, where one appreciates how a visa regime in Washington can affect a startup ecosystem in Bengaluru or how climate policies in Europe affect investment choices in Asia. It calls for resilience and ethical grounding, because decision-making under uncertainty often tempts shortcuts. Further, it also requires a global mindset and cultural intelligence, even for those who never leave Indian shores, for markets, technologies and risks are globally interconnected. Above all, it requires an orientation toward experimentation and learning, because mistakes and failures are inevitable in uncharted terrain.

This means business schools cannot restrict themselves to conventional classroom teaching. If the curriculum remains focused only on stable business cases from settled markets, students will not be prepared for the world they will encounter. Instead, they need to be immersed in simulations of crises, in case studies drawn from trade

disputes and financial shocks, in exercises that demand scenario planning for multiple futures – all while being tech-savvy. They need to work across disciplines, understanding how economics blends with geopolitics, how law intersects with technology, and how environmental policy changes investment decisions, as the leader of the future cannot afford silos.

Building Real-world Readiness

At the same time, students must step out of the classroom altogether. Experiential learning in the real world,


 “Leadership in a VUCA world calls for resilience and ethical grounding, because decision-making under uncertainty often tempts shortcuts. Further, it also requires a global mindset and cultural intelligence, even for those who never leave Indian shores”


often outside the comfort zone of the corporate sector, strengthens adaptability. For instance, at IIM Indore, our leadership development goes well beyond lectures. Our Rural Engagement Programme sends students into villages, where they work directly with communities and learn to grapple with resource constraints, cultural diversity and the complexity of development challenges. Our Himalayan Outbound Programme pushes students into physically and mentally demanding environments, where they must make

decisions with limited information and support. Summer internships are not restricted to corporate firms; students also work with NGOs and social enterprises, gaining exposure to the ambiguity and diversity of real social challenges. These experiences build resilience, adaptability and empathy, preparing our students to confront ambiguity rather than retreat from it. In doing so, we are grooming leaders who can navigate the VUCA world with confidence and purpose.

The dilemma faced by students today under tightening visa regimes illustrates why this approach is critical. Uncertainty is real, but the solution is not despair. Instead, students must be guided to track policy shifts, to evaluate alternative destinations like the UK, Germany, Canada or Asia-Pacific and to recognise the opportunities available at home in India’s rapidly growing economy. They must be trained to build portable skills, including digital capabilities, cross-cultural collaboration and an entrepreneurial mindset that are not hostage to the policies of any one country. Business schools must create advisory and support infrastructure to help students make informed choices, connect them with alumni networks across geographies, and present realistic scenarios rather than rosy promises.

The stakes go beyond individual careers, as companies today need leaders who can steer through tariff shocks and supply chain disruptions; communities need leaders who can hold trust when uncertainty frays bonds and nations need leaders who can balance local interests with global engagement, protecting sovereignty while remaining open to cooperation. The kind of leadership business schools cultivate today will therefore determine not only the future of their graduates but also the resilience of firms, societies and economies tomorrow. **BW**



ADVANCING MANAGEMENT EDUCATION WITH PURPOSE & GLOBAL RELEVANCE

IMIKOLKATA blends analytical clarity, ethical grounding, and adaptability with an emphasis on societal impact **By Team BW**

INSTITUTIONS ACQUIRE identity not merely through scale, but through the clarity of the questions they choose to answer. When IMI Kolkata was established in 2011 by the RP – Sanjiv Goenka Group under the IMI business schools, it began with a question that remains deeply relevant: What should a modern management school stand for in a world shaped by uncertainty, technology, and global interdependence?

Fourteen years later, the contours of that answer are clear. Ranked 42nd among 1,026 management institutes in India (NIRF 2025, Ministry of Education) and 42nd in Asia in the QS Global MBA Rankings 2025, IMI Kolkata has emerged as a steadily rising institution – one that blends academic excellence, global engagement, and a strong sense of purpose.

Global Quality

IMI Kolkata's two-year Post Graduate Diploma in Management (PGDM),

approved by AICTE and recognised as MBA-equivalent by AIU, carries prestigious accreditations from AMBA (UK), NBA, and NAAC, and holds active memberships with AACSB and EFMD.

These recognitions place IMI Kolkata among a select group of business schools that meet international benchmarks of curriculum governance, learning assurance, and continuous improvement. Rooted in the philosophy of innovation, engagement, and impact, the institute's educational approach ensures that learning outcomes remain aligned with real-world needs and global best practices.

Future Aligned Curriculum

In today's dynamic environment, IMI Kolkata's curriculum continually evolves to address emerging business challenges. Courses in Generative AI, Business Analytics, Design Thinking, and Sustainability & ESG enable students to navigate the intersection of

technology, ethics and strategic foresight.

Learning is immersive and hands-on, with tools such as Python, Power BI and Tableau integrated into coursework to build analytical fluency and data-driven decision-making – essential skills for future-ready managers.

Experiential Learning

At IMI Kolkata, innovation is a practice, not a proposition. The IKN Innovation Foundation, a Section 8 company, nurtures student ventures through structured mentoring and incubation. Complementing this is the Leadership & Business Accelerator (LBA), where students collaborate with entrepreneurs from their first year, gaining early exposure to real-world ambiguity. This experiential model bridges theory and practice, fostering agility, problem-solving and entrepreneurial thinking.

Industry Engagement

IMI Kolkata's expanding global network – including ESC Rennes School of Business (France), University of Bradford (UK), Université Gustave Eiffel (France), Asian Institute of Technology (Bangkok), and Universiti Putra Malaysia (UPM) – fosters exchange programmes, joint research, and cultural immersion. A UPM student delegation visiting this year reflects the institute's growing international collaboration and two-way learning culture.

Industry engagement shapes IMI Kolkata's learning environment through CXO Masterclasses, live consulting projects, and Management Development Programmes that keep students connected to evolving business practices. Leading recruiters from consulting, BFSI, analytics, FMCG, and technology regularly offer diverse roles, affirming the professional maturity and employability of IMI Kolkata graduates. **BW**

"At IMI Kolkata, we believe that management education must go beyond classrooms – it must nurture responsible leaders who think globally, act ethically, and innovate sustainably," – Dr Mohua Banerjee, Director, IMI Kolkata.

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In the face of increasing geopolitical uncertainties, including shifting international alliances, new tariff regimes and emerging challenges, how should students aspiring to study abroad strategically plan their educational paths?

It is becoming increasingly evident that the United States, once the most sought-after destination for higher education, is losing some of its appeal. Other countries are emerging as strong alternatives. China is expected to launch its K1 visa programme, while the United Kingdom has revised its policy to actively invite talented and highly skilled individuals. Germany, too, has signalled openness to international students, with its ambassador to India making encouraging remarks recently.

These nations now offer post-study opportunities ranging from 1.5 to 3 years, allowing graduates to gain work experience, an important factor for students who often finance their studies through loans. However, students must evaluate the quality of the institutions they choose. Unless one secures admission to a top university, the top 50 in the US or the top 30 to 40 in Europe, the return on investment may be poor. Interestingly, many Tier-2 Indian institutions are now striv-

With placement challenges and rising skill demands, Indian

B-schools must balance conceptual knowledge, technical expertise and behavioural competencies to deliver value, **ARVIND SAHAY**, Director, MDI Gurgaon, tells **Vishal Katoch**. in a chat. Excerpts

ing harder to provide meaningful opportunities for students, making domestic education a viable option worth considering.

Given the high cost of B-school education in India and the current placement challenges, how can business schools ensure real value for their students, and how should students reimagine their careers after completing an MBA?

Value for MBA students in India lies in developing both macro and micro perspectives. They must be able to view business challenges broadly while also possessing in-depth expertise in areas such as marketing, strategy, finance or accounting. In addition, students need to build strong technical and

analytical skills; for instance, data visualisation through Tableau, research or quantitative finance and accounting abilities that enable them to interpret complex financial statements effectively.

Recruiters today look beyond institutional brands; they prioritise individuals with relevant, demonstrable skills who can deliver results from day one. Therefore, business schools must focus on equipping students with a combination of conceptual understanding, applied skills, and behavioural competencies such as emotional resilience, collaboration, curiosity and adaptability.

You mentioned that the MBA is a very old degree and needs to evolve. What aspects of MBA education, in your view, need to change to make it more relevant in today's context?

The MBA, as a century-old degree, is evolving to meet the changing demands of the workplace. Thirty years ago, skills such as data visualisation using Tableau or proficiency in presentation tools were not essential; today, they are. Similarly, behavioural traits like emotional resilience, curiosity and collaboration, once considered desirable, have now become key selection criteria. The modern MBA must com-

“Value for MBA Students Lies in Developing Both Macro & Micro Perspectives”



most significant challenges facing management education today and how can management institutes address them to remain relevant and impactful?

The single largest challenge for management education in India today is delivering quality at scale. While a handful of top institutions maintain high standards, their capacity is limited by faculty strength and the experiential nature of education. Expanding output from 500–600 MBAs to thousands without compromising quality is difficult, as top-tier faculty are limited and essential

“Indian B-schools, including institutions like MDI Gurgaon, are focusing strongly on imparting hard, employable skills, an approach that is likely to serve the country well in the coming years”

for delivering rigorous programmes.

Addressing this requires both increasing the number of quality faculty and ensuring that the best institutions focus on educating the wider student population without external interference. Innovative solutions, such as leveraging AI, could help scale education responsibly. For instance, AI avatars of experienced faculty could supplement teaching, evolving alongside the instructor to deliver personalised interactions to larger cohorts while preserving depth and engagement. Combining top faculty with technological augmentation offers a potential path to expand access to high-quality management education across India. **BW**

bine breadth and depth, enabling students to view business problems holistically while developing specialised expertise in areas such as marketing, finance or strategy.

Globally, there is also a clear shift towards specialised master's programmes, such as those in finance, marketing, or supply chain management. Another significant development is the move from post-experience to pre-ex-

perience management education, already visible in the US and long established in Europe. Indian B-schools, including institutions like MDI Gurgaon, are focusing strongly on imparting hard, employable skills, an approach that is likely to serve the country well in the coming years.

As a seasoned educator and researcher, what do you see as the

vishal.katoch@businessworld.in



ESSENTIALITY OF LEARNING & DEVELOPMENT

THE CORPORATE expectations of management graduates have evolved over time due to changing customer needs, business innovations, globalisation, and the dynamic landscape of professional operations.

Corporate houses are looking for management graduates who are highly equipped with technology, functional knowledge, and behavioural skills. In order to meet corporate requirements, it is essential for higher education business schools to train students in such a way that they meet the corporate requirements closely. Another challenge is ensuring the sustainability of the training impact.

At the GNIOT Institute of Management Studies (GIMS), we have thoughtfully bifurcated the training programme into Technical competence and Behavioural Competence. Technical competence includes do-

The GIMS prepares students through tailored training, corporate interactions, and holistic development programmes, writes Swadesh Kumar Singh

main expertise along with IT competence, while behavioural competence includes communication, adaptability, problem-solving, teamwork, time management, corporate etiquette, and a positive attitude. The next challenge was to design a strategy for infusing these skills among the students. We further bifurcated the entire training module into curriculum (credit) and co-curriculum (non-credit) buckets. The technical competencies are largely mapped onto the 114-credit curriculum structure, and the behavioural competencies are mapped onto co-curricular activities. Further, GIMS established a fully functional Learning and Development department with a focus on delivering co-curricular activities pertaining to behavioural competence. The design for honing behavioural competence

in each student includes:

- 100-120 contact hours of delivery for all aspects (LSRW) of communication. The communication modules are delivered by the British School of Language. In addition, the institute has an AICTE-recommended communication lab; students use this lab tool for practicing.
- 40-45-hour delivery on soft skills training through an exclusive soft skill training programme called "tutelage." This programme is led by Mr Sonu Sharma, a leading soft skills trainer in the country.
- 50-60 hours of delivery on aptitude and logical reasoning. This training is also delivered in close association with the best practitioners in the country.

Apart from training modules, the institute has nearly 80-100 corporate interactions through various programmes and talk series. Industry leaders, functional managers, and decision-makers interact on various platforms with the students of GIMS. The first talk series is named Chanakya Talk Series (CTS), which invites industry leaders to interact with the students so that students can gauge the vision of corporate leaders. The second

talk series is called Prabodhan Talk Series (PTS). This talk series is aimed at understanding

the expectations of functional managers from fresh recruits. The third talk series is named Samarik Talk Series (STS). This talk series invites leaders from defence forces so that students can understand the leadership style of the most efficient organisations.

We at GIMS also make crucial assessments of the training programmes, as it is important to understand (a) the effectiveness of the training programme and (b) the alteration of the training programme as per the needs of the students. **BW**



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In the face of increasing geopolitical uncertainties, including shifting international alliances, new tariff regimes, and potential visa challenges, how can B-schools groom leaders who can show resilience and steer their teams? Also, how should students aspiring to study abroad strategically plan their educational paths?

Disruption is the new normal. Business schools must groom not just global managers but value-driven, globally resilient leaders — agile thinkers who can read signals of change, pivot quickly, and inspire confidence amid uncertainty.

B-schools can groom resilient leaders by:

- Integrating geopolitical literacy into the curriculum — embedding geo-economics, political risk management, and international negotiation into core courses.
- Building simulation-based, scenario-driven learning — through war games, trade disruption models, and cross-border supply chain case studies.
- Fostering cross-cultural intelligence and empathy — via programmes that mix nationalities, rotate learning across geographies, and emphasise cultural reflection, not just exposure.
- Leveraging alumni and global partnerships — creating “safe corridors” for learning, internships, and exchanges that remain accessible even when mobility is disrupted.
- Integrating Interventions that instil a ‘Value for Values’ — Like IMT Ghaziabad’s ‘I’m the Change’ initiative that exposes participants to under-privileged communities who are unlike them and gives them the joy of contribution.

Students can strategically plan for disruption by:

- Choosing programmes with

“B-Schools Must Groom Value-driven, Globally Resilient Leaders”

In an exclusive interaction, Atish Chattopadhyay, Director, IMT Ghaziabad talks about how B-Schools are adapting to meet the demands of ‘disruption’ — the new normal
By Team BW

geographic and academic flexibility.

- Building portable, borderless skills — AI literacy, digital strategy, sustainability, and entrepreneurship.

- Factoring in geopolitical risk — evaluating destinations for stability, post-study work options, and employability.

- Developing a personal “Plan B” for career mobility — including remote work, gig roles, or entrepreneurship beyond national borders.

Programmes like IMT Ghaziabad’s DCP inherently build resilience — if visa regimes shift, students can continue studies at alternate locations.

Given the high cost of B-School education and current placement challenges, how can B-Schools ensure value for students, and how should students reimagine their careers after an MBA?

B-Schools must evolve from placement providers to career accelerators, offering lifelong value through learning, networks, and adaptability. MBA graduates, in turn, must become value architects — profes-

sionals who learn, create, and lead with purpose.

B-Schools can ensure value by:

- Redefining ROI beyond placements — focusing on long-term employability and career resilience.
- Embedding work-integrated learning — internships, live consulting projects, and co-designed electives that blend academic theory with industry experience.
- Personalising career development — through Career Design Labs, skill mapping, and mentoring tailored to corporate, entrepreneurial, or social sector goals.
- Reimagining alumni engagement — from a one-time degree to a lifelong learning ecosystem offering micro-certifications and career support.

Students should reimagine their careers by:

- Thinking in portfolios, not positions — combining full-time roles, side ventures, and continuous upskilling.
- Aligning with emerging domains — AI, sustainability, digital transformation, and climate tech.
- Focusing on creating value —



“AI will serve as an integral pedagogical partner, enhancing teaching while retaining the human essence of mentorship”

tion be viewed as a continuum, not a one-time qualification. At IMT Ghaziabad, we are developing modular executive programmes, flexible online pathways, and entrepreneurship incubators to help professionals learn, unlearn, and relearn across their careers. Our aim is to move beyond awarding degrees to building a lifelong learning ecosystem — enabling alumni and professionals to continuously upskill, innovate, and stay future-ready through multiple career transitions.

How do you envision the evolution of MBA programmes in the context of emerging technologies like AI?

With 92 per cent of Indian office workers using AI tools daily, India leads global AI adoption, creating both immense opportunity and responsibility for business education. At IMT Ghaziabad, we aim not merely to adopt AI but to co-create the future of AI-driven learning. AI will serve as an integral pedagogical partner, enhancing teaching while retaining the human essence of mentorship.

The question is no longer “What can AI do?” but “What can we do together?” In this AI-augmented model, students will receive personalised insights shaped by faculty expertise, not generic algorithmic responses. The next evolution of the MBA will fuse human wisdom with machine intelligence, producing leaders equipped for a transformed world. **BW**

reframing the mindset from “I need a role” to “I can create impact.”

- Navigating hybrid, borderless work models — blending physical and remote global opportunities.

- Investing in continuous learning — treating the MBA as a launchpad, not a finish line.

What are the most significant shifts you are witnessing in the aspirations of B-School students and industry requirements, and are the two in sync or at odds with each other?

Today’s students are purpose-driven, entrepreneurial, and impact-oriented, seeking careers that deliver meaning, creativity, and autonomy. Many aim to build ventures or work at the intersection of business, technology, and sustainability. Industry demands hybrid

professionals — those who combine analytical rigour, digital fluency, and leadership agility. While aspirations and requirements broadly align, gaps remain in AI readiness, digital literacy, and entrepreneurial problem-solving. The challenge for B-Schools is to act as dynamic bridges — updating curricula, integrating experiential learning, and nurturing adaptability so that graduates are not just job-ready but future-ready.

There is much emphasis now on lifelong learning. In view of this, shouldn’t B-Schools reconfigure their programmes to cater to learning needs of the workforce and entrepreneurship over a larger duration of their working career?

Absolutely. Lifelong learning demands that management educa-

WHERE ANALYTICS, GLOBAL LEARNING AND INDUSTRY EXPOSURE SHAPE FUTURE LEADERS

At Krupanidhi College of Management, Business Analytics is integrated across the entire MBA curriculum, ensuring every student gains strong analytical capabilities



In a business world driven by rapid change and data-centric decision-making, future leaders must be analytical, adaptable, and globally aware. Krupanidhi College of Management (KCM), one of Bangalore's leading autonomous MBA institutions, has crafted a programme that meets these evolving demands with precision and vision.

At KCM, Business Analytics is integrated across the entire MBA curriculum, ensuring every student gains strong analytical capabilities, regardless of their chosen specialisation, Marketing, Finance, HR, Logistics & Supply Chain, or Healthcare. This continuous exposure empowers students to interpret data, forecast trends, and make informed decisions, making them industry-ready from day one.

An autonomous institution affiliated with Bengaluru North University, accredited with a NAAC Grade A, and honoured with the prestigious QSI-GAUGE Diamond Rating, KCM

stands as a benchmark for high-quality, contemporary management education in India.

KCM enhances its academic excellence by offering premium resources from Harvard Business Publish-

ing Education, including case studies, business simulations, Harvard online courses, and Harvard ManageMentor modules. These world-class learning tools expose students to real business scenarios and strategic frameworks used by global leaders, enriching their perspective and sharpening their problem-solving abilities.

Industry-driven Approach

Situated in Bangalore—the corporate, technology, and start-up capital of the country—KCM offers unmatched access to industry interactions, internships, and career-building opportunities. Students benefit from:



- A curriculum aligned with current industry needs
- Experienced faculty from academia and corporate backgrounds
- Personalised mentoring and leadership development

- Live projects, corporate talks, industry visits, and internships

This practical, industry-driven learning approach ensures students graduate with the confidence and competence needed to excel in top organisations.

Rankings That Build Trust

KCM's national rankings reflect its academic strength and industry relevance. The institution is consistently recognised among the top B-Schools, including 6th in South India, 29th among the Top 100 B-Schools in India (TOI 2025), 5th among Private B-Schools in Bangalore, 42nd among India's Top Private MBA Institutions (Outlook ICARE 2026), and 18th Best Private B-School in India (THE WEEK 2024).

A Campus That Inspires Growth

With a vibrant campus, modern infrastructure, and a holistic learning environment, KCM fosters both academic and personal growth. The Krupanidhi Research and Innovation Centre (KRIC) drives research excellence, encouraging students to engage in innovation and thought leadership. A strong placement team and alumni network further support student success.

At KCM, students don't just study management—they live it. Through analytics-driven learning, global resources, and deep industry exposure, KCM shapes professionals who are ready to lead with vision and impact. **BW**



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 - * Entrepreneurship & Startup Management
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One year (2 semesters Evening Hybrid Programme)
- **Ph.D. in Management** (Part-time/ Full time through BCU)

Our Major Recruiters



Placement Summary for 2022-2024

Total no. of Companies	57
Total No. of Students in the college	180
Total No. of Students not opted for Placements or ineligible	12
Total No. of Students opted for Placements	168
Total No. of Students Placed	151
Percentage	90%
Highest package	11.5 L/A
Average package	6.27 L/A

AWARDS & RECOGNITIONS

TIMES OF INDIA 2025

- ❖ Ranked 47th pan India amongst top B-schools
- ❖ Ranked 12th best B-school in South India

BUSINESS TODAY 2024

- ❖ Ranked 71st All India Level Private
- ❖ Ranked 44th for Return on Investment Pan India
- ❖ Ranked 10th Bengaluru Metro

INDIA TODAY 2024

- ❖ Ranked 71st All India Level Private
- ❖ Ranked 10th Top B-School Bengaluru

THE WEEK 2024

- ❖ Ranked 87th amongst top B-School in India
- ❖ Ranked 31st Best B-School in South India



Salient features

- ♦ Centrally located campus with Best-in-class Infrastructure
- ♦ Scholarships up to Rs 1,50,000/- per year (Tuition fee waiver for the 1 & 2 year for meritorious students)
- ♦ Highly Qualified & Experience Faculty with Industry & Corporate Exposure
- ♦ Best-in-class Computer Labs & Digital Library
- ♦ Best-in-class Knowledge Resource Centre (Library) with vast collection of books, Journals, Periodicals & e-databases
- ♦ Robust Industry – Institute interface
- ♦ Lots of Co-curricular & Extra-curricular activities to ensure 360 grooming of students
- ♦ International collaborations with Foreign Universities & Institutions for Student immersion programmes, joint research, student exchange programs, etc.
- ♦ 16 Centres for Excellence
- ♦ Remote access to 100 plus celebrated e-books on all the subjects from Pearsons Global
- ♦ QUIKLRN™ LMS for seamless learning 24x7
- ♦ 24x7 access to recorded lectures on "IMPARTUS" – lecture capturing IT solution from Upgrade campus
- ♦ NSMART lab in collaboration with NSE for simulated Trading
- ♦ Remote access to e-databases (EBSCO, J-GATE, Prowess IQ.).
- ♦ Two years paid unlimited enrollment license from COURSERA-giving full access to the entire Coursera – for campus catalogue of 4500+ courses, 450+ specializations & 1200 + guided projects for 2 years.
- ♦ Separate hostel for boys & girls

ELIGIBILITY CRITERIA:

MBA : Graduates from any discipline with a minimum of 50% marks on an aggregate (including languages & core papers) & should have appeared for any one of the entrance tests recognized by the AICTE/UGC such as; CMAT, MAT, ATMA, CAT, PGCE, KMAT and should have completed 10th/SSLC, 12th/PUC/Diploma as per the Government norms, are eligible to apply.

PGDBA : Graduates from any discipline with a minimum of 50% marks on an aggregate (including languages & core papers) & should have completed 10th/SSLC, 12th/PUC/Diploma as per the Government norms are eligible to apply.

Ph.D. in Management: As per the UGC Guidelines

Industry – Institute Collaborations



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*The author is Dean and Professor, SP Jain
Institute of Management & Research*

Placements & Beyond: From First Jobs to Lifelong Careers

Beyond placements, management education equips graduates with adaptability, networks and innovation skills to thrive across shifting career landscapes

By Varun Nagaraj

IN CONVERSATIONS TODAY, FROM LIVING rooms to boardrooms, 'placements' dominate the narrative around business education. Families weighing the MBA option often view it through a narrow lens: tuition fees, loan repayments and lost earnings that must be offset by the salary package secured at the end of the placement season. For a handful of institutions, this equation works neatly. For most others, it is far less certain.

At SPJIMR, we recognise that many students enter with the expectation that their salaries will justify their investment. At the very top tier, the top 10 per cent of students can almost count on such outcomes. But beyond this rarefied circle, the promise of guaranteed ROI quickly weakens. That reality does not diminish the relevance of management education. Instead, it challenges us to define its value in broader terms than immediate salaries.



Our own results show both achievement and perspective. Take, for example, our recently concluded summer internship cycle for the PGDM Class of 2027, which recorded the highest-ever stipends, alongside robust industry participation and strong sectoral growth. This level of corporate engagement underlines the confidence industry places in our students.

What B-schools Must Do

Reframe placements as professional development: When Business schools treat placements only as a first-job outcome, they encourage a transactional mindset. What students need instead are professional development pathways that prepare them for careers spanning decades. I often describe this as building *lambi race ke ghode* — graduates capable of navigating change again and again.

Build adaptability and resilience: AI, digital transformation and changing business models are all reshaping the market. Skills that are valued now could become outdated tomorrow. In order to prepare students to remain relevant in ambiguity, we place a strong focus on critical thinking, experiment-based learning and hybrid delivery methods.

Clarify institutional positioning: Every school must ask: if we are not at the very top of the pyramid, then what are we. Why should students choose us? At SPJIMR, our distinctiveness lies in wise innovation, responsible leadership, societal impact and design thinking. These are not extras; they are integral to our DNA.

Offer diverse formats: Not every participant comes to campus seeking placement. Mid-career professionals often look for relevance and reinvention rather than recruitment. For those with a decade or more of experience, we offer frameworks, networks and renewal without de-

pending on placement.

Strengthen partnerships with industry and society: Beyond hiring, relationships with businesses, governmental organisations and non-governmental organisations are essential. Projects, internships, mentoring and social immersion should all be a part of them. These wider obligations have long been incorporated into SPJIMR's curriculum through programmes such as Abhyudaya, the Development of Corporate Citizenship (DoCC) and rural internships.

“In an ever-changing world, staying relevant means being proactive in acquiring new skills – whether in AI and analytics or sustainability and emerging technologies”

Why MBA Still Matters

Even with high costs and uncertainty, there are clear reasons why an MBA remains valuable:

Networks and peer learning: The diversity of classmates, practitioner-oriented faculty and exposure to industry leaders create perspectives impossible to replicate alone.

Holistic development: Beyond technical knowledge, leadership, ethics, systems thinking and innovation are skills that automation cannot replace.

Career flexibility: First placements may not always be perfect, but management education builds credibility and opens doors to leadership, entrepreneurship, consulting and product management. Over time, the benefits

outweigh the upfront investment.

Purpose and contribution: Increasingly, students seek meaning as well as money. Programmes that embed ethics, rural exposure and social impact equip graduates to contribute to society while advancing their careers.

Reimagining Life After MBA

Graduates must realise that placements are the beginning of a new opportunity and not the end goal. They must realise that sometimes waiting for modest offers can lead to significant opportunities. All it takes is the right performance and attitude.

In an ever-changing world, staying relevant means being proactive in acquiring new skills – whether in AI and analytics or sustainability and emerging technologies. Today's graduates must cultivate agility and be ready to pivot across industries or geographies. To stay current, they must invest in life-long learning through short courses, executive education and peer networks. Above all, aligning career choices with personal values ensures that leadership is not only about profit but also about purpose and societal impact.

Families face actual difficulties with high tuition, heavy loan interests and unpredictable placements. The larger question, though, is how to make business education more robust, relevant and rewarding rather than whether the MBA is still important.

Our goal at SPJIMR is to train graduates for several jobs, multiple economic cycles and even roles that do not yet exist, rather than focusing on achieving headline placement numbers. We want to create leaders who strike a balance between responsibility and ambition, who blend flexibility and compassion and who view their MBA as a platform for impact, purpose and resilience rather than merely a means of earning a pay check. **BW**

At MDI Murshidabad, our mission is both aspirational and deeply rooted in values – to nurture leaders who combine managerial excellence with ethical conviction, a global mindset, and a commitment to societal well-being. In today's fast-changing world, leadership must be informed not only by expertise but also by wisdom, resilience, and emotional intelligence. Drawing inspiration from India's timeless philosophical heritage – *Vasudhaiva Kutumbakam, Ahimsa, Sarve Bhavantu Sukhinah* – we integrate ancient ethos with contemporary management education. This unique blend forms the soul of MDI Murshidabad.

Thought Leadership

Our faculty are deeply engaged in High-Impact Research, Industry Projects, Executive Education and Global Collaborations. MDI Murshidabad continues to strengthen its academic footprint through:

- Cutting-edge courses in leadership, emotional intelligence, organisation design, and transformational management;
- International immersion programmes and global partnerships;
- Active industry engagement through consulting, MDPs, and policy research;

SHAPING RESPONSIBLE LEADERS FOR AN EVOLVING WORLD



Statement by Prof. **AJAY K. JAIN**, Director,
MDI Murshidabad



- Research culture that produces high-quality publications in globally recognised journals.

Sustainable Development

MDI Murshidabad stands proudly connected to the heritage and development journey of the Murshidabad region. The district has emerged as a hub for sustainable growth, with initiatives

that blend economic progress, environmental care, and social inclusion.

Our Sustainable Development Demonstrations Include: Environmental Sustainability, Social Sustainability & Economic Sustainability. These efforts not only uplift the region but also help our students experience leadership rooted in empathy, responsibility,

and inclusiveness.

Building Future-Ready Managers

In an era shaped by digitalisation, sustainability, and socio-economic shifts, our curriculum encourages students to develop curiosity, analytical ability, and self-leadership. With strong corporate connections, rural immersion initiatives, and hands-on learning, we ensure that every student experiences holistic development. The campus ecosystem fosters critical thinking, collaboration, and creativity – qualities essential for thriving in the new business landscape.

A Growing Legacy of Impact

Our alumni are making significant contributions across industries in India and abroad. They carry forward the values of MDI Murshidabad – competence, compassion, and character – becoming ambassadors of positive change.

Conclusion:

Leaders with Values, Vision & Purpose

As we continue to grow, our commitment remains unwavering – to develop leaders who succeed professionally and contribute meaningfully to society. In a world that needs thoughtful, emotionally intelligent individuals, MDI Murshidabad stands dedicated to shaping leaders who serve with integrity and purpose.



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The author is Director, SVKM's NMIMS, Bengaluru

Rethinking the Role of Business Schools

B-schools must evolve beyond simply training managers to developing leaders who can anticipate uncertainty, make decisions amid ambiguity and uphold human values even when tested by adversity

By Narayani Ramachandran

INDIA'S EMERGENCE AS A LEADING SOURCE of international students demonstrates how deeply its youth are integrated into global systems. The recent decision by the US administration to revise the fee for H-1B visa is hardly surprising. To many, it appears to be just another policy adjustment, but in reality, it exposes the deeper fault lines of our interconnected world. Tariff realignments, outsourcing crackdowns, abrupt visa shifts and shrinking university budgets are no longer isolated occurrences. Together, they highlight a crucial truth — that higher education, particularly leadership development, cannot remain insulated from the volatility beyond campus boundaries.

The very mobility that once fuelled global ambition is now being tested. Given their high representation in STEM fields, Indian students are likely to feel the brunt of these changes. As the international job market becomes less predictable, the ladder many were climbing suddenly feels unsteady.

It is precisely in such times that the responsibility and the opportunity rests with business schools. They must evolve beyond simply 'training managers' to 'developing leaders' who can anticipate uncertainty, make decisions amid ambiguity and uphold human values



even when tested by adversity.

Today's challenge is not the scarcity of information, but the ability to make sense of it. Organisations already generate vast amounts of data, yet struggle to interpret and transform it into ethical, timely action. Tomorrow's leaders must be fluent in both human emotion and algorithmic logic

— able to find patterns in chaos, listen more than they speak and adapt without compromising integrity. That is the essence of leadership in a VUCA (Volatile, Uncertain, Complex, Ambiguous) world.

How should business schools respond?

Reinvent Pedagogy Move beyond tidy case studies and into messy, real-world simulations. Let students navigate disrupted supply chains, manage teams through regulatory shifts or respond to geopolitical sanctions mid-trimester. These experiences mirror the true complexity of global business and teach students to make trade-offs and learn from failure.

Deepen Industry Collaboration Internships are valuable, but co-creation is transformative. Invite industry partners to co-design modules around the disruptions they face today — from AI and ESG to climate risk and regulatory change. This allows students not only to study transformation but to experience it first-hand.

Redefine Assessment Traditional grading rewards speed, accuracy and formulaic precision. In real crises, however, leaders must choose between imperfect options. Evaluation should therefore emphasise resilience, ethical reasoning, adaptability and long-term thinking under stress.

Prioritise Human Skills While technology accelerates, empathy, cultural intelligence and emotional resilience remain irreplaceable. Future leaders must be as capable of handling mental health, diversity and ethical dilemmas as they are of managing P&Ls or data dashboards. If business schools successfully integrate adaptability, humanism, strategic foresight, ethical strength, resilience, customer-centricity and lifelong learning, they will produce leaders who can contain complexity without being consumed by it.

“MOVE BEYOND
TIDY CASE
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LET STUDENTS
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DISRUPTED
SUPPLY CHAINS,
MANAGE TEAMS
THROUGH
REGULATORY
SHIFTS OR
RESPOND TO
GEOPOLITICAL
SANCTIONS
MID-TRIMESTER”

Business schools should cultivate a global mindset that prepares students to thrive in any environment while inspiring them to drive positive change within their communities and beyond. They must foster an ethical and responsible approach to decision-making and action, enabling future leaders to navigate and lead effectively in a VUCA world. They should cultivate lifelong learning habits and interactive problem-solving.

Agility & Adaptability are Key

Agility is no longer optional, it is essential. Business schools must become the crucible for developing this skillset, combining global business insight with hands-on experience.

Their curricula should be rooted in adaptive, collaborative and innovation-driven thinking, leveraging cutting-edge technologies and methodologies to transform volatility into opportunity. In a world where markets shift by the hour, structured frameworks must give way to iterative problem-solving and responsive learning.

After all, in the eyes of employers and society alike, adaptability is the new currency of leadership.

India's demographic dividend, so often celebrated on paper, will translate into true progress only if our institutions rise to the challenge. Business schools will be judged not merely by graduate employment rates, but by how effectively their alumni steer organisations, communities and nations through disruption.

The real question is no longer whether business schools can produce future leaders, but whether they can keep pace with the speed of change. Those that embrace uncertainty and reorganise themselves from within will not just create employable professionals, but also nurture the architects of a stronger, more humane world. **BW**

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Guided by the vision of Founder Chairman **CHHAGAN BHUJBAL** and awarded the esteemed QSI-GAUGE Diamond Rating, MET stands among India's top-ranked B-schools

SINCE its inception in 1989, Mumbai Educational Trust (MET) has remained committed to nurturing business leaders who can navigate corporate complexities. Emerging as a cornerstone of progressive management education, the Mumbai Educational Trust, located at Bhujbal Knowledge City, Bandra, continues to redefine academic excellence through its industry-aligned approach and future-ready learning ecosystem. Guided by the vision of Founder Chairman Chhagan Bhujbal and awarded the esteemed QSI-GAUGE Diamond Rating, MET stands among India's top-ranked B-schools.

MET's distinct MBA programmes: MMS, PGDM, and PGP EMBA, are thoughtfully crafted to deliver holistic development, combining strong academic frameworks with hands-on experiential learning. With PGDM offering dual specialisations in new-age fields like FinTech, MarTech, Business Analytics, Media & Entertainment, and Start-ups & New Enterprise Management, students gain the advantage of developing multi-domain expertise that expands career pathways.

Anchored in MET's digitally-enabled campus, advanced teaching-learning tools, and research-driven academic culture, learners build a strong intellectual foundation while developing real-world managerial agility. To strengthen global business competence, MET provides foreign

trips and international immersion opportunities across various countries, with Japan and Malaysia as key examples. Experiential learning continues to be a defining pillar of the MET philosophy. Students engage in industry simulations, business case debates, consulting-style live projects, field assignments, leadership labs, and



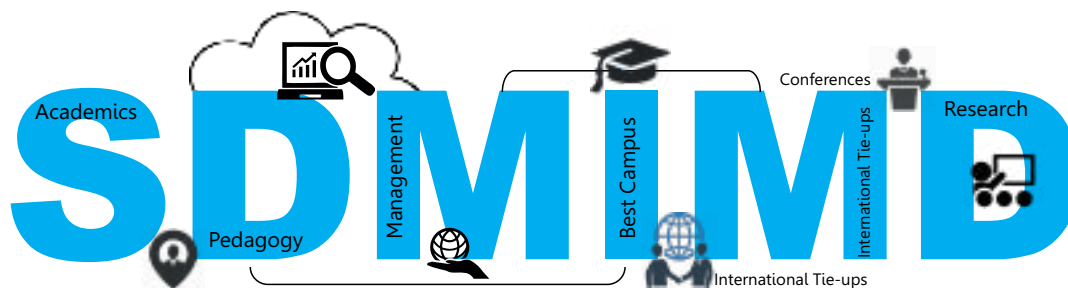
interactive sessions with corporate experts. Corporate veterans frequently visit MET to conduct masterclasses and share industry insights, ensuring academic learning remains closely aligned with corporate expectations. Entrepreneurial ambition is nurtured through the MET Incubation Centre and the Institute Innovation Council, which provide structured mentorship, access to industry professionals, investor interactions, and opportunities to convert ideas into viable ventures. For finance-focused learners, the state-

of-the-art NSE Cogencis Finance Lab offers real-time exposure to market data, analytical tools, and global financial systems. The academic partnership with KPMG for the PGDM programme further enhances the learning ecosystem. Through globally valued certification modules and specialised skill-building sessions, this collaboration strengthens analytical ability, financial acumen, and managerial decision-making.

MET's strong corporate linkages and dedicated Placement Cell ensure students benefit from internships, live projects, leadership talks, and structured recruitment processes. A recent highlight is the highest placement package of 20 LPA, reflecting the confidence leading organisations place in MET's talent pool. Alumni from MMS, PGDM, and PGP EMBA continue to excel across organisations such as IBM, Tata, Mahindra, Ogilvy, and several multinational corporations, reinforcing MET's global footprint.

What truly sets MET apart is its integrated ecosystem that connects academics, industry, innovation, and ethics. With a curriculum designed for the future, strong corporate and global collaborations, and a thriving alumni network across continents, MET remains dedicated to shaping management professionals who are equipped not only to succeed but to lead with vision, resilience, and responsibility in an evolving global business landscape. 

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The author is Director, SVKM's NMIMS, Indore

By Anshuman Jaswal

THE GLOBAL STAGE HAS ALWAYS BEEN unpredictable, but in recent years, the pace and scale of change have gone into overdrive. Tariff hikes, tightened visa rules, cuts in US education funding — it's a whirlwind that's reshaping careers, businesses and the very idea of leadership. The old management textbooks never anticipated a world this volatile.

Strategists call it VUCA — Volatility, Uncertainty, Complexity, Ambiguity. The term, born in US military war rooms, has become the perfect shorthand for today's business and political climate. But what makes this moment different is that the turbulence isn't accidental. It's policy-driven. Leaders now face not just market cycles but deliberate geo-political shocks: tariffs that gut export models, visa fees that lock out talent and funding cuts that destabilise once-stable universities.

For India, the impact is deeply personal. Exports are wobbling, IT companies are recalibrating and students who once dreamed of a US education are being forced to think again.

The American Squeeze

Consider the numbers. US import duties on Indian goods have soared — some as high as 50 per cent. Exports of textiles, gems, jewellery and even smartphones have nosedived. Between May and August 2025 alone, Indian exports to the US fell by over 22 per cent.

At the same time, the US has effectively put a price tag on ambition. A one-time \$100,000 fee for new H-1B visa applications has sent shockwaves through India's IT sector. For companies that once thrived on placing skilled engineers in American offices, this is not just a barrier — it's a business model breaker. Analysts say the new rules could shave 7–15 per cent off operating profits for top Indian tech firms.

And then there's education. With federal funds drying up, US universities — once magnets for Indian talent — are shrinking opportunities, cutting programmes and raising doubts about long-term stability. Families weighing the 'return on investment' of an expensive American degree are asking hard questions.



Crisis or Catalyst?

On the surface, the story looks bleak. But zoom in and you see a different picture: disruption as opportunity. Indian IT firms, already experimenting with near-shoring in Canada and Latin America, are now doubling down on offshoring back home. The visa clamp-down makes local hiring in the US less viable, so companies are reshaping projects to be run from India. Meanwhile, talented professionals, once deterred by the 'brain drain', are returning, adding fresh energy and expertise to India's domestic ecosystem.

Far from being left behind, India might actually be gaining an edge. Global Capability Centres (GCCs) — the R&D and back-office arms of

This Disruption is a Generational Opportunity

Far from being left behind, India might actually be gaining an edge. Talented professionals are returning, adding fresh energy and expertise to India's domestic ecosystem



“By embracing disruption, India can pivot from being a supplier of talent to being a hub of leadership development”

The B-school Blueprint

That brings us to India's business schools. If the US model is faltering, Indian business schools have a chance to step up. But only if they reinvent themselves.

Curriculum must get real: Case studies shouldn't be tidy puzzles with neat endings, they should mirror messy realities: tariff shocks, cyberattacks, sudden regulatory changes.

Pedagogy must transform: Less lecturing, more debating, simulating and experimenting - the classroom should be a rehearsal space for uncertainty.

Industry partnerships must deepen:

By aligning with GCCs and domestic innovators, b-schools can give students live exposure to global challenges without leaving Indian soil.

Done right, this could turn Indian institutions into global magnets.

Turning Flux into Fortune

Yes, US policy has made life harder for India's exporters, IT workers and students. But the flip side is a generational opportunity. By embracing disruption, India can pivot from being a supplier of talent to being a hub of leadership development.

If Indian b-schools seize this moment, they won't just prepare graduates for jobs. They'll prepare them for stewardship — of companies, communities and even countries, through the storms of an uncertain world. In a word: they'll be grooming leaders for the age of VUCA. **BW**

multinationals — are evolving into innovation hubs. With talent density rising and costs competitive, India could turn into the world's laboratory for the future of work.

Students Reroute Their Dreams

For students, the shift is equally striking. The US is no longer the default option. Applications to US universities are falling, while Canada, Germany and Australia are pulling ahead.

The reasons are obvious. Canada offers affordable tuition, a three-year post-graduation work permit and a clear path to permanent residency. Germany goes further — low-cost or tuition-free education and even gratis visas for Indian students under

new agreements.

A New Kind of Leader

This global flux demands a new leadership playbook. The era of top-down command-and-control is over. What's needed are leaders who can adapt, empathise and think critically under pressure. Four qualities stand out:

Agility — making smart decisions with incomplete information;

Resilience — staying grounded and optimistic amid setbacks;

Collaboration — engaging teams through open communication and trust;

Critical Thinking — cutting through noise to find clarity and act with purpose.

SPSU ON THE PATH OF SUSTAINABILITY AND INNOVATION



Sir Padampat Singhania University (SPSU) ceremony

SPSU CARRIES FORWARD a rich legacy rooted in the essence of the vision of JK Cement and is known for excellence, integrity, and nation-building since its inception in 2007. Established to promote quality education and technological advancement, the university upholds a tradition of nurturing talent, fostering innovation, and contributing to societal growth. SPSU has evolved into a centre of learning that blends values with new-age courses, preparing responsible professionals who can lead with purpose and make a meaningful impact to the world.

Innovations & New-Age Courses

All our academic programmes are industry-integrated and developed in collaboration with leading industry partners, ensuring that students are future-ready and aligned with evolving global standards. The university has significantly expanded its academic portfolio with a diverse range of new-age programmes – spanning Design, MBA-Tech, (five-year integrated B.Tech+ MBA), BBA-LLB (Integrated), Corporate Communications, Performing Arts, Sports Management, Data Science, Business Analytics, and specialised technology tracks such as B.Tech CSE-L&T EduTech, AI and Machine Learning,

Established to promote quality education and technological advancement, the university has a tradition of nurturing talent

Cybersecurity, and more.

These innovative offerings provide students with cutting-edge knowledge and multidisciplinary skills essential for a rapidly evolving global landscape. Additionally, the university has academic and corporate collaborations – with institutions like Chiba University (Japan), Lincoln University College, Malaysia, and with IBM, Oracle, Cisco, Sun Microsystems and many others – that focus on cutting-edge training and live projects for both students and faculty. The university's strong industry connection has consistently enabled students to secure placements in leading organisations as Mechlin Technologies, TCS, Deloitte, HCL, L&T, Wipro, JK Cement, and several other companies of repute.

Centres of Excellence

SPSU has developed specialised Centres of Excellence in high-impact areas such as AI and Machine Learning, Cyber Security, Robotics, Semiconductors and IoT, Environmental Science and Sustainability, Business Analytics,

and Fintech and Blockchain. These centres function as innovation and skill-development hubs, offering advanced training, real-world project exposure, and interdisciplinary collaboration. By integrating research, technology, and industry-driven learning, they equip students with future-ready competencies and position the university at the forefront of emerging global trends.

Championing Sustainability

Today, when sustainability has become a defining expectation for modern campuses, SPSU is taking bold and focussed steps to lead this transformation. At the forefront of this journey

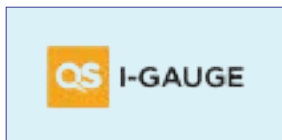
is the launch of the MBA in Sustainability Management, aimed at nurturing leaders who can champion environmentally and socially responsible growth. SPSU strengthens its sustainability efforts through a range of eco-friendly campus initiatives, including a biogas plant that reduces reliance on conventional fuels, a Sewage Treatment Plant and waste management system that recycles wastewater



SPSU campus

and converts kitchen waste into compost, and well-maintained herbal and kitchen gardens that promote biodiversity and healthy living. The campus also implements rainwater harvesting for recharge and maintenance. The extensive solar installations across the campus reduce the carbon footprints and promote renewable energy. These initiatives aim at creating a greener and self-sustaining learning environment. **BW**

Sir Padampat Singhania University



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The author is Director (I/C) and Asso. Dean, School of Technology Management & Engineering, SVKM's NMIMS, Chandigarh



By Jyotsna Singh

WHEN ROHAN GRADUATED FROM A TOP management institute in India, he didn't land a six-figure package immediately. His peers secured high-paying corporate roles, while Rohan started with a modest salary at a small startup. A few years later, he had launched his own company, expanded into multiple markets and was mentoring other young entrepreneurs. His journey illustrates the real value of an MBA: it's not the first job that matters, but the skills, networks and confidence that shape long-term success.

For decades, the MBA has been regarded as a passport to success. In India, where management education has flourished, parents and students alike have viewed the MBA as a near-guaranteed return on investment.

But the ground reality today is more complex. Rising

Placement & Beyond: Reimagining the Value of MBA

Why the MBA remains relevant in a placement-obsessed world; placements may open a door, but an MBA builds the entire corridor

tuition fees, increasing competition for fewer high-value roles and the pressure of loan repayments have made families more cautious. In an era when placements dominate headlines, many are asking: Is the MBA still worth it? The answer lies in looking beyond immediate placements and seeing MBA as a long-term investment that goes far deeper than the first job offer.

The Placement Paradox

Placements continue to be a vital marker of success for both students and institutions. Yet, the placement landscape has changed. Economic slowdowns, shifting industry demands and global uncertainties mean that the number of 'dream packages' has shrunk. Even at top schools, the distribution of salaries has become uneven, with only a few landing marquee roles while many others must start with modest packages.

For families that take hefty education loans, this reality can be stressful. The fear of not securing a high-paying job immediately often overshadows the broader value of an MBA. This fixation on short-term ROI risks undermining the transformative potential of management education.

Why the MBA Still Matters

Despite these challenges, the MBA continues to offer enduring value. Its strength lies not only in its promise of placements but in the capabilities it builds for lifelong success.

Holistic Skill Development: MBA programmes sharpen critical thinking, problem-solving, communication and leadership skills.

Expansive Networks: Business schools provide access to diverse peer groups, alumni networks and industry mentors.

Career Flexibility: Unlike specialised degrees, an MBA equips graduates with versatility.

Entrepreneurial Confidence:

Increasingly, MBAs are not just job-seekers but job-creators. Schools nurture entrepreneurial thinking, offering incubation support and mentorship that enable students to start ventures and generate employment rather than depend solely on placements.

What B-schools Must Do

Business schools must respond to

"Business schools
must lead this narrative
shift, preparing
students not just for
employment but for
entrepreneurship,
thought leadership and
societal contribution"

evolving expectations and go beyond the placement-driven narrative:

Transparent Communication: Institutions should set realistic expectations about placements while emphasising long-term career trajectories.

Industry Immersion: Strong collaborations with corporates bridge the gap between classroom learning and market realities.

Entrepreneurship and Innovation: Fostering entrepreneurial ecosystems within campuses encourages students to see opportunities beyond corporate roles.

Global Exposure: International collaborations and immersion programmes broaden horizons, helping students explore diverse career paths and adapt to global workplaces.

Career Services Beyond Placements: Schools should extend support through career coaching, alumni

networking and continuous upskilling programmes.

Reimagining Life Post MBA

For students, the challenge is to move away from seeing the MBA as a two-year ticket to a package and instead embrace it as a lifelong platform for growth:

Focus on Learning, Not Just Earnings: The MBA years provide exposure to diverse peers, faculty and industry leaders.

Leverage Networks: Authentic relationships built with peers, alumni and mentors create lifelong opportunities.

Pursue Purpose Alongside Pay: Increasingly, professionals are finding fulfilment in careers that align with their values — whether in sustainability, social enterprises or startups.

Adopt a Long-term Lens: The first job is only the beginning. The value of an MBA compounds over time, as graduates climb leadership roles, pivot industries or start businesses.

Beyond Placements

The MBA remains a powerful platform for personal and professional transformation. While rising costs and placement uncertainties are real concerns, they do not diminish the degree's long-term worth. Instead, they call for a reorientation of how we view management education — less as a transactional exchange for a job and more as a launchpad for lifelong impact.

B-schools must lead this narrative shift, preparing students also for entrepreneurship, thought leadership and societal contribution, besides jobs. Students, in turn, must embrace the MBA as a journey of growth that extends far beyond the placement season.

Ultimately, the true measure of an MBA is not the salary secured at 23, but the leadership and opportunities created at 33, 43 and beyond. **BW**



ISSM Business School: Make Your Career Celebration Magical

ISSM's future-ready curriculum and real-world learning ensure students graduate with clarity, confidence, and a strong competitive edge



PARKAVI MAHALINGAM,
Founder and
MD, ISSM
Business
School

A **ISSM** Business School steps proudly into its 18th year, the institution continues its commitment to shaping industry-ready leaders with global perspectives and grounded values. Established in 2008, ISSM has evolved into a recognised centre of excellence, known for its innovative academic approach, immersive industry engagement, and its belief that every student's career deserves to be a celebration — one that begins the moment they enter campus. With a blend of future-focused curriculum, hands-on learning, and real-world exposure, ISSM ensures that students graduate not just with degrees, but with clarity, confidence, and a competitive edge.

Global Exposure

ISSM's global outlook continues to expand. This year, students participated in international industrial visits to Thailand, Dubai, and Indonesia, gaining first-hand understanding of

global markets and business ecosystems. The academic footprint also grew stronger — students presented research at the Vietnam

Paper Presentation

Conference, with their work later published in a Malaysian university journal, marking yet another milestone in ISSM's growing academic credibility.

Career Accelerator Programme

One of the most exciting initiatives this year is ISSM's Career Accelerator Programme (CAP) — a structured industry-immersive platform connecting students with corporate leaders early in their academic journey. CAP provides mentorship, corporate shadowing, industry briefings, skill labs, and real-time exposure to workplace expectations. The result is simple yet powerful: students accelerate their

careers before they even graduate, entering the corporate world with maturity, insight, and readiness beyond their years.

Academic Growth

Year after year, ISSM continued to successfully fill every seat across its programmes, reaffirming the trust — students and parents, place in its quality of education, placement record, and student-centric environment. ISSM continues to stay ahead by integrating emerging trends like digital transformation, automation, analytics, and entrepreneurship into its curriculum.

Inculcating Leadership

Over 100+ events, leadership workshops, case study conclaves, and industry interactions are conducted annually. These curated experiences allow students to learn from CEOs,

entrepreneurs, bureaucrats, and global professionals — building capabilities that extend far beyond classroom learning.

Placements

ISSM maintains its longstanding tradition of 100 per cent placements, supported by a strong network of corporate partners, internship opportunities, and professional development programmes. Students consistently secure roles across top companies, startups, and emerging business sectors.

Looking Ahead

As ISSM enters its 18th year, the institution deepens its focus on providing an environment where students not only learn, but grow, transform, and step confidently into the world. 



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*The author is Professor, Business Strategy and former Director,
Jamnalal Bajaj Institute of Management Studies*

Paradigm Shift in Leadership

The new zeitgeist will require executives with the instincts to deal with shifting external forces, the ability to sense fresh economic opportunities and the skills to lead and manage in a different age

By Srinivasan R Iyengar



GLOBALISATION IS NOT DISAPPEARING, BUT taking a new, eastern turn. The world has been subjected to successive and rapid changes that modified its order and given rise to a constant state of certainty of uncertainties, as a fluid state of accelerated change and vagueness in the global scenario. Rapid technological changes, growing economic interdependence and the US taxation, Russian invasion of Ukraine war had conspired to make the future increasingly murky. Uncertainty became so all encompassing that to fully capture the dimensions of the problems, elaborate acronyms such as VUCA (Volatility, Uncertainty, Complexity and Ambiguity), BANI (Brittle, Anxious, Non-linear and Incomprehensible), RUPT (Rapid, Unpredictable, Paradoxical and Tangled) and TUNA (Turbulent, Uncertain, Novel and Ambiguous) were devised.

Paradoxically the competitive advantage in a global economy lie increasingly in local things — knowledge, relationship and motivation that distant rivals can't match. Conventionally, the world class mutual fund companies are located in Boston, fashion shoe design companies are in Italy, best movies are produced in Hollywood, automobile companies are located in Detroit and IT companies are in Silicon Valley.

India's Competitive Hubs

Today, the economic map of the world is dominated by clusters - critical masses in specific locations of unusual competitive success in particular fields. Now sourcing of capital, goods, information and technology from around the world with the help of communication diminish the role of location as competition. Companies can mitigate the risks and location advantages become irrelevant. Today, movies produced in Hollywood are distributed in India and translated

into multiple languages for successful distribution. India is the third largest automobile market in the world with world class auto makers in the clusters of Noida, Chennai, Pune, Gujarat and Hyderabad. IT companies like Zoho are successfully operating from villages in Tamil Nadu and competing with Silicon Valley giants like Microsoft.

New Era of Education

India is stepping into a new era of education with top international universities opening campuses on its soil. This means students can now access globally

"India is stepping into
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recognised education without leaving the country. India is the world's youngest country with a youth population of 356 million and is predicted to have 64 per cent of its workforce comprising the millennials and the Z generation. In today's rapid pace of disruption, leaders need to be equipped to handle the myriad changes. The generation diversity leads to the speedy change in the corporate mind-set and hence affects the leadership and core competencies in dynamic environment. This becomes all the more important with the merging of the global environment and the domestic environment fostering the demands of developing leadership competencies.

NEP as a Catalyst

NEP signifies a change in India's view of education as catalyst for social advancement, technological leadership and economic transformation rather than just a way to get a job. NEP aligns with programmes like Digital India, Startup India and Skill India. Together, these initiatives provide a holistic development model, encouraging young minds to solve national problems, start businesses and innovate. It is no surprise India is today the world's third-largest startup ecosystem with over 150 unicorns and many more to come.

Business schools need to do research and teach the skill required for all stakeholders. Creating courses that allow students to understand the needs and concerns of all stakeholders than the shareholders' value. The science behind climate change should be taught in business schools. One of the important requirements is to make efforts in cultivating the innovation spirit and improving the innovation and entrepreneurship education becomes a necessary way for colleges and universities. AI continues to disrupt the various industries, academia needs to adopt their practices to equip future employees to thrive in an AI infused workplace.

Ability to Sense the Zeitgeist

Great leaders are defined by enduring traits but even more so by their ability to spot and adapt to the opportunities created by a particular moment. They could sense the zeitgeist-- the spirit, mood, ideas and beliefs that define a period and seize it. The zeitgeist is shaped by six factors like global event, government interventions, labour relations, demographics, social mores and the technology landscape. The new zeitgeist will need executives with the instincts to deal with shifting external forces, the ability to sense new economic opportunities and the skills to lead and manage in a different age. **BW**

ATRIA INSTITUTE OF TECHNOLOGY: A QUARTER-CENTURY OF EXCELLENCE IN SHAPING LEADERS

The institute's success stems from a student-centric approach, a global outlook, and an unwavering focus on industry relevance



Established in 2000, the Atria Institute of Technology (Atria IT) is celebrating its Silver Jubilee as a leading autonomous institution in Bengaluru. Affiliated with Visvesvaraya Technological University (VTU), Belagavi, Atria IT's commitment to setting the highest benchmarks is clear: it boasts AICTE approval, an 'A++' NAAC grade, and NBA recognition.

The institute's success stems from a student-centric approach, a global outlook, and an unwavering focus on industry relevance.

Global Vision, Future-ready Skills

The 17.5-acre campus in Hebbal—at the heart of Bengaluru's fastest-growing tech corridor—offers an unparalleled location. Students benefit from being situated near major IT parks, start-ups, and research hubs. The campus itself is an environment designed to inspire, featuring state-of-the-art laboratories, a resource-rich library, residential hostels, and Centres of Excellence. In today's dynamic economy, a postgraduate degree is a strategic career investment. Atria IT's PG

programmes—including MBA, MCA, and M.Tech—are specifically designed for this reality. They blend academic rigour with flexible, industry-oriented learning, integrating cutting-edge electives in areas like Artificial Intelligence, Cloud Computing, and Data Analytics. This ensures every graduate leaves not just with a degree, but with skills that are immediately employable and globally relevant. Atria IT's expansive global reach is a cornerstone of its educational philosophy. Through active collaborations with prestigious universities across continents, including the

University of British Columbia (Canada), Dublin City University (Ireland), and Murray State University (USA), students gain invaluable cross-cultural exposure. This international perspective is complemented by strong industry connections, with top recruiters such as Amazon, Bosch, and Tech Mahindra engaging with graduates. The institute's success in the job market is undeniable, with placement packages reaching up to Rs 30 LPA at the undergraduate level and Rs 23.17 LPA for postgraduate students.

A Launchpad for Innovation and Growth

The Atria experience extends far beyond academic infrastructure. The institute actively cultivates a vibrant ecosystem of student clubs, cultural fests, and research forums, ensuring holistic personal and professional development. What truly differentiates Atria is its commitment to nurturing responsible citizens and ethical leaders. By blending experiential learning with a research-driven, character-building curriculum, Atria IT equips students to do more than just adapt to a changing world—it empowers them to lead innovation and drive transformation.

As Atria IT celebrates its 25th year, it stands as a testament to its mission: to act as a launchpad for careers and a platform for lifelong growth. ■



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By Upasana

“Shaping Responsible Leaders with Values”

Nelson A D'Silva, SJ, Acting Director, XLRI Delhi-NCR, reflects on the campus ethos, the role of communication in leadership and the institute's sustainability focus, in an interaction with *BW Education*. Excerpts

With your strong academic and research background in organisational behaviour and leadership, how do you envision shaping the culture and direction of XLRI Delhi-NCR as you take charge as acting director?

As the acting director of XLRI Delhi-NCR, my knowledge of organisational behaviour and leadership guides my vision for the institution. I want to create a culture based on Jesuit values like honesty, acceptance and service, while also encouraging novel concepts, collaboration and asking tough questions. It is a journey as much inward to lead oneself as it is about knowing how to lead others. Therefore, being a leader means helping oneself and other people reach their full potential. I aim to create opportunities for our students to develop into responsible and caring leaders. In the future, I see XLRI Delhi-NCR becoming even more well-known as a centre for academic rigour, ethical leadership and socially responsible management education. This will be done by balancing our rich history and spiritual values with existential demands.

XLRI Delhi-NCR stands out with its emphasis on holistic and value-based management education. How does the campus culture reflect this mission?

The campus culture at XLRI Delhi-NCR is vibrant, inclusive and deeply rooted in values. Our students are encouraged to engage in meaningful reflection, collaborative learning and service to others. Through ethics-based curricula, socially relevant projects and student-led initiatives, we cultivate a sense of respon-



sibility and purpose. This holistic approach ensures that students grow not just academically but also socially and emotionally, emerging as well-rounded leaders ready to advance the overarching goals of the organisation, community or even society as a whole.

Given your expertise in organisational behaviour and leadership, how do you see communication skills shaping the development of responsible business leaders and how is the institution integrating this into its pedagogy?

Communication is more than just a skill, it is a central element of how individuals and teams function effectively within organisations. In the field of organisational behaviour, communication is a disclosure of oneself (attitudes, values, personality and culture) and then the presentation of facts and data. It influences collaboration, trust-building, conflict resolution and the ability to lead with clarity and purpose. At XLRI, we guide our students to communicate thoughtfully, listen attentively and act with empathy and integrity. Through interactive discussions, case studies and experiential learning, communication is embedded in leadership development in a way that fosters self-awareness, ethical decision-making and responsible action. This approach ensures that our graduates are not only effective managers but also conscientious, socially aware leaders capable of navigating complex organisational and societal challenges.

The XLRI Delhi-NCR campus has achieved Platinum-level Green Building Certification. Could you share how sustainability is woven into student life and academic ethos here?



“Communication is more than just a skill, it is a central element of how individuals and teams function effectively within organisations”

Sustainability is central to our identity and daily life at XLRI Delhi-NCR. The Platinum-level Green Building Certification reflects our commitment to environmental stewardship and our campus itself serves as a living example of sustainable design. Beyond infrastructure, we integrate sustainability into academic programmes, student clubs and community initiatives. Our students actively participate in eco-conscious projects, gaining a deep understanding of the environmental challenges and opportunities in business. This foundation prepares

them to champion sustainability in their future roles.

As you step into this leadership role, what are your immediate priorities for XLRI Delhi-NCR in the coming years — both in advancing academic excellence and in deepening its social and ethical impact in line with Jesuit values?

My immediate priorities are to continue strengthening academic excellence while deepening our social and ethical impact. On the academic front, this means promoting innovative learning, supporting faculty research and updating and ensuring our programmes to equip students for the challenges of tomorrow.

At the same time, I want to reinforce XLRI's commitment to service, ethics and human dignity, values that are central to Jesuit education.

By balancing these two dimensions, we aim to develop leaders who are not only skilled but also compassionate, responsible and grounded in purpose. **BW**

upasana@businessworld.in

Indus Business Academy: Nurturing Young Minds To Be Business Leaders Of Tomorrow

A pioneering Bengaluru-based B-school, Indus Business Academy (IBA) blends industry-focused learning with holistic student development

leadership of Dr. Subhash Sharma, Chief Mentor - IBA, a highly respected academician & management expert with 50+ years of experience & Dr. Manish Jain, Founder & Chairman - IBA, an accomplished academician & industry leader with 30+ years of experience, the faculty members are committed to providing a holistic learning experience to the students. A very unique concept at IBA is the 3D (Discussion, Dialogue & Discourse) approach to Learning; to facilitate a deeper understanding of the subject. It aims at making students future CEO (Creative, Enlightened & Organic) leaders.

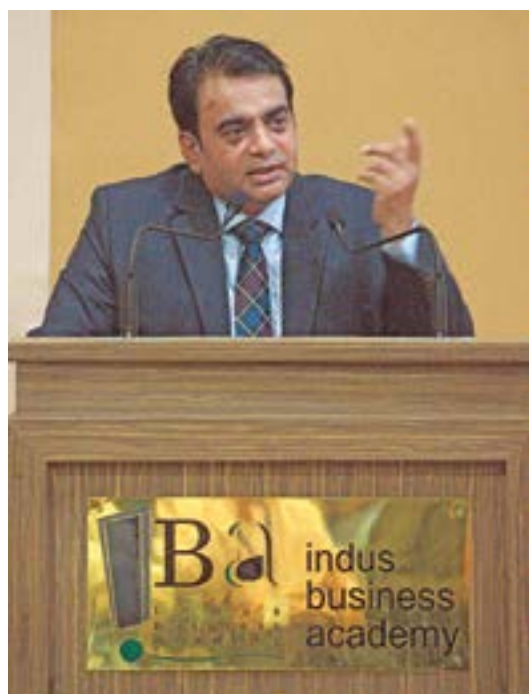
Indus Business Academy (IBA) is a prestigious business school in Bangalore, India. Since its establishment in 2001, the institute has offered a single management programme, Post-Graduate Diploma in Management (PGDM). Spread across an 8.5-acre, it is the first Green Management Institute of Modern Bharat with an AQI below 40. The campus features well-designed classrooms equipped with modern audiovisual tools & 100 Mbps Wi-Fi ensuring a dynamic learning environment. It also offers three state-of-the-art auditoriums for seminars, conferences & other events.

Residential Facilities

IBA offers well-furnished on-campus hostels for both boys and girls, offering spacious rooms, 24/7 security, laundry services, and Wi-Fi. The hostel mess serves nutritious, hygienic vegetarian meals to meet students' dietary needs.

Faculty Excellence

The faculty at IBA is comprised of prominent academicians, indus-



**Dr Manish Jain, Founder
and Chairman, IBA**

try experts & thought leaders. IBA's faculty members are among the finest in their professions & they bring a wealth of knowledge, experience & skill to the classroom, making learning a fun & meaningful experience for students. Under the able

Centres of Excellence

IBA has several Centres of Excellence that provide sector-specific knowledge and exposure to emerging industry trends. A key highlight is the Entrepreneurship Learning & Incubation Centre, which nurtures entrepreneurial aspirations by helping students translate ideas into practical ventures through mentorship, resources & structured programmes.

Career & Personality Development Programme (CPDP)

IBA offers a range of CPDP like Critical thinking, Emotional Intelligence, Networking & Career Strategy & Transition management to name a few that help students enhance their employability & prepare them for the challenges of the corporate world.

Capstone Business Simulation Programme

In collaboration with CAPSIM, USA, IBA offers the Capstone Business Simulation Programme—a hands-on strategy module where students man-

age virtual companies. They take decisions across domains such as marketing, production, finance, HR & operations. This simulation helps students understand organisational complexities and the wider impact of managerial decisions.

Overseas Business Studies Mission (OBSM)

IBA's Overseas Business Studies Mission (OBSM) gives students hands-on exposure to international business through visits to leading companies in different countries, masterclasses by global experts, and interactions with international business leaders. This exposure enhances their understanding of international business practices and supports career preparedness in a globalized economy—reflected in IBA's successful alumni working across continents.

Six Sigma Green Belt Certification

IBA partners with Grant Thornton to offer a Six Sigma Green Belt Certification, giving students a strong foundation in quality management practices widely used to optimise processes and ensure organisational efficiency.

Advanced Placement & Training Programme (APTP)

IBA also offers Advanced Placement & Training Programme to enhance students' practical knowledge & industry exposure. Additionally, IBA has tie-ups with leading corporates, which provide students with internship opportunities & job placements. Furthermore, IBA offers the YES+ course from the Art of Living International Centre in Bangalore. The



Archish - IBA Annual Management Fest



course prepares students to handle stress, manage time and develop leadership skills through various role plays and group activities.

A Trusted Learning Model for 25 Years

IBA's step-by-step and 3D learning model of education is appreciated widely from the past 25 years which benefits students with a balanced blend of classroom learning, industry exposure, practical skills & personality development. This integrated approach distinguishes IBA within the Indian B-school eco-



IBA Director Dr Easwar Iyer with Volvo, MD Kamal Bali during Teachers Day, celebrations at IBA campus

system. To name few of its achievements: -

- Internationally accredited by IACBE (Recognised by CHEA, USA) for the 2nd time with a 7-year accreditation.

- SAQS Accreditation by AMDISA (Association of Management Development Institutions in South Asia) for 5 years.

- PGDM at IBA is accredited 2nd time by NBA (National Board of Accreditation)

- AIU Equivalence - PGDM granted Equivalence to an MBA by the Association of Indian Universities.

- IBA is the first & only Indian B-school to join the CHEA International Quality Group, which brings together leading institutions involved in global accreditation and quality assurance.

- Featured in Forbes India Marquee - Great Indian Institutes for 2018 & 2019.

- Chosen among 'Best Education Brands' by The Economic Times for eight consecutive years (2017-2025).

- Listed among the T-100 Institutes of India and G-250 Global Institutes by the Wadhvani Foundation.

- Recognised & mentioned as Special Institution in the category 'Excellence & Innovation in Management' by Business World Top Education Brands 2020.

- Awarded as the 'Most Innovative Institute' in India by AIMS.

- Honoured with the 'The Academy of Success' award & 'The Cultivator of Bright Minds Award' at the World Business Conclave, Hong Kong.

- Listed among Asia's 100 Fastest growing Private Institutes by WCRC Survey (Evaluated by KPMG). **BW**



*The author is Professor and Director, Symbiosis
Institute of Business Management Pune*



By Shirang Altekar

Educating for Agility in a Changing World

In these uncertain times, business schools must go beyond traditional management education and embrace a holistic, forward-thinking approach

B-SCHOOLS, ESPECIALLY IN THE LAST few years have seen their progress and operations impacted by multiple factors, be it Covid or the advent of AI with all its variants, as also geo-political uncertainties. This has impacted not just academics, but also the teaching learning methodology. The impact has not only been felt by students, but teaching faculty members as well. It is a known fact that students find it far easier to adapt to changes in technology, thus sometimes putting teachers at a disadvantage.

The further changes in the economic scenario have also impacted several business schools, including some of the well-known ones. This is especially true in the matter of placements, where the advent of and adoption of technology by businesses have caused a drop in the numbers to be recruited. This is a challenge that needs to be taken up and on an absolutely priority basis.

In a dynamic, rapidly changing environment, business schools definitely need to go beyond the traditional teaching-learning methods. The focus should be on not what is relevant today, but what will be relevant for the students when they pass out of the school and are ready to join their recruiters. In these uncertain times, business schools must go beyond traditional management education and embrace a holistic, forward-thinking approach. SIBM Pune is doing it in the following ways.

Resilience, Agility Training

Resilience training is central to our flagship MBA programme, with an emphasis on adaptability, emotional intelligence and soft skills. Multiple pedagogical methods are being employed, including Harvard and Ivey case studies, role plays and simulations, helping students build decision-

making skills under pressure. We are embedding empathy, self-awareness and interpersonal skills into their leadership training.

We encourage students to think beyond corporate boundaries by engaging in community-based projects and social entrepreneurship. This fosters a sense of responsibility and leadership not just in business, but in society at large. The institute lays a lot of emphasis on developing the emotional quotient of students through various methods, including support from our Symbiosis Centre for Emotional Well-

"The focus should be
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their recruiters"

being (SCEW) and also on building the softer skills of the students, be it written and oral communication, presentation skills, cross-cultural sensitivity, etc., to enable them to be relevant in different circumstances.

Encouraging Innovation

Students are exposed to design thinking, lean startup methodologies and AI-driven decision tools to foster innovation. SIBM Pune has an Incubation centre and also runs a full fledged MBA (Innovation and Entrepreneurship).

Building Peer Networks

Peer-to-peer learning, mentorship programmes, help students build collaborative leadership skills. Group

projects, assignments also build and create an environment of collaborative working, which helps simulate real life work situations and helps build student networks.

We are trying to not just produce managers, we are trying to shape visionary leaders who can guide companies, communities and nations through the complexities of an unpredictable world. The addition of courses like Indian Knowledge Systems and Vasudhaiva Kutumbakam also help foster global understanding and introduce students to the Indian Management ethos.

Future-ready Leaders

SIBM Pune uses the case method to train students in decision-making across domains — students tackle complex business scenarios without predefined labels like 'HR' or 'Operations'.

The institution encourages cross-functional thinking, ensuring graduates can lead in diverse, unpredictable environments; uses business simulations to expose students to real life scenarios and hone their problem-solving skills; focuses on learnability — preparing students for multiple careers across a lifetime, not just one job.

Meeting Industry Expectations

Companies are increasingly cautious about hiring MBAs, preferring to train interns first. SIBM Pune, to meet their changing expectations, is integrating critical thinking, AI and machine learning into our programmes to meet industry demands. The introduction of several value-added courses, over and above the syllabus, gives us an opportunity to respond quickly to changing corporate requirements and expectations. SIBM has also introduced a model where a part of each course is taught by an industry professional, to bring in the practical and application-based aspects of each course. **BW**



By Mahadeo Jaiswal

For Academic Preparation and Personal Growth

Leaders must know how to recover from setbacks, handle stress and continue moving forward. B-schools can design leadership labs, mentorship programmes and reflective exercises that push students to understand themselves better

THE WORLD TODAY IS MORE unpredictable than ever before. Businesses, communities and governments are facing continuous change. Whether it is shifting global alliances, new tariff regimes, restrictions on outsourcing or stricter visa rules, the landscape is becoming increasingly complex. For young professionals, this uncertainty is not just about how they can contribute as leaders in such a world. Business schools, therefore, have an important responsibility. They are no longer just preparing students for jobs; they are shaping leaders who must operate in what we now call the VUCA world.

The question is: How do B-schools build leaders who are ready to navigate such realities? Traditionally, management education focused on technical knowledge



like, finance, marketing, operations and strategy. While these remain important, they are no longer enough. A leader in the VUCA world must be adaptable, emotionally intelligent and capable of managing change. B-schools must, therefore, integrate leadership development with technical knowledge. This means teaching students to think critically, analyse situations from multiple perspectives and be open to new information. Case studies and simulations must go hand-in-hand with opportunities for students to work on real-world problems with industry and society.

IIM Sambalpur has been incorporating multiple elements in its programmes and structure that respond to VUCA, such as its Blended & Experiential Pedagogy, that helps students learn by doing, adaptively, rather than theoretical study.

Building a Global Mindset

With restrictions on visa and international mobility, students today are forced to think beyond traditional routes such as studying or working in the US. At the same time, businesses are expanding across Asia, Africa, and other emerging markets. Leaders of the future must have a global mindset without necessarily being dependent on one geography. B-school can enable this by creating international exposure through student exchange programmes, joint courses with global universities and projects with multinational companies. Even when mobility is restricted, digital collaboration offers students a chance to work with peers and faculty from other countries. This helps them understand cultural differences, business practices and diverse ways of problem-solving. IIM Sambalpur offers international immersion student exchange programmes with many foreign business schools.

In uncertain times, resilience is

an important as intelligence. Leaders must know how to recover from setbacks, handle stress and continue moving forward. This requires not just academic preparation but also personal growth. B-schools can help by designing leadership labs, mentorship programmes and reflective exercises that push students to understand themselves better.

Agility Through Innovation

Agility, the ability to adapt quickly to new circumstances, is another key trait. Business schools must build curricula

"In times of
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critical"

that encourage experimentation and learning from failure. Entrepreneurship programmes, design thinking workshops and innovation labs help students learn how to pivot when situations change. These are skills for entrepreneurs as much as for leaders.

Another reality of the VUCA world is the pace of technological change. Artificial intelligence, big data, automation, the digital platforms are transforming industries. Leaders cannot shy away from technology; they must understand how it works and how it can be used to create value. B-schools need to integrate technology education across their programs. Students of marketing must learn digital tools, finance students must work with analytics and HR students must understand AI-driven

workforce planning. Technology should not be taught in isolation but as part of every decision-making process. This makes future leaders comfortable with data-driven insights while also understanding the ethical implications of technology. We have incorporated AI in our learning mythologies that helps students to enhance learning experience among its students.

Ethics, Values of Leadership

In times of uncertainty, the temptation to take shortcuts is high. This is where values and ethics become critical. A true leader delivers not just profits but also ensures fairness, sustainability and inclusiveness. Business schools must embed ethical decision-making into every aspect of learning. Teaching corporate governance, sustainability practices and social responsibility is not optional anymore. Students must be exposed to the long-term impact of business decisions on society and the environment. When they graduate, they should not ask, 'What is profitable' but also, 'What is right and sustainable'.

With stricter visa norms and reduced opportunities abroad, Indian students are exploring new pathways. This can be seen as a challenge but also as an opportunity. India itself is emerging as a major hub of innovation, entrepreneurship and digital transformation. B-school can encourage students to look at domestic opportunities, build ventures and lead organisations to India's growth story. Collaborations with Indian industries, startups and government initiatives such as Make in India, Digital India and Atmanirbhar Bharat can give students exposure to real challenges and the chance to work on solutions that matter. Instead of being dependent on foreign opportunities, students can be encouraged to create impact locally and regionally. 



By Rajeev Kumra

Reflections Amidst Global Uncertainty

Business schools must adapt their curriculum and approaches to development to address the new realities

WE HAVE REACHED A TURNING POINT characterised by enormous geopolitical uncertainties. From new coalitions impacting globalisation and world relations to the evolving tariff policy in the US, the global economy is experiencing a major shift. Policies such as the clampdown on outsourcing jobs that were traditionally done by people from India, cuts to funding in US universities while Trump was president and an increasing set of rules around visas have generated key implications. These forces have a huge impact on the overall educational system, higher education and more broadly, a job market for many individuals.

Leadership in a VUCA World

In a volatile and uncertain world, that is, a VUCA world (characterised by Volatility, Uncertainty, Complexity and Ambiguity),

the notion of leadership takes on a new meaning and heightened urgency. At b-schools, there is a need to rethink what leadership means in preparing students, not to just levels of understanding, not to just theory, but to capacity to cope with uncertainty, to act quickly and to lead through complexity.

Volatility is the speed and turbulence of change, meaning that leaders must manage sudden disruptions that can change how a business operates, often overnight. Uncertainty involves having to make decisions that are less than clear and relying rather on agility and resilience in decision-making rather than full certainty. Complexity arises from the interconnected web of social, economic and political circumstances that arise from making decisions today. The causal connections are difficult to see and therefore manage. Ambiguity exists when situations or terms are open to multiple definitions meaning that clear, consistent communication and intentional leadership is necessary to successfully continue a course of action or strategy.

Building Adaptive Thinking

Responding to these dimensions requires helping students to develop their self-awareness and understand their own strengths and weaknesses while developing their own emotional resilience to deal with challenges and pressure. Strategic thinking - thinking ahead of the shifts and potential trends before they happen and adaptive problem-solving will be critical skills for future leaders to develop. It will also be important to help establish a degree of openness to continuous learning, humility to seek help and collaborate to lead diverse teams through uncertain ground.

Indian Students Abroad

One of the immediate practical chal-

lenges of today is the change in landscape for Indian students pursuing education abroad. Visa restrictions and unpredictability of policy related to the US have made many students rethink their educational pathways. Although it may seem limiting, it also creates the chance to deepen academic and experiential exposure closer to home, as well as at emerging areas of the world of education such as Europe, Canada or Australia. Additionally, this will challenge b schools within India to prepare the global readiness of their students in higher education with an

"Effective leaders are defined by their ability to equip their organisations and communities to learn to operate amidst uncertainty with some confidence and ethical clarity"

emphasis on cross-cultural competencies and a fuller understanding of the global mindset, regardless of where they may be physically located.

Leadership in a VUCA world can no longer be based on principles of steadfast plans or command-and-control hierarchical styles of leadership. It will require flexibility, courage, curiosity and the capacity to build trust while promoting collaboration in uncertain and ambiguous times. Effective leaders are defined by their ability to equip their organisations and communities to learn to operate amidst uncertainty with some confidence and ethical clarity. The only certainty is change.

Business schools must adapt their

curriculum and approaches to development to address the new realities. TAPMI has a Leadership Assessment & Development Centre (LADC) that helps students to develop self-awareness of their own leadership styles and areas for development through several assessment activities followed by one-on-one advisory sessions. This programme will assist students in building resilience and adaptability to lead through uncertain and complex challenges.

Role of Educational Institutions

To add complication, the role of educational institutions today has surely changed to not just prepare students for their first job but to develop individuals who can lead throughout their careers and contribute positively to the world to confront a changing global paradigm. This is going to be a challenge of business schools - to foster a sense of agency where learners are not just consumers of knowledge, but rather co-creators of the future, not shying away from the chaotic complexity, but embracing it.

Ultimately, this contemporary global context and sense of urgency challenge us all - educators, students, leadership and practitioners - to fundamentally reconceive the ways we understand and teach leadership. The transmission of information and teaching management concepts and even decades upon decades of tried-and-true normative principles is going to have to give way to a broader understanding of operating in VUCA contexts. It is not enough to simply tell students what management principles are, we need to develop the next generation of leaders who are able to operate in conditions of volatility and uncertainty, develop a sense of the nuances of complexity and provide clarity and integrity both in the midst and through ambiguity. **BW**



By Upasana

“We Enable Transformation Journeys”

It is significant to help students learn to use the emerging technologies as collaborative tools to improve efficiency and not as a substitute for their creative & critical thinking, **RAMAN RAMACHANDRAN**, Director, KJ Somaiya Institute of Management, tells *BW Education*. Excerpts of an interview

In an era defined by rapid technological advancements and global uncertainties, management education faces new challenges and opportunities. In an exclusive interview with *BW Education*, Raman Ramachandran, Director, KJ Somaiya Institute of Management (KJSIM), shares his insights on how emerging technologies, holistic learning and physical wellbeing can empower students to become purpose-driven leaders. He emphasises the importance of leveraging technology as a tool for collaboration, rather than a replacement for creativity, while also advocating for cross-cultural learning and resilience-building through sports and global partnerships. Edited excerpts from an exclusive interview with *BW Businessworld*:

What is your perspective on the recent wave of international student visa revocations and deportations in the US and Australia?

How do you think these policies impact the global mobility of students and the reputation of these countries as educational hubs?

The current restrictive policies of some countries towards international students are short-sighted and do not recognise the valuable contribution that many of the students have made while studying, later as employees, entrepreneurs and responsible citizens. The soft power that these countries wielded is also in part due to these educational hubs from which millions of students have gone back to their countries with experiences that shaped the individuals and, to some extent, the country, as many of them went on to be leaders in education, business and politics. I am a product of a global educational hub, having done my PhD in Australia and a postdoc in the US. At a larger level, student mobility, even if it is for a short period, improved cross-cultural understanding and helped to develop

global citizens, played a crucial role in cross-border trade and human development.

KJSIM is recognised for its industry linkages and holistic learning approach. What strategies are you implementing to further strengthen international collaborations and maintain the institution's position among India's top private management schools, especially in the context of evolving global business education trends?

It is unfortunate that MBA is increasingly commoditised and the relationship between students and educational institutions has become transactional: one focused on the degree certificate and the other on ranking and numbers. At KJSIM, recognising the need for a change, we crafted our purpose statement: “Together we enable





overlooked, aspect of management education. Given that physical and mental health go hand in hand, for anyone who aspires to have a successful career in today's dynamic corporate world. Despite the adage 'a healthy mind in a healthy body', many educational institutions — including business schools — still overlook the conscious integration of sports into their curriculum. Keeping the benefits of physical education in mind, we have incorporated sports as an aspect in the student Progression Index, ensuring a well-rounded development of students.

How do you see emerging technologies like AI and blockchain reshaping the curriculum for management education in India?

Given the advancements, there is certainly a need to leverage emerging technologies into the curriculum, not just for the benefits but

transformation journeys of individuals to value-based & purpose-driven leaders for building a better world'. We live this purpose with Parivartan, our research-based, award-winning initiative, which has now become our playbook for the MBA programmes.

This, with a rigorous curriculum and experiential learning opportunities, will support the transformation of our students to purpose-driven and value-based universities. KJSIM has forged multiple collaborations with universities worldwide, spanning student exchange and joint research. Among these, one of our cherished initiatives is flash consulting. In partnership with a leading US university, mixed teams of students from both institutions worked together to solve a real-life business challenge for an Indian company.

"The current restrictive policies of some countries towards international students are short-sighted and do not recognise the valuable contribution that many of the students have made while studying, later as employees, entrepreneurs and responsible citizens"

As a competitive table tennis player and long-distance runner, how do you believe physical education and sports can be integrated into management education to enhance leadership skills and mental resilience among practicing managers?

Physical fitness, participating in sports regularly, has been an integral part of my professional career and has played a crucial role in defining who I am. Sports inculcate values of cooperation and facilitate team bonding. I think physical education is an increasingly important, though

also because they will increase the efficiency with which decisions are made. At KJSIM, we are evaluating how to embrace these technologies in the classroom to speed up the learning process while also ensuring that students are aware of potential limitations and the wider societal impact of these tools. The key is to help students learn to see and use these as collaborative tools to improve efficiency and effectiveness and not as a substitute for their creative and critical thinking. 

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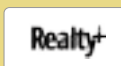
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ADITYA BASU

Head, CX Strategy & Advisory,
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EVENT PARTNERS



For more information, please contact:

Parul Gupta, +91 9773527082, parul.gupta@businessworld.in

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FOR ANY QUERY:
Chetan Mehra | +91 98117 02464 | chetan.mehra@businessworld.in
Parul Gupta | +91 98704 05950 | parul.gupta@businessworld.in
Syed Ahmar Abbas | +91 79034 96706 | syed.abbas@businessworld.in



B-schools are Career Enablers, not just Job Providers

Management institutes must lead the way in reframing expectations. Placement statistics will continue to matter, but they should not overshadow the broader value of the degree

By Bhimaraya Metri

FOR DECADES, THE MBA HAS BEEN regarded as one of the most powerful enablers of professional growth. It equips students with critical skills, opens doors to diverse industries and helps build lasting professional networks. While the talk around management education often centres on campus placements, the value of an MBA extends far beyond the first job offer. In today's world of work shaped by the gig economy, freelancing opportunities, entrepreneurship, and virtual leadership, the MBA is more relevant than ever.

Adaptability Over Placements

Placements remain a milestone worth celebrating, but they are not the only benchmark of success. Careers no longer move in straight, predictable lines. Industries are transforming, technology is disrupting established models and global events from recessions to pandemics reshape markets overnight. A single placement, no matter how attractive, is no longer a guarantee of long-term stability. What matters more is adaptability, resilience and the ability to pivot. This is where management education proves its enduring strength.



The rise of the gig economy illustrates this shift clearly. Once associated primarily with creative or part-time work, the gig ecosystem has matured into a thriving marketplace for highly skilled professionals. Today, MBAs offer expertise in strategy, finance, analytics and marketing through project-based assignments on global platforms. Many build careers as independent consultants, curating diverse projects rather than anchoring themselves to one employer. For graduates with loans to repay, freelancing is not a fallback but a viable pathway, providing quicker access to income while simultaneously broadening experience across industries and geographies.

Equally transformative is the way leadership itself has been redefined. Remote and hybrid work, once seen as temporary solutions, have now become standard in many organisations. Leaders are expected to inspire teams they may never meet in person, build trust across continents and sustain culture through digital platforms. This requires new skills: empathy, agility and mastery of virtual collaboration. Business schools are embedding these into their pedagogy through international online projects, leadership simulations and real-world case studies that mirror distributed work environments. Tomorrow's leaders will not only command corner offices but also manage seamlessly across global boundaries.

Tech Fluency is Critical

In these changing times, technology adoption becomes critical. It is no longer optional; students must be the first to capture technology, not the last. Tools and technologies such as artificial intelligence (AI) and the Internet of Things (IoT), when embraced, can elevate MBA talent enabling a transition from IoT (Internet of Things) to IoA (Internet of Abilities), and eventually to IoB (Internet of Behaviours).

This progression represents the future of leadership and decision-making, where adaptability and innovation matter more than job titles.

Entrepreneurship has become one of the most exciting frontiers for MBAs. Unlike earlier decades, when launching a business was considered risky, today's graduates view entrepreneurship as a natural extension of their education. With incubators, accelerators and mentorship support available within b-schools, it is easier than ever to test and scale ideas. Many students are bypassing the placement process entirely to

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enduring strength"

start ventures in fintech, sustainability, edtech and consumer goods. Importantly, the entrepreneurial mindset is not limited to founders.

The True Value of MBA

When viewed together, these shifts show why the MBA must be seen not only as a ticket to a job but as an investment in 'career capital'. This includes the blend of skills, networks and credibility that allows graduates to move across opportunities throughout their lives. Some may pursue conventional

corporate careers. Others may balance full-time roles with freelance consulting or portfolio careers. Still others may choose to build startups and create new industries. What binds them all is adaptability and confidence, the hallmarks of management education.

For this vision to take hold, business schools must lead the way in reframing expectations. Placement statistics will continue to matter, but they should not overshadow the broader value of the degree. Schools must position themselves as career enablers rather than job providers and this requires deliberate action. They must update curricula to include the gig economy, freelancing and digital entrepreneurship; strengthen incubators and innovation labs; create programmes in digital tools, AI-driven project management and remote leadership. Together, these steps will ensure that management education remains relevant, future-ready and capable of preparing students for careers without boundaries.

Why MBA still Matters

Despite debates about cost and return on investment, the MBA continues to hold immense value. It allows young professionals to step back from the treadmill of early career jobs, reflect on their goals and reorient their trajectories. It provides networks that endure, mentors who inspire and peers who challenge. Above all, it builds confidence, problem-solving ability and leadership capabilities that remain relevant whether one is leading a multinational, working independently or starting a new venture.

Placements will always matter, but they should be seen as a milestone rather than the destination. The true promise of the MBA lies in preparing graduates for a lifetime of opportunities many of which may not even exist today. **BW**



“I Believe The Future Of B-Schools Depends On How Fast We Realign Skills”

A **sit Kumar Barma**, Director & Professor at Bharathidasan Institute of Management, shares insights on the shifting landscape of management education, student aspirations, and the future of MBA programmes in an AI-driven world **By Team BW**

Given the increasing geopolitical uncertainties—such as shifting international alliances, new trade policies, and potential visa challenges—how should students planning to study abroad strategise their academic paths?

Students should diversify destination choices beyond traditional hubs like the US and UK, exploring Canada, Germany, Singapore, and the Netherlands for stable policies and strong academic outcomes. Aligning specialisations with global trends—such as sustainability, digital transformation, supply chain resilience, and AI—helps safeguard careers against external disruptions. Hybrid pathways, including starting coursework online or through Indian partners, can reduce cost and risk while preserving global exposure. Additionally, building international skills through virtual internships, global collaborations, and cross-cultural projects ensures career readiness even if overseas plans face delays.

Given the high cost of B-School education and current placement challenges, how can B-Schools deliver value to

students, and how should students rethink their careers after earning an MBA?

MBA ROI should be evaluated by career velocity—long-term growth speed and direction—not just initial salary. Graduates who prioritise lifelong learning, cross-functional skills, and adaptability tend to achieve higher overall returns. Business schools need to evolve into lifelong learning ecosystems through alumni services, reskilling programmes, and global partnerships to promote professional agility beyond just placement. Consider the MBA as a launchpad: economic volatility demands creators, not only job-seekers. Building resilience through diverse skill sets enables navigating change and making an impact.

What are the most significant changes you are seeing in the aspirations of B-School students and industry requirements?

Student aspirations and industry needs are shifting fast, creating a widening gap that B-Schools must urgently bridge. Management institutions need to realign learning with market realities by

integrating experiential projects, simulations, and corporate immersion; embedding AI, analytics, and sustainability as core components; and reframing placements as long-term career design across corporate, entrepreneurial, and social paths. But alignment requires shared responsibility—industry must mentor, co-create curricula, and offer early experiential roles, while students must shift their focus from entitlement to contribution, building capabilities that match real-world expectations.

In light of the emphasis on lifelong learning, shouldn't B-Schools redesign their programmes to meet the evolving learning needs of the workforce and entrepreneurs throughout their careers?

The rapid pace of technological and managerial change has shortened the lifespan of skills, making lifelong learning essential. Traditional two-year MBA programmes no longer suffice for evolving career demands. B-Schools must shift from degree-based education to continuous, modular, and stackable learning models that



and innovation rankings, but still struggles to make an impact and turn innovations into commercial products. Systemic issues like fragmented funding, weak links between academia and industry, and talent loss hinder progress. Investing in infrastructure to support research, mentorship to guide researchers, shifting from short-term grants to sustainable collaborative platforms, and encouraging a culture of experimentation can transform India from a “knowledge consumer” to a global innovator.

What do you see as the biggest challenges management education faces today, and how can B-Schools tackle them?

B-Schools face key challenges, such as maintaining relevance amid rapid change, shifting from knowledge delivery to skill application, integrating emerging technologies like AI while preserving human

foster adaptability. By integrating ongoing professional and entrepreneurial development, management education can stay relevant in the new learning economy. The future B-School will not merely award degrees but also serve as a lifelong partner in learning.

How do you see the future of MBA programmes in light of emerging technologies like AI?

The rise of AI marks one of the most disruptive forces in human history, reshaping how we live, work, and learn. For management education, this revolution is both an existential challenge and a once-in-a-generation opportunity. The future of MBA programmes will be defined not only by how effectively they integrate AI as a subject of study, but also by how effectively it serves as a core

“B-Schools should combine global perspectives with local market understanding while grounding education in ethics and sustainability”

enabler of the following — from information transfer to intelligence amplification; reimagining the curriculum; AI as a pedagogical partner; the human edge in an automated world; and lifelong learning and the modular MBA. At the end, AI will not replace the MBA; it will remodel it, making it more dynamic, hyper personalised, and purpose-driven, allowing leaders to navigate complexity with clarity and compassion.

Do you think that research in India is getting enough focus?

India excels in research volume

judgment, balancing global fluency with local context, and addressing students’ growing demand for purpose-driven careers that need to be discussed in today’s volatile, tech-driven world, and of course a lack of private endowments to fund high impact research unlike what we see in the west.

B-Schools can address these challenges by adopting a contemporary curriculum and using competency-based assessments. They should combine global perspectives with local market understanding while grounding education in ethics and sustainability. **BW**



In the face of increasing geopolitical uncertainties, including shifting international alliances, tariff regimes and potential visa challenges, how should students aspiring to study abroad strategically plan their educational paths?

In this context, we have always emphasised that change is the only constant. Two major forces now shape global mobility: rapidly shifting geopolitical conditions and fast-moving technological transformations. These act like two separate folders, each holding multiple challenges. International dynamics fall into one, technology-led disruptions into the other and both require constant learning. The global order is evolving at an unusual speed. Students must remain aware of these developments and faculty must integrate them into classroom learning. India's economic liberalisation in the early 1990s showed how deeply transitions can reshape academia and industry.

Today's disruptions differ in form but match that era in scale. Globalisation will endure; cross-border flows remain essential -- yet nations are becoming more protective, prioritising domestic employment and political interests.

This creates tension between macroeconomic ideals and local priorities. Classical theories such as the Bertil Ohlin theorem promote producing where natural advantages exist to maximise welfare. But countries often prioritise domestic needs, explaining the rise in tariff barriers and restrictions designed to protect local labour markets. Such economic possessiveness is increasingly visible and must be understood by students planning global education. Shifts in alliances, global order and visa regimes suggest that future influ-

ence will belong to strong, self-reliant economies. For India, strengthening economic foundations is essential so that external powers cannot dictate terms. As India grows stronger, debates over what the country should import or export lose relevance. Sustaining this trajectory requires continued domestic resilience.

To help students grasp these complexities, we have introduced focused courses, expert lectures and debate-led learning. Students must engage with these issues while they are still evolving. These dis-

frameworks stayed relevant for years; today, the life cycle of information, especially the stage between data and refined knowledge, is extremely short. What ensured success earlier may not help students today. Faculty and students must understand this accelerating churn. At the same time, some elements remain unchanged. Beneath visible transitions lies a foundation of timeless values: integrity, honesty, commitment, responsibility and purpose. These remain essential regardless of technological or market shifts. I often remind stu-

By Sai Archana

“Rapid Global Shifts Redefine Study Abroad Plans”

PAWAN KUMAR SINGH, Director, IIM Tiruchirappalli, on the shifts reshaping management education, from technology-driven disruptions to changing student aspirations, in a chat with *BW Education*. Excerpts

ruptions may ultimately strengthen India's self-reliance and global role.

What are the most significant shifts that you are witnessing in the aspirations of business school students? And are these in sync with industry requirements or at odds with them?

Using a cricket analogy, business schools now operate on a pitch that changes constantly. One visible shift is the shrinking shelf life of managerial knowledge. Earlier,

students that unseen foundations matter more than visible components. While adapting to rapid knowledge cycles, preserving universal values is critical.

Another shift involves the growing influence of technology on human behaviour. Although humans create technology, it now significantly shapes productivity, decision-making and professional conduct. This human-technology interface, combined with global geopolitical shifts, creates a dynamic



habit is central to leadership.

Wellbeing is equally important. Physical and mental balance supports creativity, resilience and effective contribution. Students, working professionals and faculty must prioritise holistic wellbeing. The ability to respond thoughtfully rather than react impulsively is a critical capability that must be strengthened deliberately.

How do you envision the evolution of MBA programmes in the context of emerging technologies like artificial intelligence?

Artificial intelligence, like any tool, has positive and negative sides. Public discussions often open with concerns about misuse, but we must first recognise AI's constructive potential. It can organise information quickly, save time and support creativity by helping users frame the why, what, how, when, where and who of any issue.

and unpredictable environment for students and institutions.

Skill expectations have also changed. Students enter schools based on verbal and quantitative ability, but these skills must evolve significantly for industry roles. Quantitative skills for entrance exams differ from deeper analytical abilities needed for big data, modelling and strategic decisions. Communication skills, too, must mature, from admission-level articulation to executive-level clarity.

Given the high cost of management school education and current placement challenges, how can schools ensure value for students and how should students reimagine their careers after an MBA?

Curricula must offer strong con-

“When students develop the capacity to raise the right question at the right time, they build the foresight needed for leadership”

ceptual foundations and integrate workshop-driven interventions to build practical skills, quantitative, qualitative and value-based. Regular industry dialogue is crucial, as practitioners bring real-world expectations and help institutions stay aligned with emerging needs.

I also advise students not to view a high fee as payment for ready-made answers. Instead, they must cultivate the ability to ask the right question at the right time. That capacity is more valuable than any single answer. Deep, relevant questions lead to insight and insight leads to foresight. Developing this questioning

AI should be viewed as an efficient servant, not a master.

If AI is misused, responsibility lies with the user. MBA programmes must integrate AI across knowledge assimilation, teaching, research and consulting. These applications can greatly enhance academic effectiveness. Misuse during examinations is only a minor aspect of a broader picture.

Understanding AI's full range of productive applications will help both teachers and students operate at a more advanced academic level. **BW**

archana@businessworld.in



EMPOWERING VIKSIT BHARAT 2047: IPE'S SIX DECADES OF TRANSFORMATIVE EDUCATION AND INCLUSIVE IMPACT

Recognised as a Centre of Excellence by the Indian Council for Social Science Research under the Ministry of Education, Government of India, the Institute of Public Enterprise (IPE) has made significant strides in advancing academic and professional development

THE Institute of Public Enterprise (IPE), established in 1964, has been a cornerstone in bolstering India's public sector enterprises through its dedicated focus on training, research, and consultancy. Recognised as a Centre of Excellence by the Indian Council of Social Science Research (ICSSR) under the Ministry of Education, Government of India, IPE has made significant strides in advancing academic and professional development.

IPE has consistently aligned its efforts with national priorities. Its contributions are particularly relevant to the ambitious vision of Viksit Bharat 2047, which aims to position India as the third-largest economy by 2047, leveraging the country's demographic dividend, robust educational ecosystem, and initiatives like Make in India. Through innovative academic programmes, strategic partnerships, and inclusive initiatives, IPE is playing a pivotal role in realising this vision.

Industry Integration Excellence

What distinguishes IPE is not just its academic programmes, but also its impactful research, consultancy, and executive training initiatives. Industry interaction is deeply woven into the fabric of IPE's academic approach. Before each academic session, IPE organises Board of Studies and



S. Sreenivasa Murthy, Director, Institute of Public Enterprise (IPE), Hyderabad

Academic Advisory Council meetings to review and refine the curriculum, incorporating insights from faculty, alumni, industry experts, recruiters, and students. This strong industry engagement supports IPE's impressive placement record, consistently achieving a 95 per cent placement rate. The few remaining students often pursue family businesses, study abroad, or explore other individual

pursuits. IPE conducts Management Development Programmes (MDPs) regularly on various management domains. Last year alone, IPE trained over 500 executives through various MDPs across public and private sectors. A noteworthy achievement is the Rs 1 crore grant received from ICSSR to study the impact of government initiatives on girls' education, underscoring IPE's deep connections with

industry and research.

Nurturing an Entrepreneurial Mindset

IPE places a strong emphasis on fostering entrepreneurship by providing students with ample opportunities to interact with successful entrepreneurs. Alumni entrepreneurs are regularly invited to Board of Studies meetings, seminars and student club activities where they share insights and guidance. IPE's Entrepreneurship Cell (E-Cell) organises lectures where entrepreneurs share both their successes and challenges.

The successful organisation of the 11th edition of Startupedia, an event designed to encourage students from top management schools, including IIMs and IITs, to present their business plans, is a key example of IPE's commitment to entrepreneurial engagement. A mandatory Entrepreneurship Development course is part of the curriculum, reinforcing the importance of entrepreneurship. Students interested in specialising further can choose entrepreneurship as an elective, in addition to other fields such as Marketing, HR, Finance, Operations and Business Analytics.

Aligned with the National Education Policy (NEP) 2020, IPE regularly organises conferences to highlight the policy's benefits, including flexible courses, multidisciplinary approaches, and skill-oriented learning. Its updated curriculum integrates skill-based and specialised courses designed to enhance employability. The institute also offers courses in Personal Development and Business Communications, Business Aptitude delivered by industry professionals.



What distinguishes IPE is not just its academic programmes, but also its impactful research, consultancy, and executive training initiatives

IPE's Contribution to Viksit Bharat 2047

IPE's academic programmes are designed not only to impart technical skills but also to groom students into responsible citizens capable of contributing to the corporate sector and society at large. This aligns seamlessly with the Viksit Bharat 2047 vision, which envisions India as a global economic powerhouse by capitalising on its youthful population and educational infrastructure.

With over 50 per cent of India's population being young and many of the youth holding graduate degrees, the country enjoys a demographic dividend that IPE taps into by producing industry-ready management

graduates. The institute's efforts complement the government's Make in India scheme and the burgeoning startup ecosystem, which aim to boost production and innovation to meet national economic targets.

A key aspect of IPE's contribution to Viksit Bharat is its extensive collaboration with over 50 universities, government colleges, and higher education institutions through Memoranda of Understanding (MoUs). These partnerships enable IPE to conduct free Faculty Development Programmes (FDPs) and Student Development Programmes (SDPs) in critical areas such as AI, Research Methodology, and Leadership, addressing faculty deficiencies and enhancing their exposure.

To date, IPE has trained over 10,000 faculty members through both online and offline FDPs, significantly strengthening the

academic ecosystem. SDPs are conducted freely in different colleges to make students industry-ready by imparting required skills.

Inclusivity is at the heart of IPE's mission, reflecting the ethos of an inclusive society envisioned under Viksit Bharat. IPE ensures holistic development of students by offering free access to electronic databases worth Rs 50 lakh, certifications from Bloomberg Financial Terminal and SAP, industrial tours, and visits to organisations like the Akshaya Patra Foundation and orphanages. These initiatives emphasise experiential learning and corporate social responsibility, instilling values that prepare students to contribute meaningfully to society. **BW**

*The author is Director, IIM Udaipur*

Building Adaptive Leaders for the New Normal”

In today’s fast-paced, unpredictable world, preparing our leaders goes beyond just cultivating the right mindset

By Ashok Banerjee



THE BUSINESS SCHOOLS PLAY a pivotal role in a highly volatile and uncertain world. The business landscape today is more unpredictable than ever, with factors like stricter visa regulations, shifting geopolitical relationships and trade disputes reshaping jobs and industries. The future leaders are not only expected to confront the difficulties of such an unpredictable world but also to bring in change and create a notable influence in their respective domains. This is a transformative time for education, where leaders who can think critically and adapt quickly will be the linchpins for navigating these turbulent waters.

Changing Global Context

Recent developments have shown the fragility of the global order. Changes like stricter outsourcing, US tariff adjustments, cuts in university funding and tougher visa rules suggest a more unpredictable landscape for talent mobility and market opportunities. These trends indicate a new reality that business leaders must navigate with adaptability and resilience.

For India, characterised by its young population and a rising number of management graduates, this situation brings both hurdles and potential. Although conventional routes to in-

ternational careers are diminishing, there exists significant scope for creative leadership and entrepreneurship to flourish, both domestically and in developing markets.

At IIM Udaipur, our approach is built on three key principles:

Fostering a global-local mindset: We understand the value of a global perspective, but we also recognise the immense potential within India and other emerging economies. We aim to instill in our students a global-local mindset, a crucial skill in today's interconnected world. Through immersive programmes, hands-on projects with companies and active engagement with startups and social enterprises, we provide students with rich experiences that allow them to apply their learning in diverse and meaningful contexts, fostering cultural adaptability.

Building resilience and adaptability: Tomorrow's leaders must be resilient and adaptable, ready to face failures and learn from them. Our curriculum incorporates case studies, simulations and experiential learning that sharpen analytical skills and test decision-making under pressure. We want our students to step outside their comfort zones, embrace uncertainty and cultivate the courage to take calculated risks. These experiences prepare them to handle the inevitable ups and downs of their careers with grace and determination.

Emphasising responsible and ethical leadership: In a world marked by polarisation and pressing environmental challenges, businesses must prioritise more than just profits. Real leadership in today's volatile, uncertain, complex and ambiguous (VUCA) landscape requires a strong values-driven approach. At IIM Udaipur, we place a significant focus on concern for the society, sustainability and ethical decision-making. Through engaging coursework, community service

"IN TIMES OF RAPID CHANGE, TRUE LEADERSHIP IS ABOUT PROVIDING DIRECTION, BUILDING TRUST AND CREATING VALUE FOR BOTH BUSINESS AND SOCIETY"

projects and research initiatives, our students learn about the long-term impacts of their business decisions.

Building Skills for Future

In today's fast-paced, unpredictable world, preparing our leaders goes beyond just cultivating the right mindset; it's essential to equip them with practical skills that truly matter.

Critical thinking and problem-solving: It's all about the ability to tackle challenges head-on. Leaders need to be able to see the bigger picture, analyse complex problems and devise innovative solutions that can adapt to shifting circumstances.

Digital fluency: With technology reshaping every industry, being comfortable with data, analytics and emerging tools is crucial. Leaders must be able to harness these resources to drive effective decision-making and strategic progress.

Collaboration across boundaries: Strong leaders thrive on teamwork. Engaging with colleagues from different

backgrounds and cultures fosters creativity and fresh perspectives, creating an inclusive environment where every voice is heard.

Communication and influence: The ability to convey ideas clearly and inspire others is invaluable, especially in uncertain times. Leaders need to articulate their vision and motivate their teams to navigate challenges together.

Beyond the Classroom

Leadership development isn't just about sitting in lectures or poring over case studies. It's something that happens in the day-to-day experiences of students. Think about the moments spent learning from peers, collaborating on group projects, diving into entrepreneurial initiatives, engaging in student-run clubs or giving back through community service. These activities reflect the messy, unpredictable nature of the real world. Leadership isn't just about having all the answers; it's more about asking the right questions, bringing people together and being willing to learn from every experience. In our daily interactions and the challenges we face, that's where we really develop our leadership abilities.

The Way Forward

At IIM Udaipur, our commitment is to groom leaders who are not daunted by volatility but inspired by it; not paralysed by uncertainty but energised to innovate; not overwhelmed by complexity but skilled in simplifying it and not confused by ambiguity but capable of creating clarity.

In times of rapid change, true leadership is about providing direction, building trust and creating value for both business and society. This is the kind of leadership that India and the world need today and this is the kind of leadership we aim to inculcate at IIM Udaipur. **BW**

*The author is Director, IIM Bodh Gaya***By Vinita S. Sahay**

A Radical New Way to Deal with Reality Needed

It would be short-sighted to assume that this is a question of leadership upskilling and acquisition of new tools that can be managed through short term measures

BUSINESSES HAVE A NEW PARADOX to deal with: All-encompassing AI layered over analytics makes such accurate forecasting possible that there is an eerie disbelief about how clearly, we can see what is ahead. At the same time, the world has never been so chaotic, making us utterly foggy in our mind. Tariff upheavals, unrelenting war zones, supply chain disruptions, resource nationalism, spread of extremism and deteriorating climate change have all contributed to spiraling an already VUCA world into a more precarious BANI - Brittle, Anxious, Non-linear and Incomprehensible- state. Businesses have always prioritised the kind of leadership needed to navigate ambiguity. But what we are staring at now is unprecedented by any standards.

Consequently, the questions that the corporate world needs to grapple with are as vexatious as they are profound - how will we influence in the age of AI. Which business models can withstand the forces of de-globalisation and protectionism? What do attention-deficient customers want? Why are our workplaces gripped by restlessness? How will investors measure success? Conventional answers are no good.

Given how fragile success looks, the need for a new kind of leadership may look imminent that it can't wait for the talent supply coming organically through academia in general and b-schools in particular. However, it would be rather short-sighted to assume that this is a question of leadership upskilling and acquisition of new tools that can be managed through short term measures.

Because the business environment that surrounds us now has no parallel in history, what is needed is a radical new way to deal with the reality as well as to respond to it. Such a fundamental shift can't be affected mid-air but only built from the ground up. Four specific skills which form a strong leadership foundation for a world that is fractured in every possible way:

Contextual learning

Today's leaders need to learn continuously and contextually and that is a whole new skill altogether. To accept the impermanence of knowledge and be willing to accept new understanding and learn new technologies, replacing what was relevant until recently requires a mind that pursues learning unconditionally and constantly. It is a learning-discovery continuum that demands an alert mind and agile responses. It also assumes humility and demonstrates flexibility, which often alters the

conventional notions of structured learning.

Creativity

A classical 21st century skill, the importance of creativity becomes apparent now more than ever before. It is one of the few human capabilities that AI can't substitute without duplicity. While machine learning relies on patterns and logic of the past to predict trends of the future, the human mind has the unique ability to create things, ideas and concepts

"Given how fragile success looks, the need for a new kind of leadership may look imminent that it can't wait for the talent supply coming organically through academia in general and B-schools in particular"

that are at odds with the past. It is our ability to imagine the unknown that makes the impossible possible. We are not talking about any mysterious power that can't be taught, but about the acquired capability to think like no machine ever can. And that doesn't happen in a vacuum, but through training the mind in unconventional wisdom.

Allyship

We have seen how powerful collaborations built enduring businesses in the past. The business world today needs to strike alliances with even adversaries and strangers. It is a new idiom of collaboration, crossing the

boundaries of functions and domains, which are shape-shifting demarcations anyways. Easy in theory, its ways are difficult to embrace, but we have seen how competing businesses find common ground in search of stability amid incomprehensible changes. Being able to build allyship strategically and thoughtfully is going to be a crucial leadership ability to thrive in the VUCA world.

Adaptability

How will you feel at home amid people who you can't relate to, following processes that have no precedence and work on products and services that constantly outdo themselves? If adaptability of the past was about understanding, empathy and outreach, its new age variant goes way beyond to embrace the unknown while looking inward for purpose. You will have to uproot yourself with ease and strike roots in unfamiliar territories.

Treat these skills not as new revelations but as vital complementary capabilities that make the familiar 21st century skills work for the future.

In this context, the idea of 'mindfulness' can work wonders. Commitment to develop mindful leaders for global businesses is at the core of IIM Bodh Gaya's mission. It is what we learn and practice as our differentiator among other IIMs - how to learn to be in the present unshackled by the past and unworried about the future. It is not about a mechanical detachment, but a consciousness that unshackles the mind to live up to its full potential. Samatvam, the mindfulness resource centre at IIM Bodh Gaya, is arguably a one-of-its-kind initiative that can prepare young minds to imbibe the right leadership skills for our VUCA world, especially adaptability, allyship, creativity and contextual learning. 



By Upasana

“Emphasis on holistic skill development”

Samir Kumar Srivastava, Director, IIM Amritsar, highlights the need for building robust research and education ecosystems in the country, so our students don't have to go abroad. Excerpts of a conversation with *BW Education*

How does IIM Amritsar focus on skill development for better employability?

At IIM Amritsar, we place a strong emphasis on holistic skill development to enhance employability. Our industry-aligned curriculum is regularly updated to include emerging competencies in management and technology. Beyond theory, our institute promotes experiential learning through case studies, internships, live projects and field visits. We engage industry professionals for mentorship and guest sessions, bridging academia and real-world application. Moreover, we run focused training sessions and career development workshops that strengthen communication, leadership and critical thinking to ensure our graduates are truly job ready.

What does the institution do to promote quality research and industry linkages?

Our faculty, PhD scholars and PDFs are encouraged to pursue impactful research across business and policy



“To encourage more students into higher education, particularly in vocational and technical domains, the Indian government must strengthen industry-academia linkages, promote practice-based learning and improve access through digital platforms”

domains. Our doctoral programme is designed to produce high-quality researchers contributing to global management discourse. We regularly host academic conferences and practitioner-led seminars to foster knowledge exchange. We also encourage and facilitate our researchers to attend various national and international research workshops and conferences. On the collaboration front, we have signed MoUs and undertaken consultancy assignments with multiple industry partners. Recognition like the 2022 award for Industry–Academia Collaboration is a reflection of the efforts we have made to remain closely aligned with the needs of the business world.

How has the curriculum and pedagogy at IIM Amritsar evolved in view of AI?

Over the years, IIM Amritsar has proactively integrated AI and data science into its curriculum. Learners can choose from electives such as Machine Learning with Python, Big Data Analytics, Deep Learning and Foundations of AI and ML – reflecting the rising role of AI in business. We have also introduced specialised offerings like an MBA in Business Analytics and a joint MSc in Data Science and Management with IIT Ropar. These programmes blend core management with advanced technical training, preparing students for the demands of an AI-driven world.

What is your take on the Trump government cutting down on research grants/funding and Aus-

tralia’s restrictions on some Indian students? What impact will this have on the Indian education landscape?

We view such global shifts with a balanced outlook. While funding cuts and policy changes may temporarily affect student mobility, they also highlight the importance of building robust research and education ecosystems within our own country. Indian institutions are rising in capability and global rankings and many world-class research collaborations are now taking place within India’s borders. Top Indian institutes, including IIM Amritsar, are increasingly developing capabilities of nurturing global talent. In my view, these global shifts will ultimately accelerate India’s ascent as a global knowledge hub.

What efforts should the Indian government make to encourage more students into higher education, especially vocational and technical courses?

To encourage more students into higher education — particularly in vocational and technical domains — the Indian government must strengthen industry-academia linkages, promote practice-based learning and improve access through digital platforms. Equally vital is reshaping societal perceptions of vocational careers and building integrated pathways that connect skills training with higher academic opportunities. These steps are critical given the fast-changing demands of the global workforce and the increasing focus on employability.

NEP tries to address many of these.

At IIM Amritsar, we are actively bridging the skills and knowledge gap through a range of long-duration programmes such as our Executive MBA, PhD and regular MBA programmes, as well as short-duration Management Development Programmes (MDPs) tailored for working professionals across sectors. We also conduct Faculty Development Programmes (FDPs) to support capability building in academic institutions. These initiatives are designed to help students, executives and educators stay ahead in a dynamic landscape where adaptability, innovation and applied knowledge are key.

Should private food outlets be allowed in institutions, given concerns about junk food and hygiene?

At IIM Amritsar’s permanent campus in Manawala, we recognise the need to balance student autonomy with health and hygiene concerns. While junk food and cleanliness are valid issues, we believe that instead of banning private food outlets, it is more effective to regulate them with strict hygiene standards and regular inspections. We aim to create a vibrant campus environment that supports diverse preferences while promoting wellbeing. By combining responsible vendor policies with nutritional awareness initiatives, we ensure that students have access to safe, varied food choices without compromising on health. **BW**

upasana@businessworld.in

By Vishal Katoch

“MBA Graduates Must Become Problem Solvers, not Paper Tigers”

C **JOE ARUN, SJ,**
DIRECTOR, Loyola
Institute of Business
Administration (LIBA),
highlights that management
programmes must focus on
solving societal and market
challenges, preparing students
for impactful careers rather than
just awarding degrees. Excerpts
of a chat with *BW Education*

What significant shifts are you observing in the aspirations of b-school students and the evolving requirements of industry and to what extent are the two aligned or diverging from each other?

The current market landscape has undergone a profound transformation. The global economic order, once driven by liberalism and the free movement of goods and people, is now witnessing a retreat into protectionism. Countries are increasingly prioritising national interests, leading to tighter policies on trade, immigration, and employment, particularly in Western economies. This shift has created uncertainty around career opportunities, fuelling a sense of fear and anxiety among young professionals.

At the same time, technological



disruption, especially the evolution from generative to agentic artificial intelligence, is redefining the very notion of labour. As the boundaries between humans and machines begin to blur, there is a growing need to focus on what may be called “digital humanity.” We stand at the cusp of a new era that could reshape markets, politics and human identity itself. The outcome remains uncertain, much like forecasting a storm that may or may not arrive.

How do you see MBA programmes evolving in response to emerging technologies such as artificial intelligence? And what new skills or approaches will they need to integrate to stay relevant in a rapidly changing business landscape?

AI is fundamentally redefining the purpose and structure of MBA programmes. With the shift from supervised to unsupervised learning, AI systems are becoming increasingly autonomous, capable of learning and deciding without human prompting. This evolution is already reshaping the workforce, as seen in large-scale layoffs where AI now performs tasks once handled by people.

In this new reality, business schools must reconsider their approach. Instead of merely training students for traditional roles, they may need to prepare them to train and manage AI agents that will work alongside or even replace humans in key functions. The future MBA graduate may not just be a manager or strategist, but a trainer of intelligent systems, someone who understands how to integrate human insight with machine capability. This marks a profound shift in the

identity and relevance of management education.

Prime Minister Narendra Modi recently inaugurated the Emerging Science, Technology and Innovation Conclave 2025, unveiling a Rs 1 lakh crore R&D and innovation scheme. In your view, is research in India receiving sufficient emphasis or are there specific areas that require greater attention and investment to build a more robust research ecosystem?

While India has demonstrated a clear intent and desire to promote research, and initiatives such as the Rs 1 lakh crore R&D and innovation scheme are commendable, there remain structural and cultural challenges that limit the impact of such investments. Fundamentally, the country lacks a strong research acumen. Even with available funds, many academics are unable or un-

“We stand at the cusp of a new era that could reshape markets, politics and human identity itself”

accustomed to producing original research outputs. Our education and professional culture tend to prioritise oral tradition and teaching over systematic documentation and publishing.

In contrast, institutions in Europe, such as Oxford, maintain a deep integration of research and teaching, where faculty conduct original research and teach from their findings, creating a sustainable and productive research ecosystem. For India to achieve similar outcomes, it is essential to develop a pool of dedicated researchers, incentivise faculty to prioritise research alongside teaching, and instil a culture of inquiry and documentation from the undergraduate and post-

graduate levels. Without these systemic changes, even substantial investments in emerging technologies and R&D may fail to translate into meaningful, long-term innovation.

What do you consider to be the most significant challenges currently facing management education and how can business schools address these challenges to remain both relevant and impactful in today’s rapidly evolving business environment?

One of the most significant challenges facing management education today is the growing disconnect between students’ career aspirations and the practical requirements of the market. Many students graduate with degrees but lack the skills or problem-solving abilities that employers need, resulting in what some describe as ‘paper degrees’ or graduates who are ill-prepared to make meaningful contributions in real-world settings.

To address this gap, business schools must rethink their teaching and learning models. Rather than focusing solely on theory, curricula should emphasise problem-solving, practical application, and innovation. Students should be trained to tackle real-world challenges, whether in sales, operations, or social issues like traffic management and pollution, and develop solutions that have tangible societal and business impact.

By producing graduates capable of creating solutions, innovations, and value, business schools can go beyond awarding degrees to shaping futures for their students, for industry, and for society at large. 

vishal.katoch@businessworld.in



By Meha Mathur

Community Engagement Integral to Our Approach

Madhu Chitkara, Pro Chancellor, Chitkara University, highlights how Chitkara University is redefining management education through innovation, research, social responsibility and future-ready leadership development

What are the key defining transformations that B-schools are witnessing and are these a response to disruptive technologies?

Business schools across the world are undergoing significant transformation, driven not only by disruptive technologies but also by the changing expectations of industry, global economic transitions and new models of work. The rise of AI, analytics, automation and digital business ecosystems has pushed B-schools to evolve from traditional pedagogy to agile, technology-enabled and industry-aligned learning environments. Today, management education is becoming more experiential, interdisciplinary and skill-focused, with an emphasis on innovation, sustainability, social entrepreneurship and digital fluency.

At Chitkara Business School, we see this transformation as an opportunity to reinvent management education. Our programmes integrate advanced digital tools, micro-credentials, live case projects, corporate immersions and competency-

based learning frameworks that prepare students to thrive in a rapidly shifting world. Social entrepreneurship and societal impact are embedded into our learning ethos, shaping responsible leaders who can create economic value while addressing community needs. Disruption is not merely a challenge — it is a catalyst that inspires us to create learning experiences focused on adaptability, creativity and real-world problem solving.

How is your university raising its students to be resilient and agile leaders of tomorrow?

At Chitkara Business School, developing resilience and agility is as important as imparting management knowledge. We nurture these qualities by exposing students to real business problems through industry projects, simulations, case-based learning and internships with leading companies. Our Centres of Excellence and strong network of corporate partners ensure that students experience live industry

challenges early in their academic journey, helping them build confidence and the ability to navigate complexity.

We also focus heavily on mindset — encouraging students to think critically, embrace change, communicate effectively and innovate continuously. Entrepreneurship and community engagement are integral to our approach, enabling students to design solutions that create both economic growth and societal impact. Leadership labs, multidisciplinary electives, entrepreneurship development programmes and global experiences through 300 plus international collaborations provide them with a holistic view of the world.

How can management programmes make their students sensitive to social responsibility?

Management education must move beyond classroom teaching to instill a real sense of social responsibility in students. At Chitkara Business School, we integrate courses on sus-



With over 20,000 Scopus-indexed publications, above 4,500 patents (750 plus granted) and 288 plus start-ups, our research culture combines academic rigour with real-world relevance. Faculty members and students at CBS actively engage in research, case writing, consulting assignments and collaborative projects with international universities and industry partners.

What are the biggest challenges that management education is facing today?

Management education today faces challenges related to rapid technological change, shifting workplace models and the need for greater industry-academia alignment. New-age learners seek personalised, technology-enabled and purpose-driven education that goes beyond traditional classrooms. Technology cycles are shortening, requiring continuous curriculum innovation to keep pace with emerging areas like AI, data science, digital business and sustainability. Geo-political tensions, economic slowdowns, and global mobility constraints further add complexity, impacting hiring patterns and cross-border opportunities.

Despite these uncertainties, the long-term outlook for management graduates remains strong, especially for those equipped with agility, analytical capability, digital skills and cross-cultural competence. At Chitkara Business School, we understand the aspirations of new-age learners and enable them with strong corporate partnerships, a future-ready curriculum, flexible learning pathways and an emphasis on resilience to ensure they remain highly employable. **BW**

meha.mathur@businessworld.in

tainability, ethical leadership, ESG frameworks, risk management and social innovation to ensure that students appreciate the broader impact of business decisions.

These academic components are complemented by experiential learning through rural immersion programmes, community service, NGO partnerships and campus-wide sustainability initiatives aligned with UN SDGs. Students participate in social impact projects, environmental audits and community development activities that help them understand the realities of society and the role of responsible leadership. By cultivating empathy, ethical judgment and civic

awareness, our programmes ensure that future managers emerge not only as competent professionals but also as socially committed leaders.

What is the research thrust at Chitkara University?

Chitkara University has built one of India's most vibrant and dynamic research ecosystems, which directly enriches the academic environment at Chitkara Business School. The University's research thrust spans high-impact domains such as artificial intelligence, business analytics, fintech, digital transformation, sustainability, consumer behaviour, entrepreneurship, healthcare innovation and policy research.

“Scale And Integration Give Us A Clear Market Edge”

ASHISH RAHEJA, MD & CEO of Raheja Universal, explains the strategic advantages driving Raheja District’s leadership

By Team BW

With rising Navi Mumbai competition, what quantifiable edge does Raheja District’s scale and WTC-led integration give in market share and returns?

Raheja District’s core competitive advantage lies in its large-scale, integrated ecosystem, which drives faster absorption, higher sales and rentals, and reduced investor risk. By linking offices, retail, and residences, Raheja District increases customer acquisition and leasing velocity by 20–25 per cent. The World Trade Center (WTC) Navi Mumbai further elevates credibility and market premium, with the new Prime at WTC Navi Mumbai adding to this strength. Globally, WTC-branded developments achieve consistently higher rentals, translating directly into superior commercial performance and stronger investor returns.

Beyond just amenities, what is the core economic advantage for buyers at Raheja District?

Buyers at Raheja District gain a strong value-

multiplier advantage created by our integrated, self-sustaining ecosystem—superior to standalone projects. The seamless mix of premium residences, commercial and retail spaces, and the WTC Navi Mumbai drives immediate commercial uplift and long-term economic activity. This generates sustained demand, higher rental yields, and significantly stronger capital appreciation. The dual appreciation stream and accelerated ROI make Raheja District one of Navi Mumbai’s most compelling investment opportunities.

Can you outline the direct economic multiplier effect you project the WTC will have on the surrounding Vashi NX micro-market in terms of commercial selling & leasing rates and job creation over the next five years?

The WTC Navi Mumbai at Raheja District will transform the Vashi NX micro-market by leveraging WTC’s global network across 90+ countries to activate a strong value-creation engine.

With Vashi NX already supported by major infrastructure—Thane-Belapur corridor, MTHL and the approaching commencement of NMIA—the WTC will unlock the area’s full commercial potential. We expect Grade A commercial rates to rise 5–8 per cent annually, driven by increased MNC absorption, brand credibility and large-scale job creation. Together, these forces will push sustained economic activity and firmly position Vashi NX as a leading business hub in MMR.

For green buildings, what specific innovative construction technologies or design choices are being implemented to make the projects sustainable and cost-effective?

Green building projects deliver sustainability and cost efficiency through integrated design, passive strategies like optimal orientation, shading and natural ventilation, and energy-efficient features such as high-performance glazing and insulation. Construction impact is reduced through IS-code-based structural optimisation and materials like RMC, AAC blocks and responsibly sourced steel, glass and wood, with over 50 per cent sourced locally. Water use is minimised through efficient construction practices, 3R principles, rainwater harvesting and onsite wastewater treatment. Energy efficiency is boosted with smart sensors, efficient appliances and renewable systems, while 25 per cent landscaped areas support biodiversity, as seen in Raheja Exotica’s CII-IGBC Platinum recognition. **BW**



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By Meha Mathur

“Leadership Development Must Go Beyond Functional Skills”

DEBASHIS SANYAL, Director, Great Lakes Institute of Management, Chennai, highlights why adaptable, resilient and ethically grounded leadership is vital for future-ready managers. Excerpts of an interaction with *BW Education*

What role do B-school graduates see for themselves amid the changing global order and how can B-schools groom resilient leaders?

The global landscape is undergoing rapid shifts, geopolitical realignments, trade uncertainties, restrictions on cross-border movement and technological disruptions. In this evolving environment, management graduates can no longer rely on a linear career trajectory defined by global postings and conventional corporate roles. They must instead evolve as agile, purpose-driven leaders capable of navigating ambiguity, building sustainable enterprises and creating value in diverse ecosystems.

At Great Lakes, we believe in preparing students to thrive in volatility through resilience, adaptability and ethical leadership. Our focus is on



developing graduates who can manage disruption, not fear it and who can transform uncertainty into opportunity. Leadership development must go beyond functional skills to include emotional intelligence, cross-cultural sensitivity and a deep sense of responsibility toward society and sustainability. The role of B-schools, therefore, is to provide the mindset and frameworks for students to navigate ambiguity and lead teams with empathy and vision.

With many countries turning inward, how will this affect multinational corporations and global career prospects?

The world is seeing a rebalancing of globalisation. While cross-border trade and movement may slow down, business interdependence will not disappear; it will simply take new forms. Multinationals are now creating regional leadership hubs and local innovation ecosystems, where Indian professionals can play a pivotal role in strategy and execution.

Graduates must see this as an opportunity to lead from India for the world. Many global firms are building centres of excellence in India, not merely as cost centres but as strategic engines of innovation and growth.

The future global leader will not necessarily be someone who moves across countries but someone who can lead global teams virtually, manage diverse stakeholders and build local impact with global relevance. B-schools must therefore nurture this ability to think globally while acting locally, a balance that defines tomorrow's leadership.

How do you see MBA programmes evolving in the age of AI and emerging technologies?

AI is redefining not only business models but also the very purpose of management education. The future

manager will lead humans and machines together, designing organisations where technology amplifies human creativity rather than replaces it.

MBA curricula must evolve to reflect this new reality, integrating AI, analytics and digital strategy into core learning. At Great Lakes, we have embedded technology as a cross-cutting theme across disciplines. But equally important is teaching students how to ask the right questions of technology, understand its ethical implications and harness it responsibly.

Pedagogy, too, is being transformed. The classroom of the future

“Change is inevitable. Adaptability and resilience are key to handling that change. Students should continue in investing in themselves by building capabilities; after all, in this ever-changing world, the only controllable is what they can do”

will blend human interaction with AI-enabled simulations, data-driven decision labs and experiential learning modules. Continuous upskilling will be integral; the MBA will no longer be a one-time degree but a lifelong learning journey.

Ultimately, technology will amplify leadership, but it is values, judgment and empathy that will continue to distinguish great leaders from good managers.

What shifts are you seeing in student aspirations and industry needs? And are the two aligned?

Students today are driven by purpose, impact and entrepreneurship as much as compensation or designation. They want to build, not just

manage. Many seek careers in startups, digital ventures and social enterprises. At the same time, they are pragmatic, aware of ROI and placement realities.

Industry, meanwhile, seeks graduates who are digitally literate, agile and capable of solving complex, interdisciplinary problems. The alignment between aspiration and demand is growing, but gaps remain. Many students still hold traditional notions of career success, while industries have moved to more flexible, project-based models of leadership.

B-schools must help bridge this gap by aligning curriculum with future skills, integrating real-world projects and exposing students to the fluid nature of modern careers.

With the rise of lifelong learning, should B-schools reconfigure their programmes for continuous career engagement?

Absolutely. The traditional MBA as a one-time qualification is being replaced by the idea of a learning continuum. Professionals will need to reskill and upskill multiple times throughout their careers, as industries evolve faster than ever before.

B-schools must adopt modular, stackable learning formats, micro-certifications, executive programmes and online modules that build upon the MBA foundation. Alumni engagement should evolve into lifelong partnerships for continuous learning and leadership renewal.

At Great Lakes, we see management education as a career-long enabler, not a one-year or two-year intervention. The school's role is to remain a trusted learning partner at every stage. In an age of exponential change, lifelong learning is not optional; it is the defining feature of professional relevance. **BW**

meha.mathur@businessworld.in



By Meha Mathur

“Change is Inevitable, Adaptability Key”

S **ARAVANAN KESAVAN,** Dean and Professor of Operations, BITSOM, underlines why adaptability, continuous learning and resilient leadership are essential as technology, markets and careers undergo unprecedented shifts



How can business schools groom leaders who can show resilience and steer their teams, amid the kind of turmoil the world has been facing on several fronts in the last few years?

We live in a world that is rapidly changing. These changes are not superficial. They occur at a fundamental level that challenges not only the assumptions we commonly make in business but also the belief system on which most businesses are based. Till a few years back, global companies assumed that outsourcing from China was a given. CEOs operated under the assumption that US treasury securities were the safest in the world. Office work was considered the only way to operate. All these assumptions have been questioned.

The next few years are ripe for further unpredictability due to climate change, anti-immigration sentiments across the world and AI. Unpredictability implies that the core skill that all B-school students need to learn is the ability to adapt. This is critical not only to lead the companies but also manage their own careers which are likely to be impacted heavily by these changes.

How is BITSOM enabling a shift in students' understanding of viewing B-schools as a placement facilitator to a capability builder for life?

Following up on the previous theme, it is impossible for any school to prepare students for a 30-year career. Continuous learning is going to be a necessity in the future. At BITSOM, we teach our students how to learn. For example, AI is a new technology and

every student is expected to build an AI product before they graduate. Even though nearly half of the MBA class does not have an engineering background, they recognise that they need to be resilient to adapt to market changes that have heavily favoured AI related jobs in every sphere of business.

How can management schools reconfigure their programmes to cater to the learning needs of the workforce and entrepreneurship over a larger duration of their working career?

The first thing B-schools need to do is to decouple the duration of students' engagement in learning from the duration of the programme. It does not matter if students are enrolled in a 2-year MBA programme or a 6-month certificate programme, their learning needs are life-long. One implica-

"Change is inevitable. And adaptability and resilience are key to handling change. Students should continue investing in themselves by building capabilities; after all, in this ever-changing world, the only controllable is what they can do"

tion of this is to ensure faculty are continuously upskilling so they can cater to these long-term needs of students.

How can social responsibility become a key plank of the experience that students get at a management institute?

I do not see social responsibility as a separate ideal. In a world where hundreds of millions of people lack basic means of sustenance, all B-school students need to first recognise the privilege that they have been bestowed with to be able to pursue this education. Hence,

it behoves all of them to imbibe a strong value system that includes social responsibility in all their actions.

How are B-schools, including BITSOM, navigating the challenge of rapidly advancing technology, including AI?

Our unique visiting faculty model allows us to recruit the faculty doing cutting-edge work in AI from across the world. For example, we have a professor from the University of North Carolina teaching our students how to build AI agents; a professor from the London School of Economics on the future of work. In addition, we have set up an AI centre to give exposure to students on the use cases that companies can deploy with AI. Simply put, AI is interwoven into every aspect of education at BITSOM.

The hopes of a career overseas that youngsters have been harbouring, have been dashed due to the new visa rules in the US. What guidance are you giving to your students in this scenario?

The world is changing dramatically in many ways and it is unclear what a steady state may look like, if there is one. Only one of the top 10 companies by market valuation in the world in 2000 continues to remain in that list today. Change is inevitable. And adaptability and resilience are key to handling change. Students should continue investing in themselves by building capabilities; after all, in this ever-changing world, the only controllable is what they can do. **BW**

meha.mathur@businessworld.in

By Vishal Katoch

“The Future MBA Blends Behavioural Science, Data Analytics & Moral Judgement”

FORE School of Management director **SUBIR VERMA**, in a chat with BW Education, says that B-schools must nurture leaders who balance technological proficiency with human-centric decision-making. Excerpts

Globally, there is turmoil, with geopolitical tensions, visa restrictions, tariff wars and much more. How can B-schools groom leaders who can show resilience and steer their teams? Also, how should students aspiring to study abroad strategically plan their educational paths?

The recent geopolitical tumult and economic uncertainty have once again underscored the crucial fact that management is a social science and can best be understood and practised in its context. This is the context which comprises not only the business landscape but also the entire gamut of factors, political, geographical, strategic-military, sociological, environmental, etc., that shape it.

The impact on B-schools is in



“Rethinking careers for students entails being receptive to hybrid positions that combine management, sustainability and technology domains that are impacting work and workplaces”

terms of their curriculum, which must incorporate knowledge and learning in cognate and complementary disciplines. More importantly, it is now clear that the new breed of managers and business leaders must not just have highly developed cognitive abilities such as critical thinking and tolerance of ambiguity and their behavioural outcomes in terms of tolerance of uncertainty, data and technology-enabled decision making and problem solving.

They also need to be groomed to become flexible, adaptive, culturally intelligent, inclusive and honed moral compass. B-schools now need to incorporate global viewpoints into the curriculum through cross-border case studies, international partnerships, and experiential learning. As visa regulations and the dynamics of the global labour market change, students who want to study abroad should concentrate on honing transferable skills like knowledge of history and commercial geography, critical thinking, data literacy and cross-cultural communication.

B-school education is costly. Add to that the current challenge on the placement front, with even top business schools struggling to place their students. How can management institutes ensure value for students and how should students reimagine their careers after an MBA?

The long-term career resilience and network capital that a Post Graduate Diploma in Management PGDM/MBA or any Master

of Business Management fosters are what make it valuable, not just the immediate placement results. In order for students to create opportunities rather than just seek them out, business schools need to improve their connections with the industry, global faculty and thinktanks, offer mentorship opportunities, and promote entrepreneurial thinking. Rethinking careers for students entails being receptive to hybrid positions that combine management, sustainability, and technology domains that are impacting work and workplaces.

What are the aspirations of the young generation now entering B-schools and are their aspirations at odds or in sync with industry requirements?

Students today seek to align their professional aspirations with their personal values in order to pursue careers that are purpose-driven. At the same time, industries require digital fluency, agility and innovation. Although impact and adaptability are valued by both parties, there is still a disconnect in how academic learning is translated into readiness for the workplace.

In order to ensure that aspirations and industry expectations align, business schools are tackling this through enhanced industry immersion, design thinking modules, multi-disciplinary education, immersive and discussion-centric pedagogy and real-world projects that mimic the complexities of the present AI World.

Shouldn't B-schools reconfigure their programmes to cater to the learning needs of the workforce and entrepreneurship over a larger duration of their working career?

Management education is changing as a result of the idea of life-long learning. Conventional two-year Business Management programmes need to change to become stackable, modular learning pathways that professionals can use at any point in their careers. This change necessitates a blended model that combines experiential, online and micro-credential-based learning to enable students to advance their skills in line with industry demands. The focus should shift from earning degrees to continuously improving one's capabilities.

How do you envision the evolution of MBA programmes in the context of emerging technologies like AI?

Every aspect of business is changing due to artificial intelligence, and management education is no different. The future MBA will be multidisciplinary, combining behavioural science, data analytics, legal and moral judgement. Artificial intelligence (AI) tools can simulate business situations, personalise learning paths and offer forecasts on market trends. Making sure that technological proficiency is combined with human-centric leadership, empathy and judgement is a challenge for educators. **BW**

vishal.katoch@businessworld.in

*The author is Director General, IMI*

By Himadri Das

Moving from 'Teaching' to 'Capability Building'

Our core task is grooming leaders who can turn flux into advantage – leaders who can ask better questions, structure messy problems and co-create solutions with technology

LEADERSHIP has always been fraught with uncertainty. What has changed is the half-life of relevance. In a VUCA world — volatile, uncertain, complex and ambiguous, knowledge depreciates quickly while judgement and the ability to work productively with artificial intelligence appreciate in value. Our core task is grooming leaders who can turn flux into advantage: leaders who can ask better questions, structure messy problems and co-create solutions with technology while staying grounded in ethics and human purpose.

Three shifts are redefining how

serious business schools must operate. First, we are moving from 'teaching' to 'capability building'. Content is no longer scarce; capability is. Academic programmes must, therefore, focus on problem formulation, data literacy, experimentation and AI collaboration across all management functions.

Second, we are moving from 'degree-only' to 'stackable and life-long'. Learners want modular credentials and periodic upskilling — executive education, alumni reskilling and the MBA now sit on one continuous learning spine.

Third, we are moving from 'classroom-first' to 'practice-first'. Live projects, simulations and co-taught industry classes are becoming the norm; assessments focus on performance — an analysis, a model or a product demo — often with AI as a partner. These shifts demand upgrades in digital infrastructure, explicit governance for responsible AI use and a non-negotiable focus on academic integrity.

Curricula are evolving accordingly along two essential dimensions. The first is AI across the curriculum. Beyond a standalone 'AI for Business' elective, Marketing, Finance, Operations, HR and Strategy courses need to embed AI use cases and prompt engineering.

The second is data + decisions. We need to pair basic coding exposure, analytics and dashboards with managerial judgement and communication. The point is not to manufacture data scientists, but to produce managers who can frame hypotheses, evaluate trade-offs and lead teams that deploy AI responsibly.

The pace of curriculum change has, unsurprisingly, accelerated. We need to shift to modular designs — smaller, swappable units that can be refreshed frequently. We should

run dual assessment paths — traditional and AI augmented — so that learning integrity is protected even as we embrace new tools. Each year we must implement an 'obsolescence list' of outdated cases to be retired and replace them with live problem statements from industry. It is important to constitute advisory panels of CTOs, CIOs and Chief Data Officers who review both content and assessment design. These mechanisms will keep programmes contemporary without chasing fads. Alumni, in this era, are not only


 "Learners want
modular credentials
and periodic
upskilling — executive
education, alumni
reskilling and the
MBA now sit on one
continuous learning
spine"


ambassadors but learning partners. They will co-design curriculum elements by bringing current tools, datasets and problem statements into our classrooms. They will mentor students through AI workshops and portfolio reviews. Many will help get sanitised data so that students can learn by working on these datasets to develop demand forecasts, pricing engines and prototypes that matter to real businesses. This alumni engagement will tighten the loop between learning and relevance.

Industry-academia engagement is beginning to deepen in India and the most fruitful models are those where firms bring a live problem with data,

and faculty co-teach with practitioners. Student teams can deliver assets that are directly usable — dashboards, pricing engines or risk models — with clear success metrics. This not only improves learning but also strengthens internships to offers conversion and signals genuine job readiness.

All of this comes with near term challenges for business schools. First, faculty upskilling at scale: the mindset must move from tool curiosity to assessment redesign and model aware pedagogy. Second, assessment integrity: we must design evaluations where AI is a partner, yet learning remains individual and demonstrable — through vivas, whiteboard derivations, etc.

Third, data centricity: secure, affordable environments and real datasets are essential for applied learning. Fourth, student wellbeing: we must help students navigate cognitive overload and career anxiety in a fast-changing market. Fifth, financial sustainability: institutions must balance investments in digital infrastructure with affordability and access. Finally, regulatory clarity must keep pace with practice on AI use, data privacy and accreditation expectations.

It is necessary for us to treat AI as an amplifier of human intent. Our graduates must leave with three distinct capabilities: the ability to ask better questions; the skill to build and critique AI-enabled solutions responsibly and the discipline to communicate decisions with evidence and humility.

Grooming leadership for the VUCA world is, therefore, not about mastering a list of tools, but about cultivating judgement, ethics and the confidence to learn fast in the face of ambiguity. If we get these right, the MBA and the leaders it produces — remain not just relevant, but essential. 



Making Sense of Uncertainties, Complexities & Data Abundance

Without reimagining education and learning, our classrooms risk becoming mere degree-printing factories, forfeiting the chance to nurture responsible citizens and passionate individuals who are both employable and socially conscious

By Ajit Parulekar

HISTORY HAS ALWAYS BEEN marked by uncertainty, yet rarely has the pace of change felt as disorienting as it does today. Global dynamics no longer unfold in predictable patterns but shift with startling haste. Shocks travel across continents with astonishing speed; tariff changes disrupt supply chains, visa regimes upend careers, technologies displace industries before they mature and communities face strains they did not foresee. In such an environment, it is imperative that the essence of leadership be reimagined.

Across the ages, change has remained constant. Yet, today's world is witnessing it at an ever-increasingly unprecedented swiftness; in addition to heightened complexity in every domain, amplified by the convergence of diverse disciplines such as technology, biological sciences, the arts and social sciences. While this is undeniably challenging and daunting, it is



an equally exciting time for academia, given the infinite opportunities and democratisation of access to knowledge, technology tools & data.

Challenges Galore

Some of the biggest challenges in this VUCA/BANI (and whatever its next avatar is) world are the following:

* Disruptive discipline agnostic technologies from analytics to generative AI, which are reshaping governance, business, education and society at large. These changes have grown to be a test not just for the agility but also for the ethics and foresight. True leaders are bound to use these in an integrative and responsible manner as enablers of the growth of society at large.

* Geopolitics and the realignment of partnerships, trade agreements and economic blocs which have emerged as the defining forces of our times. The evolving balance of power has led to a dynamic landscape. It is important for students in higher education to participate in this discourse and understand the nuances beyond nationalistic rhetoric.

Leaders of today should be able to successfully navigate these opportunities for collaboration and the risks of fragmentation to safeguard stability.

Longevity and its economic and social implications are unlike our understanding of health and ageing. In line with this are interesting developments in biological technologies, including genomics, biosimilars and innovative materials. Leaders will have to be skilled in balancing scientific progress along with economic and social preparedness to address longer lifespans, evolving employability and retirement cycles and the redefinition of human life stages.

The future of learning in an era of diminishing attention spans is at a crossroads since the digital age has redefined how information is consumed.

The capability of a leader to facilitate and sustain engagement in learning for professional development and education is imperative.

Sense-making in an age of abundant information and data has led to the explosion of digital content. This has created an atmosphere where misinformation and verified knowledge often compete, leading to the denouncement of widely accepted truths, such as the reality of climate change, undermining collective action. Likewise, polarisation around ideology, religion and politics is deepening societal divides and fuelling

“Rather than yielding to popular trends of shortened classroom engagement, summarised reading expectations or relying solely on TED-style micro talks, we must leverage technology thoughtfully and align it with the psyche and realities of our times”

extremism. Successful leaders will be those with the aptitude to discern credible insights and build institutions with such capabilities.

Need to Reimagine Education

Educational institutions must equip younger generations to thrive consciously in a fast-changing, hyper-stimulated and resource-rich world. Without reimagining education and learning, our classrooms risk becoming mere degree-printing factories, forfeiting the chance to nurture responsible

citizens and passionate individuals who are both employable and socially conscious.

Rather than yielding to popular trends of shortened classroom engagement, summarised reading expectations or relying solely on TED-style micro talks, we must leverage technology thoughtfully and align it with the psyche and realities of our times. The online medium should be harnessed to promote autonomous learning that is not only concise, affordable and accessible but also meaningful and deeply impactful.

From trekking in the Himalayas to learn resilience, conflict resolution and leadership through our Leadership in Action course, to our Service Learning Rural Immersion (SLRI) programme where our students at GIM engage with rural communities for practical learning experiences and social impact or our Know Your Healthcare Provider (KYHP) practical course comprising field visits to healthcare institutions, students gain firsthand experience and understanding of operations and management.

As highlighted by the World Economic Forum, the future of work will increasingly hinge on adeptness in skills such as analytical and creative thinking, resilience and agility, technological literacy (particularly in AI and big data), motivation and self-awareness and leadership with social influence. We must therefore design learning ecosystems that deliberately cultivate these competencies, ensuring they are not left to chance. At the same time, we must ignite passion and purpose in young leaders so that these skills are directed toward nation building, climate action and social justice. Only by combining competence with conscience can we prepare a generation capable of navigating disruption while shaping a more inclusive and sustainable world. **BW**



B-schools At The Crossroads

K. S. VENU GOPAL RAO, Director, ICFAI Business School (IBS), Hyderabad, observes that business schools must reimagine management education through agility, innovation and empathy to prepare future-ready leaders in a brittle, anxious, nonlinear and incomprehensible world

BUSINESS SCHOOLS face unprecedented challenges in today's volatile environment. Experts describe this using the acronym BANI: brittle, anxious, nonlinear and incomprehensible. To survive, schools must navigate these challenges by resetting their approaches and moving from best to next practices.

B-schools must now offer flexibility through skilling, micro-credential courses and continuing education. The key question is how to groom future-ready managers. This requires a holistic approach aligned with industry needs, integrating digital fluency, systems thinking, design thinking, adaptive reasoning and decision-making under uncertainty. Graduates must also be trained in emotional and behavioural skills such as resilience, mindfulness and self-awareness. The focus should shift from 'what to learn' to 'how to learn', fostering lifelong learning and adaptability.

Students are also advised not to blindly pursue traditional degrees abroad. Instead, gaining relevant skills and industry exposure in India through micro-skilling programmes will enhance their global employability. Key skills include AI, digital transformation, sustainability,

product management and platform operations.

High Cost and Placements

The cost of management education has surged, raising questions about its return on investment. Placements are changing rapidly, with traditional roles fading and new ones emerging amid automation, AI and shifting business models. B-schools must adapt to this new reality by emphasising internships, interdisciplinary projects and practical, tech-oriented learning. Curricula should include careers in data-driven strategy, sustainability and AI-based business models, along with technical skills like Python, generative AI and data visualisation.

Most current students belong to Gen Z, which seeks purpose-driven, transparent education and values continuous learning over static degrees. They are digital natives comfortable with technology and willing to pivot careers as needed. However, industry expectations often differ — while Gen Z values flexibility and rapid growth, employers seek fundamentals, performance and long-term commitment. Bridging this gap calls for empathy on both sides: industry must understand Gen Z's context shaped by AI and the pandemic, while students

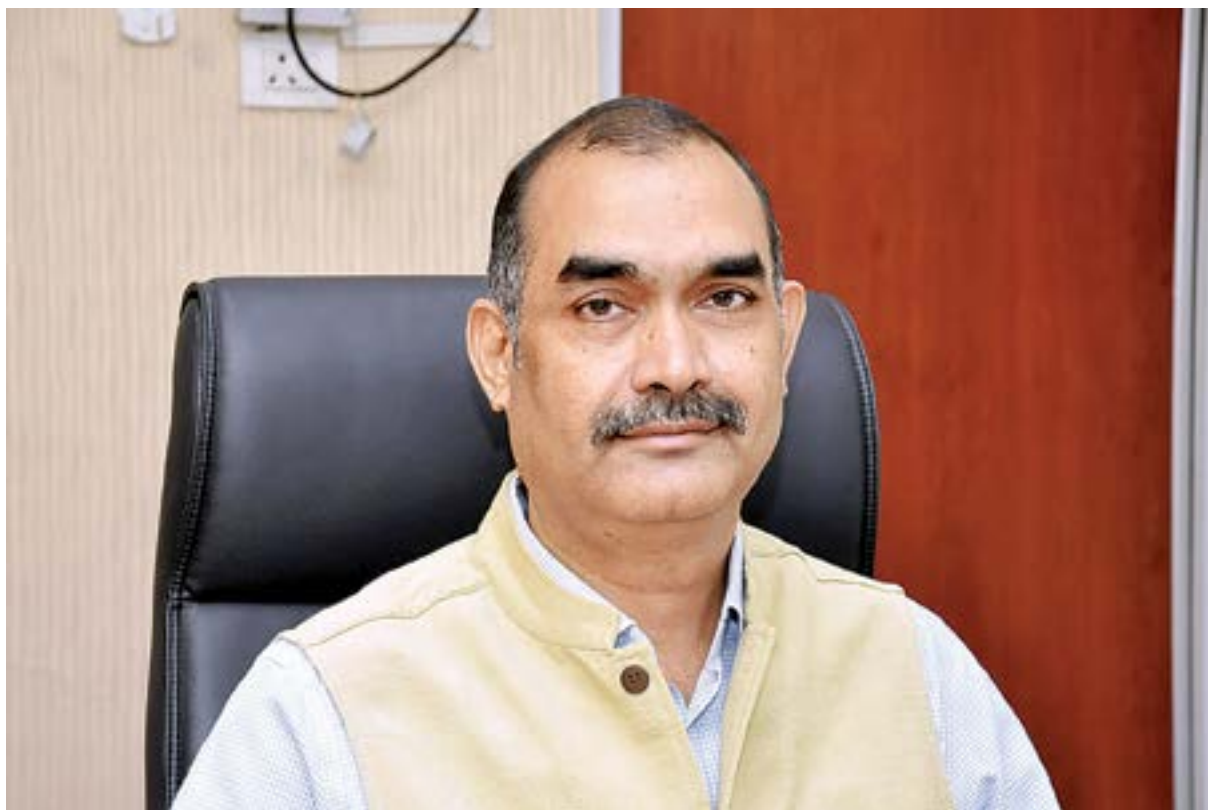
must adapt to industry realities and cyclical disruptions. Reimagining careers in a BANI world requires balancing ambition with wellbeing, human with artificial intelligence and individual success with collective progress.

Reimagining Entrepreneurship

B-schools must open their doors to working professionals and entrepreneurs, fostering active engagement among academia, government and industry. India's 63 million MSMEs employ over 100 million people who require regular skill upgrades. This must be viewed as a national capacity-building mission that no single institution can meet alone. The traditional job-oriented MBA is transforming as fewer graduates are hired in a technology-led market. Hence, schools must prepare students for entrepreneurial roles and mid-career upskilling. With government support, universities can evolve into reskilling centres, turning education into a lifelong and sustainable enterprise.

MBA in the AI Era

The two-year MBA programme is evolving as industry demands job-ready, tech-proficient graduates. Globally, STEM-oriented MBAs are rising in popularity and India must



The focus should shift from 'what to learn' to 'how to learn', fostering lifelong learning and adaptability

follow suit. Skill-based hiring now dominates, requiring proficiency in analytics, AI awareness, digital fluency and adaptability. Traditional roles in consulting and banking are shrinking, replaced by techno-functional profiles in FinTech, ESG, AI strategy and product management. As global capability centres expand in India, demand for tech-savvy managers is growing. The MBA curriculum must evolve accordingly, blending technology, process design and critical thinking. The rigid two-year format will gradually give way to modular, skill-focused programmes with multiple entry and exit options. The future MBA will shift from knowledge dissemination to capa-

bility creation, integrating business acumen, digital fluency and human depth to produce adaptive and ethical leaders for an AI-defined era.

The Research Ecosystem

Research in India remains under-emphasised. Only elite institutions such as IITs and IISc have excelled in research. India spends just 0.7 per cent of GDP on R&D, far below the US (2.8 per cent), China (2.4 per cent) and South Korea (3.5 per cent). Higher research spending correlates with innovation, productivity and competitiveness — areas where India must catch up. India has moved from a 'teaching nation' to a 'research-aware nation', but not yet

to a 'research-driven' one. Despite growing publication numbers, global impact remains limited. Increasing R&D funding to even 1.25 per cent of GDP could significantly improve quality and output. Faculty development, policy incentives and stronger doctoral mentorship are critical to achieving this transformation. Institutional autonomy and cultural change will help make research a pillar of national progress.

Challenges Ahead

India has around 6,000 business schools producing nearly 300,000 graduates annually, but only 10–15 per cent are industry-ready, an outcome of deep structural flaws. Management education must evolve from teaching to learning, placement to purpose and rote to reflection. **BW**

- As told to Sai Archana

AN EXPLORATION INTO PRESIDENCY BUSINESS SCHOOL, BANGALORE

Presidency University offers an industry-focussed curriculum that is well-designed to create AI-ready managers and entrepreneurs. A range of exciting specialisations are offered to students which are technology-driven and transnational in flavour

Photographs by Pingal Chanda



Chancellor Nissar Ahmed with students

WHILE an MBA remains a highly rewarding pursuit for today's generation, choosing the right institution is often the greater challenge. The true value of an MBA lies in how effectively it equips students with the skills to navigate an evolving business landscape — blending strategic thinking, technological fluency and a clear professional roadmap from day one. The MBA programme at Presidency Business School is a well-structured, AICTE-

approved course featuring a comprehensive core curriculum that covers accounting, finance, marketing etc. and has an embedded list of case studies, projects, real-life simulations, soft skills, and conflict resolution sessions. The school equips its business graduates for the digital era through cutting-edge, technology-driven courses in business analytics, applied AI, fintech and various programming disciplines. With multiple domains of specialisation, including super and sectoral specialisations, Presidency Busi-

ness School continues to stand out as a preferred choice for aspiring business leaders. The school offers industry-relevant courses and certifications, including Project Management and Operations programmes supported by professional credentials from the Project Management Institute (PMI) and the International Project Management Association (IPMA). In the finance domain, students have the opportunity to simultaneously pursue globally recognised certifications such as the US CMA and Enrolled Agent.



The school offers industry-relevant courses and certifications, including Project Management and Operations programmes

dustry give them ample opportunities to focus on their areas of professional study. Furthermore, a wide range of extracurricular activities, which complement classroom learning, nurture holistic development and enrich the overall student experience. The university also has a Career Services and Industry Connect Department offering a wide range of job opportunities apart from the Presidency Launch-Pad honing their entrepreneurial ventures.

The university offers study abroad options and global internships, which provide international exposure, which adds to students' understanding of global marketing and cross-cultural business practices. And with a strong alumni network and focus on effective communication and balance between soft and hard skills, the value of the MBA from Presidency Business School is towards a global goal.

The institution ensures that every MBA graduate leaves with the knowledge, skills and confidence to thrive in a dynamic business world. Supported and guided by expert mentors, students receive the personalised attention and professional direction needed to transform aspirations into achievements. Nissar Ahmed often says, "If the youth wants to make an impact on the world through business, then Presidency Business School should be his/her destination." **BW**



In the last academic year, 40 hand-picked students received specialised training in Financial Crime Risk Management (FCRM) as part of their placement preparation. These on-campus training programmes, combined with an integrated curriculum, enable students to graduate with both an MBA degree and an additional professional certification, enhancing their career prospects. Presidency University, an NAAC 'A' graded, NIRF-ranked institution, is an important milestone in the journey of the Presidency Group of

Institutions, which is backed by a legacy of 50 years in education. Evolved under the visionary leadership of Chancellor Nissar Ahmed, the university has carved a niche for itself in the realm of higher education. With a diverse student community representing various states and countries, the university fosters a vibrant and inclusive learning environment. While state-of-the-art classrooms, students' boardrooms, libraries and labs enrich students' learning experiences, industry visits to guest lectures and business talks from the top in the in-



How we ranked B-schools

The BW Businessworld B-school Rankings were finalised after a rigorous and multi-stage process that began with collecting and analysing data from various institutes, followed by an extensive perception survey



By Upasana

THE BW Businessworld B-school Rankings were finalised through a rigorous multi-stage process that combined institutional data, secondary validation and a comprehensive perception study. Designed to offer clarity and balance across India's diverse management institutes, the methodology was initiated months in advance to ensure depth and accuracy.

Business school rankings remain an essential guide for aspirants evaluating established IIMs, emerging IIMs and leading private schools. For this year's edition, 10 broad parameters & 50 sub-parameters were identified and more than 500 institutes were

invited to participate. Data was sourced directly from institutions, checked against public records wherever possible and reconfirmed with the institutes should any inconsistencies arise. Secondary sources supported, but did not replace, officially submitted

depth of industry engagement; the strength of the research ecosystem with reference to recognised journals such as ABDC, Scopus and UGC-CARE; the quality of physical and digital infrastructure; placement processes and recruiter diversity; global exposure through collaborations & exchanges and the overall return on investment interpreted through a balanced, context-driven lens. Each parameter was assigned weightage based on relevance, with academic quality, governance, industry linkage and placement processes carrying higher emphasis. Institutes that chose not to participate were eval-

A perception survey with around 1,000 respondents from across the country, including aspirants, students, alumni and recruiters, contributed to the final assessment

information. A perception survey with around 1,000 respondents from across the country, including aspirants, students, alumni and recruiters, also contributed to the final assessment. Care was taken to ensure a wide geographical and demographic spread. The perception layer served as a directional input, complementing institutional submissions rather than determining outcomes independently.

The parameters considered included leadership and governance; faculty development efforts; transparency and rigour in admissions; curriculum relevance and pedagogical innovation;

uated strictly on publicly available information. Through this structured and carefully validated approach, the BW Businessworld B-school Rankings aim to provide an informed, credible and comprehensive view of India's management education landscape. **BW**

upasana@businessworld.in



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TOP B-SCHOOLS OVERALL

Rank 2025	Name	City	Zone	Leadership (15)		Knowledge Creation (25)		Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
1	Indian Institute of Management Ahmedabad	Ahmedabad	West	15	5	10	10	15	10	10	20	5	100
	Indian Institute of Management Bangalore	Bengaluru	South	15	5	10	10	15	10	10	20	5	100
2	Indian Institute of Management Calcutta	Kolkata	East	15	5	9.8	9.8	15	9.8	9.9	20	5	99.3
3	Indian Institute of Management Lucknow	Lucknow	North	15	5	9.6	9.8	14.7	9.8	9.9	19.8	5	98.6
4	XLRI – Xavier School of Management	Jamshedpur	East	14.8	4.8	9.7	9.8	14.8	9.8	9.8	19.8	5	98.3
5	Management Development Institute Gurgaon*	Gurugram	North	14.6	5	9.6	9.6	14.6	9.7	9.9	19.6	4.8	97.4
6	SP Jain Institute of Management & Research	Mumbai	West	14.6	4.8	9.6	9.6	14.7	9.7	9.8	19.5	4.8	97.1
7	Faculty of Management Studies, Delhi University	New Delhi	North	14.6	4.8	9.5	9.6	14.7	9.6	9.7	19.5	4.8	96.8
8	Indian Institute of Management Indore	Indore	Central	14.5	4.8	9.5	9.6	14.3	9.7	9.9	19.2	4.8	96.3
9	Indian Institute of Management Kozhikode	Kozhikode	South	14.5	4.8	9.6	9.6	14.3	9.7	9.6	19.2	4.8	96.1
10	Indian Institute of Foreign Trade	New Delhi	North	14.4	4.8	9.5	9.5	14.5	9.7	9.5	19.1	4.8	95.8
11	SVKM's Narsee Monjee Institute of Management Studies (NMIMS)	Mumbai	West	14.3	4.8	9.5	9.5	14.3	9.5	9.5	19	4.8	95.2
12	Institute of Management Technology (IMT)	Ghaziabad	North	14.4	4.7	9.4	9.7	14.2	9.5	9.4	19	4.7	95
	Xavier Institute of Management (XIM)	Bhubaneswar	East	14.4	4.7	9.4	9.7	14.2	9.5	9.4	19	4.7	95
13	International Management Institute (IMI)	New Delhi	North	14.3	4.7	9.6	9.5	14.1	9.5	9.5	18.8	4.7	94.7

*The MDI Society is constituted by the Department of Financial Services (DFS), Ministry of Finance (MoF), Government of India. IFCI under MoF, is one of the members of the MDI Society and nominates a member to the MDI Board of Governors. Though the MDI functions like an autonomous institution, it is controlled by the DFS, MoF, GoI

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				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
14	Indian Institute of Management Udaipur	Udaipur	West	14.2	4.8	9.4	9.4	14	9.4	9.4	18.7	4.7	94
	Symbiosis Institute of Business Management	Pune	West	14.2	4.8	9.4	9.4	14	9.4	9.4	18.7	4.7	94
15	Jamnalal Bajaj Institute of Management Studies	Mumbai	West	14.2	4.6	9.3	9.4	14	9.5	9.4	18.7	4.7	93.8
	TA Pai Management Institute (TAPMI)	Manipal	South	14.2	4.6	9.3	9.4	14	9.5	9.4	18.7	4.7	93.8
16	KJ Somaiya Institute of Management Studies & Research	Mumbai	West	14.1	4.6	9.3	9.3	13.8	9.3	9.3	18.5	4.6	92.8
17	The ICFAI Business School	Hyderabad	South	14.1	4.5	9.2	9.3	13.7	9.2	9.3	18.5	4.6	92.4
	Shailesh J Mehta School of Management (SJMSOM) IIT Bombay	Mumbai	West	14.1	4.5	9.2	9.3	13.7	9.2	9.3	18.5	4.6	92.4
18	Indian Institute of Management Mumbai	Mumbai	West	14	4.5	9.1	9.2	13.5	9.3	9.1	18.4	4.5	91.6
	FORE School of Management, New Delhi	New Delhi	North	14	4.5	9.1	9.2	13.5	9.3	9.1	18.4	4.5	91.6
19	Woxsen School of Business	Hyderabad	South	13.8	4.4	9.2	9	13.5	9	9.1	18.1	4.5	90.6
	Department of Management Studies (DMS), IIT Delhi	New Delhi	North	13.8	4.4	9.3	9	13.4	9	9.1	18.1	4.5	90.6
20	Great Lakes Institute of Management	Chennai	South	13.8	4.4	9.1	9	13.5	8.9	8.9	18	4.5	90.1
	Vinod Gupta School of Management, IIT Kharagpur	Kharagpur	East	13.8	4.4	9.1	9	13.5	8.9	8.9	18	4.5	90.1
21	Indian Institute of Management Shillong	Shillong	East	13.9	4.1	8.9	8.7	13.3	8.5	8.7	18.4	4.7	89.2
	Loyola Institute of Business Administration (LIBA) Chennai	Chennai	South	13.9	4.2	8.9	8.7	13.4	8.5	8.7	18.4	4.5	89.2
	Indian Institute of Management Tiruchirappalli	Trichy	South	13.9	4.2	8.9	8.7	13.4	8.5	8.7	18.4	4.5	89.2




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22	Atlas Skilltech University	Mumbai	West	14	3.9	9	8.8	13.3	8.4	8.6	18.4	4.6	89
23	Goa Institute of Management	Goa	West	13.8	3.9	8.8	8.7	13.2	8.5	8.7	18.3	4.6	88.5
	Indian Institute of Management Sambalpur	Sambalpur	East	13.8	4	8.9	8.8	13.3	8.4	8.6	18.2	4.5	88.5
	Indian Institute of Management Nagpur	Nagpur	West	13.8	4	8.9	8.8	13.3	8.4	8.6	18.2	4.5	88.5
24	Indian Institute of Management Ranchi	Ranchi	East	13.8	3.9	8.8	8.6	13.2	8.4	8.7	18.3	4.6	88.3
	Indian Institute of Management Rohtak	Rohtak	North	13.8	3.9	8.8	8.6	13.2	8.4	8.7	18.3	4.6	88.3
25	Indian Institute of Management Kashipur	Kashipur	North	13.8	3.9	8.8	8.7	13.2	8.3	8.6	18.1	4.6	88
	Indian Institute of Management Raipur	Raipur	Central	13.8	3.9	8.8	8.7	13.2	8.3	8.6	18.1	4.6	88
26	Institute of Management, Nirma University	Ahmedabad	West	13.6	3.7	8.8	8.6	13.3	8.3	8.6	18.1	4.6	87.6
	Jagdish Sheth School of Management	Bengaluru	South	13.6	3.7	8.8	8.6	13.3	8.3	8.6	18.1	4.6	87.6
27	Birla Institute of Management Technology	Greater Noida	North	13.7	3.4	8.8	8.6	13.1	8.3	8.8	18.2	4.6	87.5
	Prin. L.N. Welingkar Institute of Management Development and Research	Mumbai	West	13.7	3.4	8.8	8.6	13.1	8.3	8.8	18.2	4.6	87.5
28	Lal Bahadur Shastri Institute of Management	New Delhi	North	13.6	3.9	8.7	8.6	13.1	8.3	8.6	18.1	4.5	87.4
29	Amity Business School	Noida	North	13.6	3.8	8.8	8.6	13	8.2	8.7	18	4.5	87.2
30	Indian Institute of Management Bodh Gaya	Bodh Gaya	East	13.7	3.8	8.1	8.5	13.1	8.3	8.6	18	4.6	86.7
31	Indian Institute of Management Jammu	Jammu	North	13.7	3.8	8.1	8.5	12.9	8.3	8.6	17.9	4.6	86.4



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				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
32	IFMR Graduate School of Business	Chittoor	South	13.5	3.7	8.1	8.4	12.8	8.2	8.5	17.8	4.5	85.5
33	Amrita Vishwa Vidyapeetham University	Coimbatore	South	13.5	3.6	8.1	8.4	12.8	8.1	8.5	17.7	4.5	85.2
34	Institute of Management Technology Nagpur	Nagpur	West	13.5	3.6	7.9	8.3	12.7	8	8.6	17.6	4.5	84.7
	Institute of Management Technology Hyderabad	Hyderabad	South	13.5	3.6	7.9	8.3	12.7	8	8.6	17.6	4.5	84.7
35	Birla Institute of Technology & Science (BITS)	Pilani	North	13.5	3.5	7.9	8.3	12.7	8	8.6	17.7	4.4	84.6
36	Shri Dharmasthala Manjunatheshwara Institute for Management Development (SDMIMD)	Mysore	South	13.5	3.6	7.9	8.3	12.6	7.9	8.5	17.6	4.4	84.3
37	Balaji Institute of Modern Management	Pune	West	13.4	3.4	7.8	8.2	12.6	7.9	8.5	17.8	4.4	84
	Great Lakes Institute of Management Gurgaon	Gurugram	North	13.4	3.4	7.8	8.2	12.6	7.9	8.5	17.8	4.4	84
38	SIES College of Management Studies	Navi Mumbai	West	13.3	3.4	7.9	8.2	12.6	7.9	8.5	17.6	4.4	83.8
39	Rajagiri Centre for Business Studies	Kochi	South	13.2	3.5	7.8	8.2	12.7	7.8	8.5	17.5	4.3	83.5
40	Institute of Public Enterprise	Hyderabad	South	13.2	3.4	7.8	8.1	12.7	7.8	8.2	17.4	4.4	83
41	Birla Institute of Technology & Science (BITS)	Hyderabad	South	13.2	3.4	7.8	8.3	12.6	7.6	8.3	17.4	4.2	82.8
42	PSG Institute of Management, PSG College of Technology	Coimbatore	South	13.1	3.3	7.6	8.3	12.6	7.6	8.3	17.4	4.3	82.5
43	Chitkara University	Chandigarh	North	13	3.3	7.6	8.3	12.5	7.6	8.2	17.3	4.3	82.1
44	Indus Business Academy	Bengaluru	South	13	3.3	7.6	8.2	12.4	7.5	8.1	17.2	4.3	81.6
45	SCMS Cochin School of Business	Cochin	South	12.9	3.2	7.5	8.2	12.3	7.5	8.1	17.2	4.3	81.2



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46	Jaipuria Institute of ManagementLucknow	Lucknow	North	12.8	3.2	7.5	8.1	12.3	7.7	8.2	17.1	4.1	81
47	Dayananda Sagar University	Bengaluru	south	12.8	3.2	7.4	8.2	12.2	7.6	8.2	17.2	4.1	80.9
48	Acharya Bangalore B School	Bengaluru	South	12.7	3.1	7.3	8.2	12.2	7.6	8.2	17.2	4.1	80.6
49	Jagannath International Management School	New Delhi	North	12.7	3.2	7.3	8	12.2	7.5	7.9	17.1	4.1	80
50	Flame University	Pune	West	12.7	3.2	7.3	7.9	12.2	7.4	7.8	17	4.1	79.6
	Jaipuria Institute of ManagementNoida	Noida	North	12.7	3.2	7.3	7.9	12.2	7.4	7.8	17	4.1	79.6
51	Institute of Management Studies	Ghaziabad	North	12.6	3.2	7.2	7.8	12.1	7.3	7.9	17.1	4.1	79.3
52	Galgotias University	Greater Noida	North	12.6	3.2	7.1	7.8	12.1	7.3	7.9	17.1	4.1	79.2
53	Amity Business School	Gurugram	North	12.3	3.2	7.1	7.8	12.1	7.3	7.8	17	4.1	78.7
54	Indian Institute of Management Amritsar	Amritsar	North	12	3.2	7.1	7.8	12.1	7.3	7.8	17	4.1	78.4
	Indian Institute of Management Visakhapatnam	Visakhapatnam	South	12	3.2	7.1	7.8	12.1	7.3	7.8	17	4.1	78.4
55	Chandigarh Business School	Chandigarh	North	12	3.1	7	7.8	12.1	7.3	7.8	17	4.1	78.2
56	Indian Institute of Management Sirmour	Sirmour (Himachal Pradesh)	North	11.9	3.2	6.9	7.5	11.6	6.9	7.4	16.6	3.9	75.9
57	MDI Murshidabad	Murshidabad	East	11.8	3.1	6.9	7.4	11.3	7.3	7.4	16.5	3.8	75.5
58	International Management Institute Bhubaneswar	Bhubaneswar	East	11.7	3.1	6.8	7.1	11.2	6.8	7.3	16.4	3.9	74.3
59	ISSM Business School	Chennai	South	11.8	3.1	6.7	6.9	11.2	6.8	7.1	16.4	3.7	73.7

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				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
60	KIIT School of Management	Bhubaneswar	East	11.7	3.2	6.7	6.9	11	6.7	6.9	16.4	3.9	73.4
61	International School of Business & Media	Pune	West	11.4	3.1	6.5	6.5	10.9	6.6	6.7	16.2	4	71.9
62	Institute of Rural Management	Anand	West	11.4	3	6.5	6.3	11.1	6.7	6.6	16.1	3.8	71.5
63	Siva Sivani Institute of Management	Secunderabad	South	11.2	3	6.6	6.7	10.8	6.3	6.8	16.1	3.6	71.1
64	Vignana Jyothi Institute of Management	Hyderabad	South	11.3	2.9	6.5	6.6	10.5	6.4	6.7	16	3.5	70.4
65	MS Ramaiah Institute of Management	Bengaluru	South	11.3	2.9	6.7	6.5	10.6	6.4	6.6	15.8	3.5	70.3
66	MIT World Peace University	Pune	West	11.2	2.9	6.4	6.4	10.5	6.5	6.5	16	3.4	69.8
	School of Management, Presidency University	Bengaluru	South	11.2	2.9	6.4	6.4	10.5	6.5	6.5	16	3.4	69.8
67	School Of Leadership & Management (MBA), Manav Rachna International Institute of Research and Studies	Faridabad	North	11.1	2.9	6.4	6.3	10.4	6.5	6.7	15.9	3.4	69.6
68	DBS Global University	Dehradun	North	11	2.8	6.3	6.3	10.3	6.5	6.8	15.8	3.3	69.1
69	JSS Centre for Management Studies	Mysuru	South	11	2.8	6.3	6.2	10.2	6.4	6.7	15.8	3.4	68.8
	Balaji Institute of Management and Human Resource Development	Pune	West	11	2.8	6.3	6.2	10.2	6.4	6.7	15.8	3.4	68.8
70	Mumbai Educational Trust, MET Institute of Management	Mumbai	West	11	2.8	6.3	6.3	10.1	6.3	6.6	15.7	3.3	68.4
71	Indian Institute of Technology - Indian School of Mines Dhanbad	Dhanbad	East	10.9	2.8	6.3	6.1	10.2	6.3	6.5	15.7	3.2	68
72	Institute of Social Welfare and Business Management	Kolkata	East	10.8	2.9	6.2	6	10.2	6.4	6.3	15.9	3.2	67.9

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Rank 2025	Name	City	Zone	Leadership (15)		Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)			Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100		
73	IILM Institute of Business Management, School of Management, IILM University	Gurugram	North	10.8	2.8	6.2	5.9	10.1	6.4	6.4	15.8	3.2	67.6		
	Rourkela Institute of Management Studies	Rourkela	East	10.8	2.8	6.2	5.9	10.1	6.4	6.4	15.8	3.2	67.6		
74	Prin. L.N. Welingkar Institute of Management Development and Research	Bengaluru	South	10.7	2.8	6.1	5.8	10	6.2	6.5	15.8	3.2	67.1		
75	Sir Padampat Singhania University	Udaipur	West	10.6	2.7	6.2	5.7	9.8	6.1	6.2	15.6	3	65.9		
76	Aditya School of Business Management	Mumbai	West	10.6	2.7	6.1	5.5	9.7	6.1	6.2	15.8	3	65.7		
77	Jaipuria Institute of Management Jaipur	Jaipur	West	10.5	2.7	6	5.6	9.8	6	6.1	15.3	3.1	65.1		
78	RV Institute of Management	Bengaluru	South	10.5	2.8	6	5.6	9.6	6	6.2	15.3	2.9	64.9		
79	GNIOT Institute of Management Studies (GIMS)	Greater Noida	North	10.4	2.7	6	5.6	9.7	6	6	15.3	3.1	64.8		
80	Vivekananda Institute of Management Studies	Coimbatore	South	10.4	2.7	5.9	5.6	9.5	6	6.1	15.4	3.1	64.7		
81	Manav Rachna University	Faridabad	North	10.3	2.9	5.8	5.6	9.7	5.6	5.6	15	2.9	63.4		
82	Institute of Management, JK Lakshmipat University	Jaipur	West	10	2.6	5.8	5.2	9.5	5.8	5.8	15.2	2.9	62.8		
83	IILM Graduate School of Management	Greater Noida	North	10	2.6	5.8	5.1	9.4	5.8	5.8	15.2	2.8	62.5		
84	SJES College of Management Studies	Bengaluru	South	9.9	2.6	5.7	5.2	9.5	5.8	5.7	15.1	2.7	62.2		
85	Sambhram Academy of Management Studies	Bengaluru	South	9.9	2.6	5.6	5.1	9.5	5.7	5.6	15.4	2.6	62		
86	School of Management, Ajeenkya DY Patil University	Pune	West	9.8	2.5	5.6	5	9.4	5.7	5.7	15.1	2.6	61.4		



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Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
87	Kongu Engineering College	Perundurai	South	9.8	2.5	5.6	4.9	9.4	5.6	5.6	15.3	2.6	61.3
88	AISSMS Institute of Management	Pune	West	9.6	2.4	5.6	4.9	9.2	5.5	5.5	15.3	2.5	60.5
89	Patel Institute of Science & Management	Bengaluru	South	9.5	2.4	5.4	4.7	9.1	5.4	5.4	15	2.5	59.4
90	Thiagarajar School of Management	Madurai	South	9.4	2.4	5.3	4.6	8.9	5.4	5.3	15	2.4	58.7
91	Symbiosis Institute of Management Studies	Pune	West	9.3	2.4	5.2	4.6	9	5.2	5.4	14.9	2.6	58.6
92	Ballari Institute of Technology and Management	Ballari	South	9.3	2.3	5.1	4.5	9.1	5.3	5.5	14.9	2.4	58.4
93	Institute of Management & Information Science	Bhubaneswar	South	9.2	2.3	5.1	4.4	8.9	5.2	5.4	14.9	2.3	57.7
94	Institute of Insurance & Risk Management	Hyderabad	South	9.2	2.3	5.1	4.4	8.8	5.2	5.4	14.9	2.3	57.6
95	Prestige Institute of Management Gwalior	Gwalior	Central	9.2	2.3	5	4.3	8.9	5.1	5.3	14.8	2.3	57.2
96	Vels University	Chennai	South	9.2	2.3	5	4.3	8.8	5.1	5.2	14.7	2.4	57
97	Kirloskar Institute of Advanced Management Studies	Pune	West	8.9	2.2	4.9	4.2	8.7	5	5.2	14.7	2.4	56.2
98	Jaipuria Institute of Management Indore	Indore	Central	8.8	2.2	4.9	4.2	8.7	5	5.2	14.7	2.4	56.1
99	Balaji Institute of International Business	Pune	West	8.8	2.2	4.8	4.1	8.5	4.8	5.1	14.9	2.5	55.7
100	Jaipuria Institute of Management Ghaziabad	Ghaziabad	North	8.6	2.2	4.7	4	8.6	4.7	5.1	14.8	2.4	55.1
101	AIMS School of Business	Bengaluru	South	8.8	2.1	4.6	4	8.4	4.8	5.1	14.7	2.3	54.8
102	Chandragupt Institute of Management	Patna	East	8.7	2.1	4.6	3.8	8.3	4.7	5.2	14.6	2.2	54.2



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Rank 2025	Name	City	Zone	Leadership Excellence 15	Global Interface 5	Knowledge Creation Capital 10	Innovation & Incubation 10	Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				15	5	10	10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
103	Pune Institute of Business Management	Pune	West	8.7	2.1	4.1	3.7	8.2	4.5	5.3	14.4	2.3	53.3
104	Faculty of Commerce and Management Studies, REVA University	Bengaluru	South	8.5	2.1	4.2	3.8	8.1	4.4	5.1	14.6	2.4	53.2
105	School of Business Studies, Sharda University	Greater Noida	North	8.5	2.1	4.3	3.9	8	4.3	5	14.4	2.1	52.6
106	Symbiosis Institute of Telecom Management	Pune	West	8.4	2.2	4.5	3.7	8	4.2	4.8	14.2	2	52
107	School of Management & Commerce, KR Mangalam University	Gurugram	North	8.3	2.3	4.4	3.7	8	4	4.6	14.1	1.9	51.3
108	International Institute of Management Studies	Pune	West	8.4	2.1	4.3	3.6	7.9	4	4.5	14	1.9	50.7
109	Institute of Management Studies, SAGE University	Indore	Central	8.2	2.2	4.2	3.5	7.9	4.1	4.5	14	1.8	50.4
110	Prestige Institute of Management and Research, Indore	Indore	Central	8.2	2.1	4.1	3.5	7.8	4.2	4.6	13.9	1.8	50.2
111	ITS Institute of Technology & Science	Ghaziabad	North	8.3	2.1	4.1	3.4	7.6	3.9	4.4	13.8	1.9	49.5
112	GL Bajaj Institute of Management and Research	Greater Noida	North	8.1	2.2	4.2	3.4	7.7	4.1	4.3	13.7	1.5	49.2
113	IMS Unison University	Dehradun	North	8	2.1	4.1	3.6	7.8	3.7	4.1	13.9	1.6	48.9
114	KIET Group of Institutions	Ghaziabad	North	8	2	4	3.6	7.5	3.5	4	13.5	2	48.1
115	Indian Education Society Management College and Research Centre	Mumbai	West	8.2	1.9	3.9	3.2	7.5	3.4	4.4	13.3	1.7	47.5
116	KCT Business School	Coimbatore	South	8.1	1.8	3.8	3.1	7.5	3.4	4.1	13.3	1.7	46.8
117	ITM Group of Institutions	Bengaluru	South	8.1	1.8	3.8	3.1	7.5	3.4	4.1	13.3	1.6	46.7

TOP B-SCHOOLS OVERALL



Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
118	School of Business Management, Shoolini University	Solan	North	8	1.7	3.8	3	7.5	3.4	4.1	13.2	1.9	46.6
119	Department of Management Studies, PES University	Bengaluru	South	8	1.6	3.7	3.3	7.4	3.3	4.2	13.2	1.6	46.3
120	Indus Business Academy	Greater Noida	North	7.9	1.8	3.7	3.2	7.3	3.2	4.2	13.2	1.6	46.1
121	Atria Institute of Technology	Bengaluru	South	7.8	1.7	3.6	3.2	7.3	3.1	4	13.1	1.9	45.7
122	Durgadevi Saraf Institute of Management Studies	Mumbai	West	7.9	1.7	3.7	3.1	7.6	3	4	13.1	1.5	45.6
123	Lala Lajpatrai Institute of Management	Mumbai	West	7.8	1.7	3.5	3.1	7.2	3	3.9	13.1	1.5	44.8
124	Lal Bahadur Shastri Institute of Management & Technology	Bareilly	North	7.8	1.6	3.5	3	7.1	3.1	3.8	13	1.5	44.4
125	IIMT College of Management	Greater Noida	North	7.7	1.8	3.3	2.9	7	3.3	3.9	13	1.1	44
126	Institute of Management Studies	Noida	North	7.6	1.7	3.2	2.8	6.9	3.1	3.8	13	1.4	43.5
127	ICBM - School of Business Excellence	Hyderabad	South	7.7	1.7	3.1	2.7	6.8	3	3.8	12.9	1.4	43.1
128	ASM Institute of Business Management & Research	Pune	West	7.8	1.6	2.9	2.8	6.8	2.8	3.7	13	1.3	42.7
129	MM Institute Management - MM (DU), Mullana	Ambala	North	7.6	1.7	3	2.8	6.7	2.8	3.7	12.8	1.3	42.4
130	Indian Institute of Health Management Research	Jaipur	North	7.7	1.6	2.8	2.7	6.7	2.8	3.6	12.9	1.3	42.1
131	HK Institute of Management Studies and Research	Mumbai	West	7.8	1.7	2.7	2.9	6.7	2.7	3.5	12.7	1.3	42
132	IIM Business School	Chennai	South	7.6	1.8	2.7	2.6	6.6	2.7	3.6	12.7	1.4	41.7
133	St Joseph's Institute of Management	Tiruchirappalli	South	7.6	1.5	2.8	2.6	6.5	2.6	3.5	12.7	1.3	41.1
134	Sona School of Management	Salem	South	7.5	1.7	2.5	2.7	6.4	2.8	3.3	12.9	1.2	41

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				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
135	Vel Tech High Tech Dr. Rangarajan Dr. Sakunthala Engineering College	Chennai	South	7.4	1.4	2.6	2.5	6.3	2.7	3.5	12.7	1.2	40.3
136	Adarsh Institute of Management And Information Technology	Bengaluru	South	7.3	1.4	2.7	2.4	6.3	2.6	3.4	12.6	1.2	39.9
137	Atharva Institute of Management Studies	Mumbai	West	7.2	1.6	2.6	2.5	6.2	2.5	3.4	12.5	1.2	39.7
138	Master School of Management	Meerut	North	7.1	1.5	2.5	2.4	6.3	2.5	3.3	12.4	1.1	39.1
139	VPM's Dr V.N. Bedekar Institute of Management Studies	Thane	West	7	1.6	2.5	2.5	6.1	2.6	3.3	12.4	1	39
140	Global Business School	Hubli	South	7	1.6	2.4	2.4	6	2.5	3.2	12.3	1	38.4
141	JECRC Business School	Jaipur	North	6.8	1.5	2.4	2.3	6	2.5	3.4	12.3	1	38.2
142	KV Institute of Management and Information Studies	Coimbatore	South	6.9	1.6	2.3	2.3	6	2.4	3.2	12.3	1	38
143	GRG School of Management Studies	Coimbatore	South	6.7	1.5	2.4	2.2	5.9	2.5	3.3	12.3	1	37.8
144	Prestige Institute of Management & Research, Dewas	Dewas	Central	6.7	1.5	2.4	2.4	5.8	2.3	3.2	12.1	1	37.4
145	Jagannath University, Jaipur	Jaipur	North	6.6	1.5	2.4	2.3	5.7	2.4	3.1	12.1	1	37.1
146	Amity University Jaipur	Jaipur	North	6.5	1.5	2.3	2.2	5.7	2.4	3.1	12	1	36.7
147	Mangalmay Institute of Management & Technology	Greater Noida	North	6.5	1.5	2.3	2.1	5.7	2.4	3	12	1	36.5
148	Amity University Madhya Pradesh	Gwalior	Central	6.4	1.5	2.2	2.1	5.6	2.3	2.9	11.9	1	35.9
149	MP Birla Institute of Management	Bengaluru	South	6.4	1.5	2.2	2	5.5	2.3	2.9	11.9	1	35.7
150	SV Institute of Management	Kadi	West	6.3	1.4	2.1	2.3	5.6	2.1	2.7	11.8	1	35.3



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Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
151	SCMS School of Technology & Management	Kottayam	South	6.2	1.4	2	2.1	5.3	2.1	2.6	12	1	34.7
152	Jagran Lakecity Business School	Bhopal	Central	6.2	1.2	2.3	2	5.2	2.3	2.6	11.8	1	34.6
153	Royal School of Business, Royal Global University	Guwahati	East	6.1	1.3	2.2	1.9	5.1	2.2	2.5	11.6	1	33.9
154	School of Management, SRM University	Sonipat	North	6.1	1.4	2.1	1.8	5	2	2.5	11.5	1	33.4
155	Bharatesh Education Trust's Global Business School	Belagavi	South	6	1.3	2	1.9	5	2	2.5	11.6	1	33.3
156	VESIM Institute of Management Studies	Mumbai	West	6	1.3	1.9	1.8	4.9	2	2.4	11.4	1	32.7
157	Lotus Business School	Pune	West	6.1	1.3	1.8	1.8	4.8	2	2.3	11.3	1	32.4
158	DJ Academy of Managerial Excellence	Coimbatore	South	5.9	1.2	1.8	1.6	4.7	1.8	2	11.2	1	31.2
159	Jaipuria School of Business	Ghaziabad	North	5.8	1.4	1.7	1.7	4.6	1.6	2	11.3	1	31.1
160	School of Management, CMR University	Bengaluru	South	5.7	1.3	1.6	1.6	4.6	1.7	2	11.4	1	30.9
161	Rajalakshmi Engineering College	Chennai	South	5.7	1.3	1.6	1.5	4.4	1.6	2.3	11.3	1	30.7
162	Pranveer Singh Institute of Technology	Kanpur	North	5.6	1.3	1.5	1.5	4.3	1.7	2.2	11.1	1	30.2
163	Regional College of Management	Bhubaneswar	East	5.5	1	1.5	1.3	4	1.8	2.2	10	1	28.3
164	International School of Management Patna	Patna	East	5.5	1.3	1.5	1.4	4	1.7	2.2	8.2	1	26.8
165	Sagar Institute of Research & Technology	Bhopal	Central	5.4	1.3	1.5	1.4	3.9	1.7	2.2	8.2	1	26.6
166	Faculty of Management Sciences, Sri Ram Murti Smarak College of Engineering & Technology	Bareilly	North	5.4	1.3	1.5	1.4	3.9	1.7	2.2	8.1	1	26.5



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				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
1	Indian Institute of Management Ahmedabad	Ahmedabad	West	15	5	10	10	15	10	10	20	5	100
	Indian Institute of Management Bangalore	Bengaluru	South	15	5	10	10	15	10	10	20	5	100
2	Indian Institute of Management Calcutta	Kolkata	East	15	5	9.8	9.8	15	9.8	9.9	20	5	99.3
3	Indian Institute of Management Lucknow	Lucknow	North	15	5	9.6	9.8	14.7	9.8	9.9	19.8	5	98.6
4	Management Development Institute Gurgaon*	Gurugram	North	14.6	5	9.6	9.6	14.6	9.7	9.9	19.6	4.8	97.4
5	Faculty of Management Studies, Delhi University	New Delhi	North	14.6	4.8	9.5	9.6	14.7	9.6	9.7	19.5	4.8	96.8
6	Indian Institute of Management Indore	Indore	Central	14.5	4.8	9.5	9.6	14.3	9.7	9.9	19.2	4.8	96.3
7	Indian Institute of Management Kozhikode	Kozhikode	South	14.5	4.8	9.6	9.6	14.3	9.7	9.6	19.2	4.8	96.1
8	Indian Institute of Foreign Trade	New Delhi	North	14.4	4.8	9.5	9.5	14.5	9.7	9.5	19.1	4.8	95.8
9	Indian Institute of Management Udaipur	Udaipur	West	14.2	4.8	9.4	9.4	14	9.4	9.4	18.7	4.7	94
10	Jamnalal Bajaj Institute of Management Studies	Mumbai	West	14.2	4.6	9.3	9.4	14	9.5	9.4	18.7	4.7	93.8
11	Shailesh J Mehta School of Management (SJMSoM) IIT Bombay	Mumbai	West	14.1	4.5	9.2	9.3	13.7	9.2	9.3	18.5	4.6	92.4
12	Indian Institute of Management Mumbai	Mumbai	West	14	4.5	9.1	9.2	13.5	9.3	9.1	18.4	4.5	91.6
13	Department of Management Studies (DMS), IIT Delhi	New Delhi	North	13.8	4.4	9.3	9	13.4	9	9.1	18.1	4.5	90.6
14	Vinod Gupta School of Management, IIT Kharagpur	Kharagpur	East	13.8	4.4	9.1	9	13.5	8.9	8.9	18	4.5	90.1

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TOP B-SCHOOLS

GOVERNMENT



Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
15	Indian Institute of Management Shillong	Shillong	East	13.9	4.1	8.9	8.7	13.3	8.5	8.7	18.4	4.7	89.2
	Indian Institute of Management Tiruchirappalli	Trichy	South										89.2
16	Indian Institute of Management Sambalpur	Sambalpur	East	13.8	4	8.9	8.8	13.3	8.4	8.6	18.2	4.5	88.5
	Indian Institute of Management Nagpur	Nagpur	West										
17	Indian Institute of Management Ranchi	Ranchi	East	13.8	3.9	8.8	8.6	13.2	8.4	8.7	18.3	4.6	88.3
	Indian Institute of Management Rohtak	Rohtak	North	13.8	3.9	8.8	8.6	13.2	8.4	8.7	18.3	4.6	88.3
18	Indian Institute of Management Kashipur	Kashipur	North	13.8	3.9	8.8	8.7	13.2	8.3	8.6	18.1	4.6	88
	Indian Institute of Management Raipur	Raipur	Central	13.8	3.9	8.8	8.7	13.2	8.3	8.6	18.1	4.6	88
19	Indian Institute of Management Bodh Gaya	Bodh Gaya	East	13.7	3.8	8.1	8.5	13.1	8.3	8.6	18	4.6	86.7
20	Indian Institute of Management Jammu	Jammu	North	13.7	3.8	8.1	8.5	12.9	8.3	8.6	17.9	4.6	86.4
21	Indian Institute of Management Amritsar	Amritsar	North	12	3.2	7.1	7.8	12.1	7.3	7.8	17	4.1	78.4
	Indian Institute of Management Visakhapatnam	Visakhapatnam	South	12	3.2	7.1	7.8	12.1	7.3	7.8	17	4.1	78.4
22	Indian Institute of Management Sirmour	Sirmour (Himachal Pradesh)	North	11.9	3.2	6.9	7.5	11.6	6.9	7.4	16.6	3.9	75.9
23	Indian Institute of Technology - Indian School of Mines Dhanbad	Dhanbad	East	10.9	2.8	6.3	6.1	10.2	6.3	6.5	15.7	3.2	68
24	Institute of Insurance & Risk Management	Hyderabad	South	9.2	2.3	5.1	4.4	8.8	5.2	5.4	14.9	2.3	57.6

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Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
1	XLRI – Xavier School of Management	Jamshedpur	East	14.8	4.8	9.7	9.8	14.8	9.8	9.8	19.8	5	98.3
2	SP Jain Institute of Management & Research	Mumbai	West	14.6	4.8	9.6	9.6	14.7	9.7	9.8	19.5	4.8	97.1
3	SVKM's Narsee Monjee Institute of Management Studies (NMIMS)	Mumbai	West	14.3	4.8	9.5	9.5	14.3	9.5	9.5	19	4.8	95.2
4	Institute of Management Technology (IMT)	Ghaziabad	North	14.4	4.7	9.4	9.7	14.2	9.5	9.4	19	4.7	95
	Xavier Institute of Management (XIM)	Bhubaneswar	East	14.4	4.7	9.4	9.7	14.2	9.5	9.4	19	4.7	95
5	International Management Institute (IMI)	New Delhi	North	14.3	4.7	9.6	9.5	14.1	9.5	9.5	18.8	4.7	94.7
6	Symbiosis Institute of Business Management	Pune	West	14.2	4.8	9.4	9.4	14	9.4	9.4	18.7	4.7	94
7	TAPAI Management Institute (TAPMI)	Manipal	South	14.2	4.6	9.3	9.4	14	9.5	9.4	18.7	4.7	93.8
8	KJ Somaiya Institute of Management Studies & Research	Mumbai	West	14.1	4.6	9.3	9.3	13.8	9.3	9.3	18.5	4.6	92.8
9	The ICFAI Business School	Hyderabad	South	14.1	4.5	9.2	9.3	13.7	9.2	9.3	18.5	4.6	92.4
10	FORE School of Management, New Delhi	New Delhi	North	14	4.5	9.1	9.2	13.5	9.3	9.1	18.4	4.5	91.6
11	Woxsen School of Business	Hyderabad	South	13.8	4.4	9.2	9	13.5	9	9.1	18.1	4.5	90.6
12	Great Lakes Institute of Management	Chennai	South	13.8	4.4	9.1	9	13.5	8.9	8.9	18	4.5	90.1
13	Loyola Institute of Business Administration (LIBA) Chennai	Chennai	South	13.9	4.2	8.9	8.7	13.4	8.5	8.7	18.4	4.5	89.2
14	Atlas Skilltech University	Mumbai	West	14	3.9	9	8.8	13.3	8.4	8.6	18.4	4.6	89
15	Goa Institute of Management	Goa	West	13.8	3.9	8.8	8.7	13.2	8.5	8.7	18.3	4.6	88.5
16	Institute of Management, Nirma University	Ahmedabad	West	13.6	3.7	8.8	8.6	13.3	8.3	8.6	18.1	4.6	87.6
	Jagdish Sheth School of Management	Bengaluru	South	13.6	3.7	8.8	8.6	13.3	8.3	8.6	18.1	4.6	87.6
17	Birla Institute of Management Technology	Greater Noida	North	13.7	3.4	8.8	8.6	13.1	8.3	8.8	18.2	4.6	87.5
	Prin. L.N. Welingkar Institute of Management Development and Research	Mumbai	West	13.7	3.4	8.8	8.6	13.1	8.3	8.8	18.2	4.6	87.5

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Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
18	Lal Bahadur Shastri Institute of Management	New Delhi	North	13.6	3.9	8.7	8.6	13.1	8.3	8.6	18.1	4.5	87.4
19	Amity Business School	Noida	North	13.6	3.8	8.8	8.6	13	8.2	8.7	18	4.5	87.2
20	IFMR Graduate School of Business	Chittoor	South	13.5	3.7	8.1	8.4	12.8	8.2	8.5	17.8	4.5	85.5
21	Amrita Vishwa Vidyapeetham University	Coimbatore	South	13.5	3.6	8.1	8.4	12.8	8.1	8.5	17.7	4.5	85.2
22	Institute of Management Technology Nagpur	Nagpur	West	13.5	3.6	7.9	8.3	12.7	8	8.6	17.6	4.5	84.7
	Institute of Management Technology Hyderabad	Hyderabad	South	13.5	3.6	7.9	8.3	12.7	8	8.6	17.6	4.5	84.7
23	Birla Institute of Technology & Science (BITS)	Pilani	North	13.5	3.5	7.9	8.3	12.7	8	8.6	17.7	4.4	84.6
24	Shri Dharmasthala Manjunatheshwara Institute for Management Development (SDMIMD)	Mysore	South	13.5	3.6	7.9	8.3	12.6	7.9	8.5	17.6	4.4	84.3
25	Balaji Institute of Modern Management	Pune	West	13.4	3.4	7.8	8.2	12.6	7.9	8.5	17.8	4.4	84
	Great Lakes Institute of Management Gurgaon	Gurugram	North	13.4	3.4	7.8	8.2	12.6	7.9	8.5	17.8	4.4	84
26	SIES College of Management Studies	Navi Mumbai	West	13.3	3.4	7.9	8.2	12.6	7.9	8.5	17.6	4.4	83.8
27	Rajagiri Centre for Business Studies	Kochi	South	13.2	3.5	7.8	8.2	12.7	7.8	8.5	17.5	4.3	83.5
28	Institute of Public Enterprise	Hyderabad	South	13.2	3.4	7.8	8.1	12.7	7.8	8.2	17.4	4.4	83
29	Birla Institute of Technology & Science (BITS)	Hyderabad	South	13.2	3.4	7.8	8.3	12.6	7.6	8.3	17.4	4.2	82.8
30	PSG Institute of Management, PSG College of Technology	Coimbatore	South	13.1	3.3	7.6	8.3	12.6	7.6	8.3	17.4	4.3	82.5
31	Chitkara University	Chandigarh	North	13	3.3	7.6	8.3	12.5	7.6	8.2	17.3	4.3	82.1
32	Indus Business Academy	Bengaluru	South	13	3.3	7.6	8.2	12.4	7.5	8.1	17.2	4.3	81.6
33	SCMS Cochin School of Business	Cochin	South	12.9	3.2	7.5	8.2	12.3	7.5	8.1	17.2	4.3	81.2
34	Jaipuria Institute of Management Lucknow	Lucknow	North	12.8	3.2	7.5	8.1	12.3	7.7	8.2	17.1	4.1	81
35	Dayananda Sagar University	Bengaluru	south	12.8	3.2	7.4	8.2	12.2	7.6	8.2	17.2	4.1	80.9
36	Acharya Bangalore B School	Bengaluru	South	12.7	3.1	7.3	8.2	12.2	7.6	8.2	17.2	4.1	80.6



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Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
37	Jagannath International Management School	New Delhi	North	12.7	3.2	7.3	8	12.2	7.5	7.9	17.1	4.1	80
38	Flame University	Pune	West	12.7	3.2	7.3	7.9	12.2	7.4	7.8	17	4.1	79.6
	Jaipuria Institute of Management Noida	Noida	North	12.7	3.2	7.3	7.9	12.2	7.4	7.8	17	4.1	79.6
39	Institute of Management Studies	Ghaziabad	North	12.6	3.2	7.2	7.8	12.1	7.3	7.9	17.1	4.1	79.3
40	Galgotias University	Greater Noida	North	12.6	3.2	7.1	7.8	12.1	7.3	7.9	17.1	4.1	79.2
41	Amity Business School	Gurugram	North	12.3	3.2	7.1	7.8	12.1	7.3	7.8	17	4.1	78.7
42	Chandigarh Business School	Chandigarh	North	12	3.1	7	7.8	12.1	7.3	7.8	17	4.1	78.2
43	MDI Murshidabad	Murshidabad	East	11.8	3.1	6.9	7.4	11.3	7.3	7.4	16.5	3.8	75.5
44	International Management Institute Bhubaneswar	Bhubaneswar	East	11.7	3.1	6.8	7.1	11.2	6.8	7.3	16.4	3.9	74.3
45	ISSM Business School	Chennai	South	11.8	3.1	6.7	6.9	11.2	6.8	7.1	16.4	3.7	73.7
46	KIIT School of Management	Bhubaneswar	East	11.7	3.2	6.7	6.9	11	6.7	6.9	16.4	3.9	73.4
47	International School of Business & Media	Pune	West	11.4	3.1	6.5	6.5	10.9	6.6	6.7	16.2	4	71.9
48	Institute of Rural Management	Anand	West	11.4	3	6.5	6.3	11.1	6.7	6.6	16.1	3.8	71.5
49	Siva Sivani Institute of Management	Secunderabad	South	11.2	3	6.6	6.7	10.8	6.3	6.8	16.1	3.6	71.1
50	Vignana Jyothi Institute of Management	Hyderabad	South	11.3	2.9	6.5	6.6	10.5	6.4	6.7	16	3.5	70.4
51	MS Ramaiah Institute of Management	Bengaluru	South	11.3	2.9	6.7	6.5	10.6	6.4	6.6	15.8	3.5	70.3
52	MIT World Peace University	Pune	West	11.2	2.9	6.4	6.4	10.5	6.5	6.5	16	3.4	69.8
	School of Management, Presidency University	Bengaluru	South	11.2	2.9	6.4	6.4	10.5	6.5	6.5	16	3.4	69.8
53	School Of Leadership & Management (MBA), Manav Rachna International Institute of Research and Studies	Faridabad	North	11.1	2.9	6.4	6.3	10.4	6.5	6.7	15.9	3.4	69.6
54	DBS Global University	Dehradun	North	11	2.8	6.3	6.3	10.3	6.5	6.8	15.8	3.3	69.1

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Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge	Force to Work Force (30)	Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infra-structure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
55	JSS Centre for Management Studies	Mysuru	South	11	2.8	6.3	6.2	10.2	6.4	6.7	15.8	3.4	68.8
	Balaji Institute of Management and Human Resource Development	Pune	West	11	2.8	6.3	6.2	10.2	6.4	6.7	15.8	3.4	68.8
56	Mumbai Educational Trust, MET Institute of Management	Mumbai	West	11	2.8	6.3	6.3	10.1	6.3	6.6	15.7	3.3	68.4
57	Institute of Social Welfare and Business Management	Kolkata	East	10.8	2.9	6.2	6	10.2	6.4	6.3	15.9	3.2	67.9
58	IILM Institute of Business Management, School of Management, IILM University	Gurugram	North	10.8	2.8	6.2	5.9	10.1	6.4	6.4	15.8	3.2	67.6
	Rourkela Institute of Management Studies	Rourkela	East	10.8	2.8	6.2	5.9	10.1	6.4	6.4	15.8	3.2	67.6
59	Prin. L.N. Welingkar Institute of Management Development and Research	Bengaluru	South	10.7	2.8	6.1	5.8	10	6.2	6.5	15.8	3.2	67.1
60	Sir Padampat Singhania University	Udaipur	West	10.6	2.7	6.2	5.7	9.8	6.1	6.2	15.6	3	65.9
61	Aditya School of Business Management	Mumbai	West	10.6	2.7	6.1	5.5	9.7	6.1	6.2	15.8	3	65.7
62	Jaipuria Institute of Management Jaipur	Jaipur	West	10.5	2.7	6	5.6	9.8	6	6.1	15.3	3.1	65.1
63	RV Institute of Management	Bengaluru	South	10.5	2.8	6	5.6	9.6	6	6.2	15.3	2.9	64.9
64	GNIOT Institute of Management Studies (GIMS)	Greater Noida	North	10.4	2.7	6	5.6	9.7	6	6	15.3	3.1	64.8
65	Vivekananda Institute of Management Studies	Coimbatore	South	10.4	2.7	5.9	5.6	9.5	6	6.1	15.4	3.1	64.7
66	Manav Rachna University	Faridabad	North	10.3	2.9	5.8	5.6	9.7	5.6	5.6	15	2.9	63.4
67	Institute of Management, JK Lakshmipat University	Jaipur	West	10	2.6	5.8	5.2	9.5	5.8	5.8	15.2	2.9	62.8
68	IILM Graduate School of Management	Greater Noida	North	10	2.6	5.8	5.1	9.4	5.8	5.8	15.2	2.8	62.5
69	SJES College of Management Studies	Bengaluru	South	9.9	2.6	5.7	5.2	9.5	5.8	5.7	15.1	2.7	62.2
70	Sambhram Academy of Management Studies	Bengaluru	South	9.9	2.6	5.6	5.1	9.5	5.7	5.6	15.4	2.6	62
71	School of Management, Ajeenkya DY Patil University	Pune	West	9.8	2.5	5.6	5	9.4	5.7	5.7	15.1	2.6	61.4
72	Kongu Engineering College	Perundurai	South	9.8	2.5	5.6	4.9	9.4	5.6	5.6	15.3	2.6	61.3

Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
73	AISSMS Institute of Management	Pune	West	9.6	2.4	5.6	4.9	9.2	5.5	5.5	15.3	2.5	60.5
74	Patel Institute of Science & Management	Bengaluru	South	9.5	2.4	5.4	4.7	9.1	5.4	5.4	15	2.5	59.4
75	Thiagarajar School of Management	Madurai	South	9.4	2.4	5.3	4.6	8.9	5.4	5.3	15	2.4	58.7
76	Symbiosis Institute of Management Studies	Pune	West	9.3	2.4	5.2	4.6	9	5.2	5.4	14.9	2.6	58.6
77	Ballari Institute of Technology and Management	Ballari	South	9.3	2.3	5.1	4.5	9.1	5.3	5.5	14.9	2.4	58.4
78	Institute of Management & Information Science	Bhubaneswar	South	9.2	2.3	5.1	4.4	8.9	5.2	5.4	14.9	2.3	57.7
79	Prestige Institute of Management Gwalior	Gwalior	Central	9.2	2.3	5	4.3	8.9	5.1	5.3	14.8	2.3	57.2
80	Vels University	Chennai	South	9.2	2.3	5	4.3	8.8	5.1	5.2	14.7	2.4	57
81	Kirloskar Institute of Advanced Management Studies	Pune	West	8.9	2.2	4.9	4.2	8.7	5	5.2	14.7	2.4	56.2
82	Jaipuria Institute of Management Indore	Indore	Central	8.8	2.2	4.9	4.2	8.7	5	5.2	14.7	2.4	56.1
83	Balaji Institute of International Business	Pune	West	8.8	2.2	4.8	4.1	8.5	4.8	5.1	14.9	2.5	55.7
84	Jaipuria Institute of Management Ghaziabad	Ghaziabad	North	8.6	2.2	4.7	4	8.6	4.7	5.1	14.8	2.4	55.1
85	AIMS School of Business	Bengaluru	South	8.8	2.1	4.6	4	8.4	4.8	5.1	14.7	2.3	54.8
86	Chandragupt Institute of Management	Patna	East	8.7	2.1	4.6	3.8	8.3	4.7	5.2	14.6	2.2	54.2
87	Pune Institute of Business Management	Pune	West	8.7	2.1	4.1	3.7	8.2	4.5	5.3	14.4	2.3	53.3
88	Faculty of Commerce and Management Studies, REVA University	Bengaluru	South	8.5	2.1	4.2	3.8	8.1	4.4	5.1	14.6	2.4	53.2
89	School of Business Studies, Sharda University	Greater Noida	North	8.5	2.1	4.3	3.9	8	4.3	5	14.4	2.1	52.6
90	Symbiosis Institute of Telecom Management	Pune	West	8.4	2.2	4.5	3.7	8	4.2	4.8	14.2	2	52
91	School of Management & Commerce, KR Mangalam University	Gurugram	North	8.3	2.3	4.4	3.7	8	4	4.6	14.1	1.9	51.3
92	International Institute of Management Studies	Pune	West	8.4	2.1	4.3	3.6	7.9	4	4.5	14	1.9	50.7

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Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
93	Institute of Management Studies, SAGE University	Indore	Central	8.2	2.2	4.2	3.5	7.9	4.1	4.5	14	1.8	50.4
94	Prestige Institute of Management and Research, Indore	Indore	Central	8.2	2.1	4.1	3.5	7.8	4.2	4.6	13.9	1.8	50.2
95	ITS Institute of Technology & Science	Ghaziabad	North	8.3	2.1	4.1	3.4	7.6	3.9	4.4	13.8	1.9	49.5
96	GL Bajaj Institute of Management and Research	Greater Noida	North	8.1	2.2	4.2	3.4	7.7	4.1	4.3	13.7	1.5	49.2
97	IMS Unison University	Dehradun	North	8	2.1	4.1	3.6	7.8	3.7	4.1	13.9	1.6	48.9
98	KIET Group of Institutions	Ghaziabad	North	8	2	4	3.6	7.5	3.5	4	13.5	2	48.1
99	Indian Education Society Management College and Research Centre	Mumbai	West	8.2	1.9	3.9	3.2	7.5	3.4	4.4	13.3	1.7	47.5
100	KCT Business School	Coimbatore	South	8.1	1.8	3.8	3.1	7.5	3.4	4.1	13.3	1.7	46.8
101	ITM Group of Institutions	Bengaluru	South	8.1	1.8	3.8	3.1	7.5	3.4	4.1	13.3	1.6	46.7
102	School of Business Management, Shoolini University	Solan	North	8	1.7	3.8	3	7.5	3.4	4.1	13.2	1.9	46.6
103	Department of Management Studies, PES University	Bengaluru	South	8	1.6	3.7	3.3	7.4	3.3	4.2	13.2	1.6	46.3
104	Indus Business Academy	Greater Noida	North	7.9	1.8	3.7	3.2	7.3	3.2	4.2	13.2	1.6	46.1
105	Atria Institute of Technology	Bengaluru	South	7.8	1.7	3.6	3.2	7.3	3.1	4	13.1	1.9	45.7
106	Durgadevi Saraf Institute of Management Studies	Mumbai	West	7.9	1.7	3.7	3.1	7.6	3	4	13.1	1.5	45.6
107	Lala Lajpatrai Institute of Management	Mumbai	West	7.8	1.7	3.5	3.1	7.2	3	3.9	13.1	1.5	44.8
108	Lal Bahadur Shastri Institute of Management & Technology	Bareilly	North	7.8	1.6	3.5	3	7.1	3.1	3.8	13	1.5	44.4
109	IIMT College of Management	Greater Noida	North	7.7	1.8	3.3	2.9	7	3.3	3.9	13	1.1	44
110	Institute of Management Studies	Noida	North	7.6	1.7	3.2	2.8	6.9	3.1	3.8	13	1.4	43.5
111	ICBM - School of Business Excellence	Hyderabad	South	7.7	1.7	3.1	2.7	6.8	3	3.8	12.9	1.4	43.1

Rank 2025	Name	City	Zone	Leadership (15)		Knowledge Creation (25)		Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
112	ASM Institute of Business Management & Research	Pune	West	7.8	1.6	2.9	2.8	6.8	2.8	3.7	13	1.3	42.7
113	MM Institute Management – MM (DU), Mullana	Ambala	North	7.6	1.7	3	2.8	6.7	2.8	3.7	12.8	1.3	42.4
114	Indian Institute of Health Management Research	Jaipur	North	7.7	1.6	2.8	2.7	6.7	2.8	3.6	12.9	1.3	42.1
115	HK Institute of Management Studies and Research	Mumbai	West	7.8	1.7	2.7	2.9	6.7	2.7	3.5	12.7	1.3	42
116	IIM Business School	Chennai	South	7.6	1.8	2.7	2.6	6.6	2.7	3.6	12.7	1.4	41.7
117	St Joseph's Institute of Management	Tiruchirappalli	South	7.6	1.5	2.8	2.6	6.5	2.6	3.5	12.7	1.3	41.1
118	Sona School of Management	Salem	South	7.5	1.7	2.5	2.7	6.4	2.8	3.3	12.9	1.2	41
119	Vel Tech High Tech Dr. Rangarajan Dr. Sakunthala Engineering College	Chennai	South	7.4	1.4	2.6	2.5	6.3	2.7	3.5	12.7	1.2	40.3
120	Adarsh Institute of Management And Information Technology	Bengaluru	South	7.3	1.4	2.7	2.4	6.3	2.6	3.4	12.6	1.2	39.9
121	Atharva Institute of Management Studies	Mumbai	West	7.2	1.6	2.6	2.5	6.2	2.5	3.4	12.5	1.2	39.7
122	Master School of Management	Meerut	North	7.1	1.5	2.5	2.4	6.3	2.5	3.3	12.4	1.1	39.1
123	VPM's Dr V.N. Bedekar Institute of Management Studies	Thane	West	7	1.6	2.5	2.5	6.1	2.6	3.3	12.4	1	39
124	Global Business School	Hubli	South	7	1.6	2.4	2.4	6	2.5	3.2	12.3	1	38.4
125	JECRC Business School	Jaipur	North	6.8	1.5	2.4	2.3	6	2.5	3.4	12.3	1	38.2
126	KV Institute of Management and Information Studies	Coimbatore	South	6.9	1.6	2.3	2.3	6	2.4	3.2	12.3	1	38
127	GRG School of Management Studies	Coimbatore	South	6.7	1.5	2.4	2.2	5.9	2.5	3.3	12.3	1	37.8
128	Prestige Institute of Management & Research, Dewas	Dewas	Central	6.7	1.5	2.4	2.4	5.8	2.3	3.2	12.1	1	37.4
129	Jagannath University, Jaipur	Jaipur	North	6.6	1.5	2.4	2.3	5.7	2.4	3.1	12.1	1	37.1
130	Amity University Jaipur	Jaipur	North	6.5	1.5	2.3	2.2	5.7	2.4	3.1	12	1	36.7

TOP B-SCHOOLS

PRIVATE



Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force (30)	Finance (5)	TOTAL	
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
131	Mangalmay Institute of Management & Technology	Greater Noida	North	6.5	1.5	2.3	2.1	5.7	2.4	3	12	1	36.5
132	Amity University Madhya Pradesh	Gwalior	Central	6.4	1.5	2.2	2.1	5.6	2.3	2.9	11.9	1	35.9
133	MP Birla Institute of Management	Bengaluru	South	6.4	1.5	2.2	2	5.5	2.3	2.9	11.9	1	35.7
134	SV Institute of Management	Kadi	West	6.3	1.4	2.1	2.3	5.6	2.1	2.7	11.8	1	35.3
135	SCMS School of Technology & Management	Kottayam	South	6.2	1.4	2	2.1	5.3	2.1	2.6	12	1	34.7
136	Jagran Lakecity Business School	Bhopal	Central	6.2	1.2	2.3	2	5.2	2.3	2.6	11.8	1	34.6
137	Royal School of Business, Royal Global University	Guwahati	East	6.1	1.3	2.2	1.9	5.1	2.2	2.5	11.6	1	33.9
138	School of Management, SRM University	Sonipat	North	6.1	1.4	2.1	1.8	5	2	2.5	11.5	1	33.4
139	Bharatesh Education Trust's Global Business School	Belagavi	South	6	1.3	2	1.9	5	2	2.5	11.6	1	33.3
140	VESIM Institute of Management Studies	Mumbai	West	6	1.3	1.9	1.8	4.9	2	2.4	11.4	1	32.7
141	Lotus Business School	Pune	West	6.1	1.3	1.8	1.8	4.8	2	2.3	11.3	1	32.4
142	DJ Academy of Managerial Excellence	Coimbatore	South	5.9	1.2	1.8	1.6	4.7	1.8	2	11.2	1	31.2
143	Jaipuria School of Business	Ghaziabad	North	5.8	1.4	1.7	1.7	4.6	1.6	2	11.3	1	31.1
144	School of Management, CMR University	Bengaluru	South	5.7	1.3	1.6	1.6	4.6	1.7	2	11.4	1	30.9
145	Rajalakshmi Engineering College	Chennai	South	5.7	1.3	1.6	1.5	4.4	1.6	2.3	11.3	1	30.7
146	Pranveer Singh Institute of Technology	Kanpur	North	5.6	1.3	1.5	1.5	4.3	1.7	2.2	11.1	1	30.2
147	Regional College of Management	Bhubaneswar	East	5.5	1	1.5	1.3	4	1.8	2.2	10	1	28.3
148	International School of Management Patna	Patna	East	5.5	1.3	1.5	1.4	4	1.7	2.2	8.2	1	26.8
149	Sagar Institute of Research & Technology	Bhopal	Central	5.4	1.3	1.5	1.4	3.9	1.7	2.2	8.2	1	26.6
150	Faculty of Management Sciences, Sri Ram Murti Smarak College of Engineering & Technology	Bareilly	North	5.4	1.3	1.5	1.4	3.9	1.7	2.2	8.1	1	26.5

Rank 2025	Name	City	Zone	Leadership Excellence (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				15	5	10	10	15	10	10	20	5	100
1	Institute of Management Technology (IMT)	Ghaziabad	North	14.4	4.7	9.4	9.7	14.2	9.5	9.4	19	4.7	95
2	International Management Institute (IMI)	New Delhi	North	14.3	4.7	9.6	9.5	14.1	9.5	9.5	18.8	4.7	94.7
3	FORE School of Management, New Delhi	New Delhi	North	14	4.5	9.1	9.2	13.5	9.3	9.1	18.4	4.5	91.6
4	Birla Institute of Management Technology	Greater Noida	North	13.7	3.4	8.8	8.6	13.1	8.3	8.8	18.2	4.6	87.5
5	Lal Bahadur Shastri Institute of Management	New Delhi	North	13.6	3.9	8.7	8.6	13.1	8.3	8.6	18.1	4.5	87.4
6	Amity Business School	Noida	North	13.6	3.8	8.8	8.6	13	8.2	8.7	18	4.5	87.2
7	Birla Institute of Technology & Science (BITS)	Pilani	North	13.5	3.5	7.9	8.3	12.7	8	8.6	17.7	4.4	84.6
8	Great Lakes Institute of Management Gurgaon	Gurugram	North	13.4	3.4	7.8	8.2	12.6	7.9	8.5	17.8	4.4	84
9	Chitkara University	Chandigarh	North	13	3.3	7.6	8.3	12.5	7.6	8.2	17.3	4.3	82.1
10	Jaipuria Institute of Management Lucknow	Lucknow	North	12.8	3.2	7.5	8.1	12.3	7.7	8.2	17.1	4.1	81
11	Jagannath International Management School	New Delhi	North	12.7	3.2	7.3	8	12.2	7.5	7.9	17.1	4.1	80
12	Jaipuria Institute of Management Noida	Noida	North	12.7	3.2	7.3	7.9	12.2	7.4	7.8	17	4.1	79.6
13	Institute of Management Studies	Ghaziabad	North	12.6	3.2	7.2	7.8	12.1	7.3	7.9	17.1	4.1	79.3
14	Galgotias University	Greater Noida	North	12.6	3.2	7.1	7.8	12.1	7.3	7.9	17.1	4.1	79.2
15	Amity Business School	Gurugram	North	12.3	3.2	7.1	7.8	12.1	7.3	7.8	17	4.1	78.7
16	Chandigarh Business School	Chandigarh	North	12	3.1	7	7.8	12.1	7.3	7.8	17	4.1	78.2
17	School Of Leadership & Management (MBA), Manav Rachna International Institute of Research and Studies	Faridabad	North	11.1	2.9	6.4	6.3	10.4	6.5	6.7	15.9	3.4	69.6
18	DBS Global University	Dehradun	North	11	2.8	6.3	6.3	10.3	6.5	6.8	15.8	3.3	69.1

TOP B-SCHOOLS

REGION WISE PRIVATE - NORTH



Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
19	IILM Institute of Business Management, School of Management, IILM University	Gurugram	North	10.8	2.8	6.2	5.9	10.1	6.4	6.4	15.8	3.2	67.6
20	GNIOT Institute of Management Studies (GIMS)	Greater Noida	North	10.4	2.7	6	5.6	9.7	6	6	15.3	3.1	64.8
21	Manav Rachna University	Faridabad	North	10.3	2.9	5.8	5.6	9.7	5.6	5.6	15	2.9	63.4
22	IILM Graduate School of Management	Greater Noida	North	10	2.6	5.8	5.1	9.4	5.8	5.8	15.2	2.8	62.5
23	Jaipuria Institute of Management Ghaziabad	Ghaziabad	North	8.6	2.2	4.7	4	8.6	4.7	5.1	14.8	2.4	55.1
24	School of Business Studies, Sharda University	Greater Noida	North	8.5	2.1	4.3	3.9	8	4.3	5	14.4	2.1	52.6
25	School of Management & Commerce, KR Mangalam University	Gurugram	North	8.3	2.3	4.4	3.7	8	4	4.6	14.1	1.9	51.3
26	ITS Institute of Technology & Science	Ghaziabad	North	8.3	2.1	4.1	3.4	7.6	3.9	4.4	13.8	1.9	49.5
27	GL Bajaj Institute of Management and Research	Greater Noida	North	8.1	2.2	4.2	3.4	7.7	4.1	4.3	13.7	1.5	49.2
28	IMS Unison University	Dehradun	North	8	2.1	4.1	3.6	7.8	3.7	4.1	13.9	1.6	48.9
29	KIET Group of Institutions	Ghaziabad	North	8	2	4	3.6	7.5	3.5	4	13.5	2	48.1
30	School of Business Management, Shoolini University	Solan	North	8	1.7	3.8	3	7.5	3.4	4.1	13.2	1.9	46.6
31	Indus Business Academy	Greater Noida	North	7.9	1.8	3.7	3.2	7.3	3.2	4.2	13.2	1.6	46.1
32	Lal Bahadur Shastri Institute of Management & Technology	Bareilly	North	7.8	1.6	3.5	3	7.1	3.1	3.8	13	1.5	44.4
33	IIMT College of Management	Greater Noida	North	7.7	1.8	3.3	2.9	7	3.3	3.9	13	1.1	44
34	Institute of Management Studies	Noida	North	7.6	1.7	3.2	2.8	6.9	3.1	3.8	13	1.4	43.5
35	MM Institute Management - MM (DU), Mullana	Ambala	North	7.6	1.7	3	2.8	6.7	2.8	3.7	12.8	1.3	42.4



TOP B-SCHOOLS REGION WISE PRIVATE - NORTH

Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
36	Indian Institute of Health Management Research	Jaipur	North	7.7	1.6	2.8	2.7	6.7	2.8	3.6	12.9	1.3	42.1
37	Master School of Management	Meerut	North	7.1	1.5	2.5	2.4	6.3	2.5	3.3	12.4	1.1	39.1
38	JECRC Business School	Jaipur	North	6.8	1.5	2.4	2.3	6	2.5	3.4	12.3	1	38.2
39	Jagannath University, Jaipur	Jaipur	North	6.6	1.5	2.4	2.3	5.7	2.4	3.1	12.1	1	37.1
40	Amity University Jaipur	Jaipur	North	6.5	1.5	2.3	2.2	5.7	2.4	3.1	12	1	36.7
41	Mangalmay Institute of Management & Technology	Greater Noida	North	6.5	1.5	2.3	2.1	5.7	2.4	3	12	1	36.5
42	School of Management, SRM University	Sonapat	North	6.1	1.4	2.1	1.8	5	2	2.5	11.5	1	33.4
43	Jaipuria School of Business	Ghaziabad	North	5.8	1.4	1.7	1.7	4.6	1.6	2	11.3	1	31.1
44	Pranveer Singh Institute of Technology	Kanpur	North	5.6	1.3	1.5	1.5	4.3	1.7	2.2	11.1	1	30.2
45	Faculty of Management Sciences, Sri Ram Murti Smarak College of Engineering & Technology	Bareilly	North	5.4	1.3	1.5	1.4	3.9	1.7	2.2	8.1	1	26.5

TOP B-SCHOOLS REGION WISE PRIVATE - SOUTH

1	TAPai Management Institute (TAPMI)	Manipal	South	14.2	4.6	9.3	9.4	14	9.5	9.4	18.7	4.7	93.8
2	The ICFAI Business School	Hyderabad	South	14.1	4.5	9.2	9.3	13.7	9.2	9.3	18.5	4.6	92.4
3	Woxsen School of Business	Hyderabad	South	13.8	4.4	9.2	9	13.5	9	9.1	18.1	4.5	90.6
4	Great Lakes Institute of Management	Chennai	South	13.8	4.4	9.1	9	13.5	8.9	8.9	18	4.5	90.1
5	Loyola Institute of Business Administration (LIBA) Chennai	Chennai	South	13.9	4.2	8.9	8.7	13.4	8.5	8.7	18.4	4.5	89.2

TOP B-SCHOOLS

REGION WISE PRIVATE - SOUTH



Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
6	Jagdish Sheth School of Management	Bengaluru	South	13.6	3.7	8.8	8.6	13.3	8.3	8.6	18.1	4.6	87.6
7	IFMR Graduate School of Business	Chittoor	South	13.5	3.7	8.1	8.4	12.8	8.2	8.5	17.8	4.5	85.5
8	Amrita Vishwa Vidyapeetham University	Coimbatore	South	13.5	3.6	8.1	8.4	12.8	8.1	8.5	17.7	4.5	85.2
9	Institute of Management Technology Hyderabad	Hyderabad	South	13.5	3.6	7.9	8.3	12.7	8	8.6	17.6	4.5	84.7
10	Shri Dharmasthala Manjunatheshwara Institute for Management Development (SDMIMD)	Mysore	South	13.5	3.6	7.9	8.3	12.6	7.9	8.5	17.6	4.4	84.3
11	Rajagiri Centre for Business Studies	Kochi	South	13.2	3.5	7.8	8.2	12.7	7.8	8.5	17.5	4.3	83.5
12	Institute of Public Enterprise	Hyderabad	South	13.2	3.4	7.8	8.1	12.7	7.8	8.2	17.4	4.4	83
13	Birla Institute of Technology & Science (BITS)	Hyderabad	South	13.2	3.4	7.8	8.3	12.6	7.6	8.3	17.4	4.2	82.8
14	PSG Institute of Management, PSG College of Technology	Coimbatore	South	13.1	3.3	7.6	8.3	12.6	7.6	8.3	17.4	4.3	82.5
15	Indus Business Academy	Bengaluru	South	13	3.3	7.6	8.2	12.4	7.5	8.1	17.2	4.3	81.6
16	SCMS Cochin School of Business	Cochin	South	12.9	3.2	7.5	8.2	12.3	7.5	8.1	17.2	4.3	81.2
17	Dayananda Sagar University	Bengaluru	South	12.8	3.2	7.4	8.2	12.2	7.6	8.2	17.2	4.1	80.9
18	Acharya Bangalore B School	Bengaluru	South	12.7	3.1	7.3	8.2	12.2	7.6	8.2	17.2	4.1	80.6
19	ISSM Business School	Chennai	South	11.8	3.1	6.7	6.9	11.2	6.8	7.1	16.4	3.7	73.7
20	Siva Sivani Institute of Management	Secunderabad	South	11.2	3	6.6	6.7	10.8	6.3	6.8	16.1	3.6	71.1
21	Vignana Jyothi Institute of Management	Hyderabad	South	11.3	2.9	6.5	6.6	10.5	6.4	6.7	16	3.5	70.4
22	MS Ramaiah Institute of Management	Bengaluru	South	11.3	2.9	6.7	6.5	10.6	6.4	6.6	15.8	3.5	70.3

Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
23	School of Management, Presidency University	Bengaluru	South	11.2	2.9	6.4	6.4	10.5	6.5	6.5	16	3.4	69.8
24	JSS Centre for Management Studies	Mysuru	South	11	2.8	6.3	6.2	10.2	6.4	6.7	15.8	3.4	68.8
25	Prin. L.N. Welingkar Institute of Management Development and Research	Bengaluru	South	10.7	2.8	6.1	5.8	10	6.2	6.5	15.8	3.2	67.1
26	RV Institute of Management	Bengaluru	South	10.5	2.8	6	5.6	9.6	6	6.2	15.3	2.9	64.9
27	Vivekananda Institute of Management Studies	Coimbatore	South	10.4	2.7	5.9	5.6	9.5	6	6.1	15.4	3.1	64.7
28	SJES College of Management Studies	Bengaluru	South	9.9	2.6	5.7	5.2	9.5	5.8	5.7	15.1	2.7	62.2
29	Sambhram Academy of Management Studies	Bengaluru	South	9.9	2.6	5.6	5.1	9.5	5.7	5.6	15.4	2.6	62
30	Kongu Engineering College	Perundurai	South	9.8	2.5	5.6	4.9	9.4	5.6	5.6	15.3	2.6	61.3
31	Patel Institute of Science & Management	Bengaluru	South	9.5	2.4	5.4	4.7	9.1	5.4	5.4	15	2.5	59.4
32	Thiagarajar School of Management	Madurai	South	9.4	2.4	5.3	4.6	8.9	5.4	5.3	15	2.4	58.7
33	Ballari Institute of Technology and Management	Ballari	South	9.3	2.3	5.1	4.5	9.1	5.3	5.5	14.9	2.4	58.4
34	Institute of Management & Information Science	Bhubaneswar	South	9.2	2.3	5.1	4.4	8.9	5.2	5.4	14.9	2.3	57.7
35	Vels University	Chennai	South	9.2	2.3	5	4.3	8.8	5.1	5.2	14.7	2.4	57
36	AIMS School of Business	Bengaluru	South	8.8	2.1	4.6	4	8.4	4.8	5.1	14.7	2.3	54.8
37	Faculty of Commerce and Management Studies, REVA University	Bengaluru	South	8.5	2.1	4.2	3.8	8.1	4.4	5.1	14.6	2.4	53.2
38	KCT Business School	Coimbatore	South	8.1	1.8	3.8	3.1	7.5	3.4	4.1	13.3	1.7	46.8
39	ITM Group of Institutions	Bengaluru	South	8.1	1.8	3.8	3.1	7.5	3.4	4.1	13.3	1.6	46.7

TOP B-SCHOOLS

REGION WISE PRIVATE - SOUTH



Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
40	Department of Management Studies, PES University	Bengaluru	South	8	1.6	3.7	3.3	7.4	3.3	4.2	13.2	1.6	46.3
41	Atria Institute of Technology	Bengaluru	South	7.8	1.7	3.6	3.2	7.3	3.1	4	13.1	1.9	45.7
42	ICBM - School of Business Excellence	Hyderabad	South	7.7	1.7	3.1	2.7	6.8	3	3.8	12.9	1.4	43.1
43	IIM Business School	Chennai	South	7.6	1.8	2.7	2.6	6.6	2.7	3.6	12.7	1.4	41.7
44	St Joseph's Institute of Management	Tiruchirappalli	South	7.6	1.5	2.8	2.6	6.5	2.6	3.5	12.7	1.3	41.1
45	Sona School of Management	Salem	South	7.5	1.7	2.5	2.7	6.4	2.8	3.3	12.9	1.2	41
46	Vel Tech High Tech Dr. Rangarajan Dr. Sakunthala Engineering College	Chennai	South	7.4	1.4	2.6	2.5	6.3	2.7	3.5	12.7	1.2	40.3
47	Adarsh Institute of Management And Information Technology	Bengaluru	South	7.3	1.4	2.7	2.4	6.3	2.6	3.4	12.6	1.2	39.9
48	Global Business School	Hubli	South	7	1.6	2.4	2.4	6	2.5	3.2	12.3	1	38.4
49	KV Institute of Management and Information Studies	Coimbatore	South	6.9	1.6	2.3	2.3	6	2.4	3.2	12.3	1	38
50	GRG School of Management Studies	Coimbatore	South	6.7	1.5	2.4	2.2	5.9	2.5	3.3	12.3	1	37.8
51	MP Birla Institute of Management	Bengaluru	South	6.4	1.5	2.2	2	5.5	2.3	2.9	11.9	1	35.7
52	SCMS School of Technology & Management	Kottayam	South	6.2	1.4	2	2.1	5.3	2.1	2.6	12	1	34.7
53	Bharatesh Education Trust's Global Business School	Belagavi	South	6	1.3	2	1.9	5	2	2.5	11.6	1	33.3
54	DJ Academy of Managerial Excellence	Coimbatore	South	5.9	1.2	1.8	1.6	4.7	1.8	2	11.2	1	31.2
55	School of Management, CMR University	Bengaluru	South	5.7	1.3	1.6	1.6	4.6	1.7	2	11.4	1	30.9
56	Rajalakshmi Engineering College	Chennai	South	5.7	1.3	1.6	1.5	4.4	1.6	2.3	11.3	1	30.7



TOP B-SCHOOLS CENTRAL

Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
1	Prestige Institute of Management Gwalior	Gwalior	Central	9.2	2.3	5	4.3	8.9	5.1	5.3	14.8	2.3	57.2
2	Jaipuria Institute of ManagementIndore	Indore	Central	8.8	2.2	4.9	4.2	8.7	5	5.2	14.7	2.4	56.1
3	Institute of Management Studies, SAGE University	Indore	Central	8.2	2.2	4.2	3.5	7.9	4.1	4.5	14	1.8	50.4
4	Prestige Institute of Management and Research, Indore	Indore	Central	8.2	2.1	4.1	3.5	7.8	4.2	4.6	13.9	1.8	50.2
5	Prestige Institute of Management & Research, Dewas	Dewas	Central	6.7	1.5	2.4	2.4	5.8	2.3	3.2	12.1	1	37.4
6	Amity University Madhya Pradesh	Gwalior	Central	6.4	1.5	2.2	2.1	5.6	2.3	2.9	11.9	1	35.9
7	Jagran Lakecity Business School	Bhopal	Central	6.2	1.2	2.3	2	5.2	2.3	2.6	11.8	1	34.6
8	Sagar Institute of Research & Technology	Bhopal	Central	5.4	1.3	1.5	1.4	3.9	1.7	2.2	8.2	1	26.6

TOP B-SCHOOLS EAST

1	XLRI – Xavier School of Management	Jamshedpur	East	14.8	4.8	9.7	9.8	14.8	9.8	9.8	19.8	5	98.3
2	Xavier Institute of Management (XIM)	Bhubaneswar	East	14.4	4.7	9.4	9.7	14.2	9.5	9.4	19	4.7	95
3	MDI Murshidabad	Murshidabad	East	11.8	3.1	6.9	7.4	11.3	7.3	7.4	16.5	3.8	75.5
4	International Management Institute Bhubaneswar	Bhubaneswar	East	11.7	3.1	6.8	7.1	11.2	6.8	7.3	16.4	3.9	74.3
5	KIIT School of Management	Bhubaneswar	East	11.7	3.2	6.7	6.9	11	6.7	6.9	16.4	3.9	73.4
6	Institute of Social Welfare and Business Management	Kolkata	East	10.8	2.9	6.2	6	10.2	6.4	6.3	15.9	3.2	67.9
7	Rourkela Institute of Management Studies	Rourkela	East	10.8	2.8	6.2	5.9	10.1	6.4	6.4	15.8	3.2	67.6
8	Chandragupt Institute of Management	Patna	East	8.7	2.1	4.6	3.8	8.3	4.7	5.2	14.6	2.2	54.2
9	Royal School of Business, Royal Global University	Guwahati	East	6.1	1.3	2.2	1.9	5.1	2.2	2.5	11.6	1	33.9
10	Regional College of Management	Bhubaneswar	East	5.5	1	1.5	1.3	4	1.8	2.2	10	1	28.3
11	International School of Management Patna	Patna	East	5.5	1.3	1.5	1.4	4	1.7	2.2	8.2	1	26.8

TOP B-SCHOOLS WEST



Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
1	SP Jain Institute of Management & Research	Mumbai	West	14.6	4.8	9.6	9.6	14.7	9.7	9.8	19.5	4.8	97.1
2	SVKM's Narsee Monjee Institute of Management Studies (NMIMS)	Mumbai	West	14.3	4.8	9.5	9.5	14.3	9.5	9.5	19	4.8	95.2
3	Symbiosis Institute of Business Management	Pune	West	14.2	4.8	9.4	9.4	14	9.4	9.4	18.7	4.7	94
4	KJ Somaiya Institute of Management Studies & Research	Mumbai	West	14.1	4.6	9.3	9.3	13.8	9.3	9.3	18.5	4.6	92.8
5	Atlas Skilltech University	Mumbai	West	14	3.9	9	8.8	13.3	8.4	8.6	18.4	4.6	89
6	Goa Institute of Management	Goa	West	13.8	3.9	8.8	8.7	13.2	8.5	8.7	18.3	4.6	88.5
7	Institute of Management, Nirma University	Ahmedabad	West	13.6	3.7	8.8	8.6	13.3	8.3	8.6	18.1	4.6	87.6
8	Prin. L.N. Welingkar Institute of Management Development and Research	Mumbai	West	13.7	3.4	8.8	8.6	13.1	8.3	8.8	18.2	4.6	87.5
9	Institute of Management Technology Nagpur	Nagpur	West	13.5	3.6	7.9	8.3	12.7	8	8.6	17.6	4.5	84.7
10	Balaji Institute of Modern Management	Pune	West	13.4	3.4	7.8	8.2	12.6	7.9	8.5	17.8	4.4	84
11	SIES College of Management Studies	Navi Mumbai	West	13.3	3.4	7.9	8.2	12.6	7.9	8.5	17.6	4.4	83.8
12	Flame University	Pune	West	12.7	3.2	7.3	7.9	12.2	7.4	7.8	17	4.1	79.6
13	International School of Business & Media	Pune	West	11.4	3.1	6.5	6.5	10.9	6.6	6.7	16.2	4	71.9
14	Institute of Rural Management	Anand	West	11.4	3	6.5	6.3	11.1	6.7	6.6	16.1	3.8	71.5
15	MIT World Peace University	Pune	West	11.2	2.9	6.4	6.4	10.5	6.5	6.5	16	3.4	69.8
16	Balaji Institute of Management and Human Resource Development	Pune	West	11	2.8	6.3	6.2	10.2	6.4	6.7	15.8	3.4	68.8
17	Mumbai Educational Trust, MET Institute of Management	Mumbai	West	11	2.8	6.3	6.3	10.1	6.3	6.6	15.7	3.3	68.4
18	Sir Padampat Singhania University	Udaipur	West	10.6	2.7	6.2	5.7	9.8	6.1	6.2	15.6	3	65.9
19	Aditya School of Business Management	Mumbai	West	10.6	2.7	6.1	5.5	9.7	6.1	6.2	15.8	3	65.7

Rank 2025	Name	City	Zone	Leadership (15)	Knowledge Creation (25)			Institutional Capabilities (25)		Transition from Knowledge Force to Work Force (30)		Finance (5)	TOTAL
				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastruc- ture 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	
20	Jaipuria Institute of Management Jaipur	Jaipur	West	10.5	2.7	6	5.6	9.8	6	6.1	15.3	3.1	65.1
21	Institute of Management, JK Lakshmipat University	Jaipur	West	10	2.6	5.8	5.2	9.5	5.8	5.8	15.2	2.9	62.8
22	School of Management, Ajeenkya DY Patil University	Pune	West	9.8	2.5	5.6	5	9.4	5.7	5.7	15.1	2.6	61.4
23	AISSMS Institute of Management	Pune	West	9.6	2.4	5.6	4.9	9.2	5.5	5.5	15.3	2.5	60.5
24	Symbiosis Institute of Management Studies	Pune	West	9.3	2.4	5.2	4.6	9	5.2	5.4	14.9	2.6	58.6
25	Kirloskar Institute of Advanced Management Studies	Pune	West	8.9	2.2	4.9	4.2	8.7	5	5.2	14.7	2.4	56.2
26	Balaji Institute of International Business	Pune	West	8.8	2.2	4.8	4.1	8.5	4.8	5.1	14.9	2.5	55.7
27	Pune Institute of Business Management	Pune	West	8.7	2.1	4.1	3.7	8.2	4.5	5.3	14.4	2.3	53.3
28	Symbiosis Institute of Telecom Management	Pune	West	8.4	2.2	4.5	3.7	8	4.2	4.8	14.2	2	52
29	International Institute of Management Studies	Pune	West	8.4	2.1	4.3	3.6	7.9	4	4.5	14	1.9	50.7
30	Indian Education Society Management College and Research Centre	Mumbai	West	8.2	1.9	3.9	3.2	7.5	3.4	4.4	13.3	1.7	47.5
31	Durgadevi Saraf Institute of Management Studies	Mumbai	West	7.9	1.7	3.7	3.1	7.6	3	4	13.1	1.5	45.6
32	Lala Lajpatrai Institute of Management	Mumbai	West	7.8	1.7	3.5	3.1	7.2	3	3.9	13.1	1.5	44.8
33	ASM Institute of Business Management & Research	Pune	West	7.8	1.6	2.9	2.8	6.8	2.8	3.7	13	1.3	42.7
34	HK Institute of Management Studies and Research	Mumbai	West	7.8	1.7	2.7	2.9	6.7	2.7	3.5	12.7	1.3	42
35	Atharva Institute of Management Studies	Mumbai	West	7.2	1.6	2.6	2.5	6.2	2.5	3.4	12.5	1.2	39.7
36	VPM's Dr V.N. Bedekar Institute of Management Studies	Thane	West	7	1.6	2.5	2.5	6.1	2.6	3.3	12.4	1	39
37	SV Institute of Management	Kadi	West	6.3	1.4	2.1	2.3	5.6	2.1	2.7	11.8	1	35.3
38	VESIM Institute of Management Studies	Mumbai	West	6	1.3	1.9	1.8	4.9	2	2.4	11.4	1	32.7
39	Lotus Business School	Pune	West	6.1	1.3	1.8	1.8	4.8	2	2.3	11.3	1	32.4

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EVENT PARTNERS



For Nominations Opportunity:

Vijay Dua | +91 9871162203,

vijay.dua@businessworld.in

Rakhi Pathak | +91 9870405465,

rakhi.pathak@businessworld.in

For Speaking Opportunity:

Sanjana Deb

+91 8910172015,

sanjana@businessworld.in

For Sponsorship Opportunities::

Harbinder Narula

+91 9911773666

harbinder@businessworld.in

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				Leadership Excellence 15	Global Interface 5	Intellectual Capital 10	Innovation & Incubation 10	Faculty 15	Infrastructure 10	Industry Linkages 10	Placement 20	Return on Investment (RoI) 5	100
1	Indian School of Business	Hyderabad	South	15	5	10	9.8	15	10	10	20	5	99.8
2	IIM Ahmedabad, IIM Bangalore	Ahmedabad, Bangalore	West, South	14	5	9	9.5	14.5	10	9.9	19	5	95.9
3	IIM Calcutta, Xavier School of Management Jamshedpur	Kolkata, Jamshedpur	South, East	14	5	9	9	14	9	9.7	19	5	93.7
4	SP Jain Institute of Management and Research, IIM Lucknow	Mumbai, Lucknow	West, North	13	5	9	9	14	9	9	19	5	92
5	MDI Gurgaon, Masters' Union	Gurugram	North, North	13	4	9	9	14	9	9	18	5	90
6	Great Lakes Institute of Management, Chennai	Chennai	South	13	4	9	9	14	9	9	17	5	89
7	Narsee Monjee Institute of Management Studies	Mumbai	West	13	4	9	9	14	9	9	17	5	89
8	Institute of Management Technology	Ghaziabad	North	14	4	8	8	14	8	9	17	4	86
9	Indian Institute of Management Udaipur	Udaipur	North	13	3	8	8	14	8	9	17	4	84
10	TA Pai Management Institute	Manipal	South	13	3	8	8	13.5	8	9	17	4	83.5
11	IMI Delhi	New Delhi	North	12	3	8	8	13.5	9	8	17	4	82.5
12	KJ Somaiya Institute of Management Studies and Research	Mumbai	West	12	3	8	8	13.5	8	8	17	4	81.5
13	Great Lakes Institute of Management, Gurgaon	Gurugram	North	12	3	8	8	13.5	8	8	16	3	79.5
14	IIM Shillong	Shillong	East	12	3	7	8	13.5	8	8	16	3	78.5
15	Prin. L.N. Welingkar Institute of Management Development	Mumbai	West	12	3	7	8	12.5	8	8	16	3	77.5

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“D School Will Continue To Produce Scholars, Policymakers”

Ram Singh, Director, Delhi School of Economics, opens up about the transformation at the School, which, apart from traditionally producing scholars and policymakers, now also sees its alumni joining corporate India in large numbers.

Excerpts from an interaction with Suman K Jha

D School produced generations of top economists, policymakers & policy practitioners. This was largely led by the Department of Economics, even as other Departments were also important. Lately, however, corporate careers have emerged as lucrative, popular career options for Eco postgraduate students. Is this a sign of “moving with the times” or a sign of “limitation of the original mission, vision”, or is it a simple case of “addressing the jobs market needs”?

I see the growing preference among D School postgraduates for corporate careers as a mix of all three dynamics mentioned by you — evolution, changing preferences, and labour-market alignment. It is true that D School historically aimed to produce economists, sociologists, geographers and commerce teachers and researchers. All along, generations of DSE alums have contributed to different walks of a nation's life — civil services, public policy, academia, and corporate leadership.

Since the liberalisation of 1991, the economy has diversified, data-driven decision-making has become central to firms, and corporate roles now demand exactly the data analytical and econometric skills D School cultivates. We attract very talented students. By applying their training to contemporary domains of influence, our students are helping build a



competitive corporate sector. It is partly a pragmatic response to job-market realities. Corporate roles offer better pay, faster growth, and more global exposure. Students, like everybody else, are responding to these signals. Ultimately, the recent trends are not a departure from D School's legacy but a rebalancing. Some of our top performing students continue to opt for a career in social science teaching and research.

With institutional support for career placements, probably less than 10 per cent of eco post graduates aspire for higher studies and Ph.Ds. The students are more inclined towards careers in data analytics, research and policy. How does this affect the overall identity of D School?

There is only a marginal decline in the number of students pursuing higher studies and Ph.Ds. Some of our top performers still opt to become career economists. In any case, it does not erode the identity of D School, but it does reshape it. Historically known as a cradle of academic economists and social scientists in sociology and geography, we now position ourselves as a talent hub for theoretical as well as data-driven policy research, data analytics and corporate governance studies. This broadens our identity as an institution that straddles scholarship and practice.

The shift reflects global trends—where economics training is valued across consulting, development, finance, and technology—and signals responsiveness to a competitive job market. The challenge ahead is to sustain the pipeline of economic theory with a strong academic core and policy-oriented econo-

mists while embracing the broader economic landscape students now operate in. We will continue to adapt our teaching and research to emerging technology such as AI.

When its Eco postgraduates aspire for, and are often placed in high-paying corporate jobs, is D School, in a way, also competing with B-schools – supplying top



“D School will continue to shape national debates and produce scholars, policymakers. Simultaneously, the School will remain relevant to a dynamic job market”

graduates that corporates seek?

When our postgraduates increasingly take high-paying corporate roles, D School inevitably has entered a space traditionally dominated by B-schools. However, the strengths of our graduates is different. They offer strong analytical, econometric, quantitative and policy-oriented skills that private sector values greatly. To be sure, D

School is not becoming a B-school. Our intellectual foundations remain rooted in academic teaching research with a public policy orientation. The changes in job placements is a consequence of the fact that the corporates now seek economists for roles once filled mainly by MBAs. The D School's rigorous training makes its graduates highly competitive, creating overlap without altering the institution's core academic identity, its ethos and standards.

Its Eco Department aside, D School's Commerce Department has been running three popular management programmes, two of them over two decades old. Is there any overlap with Eco Department too, especially when it comes to job markets and students' aspirations?

Some overlap across programmes is inevitable and part of the D School academic life. However, the two departments retain and nurture distinct identities. The Commerce Department's long-running management programmes attracts bright minds and naturally channel them toward corporate roles in finance, marketing, HR, and operations. The business in data analytics

programme is also doing very well. Meanwhile, the Economics Department—traditionally oriented toward research, policy, and academia—now sees many students pursuing data analytics, consulting, development-sector roles, and corporate leadership, as corporates increasingly value quantitative and analytical skills. The two departments are different in terms of the course contents and training, yet all D School students benefit from shared exposure and opportunities.

D School, with its Eco Department at the centre, is surrounded by Department of Commerce (offering three management programmes too), on one side, and another highly sought-after Centre, FMS, on the other side. How does D School 'position' its Eco department on the one hand, and Commerce Department's management programmes, on the other hand? What are the differentiators?

D School positions its Economics Department and the Commerce Department with their programmes as distinct pillars. The Economics Department is widely recognised for its intellectual core—rooted in rigorous theory, empirical research, quantitative methods and a policy orientation. It trains MA and PhD students to think like economists, capable of engaging with complex macro and microeconomic, developmental, and analytical questions to contribute to scholarship and public policy. The Commerce Department's M. Com and PhD



“The shift reflects global trends where economics training is valued across consulting, development, finance, and technology, and signals responsiveness to a competitive job market”

programmes are also well-known for their academic rigour. Its management programmes, by contrast, are market-facing and practice-oriented. Their differentiators lie in functional training—finance, marketing, HR, international business, data analytics—and preparation for corporate roles requiring managerial and data analytics skills.

While both departments cater to evolving job markets, the economics programmes emphasise academic rigour and policy relevance, whereas the management programmes are more applied to business expectations and needs. Together, they enable the D School to span the spectrum from academic economics to managerial practice without

diluting either identity.

Overall, with its multiple programmes and diverse career options, with Eco at one end of the spectrum, and Commerce (and management programmes) at the other end, how does D School look at the future – the next ten, twenty, or fifty years?

Over the next ten years or so, D School is likely to evolve into a cluster of distinctly tiered

ecosystem but increasingly interdisciplinary programmes in economics, economics and AI, sociology, geography, commerce, management, big data analytics and policy education. Our future strength lies in leveraging the wide spectrum our programmes already span: deep economic research on one end and applied management training on the other with the benefit of social sciences departments at DSE.

The School will continue upholding its intellectual reputation, shaping national debates and producing scholars, policymakers, and big-data driven researchers. Simultaneously, our programmes will respond to expanding corporate, financial, and entrepreneurial opportunities, ensuring the school remains relevant to a dynamic job market.

By fostering interdisciplinary learning, adopting new technologies including AI in our contents and their delivery, and staying grounded in public purpose, D School is uniquely positioned as a future-ready institution that produces academics, thinkers, analysts, and leaders equipped for an increasingly complex world. 

VIDYAVARDHAKA COLLEGE OF ENGINEERING: AN OUTSTANDING ECOSYSTEM FOR HOLISTIC GROWTH

With innovation as a daily mantra, Vidyavardhaka College of Engineering continues to emerge as a rising star in the heritage city of Mysuru By Team BW

VIDYAVARDHAKA College of Engineering (VVCE) is one of Karnataka's premier engineering institutions, established in 1997 in the heritage city of Mysuru. The college functions under the aegis of Vidyavardhaka Sangha (VVS), which was founded in 1949 by eminent visionaries Sahukar Channaiah and K. Puttaswamy, a former minister in Karnataka, with the objective of imparting quality education to all sections of society.

Today, VVS continues its forward march under the able leadership of Gundappa Gowda, President, Shivalingappa B, Vice President, Er. P. Vishwanath, Secretary and Shrishaila Ramannavar, Treasurer. Vidyavardhaka College of Engineering is led by its able and dynamic Principal, Dr Sadashive Gowda B, who brings with him rich experience in both industry and academia in India and abroad.

He was recently conferred the Bharatiya Vidya Bhavan National Award for Best Engineering College Principal by the Indian Society for Technical Education (ISTE). He also serves as the Dean, Faculty of Engineering at Visvesvaraya Techno-

logical University (VTU), Belagavi. Approved by AICTE and recognised by the UGC and the Government of Karnataka, VVCE is an autonomous VTU-affiliated institution, with NBA-accredited undergradu-



Vidyavardhaka College of Engineering campus

ate programmes and NAAC 'A' grade accreditation.

The VVCE has earned the 'Institute of Happiness' honour and a Gold Rating from QS I-Gauge, reflecting its student-centric approach and academic excellence. Consistently ranked among India's top 200 engineering institutions and featured in the NIRF 2022 rankings, the college offers seven undergraduate,

four postgraduate, and doctoral programmes across nine departments. With over 5,000 students guided by 268 faculty members, including more than 116 PhD holders, VVCE is widely recognised for its strong teaching, learning, and research ecosystem.

The institute follows a distinctive teaching pedagogy aimed at developing industry-ready leaders. The curriculum is continuously reviewed and designed to assess both theoretical knowledge and practical skills. Strategic collaborations with industries and EdTech companies further enhance students' industry exposure and employability. Budding entrepreneurs are actively encouraged, with their ideas supported through a free incubation facility on campus. The VVCE also fosters holistic student development through more than 35 student-led clubs catering to diverse interests. From entrepreneurship and Toastmasters to photography, cultural activities, and sports, these clubs offer ample opportunities for students to showcase and refine their talents.

The VVCE offers state-of-the-art infrastructure, departmental centres of excellence in collaboration with industry, and affordable, well-equipped hostel facilities on campus. A dedicated Training and Placement Cell enhances employability right from the first semester through soft skills training, counselling, internships, and placement drives. With strong industry linkages, over 250 companies visit the campus annually, offering internship and full-time career opportunities across sectors. **BW**



‘All Indications are that India will Succeed in its Mission 2047’

Kishore Mahbubani, a former diplomat, a Distinguished Fellow at the Asia Research Institute, National University of Singapore, and author of ten acclaimed books, talks to **Suman K. Jha** about India's quest for 'developed country status' and its overall rise

Where is the US headed, given the uncertainties and the breakdown of the rules-based world order, as a result of many of the actions of the US Administration?

Never underestimate the United States of America — the US is a very unusual country. In most countries, when you have chaos, especially the kind of political chaos you see in the United States, the countries become weaker. The United States is an exception — it's a country that handles chaos regularly.

And through a kind of Darwinian process of competition that takes place in the chaos that's generated in the United States, you get very, very strong people emerging within the American system. So in many countries, chaos results in them being weakened. In the case of the United States, it can end up strengthened as a result of this chaos.

And also at the same time, it's important to remember that the United States can change course. They can go from a president like George W. Bush, who intervened and fought wars, to a president like Barack Obama, who tried his best to promote peace. So you can see that four years from now, you might have a very different United States of America. So whatever you do, you cannot write off the United States of America.

How do you think the actions of the US regime, especially in the wake of its long-standing rivalry and ongoing tussle, impacts the Asian giant China?

The Chinese are engaged in a major geopolit-



Photograph courtesy: WORLD ECONOMIC FORUM/swiss-image.ch/Monika Flueckiger

ical contest with the United States. I tried to describe, in the book, *Has China Won?: The Chinese Challenge to American Primacy* how paradoxically this contest between the US and China was both inevitable and avoidable.

It's inevitable because, every number one power always pushes down an emerging competitor. When the United States is now determined to stop China, that's perfectly normal behaviour for any great power. The only question is

whether it can succeed in doing so.

And here the purpose of my book *Has China Won* was to tell my American friends that there is a wiser way of managing the rise of China instead of trying to suppress China. The United States should try to work with China on common global challenges. In such a way that both countries will benefit.

So the goal of my book was to try in one way or another to moderate the US-China geopolitical contest

and encourage both of them to find ways and means of getting along.

The world today has so many problems that cannot be solved unless the US and China cooperate. For example, the problem of climate change.

You have long argued that in a multipolar world, India will emerge as a key player. You have argued for the restructuring of the UN and a seat for India in the United Nations Security Coun-

“Global respect for India will continue to grow as its economy grows. This will strengthen its “vishwa bandhu” role in the world and in the Global South. At the same time, with great power comes great responsibility”

cil. How do you see India's rise on the world stage?

There is no question that today effectively the third most powerful country in the world, in a comprehensive sense, after the United States and China, is India.

This is why, as you know, I wrote a piece in the *Financial Times* saying that time has come for the United Kingdom to give up its permanent seat in the UN Security Council and give it to India. And this would be a nice gesture to atone for the British colonisation of India.

It's a serious suggestion because the United Kingdom is in deep trouble. There was a column in the *Financial Times* by its Chief





Economics Commentator Martin Wolf. In his first sentence, he said, UK today “has failed politics, a failed state, and a failed economy”. If you have a failed politics, failed state, and failed economy, you should not be taking on global burdens. Which is what you are expected to do as a permanent member of the UN Security Council. So the UK could actually now spend some time rebuilding its own country.

And India today has got the strength and resources, clearly, to merit a place as a permanent member of the UN Security Council.

I’ve long argued that if the UN Security Council doesn’t bring in India, and also, by the way, a Latin American state like Brazil, or an African state like Nigeria or South Africa, then clearly the UN will lose its credibility because the world has changed.

The era of Western domination of world history is over. We’re seeing the return of Asia. And certainly the return of Asian giants like China and India. And therefore, a permanent seat for India in the UN Security Council is way overdue.

It is acknowledged that the Indian economy is doing well even in the face of global economic turmoil. For the last two-three years, India is also working on its Mission 2047, a project that envisages India as a developed, high-income economy by 2047. This was first announced by Prime Minister

Modi in his 2021 Independence Day speech.

Across the world, are there examples where countries, especially from the underdeveloped world, under a mission, aspired to, and achieved, high-income country status? How does India’s quest for a developed economy status by 2047 affect a) its

to achieve high-income country status. Singapore was one of them. The then Prime Minister, Goh Chok Tong, announced in 1984 that Singapore would aspire to achieve a Swiss standard of living.

This seemed to be a distant goal. Few expected Singapore to succeed. Amazingly, Singapore succeeded. Today, its per-capita in-

“It is good that India is aspiring to achieve developed economy status by 2047. All the indications are that India will succeed. By 2050, India will be four times bigger (than the British economy). This is why the time has come for the UK to give up its permanent seat in the UN Security Council to India”



Photograph courtesy: WORLD ECONOMIC FORUM/swiss-image.ch/Monika Flueckiger

ties with the wider world, b) its professed role in the world order as a “vishwa bandhu”, c) its place in the Global South and d) India and the world order at large?

Very few developing countries have successfully become developed. Even fewer openly aspired

come is \$94,480, higher than that of the UK and the US.

It is good that India is aspiring to achieve developed economy status by 2047. All the indications are that India will succeed. In the year 2000, the British economy was 3.5 times bigger than India’s.

Photograph courtesy: WORLDECONOMIC FORUM/swiss-image.ch/Moritz Hager



trade agreements. For example, Indonesia had long been negotiating a free trade agreement with the EU. Both sides had great difficulty completing this agreement. However, it was finally signed on 23rd September 2025 as both Indonesia and the EU wanted to signal that they remained committed to an open world trading order. In short, the commitment to the rule of law in international trade continues to hold strong among countries in the rest of the world.

You are a distinguished author, commentator, diplomat. But you are also charged, at times, of a “biased approach”. Today, when everything is contested, and that too instantly, there is also a vigorous contestation between knowledge systems, and also different worldviews. Does it also put pressure on you and your scholarship in any way? What are the wider lessons here?

It's true that with the relative decline of the West, especially Europe, and the rise of Asia, especial-

Today, India's economy is bigger than the British economy. By 2050, India will be four times bigger. This is why the time has come for the UK to give up its permanent seat in the UN Security Council to India.

Global respect for India will continue to grow as its economy grows. This will strengthen its “*vishwa bandhu*” role in the world and in the Global South. At the same time, with great power comes great responsibility. The global community will expect India to also provide a greater leadership role in handling common global challenges, like climate change and pandemics.

Would you agree that in many parts of the world today, with the decline of the institutional charisma of the office, there is a simultaneous rise of powerful cults – a powerful President deciding his policy framework, dictated also by whims, and also personal business interests, for instance?

Where does this leave the “rule of law” in the world order as we know of?

The decision by the Trump Administration to increase tariffs on most countries in the world on “Liberation Day” (2nd April 2025) shook the world. There were great concerns that this would create

“The United States can change course ... Four years from now, you might have a very different United States of America. So whatever you do, you cannot write off the United States of America”

major disruptions in the global trading order.

In the past, many countries would have followed the US when it took a new approach in its international relations. It would not have been surprising if a few countries followed the US in raising tariffs. Amazingly, not a single country in the world followed the US model of raising its tariffs.

Instead, many countries did the opposite. They lowered tariffs and, indeed, signed more free

ly China and India, there is a major global rebalancing taking place in the world of ideas. Indeed, more and more countries around the world are convinced that the 21st Century will be the Asian century.

I discovered this global conviction by accident. When I released my book, *The Asian 21st Century* as an open access book in January 2022, the German publisher of the book, Springer Nature, told me that it would be good if 20,000 copies of this book were download-

“The goal of my book (*Has China Won?*) was to try in one way or another to moderate the US-China geopolitical contest... The world today has so many problems that cannot be solved unless the US and China cooperate”



Photograph courtesy: WORLD ECONOMIC FORUM/swiss-image.ch/Moritz Hager

ed. Instead of 20,000 copies, as of now, 4.22 million copies have been downloaded in over 160 countries. This is one small indication that all around the world, there is an understanding that the 21st Century will be the Asian century.

Many countries in the Global

in Mansell, Professor Emerita of New Media and the Internet in the Department of Media and Communications at the London School of Economics, confirms this bias against the Global South in Western news media.

It's therefore important for

“The era of Western domination of world history is over. We're seeing the return of Asia. And certainly the return of Asian giants like China and India”

South realise that the Western media, especially the Anglo-Saxon media, does not provide fair and objective coverage of developments in the Global South, especially in Asia. Instead, the Western media writes jaundiced accounts about Asia. A recent study by Rob-

Asian media channels to step up their coverage of global issues from a non-Western perspective. One such initiative that has been launched is *Equator*, a publication founded by a group of high-profile writers, including Pankaj Mishra, Mohsin Hamid, Nesrine Malik,

Samanth Subramanian, and Suzy Hansen. The goal of *Equator* is “to challenge the reigning assumption that global events should be narrated by and for the West.”

I have been fortunate that many of my writings have travelled well, both in the West and the East. There is a great global demand for voices that try to straddle the divide between the West and the East and explain how the two can come together as equal partners in the 21st Century. That has been the larger goal behind the ten books that I have written. I hope that I have helped both the West and the East to understand each other better. **BW**

jhasumanindia@gmail.com

THE PARADOX OF AI & THE BUSINESS MORAL COMPASS

Amrita Vishwa Vidyapeetham, Coimbatore



Yes, You have a friend in AI writes Dr Nava Subramaniam

ARTIFICIAL INTELLIGENCE (AI) today occupies a paradoxical space in public imagination: it is both feared and revered – often for valid reasons. As AI systems grow more capable, society grapples with concerns about job displacement, data privacy, accountability, and the erosion of essential human skills. At the same time, AI promises unprecedented opportunities for advancing knowledge, alleviating human suffering e.g. through medical innovations, and solving complex global challenges. Amid these contrasting narratives, what becomes most important is not whether AI is inherently dangerous or beneficial, but whether we understand it and use it ethically and responsibly. This principle matters profoundly for business education as AI continues to shape the fabric of modern society.

Business schools must prepare graduates who are not only proficient users of AI, but thoughtful leaders capable of governing AI responsibly. Students must understand how AI reshapes corporate strategy, supply chains, labour markets, and stakeholder expectations. Yet they must also learn to challenge algorithmic biases and assess long-term societal consequences. As Peter Drucker famously said, “The greatest danger in times of

turbulence is not the turbulence; it is to act with yesterday’s logic.”

At the Amrita School of Business, we are committed to nurturing human intelligence – both cognitive and emotional dimensions that draw on ethical principles hand-in-hand with AI skills. The moral compass points to a more sustainable and compassionate world. The qualities of compassion, empathy, trust and integrity must be intentionally cultivated so individuals working with AI function as discerning collaborators rather than passive dependents. Chancellor of Amrita Vishwa Vidyapeetham and world-renowned spiritual leader, Sri Mata Amritanandamayi Devi, says: “Education should spread light within and without. Education should equally develop discernment and contemplation”.

By aligning human intelligence with an ethical and compassionate outlook, AI becomes a tool that enhances rather than diminishes human agency. Real discernment can only come with the foundations of contemplation and the courage to ask the ‘right’ questions. For

instance, in 2020, the UK’s A-level grading algorithm scandal showed how uncritical reliance on AI can lead to harmful outcomes. The algorithm, intended to standardise grades during the pandemic, systematically downgraded students from disadvantaged schools, revealing embedded biases in the data and decision logic. This incident forced educators, regulators, and policymakers to confront the ethical stakes of AI deployment and highlighted why reflective human oversight and value-driven governance systems are essential.

To counter fears of being “dumbed down” or overwhelmed by AI, both learners and professionals must revisit foundational models of learning. We need to learn - ‘how-to-learn’ with AI. Learning is shaped by habits, values, and reflective inquiry. Habits such as questioning assumptions, seeking

diverse viewpoints, and evaluating evidence are critical for interpreting AI-generated insights. Values such as honesty, integrity, empathy and transparency lead to trust. Students need to seek and declare the authenticity of their work. Reflection and contemplation will help them understand how their own biases and emotional responses influence learning outcomes.

Ultimately, the future of AI – and of business – depends on how we nurture human intelligence, ethics, and learning. It is time to embrace AI, and widen the door of opportunities. It is also time to move to more virtuous reflective learning models !

Yes, You have a friend in AI – but as a future business leader – you need to set the moral compass right – and hold yourself accountable to the path you choose! **BW**



Dr Nava Subramaniam

Lessons from Makeshift Infrastructure

ARINDAM LAHIRI,
CEO, Automotive Skills
Development Council,
on the transformative
two years at IIM Lucknow
(1990-92), before the
present campus had
come up

By Meha Mathur



A SA STUDENT OF ENGINEERING IN JADAVPUR UNIVERSITY, Arindam Lahiri was unaware of the world of IIMs, though familiar with IIM Calcutta. Lahiri and his peers were more interested in GRE for the purpose of going to the US. But a chance encounter piqued his curiosity. Making inquiries from school and college peers, he and a few others decided to give B-schools a try.

Relying on shared correspondence study material for preparation, Lahiri got calls from all the four IIMs that existed at that time, besides XLRI Jamshedpur and FMS Delhi. “While I personally felt that I did the best interview for IIM Ahmedabad, I eventually got a call from IIM Lucknow.”

First Impression

Reporting to IIM Lucknow a day before the session started, Lahiri wondered if he had made a wrong choice.

As he describes, “There was no campus. There was just a small two-storey building, which earlier used to be a cement godown. This building was housing the classrooms, faculty rooms and canteen of IIM Lucknow. We lugged for another 20 minutes to reach our hostel. The administration was struggling, managing 180 students in just two classrooms. So, the institute constructed a temporary building with asbestos sheets on top.”

Lahiri’s was the first batch whose convocation happened on the new campus.

The faculty would insist on students coming prepared with reading of the case study material, otherwise, the topic would be deemed to have been concluded

B-school Rigour

The classes commenced during monsoons and when, on day one, the students reported slightly late to the lecture due to downpour and waterlogging, the professor refused to let them in. That was the first lesson for the new batch.

Similarly, the faculty would insist on students coming prepared with reading of the case study material, otherwise, the topic would be deemed to have been concluded.

The course in communication especially helped, as videos of discussions were recorded and played back to students to improve presentation skills.

A life-long lesson for Lahiri was what the institute director told the students in the early days: As B-school students, coming from different backgrounds, you would study a wide variety of subjects. What the institute is trying to teach through exposure to a wide variety of subjects is, ‘how to learn new things’.

One area that was not much emphasised upon then was social responsibility, which the B-schools are now focusing on.

“I was in the B-school when India was going through its biggest economic crisis in 1991. The focus was more on economics, globalisation and liberalisation. This overshadowed the other elements, just as technology is now overshadowing the other elements now. How to bring in the right balance is still a work in progress at B-schools,” he says. **BW**

meha.mathur@businessworld.in

MANAGEMENT EDUCATION AT A POINT OF REINVENTION

As institutions, we must create environments that nurture courage, creativity, empathy and analytical strength in equal measure, writes Dr Prashant Bhalla

MANAGEMENT education evolves alongside the world it serves. Today, that world is marked by rapid technological progress, changing organisational structures, and new ways in which decisions are shaped and executed. As tools such as artificial intelligence become part of everyday work, they also highlight the enduring importance of human judgment, ethical responsibility, and thoughtful leadership. In this context, management education must look beyond established frameworks and functional boundaries, and focus on developing learners who can think clearly, adapt with confidence, and lead with responsibility in a complex and dynamic environment.

Technology with Wisdom

Artificial intelligence (AI) can process information faster than any individual, yet it cannot replace judgment, empathy, courage or the ability to sense what a situation truly demands. These human strengths are becoming the centre of leadership. Managers will succeed when they use technology with wisdom rather than compete with it. The real strength of a leader will lie in interpreting data with clarity, reading people with sensitivity, and taking decisions with integrity.

This is why management education needs a new direction. The role of a business school is not to deliver a

set of courses. It is to build a learning environment that keeps pace with how the world works. Students must learn to adapt, question, and reinvent themselves. They must be able to move across domains, understand global shifts, and stay ready for new opportunities. The ability to learn fast and think across disciplines will be their greatest advantage.

One of the strongest drivers of this shift is the coming together of classrooms and boardrooms. Education becomes meaningful when industry shares its challenges, its

gap between education and employment and helps learners understand the demands of real workplaces. At Manav Rachna, this belief guides how management education is delivered.

Creating Better Humans

The emphasis is on creating Better Humans who carry values, awareness, and responsibility into their professional lives. Learning is closely linked to real business situations, global exposure, and consistent mentorship. Students are encouraged to think on their own, work well with others, and act with integrity. When education develops moral character along with competence, management gains meaning and long-term value. At the same time, management education must remain deeply personal.

Every learner has a unique path. Some want to pursue entrepreneurship, others want to work in analytics, consulting, finance, or digital strategy. Our responsibility is to create flexible structures that let students build personalised combinations of skills. Dual specialisations, industry certifications, leadership labs, and strong mentorship ecosystems enable this customised growth. Leadership in the coming years will belong to those who stay curious, stay grounded, and stay committed to learning.

As institutions, we must create environments that nurture courage, creativity, empathy and analytical strength in equal measure. When students graduate with this balance, they step into the world not just as employees but as leaders who can influence change. **BW**



Dr Prashant Bhalla, President, Manav Rachna Educational Institutions

expectations, and its insights with learners.

At Manav Rachna, we have made this integration a central pillar of our management ecosystem. Students learn through live projects, global collaborations, internships and continuous interaction with leaders from multiple sectors. This closes the



Joining the Dots Between Theory & Practice

If there are not enough jobs, it's a problem with the industry. Companies must look deeper for young managers, says **ARVIND BHANDARI**, MD, Goodyear India

By Vishal Katoch

ARVIND BHANDARI, Managing Director, Goodyear India, believes that management education must evolve in response to rapid technological and geopolitical changes. In an interaction with BW Education, he reflected on his own journey to an MBA, shared insights into the challenges faced by management graduates and discussed how business schools can ensure lasting value for students in an increasingly competitive environment.

“Honestly, I was pursuing civil services,” Bhandari recalled. “But around that time, the Mandal Commission was in the news and that reduced the number of opportunities for non-Other Backwards Classes (OBCs). So, I decided to change my track and the next best thing I could do was an MBA.” He went on to complete his management education in Mumbai, marking the beginning of a corporate journey that has spanned several decades and industries.

Changing Opportunities

Speaking about the current landscape for management graduates, Bhandari noted that while traditional streams such as finance, marketing and manufacturing remain strong, the global context is shifting. “I think those opportunities may now get confined to some blocks, perhaps better in the Asia-Pacific circuit than Europe or the US,” he observed.

Despite this, he remains optimistic about emerging prospects. “Things have changed so rapidly that new opportunities might appear that we didn’t have in our time. Finance and IT, for instance, have always been geography-neutral. Talent moves across borders as and when the situation develops.”

Reflecting on challenges that persist across generations of MBA graduates, Bhandari emphasised the importance of understanding the larger organisational picture. “People tend to work very much in their silos. If you are in sales, you look at sales; if you are in marketing, you look at marketing. The result is a limited view,” he said.

He underlined the need for managers to appreciate the impact of their work in the broader context of company goals. “As they get senior, they must not lose sight of the bigger picture. Education and corporate training must equip managers to connect

their functional expertise to overall objectives. That’s what will help them navigate technological shifts like AI.”

Ensuring Cost-effectiveness

With the increasing cost of management education and fluctuating placement trends, Bhandari stressed that business schools must strengthen their ties with industry. “Management schools have to work far closer with the industry. When I was coming up, companies often participated in programmes and sent visiting faculty. I don’t see much of that today,” he said.

“If schools can
simulate a work
environment,
students will be
better equipped, and
companies will have
the chance to identify
talent earlier”

Such collaboration allows students to gain real-world experience, preparing them more effectively for the workplace. “If schools can simulate a work environment, students will be better equipped and companies will have the chance to identify talent earlier.”

He also urged students to be clear about their goals. “If you can afford it, please go for it. If you need to take a loan, be sure of the value you are getting. Even if recovery takes longer, you must see the skill enhancement and exposure as long-term investments.”

Management Education Today

Having witnessed management education evolve over decades, Bhandari

noted that today’s students are more focused but need to develop a deeper understanding of business dynamics. “The social pressure to land a high-paying job is intense, but students must also grasp how industries function, how firms are valued, and how macroeconomic factors drive growth. These are not sufficiently appreciated, even academically,” he observed.

He added that students should read more widely to understand the broader business ecosystem. “In the workplace, what matters is the ability to interpret and apply knowledge, not just to get marks.”

Bridging the employment gap

Addressing the persistent gap between management degrees and employment opportunities, Bhandari placed the responsibility on both industry and students. “If there are not enough jobs, it’s a problem with the industry. Companies must look deeper for young managers, because these are the people who will be leaders tomorrow,” he said.

He encouraged students to develop technological and quantitative skills to stand out. “They are expected to be technologically savvy, something senior managers may lack. That gives them an edge. Also, I find people are beginning to lose quantitative skills because they rely too much on machines. Decision-making requires mental agility with numbers.”

Finally, he emphasised the importance of intellectual curiosity and economic awareness. “MBA students must be academically solid and able to connect the macroeconomic situation with business performance. Those who join the dots between theory and practice, whether from top institutes or smaller ones, will always stand out,” he concluded. **BW**

vishal.katoch@businessworld.in



Management Graduates: Fresh Energy, New Perspectives

The new B-school passouts are not afraid to ask questions, challenge norms or experiment with new ideas. This is especially valuable as the workforce itself is changing

By Praveen Purohit

A S A PROFESSIONAL WITH over two decades of experience in the industry, I've seen many waves of talent come through our doors. But there's something uniquely energising about today's management graduates. They arrive with fresh ideas, a hunger to learn, and a mindset that's open to disruption. In many ways, they're like blank slates; full of zeal, energy, and ideas, ready to be shaped into future leaders.

Over their two years of education, these graduates go through a variety of experiences. They work with diverse peers, engage in live projects, and gain industry exposure through internships.

This blend of academic learning and real-world practice equips them with a strong foundation. They're not just book-smart; they know how to handle situations, communicate effectively, and work in teams. They often have strong soft skills and aren't afraid to take on tough challenges.

Their comfort with ambiguity, openness to feedback, and collaborative mindset make them ideal for dynamic environments. They're not afraid to ask questions, challenge norms, or experiment with new ideas. This is especially valuable as the workforce itself is changing, with the younger generation becoming a larger part of the employee base.

Programmes should show how tech can support hybrid work, personalise employee experiences, and build flexible, people-focused teams

Their expectations around flexibility, purpose, and digital-first experiences are reshaping how companies think about culture and engagement. These graduates are not just joining the workforce; they're helping redefine it.

What Needs to Change

To prepare graduates for today's fast-changing world, management education needs to evolve. First, emerging technologies like AI, data analytics, and digital tools should be part of every subject, not just taught separately. Students should

learn how to use these tools to solve real business problems and make better decisions.

Second, education should reflect how work is changing. It's not just about rules and processes anymore; it's about boosting productivity, shaping workplace culture, and driving innovation. Programmes should show how tech can support hybrid work, personalise employee experiences, and build flexible, people-focused teams. With younger workers valuing transparency, mental health, and purpose, people strategies must align with business

goals.

Third, students need more hands-on experience. Case studies are useful, but real-world challenges, cross-functional projects, and exposure to startups will help build a mindset of experimentation and continuous learning.

Finally, emotional intelligence, ethical leadership, and sustainability should be part of every course. These are key traits for future leaders. **BW**



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The author is President & Global HR Head at Alkem Laboratories and author of *Winning with Gen Z: The Engagement and Retention Blueprint @ Work*

From Campus Smart to Corporate Sharp

The fresh management graduates today bring several strengths to the table, but the most significant gap lies not in what they know, but in how they apply it

By Rajorshi Ganguli



EVERY YEAR, A FRESH wave of management graduates enters the corporate world with energy, optimism, and ambition. They are digital natives, globally aware, and remarkably adaptive to new technologies.

Today's graduates are purpose-driven and value-conscious. They care deeply about sustainability, inclusion, and ethical leadership; they want to work for organisations that walk the talk.

They also bring a refreshing openness to ideas, a will-

ingness to collaborate across functions, and an instinctive comfort with diversity. Their ability to analyse data, leverage digital tools, and think systemically gives them an edge in fast-paced environments. Importantly, they're not afraid to challenge the status quo, an attitude that pushes organisations to stay agile and innovative.

This combination of intellectual agility, digital fluency, and strong personal values is what makes this generation's talent truly distinctive.

Where the Gaps Lie

Yet, the shift from campus-ready to corporate-ready is rarely seamless. The most significant gap lies not in what they know, but in how they apply it. Many graduates excel at frameworks, strategy models, and case studies but struggle

Many graduates excel at frameworks, strategy models, case studies but struggle when faced with real-world ambiguity, incomplete data, and competing priorities

when faced with real-world ambiguity, incomplete data, and competing priorities. In business, outcomes depend as much on judgment and perseverance as on intellect. Patience, resilience, and execution depth make the difference between bright potential and tangible results.

Another area that needs attention is contextual awareness and communication. While their presentation skills are polished, influence in organisations requires more than articulation. It requires empathy, active listening, and the ability to tailor messages to diverse audiences.

Understanding customers, markets, and the broader business ecosystem enables functional expertise to evolve into leadership capability. Equally, learning to balance confidence with humility, knowing when to speak and when to listen, is a mark of maturity that accelerates leadership growth.

Humility as a Differentiator

In a world reshaped by AI, hybrid work, and continuous disruption, humility and curiosity have become non-negotiable leadership traits. The best professionals don't rush to prove what they know; they begin by observing, absorbing, and connecting the dots. Lifelong learning is their most significant advantage.

From Degree to Discovery

To every B-school graduate entering the workforce: your degree gives you a great start. But remember, the real MBA (Mastering Business After School) begins now. It begins when theory meets reality, when ambition meets empathy, and when ideas turn into impact. That's how good graduates become great professionals and great professionals evolve into leaders. **BW**

SHAPING PURPOSE-DRIVEN LEADERS FOR A RAPIDLY CHANGING WORLD



N.R. K. S. Chakravarthy

“At the foundation of all our endeavours lies a strong value system. We believe that leadership must be anchored in ethics, empathy and responsibility,” writes N.R. K. S. Chakravarthy, Director, Siva Sivani Institute of Management

WE NURTURE future-ready leaders who combine strategic foresight with ethical conviction to influence the world with purpose.”

This belief lies at the core of our mission at Siva Sivani Institute of Management (SSIM). In an era defined by rapid technological shifts, economic transitions, and global interdependence, leadership demands far more than technical knowledge – it requires agility, clarity of thought, and a strong moral compass. At SSIM, we are deeply committed to shaping leaders who embody these qualities and are equipped to thrive in today’s dynamic business environment.

“In a rapidly evolving business landscape, the greatest advantage is a mind trained to learn,

adapt, and lead responsibly.”

This statement captures the essence of the leadership philosophy we instil in every SSIM student. We recognise that the future will reward those who can think strategically, embrace change confidently, and respond to complexity with informed judgment and integrity.

For over three decades, SSIM has been at the forefront of management education, blending academic rigour with industry relevance to prepare graduates for high-impact careers. Our programmes are thoughtfully designed to foster continuous learning, strategic awareness, and practical problem-solving – qualities essential for succeeding in modern organisations.

Our curriculum reflects our commitment to staying aligned with the evolving needs of industry. By incor-

porating contemporary management practices, digital transformation strategies, and data-driven decision-making frameworks, we ensure our students remain ahead of emerging trends. This synchrony with the corporate world empowers them to transition seamlessly from classroom learning to real-world leadership roles.

A defining strength of SSIM is our Industry Mentorship Programme. Through close engagement with seasoned professionals, students gain first-hand insights into the realities of global business, leadership expectations, and strategic execution. These interactions sharpen their perspective, enhance their confidence, and prepare them to operate effectively in high-growth, complex environments.

Equally transformative is our emphasis on experiential and project-based learning. Whether through live industry projects, simulations, or case-led assignments, students engage with scenarios that mirror real business challenges. This hands-on approach cultivates analytical agility, collaborative problem-solving, and innovative thinking – capabilities that set SSIM graduates apart.

At the foundation of all our endeavours lies a strong value system. We believe that leadership must be anchored in ethics, empathy, and responsibility. Our students learn that long-term success is built not only on intelligence and ability but also on integrity and purpose.

As business environments continue to evolve at unprecedented speed, SSIM remains committed to developing leaders who can think boldly, act decisively, and lead with character. For aspiring professionals seeking a transformative education, SSIM offers far more than a degree – it offers a pathway to purposeful and impactful leadership. **BW**



*The author is People & Culture Director,
Sanofi Consumer Healthcare India*

The Fire Within: **Why Attitude Matters** **more than Alma Mater**

The formula of 'engineer-plus MBA equals success' no longer defines the modern career path

By Roma Bindroo



FOR DECADES, BUSINESS SCHOOLS have been seen as launchpads for successful careers. That still holds true — but the mission of B-schools has evolved. They are no longer just about choosing a specialisation or mastering frameworks; they are about shaping mindsets.

Today information is abundant and accessible. What's increasingly valuable is the mindset with which young professionals approach the opportunities available for them.

Three qualities set young professionals apart in my view: Humility, Hunger and Balance. Humility to keep learning, to know you will never know it all. Hunger to chase bold ambitions; curiosity to know a tad more; balance to know when to pause, when to withdraw and regroup.

We have all seen exceptional leaders emerge from unexpected places — proving that successful professionals aren't always from prestigious institutions. The formula of "engineer plus MBA equals success" no longer defines the modern career path. Today, talent is measured not by the letters after your name, but by how you think critically, collaborate meaningfully, and execute relentlessly.

Significance of B-schools

This is where B-schools can truly make a difference. Students should be pushed to stay curious, build authentic networks, and engage actively with real chal-

lenges beyond academic rigor. Already spent after a stressful race to reach the schools, creating a space to pause and prepare for the marathon ahead.

Organisations value those who bring energy, empathy, and a desire to grow — self & others. They thrive, not because they have all the answers, but because they keep asking better questions and looking for incremental solutions without derailing. B-schools have a unique role in shaping this — combining foundational knowledge with exposure to ambiguity, experimentation, and reflection.

The workplace today rewards those who continue breaking their molds, not those resting as they have arrived. Institutions that continue to do the same, continue to be powerful engines of transformation — for individuals, and for the future of work itself. Education will always be a springboard, not a safety net. **BW**

We have all seen exceptional leaders emerge from unexpected places — proving that successful professionals aren't always from prestigious institutions



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Office! Office!

As India's flexible workspace market heats up with IPOs from Smartworks, IndiQube and WeWork India, Awfis works to stand out with its asset-light, partnership-driven model, strong profitability and a vision of redefining how corporate India works **By Rohit Chintapali**



venue to Rs 9 crore and negative Rs 3 crore EBITDA,” Ramani recalls. “But six months into it, I told my team we will go from 50 locations to 100 and that too, at the peak of Covid.”

That audacious move paid off. The company not only survived but came out stronger, with new demand drivers and a validated business model. “If we were a pure straight-lease company, we would’ve gone bankrupt,” he says. “Because we were a mix of landlord-partners, we came out much better than the others.”

The resilience tested during Covid reshaped the company’s DNA. “We learned the value of client relationships. We supported a

“Before 2020, 30 per cent (of clients) were corporates and 70 per cent were freelancers, SMEs and mid-size companies. It’s now the other way around. Large clients are 65 per cent”

lot of clients with deferments and discounts, and those same clients came back and blessed us,” he adds. From 1,200 client companies before the pandemic, Awfis today serves 3,500.

Between 2021 and 2024, Awfis clocked a compound annual growth rate (CAGR) of about 70 per cent, growing 42 per cent last year and projecting 30 per cent growth in FY26. “We were at Rs 250 crore revenue during Covid and rebuilt it to Rs 1,200 crore last year. This year, we’ll do about Rs 1,550 crore,” says Ramani.

Integrated Workspaces

Founded in 2015, Awfis began by

WHEN the Covid pandemic struck in March 2020, Awfis Space Solutions went from a Rs 20-crore monthly revenue and Rs 2-crore monthly Earnings Before Interest, Taxes, Depreciation, and

Amortization (EBITDA) to just Rs 9 crore in revenue and negative Rs 3 crore EBITDA by September that year. For most businesses, that would have been a breaking point. For Awfis Chairman and Managing Director Amit Ramani, it was a turning point.

“We went from Rs 20 crore rev-

solving for flexibility, accessibility and ease of use in office space: giving businesses the ability to choose “one seat or a hundred seats, one day or five years — their choice.”

Over time, the company evolved a model Ramani calls “managed aggregation.” “Eighty to 90 per cent of new capital comes from the landlord. There’s no fixed rent. We give a minimum guarantee, 50 per cent of market rent, which starts from the fifth to the thirteenth month. After covering operating expenses, 70 per cent of the profit goes to the landlord, 30 per cent to us.”

It’s an asset-light model that solved what Ramani calls “the global coworking problem,” capital-heavy leases with high fixed risk.

Today, Awfis operates 250 locations across 19 cities, with 1.5 lakh seats and its client mix has flipped dramatically. “Before 2020, 30 per cent were corporates and 70 per cent were freelancers, SMEs and mid-size companies. It’s now the other way around. Large clients are 65 per cent,” says Ramani.

The average lock-in tenure is 34 months, while large clients stay for about 44 months on average. The flagship product still makes up 90 per cent of Awfis’s portfolio, priced between Rs 8,000 and Rs 12,000 per seat per month, with the pre-



“We are now the single-stop solution for workplaces”

AMIT RAMANI,
CHAIRMAN & MD, AWFIS SPACE SOLUTIONS

mium Gold and Elite lines commanding Rs 12,000-20,000.

The company reported Rs 900 crore in flex coworking revenue last year, 70 per cent from coworking and 30 per cent from managed offices. An additional 12 per cent came from alternate revenue streams such as food and beverage,

IT and mobility solutions.

Ramani’s ambition is larger than flexible offices. “We want to be the single-stop solution for anything commercial workplace related. Be it furniture, coworking, managed office, design-build or transportation,” he says.

The design and build (D&B) segment, launched three years ago, already contributes 25-26 per cent of revenue and is scaling fast. “We will become one of the first branded players in the public design-build space,” Ramani says. “The opportunity is very, very large.”

Even with diversification, the core business remains strong. “We have projected 30 per cent growth in our coworking business. All the other ones will grow at a similar pace, giving us 25-30 per cent overall growth over the next three to five years.”

On capital allocation, Ramani clarifies, “Our Rs 200 crore capex for FY26 is a hundred per cent towards the core business. Design-build is a service. I don’t need capital for it. We use contract manufacturing for furniture, so no





“We were at Rs 250 crore revenue during Covid and rebuilt it to Rs 1,200 crore last year. This year, we’ll do about Rs 1,550 crore”

Market Leaders in India's Co-Working Space Sector

	Funding Raised (INR INL)	FTES Revenue (INR INL)	Space (Mm Sq Ft)	Avg Seat Price (INR INL)	Occupancy / Utilisation (IN %)	Client (Enterprise / SMB)	GCC Clients
WeWork India	500-500	120-120	1.1	1,200- 4,000	~70-80	~80%	~40-50
Smarterworks	50-60	150-160	0.2	500	~80-85	~70%	~40-50
Awfis	500-550	140-160	1.1	800- 1,200	~80-85	~80%	~100+
IndiQube	50-60	120-130	0.1	700- 1,000	~70-80	~70%	~300+

Source: Unearthinsight

capital is tied up there.”

Financially, Awfis has emerged among India’s most efficient growth stories. “Our Return on Capital Employed (ROCE) last year was 62 per cent. This year, we’ll cross 70 per cent,” Ramani says. “Very few companies on NSE grow at 30 per cent and have a ROCE of 70 per cent.”

He adds, “We are at 14 per cent EBITDA margin now. As occupancy stabilises at 85 per cent, margins

will move to 18-19 per cent in three to four years.”

India’s Office Market

When Awfis began in 2015, co-working in India was pretty much ground zero. “There were barely a couple of companies,” Ramani recalls. “By 2020, it was a 25 million sq. ft industry. By 2026, it’ll cross 100 million sq. ft, a fivefold growth story.”

Today, 20 per cent of all com-

mercial leasing in India happens through flexible workspaces. “It’s a Rs 14,000-15,000 crore market,” Ramani says. “The target market this year was about \$800-900 million, which will grow to \$2.5-3 billion in the next three to four years.”

The shift is driven by companies’ appetite for flexibility and convenience. “It’s like 10-minute delivery,” Ramani says. “Once you’ve tasted it, you don’t go back.

You don’t have to manage your real estate, build it out, or deal with the headaches.”

Competition has intensified but remains concentrated. “In 2020, there were 300 operators. Now maybe 400. But the top five, including us, control 60 per cent of the market,” he points out. “For large enterprises, brand is critical. It’s like trusting HDFC or Apple. You can’t go wrong with your workspace.”

Still, the growth is uneven. “We’re in 19 cities: nine Tier-1 and 10 Tier-2. Eighty-five per cent of our portfolio is still Tier-1,” Ramani says. The constraint, he explains, is not demand but supply compliance.

“If you go to Jaipur, I have a 5,000-seat demand, but no compliant assets. In metros, you take fire NOCs and occupancy certificates for granted. In Tier-3, they don’t exist.”

Without institutional-quality supply, expansion remains limited. “Tier-3 can’t grow till we get good landlords and developers,” he says. “Even in Indore, when we entered four years ago, vacancy was 45 per cent. Today it’s less than 1 per cent, how will you expand?”

IT and GCC Market

About 40 per cent of Awfis's portfolio today is tied to IT and IT-enabled services, with GCCs (Global Capability Centres) driving the next phase of growth.

"India's commercial market is roughly 40-45 per cent IT. About 30 per cent comes from domestic IT firms, 30 per cent from IT/ITeS outsourcing and 30 per cent from GCCs," Ramani explains. "Some of the IT/ITeS weakness has been taken over by GCCs."

As for macroeconomic headwinds, Ramani remains unfazed. "Tariffs and H-1B visa actually were a blessing," he says. "When companies can't hire in the US, those jobs come to India. These are political blips with short shelf lives."

He adds, "On the ground, I'm not seeing any headwinds. India's macro is resilient. Unless there's a black swan event, I don't see problems."

Future of Work and Outlook

Ramani has studied the evolution

you sat and what you did. Today, the human-centered design is about the employee," he explains. "If you're asking me to travel three hours daily, make it worthwhile."

Workplaces are now "central to company strategy," he adds, with multi-generational teams coexisting from Gen Z to Baby Boomers. "It's probably the first time in history that five generations are working together. To adapt to that, offices must offer multiple options."

Ramani sees a future that has autonomous offices. "When you and I collaborate, the room will become a meeting room. When we need quiet work, it'll adapt to give privacy. With AI, it will happen faster than we can imagine," he says. "When I walk into a chamber and say I want to meet someone, it will direct me to a ready space. That's where flexibility in life will come."

The hybrid work model, too, is still maturing. "Companies are grappling with it," Ramani says. "If everyone wants to come Tuesday through Thursday, I still need 100 per cent capacity. Over time, firms will define who comes when and then they can use less space."

Ramani's clarity about scale, capital discipline and diversification points to good bit of maturity of a company entering its second decade. "We are clear for FY26, 30 per cent growth," he says.

Awfis's model, asset-light, diversified, and innovation-driven, has already changed how India thinks of office space. "We wanted to be the HDFC of coworking," Ramani says. "We are now the single-stop solution for workplaces."

As he sums up: "We can't predict beyond three years, covid taught us that. All we can do is innovate, hustle and create new avenues for growth. And we'll continue to do that." **BW**

rohith@businessworld.in



India had about 1,500 GCCs last year, projected to rise to 2,400 in the next three years. "They'll employ 4.5 million people, up from 1.8 million," Ramani says.

Awfis has built strong partnerships with firms like Zinnov, EY, and Genpact. "Out of the last 50 GCCs that came to India, 11 were with us," he says.

He sees India's broader commercial real estate story as vastly underdeveloped. "New York City's six boroughs have 450 million sq. ft. India has about a billion and we have 1.4 billion people," Ramani points out. "By 2042, 50 per cent of India will live in 9 or 10 metro cities. When that happens, corporate real estate will explode."

"India's commercial market is roughly 40-45 per cent IT. About 30 per cent comes from domestic IT firms, 30 per cent from IT/ITeS outsourcing and 30 per cent from GCCs"

of workplace design since his early career. "In 2001, we coined the terms 'telecommuting' and 'distributed work.' It took 20 years and a pandemic for them to go mainstream," he says.

Now, he believes the future of work is shifting from company-centric to employee-centric. "Earlier, the company decided where

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Opening Essay

AUTO TRAILBLAZERS OF 2025

Young innovators at the forefront of automotive excellence honoured at the third edition of the BW Auto World 40 Under 40 Summit & Awards 2025

By Utkarsh Agarwal

In a year where India's automotive industry finds itself at the edge of rapid transformation, the third edition of the BW Auto World 40 Under 40 Summit & Awards 2025 showcased the vision, innovation, and talent driving this change. Organised by *BW Businessworld*, it is a platform for ideas, inspiration, and a look into

the future of how India's automotive sector will move. The summit brought together industry bosses, policymakers, and trailblazers to discuss the future of mobility while celebrating the achievements of emerging leaders in the automotive sector.

India at a Crossroads The summit opened with a keynote by Ganesh

Mani, President & COO, Ashok Leyland and CEO, Switch Mobility, who touched upon topics ranging from the rise of electric vehicles and sustainable practices to digital innovation and collaboration, highlighting that the future of mobility is not a distant goal but a present reality in motion.

He spoke of the need to balance economic growth with environmental



Photographs by Naval Kishor

responsibility, outlining how companies like Ashok Leyland and Switch Mobility are developing electric buses and last-mile delivery solutions. He also underlined India's opportunity to become a global leader in clean and smart mobility. Most importantly, Mani reminded everyone that it is the young leaders of today 'the awardees in the room' who will carry this transformation forward.

A highlight of the summit was a panel discussion on 'Reimagining Mobility 2030: Driving India's Auto Transformation with Technology, Sustainability & New Consumer Realities.' Moderated by Utkarsh Agarwal, Editorial Lead, BW Auto World, the discussion featured industry leaders like Amit Saharia, Group

President – Strategy, Hinduja Group; Nimish Trivedi, CEO & Co-founder, Evera Cabs; Poonam Upadhyay, Director, Crisil Ratings, Som Kapoor, Partner & Future of Mobility Leader, EY-Parthenon India; and, Natwar Kadel, Vertical Head – People Strategy, Hyundai Motor India.

The talk touched on how ACES (Autonomous, Connected, Electric, and Shared) vehicles are set to redefine the next decade. Panelists said that mobility in the next five years will evolve faster than in the last 50, even as AI, and sustainability will shape the cars and mobility of tomorrow. –

Challenges like charging infrastructure, evolving policies, and e-waste management were openly discussed, with a consensus that collaboration between government, industry, and startups will be key. As one panelist put it, the future won't be about 'engines versus batteries,' but about creating a balanced ecosystem where multiple technologies work together. The panel concluded that technology alone cannot define the future. It will require alignment of policy, people, and purpose to make mobility sustainable, inclusive, and future-ready.

The Awards The most awaited moment of the evening was the recognition of the winners of the BW Auto World 40 Under 40 Awards 2025. Now in its 3rd year, the awards not only celebrated the achievements of today's young pioneers but also served as a testament to the limitless possibilities that lie ahead in the ever-evolving landscape of automotive technology and innovation.

This year, while the platform traditionally honours 40 achievers, the jury chose to recognise 33 outstand-

Challenges like charging infrastructure, evolving policies, and e-waste management were openly discussed, with a consensus that collaboration between government, industry, and startups will be key

ing professionals and entrepreneurs whose contributions stood out for innovation, impact, and leadership. As we believe, awards should stand for excellence, not just numbers. The winners represented a diverse mix of OEMs, EV startups, component manufacturers, technology firms, and

sustainability ventures, whose contributions stood out for innovation, impact, and leadership.

The Jury The winners were chosen after a rigorous evaluation process led by a distinguished jury, chaired by Ganesh Mani, President & COO, Ashok Leyland & CEO, Switch Mobility. The jury panel included industry veterans like Annurag Batra, Chairman & Editor-in-Chief, BW Businessworld and Founder, exchange4media; Saurabh Vatsa, Managing Director, Nissan Motor India; Surya Khurana, Managing Director, FlixBus India; Vinkesh Gulati, Executive Body Member, Federation of Automobile Dealers Association (FADA) & Chairperson, Automotive Skills Development Council (ASDC); Sanjeev Handa, Senior Vice President - PR & Communications, Maruti Suzuki India; Rashmi Urdhwaresh, former director, Automotive Research Association of India (ARAI) & former president, Society of Automotive Engineers India (SAE India); and Noor Warsia, Group Editorial Director, BW Businessworld.

Each nominee was assessed on innovation, leadership, sectoral impact, and contribution to the larger ecosystem. The jury emphasised quality over numbers, ensuring only the most deserving names are featured in the final list. **BW**

utkarsh@businessworld.in





THE WINNERS

BW Auto World 40 Under 40 Awards 2025

Sr. No.	Name	Designation	Company
1	Abhilash Subash	Manager	Toyota Kirloskar Motor
2	Abhishek Malhotra	Brand Lead - EVs	JSW MG Motor India
3	Ashmitha C Ghodkey	Technical Expert	Bosch Global Software Technologies
4	Caleb Nirmal	Vice President - Supply Network Quality & Resiliency India	Volvo Group
5	Chandan Sharma	Associate Director Customer Success	SingleInterface
6	Devin Gawarvala	Entrepreneurial Founder	Rubber King Tyre
7	Gajanan Subhash Rachalawar	Assistant General Manager - Projects	Škoda Auto Volkswagen India
8	Harry Bajaj	CEO	Mobec Innovation
9	Mukul Chandra	Senior Product Manager/Deputy General Manager	Stellantis
10	Muskan Kakkar	Co-founder & Chief Operating Officer	GoMechanic
11	Dr Natwar Kadel	Vertical Head - People Strategy	Hyundai Motor India
12	Nishant Idnani	Managing Director & CEO	Vaultus Green Funding
13	Pavan Kumar.A	Co-founder & Chief of Electronics	LAPA Electric
14	Prabhat Pustake	Head - Program Management Office	Mahindra Truck and Bus
15	Raghav Rohila	Co-founder & CPO	ElectricPe
16	Rajesh Ramloutan Gupta	Managing Director	Evergreen Recyclekaro India
17	Richa Goswami	Director	Green Valley Group, Guwahati
18	Rutuja Raverkar	Head- Corporate Technology Office	Uno Minda
19	Sankalp Sinha	GM & BDE - Automotive Aerospace & Defense Industry	IBM
20	Sharath Sreekumar	Managing Director - India	Henn Indo-Pacific
21	Sindhu Ravindran	Product Owner	Bosch Global Software Technologies
22	Sumedh Sudhakar Battewar	Chief Business Officer	EMotorad
23	Swarana Biyani	Chief Manager - eMobility & Special Strategic Projects	Audi India
24	Varoon Narang	Assistant Managing Director	Wanfeng Aluminum Wheel India
25	Varun Sanghi	Chief Strategy Officer	CarTrade Tech
26	Vignesh Ramakrishnan	Founder	Carpal Automotive
27	Vinutaa S	Director - Business Development and Head - Strategic Clients Segment	ICRA
28	Yuvaraj Sukumaran	Head of Technical Risk & Review Management, WBS & Head of Strategy, Innovation & Efficiency, WBS TCI	AUMOVIO

BW Auto World Leadership Awards 2025

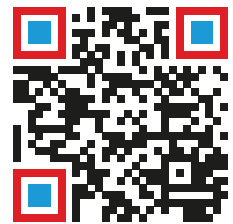
Sr. No.	Name	Designation	Company	Sub- Category
29	Sathyanarayana PVV	Vice President and Head of R&D	AVTEC/CKA Birla Group	R & D Excellence
30	Rakesh Kumar Murugan	Senior Director & Global Head - Digital Transformation & Sustainability	Bosch Software & Digital Solutions	Digital Transformation Leader
31	Raghav Rohila	Co-founder & CPO	ElectricPe	Green Mobility Pioneer
32	Dr Rajesh Ramdas Kumathekar	President	Ithrive Nature (Accurate Industrial Controls)	Green Mobility Pioneer
33	Nitin Chitkara	CEO	Meta Materials CircularMarkets	Sustainability Pioneer of the Year

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ABHISHEK MALHOTRA

Brand Head - EVs

Company: JSW MG Motor India



the launch of the MG Windsor EV. Leading the marketing strategy for this model meant diving deep into the EV ecosystem, analysing competition, and decoding customer insights. The 360° integrated campaign didn't just sell a product, it created a new segment. The Windsor went on to become India's best-selling EV for 12 consecutive months.

He believes the country is evolving into a major hub, driven by domestic demand, strong exports, and proactive policies. Looking ahead, Malhotra sees data-driven digital innovation as the most exciting frontier, from AI-led campaigns to hyperlocal activations transforming customer interaction. What keeps him motivated each day? The thrill of shaping strong brands, collaborating across teams, and witnessing the real-world impact of creative ideas. One word that defines him best: passionate. **BW**

UTKARSH AGARWAL

BUILDING SMARTER, SAFER MOBILITY SYSTEMS

Ashmitha C. Ghodkey's journey has been one of continuous learning, adaptation, and growth. From her early days as a software architect solving complex technical problems to now leading global teams in airbag system innovation, she has built her career on embracing change, challenging conventions, and creating high-performing teams that deliver measurable business impact.

Among her proudest achievements is the development of a strategic framework to manage technical debt in powertrain software, a solution that scaled across hundreds of projects and delivered potential savings of around €1.5 million annually. Beyond

the numbers, this accomplishment showcased how innovation in even mature technologies can unlock new efficiencies and drive lasting value.

Ashmitha sees India's evolving role in the global automotive industry as transformative. No longer just a cost-advantage location, India is becoming a hub for innovation and engineering excellence, setting new benchmarks in software-driven mobility.

What excites her most is

the convergence of AI and software-defined vehicles, a space that's reshaping mobility through intelligent, safer, and more sustainable systems.

Motivated by the drive to solve business challenges through technical excellence, she finds purpose in mentoring young talent and shaping technologies that make mobility safer for millions.

One word that defines her best is change agent. **BW**

UTKARSH AGARWAL

ASHMITHA C GHODKEY

Technical Expert

Company: Bosch Global Software Technologies





INNOVATING THROUGH RESILIENCE

Caleb Nirmal's journey has been defined by learning, perseverance, and a constant

drive to build excellence within the automotive supply network. Beginning his career as an engineer passionate about solving problems, he steadily grew into leadership roles by focusing on people, processes, and purpose. For him, quality has never been just a system,

it is a mindset shaped by resilience, collaboration, and shared vision. He credits his growth to the challenges he embraced and the mentors and colleagues who guided him along the way.

Among his proudest achievements is leading transformation within India's automotive supplier ecosystem. By driving a zero-defect culture, advancing manufacturing practices, and integrating sustainability, he has helped Indian suppli-

ers rise to global standards. He sees this progress as a collective success, built on the dedication of teams committed to excellence.

Caleb believes India's automotive role is rapidly evolving, from being a cost-competitive base to becoming a hub of innovation, sustainability, and resilience. With strong talent, digital maturity, and localisation, India is now a key player in shaping global mobility.

What excites him most is the shift toward fossil-free and circular manufacturing, redefining responsible growth for the industry. Each day, he is motivated by the opportunity to create meaningful impact - empowering people, enabling suppliers,

and driving sustainability. One word that defines him is Resilient. **BW**

UTKARSH AGARWAL



CALEB NIRMAL

**VP - Supply Network
Quality & Resiliency India**

Company: Volvo Group

DRIVING DIGITAL GROWTH IN MOBILITY

Chandan Sharma's journey has been about blending entrepreneurship, digital strategy, and technol-

ogy to solve real business and sales focused challenges. With 16 years of experience as an entrepreneur and a digital marketing specialist across automotive, beauty, personal care and consumer products, he has consistently worked on driving growth through technology, data, and strategy.

From running businesses to spearheading digital for

D2C brands, each role has added to his perspective on growth. At Euler Motors, he focused on amplifying the intent and adoption of commercial EVs by scaling digital marketing operations. Today, at SingleInterface, he drives hyperlocal growth for retail locations for multi-location brands.

Among his proudest achievements is being one of the early enablers of EV adoption in the commercial segment,

an industry long dominated by legacy brands. Driving category awareness, shaping customer intent, and positioning digital as a primary growth engine for the ecosystem remain achievements he values most.

Chandan sees India already playing a defining role in electric mobility, with commercial three-wheelers and two-wheelers thriving, a global case study in itself. He is excited by hyperlocal marketing for dealerships, backed with data intelligence and AI, which is transforming how

dealerships connect with customers. Motivated by tangibility, he works towards seeing outcomes of his contribution, driven by one word - perseverant. **BW**

UTKARSH AGARWAL



CHANDAN SHARMA

**Associate Director
Customer Success**

Company: SingleInterface



INNOVATION ON THE SHOP FLOOR

Gajanan Subhash Rachalawar's passion for mechanical engineering and curiosity about how things work naturally led him to the automotive industry. What drew him most was the opportunity to work across diverse functions, from design and procurement to project management and operations, and to witness ideas evolve into tangible products that move people and drive progress. That sense of impact, he says, has kept him inspired all along.

One of his biggest challenges came while building new businesses within large OEMs. Encouraging agility in traditionally process-heavy environ-

ments required more than operational tweaks, it demanded a complete mindset shift. Rachalawar tackled this by aligning stakeholders around long-term benefits, benchmarking global best practices, and conducting collaborative workshops to address real challenges. This approach, he says, not only fostered trust but

also helped deliver faster, cost-effective, and quality-driven outcomes.

Among his proudest achievements is earning a patent for a complex systems engineering tool. Overcoming early doubts through persistence and mentorship, he turned an idea into an innovation that now drives efficiency on the shop floor, a testament to how perseverance leads to impact.

Gajanan sees India evolving from a cost-competitive manufacturing hub into a centre of global innovation. **BW**

UTKARSH AGARWAL

GAJANAN SUBHASH RACHALAWAR

Assistant GM - Projects

Company: Skoda Auto Volkswagen India



SHAPING INDIA'S EV FUTURE

Harry Bajaj's journey in the automotive space stems from a deep fascination with how mobility drives human progress. For him, the shift toward clean energy and sustainable transportation wasn't just an emerging trend, it was the future taking shape. "EVs and energy storage are not just industries; they represent the future of how

India moves," he says. This belief led him to establish Mobec Innovation, a company focused on solving real challenges in India's electric mobility ecosystem.

Building a startup in an evolving sector has not been without challenges. Navigating shifting technologies, uncertain regulations, and investor hesitation demanded conviction and persistence.

Harry attributes his success to data-backed decision-making, a strong and passionate team, and a

focus on creating long-term impact rather than chasing short-term gains.

Among his proudest achievements is SMART 8, Mobec's mobile EV charging solution that brings charging directly to the vehicle, bridging the infrastructure gap and redefining convenience. Complementing this is the company's lithium-ion battery recycling program, which promotes circular value in the energy ecosystem.

Harry believes Mobec's work is helping address two critical barriers to EV adoption in India - charging accessibility and battery sustainability. By tackling these head-on, the company is driving India closer to its clean mobility goals. His guiding mantra remains simple yet powerful: stay

curious, stay resilient, and dismantle things to rebuild them better. **BW**

UTKARSH AGARWAL



HARRY BAJAJ

Chief Executive Officer

Company: Mobec Innovation

TRANSFORMING MOBILITY VIA DIGITAL INNOVATION

Mukul Chandra's fascination with how cars blend engineering, technology, and design shaped his career in the automotive sector. After completing his MBA from IMT Ghaziabad, he joined Bosch's Junior Managers Program, which exposed him to global best practices and kick-started his journey in creating mobility solutions.

One of his biggest challenges was adapting to the unique subscription needs of



North and South American customers while working in the San Francisco Bay Area. He led the launch of a new credit card capture feature that simplified renewals and enhanced customer experience.

Among his proudest projects is redefining the customer onboarding journey for connected services through Stellantis' mobile app. By streamlining a once-lengthy flow into a simple, app-driven experi-

ence, he set an industry benchmark for efficiency and demonstrated how digital transformation can deliver scalable business value.

Mukul's early work with Hyundai & Kia Motor Group on connected car platforms in India and his current focus on subscriptions, SDVs, and mobile customer experience bring valuable learnings to the Indian market. His approach is guided by values of customer centricity, agility, and innovation, enabling Indian customers to embrace vehicles as dynamic digital platforms. His guiding principle is to

build products that deliver measurable growth while creating genuine value for people. **BW**

MUKUL CHANDRA

Sr. Product Manager / Deputy GM

Company: Stellantis

UTKARSH AGARWAL

REDEFINING CAR CARE

For Muskan Kakkar, cars have always been more than machines, they represent stories, memories, and emotional connections. That human bond with mobility inspired her to build something that honours it. As the Co-founder and Chief Operating Officer of GoMechanic, she set out to make car care more reliable, transparent, and trustworthy for everyone.

Her journey, however, has not been without challenges. Finding her voice in an industry largely seen as male-dominated was one of her toughest tests. Balanc-

MUSKAN KAKKAR

Co-founder & COO

Company: GoMechanic

ing roles, overcoming doubt, and proving herself through consistent work helped her grow stronger. Muskan believes those experiences shaped not just her career, but her character.

What excites her most today is seeing GoMechanic bring the same level of quality and service to customers

across India. The thought that a car owner in any city can experience the same trust and professionalism gives her immense satisfaction.

Muskan believes her work is contributing to a larger change, one where the Indian automotive industry becomes more organised, customer-focused, and transparent.

A principle she lives by is simple yet powerful: growth doesn't need to be loud, it needs to be consistent. Staying grounded, true to her values, and moving forward one step at a time are what keep her going, both personally and professionally. **BW**



UTKARSH AGARWAL



SHAPING PEOPLE STRATEGY

Natwar Kadel's journey began in 2007 as a Management Trainee in Chennai. From scanning papers in his first month to leading HR & ER today, his career has spanned HR operations, employee relations, corporate HR strategy, and learning & development. Tough moments - when systems broke, trust was fragile, or reinvention was necessary - shaped his approach, teaching him to lead with empathy, embrace accountability, and see every challenge as an opportunity.

Rather than a single milestone, Kadel is proud of driving a cultural and structural shift from rigid

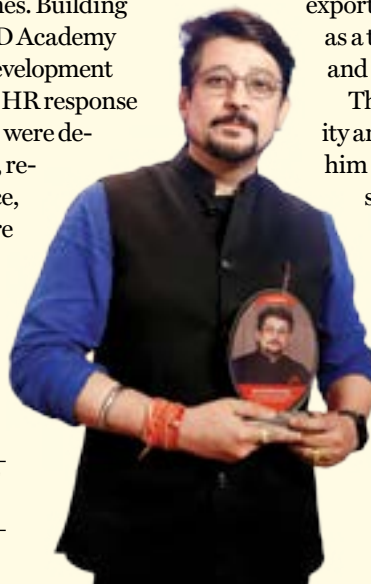
HR silos to a role-based organisation (RBO) that streamlined decision-making and linked every role to business outcomes. Building Hyundai's LEAD Academy for leadership development and steering the HR response during Covid-19 were defining moments, reflecting resilience, strategy, and care for people.

He sees

NATWAR KADEL

Vertical Head - People Strategy

Company: Hyundai Motor India



India evolving from a manufacturing hub to a co-creator of global mobility solutions, anchoring R&D mandates, exporting innovation, and serving as a testbed for electric, shared, and autonomous mobility.

The convergence of mobility and intelligence excites him - electrification, connected systems, AI, and data turning cars into "sensors on wheels." What motivates him daily is the belief that "today's decisions echo into the future". From structures designed to leaders nurtured, every action has a ripple effect. **BW**

UTKARSH AGARWAL

MAKING CLEAN MOBILITY BANKABLE

Nishant Idnani's journey began in structuring large power and renewable financings at ICICI and HSBC, delivering over \$9 billion in green transactions across Asia. Seeking to create scalable platforms for decarbonisation, he founded Vaultus Green Funding and, with Mitcon Engineering, built Planet Plus AMC, India's first dedicated e-tran-

sition asset management institution, combining capital and engineering to make the automotive and energy transition bankable at scale.

Among his proudest achievements is proving that clean mobility works economically, attracting international investments through green bonds and equity transactions, and launching India's first premium intercity EV bus service and tyre-as-a-service model. By shifting capex to opex, these initiatives reduce costs, unlock financing, and generate

green or carbon credit revenue for corporates and MSMEs.

Nishant believes India is positioned to lead globally by creating transition playbooks: corporates decarbonising fleets and supply chains, and MSMEs leveraging ready OPEX-based models. This dual approach positions India as a template for cost-efficient, exportable decarbonisation solutions.

The convergence of telematics, escrow, and carbon credits excites him most, enabling corporates to track verified emission reductions while giving SMEs access to performance-linked finance. His daily motivation stems from the belief that transition must be profitable and inclusive, proving that sustainability drives

competitiveness, not just compliance. One word that defines him best — Builder. **BW**

UTKARSH AGARWAL



NISHANT IDNANI

MD & CEO

Company: Vaultus Green Funding

POWERING ELECTRIC MOBILITY

Pavan Kumar A describes his journey as a roller coaster, beginning with ignorance but guided by the intent to make a difference. Over time, this evolved into clarity, which shaped his thinking and problem-solving approach, ultimately paving the way to where LAPA stands today.

He believes every day brings small achievements, and in LAPA's



journey, many of these small milestones have combined to create significant accomplishments.

Regarding India's role in the global automotive industry, Kumar sees it as critical and strategic. He emphasises that India must evolve beyond manufacturing to become a hub for R&D for futuristic technologies. This, he notes, requires deeper collabora-

tion between startups and OEMs, something currently lacking.

Kumar is particularly excited about emerging energy technologies, especially lithium cells, whose performance and reliability have improved tenfold over the past five years. He sees the potential of innovations like solid-state batteries to break barriers in range, safety, and durability, impacting not only automotive mobility but the broader commuting ecosystem. Asked about motivation, he says that if you love what you do, external motivation isn't needed. One word that defines him the best is Visionary.

PAVAN KUMARA

Co-founder & Chief of

Electronics

Company: LAPA Electric

UTKARSH AGARWAL

DRIVING GROWTH AND INNOVATION

Prabhat Pustake describes his career in the automotive sector as a journey marked by diversity and continuous learning. With experience spanning sales, product development, quality, and program management, he has contributed to numerous product launches across multiple categories. Each role and achievement has been a stepping stone, connecting the dots of his professional journey, a journey he believes is still unfolding, with much more to accomplish.

Among his proudest accomplishments are the contributions he has made to new product developments

PRABHAT PUSTAKE

Head - PMO

Company: Mahindra Truck and Bus

and launches. For Pustake, the significance of these achievements extends beyond technical success; it includes the positive impact on the growth of India's automotive industry, the broader economy, and the organisations he has been part of. Equally meaningful has been the opportunity to mentor and develop his teams,

fostering both personal and professional growth.

He sees India's role in the global automotive landscape evolving rapidly. The country is emerging as a major manufacturing hub with a unique combination of cost advantages, skilled labour, and growing capabilities in electric vehicles and sustainable practices.

With increasing exports and a focus on innovation, India is poised to become a strategic player shaping global mobility solutions.

Pustake draws daily motivation from the impact of his work.



UTKARSH AGARWAL



BW Auto World 40 Under 40 Award 2025 & BW Auto World Leadership Award 2025 - **Green Mobility Pioneer**

BUILDING RELIABLE CHARGING NETWORKS

For Raghav Rohila, the automotive sector is the backbone of the economy, enabling livelihoods and opportunities for millions. The vast scale and impact of the sector inspired him to build solutions that can drive meaningful change for India. One of the toughest challenges he faced was earning consumer trust in India's largest EV charging infrastructure of over 15,000 points. Building the network itself was demanding, but ensuring it was reliable and available when consumers needed it was even more daunting.

A core innovation he is most proud of is leveraging existing electrical connections to scale EV charging

infrastructure. This democratised charging rates, enabled rapid expansion, and set industry benchmarks for dense and reliable charging networks.

Raghav believes his work is shaping the future of the Indian automotive industry by promoting sustainable and alternate-fuel transportation. Setting up EV charging infrastructure and mobility centres

across Tier-1, Tier-2, and Tier-3 cities is helping bring EVs to the masses and propelling India toward a sustainable "Viksit Bharat."

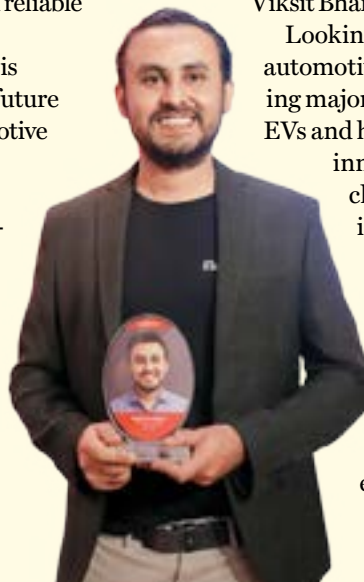
Looking ahead, he sees the automotive ecosystem undergoing major transformations, from EVs and hydrogen vehicles to innovations across supply chains, financing, servicing, and pre-owned markets. His advice to young professionals is to embrace the changes, innovate, and contribute meaningfully to the sector and the economy. **BW**

UTKARSH AGARWAL

RAGHAV ROHILA

Co-founder & CPO

Company: ElectricPe



PIONEERING KEY MINERAL RECYCLING

Rajesh Ramloutan Gupta's journey began in 2010 with a small paper recycling unit fueled by friendship and a shared dream. From modest beginnings, he and his team mastered waste stream management, expanded into e-waste recycling, and ultimately developed in-house technology for Lithium Iron Phosphate (LFP) battery recycling. Today, Recyclekaro processes over 24,500 MT of e-waste and 10,000 MT of spent lithium-ion batteries annually, generating revenues of Rs 220 crore.

Among his proudest achievements are Presidential recognition in 2025 and strategic contributions to India's National Critical Mineral Mission (NCMM). His expertise in lithium, cobalt, and nickel recovery has shaped national policy frameworks and

RAJESH RAMLOUTAN GUPTA

Managing Director

Company: Evergreen Recyclekaro India



supports India's goal of self-reliance in critical and rare earth minerals. Under his leadership, Recyclekaro has reached 95-97 per cent efficiency in critical metal extraction, achieved 99.5 per cent purity levels, and designed zero-waste discharge plants.

Gupta envisions India as a global powerhouse in sustainable automotive manufacturing, with secure domestic access to lithium, cobalt, nickel, and rare earth elements enabling a complete value chain, from recovered minerals to finished products. He sees the circular economy and advanced technologies such as AI-driven material sorting and biotechnological extraction transforming waste into a primary raw material source, creating jobs, reducing import dependence, and driving economic transformation. One word that defines him the best is Ambitious. **BW**

UTKARSH AGARWAL

BREAKING BARRIERS

Richa Goswami grew up watching her father, Pulak Goswami, build one of Assam's most respected automobile groups from the ground up. "His dedication, resilience, and vision deeply inspired me," she says. That legacy became the foundation of her own journey in the auto sector, where she has brought in new ideas of digital transformation, employee-first policies, and expansion into fresh brand partnerships.



Her journey, however, has not been without challenges. "Every day brings a new one, whether it's a GST revision, sudden policy shift, or changing customer behaviour," Richa explains. With thin margins and high operational costs, she believes resilience is the only way forward. "It takes a strong mental game to face the chaos at work and

still be able to switch off at home."

Among her proudest achievements is the launch of Green Valley Mahindra, a dealership she and her brother Abhishek built independently. As Regional Director of FADA in Assam, she also represents dealer interests and works to strengthen the industry's voice in the Northeast.

As a woman leader in a traditionally male-dominated industry, she hopes her journey inspires others. "Leadership is about mindset and commitment," she says. Guided by her favorite quote from *The Shawshank Redemption*, she adds, "Hope is a good thing, maybe the best of things—and no good thing ever dies." **BW**

UTKARSH AGARWAL

RICHA GOSWAMI

Director

Company: Green Valley Group, Guwahati

BUILDING AGILITY AHEAD

Rutuja Raverkar found her calling quite unexpectedly. "During my campus placement days, I attended a pre-placement presentation by a leading automotive OEM," she recalls. "The power, speed, and innovation associated with automotive products got me interested in the industry. But it's the dynamic and transformative nature of the sector that keeps me here every single day."

Over the years, she has worked across multiple functions, from product development to business excellence, each bringing its own challenges. "The most critical one right now is the ongoing transforma-

RUTUJA RAVERKAR

Head - Corporate

Technology Office

Company: Uno Minda

tion of the Indian automotive industry," she says. "We need fresh perspectives, resilience, and continuous skill upgradation while aligning people, processes, and strategy with market expectations." Her solution: adaptability and a constant hunger to learn.

She is proud of having setting up a subsidiary for the

emerging EV market in India during the Covid-19 period. "It was a rare intersection of technology, business, and people management - both challenging and rewarding."

For Raverkar, shaping the future means strengthening India's role as a global hub. "To make in India for India and the world, we must deliver quality with agility at competitive costs."

Her personal mantra: "To achieve big goals, take small steps continuously. A good start builds the right foundation and momentum for the journey ahead." **BW**

UTKARSH AGARWAL





ACCELERATING INNOVATION AHEAD

Sankalp Sinha has been passionate about transportation from an early age. “I’ve always been fascinated by how vehicles connect people and places — from trains and airplanes to cars,” he says. “The automotive industry, in particular, has always been a pioneer in adopting new technologies and setting trends. To me, a car symbolises life itself, you’re in control as its driver.”

During his career, Sinha has witnessed the industry evolve faster than ever before. “The last five years have brought more change than the previous five decades,” he notes. “To stay relevant, one must constantly learn, unlearn, and relearn.

Embracing new technology and ways of working is the only way forward.”

His projects have spanned three core areas — transforming products and services, optimising operations, and enhancing customer engagement. “These are powered by AI, hybrid cloud, IoT, 5G, and next-gen enterprise architectures,” he explains. “Beyond implemen-

tation, I also contribute through thought leadership, with over 60 international publications.”

For Sinha, shaping the future means helping clients stay ahead of trends in a rapidly shifting ecosystem. “India is not just a growing market; it’s a global innovation hub,” he says.

His guiding principle is equally forward-looking: “Stay grounded, gear up, and drive as per the situation — slow down only to accelerate again.” **BW**

UTKARSH AGARWAL

SANKALP SINHA
GM & BDE, Automotive,
Aerospace & Def. Industry
Company: IBM



CURIOSITY DRIVES INNOVATION

Sharath Sreekumar describes his journey in the automotive sector as one that began unexpectedly but quickly revealed the industry’s unique blend of engineering excellence and continuous innovation. “With India emerging as a dynamic automotive market, I was inspired to contribute to technologies that meet local needs while supporting global aspirations,” he says.

One of Sreekumar’s biggest challenges has been bridging global technology with India’s unique ecosystem, balancing world-class quality with local supply chains and cost dynamics. He navigated this by fostering collaboration, building trust with partners, and focusing on long-term transformation rather than short-term fixes. Transparency and resilience have been critical in achieving success.

SHARATH SREEKUMAR
Managing Director - India
Company: Henn Indo-Pacific

Among his most exciting initiatives is driving the localisation of advanced technology solutions in India. Components and systems that were previously imported are now engineered and manufactured locally, reducing lead times, improving cost competitiveness, and reinforcing India’s self-reliance in critical automotive technologies.

Sharath sees his work shaping the future of India’s automotive industry by transforming it from a manufacturing base into an innovation hub. Through nurturing local talent, collaborating with OEMs and Tier-1 suppliers, and preparing the ecosystem for electrification and sustainability, he believes India is poised for global competitiveness. His guiding principle is simple yet powerful: “Stay curious, stay humble.” **BW**

UTKARSH AGARWAL





SEEK, MASTER, GUIDE

Sindhu Ravindran describes her passion for the automotive sector as stemming from a combination of engineering, innovation, and societal contribution. “The rapidly evolving automotive industry offers a perfect platform for these passions,” she says. “Bosch’s commitment to innovation, quality, and social responsibility makes it an ideal environment to excel and contribute meaningfully.” One of the key challenges has been orchestrating the development of requirements engineering tool solutions that harmonise business objectives, user needs, and the possibilities offered by emerging technol-

ogy. She overcame this by ensuring end-to-end stakeholder engagement, integrating robust UX methodologies, and fostering a collaborative environment that balanced perspectives across the development lifecycle. Among her most exciting contributions is Bosch India’s low-cost diesel ECU for the 1- and 2-cylinder vehicle segment, for which she

received the Bosch Smart Solutions award. Her work focuses on turning raw vehicle fleet data into actiona-

ble insights using cloud-based monitoring and AI, enabling predictive maintenance and proactive risk management. She emphasises her guiding philosophy: “Seek, Master, Guide.” She believes in exploring challenges, mastering expertise, and then leading teams with informed perspectives to drive results. **BW**

UTKARSH AGARWAL

SINDHU RAVINDRAN

Product Owner

Company: Bosch Global

Software Technologies



MAKING MOBILITY AFFORDABLE

Sumedh Sudhakar Battewar believes mobility is one of the most impactful aspects of modern life—after food, shelter, and clothing, it has become a fourth essential need. This understanding inspired him to build his career in the automotive sector, focusing on solutions that improve daily commute and accessibility. The most challenging phase of Battewar’s journey was setting up a gigafactory and establishing

a fully localised supply chain in India. Creating a world-class team and aligning diverse stakeholders

allowed him to overcome these challenges, ensuring that production, quality, and delivery met global standards. Among the projects that excite him most are Trex Pro and Dope, innovative vehicles designed to address daily commuting needs for office-goers and children. Solving real-world mobility challenges for such users and providing practical, sustainable solutions gives him immense satisfaction. Battewar sees his work shaping the future of the Indian automotive industry by offering affordable and reliable commute options, especially for teenagers and health-conscious buyers. His efforts are helping create economically viable alternatives for daily transportation, expanding access to efficient mobility across India. He believes in moving past regrets, forgiving, and focusing on progress, principles that guide both his professional and personal life. **BW**

UTKARSH AGARWAL

SUMEDH SUDHAKAR BATTEWAR

Chief Business Officer

Company: EMotorad



TRAILBLAZING EV INNOVATION

Swarana Biyani has spent over a decade shaping automotive innovation in India. Her career, particularly the last six years in the automotive sector, has been driven by a single belief: innovation should not only fuel business growth but also reshape industries. At Tata Motors, she pioneered India's first EV subscription model with the Nexon, helping hesitant consumers experience EVs with flexibility and minimal commitment. She also led the digital test drive platform and built the TACNet startup accelerator to inject agile innovation into a legacy OEM. At Audi India, Biyani continues to push boundaries, launching

ChargeMyAudi, India's first EV charging roaming platform with over 6,500 integrated charging points, and developing the country's first 450kW ultra-fast charging hub powered entirely by renewables. Her work reflects a commitment to building sustainable, inclusive, and intelligent mobil-

ity ecosystems. She believes India is poised to become a global automotive innovation hub, combining its skilled workforce, growing technology sector, and massive domestic market.

Biyani is keen about enabling technologies like lightweighting, connected ecosystems, and AI-driven systems that enhance EV efficiency and scalability. For her, motivation comes from creating lasting impact: transforming industries, accelerating EV adoption, and setting new precedents. **BW**

UTKARSH AGARWAL

SWARANA BIYANI

**Chief Manager -
eMobility & Special
Strategic Projects**

Company: Audi India



DRIVING GREENFIELD GROWTH

Varoon Narang has built a career grounded in manufacturing operations, strategic leadership, and large-scale project management. Over the years, he has driven foreign investments, led greenfield expansions, and managed key portfolios in sales, projects, and corporate relations. His ability

to navigate both government and corporate landscapes reflects his conviction and relentless work ethic.

Among his notable achievements, Narang takes pride in leading the conception-to-commissioning of a mega greenfield alloy wheel manufacturing plant in India, a Sunrise Chinese FDI. The plant has generated employment for 1,600 people,

contributed US\$ 500,000 annually to the government exchequer, and uplifted local communities through CSR initiatives, establishing a lasting impact on both industry and society.

He sees India emerging as a global automotive powerhouse, driven by growing domestic demand, rapid technology adoption, the expanding EV ecosystem, and a rising component export footprint. Policy reforms, Make-in-India initiatives, and robust indigenous capabilities position Indian companies to play a major role in shaping global mobility.

Narang is particularly excited about autonomous driving technologies, which combine AI and connected vehicles, representing a transformative frontier for the sector. **BW**

UTKARSH AGARWAL



VAROON NARANG

Assistant MD

Company: Wanfeng

Aluminum Wheel India



VARUN SANGHI

Chief Strategy Officer

Company: CarTrade Tech



SHAPING INDIA'S AUTO TECH

Varun Sanghi has been instrumental in shaping India's leading digital automotive platform, CarTrade Tech. Over the past eight-and-a-half years, he has driven transformative initiatives across consumer marketplaces like CarWale and BikeWale, remarketing Shriram Automall, and horizontal classifieds via OLX India. Sanghi began by incubating CarTrade Infotech, the company's SaaS division, launching an auto-finance solution that now processes over half a million applications annually and powers dealer operations across India and internationally.

He also spearheaded CarTrade Ventures, a \$100 million fund for strategic acquisitions, culminating in the

Rs 520 crore acquisition of OLX India. Under his leadership, the business turned profitable within two quarters, repositioning it as a category leader in India's digital recommerce market. Today, Varun drives strategy, M&A, and new growth opportunities across the group and serves on the boards of OLX India and Shriram Automall.

Sanghi believes India is evolving from a consumption-driven market to a global innovation hub, leveraging AI, connected solutions, and data infrastructure to transform how vehicles are designed, discovered, and transacted. At CarTrade Tech, he focuses on AI-led platforms that enhance discovery, pricing, trust, and end-to-end transactions for consumers and dealers alike. **BW**

UTKARSH AGARWAL

PIONEERING ONLINE CAR SALES

Vignesh Ramakrishnan began his journey as an engineer and quickly ventured into entrepreneurship. After a brief tenure at Mahindra, he launched CarMatch, a mobile app to help car buyers identify the right new car. While the initial venture did not succeed, it became a learning experience that led him to pivot into digital new car retail.

Today, Carpal Automotive is among the pioneers in India's online new car sales space. Ramakrishnan takes pride not only in the business's achievements but also in the team's perseverance over five years, experimenting with multiple

VIGNESH RAMAKRISHNAN

Founder

Company: Carpal Automotive

business models until they developed a lean, scalable, and sustainable model. He believes India is emerging as a global automotive hub, with R&D and design capabilities increasingly creating international impact. Digital transformation excites him the most, as the pace of change in the past five years has

surpassed decades of prior progress. Platforms such as VAHAN and other digital initiatives have enabled him to sell new cars online efficiently, making the ecosystem more agile.

Ramakrishnan is deeply motivated by his product-focused mindset. He studies car launches, trims, and packaging closely, drawing insights to innovate and improve customer experience.

Curiosity, he says, is his superpower, driving him to explore new possibilities and challenge conventions in the automotive industry. **BW**

UTKARSH AGARWAL





DRIVING INSIGHT AND GROWTH

Vinutaa S brings over 15 years of experience in the automotive and auto component space. Her career began on the analytical side, where she tracked industry trends, participated in rating assignments, and engaged with seasoned industry veterans. Since April 2025, she has expanded her focus to business development, connecting with a broader range of industry players, including emerging companies in auto and transportation. Through this journey, she has accumulated deep industry knowledge and forged meaningful relationships across the sector. One of her proudest achievements is being recognised as a trusted source by industry veter-



VINUTAA S
Director - Business Development & Head - Strategic Clients Segment
Company: ICRA

ans, who often seek her insights to supplement their understanding of complex automotive trends and topics. Vinutaa sees India's role in the global automotive landscape as both vital and rapidly evolving. While modest today, India is emerging as a significant hub for auto and component production, supported by higher content per vehicle, increasing volumes, greater outsourcing to local entities, vendor diversification by global OEMs, and cost competitiveness. She is particularly excited about advancements in vehicle safety, such as airbags, seatbelts, and sensors that track safety-related aspects - technologies that have already saved countless lives in India. **BW**

UTKARSH AGARWAL

BRIDGING TECH AND STRATEGY

Yuvaraj Sukumaran's passion for the automotive world began with a simple train journey as a child. Traveling three hours by rail sparked a deep curiosity about locomotives, their power and engineering, which soon expanded to road vehicles, including icons like the RX100. These early experiences ignited his interest in the mechanics of mobility and set the foundation for his career. One of the most challenging phases of his journey was transitioning from a purely technical role to one that combined technical expertise with leadership responsibilities. It demanded a shift from execution to embracing vision, strategy, and team empowerment. He credits his ability

YUVARAJ SUKUMARAN
Head of Technical Risk & Review Management, WBS & Head - Strategy, Innovation & Efficiency, WBSTCI

Company: AUMOVIO

to navigate this transition to the guidance of visionary leaders and the support of a skilled, committed team, which enabled him to create meaningful value and drive impactful outcomes. He is particularly excited about his work on AI-based predictive maintenance for the



brake industry. While data limitations prevented full implementation, the project opened a new dimension in his professional journey, bridging conventional product development with emerging AI technologies and deepening his understanding of data-driven decision-making in automotive engineering. Through AUMOVIO's R&D Excellence programme, Sukumaran focuses on solving system-wide problems rather than addressing one-time issues, a practice that can reduce development challenges, cut costs, and improve product quality over time. **BW**

UTKARSH AGARWAL



BW Auto World Leadership Award 2025 - R&D Excellence

ENGINEERING WITH PURPOSE

Sathyanarayana PVV leads with empathy, vision, and innovation. “Leadership is about listening deeply, inspiring boldly, and building bridges across diverse teams,” he says. His approach empowers teams to solve problems creatively while fostering a culture of collaboration and continuous improvement. During the Covid-19 pandemic, he faced two critical challenges: a chronic noise issue in an EV powertrain and a fatigue failure in transmission validation.

By combining root cause analysis, a cross-functional team approach, and a hub-and-spoke communication system, he successfully resolved both

problems. Weekly leadership reviews ensured alignment, momentum, and accountability, while empathetic leadership maintained high team engagement. These experiences reinforced his belief that technical problem-solving must be paired with human connection.

Looking ahead, Sathyanarayana

foresees rapid EV adoption across 2W, 3W, and 4W segments, convergence with AI for intelligent powertrains, and a systemic approach to sustainability through circular supply chains and carbon accountability. Safety-critical systems and autonomous technologies will redefine reliability, shifting focus from horsepower to “smart power” and turning vehicles into “computers on wheels.” He emphasises, “Solve problems in a way that others feel empowered.” ^{BW}

UTKARSH AGARWAL

SATHYANARAYANA PVV
Vice President and Head of R&D
Company: AVTEC/CKA Birla Group



BW Auto World Leadership Award 2025 - Digital Transformation Leader

SHAPING SMART MANUFACTURING

Rakesh Kumar Murugan leads with a vision-led, empowering, and outcome-driven approach. He explains, “I set a clear North Star, empower diverse teams to innovate, and ensure every initiative delivers measurable value—whether it’s improving productivity, reducing CO₂, or accelerating digital adoption across complex global ecosystems.” One of the most challenging

RAKESH KUMAR MURUGAN
Senior Director & Global Head – Digital Transformation & Sustainability
Company: Bosch Software & Digital Solutions

technology into business language, and building trust through early wins linked to tangible KPIs.

Looking ahead, he foresees the automotive sector being reshaped by EV adoption, GenAI, and sustainability-by-design. Cognitive factories, AI-driven quality control, and traceable supply chains are expected to become standard.

Compliance with regulations such as the EU Digital Product Passport will push OEMs toward circular, data-driven manufacturing—a transition Bosch is already enabling in India. For young professionals entering the sector, Murugan advises blending domain expertise with digital fluency and systems thinking. ^{BW}

UTKARSH AGARWAL



aspects of his career has been driving transformation in legacy automotive plants. Fragmented systems, resistance to change, and delayed ROI posed significant hurdles. Murugan navigated this by co-creating roadmaps with business leaders, translating



BW Auto World Leadership Award 2025 - **Green Mobility Pioneer**

LEADING THE CHARGE IN SUSTAINABLE MOBILITY

Rajesh Ramdas Kumathekar describes his leadership style as “Dreamer, Believer, Achiever.” His career has been marked by achievements and navigating challenges in India’s automotive and green mobility landscape. One of his toughest challenges came during the transition from BS-IV to BS-VI at Tata Motors, where he led technology adoption, cost management, and timely implementation using systematic design thinking, modularity, and creative problem-solving. He also played a pivotal role in developing India’s first and the world’s most powerful hydrogen-powered train project with Advantek, overseeing the entire fuel system development from design and assembly to testing and validation.

By studying global H2 trains and automotive proof-of-concepts, collaborating with experts, and taking a stepwise yet holistic approach, he ensured system reliability and performance, achieving a range of 360 km with a one-hour refueling time. He foresees rapid transformation in the automotive sector through electrification,

RAJESH RAMDAS KUMATHEKAR
President

Company: Ithrive
Nature (Accurate Industrial Controls Group Companies)



hydrogen powertrains, autonomous driving, AI, and SDVs. He predicts EV adoption will accelerate for 2Ws, 3Ws, PVs, SCVs, and buses, while hydrogen will gain ground in heavy vehicles, supported by CNG/LNG transitions. The shift from vehicle ownership to user-ship and the emphasis on emissions-free transport will redefine mobility. **BW**
UTKARSH AGARWAL

BW Auto World Leadership Award 2025 - **Sustainability Pioneer of the Year**

LEADING THE CIRCULAR AUTOMOTIVE REVOLUTION

Nitin Chitkara describes his leadership style as innovative, empowering, and collaborative. He has built his career around driving change in spaces where structure and standards were largely absent, particularly in automotive circularity. One of his most significant challenges was pioneering a business model in an industry just



beginning to adopt formal structures from a previously unregulated space. Chitkara navigated this by engaging stakeholders closely, building cross-sector alliances, and leveraging data-driven product innovation. This approach helped establish legitimacy and measurable impact for his initiatives, proving that even legacy sectors can embrace systemic change. He foresees the automotive sector undergoing transformative shifts in the next 3-5 years. The transition

NITIN CHITKARA
CEO

Company: Meta Materials
Circular Markets

from internal combustion engines to EVs, the rise of mobility-as-a-service replacing traditional ownership models, and the mainstreaming of circular economy principles, emphasising reusability, traceability, and carbon insetting, will define the future of mobility. To young professionals, he advises adopting sustainability and digital transformation not as verticals but as default mindsets. He encourages bold thinking to create solutions that bridge policy, technology, and tangible impact. For him, the journey is about business success and shaping a sustainable future for India’s industrial ecosystem. **BW**

UTKARSH AGARWAL

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For Nominations:

Syed Ahmar Abbas, + 91 79034 96706
syed.abbas@businessworld.in

For Speakership & Partnership:

Shilpa Chandel, + 91 9958 693775
shilpa@businessworld.in

The seventh edition of the Dehradun Literature Festival, held in Dehradun in November, featured a panel discussion on India in 2047. The speakers were Ranjita Ghosh, Global Chief Marketing Officer at Wipro; Gen. Manoj Naravane, former Chief of Army Staff; and entrepreneur and angel investor Aditya Pittie, with Jyotsna Sharma, Deputy Editor of *BW Businessworld*, moderating the discussion. The discussion touched on several aspects, including technological advancements, education, gender parity, and defence.

Setting the context for the conversation, Sharma spoke of India's goal for the nation to achieve a \$30 trillion GDP mark by 2047, 100 years of independence for the country. She highlighted that at the moment we are a \$4 trillion economy, the fourth-largest and by 2030 we aim to be a \$7 trillion GDP economy and the third-largest, however, to get to the 2047 mark the nation must prioritise key aspects such as sustainability, increasing women participation in the workforce, increasing our focus on the manufacturing sector, becoming an export-led economy and most importantly, embracing artificial intelligence (AI) and technological development.

She did, however, say that the pace of digital tech adoption must match security measures put in

The panel discussion at the Dehradun Literature Festival covered several key aspects, including technological advancements, education, gender parity, and defence
By Jyotsna Sharma



India@2047

place. To illustrate, she mentioned that digital payments are set to grow from 200 billion in FY25 to about 600 billion in FY30, and in the first half of FY25 alone, over 600,000 UPI frauds took place, which amounted to approximately Rs 485 crore lost.

Tech will propel the nation forward

Ghosh highlighted that of the worldwide spend of over \$5 trillion on information technology (IT) in 2025, a significant portion is now driven by investments in AI. She further highlighted that in 2025, India is poised to contribute \$20 billion to AI-related spends alone, which is promising as far as our 2047 goals are concerned. She emphasised

that tech and AI will help propel the nation forward as they are integral to innovation across all industry sectors.

She said that the role of women in making India a developed economy is pivotal and cannot be overstated. As the nation aspires to reach new heights by 2047, harnessing the potential of its entire population becomes

Photograph by Frolopiaton-palm



crucial. By enabling equal opportunities in education, employment, mentorship, and leadership, India can tap into its vast reservoir of talent and build skills that support progress. Encouraging women's participation not only enhances productivity but also leads to more equitable development, accelerating the nation's journey towards becoming a global economic powerhouse.

Gen. Naravane said that the defence budget currently at Rs. 6.81 lakh crore is barely two per cent of the GDP, and

that must be increased. The goal is to increase defence production too, from Rs. 1.6 lakh crore to 3.2 lakh crore within three years from now, which, if achieved, would be a good metric when considering our 2047 goals.

In regard to being the fourth-largest economy that is steadily growing, he said it is a matter of pride, but we must put things in perspective. The US is at \$30 trillion; China is at somewhere around \$19 trillion, so we, at number four and a \$4 trillion economy, have a lot of catching up to do.

And, to do this, we must grow at double-digits annually; for instance, 12 per cent GDP growth would be good. Further, he said, tech adoption in the armed forces has always been optimal, but now since the pace of evolution of tech has changed, the armed forces must adapt quickly to the change.

Naari Shakti, the cornerstone of Viksit Bharat

Pitte said that India has a solid foundation to forge ahead in its 2047 target. He highlighted that India is a fast-growing economy with a growth rate of 7 per cent, and an extremely low inflation rate, which has dropped below 1 per cent. India also has the demographic dividend of the youngest median age population; the median age in India is 29.

As per him, as the nation progresses, it needs to ensure that skilling is paramount. The young population must be provided with 21st-century skills. In addition, he mentioned that Naari Shakti is the cornerstone of Viksit Bharat, and a lot of good work is being done in the area. He shared that the Female Labour Force Participation Rate (FLPR) increased to 41 per cent in 2023-2024.

Further, women-owned MSMEs account for 20 per cent of new registrations on the Udyam platform. He said that a superpower is built with *atmanirbhar* along with being *atmanirbhar*, so we need to have belief in ourselves that we will be able to achieve our goals, and every citizen must work towards it. The panel concluded that the nation with so much promise is on the right track. With investments in tech, R&D across sectors, skilling and becoming an export-led economy, we are well-positioned to achieve our 2047 goals. **BW**

jjyotsna@businessworld.in



L-R: Aditya Pittie, Entrepreneur and Angel Investor; **Gen. Manoj Naravane**, former Chief of Army Staff; **Ranjita Ghosh**, Global Chief Marketing Officer, Wipro; and **Jyotsna Sharma**, Deputy Editor, BW Businessworld

Your Business Fortune in 2026

Astrological Guidance for Success in the new year ahead



AS WE MOVE INTO 2026, the celestial energies promise a year of both opportunity and challenges for entrepreneurs. With powerful planetary alignments favouring wisdom, discipline and expansion, the cosmic currents reward those who balance ambition with integrity. Here's what the stars reveal for your business ventures.

Aries: The first half of 2026 requires patience as planetary energies test your foundations and hidden resources. Mid-year onwards brings exceptional stability, property gains, and emotional security. This time is highly favourable for real estate ventures and family businesses. The latter part of the year energises your creative projects and speculative investments with renewed confidence.

Advice: Build strong foundations early; expansion opportunities come mid-year. Don't rush – patience rewards persistent effort. Creative ventures flourish in the final quarter.

Taurus: Communication becomes your superpower this year. Mid-year planetary shifts prompt short-distance business travel, writing projects, and sibling partnerships. Networking brings slow but steady long-term gains through valuable social connections. This is an excellent time for building lasting business alliances and community-based ventures. The final quarter favours property and home-based businesses.

Advice: Leverage your network consistently; reliable communication and strategic partnerships are your keys to prosperity. Document all agreements carefully.

Gemini: Early 2026 brings self-confidence and personal growth opportunities. Mid-year onwards accelerates financial growth dramatically as planetary blessings pelt upon your wealth sector. Your income streams expand, especially through communication, writing, teaching, and intellectual work. Professional discipline is demanded but promises significant career recognition for hard work.

Advice: The first half is for self-development; the second half brings substantial monetary rewards. Focus on value-based offerings and ethical business practices.

Cancer: This is your most auspicious year. The first half requires introspection and spiritual preparation. From mid-year onwards, Jupiter's divine blessings bring confidence, wisdom, expansion, and public recognition directly to you. Launch major ventures, expand operations, or rebrand your business during this golden period. Discipline in execution ensures lasting success.

Advice: Wait until mid-year for major launches. The universe fully supports your ambitions in the second half – this is your breakthrough year. Trust divine timing.

Leo: Transformation through challenges marks your journey this year. You may face unexpected obstacles in joint ventures or shared financial resources but that will ultimately strengthen you. Mid-year onwards encourages spiritual business practices and introspective planning. The final quarter begins a highly favourable cycle that extends into the years ahead.

Advice: Focus on inner work and strategic planning now. Avoid hasty financial decisions. The real growth begins late 2026 into 2027. Patience yields powerful rewards.

Virgo: Networking and social connections may bring exceptional gains this year. Mid-year planetary blessings will expand your social circle with influential contacts and can help fulfill long-term goals. However, part-

nerships require careful selection in formalising agreements. This year rewards collaborative ventures built on trust, clear communication and mutual respect.

Advice: Quality over quantity in partnerships. Document everything meticulously. Your network is your net worth in 2026. Choose associates who share your values and preferences.

Libra: Career elevation and public recognition dominate this year. Mid-year onwards brings leadership opportunities, business expansion, and authority in your field. This is prime time for establishing your professional reputation. Competition resolves in your favour through persistent, disciplined effort. International business opportunities may flourish dramatically.

Advice: Step confidently into leadership roles. Your professional reputation grows significantly. Service-oriented businesses and consulting ventures thrive. This is your time to shine.

Scorpio: Exceptional successes await in media, technology, and transformation-based businesses. Mid-year planetary wisdom brings long-distance opportunities, higher learning applications and philosophical depth to your ventures. Creative projects and speculative investments require careful planning and strategic timing. Your independent vision, combined with spiritual purpose creates powerful, lasting success.

Advice: Mentor others while you rise. Ethical business practices and genuine compassion toward employees multiply your blessings exponentially.

Sagittarius: Your ruling planet brings blessings through transformation this year. Joint finances, partnerships, shared resources, and inheritance matters get prominence significantly mid-year onwards. The time is ideal for financial partnerships, insurance ventures and research-based businesses. Property and home-related ventures require patience but will stabilise gradually. A highly favourable cycle begins late in the year.

Advice: Transform your business model from the mid-year.

Shared ventures with crystal-clear agreements prosper. Trust the divine process of change.

Capricorn: Early challenges give way to remarkable success. Communication and business operations demand discipline and careful attention initially. Mid-year onwards is highly auspicious for partnerships, marriage and collaborative ventures. First-generation entrepreneurs experience exceptional growth if they persist through initial obstacles with determination.

Advice: Don't give up in the first quarter when tested. Mid-year brings golden partnership opportunities. Your grit and perseverance may create remarkable breakthroughs.

Aquarius: Slow but steady financial growth comes through disciplined savings and ethical practices this year. Mid-year onwards you are able to overcome competition and significantly improve daily operations and work systems. Innovation and technological opportunities present themselves consistently. New venture launches may feel unsteady initially but strengthen progressively.

Advice: Balance innovation with financial prudence. Invest in robust systems and efficient processes. Avoid over-leveraging early; the best gains come in the third and fourth quarters of the year.

Pisces: This is a karmic year of personal growth through structured challenges. Maturity, responsibility, and business restructuring dominate your journey. The time mid-year onwards blesses creative ventures, education-related businesses and projects involving children or youth. Partnerships absolutely require rationality over emotion. Focus energy on new ventures rather than worrying about fluctuating profits.

Advice: Embrace discipline and dedicated personal development. Establish clear agreements in all partnerships. The right alliance emerges through patient and wise discernment. **BW**

The author is a Delhi-based astrologer and palmist. For personalised consultations, contact: info@astropraveen.com



Photograph by Sarayat Thaneerat

MASTERING THE *Message: A Practical Approach to Modern Public Relations* by Ganapathy Viswanathan is both a primer and a field guide for public relations (PR) professionals navigating today's complex communications landscape. Viswanathan, a seasoned PR practitioner himself, perceives public relations to be more than just traditional media outreach. Viswanathan argues that PR has evolved into a strategic discipline essential to organisational trust-building and crisis navigation in an

communications. This cross-industry approach reinforces Viswanathan's central thesis: modern PR requires versatility, strategic thinking and the ability to read rapidly shifting cultural currents.

"People sometimes think of PR as just a tool to garner attention or deal with a problem, but that's only a small part of it," he writes. "To me, PR is about people: getting to know them, connecting with them and talking to them in a way that seems real."

The text addresses how digital platforms have fundamentally restructured

"The book is based on things that have happened to me, things I've seen and things I've learned along the way," he explains. "It's not only about PR theory or strategy; it's also about how to talk to people in a world that is always changing." Stories and anecdotes

about."

This trust-building function has become increasingly critical as audiences grow more sceptical of institutional messaging. The author argues that in fragmented media environments, PR professionals serve as

A CHAMPION FOR PR BEYOND OUTREACH

In *Mastering the Message* author Ganapathy Viswanathan champions a thoughtful, ethically grounded approach to public relations that treats audiences as sophisticated stakeholders rather than targets who can be manipulated

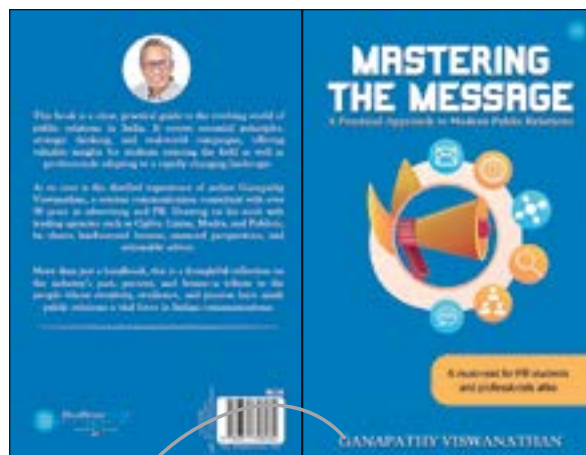
By Ojasvita Trivedi

interconnected world where reputation can be built or destroyed in hours.

"I've worked in communications for a long time and have seen how strong a good story can be," Viswanathan writes in his author's note. "It can change how people think about you, develop trust and even change how they see you totally." The book examines PR's application across diverse sectors; from political campaigns to sports public relations to financial

relationships between organisations and their audiences.

Viswanathan examines the profession's challenges candidly, including the talent gap plaguing PR firms, shifting media dynamics and rising audience expectations for authenticity. The author advocates that PR professionals combine creativity, strategic thinking and empathy; a triad he considers to be the very foundation of meaningful engagement.



TITLE:
Mastering the Message: A Practical Approach to Modern Public Relations

Author: Ganapathy Viswanathan

Publisher: Bluerose Publishers

Pages: 208

Price: Rs 289

illuminate abstract concepts in the book. Central to Viswanathan's philosophy is distinguishing public relations from advertising. "PR develops trust, whereas advertising gets people's attention," he writes. "It makes brands more relatable and links their messages to what people really care

credible intermediaries helping organisations articulate authentic values.

"People don't just buy things anymore; they buy into the stories that go with them," he observes. "PR helps companies figure out who they are, what they believe in and how to say it in a way that is true to who they are," he writes. The author's core message crystallises into a simple formulation: "Bottom line you have good stories and you speak truth you will gain trust."

The book champions a thoughtful, ethically grounded approach that treats audiences as sophisticated stakeholders rather than as targets who can be manipulated. It is a practical guide for PR professionals. **BW**

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For blocking page, please contact:

Aparna Sengupta

+91-99580-00128

aparna@businessworld.in

Anjeet Trivedi

+91-98181-22217

anjeet@businessworld.in

Ravi Khatri

+91-98913-15715

ravi.khatri@businessworld.in

Somyajit Sengupta

+91-98182-47444

somyajit@businessworld.in

Kiran Dedhia

+91-98333-99009

kiran@businessworld.in

Amit Papney

+91 98117 57555

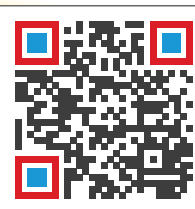
amit.papney@businessworld.in

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The Wisdom Blueprint Every Leader Needs Today

How to Lead a Tranquil Life by Swami Shekaranand is a thoughtful book that quietly rearranges how you see stress, choice and the inner mechanics of a well-lived life, says **SRINATH SRIDHARAN**

IN THE CONTEMPORARY world of business, where urgency masquerades as importance and constant motion is often mistaken for progress, the ability to hold a still centre is perhaps the rarest skill of all.

Swami Shekaranand's *How to Lead a Tranquil Life* speaks in a tone many leaders will immediately recognise – calm, steady, and unembellished – as if the writer has sat with the unspoken weight that modern professionals carry and decided to help them set it down gently.

What lends the book such quiet authority is the life the author has already lived. Long before monkhood, Swami Shekaranand spent years in the upper rungs of global banking. He has known the pressure of targets, the insecurity behind success, the fragile

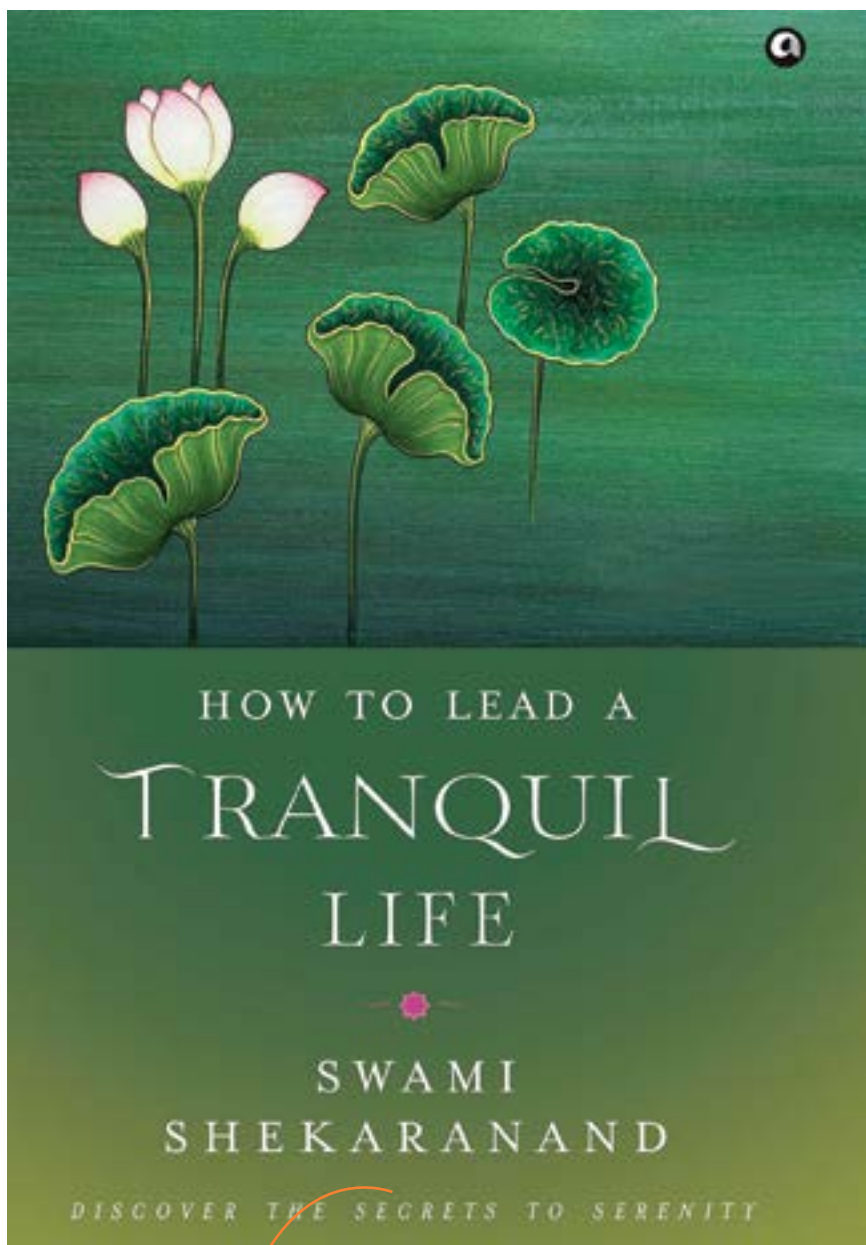
balance between performance and exhaustion. It is telling, then, when he observes that “Insecurity, distress, and unhappiness persist, stemming from our lack of self-awareness and a clear understanding of our true nature.” That gravitational sincerity is what makes the book feel less like a treatise and more like a companion for anyone navigating demanding lives.

The book advances through commentary and stories – real people, real missteps, real awakenings – each one used not as moral instruction but as a mirror. A leader paralysed by doubt; a young professional collapsing under the weight of expectation; a parent unable to recognise their own anxieties reflected in their child; an entrepreneur who confuses movement for meaning. In each, Swamiji uncovers the deeper layers beneath behaviour: the fears that masquerade as ambition, the noise that passes for thought, the unresolved emotions that dictate choices. The book's strength lies in how naturally these stories dissolve into insight.

A central thread running through the work is Swamiji's exploration of Subtle Reactive Tendencies – SRT

– the blend of *Sattva*, *Rajas* and *Tamas* that silently shapes the mind. For a business audience accustomed to KPIs, frameworks and metrics, it offers a surprisingly clear internal diagnostic. The book explains that “These factors – *Sattva*, *Rajas*, and *Tamas* – represent three fundamental energy propensities that shape an individual's thoughts, actions, behaviour, habits, and character.” Every decision, every reaction, every misunderstanding has something to do with the proportions in which these forces appear. The result is a framework that helps leaders see their own patterns – and the patterns of those they lead – with a different kind of clarity.

What also stands out is the way the book treats suffering – not as a failure, not as inadequacy, but as a signal that something in our understanding has gone astray. Modern professional life rarely leaves room to admit struggle, yet struggle is everywhere: the senior executive who cannot rest without guilt; the young manager who feels fraudulent despite praise; the high achiever who is exhausted by the very identity they built. Swamiji brings these contradictions into the



TITLE: *How to Lead a Tranquil Life*

AUTHOR: Swami Shekaranand

PUBLISHER: Aleph Book Company

PRICE: Rs 950 (Hardcover)

PAGES: 368

open with a gentleness that never judges, reminding readers that “Ignorance... is the fundamental source of life’s vicissitudes.”

The book also invites a deeper reflection on clarity, as the bedrock of effective decision-making. At a time when noise overwhelms nuance and pace overwhelms perspective, this becomes a leadership asset. And this is where the book finds one of its most persuasive voices, urging readers that “It is imperative to cultivate *Sattva*... for preserving the equanimity of the mind.” For professionals accustomed to equating stillness with stagnation, this redefinition feels quietly liberating.

“... the book treats suffering – not as a failure, not as inadequacy, but as a signal that something in our understanding has gone astray”

What is striking is how the book resists the typical tropes of spiritual writing. There are no calls to renounce, no moral superiority, no distance from everyday life. In fact, the book is anchored in the messiness of the everyday – deadlines, family dynamics, self-doubt, conflict, pressure, ambition. The spiritual lens is not offered as an escape hatch but as a more precise instrument for examining the human condition. This is why the book feels accessible to people regardless of their personal beliefs. It makes spirituality feel like an inner skill rather than a philosophical stance.

This book carries a quiet promise: it is possible to live with weight and still walk lightly. It is possible to lead without losing oneself. And it is possible to succeed without surrendering peace.

By the final pages, *How to Lead a Tranquil Life* does not feel like a book you have read, but like a conversation you have had – one that continues quietly long after you close it. It offers no shortcuts, no instant formulas, no motivational theatrics. What it offers instead is something rarer: a grounded, humane understanding of the mind, and a reminder that clarity and calm are not distant ideals but practical capacities we can all cultivate. [EW](#)

The writer is a corporate advisor and author of Family and Dhanda

Indians Chase Dubai Dreams

RIZWAN SAJJAN on how Indian investors are reshaping Dubai's property landscape with his Danube powering the momentum

Indian buyers have always played a defining role in Dubai's real estate story, and over the years, I've witnessed this relationship deepen in remarkable ways. At Danube, our journey has grown alongside this trend. Our philosophy has remained simple and unwavering: to create real value for every penny our homebuyers and investors spend. This means high-quality construction, prime locations and amenities that genuinely elevate lifestyles.

Our success rests on pillars we refuse to compromise on—before-time delivery, innovative payment plans and a customer-centric team committed to doing right by our buyers. These fundamentals have made Danube a trusted brand and positioned us at the heart of Dubai's booming property market, especially among Indian investors seeking stability, returns and long-term value.

On Market Pulse

Dubai today offers one of the world's most dynamic real estate environments, and its appeal continues to rise. Progressive policies, infrastructure, safety, and a cosmopolitan lifestyle draw both domestic and global investors. Mid-income housing remains especially strong because it aligns with the aspirations of young professionals, families and international buyers seeking affordability without sacrificing quality. Dubai still remains far more accessible than cities like London, New York or Singapore while of-

fering comparable quality of life and returns.

What sets Danube apart is our focus on value creation end-to-end—from choosing prime locations to designing lifestyle-rich communities. Our 1 per cent payment plan has been a true game-changer, enabling salaried professionals and first-time investors to purchase luxury properties without heavy upfront strain. As global attention grows, we've expanded our offerings with 50+ amenities, diverse unit types and faster delivery cycles to give international buyers a seamless, rewarding experience. Our latest project, Shah Rukhz by Danube, on Sheikh Zayed Road, is a monumental collaboration with Shah Rukh Khan—an iconic commercial tower designed for visionaries, blending luxury, innovation and star power.



Indians make up nearly 35 per cent of our buyers—both expatriates and residents. Many invest for rental returns, capital appreciation or the Golden Visa

On the Indian Surge

Indians make up nearly 35 per cent of our buyers—both expatriates and residents. Many invest for rental returns, capital appreciation or the Golden Visa. For India-based buyers, we ensure complete FEMA and Liberalised Remittance Scheme (LRS) compliance, as instalment-based foreign liabilities are prohibited. Families can pool their \$250,000 LRS limits, enabling them to buy premium Dubai properties

legally and seamlessly.

As Dubai's momentum accelerates and Danube continues expanding across prime neighbourhoods, I often ask myself: are Indian investors simply part of this rise—or among its biggest catalysts? **BW**

As told to Ashish Sinha

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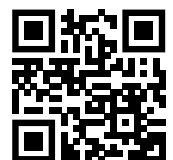


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