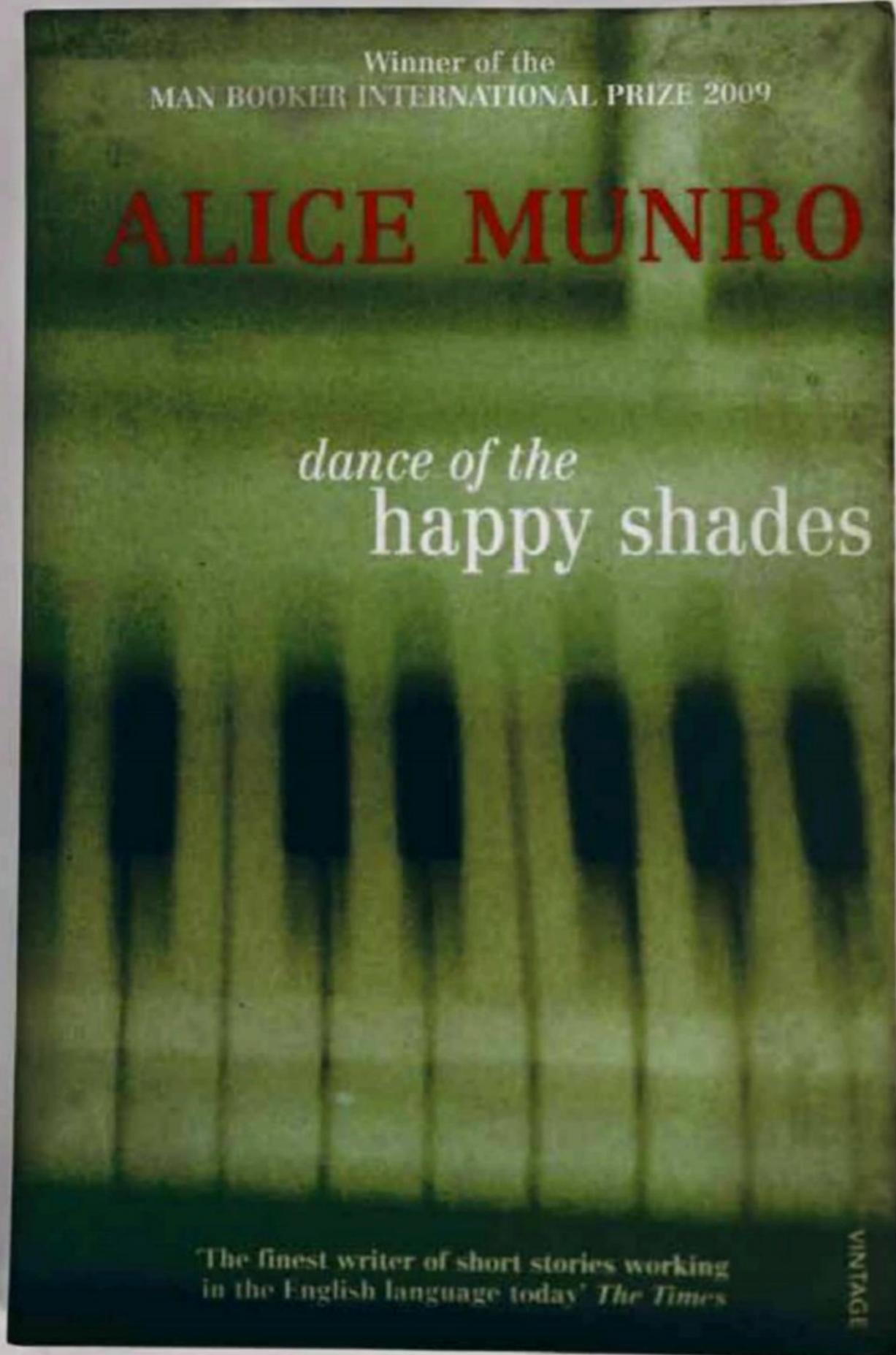


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Will You Read This Book?

Nobel Laureate and Canadian writer Alice Munro's daughter Andrea Skinner has said she was abused as a child by her stepfather, and her mother kept quiet. This has again ignited the debate: can art and the artist be separated

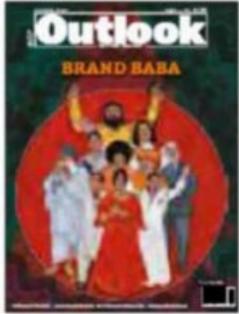
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ON THE COVER

Alice Munro, the Canadian writer who was awarded the Nobel Prize for Literature in 2013, died on May 13 this year at the age of 92. Two months after her death, Munro's daughter, Andrea Skinner, disclosed in an essay in *Toronto Star* that her stepfather had sexually abused her for years—the first time when she was nine years old. Skinner told her mother the truth when she was an adult, but Munro did not react with "concern or support", but "as if she had learned of an infidelity". Munro also continued to stay with her husband till his death. This revelation has sparked a global controversy on Munro's complicity in her daughter's abuse. The literary world is now debating the impacts of a patriarchal system, the painful culture of silence in our society and Munro's legacy.



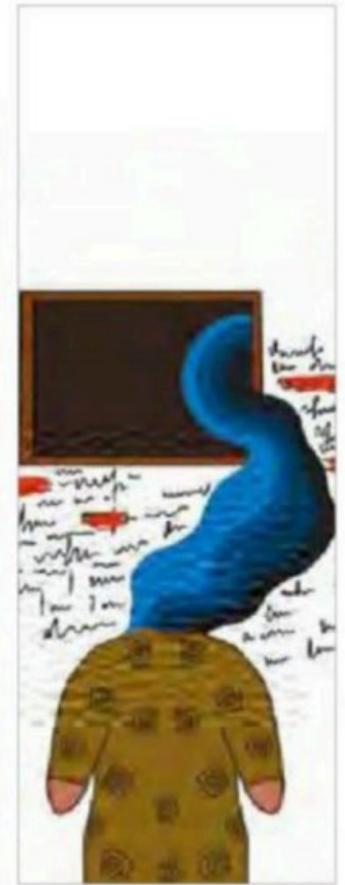
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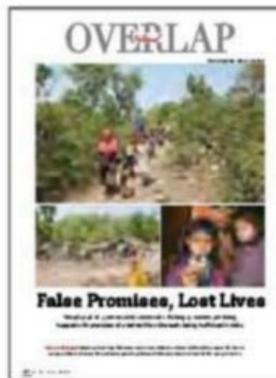
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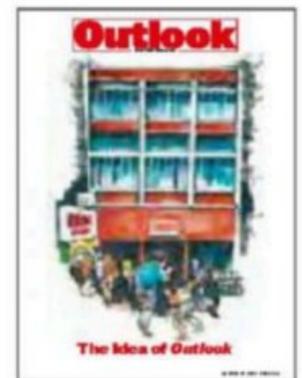
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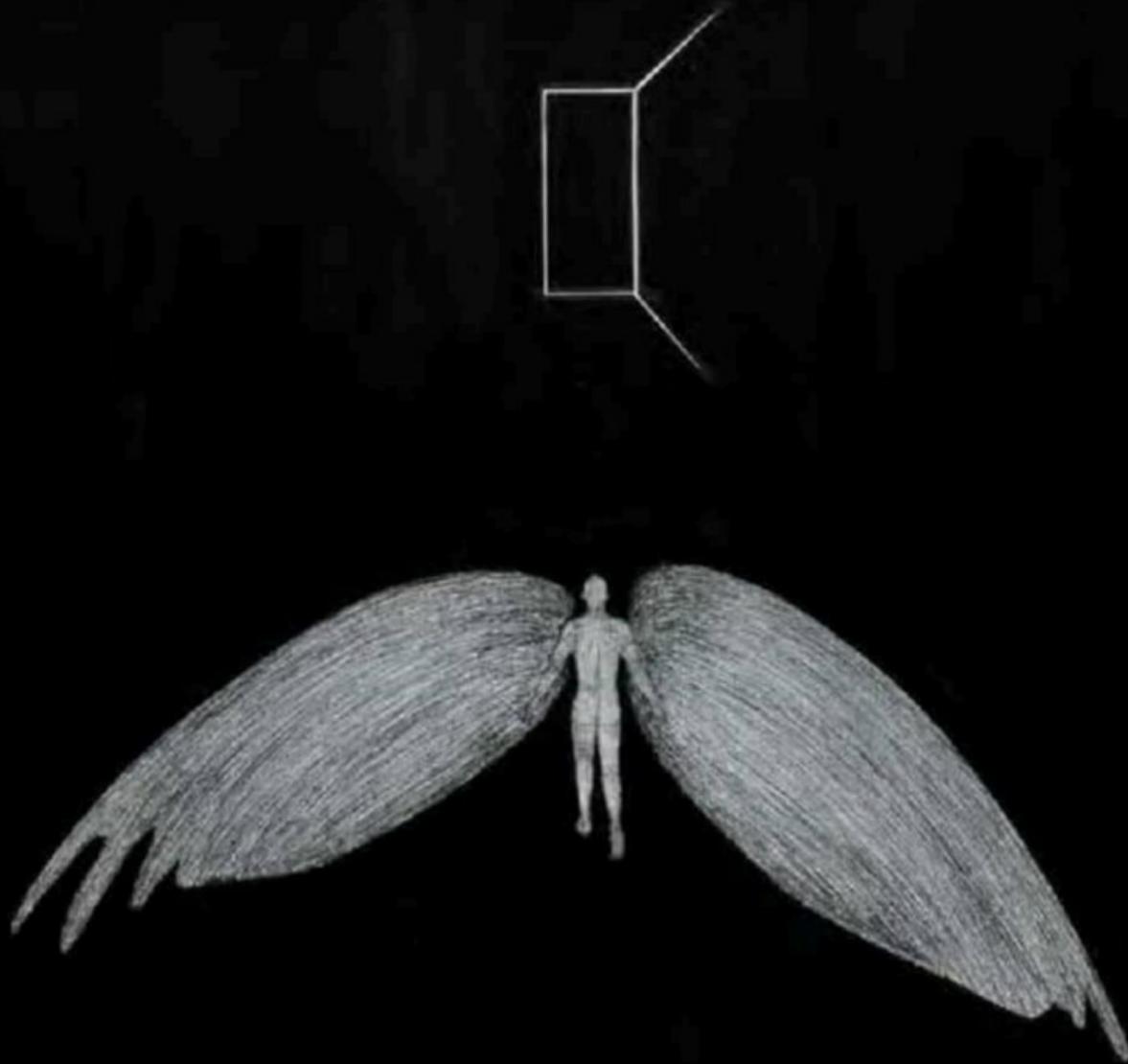


117 | THE IDEA OF OUTLOOK

A look back at AB-10, where it all began

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“The Dance of the Happy Shades,” says Miss Marsalles. Danse des ombres heureuses, she says, which leaves nobody any the wiser. But then driving home, driving out of the hot red-brick streets and out of the city and leaving Miss Marsalles and her no longer possible parties behind, quite certainly forever, why is it that we are unable to say—as we must have expected to say—Poor Miss Marsalles? It is the Dance of the Happy Shades that prevents us, it is that one communiqué from the other country where she lives.

—*Dance of the Happy Shades* by Alice Munro

Chinki Sinha

ALICE Munro wanted to change the endings. She found it unbearable that the little mermaid in Hans Christian Andersen’s story could not get the prince despite the enormous sacrifices she made. She thought it was dreadfully sad.

She said in an interview that she used to walk around their little brick house and imagine a happy ending for the mermaid, who endured agonising pain with every step after transforming her limbs. Munro wanted her to have a happy ending, marry the prince and not die in water.

That’s what I remembered when her daughter Andrea Robin

Skinner wrote about her mother’s failure to protect her from sexual abuse by her stepfather and Munro’s second husband, Gerald Fremlin. Skinner was nine when she was abused by Fremlin. At 25, she told Munro about what happened, but Munro said she was too late. Skinner wrote that she believed Munro viewed it more as an act of infidelity.

In all of this, Munro was choosing a happy ending for herself. Did Munro ever think if the little mermaid married the prince and lived on land, she would be forever in pain? Was she in pain? Her stories are testimonies also. Perhaps they are confessions.

Munro is no longer there. She was born in Canada in 1931 and started writing short stories and won many prizes, including the Nobel Prize for literature in 2013 for her work.

I wouldn't say I have cancelled Munro. That's too simplistic. Munro wasn't actually telling us how to be. She was writing about fictional people living fictional lives, but reading her gave me a sense of what was out there. Love, loss, expectations, transience, desire and then, there would be a train sometimes to take you away from home out into the world. There was also abandonment.

I first read Munro in a similar landscape of Upstate New York. It was about everyday life. It was about places that aren't in the eye of everyone. My father and mother had chosen to live quietly in Patna, a city still, but in many ways, away from ambition. Munro came from a working-class background. I found solace in that. There was a repressed longing in there and I could feel that too. And of course there was that foray into the unsettling territory. There was all that to her writing.

I first read her to find a cure for homesickness. Not that Patna was anything like Ontario. I guess I thought Munro knew how to keep the landscape intact. I didn't want to forget where I had come from.

And then, as I picked up one story after another, I found betrayal and neglect in there and judgement, too.

I moved on to other writers. She became too bleak for me. I didn't want to be that girl in *Open Secrets* who disappeared.

I remember there was that line in that book about an unsolved disappearance.

But some will say it wasn't that way

That she met a stranger or a friend

In a big black car she was carried far

And nobody knows the end.

The title story of Munro's eighth book, *Open Secrets*, is about a 13-year-old girl, Heather Bell, who disappears on a trip and nobody knows whether she is dead or has run away. In that story, the narrator says, "There will always be a tiny suggestion, in that, of her own free will."

Was it that Munro was writing about everything that happened to her?

How do we separate the art from the artist? Some would say they can't be separated. Others would not cancel artists because they did wrong things.

It is, after all, one's personal choice.

We are living in a biographical age where we learn and stumble upon facts. The internet is built out of biographies and thrives on it and that's how we are being forced into a more intimate relationship with the artist's personhood. When I read Munro, I had not known much about Munro's life.

But now that I do, I don't know if I will read her again and even if I do, I am not sure if I will read her with the same trust that I once put in her.

In fact, the abuse done to her daughter was an open secret.

In the same collection, there is a story called *Carried Away* about a librarian who is wooed by a soldier by mail during World War I. The soldier married another girl when he returned home.

When the librarian asks a salesman, "Do you think it was all a joke on me? Do you think a man could be so diabolical?" the salesman says, "No, no. Don't you think such a thing. Far more likely he was sincere. He got a little

THERE ARE SO MANY WOMEN LIKE HER CHARACTERS. WE HAVE MANY TIMES IGNORED OUR INSTINCTS AND WE HAVE SUFFERED. PATRIARCHY DOES THAT.

carried away. It's all just the way it looks on the surface."

The librarian is then seduced by the salesman.

I understand in a way why Munro's women ended up with strange men and even forgave them for horrible things and how doomed these forgivers were and how sometimes they didn't even understand what they had done.

Munro wasn't telling us how to live. She was telling us how we live.

I have done the same. That's why I read her.

We have gone for those who have broken us and failed us. We have given up everything to be with them and then, we have been discarded. There are so many women like her characters. We have many times ignored our instincts and we have suffered. Patriarchy does that. It makes us rearrange ourselves in order to find that idealised happy ending, which is about finding a man and understanding his insanity. Munro was a product also of her time and space.

That's why we read. In order to not be alone, to find others who might have had a similar fate, who might have suffered similar indignities.

Frankly, I don't know what to do with Munro.

Skinner's story is now part of Munro's story. You can't separate it.

And that changes the emotional relationship with the writer.

I read a short story by her today. From her book *Open Secrets*.

"In kitchens hundreds and thousands of miles away, she'll watch the soft skin form on the back of a wooden spoon and her memory will twitch, but it will not quite reveal to her this moment when she seems to be looking into an open secret, something not startling until you think of trying to tell it," says Maureen Stephens, a character in the title story.

Maybe Munro was saying it all. That's why we can't separate the art from the artist. Who we are and who we become is what we write about. We write about people we have encountered; we make up stories about them, we make our confessions, we write about our secrets.

Writers aren't saints. Munro was certainly not.

She can't be absolved of what she did to her daughter.

You see, you can't always hop that train and get out.

Stories also demand that we enter them again and again and each time we enter those landscapes, we return with something else, some other truth.

At least, now I know why Munro wrote about these miserable women. She was grappling with the same. This is now no open secret.

Also, thank god, the little mermaid couldn't marry the prince. 

Perverse Separation

Should the lives of writers influence the reception of their work?



Mukul Kesavan
IS A WRITER AND
COLUMNIST

ANYONE

who argues that an artist's life is relevant to the appreciation of their art, has a mountain to climb because

in most fields of work, the morals and life choices of the worker have no obvious connection to the quality of their work.

Our assessment of a surgeon who specialises in knee replacements will depend on his success rate in getting people to walk easily again. Should it come to light that he is a wife beater, it won't materially affect his professional rating as a knee surgeon. The infamy that comes with such a reputation might persuade some patients to look elsewhere for their surgeries, but they would concede that their choice was based on personal revulsion, not because they felt his history of domestic violence compromised his surgical skill.

As a rule, then, the work of a peasant, a pilot, a delivery man, a civil engineer and a rocket scientist, will be unaffected by, say, unorthodox or even criminal sexual preferences. A diamond cutter's skill in faceting rough diamonds will not be retrospectively revised when his nocturnal vocation as a serial killer comes to light.

Why, then, should an artist's work be retrospectively compromised by revelations about his or her personal life? The current example of such a devaluation is Alice Munro. Her daughter, Andrea Skinner, published an article after Munro's death, detailing her mother's tolerance for her second husband's paedophilia even after it was brought to her notice that he had raped Skinner at the age of nine. This scandalised her admirers and the literary world.



Ode to Ganga Artwork by Sidharth

Munro's champions point to the number of great artists who have been flawed, even wicked, human beings. Simone de Beauvoir pimped for Jean-Paul Sartre, Pablo Picasso treated the women he had relationships with cruelly, Ezra Pound was a fascist fellow traveller, T S Eliot was anti-Semitic and Philip Larkin's letters are shot through with misogyny and racism. Despite this, these writers are part of the modern canon. Is the scandal about Munro, just that, tabloid sensationalism designed to entertain the middle-brow reader and destined to be forgotten, outlived by her genius and her canonisation in English Literature syllabuses?

Or is the writer's trade an exception to the rule? Can we argue, for example, that there is an implicit contract between the reader and the text he is reading, that the author of that novel or poem or play isn't an unspeakable bastard? This question begs the prior question: why subject a literary text to a test you wouldn't impose on any other sort of work?

There is, after all, a literal, physical way in which all art is separate from the artist except for live performances. Books, records, films, and their digital versions online are freed of their human provenance the moment they are published and with the passage of time, the distance between the art object and the artist's life widens, the connection between the two grows more tenuous.

Some of the most widely read texts in the world are essentially anonymous because they have been made and remade by many hands. The idea that there is someone responsible for the *Iliad* or the *Mahabharata*, that the author(s)' long-extinguished lives could have a bearing on our experience of reading or watching it, becomes more and more absurd.

And yet, there is a case for treating our experience of fiction as fundamentally different from our experience of mobile phones or cars or planes. There are objective parameters by which these beautifully made objects can be assessed and compared. There are websites like wirecutter.com dedicated to ranking them according to defined criteria. Novels aren't like that.

Reading fiction is a personal communion between you and the author of an imagined world who might be dead, but who can, through the unglamorous medium of print, make you a riveted bystander. This is, and this can't be stressed enough, a subjective communion, immune to professional, canon-making opinion. By way of example, I disliked V S Naipaul's *A Bend in the River*. I found it racist and repellent. I disliked, in much the same way, J M Coetzee's *Disgrace*. I've never been able to get past the first 40 pages of Jonathan Franzen's *The Corrections*. *The New York Times*' list of the 100 greatest novels of the 21st century has *The Corrections* close to the top and Richard Powers' *Overstory* lower down. *Overstory* is one of the two or three best novels I've read for many years while *The Corrections* is, for me, a dud.

Over several books, this subjective communion with a writer becomes a relationship of trust. I read everything by Hilary Mantel. Ever since I read *Beyond Black*, her novel

IF YOU SUDDENLY DISCOVER THAT YOUR FAVOURITE NOVELIST IS A SADIST (NAIPAUL) OR COMPLICIT IN PROTECTING A PAEDOPHILE (MUNRO), IT IS REASONABLE TO USE THAT INFORMATION AS CONTEXT FOR THE TEXT.

about a touring medium who talks to ghosts, I've been addicted to her writing. I've nearly finished her Thomas Cromwell trilogy and a large part of my summer reading is going to be her massive novel about the French Revolution, *A Place of Greater Safety*.

If it suddenly came to light that Mantel was a sex trafficker, would it affect my communion with her work? That's the wrong question: how could it not? Empathy and imagination are the stock-in-trade of the literary novelist. If you suddenly discover that your favourite novelist is a sadist (Naipaul) or complicit in protecting a paedophile (Munro), it is reasonable to use that information as context for the text. You could, of course, hold the news at arm's length and take the Olympian view that the text is hermetically complete, that the author's life has no bearing on the work, but to ask everyone to subscribe to this heroic separation is perverse.

If plantation slavery in the West Indies is relevant to understanding Jane Austen's fiction, it's reasonable for Naipaul's readers to reckon with his sadism while reading his books. To insist that his sadism isn't relevant to his work, is to take a religious view of fiction, to see it as immaculately conceived. An author's life is part of the hinterland of his work. The literary publishing industry understands that; it's why bookshops are stocked with biographies of authors from Leo Tolstoy to Sylvia Plath. It's why there is a market for the diaries of Franz Kafka and the collected letters of Philip Larkin.

Understandably, some of Munro's readers have been engaged in a salvage operation since her daughter's revelations. One exculpatory essay argued that the revelations weren't revelations at all since her stories were full of lives pockmarked by silences and deceptions. Munro had been hiding in plain sight all along. "There will be talk of whether Alice's statue should remain up, metaphorically, in the face of all this. I think it can—what I've been trying to tell you is I think I know these stories better now than I did before because of this revelation." In this view, Munro's real life triangle with her paedophile husband and her abused daughter becomes the Ur-story that clarifies and glosses her work. This is an apologia rather than a reckoning, but in its willingness to relate the life to the work, it is, at least, a beginning. □

(Views expressed are personal)

GETTY IMAGES



Something to Hide? Alice Munro at Trinity College, Dublin, in 2009

The Vertigo of Wokeism

The art-vs-artist discourse has become increasingly simple-minded. That's why mirrors, including the mirrors provided by "nasty" art, are important



Jai Arjun Singh

IS AN INDEPENDENT WRITER
AND CRITIC. HIS BOOKS
INCLUDE *JAANE BHI DO*
YAARO: SERIOUSLY FUNNY
SINCE 1983

AS an adolescent movie buff in the early 1990s who became fascinated by old cinema largely through the work of Alfred Hitchcock, I had read enough to know that Hitchcock's treatment of some of his leading ladies (and his gay or bisexual leading men) could be sadistic. And that Tippi Hedren had been a target of much bullying during the filming of *The Birds*. However, it wasn't until a decade ago—partly through the Donald Spoto book *Spellbound by Beauty*—that I learnt of Hedren's stronger allegations: that Hitchcock made clearly inappropriate demands on her, “expected me to make myself sexually accessible”, and played a role in damaging her film career when she didn't acquiesce.

These are some thoughts that flitted through my mind as I processed this. *If* everything Hedren said was true—and there didn't seem any reason to disbelieve her—then, in a fairer world than the one we live in, he should have been held to account in some clear-cut way, depending on the magnitude of the offence: if not prosecuted by law, then at least prevented from further unmonitored exercising of power.

Of course, this is hypothetical: whether it's a supposedly backward 1963 or a supposedly enlightened 2024, powerful people with connections routinely get away with crimes. And allegations that by their nature involve private encounters have to be proven, which provides loopholes to the culpable.

Meanwhile, another scrambled thought: there had been whispers about Hitchcock's nasty behaviour (*criminal* behaviour?) towards other performers like Vera Miles before he worked with Hedren. If he had been brought to book earlier, landmark films like *Vertigo* and *Psycho* may not have been made, or not made in the way that they were. This would have had a very large implication for film history, including the critical arguments of the 1960s, which centred on genre cinema.

It would also have had strong personal implications for me, because much of my life as a film obsessive—and eventually a writer—dates back to that time, at the age of 13, when I became deeply moved by *Psycho*, related to the sadness and darkness in it, and disappeared down a rabbit hole of cinematic analysis. Without that film to stimulate and console me, it's likely that my personality and life would have developed in other ways than they did (this could be for bad, or for good, or a mix of both).

And that's okay—if it helped some meaningful form of justice to be served, *c'est la vie*.

* * *

For me, that's the pragmatic way of looking at these things. What I have *never* felt, though, is that in such cases the director's films become tainted by association or have to somehow be detached from him, as if their finer, more elevated qualities—which many of us responded to—were independent of the “monster” who helmed them.

Hitchcock apart, I have always been interested in creative people who put a great deal of themselves—their lives, their scars, their best and worst dimensions—into their work. And this may be why I find most iterations of the art-vs-artist debate unsatisfying. The anguished question, “Can we separate the art from the artist?” has become a lazy formulation that tends to be answered in one of two ways:

- I cannot separate the person from his art. Therefore, I will not consume any more of his output—for ethical reasons and out of unwillingness to contribute to his income. The art must be rejected as unsavoury; or,
- I *can* separate the art from the artist, and have no issues with continuing to consume it. But this is with the understanding that the art exists in some vacuum, and has little or nothing to do with the artist's “reality”.

Both positions carry a buried implication: that when an artist who has done terrible things creates a film (or book, or song) that shows positive human values; it means he was being hypocritical while creating it—concealing his true (bad) self. While there may be some truth to this in specific cases, on the whole, I find it a problematic view (to deploy a favourite Woke word). However repulsed we may be by someone's actions, are we really saying that they couldn't have more reflective, sensitive sides that they tapped into when doing their best work?

I have been using the pronoun "he", since male artists are far more often the subjects of such discussion—but the most recent teeth-gnashing centres on the writer Alice Munro and her part-complicity in her daughter Andrea Skinner's victimisation. And once again the language involved has been the smugly judgemental one that involves labelling someone as a "monster"—as if that was Munro's sole, defining reality—and the difficulty of squaring this with her much-loved short fiction.

But what does "separating art from artist" even mean, when it comes to creative people who have produced what we think of as personal art—a novelist or painter working alone, or a studio filmmaker reworking themes within the constraints of his environment, or a more independent writer-director who has the freedom to make almost anything?

How can you possibly "separate" Hitchcock from (just one example) his critically acclaimed *Vertigo*—a film that gets so much of its power from the fact that its depiction of male sexual jealousy and insecurity (and the darker, more possessive aspects of "love") reflects the way Hitchcock himself felt about some of his actresses? How do you separate V S Naipaul from *An Area of Darkness*? Woody Allen from *Annie Hall*? Or Marlon Brando—who, by many accounts, participated in the exploitation of Maria Schneider during the *Last Tango in Paris* shoot—from that animalistic shriek of "Stellaaa!!" in *A Streetcar Named Desire*: a scream that may come from a little boy terrified of losing his wife, or a patriarchal man who has just attacked that same wife, or both those people cohabiting in the same body.

And how do you separate Roman Polanski from his work when he embedded his own history, fetishes and traumas into almost everything he did—not just in obviously personal films like *The Pianist*, but even in works adapted from enshrined literary material, like *Macbeth* (with its visualisation of the line "*Macduff was from his mother's womb untimely ripped*"—just a year after Polanski's heavily pregnant wife Sharon Tate was murdered).

In Polanski's case, the facts of criminality are damning: he pleaded guilty to unlawful sex with a 13-year-old (probably to escape a bigger conviction) and has been a fugitive from the US justice system since the 1970s. It is completely reasonable to wish that he had been prosecuted and tucked away then—so what if that halted an important film career. But even if you choose to see him mainly as a predator, to erase his connection with the films he *did* make is a very strange position.

To be clear: I understand if someone is so triggered by the details of the lives of Polanski (or Hitchcock, or anyone else) that they wouldn't further engage with their work—that is a personal, moral choice, and I have versions of those triggers myself. What I don't understand is the removal of Polanski's name from a 50th anniversary Blu-ray edition of *Chinatown* (as was done recently), with the virtue-signalling pretence that the man had no connection with a major film even though so much of him is in it.

* * *

During a monologue at a recent stand-up performance in Delhi, actor-comedian Vir Das stated that there are two types of people: the ass****s and those who have to deal with the

POWERFUL PEOPLE WITH CONNECTIONS ROUTINELY GET AWAY WITH CRIMES. AND ALLEGATIONS THAT BY THEIR NATURE INVOLVE PRIVATE ENCOUNTERS HAVE TO BE PROVEN, WHICH PROVIDES LOOPHOLES TO THE CULPABLE.

WHY, FOR INSTANCE, IS IT SO HARD TO BELIEVE THAT PEOPLE WHO HAVE DONE HEINOUS THINGS IN ONE CONTEXT ARE ALSO CAPABLE—OVER A LONG LIFETIME—OF PRODUCING THOUGHTFUL, MOVING ART; AND, DOING THIS *HONESTLY*?

ass****s. The audience chortled (most of us were probably self-assured that we belonged to the latter category, and could picture our tormentors in the former). “And both those people,” Das continued, “are the same.” This time the laughs were still there, but more muted, as if people didn’t fully comprehend Das’ point about monsters within and outside us.

In intellectual circles, the line “everyone contains multitudes” is an oft-uttered one (plurality being a liberal commandment)—but looking through my social media feeds, and articles written by people whose work I have long admired, I feel very few of us face up to the full implications of that idea. Why, for instance, is it so hard to believe that people who have done heinous things in one context are also capable—over a long lifetime—of producing thoughtful, moving art; and, doing this *honestly*?

Linked to this aspect of the debate is something that has been common in recent cultural discourse: an intolerance for creative works that are very dark, pessimistic or non-affirmative in their worldview, or prominently use the lenses of unsympathetic characters. More than once, I have heard versions of the question, “Why was it *necessary* to make this film?” (The recent *Animal* has often been the subject, and the “liberal” bullying has been so shrill that a few perfectly sane and sensible people I know who liked the film—or could engage with it—have opted to keep their feelings hidden). Well, one answer is: it isn’t “necessary” to create any art at all—negative or affirmative. But if you *do* choose to create, with serious world-building, it is fine to tell a bleak, cynical story that doesn’t have comforting takeaways. Such art can make the world a little better, simply by being very well done, presenting a particular way of looking, and leaving us with uncomfortable questions that we might or might not be equipped to address.

Like many others who were seriously invested in books or films from an early age, I grew up believing that one of the important functions of art is to discomfit us and warn us about facile binaries such as “moral” and “monstrous”. During creative-writing classes, when the subject of ideology comes up, I occasionally cite the novel *The Glass Pearls*, by the great screenwriter Emeric Pressburger. Here was a Jewish man who had to flee Germany in the 1930s, whose mother died in a concentration camp, who lived in fear of Nazi persecution... and who *also* wrote this thriller about a Nazi in hiding in 1960s England, where the narrative’s impact hinges on us being able to feel for the protagonist—not to think that Karl Braun is a “good” person who should escape justice, but to see that he is a multi-dimensional human being with qualities all of us can relate to. We feel his sense of paranoia and persecution; his grief for a wife and child who died; and his boy-like excitement at a new romantic prospect. And these are all honest emotions. But many people who hold forth these days about art and artists, “toxic” and “progressive” films, wouldn’t know how to deal with Pressburger’s book—or thousands of others like it.

One of the more sensible things I have read in Munro-related chatter is from the writer Brandon Taylor, who points out that what most people love about Munro’s fiction is “the way she reveals how, at bottom, we are capable of true ugliness and viciousness”—and yet, despite this, the same readers are confused when they learn of “the common smallness” of someone they admired. “That, to me, betrays a lack of understanding of human nature, particularly the one advanced by Munro’s work,” Taylor says, and I agree. More pertinent than that hoary “art-artist” question is this: how has it become so easy to ignore the mirror, to outrage constantly over instances of misbehaviour that most of us would be capable of given the right (or wrong) circumstances—and to fail to recognise the things that good art (including the art made by people who do bad things) can tell us about ourselves? 

(Views expressed are personal)

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Human, All Too Human

We are changing constantly, with the sins of yesterday being the stigmata of today

! should like it known here, right here, at the beginning of this piece, that I am telling you about what happens inside me when I discover a well-loved artist has done something terrible. I am not saying that this is what you should be thinking or doing. I am all for personal freedom in all matters and with the arts, the only thing that matters is freedom. We cannot be made to love what we do not love; we resist strongly. In *Dil Chahta Hai* (Farhan Akhtar, 2001), Akash (Aamir Khan) and Shalini (Preity Zinta) go to the opera and *he yawns*. Opera, the film wanted to say, is not for everybody. Two rows down, perhaps a viewer was swept up by the music and was having a transcendental experience.



CHAWLA ART GALLERY



Jerry Pinto

IS THE AUTHOR OF *EM AND THE BIG HOOM*, *MURDER IN MAHIM* AND *THE EDUCATION OF YURI*

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The Inward Gaze

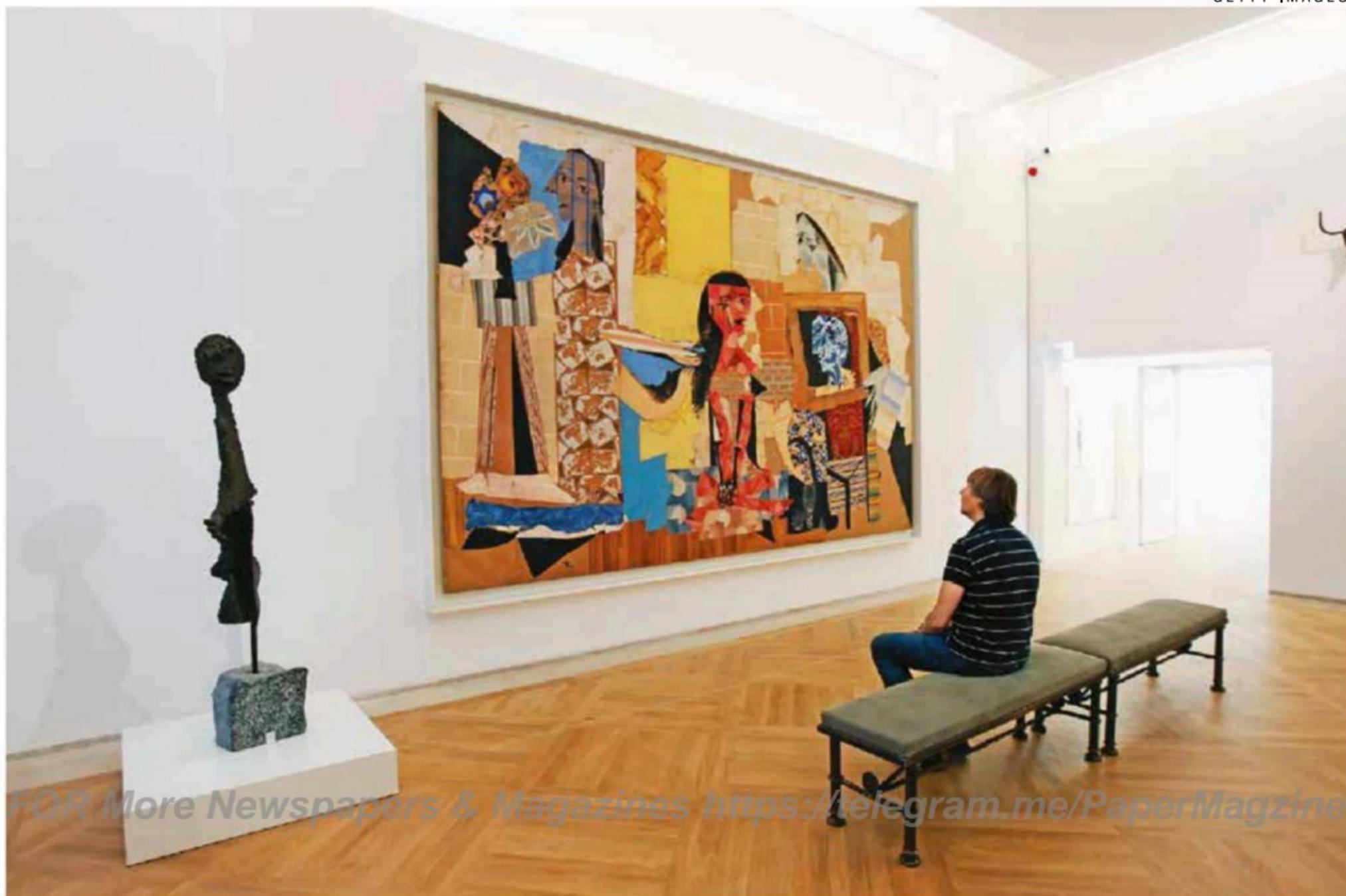
'Om Mani Padme Hum', artwork by Umika Mediratta Shriram

Two rows ahead, another viewer was listening with his mind, picking holes in the exposition of an aria. But that yawn was funny, it was smart, because it said: Akash Malhotra is free to dislike this art form because it does not speak to him and he is not burdened by the notion that appreciating opera is a sign of cultural sophistication.

This is what we struggle with, all of us, who have any relationship with the arts. Perhaps it begins with some kind of pretension: we want to be known as people who appreciate art, we want to be known as connoisseurs, aficionados. We walk in the footsteps of others, reading Coomaraswamy and Gombrich for

art, or Leavis and Barthes for literature, and we go into museums or bookshops ready to adore T'ang pottery or Proust. Sometimes we are shocked into stillness, into a dazed appreciation of something much larger than our experience. Sometimes we are surprised: *This?* This is what the fuss is about?

Those of us who persevere, eventually seek to decolonize our minds. We want to be free to love what we love and to walk past what we do not respond to because we want to be ourselves; certainly we will never be as learned as B N Goswamy or Shanta Gokhale but we want to be ourselves so much, we want to dispense with their guidance which we



Spellbound A visitor at the Picasso Museum in Paris viewing the painting 'Women in the Bathroom'

sought so eagerly at the beginnings of our journey. Hence, we laugh when Akash yawns because we too have suppressed yawns at the art forms to which an older generation subjected us. Do you remember Subhadra (Supriya Pathak) squirming through a classical dance performance in *Kalyug* (Shyam Benegal, 1981) and then grooving at a disco? Same-same.

So Nobel Laureate Alice Munro, Canadian maestra of the short story, author of such luminous stories as 'Dance of the Happy Shades' and 'Queenie', was unwilling to intervene when her daughter told her that she was being sexually assaulted by her stepfather. There's more. Ms Munro stayed with the man. Ms Munro put the possibility of the man's suicide above the demands of natural justice, the duty every parent owes their child, the debt we all owe the vulnerable, the debt we refuse to pay again and again, every time we scroll past a crying child in Gaza.

My heart goes out to that child and to the woman she grew into. She has had to live with this terrible thing that happened to her and more with the refusal of her mother to do something about it. This must have been a betrayal as deeply felt as the acts committed upon her young body. I was about to write. "All right-thinking persons

must...” when I stepped back from the brink of telling you what to do and think and feel. And this was what I told myself I would not do when I was asked to write this piece. I do not know what you should do. I do not want to make your ethical choices for you.

So here’s the central question. Can we value the art without sitting in judgement on the artist? I remember being spellbound by *Nanette* by Hannah Gadsby; it’s still on Netflix, catch it if you haven’t seen it yet.

It’s a wild piece taking in how she was molested as a child, attacked as a woman. It’s on my list of all-time great stand-up pieces but I mention it here because one of the great take-downs Gadsby does is of the male art canon. I laughed at the sarcasm she aimed at all those women who have one breast hanging out for inspection by the public. Another take-down was Picasso and his comment about Marie-Therese Walter being the perfect age—she was seventeen, he was in her forties and they entered into a relationship. Also noteworthy: the age of consent in France at the time was thirteen so if you’re thinking statutory rape, no, it was not. If you’re thinking: that is wrong, I even agree but I am not sure whether there is ageism involved in my response, whether I am denying Marie-Therese agency, whether it wasn’t just something that made the two of them happy for a while which is about as much as anyone can expect from a relationship.

But here’s the thing: Picasso was not a saint. He was a serial womanizer. He made many women unhappy. But when I see a painting by him on a wall, I am struck by the energy of it, I find myself hurrying across the room, I find myself wanting to get intimate with the painting. I think of many images of women by Picasso and each time, I am struck by the intensity of the attention, the great desire to understand, the Beckettian admission of failure, and the desire to try again. It enriches my world. I don’t want to lose it.

He is flawed. I accept that because I am flawed. I accept his art as coming from a flawed source because there are only flawed sources. Art without a human source is the sad, strange illustrations thrown up by Artificial Plagiarism, the name by which Artificial Intelligence now plumes itself.

Let me take another example. Oscar Wilde, St Oscar of the Gay Community. In 1895, Andre Gide and Alfred ‘Bosie’ Douglas and Oscar Wilde went to Algiers. There Oscar procured a street boy for Andre. He himself liked them young. Wilde was, in other words, a paedophile. He was also reviled for his sexuality. I read the transcript of the proceedings but nowhere did the age of the boys that Wilde slept with seem to matter. What mattered was that he slept with them as with a woman and that was what was wrong.

We see things somewhat differently now. It isn’t important that he slept with men. Even the Indian government in its most right-wing avatar did not interfere with the Supreme Court verdict that finally decriminalized homosexuality. But we think children should be protected from sexual predators. I agree here too. And yet when I read a particularly well-turned aperçu and find that it was

I PICK UP BOOKS AT INDEPENDENT BOOKSHOPS OR ON THE STREETS. I BEGIN TO READ. IF SOMETHING SPEAKS TO ME, I BUY THE BOOK AND READ IT. I DO NOT ASK FOR CERTIFICATES OF MORALITY.

written by Oscar Wilde, I do not berate myself for enjoying it. I acknowledge the flaws in its source because there will always be flaws in every human source, and I go on.

I am on the Board of Studies for English Literature for a prestigious women’s college in Mumbai. I am the token male presence. I am used to this, being the token male on the SPARROW (Sound and Picture Archives of Research on Women, sparrowonline.org). We were having a discussion and I suggested that the students might benefit from Chimamanda Ngozi Adichie’s ‘The Danger of a Single Story’. That this is also available in video format, I thought, might help the reading-averse students. You might want to ask: what are reading-averse students doing in an English Literature course? Don’t be silly. You don’t think we have to like what we study, do you? We have to study it because.

That was when the youngest member of the board said, “She’s a TERF.”

I knew what a TERF was, of course. I do not live under a rock. I live in the bright sunlight of the internet: a Trans-Exclusionary Radical Feminist. This is a sin. And sinners cannot be allowed on syllabi.

At least, the sinners we define as sinners, these days.

I held my peace because I was the token man on the board. I expected discussion but we simply moved on. Chimamanda did not make it to the syllabus. Did a single story win? I don’t know.

I know how I encounter art. I pick up books at independent bookshops or on the streets. I begin to read. If I like what I read, if something begins to speak to me, I buy the book and read it. I do not ask for certificates of morality. If I walk through an art gallery, I do not ask what the political affiliations of the painters are. It is so reassuring though that the right-wingers are generally the bad ones or is that just the result of my reading and the dominance of the left-wingers on my shelves? I don’t know.

We make a negotiation with art. We make a negotiation with morality and ethics. We are changing constantly, with the sins of yesterday being the stigmata of today.

That’s where I stand. And where you stand is where you stand. I can’t ask to be free and not give you the right to be free too. 

(Views expressed are personal)



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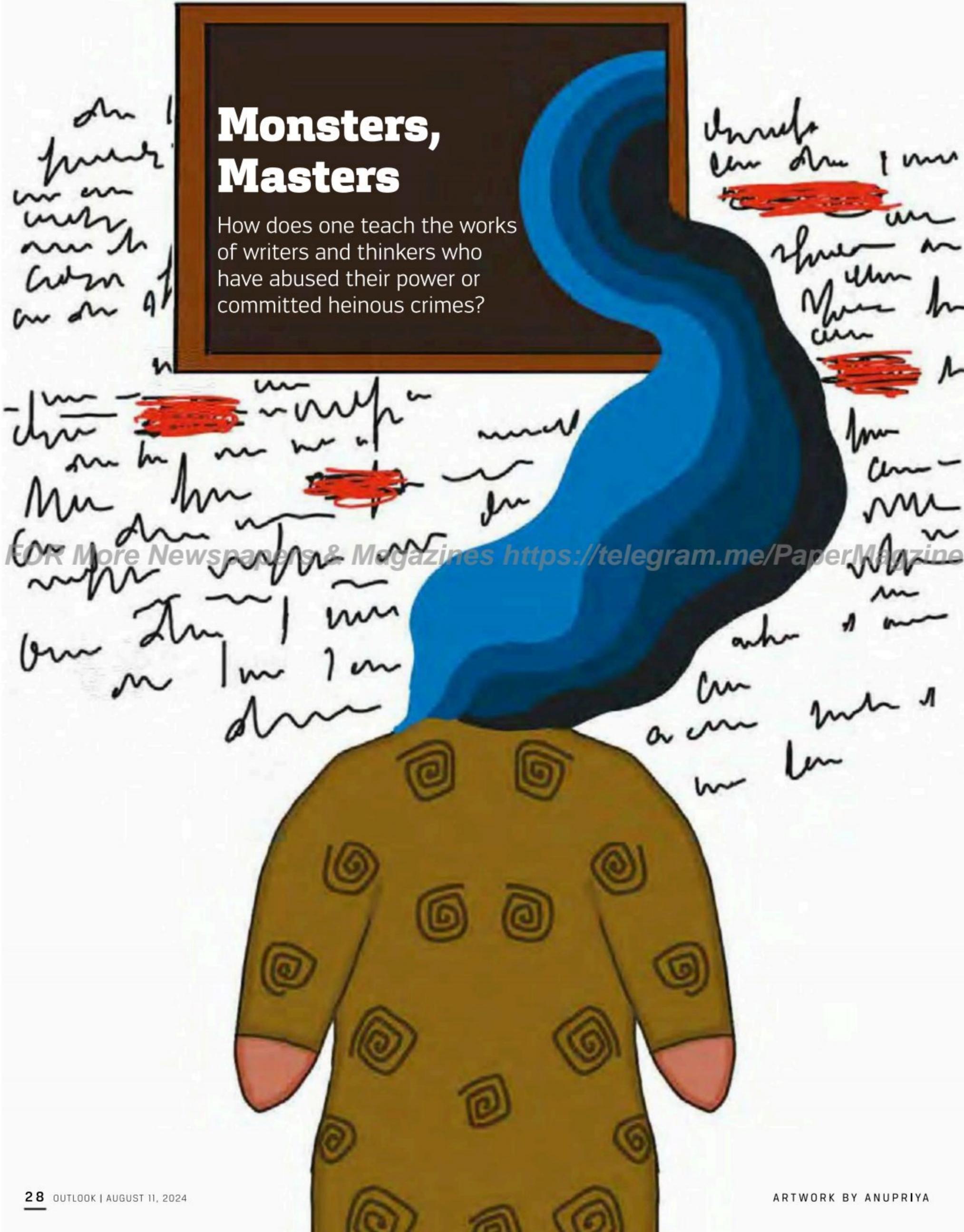
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Monsters, Masters

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Saikat Majumdar

IS PROFESSOR OF ENGLISH
& CREATIVE WRITING AT
ASHOKA UNIVERSITY

"THE night of the sword and the bullet was followed by the morning of the chalk and the blackboard." Few sentences capture the ironic but inevitable sequence of the different stages of colonialism—the military violence of the battlefield followed by the psychological violence of the classroom. Hard and soft power in perfect symbiosis for Europe to control Africa.

These words by the Kenyan writer Ngũgĩ wa Thiong'o never fail in the classroom. So far, they have never failed in my teaching career—not in the years in North America where power is easily understood in terms of race relations, not here in India where power, status, and privilege are just as easily grasped as colonial inheritances from the Western world. I've often taught Ngũgĩ's powerful, polemical plea for the use of African languages in literary creation. It is one of the most vivid and incisive illustrations of the power of ideology—the soft power of religion, culture and education, as that has been pointed out by Marxist critics of the capitalist State. Leading among these critics is the French political philosopher Louis Althusser, whose essay on the ideological work of family, church, and education prepares the ground richly for the class' understanding of the ideological invasion by European colonialism when we read Ngũgĩ's polemic.

Althusser is the creator of some of the most pointed and trenchant insights into power and control in the modern state and the free market. Althusser also killed his wife, the sociologist and activist Hélène Rytman-Légotien—strangled her in a fit of depression, for which he was sent to the clinics, not to prison. How does one square these two facts with each other? And how do I feel teaching his works for so many years, writing about his ideas, sometimes taking recourse to them to articulate my own? A fatal agent of male violence on women, no matter what his mental state?

The critics of power fall fast. The writer and academic Mukoma wa Ngugi announced on X (then Twitter) that his father Ngũgĩ wa Thiong'o had physically abused Nyambura, Mukoma's mother and Ngũgĩ's wife. He who had laid bare the intricate folds of colonial power and its ravages on Black Africa was himself an abuser. What does it tell us about the nature of power? Of the life of the mind? Of activism through literature and philosophy?

These questions have crawled out of the night and spread like a pandemic across the literary world all over again since it has come to light that the recently deceased Nobel Laureate in literature, the Canadian writer Alice Munro had, for many years, looked away from the reality of her husband sexually abusing her minor daughter born of her previous marriage, at certain points even blaming the nine-year old for "seducing" the older man into "adultery"!

This revelation has flooded the world of readers and writers with shock and disgust. How else can it be? But this goes far beyond knee-jerk ethico-political reactions, which burn like wildfire hashtags on social media and are then quickly forgotten. What we need to examine carefully are the principles with which a writer and a thinker has come to be identified—and the relationship between these principles and the violations in their personal life. Sometimes the relationship is one of ironic reversal. Sometimes it is more complicated.

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I must admit that I regularly use, cite, and teach the writings of Althusser, particularly his canonical essay on the ideological forces at work in the family, church, and educational institutions. So do hundreds of writers, thinkers, and academics around the world. None of them are possibly ignorant of the fact that he'd killed his wife. Indeed, that sensational fact about his life is far more widely known than his intricate and often challenging works of political philosophy. What is this great irony of reading power and oppression in society through the works of a man accused of uxoricide?

The philosopher William S Lewis looks long and hard at this question. There is, he says, the externalist approach to this, which invokes biographical facts to evaluate the relevance of a philosopher's work to particular problems. The internalist approach, on the other hand, claims that philosophy would be much poorer if we expunge the work of vicious philosophers. But it is the mutual relationship between the two approaches that is key here. Althusser's case is complicated by the fact that not only are his ideas "deeply and presciently feminist but that feminist theorists have made interesting and productive use" of them, including Laura Mulvey on visual pleasure and Judith Butler on gender, which have changed directions for entire disciplines. The fact is that Althusser probably would not have become a communist were he not imprisoned in a Stalag or if he never met Rytman-Légotien. At the same time, the importance of his idea of communism as a condition of mutual respect in a climate of non-exploitation can also be debated outside the facts of his life. One doesn't need to exclude the other.

The personal life, particularly the personal ethical violations of writers and thinkers, can make us reject them on a personal level. However, a crucial factor is how such violations affect our understanding of the principles they have come to signify. When Mukoma wa Ngugi brought to light his iconic father Ngũgĩ's physical abuse of Nyambura, it helped us see the cultural narratives about sub-Saharan Africa in a new light. "We have always," wrote the Nigerian academic Ainehi Edoro, "told the story about African literature with people like Ngugi as the protagonists. What is lost in this triumphal history are the traumatized children and neglected wives, homes ravaged by the twin power of patriarchy and colonial violence."

Indeed, African literature—and in general, cultural narratives from Africa—have become synonymous with the struggles of valiant men. This has made invisible the women, the mothers, sisters, partners, who made, or were forced to make sacrifices so that these men could reap the benefits of colonial institutions. "For every male author that is christened 'father of African literature,'" writes Edoro, "there is a community of actual mothers who gave up so much to get them to the spotlight."

Mukoma's statement, feels Mona Eltahawy, an expert on intimate partner violence, should be treated with the gravity of a #MeToo story. "I salute Mukoma for his statement," she said. "So often, women plead for the men in their lives to

THE PERSONAL ETHICAL VIOLATIONS OF WRITERS CAN MAKE US REJECT THEM ON A PERSONAL LEVEL. HOWEVER, A CRUCIAL FACTOR IS HOW SUCH VIOLATIONS AFFECT OUR UNDERSTANDING OF THE PRINCIPLES THEY HAVE COME TO SIGNIFY.

believe them and speak out. That this is a son exposing his father's abusive behavior is incredibly important."

Ngũgĩ hasn't responded to this accusation, and there have been declarations of solidarity around him from many—including his daughters. The worlds of literature and postcolonial activism have been divided over this issue, and it's fair to say that the outrage has been quite muted. I think it is important to see this accusation not as nullifying Ngũgĩ's achievements as a writer, teacher, and activist—but as one that importantly modifies the narrative about him, and of the larger cultural leadership of sub-Saharan Africa. The most significant of these modifications would be about the erasure of African women from these narratives, their easy invisibility facilitated by patriarchal structures—be of direct oppression or of simple denial by silence.

I repeat: *What matters is what they stood for.* The hauntingly resurfaced stories of the deceased Alice Munro going so far as conniving at her daughter's abuse, chilling as it is, needs to be understood beyond the immediacy of a visceral response. Across the long arc of cultural history—and the urgent domain of ethics—the importance of this personal violation cannot be fully appreciated without measuring it against the unique feminism with which Munro has come to be identified. What is crucial for this history and this field of ethics is that Munro has been celebrated—and awarded the Nobel Prize for—the psychological complexity of the feminine "Gothic" as embodied in the tragic and eroticized female lives depicted in her short stories. The terrible question with which we are now left is this: Is her female Gothic purely a picture of oppression?

The Gothic offers dark and terrifying visions of the feminine: strangely sexualized young girls, haunting memories of dead mothers, tragic pasts and family skeletons. Second-wave feminism of the 1960s and 1970s prompted the critic Ellen Moers to revisit the Gothic in terms of its revulsions as well as its delights: the joys of creating and nurturing life fighting the erasure of one's self.

Now that we know the conscious and unconscious source of Munro's imagination of the female Gothic and its deeply sexualized terrors, her stories, even for those who care to read them, will never be the same again. 

(Views expressed are personal)

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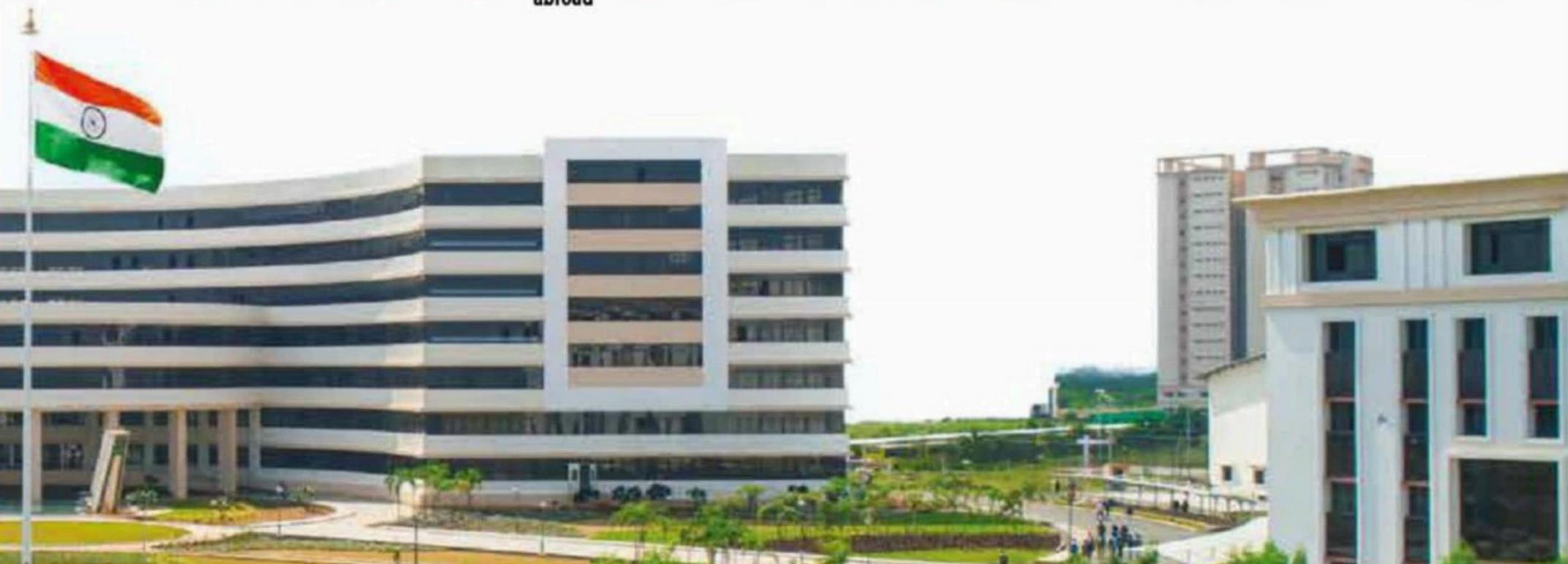
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Kaurismäki's devastating film *The Match Factory Girl*. I love the short story. I love its distilled thought and compact form; the writer bringing to life characters and locations with just a few flourishes. I have devoured everything from the warm and humane stories of Anton Chekhov, O Henry and Guy de Maupassant, the stinging stories of Ambai (C S Lakshmi), the twisted tales of Italian writer Dino Buzzati (in the collection *Catastrophe*). Stories that can take place in one afternoon like Saki's inventive *The Open Window* or Roald Dahl's *Lamb to the Slaughter*, or many lifetimes, like so many by Annie Proulx.

And among all short story writers, for me, Munro was right up there. I feel a kinship to the vast, desolate, grey expanses she describes and I feel I know those areas of Canada so well even though I have never been there. When she was awarded the Nobel Prize, I was overjoyed; it was as if someone I knew had got it. I had a lump in my throat when I heard of her death and re-read *Dance of the Happy Shades* as homage.

So the disclosure by her daughter Andrea Skinner that her stepfather abused her and that Munro knew of it and didn't do anything is, at the same time, shattering and confounding. My first impulse was to be angry at the daughter for coming out now. But that subsided and my heart went out to a nine-year-old girl of a famous writer quietly suffering the abuse. Then my questions went to Munro. I kept asking her how she could do it, how could she continue to live with the man who was raping her daughter? We get to know of incidents like these long after they have happened. But what must have gone through her mind while it was happening? And write such delicate and sensitive stories at the same time?

Well, apparently it can happen with creative people. I know writers and artists, poets and musicians are supposed to be made of many people (as much as any of us), contain multitude of personalities, are flawed and frail. In many cases, the creative juices are unleashed because they are dysfunctional. We do give them a lot of leeway. 'Enfant terrible' is a badge of creativity in their world. We allow them many transgressions, many infidelities and misdemeanours, dress outrageously at red carpets or not wear anything at all, be irascible and insulting in public to lesser mortals, have anger management issues, be mean and petty (as apparently Nobel winner and bohemian writer Doris Lessing was, as alleged by her adopted daughter and author Jenny Diski, or poet Philip Larkin was, as alleged by everyone he met), be philanderers and femme fatales, do drugs and crash fast cars, and in some cases, cut their own ears. What kind of rockstar are you if you haven't been to a rahab! So many times we ourselves have put drunks into cabs after parties, saying, 'Yeh toh kavi aadmi hai' (he is a poet).

And I understand the chagrin many have on the new wokeism and cancel culture. It is indeed ridiculous to change every mention of 'nigger' in books written in the 1920s and 1930s to African American or any mention of

UNLIKE THE RELATIONSHIP WE HAVE WITH DOCTORS OR CAs, WITH ARTISTS, WRITERS, FILMMAKERS, MUSICIANS AND POETS, WE CONNECT WITH OUR HEARTS AND MINDS.

'blind' to 'visually challenged'. It is silly to re-write and sanitise Roald Dahl's book to be politically correct. Not all work of art can be cancelled with the same sledgehammer. But when the crime is paedophilia, rape, domestic violence, sexual harassment, child abuse or murder, a line has to be drawn, however brilliant and talented the artist is and however path-breaking their body of work may be. It has to be the degree and intensity of the crime, not in the eyes of law but in that of humanity.

Unlike the relationship we have with doctors or CAs, with artists, writers, filmmakers, musicians and poets, we connect with our hearts and minds. We like one author and dislike another as we mould them in our minds as ourselves. Every story of Munro I feel I could have written. The difference is she had the talent and I didn't. That's why the betrayal is so hard to take.

We had gone to attend perhaps the last concert of the Gundecha Brothers in Delhi before Covid stuck. I remember they were particularly mesmerising that evening in wintry Delhi, the Dhrupad transposing us to rarefied realms of the mind. Soon, there were accusations of molestation, first by one of their girl students and then by a dozen more. I was angry and saddened. It was not some righteous indignation; it was not as if some wokeism woke up in me. It was plain and simple seething with rage. I have never heard their music after that, and I will inform any young newcomer to their music about the "Me Too" allegations. Rejecting their music will leave a big gap in my classical music listening, but I will have to live with it.

I used to have a book of four scripts of Woody Allen: *Annie Hall*, *Manhattan*, *Interiors*, and *Stardust Memories*. I used to know the dialogues by heart and I would re-watch *Annie Hall* and *Manhattan* on DVD with the scripts in my hands, laughing out loud. Allegations of sexual abuse by his partner and actor Mia Farrow of their seven-year-old adopted daughter may or may not be true, but I have not visited his films or gone back to the scripts in a long time. I have read and heard very persuasive arguments against cancel culture, how the artist and their art should be separated, that creative minds don't function like ordinary people. Mostly, I agree with them. But I will draw the line when the crime is as heinous as paedophilia and rape. 🚫



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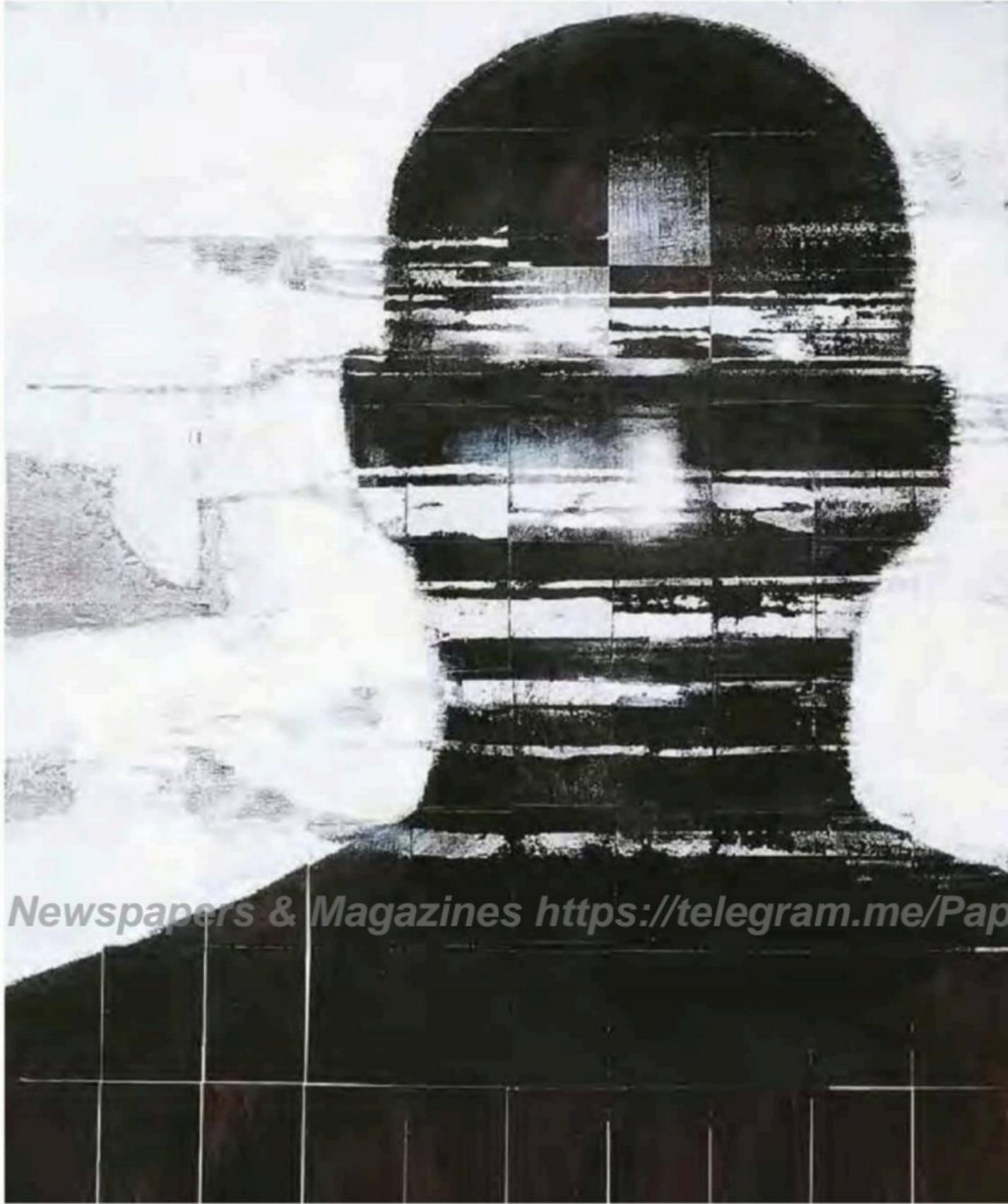
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For me, Khaja Bandanawaz University is my first step into the University of Life, which is a learning platform with unrestricted possibilities and opportunities. I have established my leadership, time management and team skills and have also been able to advance these skills to the whole new augmented level. The highlight of my University life is my participation in co-curricular and extra-curricular activities along with the curricular, is next level which was very beautiful and excellent. The lecturers hold an attitude of being ever ready to help, along with classroom delivery. They are pillars of learning, which is a treasure for life.



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Untitled Artwork by Sunil Padwal

To Separate Art from the Artist

We cannot absolve Pablo Neruda of the crime of raping a powerless woman, but what's wrong in saying, "Neruda, an unconvicted rapist, was a great writer"?

Snigdhendu Bhattacharya

ABOUT two decades ago, my late-teenager-self encountered a major heartbreak: I learnt that the Chilean Nobel Laureate Pablo Neruda—whose passionate poetry and sensual language were an integral part of my life—was a rapist. It was not someone's allegation; he confessed to it in his memoirs. How could such a powerful writer of love poems rape someone?

I had to get one answer immediately: how did he write about it? Expressing what emotion—guilt, regret, remorse, objectivity, pleasure or indifference? So, I went through his

memoirs, which were published a year after he died in 1973.

While describing his life as the Chilean consul in Colombo, Neruda mentions how “girls of various colourings” visited him and left “no record but the lightening spasm of flesh” when his “body was a lonely bonfire burning night and day on that tropical coast”. Those girls, “dusky and golden, girls of Boer, English, Dravidian blood”, went to bed with him “sportingly, asking for nothing in return”.

Neruda rather smartly describes one of these girls, who confessed to him of having sex with 14 British colonial clerks in their barracks one night, as “just another product of colonialism, a candid and generous fruit of its tree”. He also says her story impressed him and earned her a soft spot in his heart.

A few paragraphs later, comes a series of four paragraphs where he talks about “the most beautiful woman I had yet seen in Ceylon”. The Tamil woman was the cleaning lady, wearing the “cheapest kind of cloth”. But to the consul-poet, nose pins made of ordinary red glasses appeared like rubies on her. He sees her carrying the dirty receptacle from the latrine on her head “with steps of a goddess”. The poet took her to be “a shy jungle animal” belonging to “another kind of existence, a different world”.

Nevertheless, she neither responded to his calls nor took the gifts he put in her path. Finally, what he did with the “indifferent queen” of “dark beauty” is for everyone to read in his own words so that readers can draw their own conclusions.

“One morning, I decided to go all the way. I got a strong grip on her wrist and stared into her eyes. There was no language I could talk with her. Unsmiling, she let herself be led away and was soon naked in my bed. Her waist, so very slim, her full hips, the brimming cups of her breasts made her like one of the thousand-year-old sculptures from the south of India. It was the coming together of a man and a statue. She kept her eyes wide open all the while, completely unresponsive. She was right to despise me. The experience was never repeated.”

I read it and sat in silence. It was candid and cold. This writer is not the one who wrote, “White bee, even when you are gone you buzz in my soul/You live again in time, slender and silent.” The one who wrote, “In your eyes of mourning the land of dreams begins” is not this writer. The man behind these words had violently turned his “indifferent queen” into just an exotic, defenceless object of lust. A sex doll made of flesh, bones and blood. He ravaged her.

It was a different Neruda I encountered. His disgusting sense of entitlement broke my heart. He does show himself in an ‘unapprovable’ act, but the words do not reflect guilt or remorse. If any regret the paragraph betrays, perhaps, that is of never getting to repeat the experience. To get her in his bed. To rape her again.

Or, are we to assume his confession was yet another way of rising above the average? Writers in the 1940s, 1950s and the 1960s have inspired awe by baring themselves before the public, by telling inconvenient truths involving themselves. Think of Albert Camus, Jean Genet or Anaïs Nin. Was Neruda too aiming at that sort of greatness by confessing to this crime? We will never know the emotions and intentions behind that confession. All we know is that he lacked the courage to publish this when he was alive.

Since then, artists I have idolised have continued to break my heart. Take the case of Bernardo Bertolucci, the Italian auteur, whose films—from *Last Tango in Paris* (1972) to *The Dreamers* (2003)—profoundly influenced me. But in 2007, actor Maria Schneider said in an interview that the famous rape sequence in *Last Tango in Paris* was non-consensual. She was 19 at the time of the shooting and was not even informed about the rape scene, and how the director and her male co-actor, Marlon Brando, had it planned while keeping her in the dark. Schneider said that she “felt humiliated and to be honest, I felt a little raped” both by Brando and by Bertolucci.

What was even more shocking was how Bertolucci spoke of the incident in 2013, while

IT WAS A DIFFERENT NERUDA I ENCOUNTERED. HIS DISGUSTING SENSE OF ENTITLEMENT BROKE MY HEART. HE DOES SHOW HIMSELF IN AN 'UNAPPROVABLE' ACT, BUT THE WORDS DO NOT REFLECT GUILT OR REMORSE.

IT DOES MAKE A DIFFERENCE WHETHER THE ARTIST IS ALIVE OR DEAD. IGNORING THE DEAD IS EASY. BUT WHAT DOES ONE DO WHEN A RAPE ACCUSED IS LIVING AMONG US AND USING THE POWER OF MONEY AND FAME TO SILENCE THEIR VICTIMS?

recalling it at an event. He admitted that Schneider was not informed and clarified that he had no regret because it was all for the greatness of art. How could he plan a violation of a woman's body without her consent and justify it with the excuse of achieving artistic excellence? Bertolucci acknowledged that Schneider hated him for life, but it was not without a pride for his artistic masterpiece that he spoke of it.

A list of such examples led me to conclude that bad people can make good art. The work has to be seen independent of the artist's moral position and actions. If the art offers you something, take it. Of course, unless the creations preach the same values, ideas and actions that we are condemning the artist for.

We cannot absolve Neruda of the crime of raping a powerless woman using his highly powerful position. A consul and the cleaning lady—think of the power equation! But what's wrong in saying, "Neruda, an unconvicted rapist, was a great writer"? Reading his poems has not been the same since knowing of the incident of rape. I keep wondering if he faked his expressions. However, when an expression strikes the right chord, shows me a mirror, presents some secret I too had discovered and, phrases some expression better than me or supports a theory I vaguely had, I make them mine. The line becomes the reader's.

Whose Art?

Beauty lies in the eyes of the beholder. Art belongs to the audience, the appreciator. Art has its own, separate existence, independent of the creator, from the moment it is born and meets people other than the creator. The artist has no power over how one interprets or uses the work. The creation matters far more than the creator. And it should, always.

Art not only represents fine human expressions, but also serves as a record of societal and human behaviour. They come from the collective wisdom of humankind of a few millennia and they add to the collective wisdom. They make us face deeper and darker realities of human behaviour and existence. They help us come to terms with our animal instincts and human morality/values. The creation is only one of their many actions. Creations are not them, even if every art carries in it bits and pieces of the creator's true self.

After all, Richard Wagner, a Nazi collaborator, composed great music and those belong to humanity. Charlie Chaplin, a paedophile and abusive tormentor of his partners, made films that made the world laugh, cry, think and empathise. Pablo Picasso, who has been variably known as "a misogynist monster" and "sexual predator" who treated women in his life like objects of whimsical desire, changed the course of painting and broadened the scope of human imagination. Paul Gauguin, a known sexual predator, was one of the greatest painters of his time.

This is why the allegations against Alice Munro did not shock me. Her refusal to act upon her daughter's complaints of sexual harassment against her stepfather—Munro's second husband—only shows a different side of the person behind those short stories that earned her people's love, affection, respect and a Nobel Prize.

Do Chaplin's films preach or promote child sexual abuse or tyrannical behaviour? No. Chaplin's work teaches one to condemn what he personally was. Neruda raped. But does his work justify or glorify rape? Wagner was with the Nazis. But does his work promote racism? Do Picasso and Gauguin's work promote their behaviour with women in real life? If they do, then their art becomes a problem.

Art that breaks the barrier of surface-level reality and appeals to our senses and intellect, art that heals us and takes us through the hundred shades of grey that human nature is, should be studied, irrespective of who created them. The personality of the creator only adds layers.

There is an argument that says, "Don't let their art justify their actions." There is no way

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ART SHOULD NOT GIVE IMMUNITY TO THE ARTIST FROM THEIR CRIMES OR FALLS. SIMILARLY, WHEN THE ARTIST HAS COMMITTED A MORAL OR CRIMINAL OFFENCE, BRING THEM DOWN; BUT SPARE THEIR WORK.

criminal actions can be justified. If Neruda or Chaplin were alive, I would be baying for their term behind bars. But there is no way we can say a criminal's art has to be cancelled. The person must be punished for their personal actions. But generations should watch *Modern Times*, *Gold Rush*, *The Kid*, *City Lights* and *The Great Dictator*. Chuck Berry, a voyeur and repeated sex offender who did not even spare children, created songs like *Johnny B Goode* that should still be sung, listened and danced to.

The Question of Context

Context matters. It is especially central to the issue of morality because moralities change—conservative, liberal and radical moralities are different; South Asian, Arab and French moralities are different; so are Texas and New York moralities, Vedic, *Tantrik* and Catholic moralities; and the 19th, 20th and 21st-century moralities.

Recent readings of texts from the past few centuries have unearthed many traces of racism, misogyny and other discriminatory values. For example, the depiction of slavery in Mark Twain's *Adventures of the Huckleberry Finn* and misogyny in many Beat Generation writings. There are questions about whether we should give them the concession for being in their time when modern values had not developed.

The nature of crime matters too. In the 1930s, when Frenchman Jean Genet was in his 20s, he earned rather notoriety as a pickpocket and male prostitute and spent many years in jail. At one point, he was sentenced to life imprisonment for being a repeat offender. It took petitions from French intellectual stalwarts like Jean-Paul Sartre and Jean Cocteau to get him released after a short prison term. He wrote some of the most exceptional pieces of prose and plays published in the 20th century. But no one who has read his 1965 book, *The Thief's Journal*, will trust him in person. He was terrible. He could play with anyone's trust. He could betray those who wanted to give him a chance. He could appear irritably unpardonable. He stole from his sexual customers.

Genet's crimes do not evoke the same moral shock today that Munro's moral fall does. Woody Allen, who ditched his partner for her adopted daughter—and eventually, married his stepdaughter—made sharp, funny and thought-provoking films. His actions may be more in the domain of morality than crime, just like Munro's actions as an enabler of a sexual offender. But why must we demand superior moral standards from artists to take their work seriously?

However, it does make a difference whether the artist is alive or dead. Ignoring the person is easy when they are dead. But what does one do when a rape accused or alleged sexual offender is living among us and seemingly using their power of money and fame to silence their victims?

What to do when a filmmaker or a theatre personality whose work I am fond of and who has been accused of sexual misconduct by using their positions of power—the fame of an artist—releases a new work, while victims continue to fight for justice? Going to the theatre could mean supporting the production financially, which may enable the artist to get away.

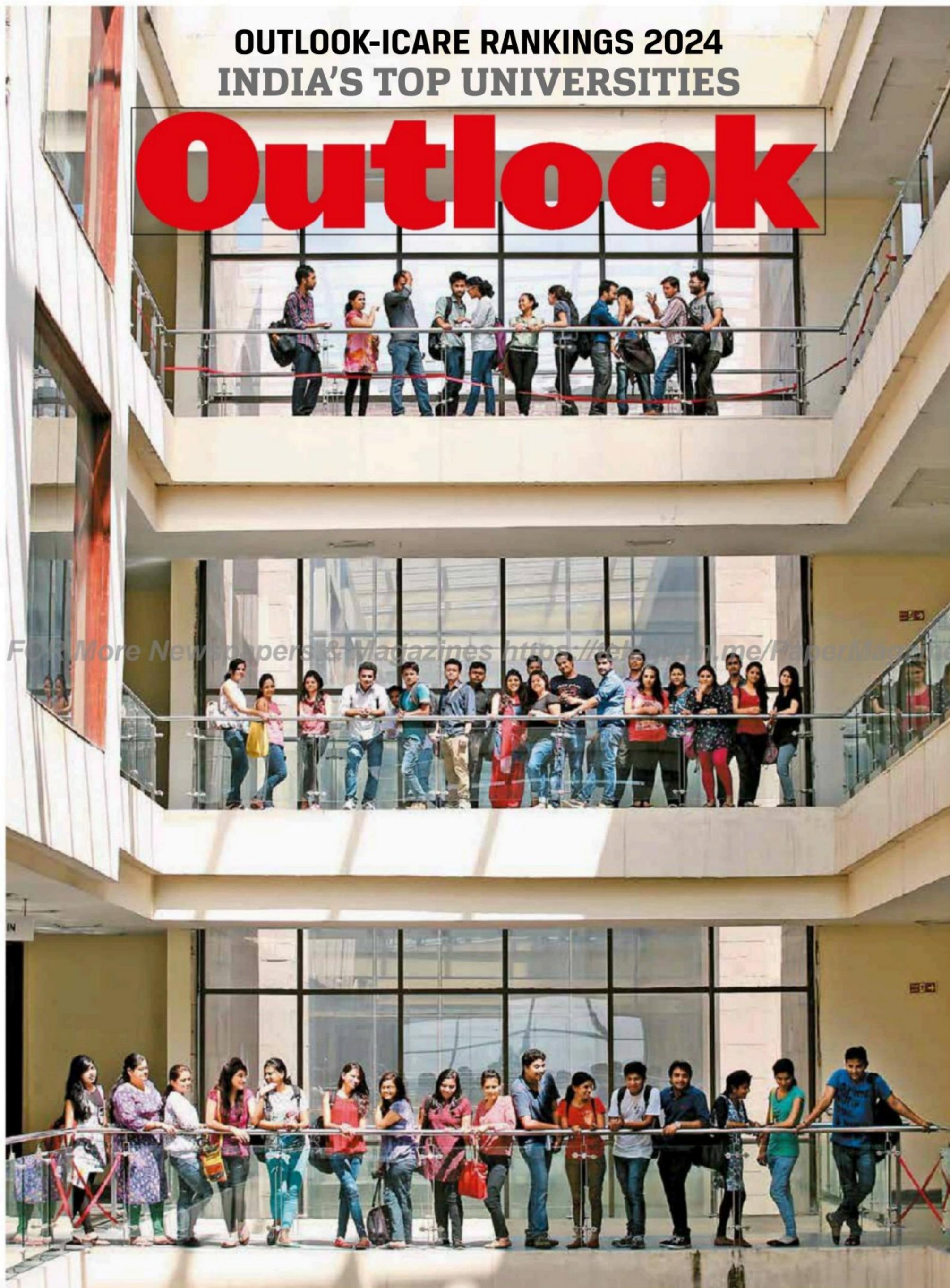
Should I boycott the movie/play then? I may. It's difficult to see someone accused of sexual crimes or discriminatory actions going around as usual, partying, receiving accolades and, probably, collecting more potential victims. This boycott would not have anything to do with the art itself. But time may make it necessary that powerful offenders are made to feel accountable in some way. Children do suffer the consequences of their parents' actions even if we wish they did not.

However, even then, I would not discard their work. And I would try to have a look at their latest work—the one I boycotted—after the dust has settled down. Art should not give immunity to the artist from their crimes or falls. Similarly, when the artist has committed a moral or criminal offence, bring them down; but spare their work. 

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**OUTLOOK-ICARE RANKINGS 2024
INDIA'S TOP UNIVERSITIES**

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INDIA'S TOP UNIVERSITIES

OUTLOOK-ICARE RANKINGS 2024

NAVIGATING YOUR FUTURE Why University Rankings Matter

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The higher education sector in India has experienced significant growth in recent decades. The country's educational landscape has expanded significantly, with the establishment of numerous universities and colleges surpassing the limited number of previous elite institutions. Nevertheless, this expansion entails advantages as well as disadvantages. Although it has increased the availability of higher education, it has also resulted in the proliferation of numerous low-quality institutions that contribute minimally to improving students' abilities and job prospects. Within this framework, university rankings have emerged as an essential instrument for students such as yourself to navigate the intricate realm of higher education effectively.

India possesses an expansive higher education system, boasting a staggering number of 1,000 universities and 40,000 colleges, making it one of the largest in the world. The expansion was motivated by the necessity to cater to a burgeoning youth population and the aspiration to establish itself as a worldwide center of knowledge. Notwithstanding this expansion, numerous establishments encounter difficulties in



Dr Karthick Sridhar
Vice Chairman, ICARE

upholding quality benchmarks. Specific colleges and universities provide obsolete programs, inadequate infrastructure, and faculty members who lack the necessary qualifications. Consequently, individuals who have completed their studies at these educational establishments frequently encounter difficulties securing employment and are deficient in their abilities to thrive in the current highly competitive job market.

To ensure optimal educational outcomes, it is crucial to employ mechanisms that facilitate the identification of the most superior educational institutions, considering the significant variation in the quality of education they offer. University rankings play a crucial role in this context. Rankings offer a comparative evaluation of institutions, considering different criteria, to provide a quick overview of their strengths and weaknesses. These rankings serve as a valuable resource for students to make well-informed decisions regarding their choice of higher education institution.

To grasp the significance of rankings, examining the comprehensive framework that forms their foundation is necessary. Universities are typically evaluated based on



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several critical criteria.

Academic Reputation is a crucial aspect that includes the excellence of faculty members, the productivity of research, and the robustness of subjects offered. An institution's academic standing is significantly influenced by its faculty's qualifications, research output, and impact. The number of publications, citations, and research grants reflects the institution's research capabilities. At the same time, the reputation and strength of specific departments or programs indicate areas of excellence within the institution.

The student-to-faculty ratio is a significant factor to consider. Reduced class sizes frequently correlate with increased individualized attention and improved educational achievements. In addition, the student-to-faculty ratio helps evaluate faculty members' ease of access and availability for mentoring and support.

Student Outcomes are crucial metrics that reflect an institution's effectiveness. The graduation and employment rates serve as indicators of the institution's effectiveness in equipping students for the job market. The accomplishments and professional roles held by former students in their respective areas of

TO ENSURE OPTIMAL EDUCATIONAL OUTCOMES, IT IS CRUCIAL TO EMPLOY MECHANISMS THAT FACILITATE THE IDENTIFICATION OF THE MOST SUPERIOR EDUCATIONAL INSTITUTIONS, CONSIDERING THE SIGNIFICANT VARIATION IN THE QUALITY OF EDUCATION THEY OFFER

expertise offer valuable insight into the enduring influence of the institution's educational program.

The evaluation of Research and Development is based on criteria such as research funding, innovation and patents, and the availability of research facilities. The level of funding allocated to research projects serves as an indicator of the institution's research prowess. The number of patents submitted and innovations created serve as a measure of the institution's impact on technological and scientific progress. The presence and excellence of research labs, libraries, and other facilities support the institution's research endeavors.

Infrastructure and Resources encompass the physical structures and resources available on campus as well as the technological tools and support services provided. The quality of classrooms, labs, libraries, and recreational facilities influences the overall learning environment. Modern education relies heavily on access to current technology and online resources. Career services, counseling, and academic support services are essential for ensuring students achieve success.

The internationalization assessment is based



Matching Global Standards

Centurion University Pioneering Sustainable Development and Academic Excellence

University Impact Rankings 2024:

A Leap Forward

Centurion University has marked a significant milestone in the University Impact Rankings 2024, showcasing an impressive leap from the 801-1000 bracket to the 601-800 range globally. This substantial rise underscores the University's steadfast commitment to sustainable development and delivering impactful education. In India, Centurion University now stands proudly at the 18th position, a remarkable climb from its previous 150-200 bracket. This achievement highlights the University's relentless pursuit of excellence in fostering a sustainable future through innovative teaching, learning and community-driven initiatives with a focus on nurturing and nourishing holistic education.

Commitment to Sustainable Development Goals

Centurion University excels in sustainable development, ranking

highly in multiple SDGs. It is 3rd in India and 94th globally for SDG 1 (No Poverty), demonstrating its commitment through skill-integrated education and community development. For SDG 2 (Zero Hunger), it ranks 2nd in India and 35th globally, addressing food security through its School of Agriculture. The university's inclusive academic environment secures the 15th position in India for SDG 4 (Quality Education). Promoting gender equality, it ranks 19th for SDG 5, with women leading key positions. In SDG 9 (Industry, Innovation, and Infrastructure), it ranks 9th, boasting a state-of-the-art lab and over 300 patents. Ranked 2nd in India for SDG 14 (Life Below Water), its School of Fisheries leads in marine conservation. For SDG 15 (Life on Land), it ranks 8th, focusing on ecosystem preservation. Lastly, it ranks 3rd in India for SDG 17 (Partnerships for the Goals), highlighting its strong industry and international collaborations.

A Holistic Approach to Education and Sustainability

With a diverse range of dedicated schools, including the M.S. Swaminathan School of Agriculture, School of Allied Health Sciences, and School of Engineering and Technology, the University offers an inclusive academic environment that nurtures learning across various fields.

Innovative initiatives, such as the state-of-the-art product development lab powered by partnerships with companies like Dassault, Wipro 3D, and Australia vanilla plantation, empower students to transform their ideas into tangible products. This lab has led to over 300 patents and copyrights, underscoring the University's commitment to fostering innovation and technological advancement. Current research and development projects include developing an indigenous insulin pump and electric vehicles, with two ICAT-approved models already achieved, aligning with the industrial market demands, pushing the boundaries of innovation.

A Vision for Excellence

Centurion University aims to become the top-ranked University in India and be among the top 50 universities worldwide. This ambitious goal is driven by the University's dedication to sustainable development, research, and education. As it continues to innovate and foster an inclusive learning environment, it remains a beacon of hope for the future of education in India and beyond. With a vision for a brighter future, the University stands as a testament to the transformative power of education in creating a sustainable and prosperous world.



on the presence of international faculty, international students, and global partnerships. The presence of international faculty members contributes to the institution's diversity and global outlook. The proportion of international students reflects the institution's worldwide attractiveness and multiculturalism. Partnerships and reciprocal initiatives with international institutions enrich the educational experience and broaden the opportunities available to students.

Evaluations of diversity and inclusion consider factors such as gender ratio, socioeconomic diversity, and support for underrepresented groups. An equitable distribution of male and female students and faculty fosters an inclusive atmosphere. Ensuring equal opportunities is achieved by including students from diverse socioeconomic backgrounds. The institution's dedication to diversity and inclusion is demonstrated through its implementation of programs and policies catering to minorities and disadvantaged groups.

Sustainability and Social Responsibility encompass environmental initiatives, community engagement, and ethical practices. The institution's commitment to environmental responsibility is evident through its efforts to promote sustainability on campus. The institution's commitment to social responsibility is demonstrated through

ACADEMIC REPUTATION IS A CRUCIAL ASPECT THAT INCLUDES THE EXCELLENCE OF FACULTY MEMBERS, THE PRODUCTIVITY OF RESEARCH, AND THE ROBUSTNESS OF SUBJECTS OFFERED. AN INSTITUTION'S ACADEMIC STANDING IS SIGNIFICANTLY INFLUENCED BY ITS FACULTY'S QUALIFICATIONS, RESEARCH OUTPUT, AND IMPACT

its active participation in local community development and social projects. Compliance with ethical principles in governance and operations guarantees openness and honesty.

Student Satisfaction is assessed by analyzing survey data and evaluating retention rates. Feedback from both current and past students can provide insights into the institution's experience and satisfaction. The retention rate of students after the first year serves as an indicator of the excellence of the academic and social milieu.

The Financial Aspects encompass the costs of tuition fees, the availability of financial aid, and the potential return on investment. The expense of education and the accessibility of scholarships impact the affordability of obtaining an education. Financial aid programs guarantee that students from various socio-economic backgrounds have the opportunity to pursue higher education. Evaluating the expenses associated with education in relation to the potential income one can earn after completing their studies aids in determining the worth of investing in education.

University rankings significantly impact students and their families' decisions. Rankings offer a definitive and organized evaluation of various institutions, assisting students in making well-informed choices regarding where to apply and enroll. Rankings



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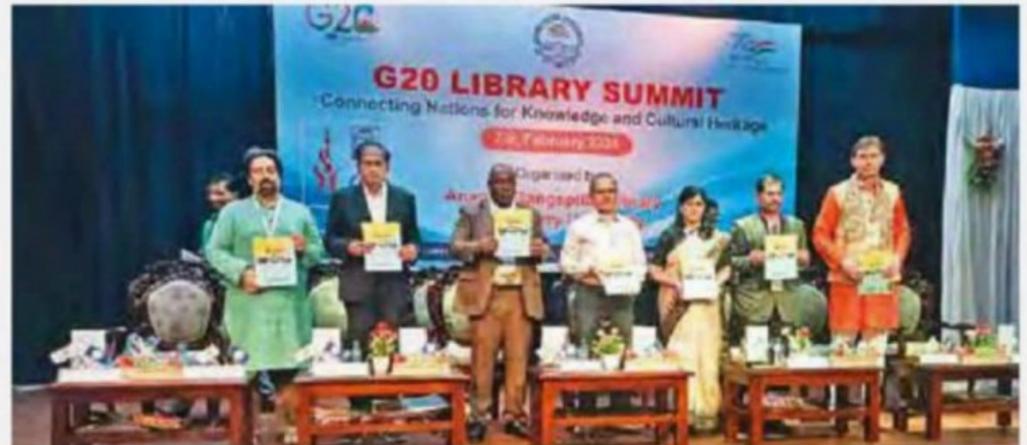
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DDE organized Art Exhibition on the theme of ViksitBharat2047



DDE organised Lecture Series

● DISTANCE EDUCATION PROGRAMME ●

MBA DEGREE PROGRAMMES (2 Year-Semester Pattern):

MBA in Marketing/Finance/
International Business/HRM/
General/Tourism/Operations
& Supply Chain Management/
Hospital Management

PG DEGREE PROGRAMMES (2 Year-Non-Semester Pattern):



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in Hindi/English/Sociology

UG DEGREE PROGRAMMES (3 Year-Non-Semester Pattern):

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SCHOLARSHIPS:

- The SC/ST students can avail various scholarships from the respective States/UT Governments (<https://scholarships.gov.in/>)



FEE CONCESSION:

- ▶ 100% Tuition fee Concession is extended to Differently Abled Persons.
- ▶ 50% Tuition fee Concession is extended to:
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 - Widows, Deserted Women, Prisoners, Transgender.
 - Non-Teaching Employees of Pondicherry University and their wards (Group B, C & D only).

ADMISSIONS:

- Admissions twice a year:
 1. Academic Year: July-August
 2. Calendar year: January-February



Interview at Job Fair conducted by DDE



DDE organised a Job Fair programme for students

Admission Link: <https://dde.pondiuni.edu.in>

facilitate the selection of universities that match students' academic interests, career objectives, and personal preferences by assessing the merits and drawbacks of each institution.

Institutions rely on rankings as a standard for evaluating their performance. Universities endeavor to enhance their rankings by improving their academic programs, research output, and infrastructure. Pursuing enhancement is advantageous for students, as it results in superior educational opportunities and resources.

Attaining high rankings elevates universities' worldwide acknowledgment and prestige. Attending a prestigious institution can give students access to global career prospects and partnerships. Furthermore, it enhances their academic credentials, increasing their competitiveness in the job market.

Rankings enhance transparency and foster accountability in higher education. Institutions are urged to uphold elevated levels of quality and performance as they undergo regular evaluations and comparisons with their counterparts. This guarantees that students obtain a top-notch education and get their money's worth.

Employers frequently rely on university rankings as a benchmark when hiring graduates. A degree from a prestigious institution can provide students with a competitive advantage in the job market, as it demonstrates a specific level of academic

THE STUDENT-TO-FACULTY RATIO IS A SIGNIFICANT FACTOR TO CONSIDER. REDUCED CLASS SIZES FREQUENTLY CORRELATE WITH INCREASED INDIVIDUALIZED ATTENTION AND IMPROVED EDUCATIONAL ACHIEVEMENTS

superiority and readiness. Rankings assist employers in identifying institutions that produce highly skilled and competent graduates.

Institutions are motivated to establish fair and inclusive environments when rankings consider diversity and inclusion criteria. This enhances the educational experience for students by cultivating a varied and dynamic campus community where a range of viewpoints and life experiences are highly regarded and treated with esteem.

Ultimately, university rankings serve as a crucial instrument for students navigating the intricate terrain of higher education. They offer a thorough evaluation of institutions based on multiple criteria, assisting students in making well-informed decisions about where to pursue their studies. Rankings enhance transparency, foster accountability, and facilitate ongoing enhancement in higher education, guaranteeing that students obtain a top-notch education. Rankings allow students to assess the merits and drawbacks of various institutions, enabling them to select universities that align most effectively with their academic and professional goals. With the ongoing expansion of the Indian higher education system, the significance of dependable and thorough university rankings will inevitably increase. These rankings serve as a valuable tool for students in selecting institutions that genuinely enhance their educational experience.

METHODOLOGY

Our ranking methodology evaluates Higher Education Institutions (HEIs) based on five core criteria: Academic and Research Excellence, Industry Interface and Placements, Infrastructure & Facilities, Governance & Admissions, and Diversity & Outreach. Each broad parameter is further broken down into sub-parameters and indicators, each carrying a specific weightage.

To ensure fairness and accuracy, we employ a multi-faceted data collection approach. We gather ranking data through comprehensive surveys involving various stakeholders, including students, faculty, and others associated with the HEIs. Additionally, we meticulously vet the data by cross-referencing it with evidence and reliable third-party sources.

In cases where direct data may be limited, we resort to trusted and authoritative sources like AISHE, NAAC, NIRF, etc., to supplement the information. This ensures that our ranking process maintains its integrity and impartiality.

The data we collect is normalised to standardise scores across different parameters. This normalisation enables a fair comparison of

institutions, regardless of their size or other factors that could influence raw scores. After normalisation, the scores for each measure are weighted appropriately, culminating in a final overall score on a scale of 1000.

We take great pride in our methodology, which results from extensive research and continuous refinement. We remain committed to improving our approach by actively seeking user feedback, engaging in discussions with academic leaders and higher education experts, conducting literature reviews, and analysing trends in our data. Moreover, we stay vigilant about incorporating new and relevant data while collaborating with vice-chancellors, deans, researchers, academicians, and prominent educationists to stay at the forefront of developments in the education landscape.

With this comprehensive and evolving approach, our ranking system aims to provide a reliable and up-to-date assessment of Higher Education Institutions, empowering stakeholders to make informed decisions and fostering continuous growth in the academic community. 



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**TOP 50 STATE PRIVATE UNIVERSITIES**

RANK 2024	UNIVERSITY NAME	STATE	ACADEMIC & RESEARCH EXCELLENCE	INDUSTRY INTERFACE & PLACEMENT	INFRASTRUCTURE & FACILITIES	GOVERNANCE & EXTENSION	DIVERSITY & OUTREACH	TOTAL SCORE
			400	200	150	150	100	1000
1	O P JINDAL GLOBAL UNIVERSITY, SONIPAT	Haryana	386.02	182.23	149.88	133.92	83.56	935.61
2	AMITY UNIVERSITY, GAUTAM BUDH NAGAR	Uttar Pradesh	363.2	200.00	142.69	136.12	93.45	935.46
3	CHITKARA UNIVERSITY, RAJPURA	Punjab	384.73	192.32	129.44	134.35	84.43	925.27
4	PANDIT DEENDAYAL ENERGY UNIVERSITY, GANDHINAGAR	Gujarat	391.66	191.6	135.41	128.47	77.94	925.10
5	CHANDIGARH UNIVERSITY, MOHALI	Punjab	383.90	199.8	127.93	119.93	87.97	919.57
6	XIM UNIVERSITY, BHUBANESWAR	Odisha	390.94	169.7	137.35	137.98	78.95	914.87
7	SRI SRI UNIVERSITY, BHUBANESWAR	Odisha	398.53	184.85	115.98	117.92	95.82	913.10
8	WOXSEN UNIVERSITY, HYDERABAD	Telangana	389.02	186.34	121.45	135.24	77.96	910.01
9	MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES, FARIDABAD	Haryana	381.4	194.6	142.69	115.04	72.96	906.7
10	CENTURION UNIVERSITY OF TECHNOLOGY & MANAGEMENT, BHUBANESWAR	Odisha	388.84	190.13	110.33	132.40	83.54	905.24
11	CENTRE FOR ENVIRONMENTAL PLANNING AND TECHNOLOGY UNIVERSITY, AHMEDABAD	Gujarat	381.26	168.86	134.3	120.65	95.43	900.51
12	GANPAT UNIVERSITY, MEHSANA	Gujarat	385.3	176.45	143.12	128.38	64.82	898.09
13	SHRI DHARMASTHALA MANJUNATHESHWARA UNIVERSITY, DHARWAD	Karnataka	360.83	187.49	123.67	148.62	73.44	894.05
14	ITM UNIVERSITY, GWALIOR	Madhya Pradesh	355.81	188.72	123.07	125.65	97.76	891.01
15	LNCT UNIVERSITY, BHOPAL	Madhya Pradesh	385.82	162.92	146.43	111.80	80.17	887.14
16	GLA UNIVERSITY, MATHURA	Uttar Pradesh	368.52	171.29	140.45	112.11	89.88	882.25
17	PRESIDENCY UNIVERSITY, BANGALORE	Karnataka	375.19	183.36	119.63	123.4	79.95	881.49
18	ST. JOSEPH'S UNIVERSITY, BANGALORE	Karnataka	377.79	171.73	109.71	136.38	84.64	880.25
19	SANKALCHAND PATEL UNIVERSITY (SPU), MEHSANA	Gujarat	375.67	185.66	128.76	114.9	73.87	878.82
20	JIS UNIVERSITY, KOLKATA	West Bengal	391.06	191.47	103.61	126.51	65.93	878.58
21	AKS SATNA UNIVERSITY, SATNA	Madhya Pradesh	363.14	174.40	124.3	141.65	73.1	876.6
22	CHITKARA UNIVERSITY, SOLAN	Himachal Pradesh	365.53	190.46	118.17	125.29	77.10	876.55
23	SANSKRITI UNIVERSITY, MATHURA	Uttar Pradesh	379.85	180.96	125.59	108.82	76.33	871.55
24	SWAMI VIVEKANAND SUBHARTI UNIVERSITY, MEERUT	Uttar Pradesh	371.57	193.35	124.88	107.67	73.45	870.92
25	GODAVARI GLOBAL UNIVERSITY, RAJAHMUNDRY	Andhra Pradesh	396.47	173.79	110.62	104.2	83.4	868.42
26	DR. C.V. RAMAN UNIVERSITY, BILASPUR	Chhattisgarh	363.10	173.44	142.22	117.84	71.11	867.71
27	AMITY UNIVERSITY, JAIPUR	Rajasthan	358.45	186.72	116.91	115.65	87.86	865.59
28	UNIVERSITY OF ENGINEERING & MANAGEMENT (UEM), KOLKATA	West Bengal	367.54	175.19	127.54	106.20	88.88	865.35
29	SAPTHAGIRI NPS UNIVERSITY, BANGALORE	Karnataka	374.87	159.87	140.12	105.28	82.80	862.94
30	ERA UNIVERSITY, LUCKNOW	Uttar Pradesh	392.31	163.60	115.57	108.55	82.80	862.83
31	KHAJA BANDANAWAZ UNIVERSITY, KALABURAGI	Karnataka	379.20	169.36	131.88	104.09	77.83	862.36
32	FLAME UNIVERSITY, PUNE	Maharashtra	351.89	185.49	136.34	99.91	87.01	860.64
33	VIVEKANANDA GLOBAL UNIVERSITY, JAIPUR	Rajasthan	358.64	168.21	123.93	129.34	79.8	859.88
34	SIR PADAMPAT SINGHANIA UNIVERSITY, UDAIPUR	Rajasthan	398.93	151.8	114.92	108.86	84.7	859.16



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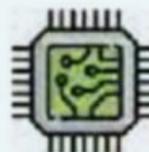
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**TOP 50 STATE PRIVATE UNIVERSITIES**

RANK 2024	UNIVERSITY NAME	STATE	ACADEMIC & RESEARCH EXCELLENCE	INDUSTRY INTERFACE & PLACEMENT	INFRASTRUCTURE & FACILITIES	GOVERNANCE & EXTENSION	DIVERSITY & OUTREACH	TOTAL SCORE
			400	200	150	150	100	1000
35	CMR UNIVERSITY, BANGALORE	Karnataka	376.27	169.07	120.62	122.36	67.85	856.17
36	UNIVERSITY OF ENGINEERING & MANAGEMENT (UEM), JAIPUR	Rajasthan	347.45	184.55	126.94	115.41	79.83	854.2
37	SRM UNIVERSITY, SONIPAT	Haryana	373.22	167.83	108.01	125.35	76.33	850.74
38	ICFAI UNIVERSITY, DEHRADUN	Uttarakhand	365.9	183.14	122.51	100.71	74.38	846.59
39	DY PATIL INTERNATIONAL UNIVERSITY AKURDI, PUNE	Maharashtra	357.28	168.73	118.05	131.40	70.19	845.65
40	SISTER NIVEDITA UNIVERSITY, KOLKATA	West Bengal	350.15	194.55	116.84	114.86	69.21	845.61
41	INTEGRAL UNIVERSITY, LUCKNOW	Uttar Pradesh	365.2	180.21	110.49	117.01	69.74	842.65
42	RAYAT-BAHRA UNIVERSITY, MOHALI	Punjab	351.23	183.66	127.18	114.19	66.13	842.39
43	RABINDRANATH TAGORE UNIVERSITY, RAISEN	Madhya Pradesh	367.29	161.61	130.44	109.72	70.89	839.95
44	ANNAMACHARYA UNIVERSITY, RAJAMPET	Andhra Pradesh	356.15	178.7	129.15	98.66	76.79	839.41
45	ANANT NATIONAL UNIVERSITY, AHMEDABAD	Gujarat	378.96	151.70	130.19	107.94	70.17	838.96
46	SHRI VAISHNAV VIDYAPEETH VISHWAVIDYALAYA, INDORE	Madhya Pradesh	359.73	164.41	121.12	116.78	73.56	835.60
47	ARKA JAIN UNIVERSITY, JAMSHEDPUR	Jharkhand	365.82	175.09	117.51	100.58	75.47	834.47
48	INDRASHIL UNIVERSITY, MEHSANA	Gujarat	358.26	176.17	107.64	117.79	68.53	828.4
49	AISECT UNIVERSITY, HAZARIBAGH	Jharkhand	347.28	188.36	99.64	113.45	77.8	826.55
50	Y B N UNIVERSITY, RANCHI	Jharkhand	355.42	164.41	127.55	105.04	70.86	823.28

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TOP 10**EMERGING STATE PRIVATE UNIVERSITIES**

RANK 2024	UNIVERSITY NAME	STATE
1	VELLORE INSTITUTE OF TECHNOLOGY, AMRAVATI	Andhra Pradesh
2	RV UNIVERSITY, BANGALORE	Karnataka
3	SRINATH UNIVERSITY, JAMSHEDPUR	Jharkhand
4	SWAMI VIVEKANANDA UNIVERSITY, BARRACKPORE	West Bengal
5	PIMPRI CHINCHWAD UNIVERSITY, PUNE	Maharashtra
6	CHRIST (DEEMED TO BE UNIVERSITY), DELHI NCR	Delhi NCR
7	PRESTIGE UNIVERSITY, INDORE	Madhya Pradesh
8	UNITED UNIVERSITY, PRAYAGRAJ	Uttar Pradesh
9	JSPM UNIVERSITY, PUNE	Maharashtra
10	SCOPE GLOBAL SKILLS UNIVERSITY, BHOPAL	Madhya Pradesh





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In the competitive realm of higher education, where the stakes are high and the landscape is constantly shifting, Woxsen University in Hyderabad has exemplified the future of Indian higher education with its cutting-edge infrastructure and progressive educational philosophy. Its innovative approach has carved out a reputation for Woxsen as a trailblazer in the modern Indian academia which surpasses the western universities. But what exactly sets Woxsen University apart from its peers? Here's an in-depth look at what makes it a leader in this space.

Architectural and Technological Marvel

At first glance, Woxsen University's campus is a striking sight, but what lies beneath the surface truly impresses. The university has

invested heavily in state-of-the-art facilities designed to foster both intellectual and creative growth. Classrooms are equipped with the latest smart technology, while laboratories feature advanced equipment that supports high-level research and experimentation. The pièce de résistance is the sports infrastructure touted as the largest on any university campus in Asia, it stands as a testament to Woxsen's keen attention to every aspect that

will shape a modern, global and passionate citizen.

Forward-Thinking Academic Programs

Woxsen's academic offerings are designed to meet the evolving demands of the modern-day global economy. The university offers a diverse range of programs in Business, Technology, Science, Design, Architecture, Law, and Liberal Arts, each crafted to work



beyond subject knowledge, to foster critical thinking, innovation, and leadership. The interdisciplinary curriculum ensures that students are not merely subject-matter experts but versatile thinkers capable of contributing to the world's knowledge economy, shaping the industrial revolution and make a meaningful impact on the global stage.

Seamless Industry Integration

A critical component of Woxsen University's strategy is its seamless integration with industry. The university has cultivated strong ties

addresses pressing societal challenges.

Sustainable Development Initiatives

The world today has shifted its true loyalty towards sustainability and Woxsen University has taken proactive steps to integrate sustainable practices into its operations. The campus emphasizes energy efficiency, waste reduction, and water conservation, setting a benchmark for eco-friendly practices in higher education. Green spaces are meticulously maintained to enhance

they need to thrive both personally and academically. For our fast-paced world, such an approach is crucial for fostering well-rounded, resilient individuals who are prepared to meet modern challenges head-on.

Global Engagement

In today's interconnected world, global engagement is more important than ever. Woxsen University has established numerous international collaborations, facilitating student and faculty exchanges, joint research projects, and global internships. The university regularly hosts international



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with leading global corporations, creating a mutually beneficial relationship that offers students unparalleled practical experience. Through internships, live projects, and industry visits, students gain invaluable insights and hands-on experience. Industry leaders regularly visit the campus to deliver guest lectures and workshops, ensuring that the curriculum remains relevant and aligned with industry needs.

Research and Innovation Hub

Woxsen University's mission includes relentless pursuit of research and innovation. The university hosts several dedicated research centers focused on upcoming domains such as artificial intelligence, data science, design, architecture, sustainable development, and social innovation. Faculty and students are encouraged to engage in research projects that

biodiversity and provide a serene environment for study and reflection. Sustainability education is woven into the curriculum, ensuring that students graduate with a profound understanding of environmental stewardship.

Comprehensive Student Development

Woxsen University does not view itself as a traditional academic institution bound by old paradigms. Instead, it envisions itself as a mentor, guide, and support system that touches every aspect of its students' lives. Woxsen's commitment to holistic development is evident in its robust student wellness programs, comprehensive mentorship initiatives and sports coaches from around the world. These efforts ensure that students receive the guidance and support

conferences and welcomes scholars and industry practitioners from around the world to share their expertise. This global outlook not only broadens students' horizons but also prepares them to excel in a multicultural and globalized environment. By fostering worldwide connections, Woxsen ensures that its students are well-equipped to navigate and contribute to an increasingly interconnected world.

Woxsen University is not just keeping pace with the future of higher education—it is actively shaping it. With its advanced infrastructure, forward-thinking academic programs, seamless industry integration, focus on research and innovation, sustainability initiatives, comprehensive student development, and global engagement, Woxsen stands as a beacon of modern education in India.



TOP 40 DEEMED TO BE UNIVERSITIES

RANK 2024	UNIVERSITY NAME	STATE	ACADEMIC & RESEARCH EXCELLENCE	INDUSTRY INTERFACE & PLACEMENT	INFRASTRUCTURE & FACILITIES	GOVERNANCE & EXTENSION	DIVERSITY & OUTREACH	TOTAL SCORE
			400	200	150	150	100	1000
1	MANIPAL ACADEMY OF HIGHER EDUCATION, MANIPAL	Karnataka	393.55	183.38	140.65	137.53	78.92	934.03
2	VELLORE INSTITUTE OF TECHNOLOGY, VELLORE	Tamil Nadu	396.16	190.1	132.07	135.48	79.74	933.59
3	SRM INSTITUTE OF SCIENCE AND TECHNOLOGY KATTANKULATHUR, CHENNAI	Tamil Nadu	396.48	189.49	120.76	143.0	78.19	927.91
4	BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, PILANI	Rajasthan	370.45	181.27	129.27	148.8	85.74	915.48
5	BHARATH INSTITUTE OF HIGHER EDUCATION & RESEARCH, CHENNAI	Tamil Nadu	398.04	181.86	118.21	134.83	79.97	912.9
6	KONERU LAKSHMAIAH EDUCATION FOUNDATION UNIVERSITY, VADDESWARAM	Andhra Pradesh	399.62	177.56	134.45	109.42	88.25	909.30
7	SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI	Tamil Nadu	390.16	190.00	133.23	101.62	84.10	899.11
8	KALINGA INSTITUTE OF INDUSTRIAL TECHNOLOGY (KIIT), BHUBANESWAR	Odisha	373.29	170.6	140.55	118.10	93.34	895.91
9	SYMBIOSIS INTERNATIONAL UNIVERSITY, PUNE	Maharashtra	377.1	166.26	126.5	137.60	86.03	893.46
10	BHARATI VIDYAPEETH UNIVERSITY, PUNE	Maharashtra	371.81	192.49	131.93	122.53	73.09	891.85
11	BLDE (DEEMED TO BE UNIVERSITY), VIJAYAPURA	Karnataka	383.68	167.8	133.0	121.54	85.19	891.19
12	SRI RAMACHANDRA INSTITUTE OF HIGHER EDUCATION AND RESEARCH, CHENNAI	Tamil Nadu	365.1	156.39	148.76	138.16	81.44	889.88
13	DAYANANDA SAGAR UNIVERSITY, BANGALORE	Karnataka	367.88	180	125.37	137.45	78.34	888.72
14	THE GANDHIGRAM RURAL INSTITUTE (DEEMED TO BE UNIVERSITY), DINDIGUL	Tamil Nadu	368.48	154.4	131.3	149.42	82.89	886.48
15	THE ICFAI FOUNDATION FOR HIGHER EDUCATION, HYDERABAD	Telangana	378.03	170.94	138.98	110.70	85.10	883.75
16	GRAPHIC ERA UNIVERSITY, DEHRADUN	Uttarakhand	350.49	177.87	119.83	143.60	91.83	883.62



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M.Sc. Programs
Biotechnology | Microbiology | Botany | Biochemistry | Chemistry (Organic | Industrial)

PG Diploma in Medical Laboratory Technology

Agriculture, Allied Sciences & Technology

B.Sc. (Hons) Agriculture
B.Sc. (Hons) (Food Science & Technology)
B.Tech. (Agricultural Engineering)
B.Tech. (Food Technology)
M.Sc. (Environment Science and Technology)
M.Sc. (Food Science & Technology)
M.Sc. (Food Nutrition and Dietetics)

Nursing

B.Sc. (Nursing)
General Nursing Midwifery

Management Studies

BBA (Hons.) Programs
General | Finance | International Business | Marketing Management | Business Analytics

MBA Programs
Marketing | Finance | HR | International Business | Supply Chain Management | Entrepreneurship | Agribusiness | Pharmaceuticals | International Business Financial Services | Logistics and Supply Chain Management

Architecture, Design & Planning

B.Arch. (Architecture)
B.Des. Programs
Interior | Product | Furniture | Graphics & Visual Communication

Commerce, Social Sciences & Humanities

B.Com. (Hons.)
Liberal Studies [BSW (Hons.) | BA English (Hons.) | BA Psychology (Hons.)]
Master of Social Work (MSW)

Computer Applications / Science

B.Sc. (Hons) Programs
Information Technology | CA & IT | IT (Infrastructure Management Services | Cyber Security | Data Science)

M.Sc. Programs
Information Technology | Computer Applications & Information Technology | IT (Infrastructure Management Services | Cyber Security | Artificial Intelligence and Machine Learning | Data Science)

BCA (Hons) (Computer Applications)
BCA+MCA (5Years Dual Degree Integrated)
MCA (Computer Applications)

Pharmacy

B.Pharm. (Pharmacy)
M.Pharm. Programs
Pharmaceutics | Pharmacology | Pharmaceutical Quality Assurance

Physiotherapy

BPT (Physiotherapy)

Programs in collaboration with Industry

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- B.Tech. CSE (Cyber Security)
- B.Tech. CSE

In association with **TCS**

- B.Tech (Computer Science & Business Systems)

In association with **e-Infochips**

- M.Tech. EC (VLSI System Design)

In association with **Logistics Skill Council**

- BBA (Logistics)

In association with **SAS**

- MBA (Business Analytics)
- M.Sc. (Agriculture Analytics)

In association with **Shalby Hospitals**

- MBA (Healthcare & Hospital Management)

In association with **Ascendum**

- M. Com. (Financial Analyst)

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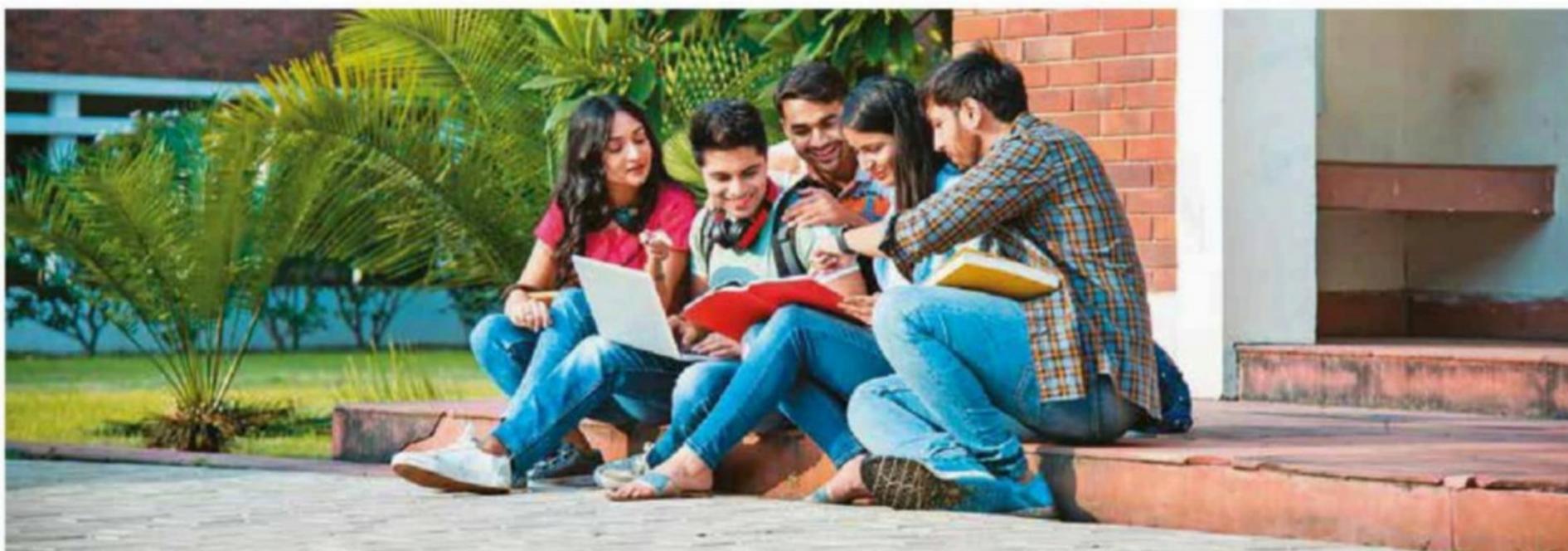
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**TOP 40 DEEMED TO BE UNIVERSITIES**

RANK 2024	UNIVERSITY NAME	STATE	ACADEMIC & RESEARCH EXCELLENCE	INDUSTRY INTERFACE & PLACEMENT	INFRASTRUCTURE & FACILITIES	GOVERNANCE & EXTENSION	DIVERSITY & OUTREACH	TOTAL SCORE
			400	200	150	150	100	1000
17	B. S. ABDUR RAHMAN CRESCENT INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI	Tamil Nadu	376.21	172.60	130.2	116.07	88.05	883.14
18	DR. D. Y. PATIL VIDYAPEETH, PUNE	Maharashtra	362.27	178.04	131.62	145.19	64.88	882.00
19	CHRIST UNIVERSITY, BANGALORE	Karnataka	389.11	164.46	115.07	125.04	83.97	877.65
20	AVINASHILINGAM INSTITUTE FOR HOME SCIENCE & HIGHER EDUCATION FOR WOMEN, COIMBATORE	Tamil Nadu	373.7	161.16	135.80	114.3	90.53	875.45
21	BANASTHALI VIDYAPITH, BANASTHALI	Rajasthan	367.54	174.41	138.74	110.52	83.77	874.98
22	HINDUSTAN INSTITUTE OF TECHNOLOGY AND SCIENCE, CHENNAI	Tamil Nadu	356.58	175.33	123.81	125.41	92.91	874.04
23	SVKM'S NARSEE MONJEE INSTITUTE OF MANAGEMENT STUDIES, MUMBAI	Maharashtra	371.86	162.78	113.27	127.8	93.42	869.13
24	GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT, VISAKHAPATNAM	Andhra Pradesh	380.89	163.40	107.81	139.67	76.57	868.34
25	JAYPEE INSTITUTE OF INFORMATION TECHNOLOGY, NOIDA	Uttar Pradesh	392.84	149.87	99.8	133.24	85.74	861.53
26	SHOBHIT UNIVERSITY, MEERUT	Uttar Pradesh	369.24	177.18	112.06	120.71	82.20	861.39
27	D. Y. PATIL EDUCATIONAL SOCIETY, KOLHAPUR	Maharashtra	360.1	196.92	113.8	110.54	79.50	860.81
28	DR M. G. R. EDUCATIONAL AND RESEARCH INSTITUTE, CHENNAI	Tamil Nadu	382.8	152.66	136.91	107.09	76.50	855.99
29	SRI BALAJI VIDYAPEETH (DEEMED TO BE UNIVERSITY), PILLAIYARKUPPAM	Puducherry	372.5	189.26	102.97	119.51	71.4	855.68
30	DATTA MEGHE INSTITUTE OF HIGHER EDUCATION & RESEARCH, WARDHA	Maharashtra	366.25	175.03	114.51	114.32	85.07	855.18
31	KARPAGAM ACADEMY OF HIGHER EDUCATION, COIMBATORE	Tamil Nadu	357.73	176.31	120.94	124.84	73.6	853.38
32	UTTARANCHAL UNIVERSITY, DEHRADUN	Uttarakhand	366.83	164.47	133.92	112.30	75.45	852.97
33	MGM INSTITUTE OF HEALTH SCIENCES, NAVI MUMBAI	Maharashtra	374.32	182.89	112.55	95.45	86.54	851.75
34	YENEPOYA UNIVERSITY, MANGALORE	Karnataka	362.43	162.41	120.10	140.26	65.04	850.24
35	VIGNAN'S FOUNDATION FOR SCIENCE, TECHNOLOGY & RESEARCH, GUNTUR	Andhra Pradesh	365.93	161.5	124.55	102.25	94.77	849.01
36	SUMANDEEP VIDYAPEETH, VADODARA	Gujarat	358.99	163.38	123.74	121.35	81.06	848.52
37	DHARMSINH DESAI UNIVERSITY, NADIAD	Gujarat	368.0	157.61	111.8	125.71	84.80	847.90
38	PERIYAR MANIAMMAI INSTITUTE OF SCIENCE & TECHNOLOGY, THANJAVUR	Tamil Nadu	369.3	164.49	105.0	124.39	82.21	845.38
39	DAYALBAGH EDUCATIONAL INSTITUTE, AGRA	Uttar Pradesh	355.65	151.46	119.68	120.67	90.44	837.90
40	ST PETERS INSTITUTE OF HIGHER EDUCATION AND RESEARCH, CHENNAI	Tamil Nadu	359.15	172.95	98.45	130.45	74.06	835.06





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- BCA (AI & DL) with IBM
- BCA (Cybersecurity) with Cyber Dojo
- MCA (AI & DL) with IBM
- Diploma in Engineering (ME / EEE / CSE / Mechatronics)
- B. Tech / BCA + Data Analytics (IoA, UK)
- M. Tech (Manufacturing Engg. / CSE / EV Technology)

COMMERCE & MANAGEMENT

- BBA
- BBA (Capital Market) in association with SMI
- BBA (Digital Marketing) In association with ISDC
- B.Com (H)
- B. Com (H) (Capital Market) in association with SMI
- MBA

HUMANITIES

- BA (H) English
- BA (H) Fashion Design
- BA (H) Journalism & Mass Communication

PHARMACY

- B. Pharm
- D. Pharm

HEALTH & ALLIED SCIENCE

- B. Optometry
- B. Sc Biotechnology
- B. Sc. (H) Medical Laboratory Technology (MLT)
- B. Sc. (H) Emergency Medical Technology (EMT)
- B. Sc. (H) Anaesthesia & Operation Theatre Technology (A & OTT)

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- B. Sc Nursing

LAW

- BBA LLB (H)

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- Ph.D in Journalism & Mass Communication
- Ph.D in Computer Science
- Ph.D in Electrical & Electronics Engineering
- Ph.D in Mechanical Engineering
- Ph.D in Pharmacy | Ph.D in Biotechnology
- D.Litt.

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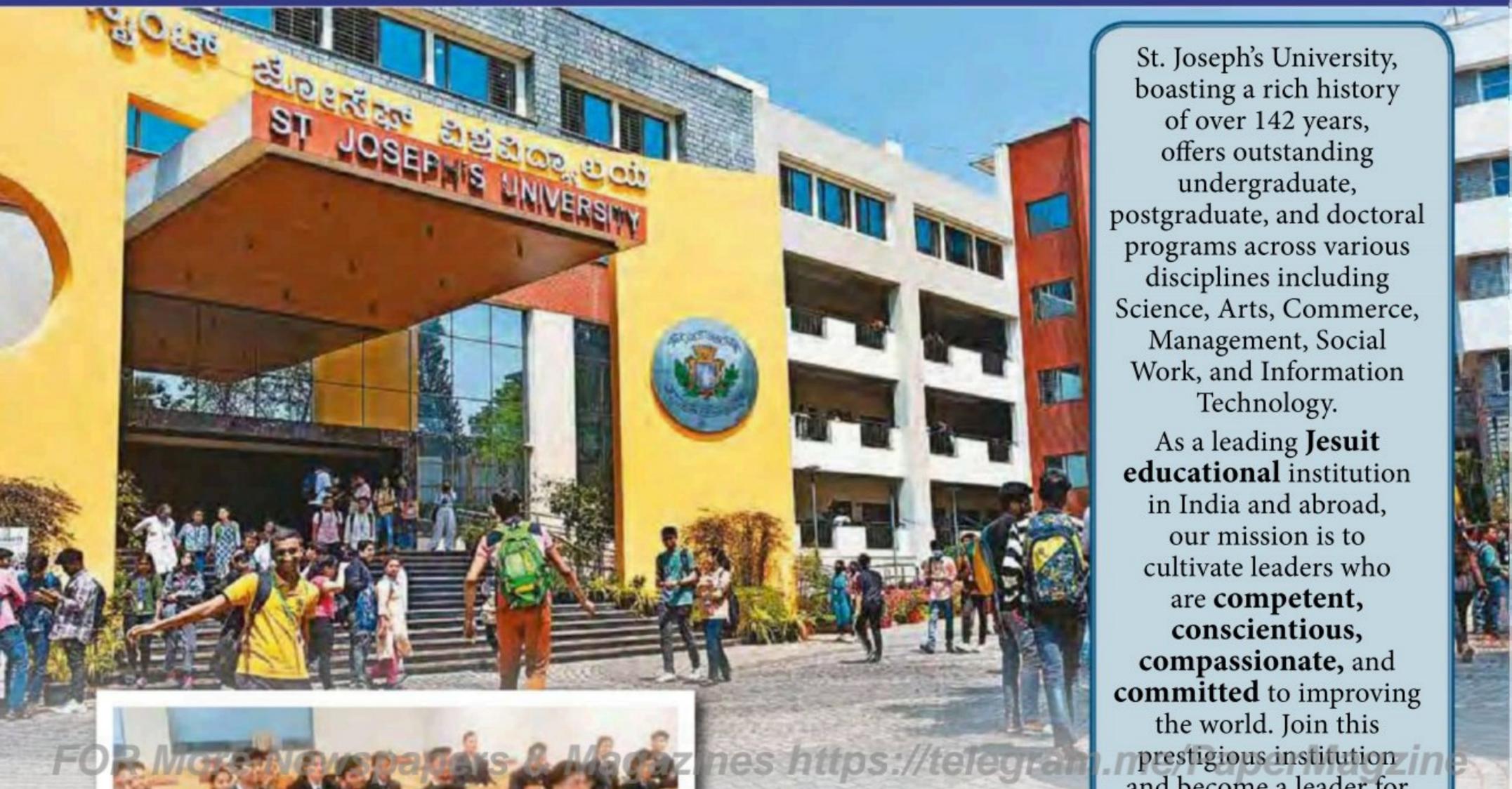
TOP 20 CENTRAL UNIVERSITIES

RANK 2024	UNIVERSITY NAME	STATE	ACADEMIC & RESEARCH EXCELLENCE	INDUSTRY INTERFACE & PLACEMENT	INFRASTRUCTURE & FACILITIES	GOVERNANCE & EXTENSION	DIVERSITY & OUTREACH	TOTAL SCORE
			400	200	150	150	100	1000
1	JAWAHARLAL NEHRU UNIVERSITY, NEW DELHI	Delhi	396.30	171.68	133.3	138.50	76.15	915.97
2	BANARAS HINDU UNIVERSITY, VARANASI	Uttar Pradesh	392.80	173.27	131.1	134.52	80.31	912.02
3	PONDICHERRY UNIVERSITY, PUDUCHERRY	Pondicherry	380.91	165.65	141.54	145.23	76.78	910.11
4	UNIVERSITY OF DELHI, NEW DELHI	Delhi	390.65	174.90	126.8	118.95	74.21	885.53
5	TEZPUR UNIVERSITY, TEZPUR	Assam	369.5	157.7	128.28	137.91	80.43	873.8
6	NORTH EASTERN HILL UNIVERSITY, SHILLONG	Meghalaya	377.42	171.82	133.61	122.89	67.91	873.65
7	VISVA BHARATI UNIVERSITY, SANTINIKETAN	West Bengal	390.04	166.97	133.19	112.84	68.29	871.3
8	BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY, LUCKNOW	Uttar Pradesh	364.07	169.76	124.02	124.58	84.40	866.8
9	CENTRAL UNIVERSITY OF PUNJAB, BATHINDA	Punjab	379.20	177.38	102.56	118.89	88.15	866.18
10	ENGLISH AND FOREIGN LANGUAGES UNIVERSITY, SECUNDERABAD	Telangana	363.63	157.73	109.16	132.35	89.44	852.3
11	CENTRAL UNIVERSITY OF KERALA, KASARAGOD	Kerala	343.92	162.42	131.3	138.1	76.46	852.21
12	MANIPUR UNIVERSITY, IMPHAL	Manipur	379.12	173.37	104.83	110.38	82.0	849.68
13	MIZORAM UNIVERSITY, AIZAWL	Mizoram	351.76	187.32	127.94	105.37	75.86	848.25
14	SIKKIM UNIVERSITY, GANGTOK	Sikkim	372.75	165.05	119.0	105.16	75.44	837.4
15	CENTRAL UNIVERSITY OF RAJASTHAN, BANDAR SINDRI	Rajasthan	380.99	150.81	96.69	139.05	69.80	837.34
16	CENTRAL UNIVERSITY OF TAMIL NADU, TIRUVARUR	Tamil Nadu	352.18	156.07	129.58	117.17	79.69	834.69
17	DR. HARISINGH GOUR UNIVERSITY, SAGAR	Madhya Pradesh	369.26	163.26	112.46	113.26	76.35	834.59
18	RAJIV GANDHI UNIVERSITY, ITANAGAR	Arunachal Pradesh	351.0	161.68	124.36	110.18	77.91	825.10
19	CENTRAL UNIVERSITY OF HARYANA, MAHENDERGARH	Haryana	358.78	176.32	105.16	108.35	75.47	824.08
20	CENTRAL UNIVERSITY OF KARNATAKA, GULBARGA	Karnataka	358.70	168.63	101.71	109.10	83.29	821.43



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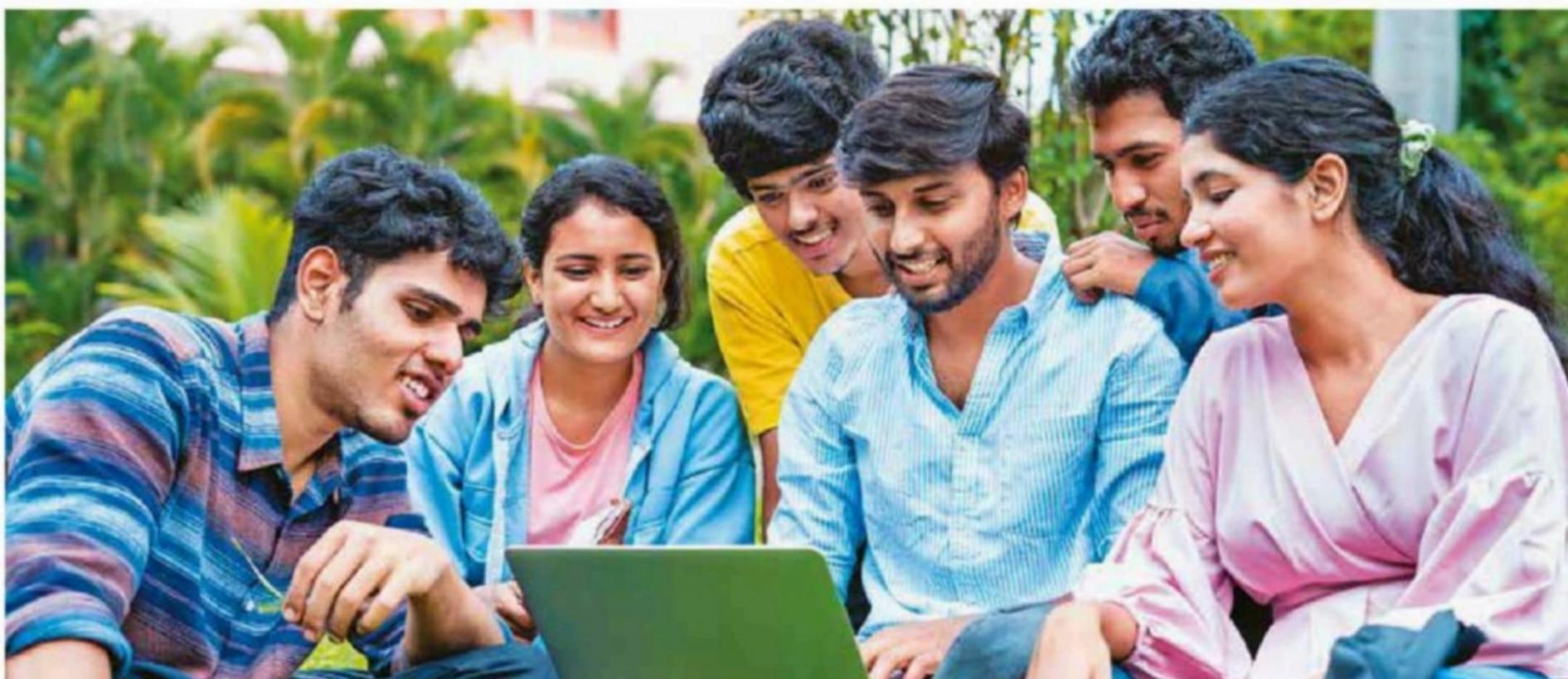
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**TOP 75 STATE PUBLIC UNIVERSITIES**

RANK 2024	UNIVERSITY NAME	STATE	ACADEMIC & RESEARCH EXCELLENCE	INDUSTRY INTERFACE & PLACEMENT	INFRASTRUCTURE & FACILITIES	GOVERNANCE & EXTENSION	DIVERSITY & OUTREACH	TOTAL SCORE
			400	200	150	150	100	1000
1	JADAVPUR UNIVERSITY, KOLKATA	West Bengal	392.85	166.28	145.79	141.11	88.82	934.85
2	CALCUTTA UNIVERSITY, KOLKATA	West Bengal	398.59	188.99	142.58	128.76	75.54	934.46
3	SAVITRIBAI PHULE PUNE UNIVERSITY, PUNE	Maharashtra	380.6	192.69	142.8	124.37	82.32	922.78
4	BHARATHIAR UNIVERSITY, COIMBATORE	Tamil Nadu	390.2	173.87	134.35	141.45	75.21	915.08
5	ANNA UNIVERSITY, CHENNAI	Tamil Nadu	383.25	186.53	132.1	125.46	82.98	910.32
6	VISVESVARAYA TECHNOLOGICAL UNIVERSITY (VTU), BELAGAVI	Karnataka	385.9	192.05	137.04	110.69	83.86	909.54
7	MAHATMA GANDHI UNIVERSITY, KOTTAYAM	Kerala	347.77	190.4	137.74	143.16	90.13	909.2
8	MYSORE UNIVERSITY, MYSORE	Karnataka	389.33	172.15	145.92	111.43	90.08	908.91
9	ANDHRA UNIVERSITY, VISAKHAPATNAM	Andhra Pradesh	393.05	194.74	117.94	115.05	86.96	907.74
10	GUJARAT UNIVERSITY, AHMEDABAD	Gujarat	376.96	184.58	139.5	125.66	80.03	906.73
11	UNIVERSITY OF MADRAS, CHENNAI	Tamil Nadu	387.48	197.37	127.46	111.85	82.14	906.3
12	KERALA UNIVERSITY, THIRUVANANTHAPURAM	Kerala	387.78	173.28	134.47	129.49	81.26	906.28
13	OSMANIA UNIVERSITY, HYDERABAD	Telangana	362.47	181.02	142.71	137.2	78.27	901.67
14	ALAGAPPA UNIVERSITY, KARAİKUDI	Tamil Nadu	384.36	174.87	125.08	129.43	87.51	901.25
15	COCHIN UNIVERSITY OF SCIENCE AND TECHNOLOGY, COCHIN	Kerala	369.64	188.96	119.18	127.81	91.41	897
16	GAUHATI UNIVERSITY, GUWAHATI	Assam	369.52	188.72	147.44	115.5	75.58	896.76
17	UNIVERSITY OF KASHMIR, SRINAGAR	Jammu and Kashmir	367.28	183.73	128.19	143.85	73.09	896.14
18	GURU NANAK DEV UNIVERSITY, AMRITSAR	Punjab	368.19	174.98	116.03	137.94	98.84	895.98
19	SRI VENKATESWARA UNIVERSITY, TIRUPATI	Andhra Pradesh	386.24	195.82	109.82	139.48	63.9	895.26
20	BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI	Tamil Nadu	381.27	163.86	148.44	129.72	69.35	892.64
21	UNIVERSITY OF CALICUT, CALICUT	Kerala	370.42	185.31	138.64	112.64	83	890.01
22	MADURAI KAMRAJ UNIVERSITY, MADURAI	Tamil Nadu	388	159.9	140.5	122.75	75.89	887.04



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

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- B.Sc. (Hons.) Horticulture
- M.Sc. (Ag.) Agronomy | Horticulture
Genetics & Plant Breeding | Soil Science
Plant Pathology | Economics
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RANK 2024	UNIVERSITY NAME	STATE	ACADEMIC & RESEARCH EXCELLENCE	INDUSTRY INTERFACE & PLACEMENT	INFRASTRUCTURE & FACILITIES	GOVERNANCE & EXTENSION	DIVERSITY & OUTREACH	TOTAL SCORE
			400	200	150	150	100	1000
23	UNIVERSITY OF JAMMU, JAMMU TAWI	Jammu and Kashmir	357.82	194.8	125.43	133.42	75.49	886.96
24	BANGALORE UNIVERSITY, BANGALORE	Karnataka	396.02	174.19	104.73	125.02	83.78	883.74
25	GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI	Delhi	384.19	195.26	123	114.39	66.88	883.72
26	MUMBAI UNIVERSITY, MUMBAI	Maharashtra	368.25	164.1	144.44	131.67	74.79	883.25
27	PERIYAR UNIVERSITY, SALEM	Tamil Nadu	398.96	168.52	126.12	111.01	78.13	882.74
28	DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY, AURANGABAD	Maharashtra	360.22	184.56	113.79	135.1	86.9	880.57
29	MAHARSHI DAYANAND UNIVERSITY, ROHTAK	Haryana	362.36	184.4	118.44	134.13	80.58	879.91
30	KUVEMPU UNIVERSITY, SHIMOGA	Karnataka	388.54	170.95	106.34	130.62	76.8	873.25
31	THE UNIVERSITY OF BURDWAN, BARDDHAMAN	West Bengal	365.54	170.18	128.42	126.91	82.16	873.21
32	UTKAL UNIVERSITY, BHUBANESWAR	Odisha	379.81	158.14	132.58	132.69	69.3	872.52
33	GURU JAMBHESHWAR UNIVERSITY OF SCIENCE AND TECHNOLOGY, HISAR	Haryana	393.8	185.52	105.42	120.97	65.89	871.6
34	MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA, VADODARA	Gujarat	356.11	175.55	130.07	123.41	85.09	870.23
35	GOA UNIVERSITY, GOA	Goa	393.07	180.87	112.15	119.34	64.51	869.94
36	ANNAMALAI UNIVERSITY, ANNAMALAINAGAR	Tamil Nadu	372.49	171.41	122.53	125.42	75.45	867.3
37	DEVI AHILYA VISHWAVIDYALAYA, INDORE	Madhya Pradesh	352.13	176.63	127.67	129.14	81.48	867.05
38	DIBRUGARH UNIVERSITY, DIBRUGARH	Assam	367.44	170.97	140.64	102.57	84.49	866.11
39	KALYANI UNIVERSITY, KALYANI	West Bengal	355.22	158.11	133.21	144.57	74.66	865.77
40	SHIVAJI UNIVERSITY, KOLHAPUR	Maharashtra	380.94	174.3	123.06	120.38	65.91	864.59
41	SHRI MATA VAISHNO DEVI UNIVERSITY, KATRA	Jammu and Kashmir	363.86	178.17	130.79	105.35	83.64	861.81
42	YOGI VEMANA UNIVERSITY, KADAPA	Andhra Pradesh	365.36	157.34	117.37	141.92	78.21	860.2
43	ACHARYA NAGARJUNA UNIVERSITY, GUNTUR	Andhra Pradesh	372.57	164.41	146.72	107.8	68.68	860.18
44	MANGALORE UNIVERSITY, MANGALAGANGOTRI	Karnataka	366.98	172.08	106.8	141.91	69.91	857.68
45	MOHANLAL SUKHADIA UNIVERSITY, UDAIPUR	Rajasthan	363.7	182.71	104.67	118.82	86.62	856.52
46	NORTH MAHARASHTRA UNIVERSITY, UMAVINAGAR	Maharashtra	359.89	158.66	125.96	124.78	86.76	856.05
47	PANJABI UNIVERSITY, PATIALA	Punjab	389.54	150.02	114.49	134.62	66.9	855.57
48	RAYALASEEMA UNIVERSITY, KURNOOL	Andhra Pradesh	384.06	153.61	115.02	125.07	77.74	855.5
49	SREE SANKARACHARYA UNIVERSITY OF SANSKRIT, KALADY	Kerala	382.07	158.56	114.13	114.38	85.99	855.13
50	SRI KRISHNADEVARAYA UNIVERSITY, ANANTAPUR	Andhra Pradesh	374.96	161.81	114.9	131.1	71.24	854.01
51	SRI PADMAVATHI MAHILA VISVA VIDYALAYAM, TIRUPATHI	Andhra Pradesh	375.84	152.67	141.08	110.75	73.11	853.45
52	THE RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY, NAGPUR	Maharashtra	358.36	185.69	112.09	129.06	67.25	852.45
53	TUMKUR UNIVERSITY, TUMKUR	Karnataka	353.19	156.26	118.96	134.69	89.17	852.27
54	UNIVERSITY OF LUCKNOW, LUCKNOW	Uttar Pradesh	366.66	167.72	103.73	133.11	79.15	850.37
55	VIDYASAGAR UNIVERSITY, MIDNAPORE	West Bengal	362.33	154.36	130.72	117.32	84.64	849.37
56	J.C. BOSE UNIVERSITY OF SCIENCE AND TECHNOLOGY, FARIDABAD	Haryana	350.16	189.16	103.39	112.29	93.8	848.8
57	KURUKSHETRA UNIVERSITY, KURUKSHETRA	Haryana	349.28	160.32	145.41	124.72	68.93	848.66

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			400	200	150	150	100	1000
58	SAMBALPUR UNIVERSITY, SAMBALPUR	Odisha	353.43	178.57	112.16	115.95	87.21	847.32
59	PUNJAB AGRICULTURAL UNIVERSITY, LUDHIANA	Punjab	357.81	171.68	137.37	95.89	83.61	846.36
60	G. B. PANT UNIVERSTIY OF AGRICULTURE AND TECHNOLOGY, PANTNAGAR	Uttarakhand	361.23	168.53	133.63	109.3	71.39	844.08
61	GURUGRAM UNIVERSITY, GURUGRAM	Haryana	374.82	160.25	109.11	126.61	72.06	842.85
62	UNIVERSITY OF KERALA, TRIVANDRUM	Kerala	372.21	171.45	119.86	110.8	68.43	842.75
63	VEER SURENDRA SAI UNIVERSITY OF TECHNOLOGY, BURLA	Odisha	367.73	160.89	106.06	129.36	78.7	842.74
64	HIMACHAL PRADESH UNIVERSITY, SHIMLA	Himachal Pradesh	350.86	166.28	128.75	111.04	82.41	839.34
65	TAMIL NADU AGRICULTURAL UNIVERSITY, COIMBATORE	Tamil Nadu	368.78	156.6	112.64	118.08	82.56	838.66
66	UNIVERSITY OF AGRICULTURAL SCIENCES, DHARWAD	Karnataka	356.38	169.55	116.25	126.85	68.78	837.81
67	TAMIL NADU VETERINARY & ANIMAL SCIENCES UNIVERSITY, CHENNAI	Tamil Nadu	348.33	162.8	116	139.7	70.96	837.79
68	KARNATAKA UNIVERSITY, DHARWAD	Karnataka	351.83	170.43	104.15	122.03	83.21	831.65
69	SARDAR PATEL UNIVERSITY, VALLABH VIDYANAGAR, ANAND	Gujarat	343.13	174.83	108.43	121.24	80.91	828.54
70	ANAND AGRICULTURAL UNIVERSITY, ANAND	Gujarat	366.97	152.51	127.68	104.46	75.83	827.45
71	PROFESSOR JAYASHANKAR TELANGANA STATE AGRICULTURAL UNIVERSITY, HYDERABAD	Telangana	360.24	174.2	115.65	93.43	79.83	823.35
72	ACHARYA N G RANGA AGRICULTURAL UNIVERSITY, GUNTUR	Andhra Pradesh	346.08	161.6	124.98	104.75	84.42	821.83
73	CHAUDHARY SARWAN KUMAR HIMACHAL PARDESH KRISHI VISHVAVIDYALAYA, KANGRA	Himachal Pradesh	352.21	171.76	101.49	113.28	78.91	817.65
74	DR. Y. S. PARMAR UNIVERSITY OF HORTICULTURE AND FORESTRY, SOLAN	Himachal Pradesh	357.17	153.91	116.01	108.42	81.92	817.43
75	GONDWANA UNIVERSITY, GADCHIROLI	Maharashtra	349.08	157.79	118.03	106.91	79.73	811.54

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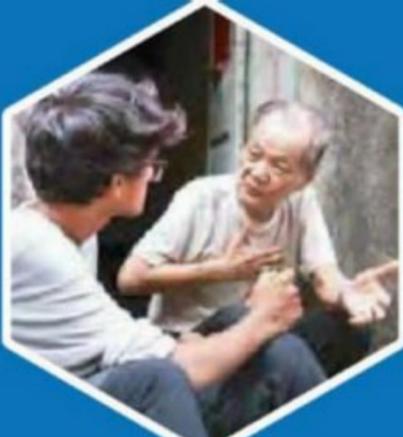
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TOP 15 GOVERNMENT TECHNICAL UNIVERSITIES

RANK 2024	UNIVERSITY NAME	STATE	ACADEMIC & RESEARCH EXCELLENCE	INDUSTRY INTERFACE & PLACEMENT	INFRASTRUCTURE & FACILITIES	GOVERNANCE & EXTENSION	DIVERSITY & OUTREACH	TOTAL SCORE
			400	200	150	150	100	1000
1	INDIAN INSTITUTE OF TECHNOLOGY, MADRAS	Tamil Nadu	382.63	184.93	132.53	136.65	89.3	926.04
2	INDIAN INSTITUTE OF SCIENCE, BANGALORE	Karnataka	360.15	188.55	138.63	138.57	92.94	918.84
3	INDIAN INSTITUTE OF TECHNOLOGY, BOMBAY	Maharashtra	379.43	169.86	122.65	146.42	87.18	905.54
4	INDIAN INSTITUTE OF TECHNOLOGY, DELHI	Delhi	380	183.36	138.51	128.37	73.64	903.88
5	INDIAN INSTITUTE OF TECHNOLOGY KANPUR	Uttar Pradesh	379.13	174.59	131.63	133.06	79.39	897.8
6	INDIAN INSTITUTE OF TECHNOLOGY, KHARAGPUR	West Bengal	383.03	164.06	119.22	126.56	98.88	891.75
7	INDIAN INSTITUTE OF TECHNOLOGY, ROORKEE	Uttarakhand	380.49	182.13	131.19	120.58	72.37	886.76
8	PUDUCHERRY TECHNOLOGICAL UNIVERSITY, PUDUCHERRY	Puducherry	372.52	167.36	139.63	126.99	79.82	886.32
9	INDIAN INSTITUTE OF TECHNOLOGY HYDERABAD	Telangana	386.56	171.76	126.46	131.2	69.15	885.13
10	VISVESVARAYA TECHNOLOGICAL UNIVERSITY (VTU), BELAGAVI	Karnataka	389.7	163.15	113.11	136.18	79.02	881.16
11	INDIAN INSTITUTE OF TECHNOLOGY ROPAR	Punjab	362.06	187.93	120.77	132.91	74.49	878.16
12	INDIAN INSTITUTE OF TECHNOLOGY, GANDHINAGAR	Gujarat	360.45	176.54	135.22	132.39	70.27	874.87
13	INDIAN INSTITUTE OF SCIENCE EDUCATION & RESEARCH, KOLKATA	West Bengal	380.86	175.9	111.85	130.38	72.68	871.67
14	INDIAN INSTITUTE OF TECHNOLOGY, MANDI	Himachal Pradesh	360.5	182.21	129.66	114.74	76.77	863.88
15	INDIAN INSTITUTE OF SCIENCE EDUCATION & RESEARCH, MOHALI	Punjab	355.76	191.22	123.69	110.66	79.76	861.09



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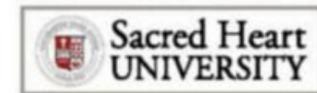
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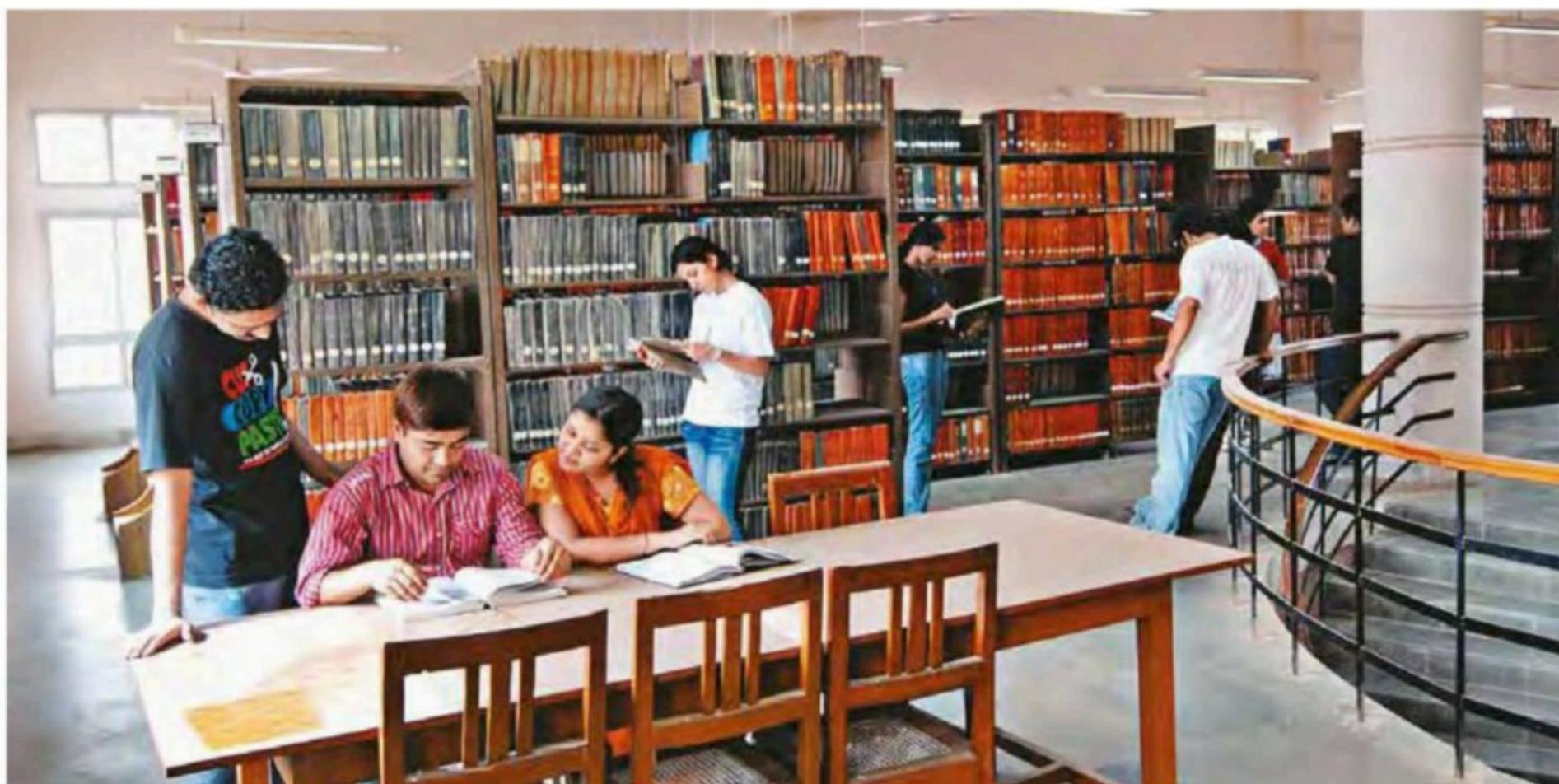
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			400	200	150	150	100	1000
1	BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, PILANI	Rajasthan	388.33	193.71	114.73	144.6	92.20	933.61
2	SRM INSTITUTE OF SCIENCE AND TECHNOLOGY, KATTANKULATHUR (CHENNAI)	Tamil Nadu	382.95	191.9	130.52	134.59	83.18	923.12
3	SIKKIM MANIPAL INSTITUTE OF TECHNOLOGY (SMIT), GANGTOK	Sikkim	392.95	170.27	147.36	126.93	84.1	921.56
4	HINDUSTAN INSTITUTE OF TECHNOLOGY AND SCIENCE, CHENNAI	Tamil Nadu	383.45	170.23	147.50	127.09	83.4	911.62
5	DHIRUBHAI AMBANI INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY, GANDHINAGAR	Gujarat	376.62	177.62	133.38	108.48	71.51	867.61
6	JSS SCIENCE & TECHNOLOGY UNIVERSITY, MYSURU	Karnataka	365.33	175.98	117.02	125.57	74.21	858.11
7	KALINGA INSTITUTE OF INDUSTRIAL TECHNOLOGY, BHUBANESWAR	Odisha	373.78	164.90	110.81	117.35	85.83	852.67
8	VIGNAN'S FOUNDATION FOR SCIENCE, TECHNOLOGY AND RESEARCH, GUNTUR	Andhra Pradesh	353.54	178.23	104.10	125.88	79.12	840.87
9	GURU NANAK INSTITUTE OF PHARMACEUTICAL SCIENCE AND TECHNOLOGY (GNIPST), JIS UNIVERSITY, KOLKATA	West Bengal	343.90	154.53	128.27	123.38	89.01	839.09
10	MANAV RACHNA UNIVERSITY, FARIDABAD	Haryana	356.03	169.58	112.16	112.04	83.98	833.79
11	B.S. ABDUR RAHMAN CRESCENT INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI	Tamil Nadu	336.72	173.89	110.0	111.64	71.76	803.99
12	DIT UNIVERSITY, DEHRADUN	Uttarakhand	326.77	171.35	101.79	109.50	85.29	794.70
13	ALLIANCE UNIVERSITY, BANGALORE	Karnataka	319.75	156.85	105.45	122.20	84.80	789.05
14	INTEGRAL UNIVERSITY, LUCKNOW	Uttar Pradesh	325.02	175.40	105.53	111.46	70.2	787.64
15	GURU NANAK UNIVERSITY, HYDERABAD	Telangana	315.31	159.08	93.91	118.69	95	781.96





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**TOP 15****GOVERNMENT MEDICAL UNIVERSITIES**

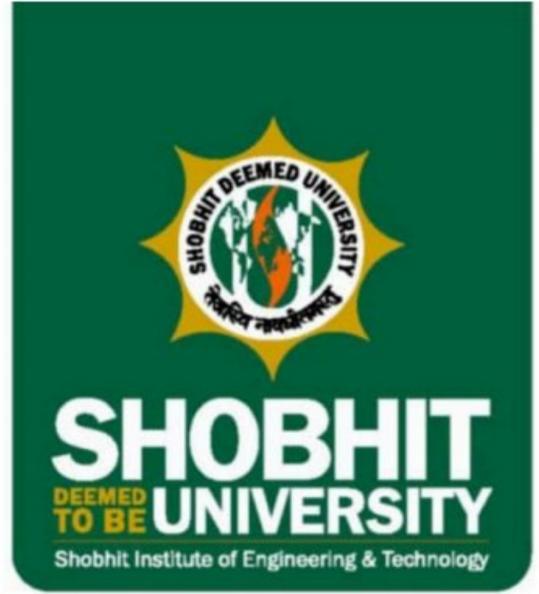
RANK 2024	UNIVERSITY NAME	STATE	ACADEMIC & RESEARCH EXCELLENCE	INDUSTRY INTERFACE & PLACEMENT	INFRASTRUCTURE & FACILITIES	GOVERNANCE & EXTENSION	DIVERSITY & OUTREACH	TOTAL SCORE
			400	200	150	150	100	1000
1	ALL INDIA INSTITUTE OF MEDICAL SCIENCES, NEW DELHI	Delhi	389.74	192.69	125.61	129.47	94.34	931.85
2	BANARAS HINDU UNIVERSITY, VARANASI	Uttar Pradesh	361.22	177.41	139.62	126.08	99.95	904.28
3	JAWAHARLAL INSTITUTE OF POST GRADUATE MEDICAL EDUCATION & RESEARCH, PUDUCHERRY	Pondicherry	380.04	178.61	127.42	120.94	89.59	896.6
4	KING GEORGE'S MEDICAL UNIVERSITY, LUCKNOW	Uttar Pradesh	354.88	175.22	143.37	124.68	95.58	893.73
5	UNIVERSITY COLLEGE OF MEDICAL SCIENCES, DELHI UNIVERISTY, DELHI	Delhi	367.76	189.38	122.77	111.42	89.58	880.91
6	ALIGARH MUSLIM UNIVERSITY, ALIGARH	Uttar Pradesh	371.39	172.59	129.38	128.31	77.33	879
7	ALL INDIA INSTITUTE OF MEDICAL SCIENCES JODHPUR, JODHPUR	Rajasthan	371.08	176.87	140.14	112.19	75.33	875.61
8	ALL INDIA INSTITUTE OF MEDICAL SCIENCES BHUBANESWAR, KHORDHA	Odisha	351.14	193.47	118.46	117.91	87.55	868.53
9	ALL INDIA INSTITUTE OF MEDICAL SCIENCES, RAIPUR	Chhattisgarh	363.96	188.27	121.68	108.85	84.89	867.65
10	POST GRADUATE INSTITUTE OF MEDICAL EDUCATION AND RESEARCH, CHANDIGARH	Chandigarh	391.02	178.8	108	103.06	76.72	857.6
11	NATIONAL INSTITUTE OF MENTAL HEALTH & NEURO SCIENCES, BANGALORE	Karnataka	356.98	163.31	124.81	115.61	87.33	848.04
12	SANJAY GANDHI POSTGRADUATE INSTITUTE OF MEDICAL SCIENCES, LUCKNOW	Uttar Pradesh	347.85	187.25	116.49	113.44	81.66	846.69
13	SREE CHITRA TIRUNAL INSTITUTE FOR MEDICAL SCIENCES AND TECHNOLOGY, THIRUVANANTHAPURAM	Kerala	364.06	159.26	118.6	118.84	83.76	844.52
14	INSTITUTE OF LIVER AND BILIARY SCIENCES, NEW DELHI	Delhi	355.73	165.74	114.13	132.08	75.73	843.41
15	ANNAMALAI UNIVERSITY, ANNAMALAINAGAR	Tamil Nadu	352.94	180.95	102.89	110.05	90.31	837.14



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 - Software Engineering (Hons)
 - Human-Computer Interaction (Hons)
 - Enterprise Information System (Hons)
- **B.Tech. - Biomedical Engineering**
- **B.Tech. - Biotechnology**
- **B.Tech. - Agricultural Technology**
- **M.Tech. - Computer Science & Engg.**
- **M.Tech. - Biomedical Engineering**
- **M.Tech. - Biotechnology**
- **M.Tech. - Agricultural Technology**

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- **BBA - Banking, Finance & Insurance**
- **BBA - Global Business Management**
- **BBA - General**
- **MBA - Agri Business Management**
- **MBA - Finance**
- **MBA - Marketing**
- **MBA - HR Management**
- **MBA - Business Analytics**
- **MBA - International Business**
- **MBA - Digital Marketing**
- **MBA - Pharmaceutical Management**
- **MBA - Logistics & Supply Chain Mgmt.**

COMMERCE

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- **M.Com.**

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- **BBA LLB (Honors)**
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- **BA - Psychology (Honors)**

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- **BCA - Cyber Security**
- **BCA - Internet of Things**
- **BCA - Data Science & Business Analytics**
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- **B.Sc. - Biomedical Sciences (Honors)**
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STORY OF TRANSFORMATION OF PRESTIGE



1

Gaurav Gupta is confused about the **Stream** and college to **Choose** for his graduation after completing his 12th exam.



2

After hearing incredible reviews of **PIMR**, he decided to visit the institute with his father. The innovative teaching methods practiced at PIMR prompted him to pursue his **BBA** from here.



3

Over a period of time, Gaurav experiences immense improvements in his decision-making and **Interpersonal Skills**.

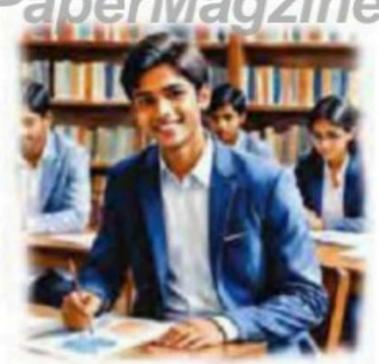
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By participating in classroom discussions and giving **Presentations**, Gaurav has discovered his acumen for **Business Management**.



After the completion of 3 years of **BBA** and gaining practical and **Global Insights**, Gaurav is now certain to pursue his **MBA** from **PIMR** as well.



12

Back to **PIMR**, post-summer Internship, he has been actively involved in **Mock Interview** participations, soft skill workshops, **GD's**, and guest lectures.



13

He has been updated regularly by the Placement cell in **PIMR** on the upcoming recruitment visits by Companies.

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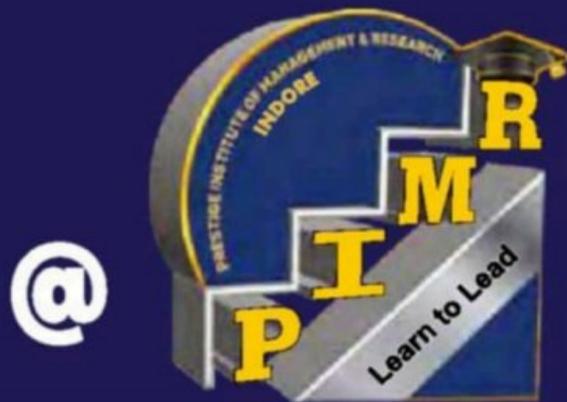
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4 Guidance from his instructors and **Mentors** helps Gaurav in acclimatizing to the **PIMR** culture.



5 Gaurav has excelled not only in academics but also at the annual sporting event '**Spardha**,' organized by the **PIMR Sports Club**. With renewed vigor, he now regularly plays basketball, football, and badminton.



6 He has also paid a visit to the Supreme Court of India with friends from the **PIMR Law Dept.** and has gone on to clinch the winner's trophy at **MUN** held in New Delhi.

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In his first year of **MBA**, Gaurav begins to imbibe the outcomes of experiential learning through **Case Studies** and role plays.



10 Interactions and lectures from renowned Guest Faculty help him relate theoretical concepts to real-life scenarios.



11 Gaurav, along with his friends from **PIMR**, has been selected for a Summer Internship with Leading Financial **MNC**.



14 After several rounds of interviews, Gaurav's confidence, energy, and skills help him land his Dream Job with an offer letter.



15 Studying at Prestige is a unique and unforgettable experience that empowers students to become accomplished Global Professionals. Now, Gaurav is a proud alumnus of over 135,000 Prestigeans worldwide, a feeling that enhances his **PRESTIGE** for a lifetime.

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			400	200	150	150	100	1000
1	KASTURBA MEDICAL COLLEGE, MANIPAL ACADEMY OF HIGHER EDUCATION, MANIPAL	Karnataka	382.82	183.90	141.8	123.5	80.59	912.63
2	SRI RAMACHANDRA MEDICAL COLLEGE AND RESEARCH INSTITUTE, CHENNAI	Tamil Nadu	392.96	174.9	122.33	119.69	86.10	895.95
3	M.S. RAMAIAH MEDICAL COLLEGE, BANGALORE	Karnataka	395.55	157.40	119.6	133.07	87.79	893.39
4	BLDE (DEEMED TO BE UNIVERSITY), VIJAYAPURA	Karnataka	388.5	179.8	143.37	108.45	73.07	893.16
5	SIKKIM MANIPAL UNIVERSITY (SMU), GANGTOK	Sikkim	377.95	169.00	147.32	105.20	88.07	887.54
6	SHRI DHARMASTHALA MANJUNATHESHWARA UNIVERSITY, DHARWAD	Karnataka	363.91	184.52	140.59	117.6	77.97	884.54
7	ERA UNIVERSITY,LUCKNOW	Uttar Pradesh	383.13	164.86	139	112.10	84.05	883.51
8	SRI BALAJI VIDYAPEETH (DEEMED TO BE UNIVERSITY), PILLAIYARKUPPAM	Puducherry	367.06	170.61	130.65	130.81	84.15	883.28
9	SANTOSH UNIVERSITY, GHAZIABAD	Uttar Pradesh	360.25	176.06	127.66	138.05	69.2	871.17
10	K. S. HEGDE MEDICAL ACADEMY, NITTE, MANGALORE	Karnataka	359.48	184.75	114.20	135.42	75.49	869.34
11	DR. D. Y. PATIL VIDYAPEETH (DEEMED TO BE UNIVERSITY), PUNE	Maharashtra	390.49	148.04	137.6	113.9	74.72	864.78
12	CHETTINAD HOSPITAL AND RESEARCH INSTITUTE, KELAMBAKKAM	Tamil Nadu	358.65	184.13	111.6	117.56	91.15	863.09
13	LNCT UNIVERSITY, BHOPAL	Madhya Pradesh	378.40	178.32	112.56	117.62	74.61	861.51
14	MAHARISHI MARKANDESHWAR UNIVERSITY, MULLANA, AMBALA	Haryana	379.71	160.36	123.43	114.27	83.44	861.21
15	D.Y. PATIL MEDICAL COLLEGE AND UNIVERSITY, KOLHAPUR	Maharashtra	363.49	172.14	118.69	115.69	83.04	853.05
16	KRISHNA INSTITUTE OF MEDICAL SCIENCES DEEMED UNIVERSITY, KARAD	Maharashtra	362.80	182.25	117.21	105.33	83.96	851.55
17	GURU NANAK INSTITUTE OF DENTAL SCIENCE & RESEARCH (GNIDSR), JIS UNIVERSITY,KOLKATA	West Bengal	349.10	173.16	131.53	107.78	89.16	850.73
18	SWAMI VIVEKANAND SUBHARTI UNIVERSITY, MEERUT	Uttar Pradesh	367.83	172.10	134.0	104.70	69.61	848.19
19	SRI GURU RAM DAS UNIVERSITY OF HEALTH SCIENCES, AMRITSAR	Punjab	367.94	175.91	117.23	101.02	78.29	840.39
20	ADICHUNCHANAGIRI UNIVERSITY, MANDYA	Karnataka	354.01	151.02	131.19	124.44	74.56	835.22



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- **Mechanical Mechatronics**
- **Electrical Engg.** *Electrical
Vehicle Technology*
- **Electronics &
Communication Engg.**
- **Agriculture Engg.**

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- B.B.A./B.B.A. (H)
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- **MBA Dual Specialization** (HR
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- **MBA Agribusiness**
- **MBA Data Science**

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- **B.Pharm.**
- **D.Pharm.**

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- **B.Sc.** Interior/Fashion
- **M.Des.** Interior

SCIENCES

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Microbiology
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Law** • Constitutional and
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• Corporate and Commercial
Laws • Human Rights and
Humanitarian Law • Legal
Pedagogy and Research

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- **B.Sc. (H)**
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- **M.Sc. (Ag.)**
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Genetics and Plant Breeding
Horticulture
(Vegetable Science)

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- **MA** (Journalism and Mass
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- **M.Sc.**
Medical Surgical Nursing
Community Health Nursing
Obstetrics & Gynaecology
Nursing
Pediatric Nursing
Psychiatric Nursing

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- **B.Ed.**
- **BA B.Ed.** (Integrated)

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- **BMLT** (Bachelors in
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- **BPT** Bachelor in
Physiotherapy
- **Diploma** in Optometric
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TOP 10 MUSIC UNIVERSITIES

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			400	200	150	150	100	1000
1	THE TAMIL NADU DR. J JAYALALITHAA MUSIC AND FINE ARTS UNIVERSITY, CHENNAI	Tamil Nadu	346.28	130.47	92.36	103.57	74.13	746.81
2	RABINDRA BHARTHI UNIVERSITY, KOLKATA	West Bengal	349.53	147.88	82.01	91.45	74.64	745.51
3	INDIRA KALA SANGEET VISHWAVIDYALAYA, KHAIRAGARH	Chhattisgarh	341.43	110.25	104.6	118.64	65.25	740.17
4	DR. GANGUBAI HANGAL MUSIC & PERFORMING ARTS UNIVERSITY, MYSORE	Karnataka	327.08	124.1	112.97	113.94	60.1	738.19
5	RAJA MANSINGH TOMAR MUSIC & ARTS UNIVERSITY, GWALIOR	Madhya Pradesh	300.03	129.55	108.62	110.08	66.37	714.65
6	THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA, VADODARA	Gujarat	338.86	114.91	113.56	90.69	56.33	714.35
7	BHATKHANDE SANSKRITI VISHWAVIDYALAYA, LUCKNOW	Uttar Pradesh	308.55	131.72	104.54	98.78	65.49	709.08
8	DR. YSR ARCHITECTURE AND FINE ARTS UNIVERSITY, KADAPA	Andhra Pradesh	308.12	122.62	120.04	94.48	59.16	704.42
9	JAWAHARLAL NEHRU ARCHITECTURE AND FINE ARTS UNIVERSITY, HYDERABAD	Telangana	321.33	120.98	98.49	96.78	51.84	689.42
10	DADA LAKHMI CHAND STATE UNIVERSITY OF PERFORMING AND VISUAL ARTS, ROHTAK	Haryana	315.45	103.07	89	95.72	63.46	666.7

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- Visual Communication
- Fashion & Apparel Design
- Interior & Space Design
- Interaction Design
- Animation & Game Design

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- Interior & Space Design

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- Diploma in Adv. Automotive Dig. Modelling
- Diploma in EV Technology

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- B. Pharm (Lateral Entry)
- D. Pharm

B.Sc.

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- Animation, VFX & Multimedia Sciences

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			400	200	150	150	100	1000
1	CENTURION UNIVERSITY OF TECHNOLOGY AND MANAGEMENT, BHUBANESWAR	ODISHA	343.96	148.36	108.75	111.08	86.68	798.83
2	DELHI SKILL AND ENTREPRENEURSHIP UNIVERSITY, NEW DELHI	DELHI	324.29	144.35	110.21	117.29	83.26	779.4
3	SHRI VISHWAKARMA SKILL UNIVERSITY, GURUGRAM	HARYANA	331.58	130.06	101.3	97.52	84.9	745.36
4	SYMBIOSIS SKILLS AND PROFESSIONAL UNIVERSITY, PUNE	MAHARASHTRA	330.61	135.25	94.63	95.42	89.03	744.94
5	BHARTIYA SKILL DEVELOPMENT UNIVERSITY, JAIPUR	RAJASTHAN	330.36	107.32	113.88	105.92	80.93	738.41
6	LAMRIN TECH SKILL UNIVERSITY, CHANDIGARH	PUNJAB	337.49	107.9	96.92	100.54	90.41	733.26
7	MAHARASHTRA STATE SKILLS UNIVERSITY, MUMBAI	MAHARASHTRA	300.03	134.78	98.08	114.27	83.33	730.49
8	SEACOM SKILLS UNIVERSITY, BOLPUR	WEST BENGAL	322.3	144.89	92.64	94.92	70.45	725.2
9	SCOPE GLOBAL SKILLS UNIVERSITY, BHOPAL	MADHYA PRADESH	318.19	104.64	107.62	100.7	76.69	707.84
10	TEAMLEASE SKILLS UNIVERSITY, VADODARA	GUJARAT	310.83	109.73	108.06	90.89	81.34	700.85

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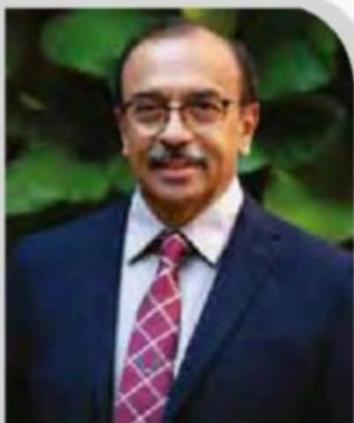
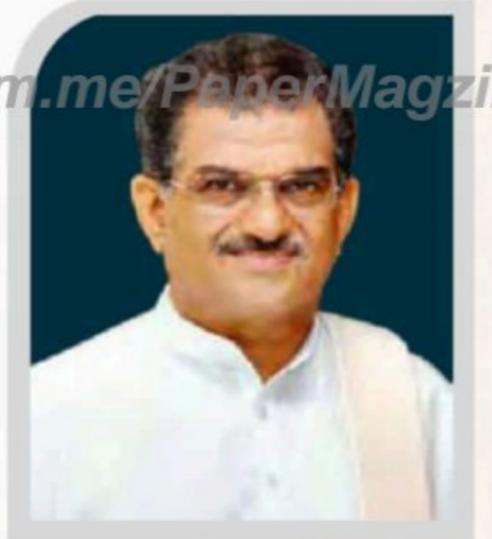
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SDM Educational Society runs over 55 Educational Institutions, having the Academic Streams Medicine, Dentistry, Physiotherapy, Nursing, Biomedical Sciences, Pharmaceutical Sciences, Engineering, Management, Law, Ayurveda, Naturopathy and Social Sciences which adds glory to SDM University and SDM Educational Society.

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A renowned Plastic Surgeon is leading Shri Dharmasthala Manjunatheshwara University, Dharwad as its founding Vice Chancellor. Under his able leadership, SDM University and its constituent institutions are growing at rapid pace. Dr. Niranjan Kumar is also the Medical Director of SDM Medical College & Hospital, Director of SDM Craniofacial Unit, Dharwad.



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Rankings, like our very own, are portrayed as the ultimate authority when it comes to esteemed academic institutions, leading numerous stakeholders astray by implying that attending a top 20 or top 100 university is the only route to a successful future. Nevertheless, the truth remains that the differences between these institutions, whether local or international, are so minuscule, with varying evaluation methods being utilized, causing many students to inadvertently make ill-informed decisions about their best-suited

educational path.

In essence, students should not rely solely on the prestige or ranking of a university, but rather on how well the institution aligns with their personal aspirations and academic preferences. The broader range of considerations, remain out of reach from the influence of rankings.

Rankings, although useful, are inherently constrained in their perspectives. While our rankings shed light on a university's academic prowess and competitive edge, it is vital to recognize that they only encompass a small

S.NO	NAME OF THE UNIVERSITY IN ALPHABETICAL ORDER	GOLD STANDARD FOR
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4	AZIM PREMJI UNIVERSITY	Impact Courses in Education, Development, Economics & Public Health
5	CHANAKYA UNIVERSITY	Fellowship in Social Sciences
6	FLAME UNIVERSITY	Pioneering Liberal Education in India
7	GUJARAT MARITIME UNIVERSITY	International Maritime Arbitration & Dispute Resolution
8	GUJARAT NATIONAL LAW UNIVERSITY	Advanced Research in Bioethics
9	JAGADGURU RAMBHADRACHARYA DIVYANGA UNIVERSITY	Access to Higher Education ONLY for the differently abled
10	KREA UNIVERSITY	Cutting Edge Research on the Human Brain & Mind
11	LOVELY PROFESSIONAL UNIVERSITY	Top Performing University in India in Sports
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17	SHOOLINI UNIVERSITY, HIMACHAL PRADESH	Research Impact at par with Ivy League Universities
18	SOMAIYA VIDYAVIHAR UNIVERSITY	World Class Incubation Centre for Early Stage Startups
19	SRI SATHYA SAI UNIVERSITY FOR HUMAN EXCELLENCE	Completely Free Medical Education of Global Standards based on ancient Indian Ethos
20	TRANSSTADIA UNIVERSITY	School of Sports Studies

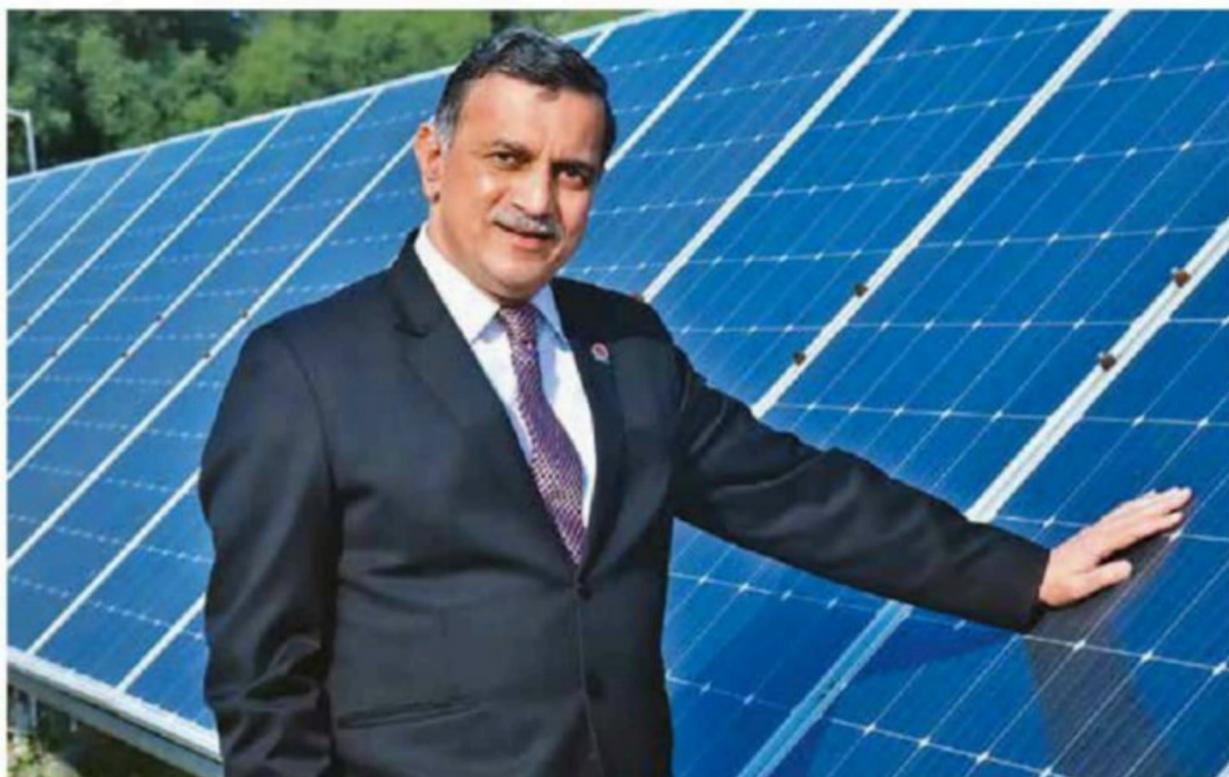
fraction of the vast array of educational institutions available. India is home to numerous educational establishments, each excelling in unique areas that often evade measurement, such as innovative teaching methods, empowering first-generation students, pioneering breakthroughs, advancing rural communities, preserving culture, and actively engaging with the community. The diversity among these institutions is vast, therefore oversimplifying their complexity by

While our rankings shed light on a university's academic prowess and competitive edge, it is vital to recognize that they only encompass a small fraction of the vast array of educational institutions available

reducing them to mere numerical rankings would be unjust.

Outlined below, we embark on an innovative journey to specifically acknowledge those establishments that have devoted years of dedication to excellence in various fields, establishing themselves as pioneers in their respective disciplines. Thus, we shine a light of excellence onto them and title them as 'Exclusive Academies of Exceptional Abilities'. These are the Ivy League of India, from within the private sector.

“IndianOil is Firmly Committed to Achieving Net Zero Operational Emissions By 2046”



From solarising its vast network of retail outlets to investing massively in green hydrogen, biofuels, renewables, and carbon offsetting, IndianOil is moving steadfastly towards its goal of achieving Net Zero by 2046. In this interview, **Shrikant Madhav Vaidya, Chairman of Indian Oil Corporation Limited**, traces the company's achievements so far and its future plans. Edited excerpts:

IndianOil has been expanding into renewables. Please give a snapshot of your overall portfolio, including solar, wind and hybrid portfolio.

At present, IndianOil has a renewable energy portfolio of 249 MW, comprising of 168 MW from wind and about 81 MW from solar. We have successfully solarised over 32,000 retail outlets, achieving a cumulative installed capacity of 167 MW.

We are expanding this portfolio by an additional 1 GW. Additionally, in partnership with NTPC, we have plans to utilise nearly 650 MW of round-the-clock (installed capacity of 1.8 GW) renewable capacity to support the energy needs of our expanding refinery operations.

We plan to scale up our renewable capacity to nearly 31 GW by the next decade. Renewable assets remain a core

part of our strategy to mitigate emissions in line with our operational Net Zero 2046 commitment.

IndianOil has set a Net Zero target by 2046. What will be the important milestones in the process?

IndianOil is firmly committed to achieving Net Zero operational emissions by 2046, wherein we plan to make an investment of over Rs. 2.4 lakh crore in the implementation of various low-carbon initiatives. Also, we are expanding our renewable portfolio to meet the captive demand while catering to other market segments.

On the operational front, we have drafted an action plan for Net Zero operational emissions, which are envisaged to reach 40 MMTCO₂e by the end of the decade. Measures such as energy

efficiency and conservation; fuel switch to Natural Gas; using Compressed Bio-Gas (CBG) to replace natural gas; Green Hydrogen from electrolyser and biogas routes; improvement in boiler / furnace efficiency; nature-based solutions (NBS); carbon capture, utilisation & storage (CCUS), among others, have been identified to reduce emissions.

How are your green hydrogen plans shaping up?

The future of hydrogen, especially green hydrogen, in India is promising. IndianOil is making substantial strides in this area, having formed a Joint Venture (JV) with ReNew Power and L&T to set up green hydrogen plants. We have also signed a binding term agreement with L&T to build domestic capacities for electrolyser production. A notable project underway is our

10 KTPA pilot green hydrogen plant at the Panipat refinery, which involves a significant investment of Rs 2,500 crore.

We are also keenly focused on improving green hydrogen mobility. In September 2023, we launched green hydrogen fuel cell buses in Delhi, which are fuelled by hydrogen produced at our R&D Centre in Faridabad. We have also partnered with the Indian Army and Indian Navy, showcasing the operational readiness of green hydrogen fuel cell buses in heavy-duty segment of e-mobility in the defence sector.

In pursuit of strengthening the energy transition pathway, we are also collaborating with Italy's Snam SpA to explore the possibility of converting the existing natural gas pipelines for hydrogen transportation.

We are also setting up hydrogen production and refuelling infrastructure through multiple hydrogen production pathways, like CBG, hydrogen, biomass gasification, etc. I think green hydrogen offers immense potential to usher in a new era of sustainable transportation in the country.

Q How is IndianOil working to minimise its water footprint?

IndianOil has been at the forefront in water management. IndianOil's water footprint for FY 2023-24 was 149.59 billion litres, of which nearly 28% of the company's total water requirement i.e 41.6 billion litres, was met through recycled wastewater. We have actively implemented rainwater harvesting systems across our locations, with the systems covering a total catchment area of more than 2,900 hectares and harvesting 7.24 billion litres of rainwater in FY 2023-24.

To minimise our water footprint, we have implemented innovative

water management practices at our refineries. For instance, our Mathura refinery uses water from a Sewage Treatment Plant (STP) that was set up through a Public-Private-Partnership (PPP) model at Laxmi Nagar in Mathura city. This initiative has resulted in reduced river water demand. Similar initiatives are being replicated at our Gujarat refinery, which uses treated wastewater supplied from the STP of Vadodara Municipal Corporation. On similar lines, Haldia Refinery has also entered into an agreement with Syama Prasad Mookerjee Port Trust, Kolkata, for reutilization of treated wastewater from the Sewage Treatment Plant, which is likely to be commissioned by next year.

Q As an energy giant, how is IndianOil steering India's green ambitions?

Our strategic investments and initiatives in renewable energy, green hydrogen, and biofuels are aligned with the Government of India's vision of Atmanirbhar Bharat, Swachha Bharat Mission, Import Reduction and Circular Economy. We have also set our sights on becoming the nation's leading energiser, with an aim to fulfil 12.5% of India's energy needs by 2050, up from the current 9%.

We were the first OMC to market CBG under the 'SATAT' (Sustainable Alternative Towards Affordable Transportation) scheme through our brand IndiGreen. Presently, 33 CBG plants have been commissioned under SATAT, and the CBG produced is being marketed through 95 retail outlets across the nation. There has been over 40% growth in CBG sales in the past year, which demonstrates customer confidence in the product. Towards our green

commitment, we have set up CBG plants in Gorakhpur based on paddy straw and in Jaipur and Gwalior based on cattle dung. Additionally, to enhance biogas production in the country, we are setting up 30 CBG plants through our JV partners.

There is a major reduction in soil organic carbon in India, which is reducing the water retention capabilities of soil and increasing the use of chemical fertilisers. At our R&D Centre, we have developed Agri-Elite technology for enrichment and stabilisation of solid and liquid fermented organic manures, which restores soil organic carbon and increases yield. We are carrying out extensive field trials with various agricultural universities to further demonstrate the effectiveness of Fermented Organic Manure (FOM) for farmers.

IndianOil is promoting the blending of ethanol in petrol as per the Ethanol Blended Petrol Programme (EBP Programme) of the Government of India and we have achieved over 15% blending. To further increase ethanol blending, we have set up Asia's first 2G Ethanol Plant based on paddy straw feedstock at Panipat (Haryana), processing about 220 TMT / annum of paddy straw to produce 3 crore litres per annum of ethanol, leading to a reduction of about 3 lakh metric tonnes of GHG emissions. We have also set up a 3G ethanol plant, which will produce about 130 KLPD ethanol from refinery off-gases, making it a carbon capture and utilisation project.

We are also setting-up a Sustainable Aviation Fuel (SAF) plant based on LanzaJet Inc.'s cutting-edge Alcohol-to-Jet (ATJ) technology aiming to produce ten crore litres of SAF annually.

OVERLAP

Political

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False Promises, Lost Lives

Already part of a persecuted community, Rohingya women are being trapped with promises of a better life while really being trafficked in India

Life as a Refugee (clockwise from top) Rohingya women and children seeking shelter after a raid in the Jammu camps; children showing their detained parents' photos; a Rohingya refugee in front of the camp in Jammu



Mubashir Naik



Irshad Hussain

ARE INDEPENDENT JOURNALISTS IN KASHMIR

In November 2023, Zubaida Begum was 24-years-old when, lured by a trafficker, she travelled to Jammu from Kutupalong refugee camp in Cox's Bazar, Bangladesh. Kutupalong is known as the largest refugee settlement in the world with almost one million Rohingya refugees. She was promised a luxurious life for herself and her child in Kashmir by a trafficker. Instead, she ended up in jail.

The Rohingya, a predominantly Muslim ethnic group from Myanmar, are denied citizenship and basic rights, making them stateless. The community, primarily living in Myanmar's Rakhine State, has endured decades of violence and repression in the predominantly Buddhist country.

In 2017, following a military campaign by Myanmar, over 750,000 Rohingya were forced to escape to southern Bangladesh. The United Nations described the Myanmar government as having "genocidal intent." The mass exodus resulted in the establishment of the world's largest refugee camp in the region.

Zubeda remembered the incident when her husband was killed in Myanmar, she felt helpless. Fleeing to Kutupalong refugee camp in Bangladesh in search of safety, she clung to the hope of a better future, only to be deceived by false promises and fall into the cruel trap of traffickers. The trafficker told Zubeda that she would marry a wealthy man with good fortune in Kashmir. "I was hopeful for a better life, but everything turned upside down," she said.

Zubeda, along with another woman Anwara Begum and a minor girl, was trafficked to India through the Kolkata border. After the three women reached Jammu's railway station, before they could be handed over to local traffickers, police arrested them along with one trafficker. The second trafficker managed to escape from the spot. After spending months in jail, Zubeda, along with another Rohingya woman, was granted bail by the local Jammu court. Like hundreds of other refugees, they are facing charges for illegally migrating to India without valid documents under the Foreigners Act 1948.

Explaining the procedure, Ujjaini Chatterji, an advocate based out of New Delhi, said that Zubeda and others have to be assessed by the Ministry of Home Affairs (MHA) as per the Standard Operating Procedure (SOP). If the refugee claim is satisfied then they have to be given Long Term Visas (LTV). It takes three months to complete such assessments, which then have to be recognised by the MHA. Even if the refugee has a UN Refugee card, the same isn't accepted by the MHA.

According to the UN High Commissioner for Refugees (UNHCR), nearly 79,000 refugees from Myanmar, including Rohingya, reside in India. Only around 22,000 are registered

with the UN Refugee Agency. Currently, over 40,000 Rohingya are living in India, with nearly 7,000 residing in camps in Jammu.

Most Rohingya in India have been issued UNHCR cards, identifying them as a persecuted community. Over the last few years, hundreds of Rohingya have been detained by Indian authorities for not carrying valid documents and few have been deported. They have labelled them as a security threat, blaming them for having links to Muslim extremist groups.

Rohingya women, who were trafficked from Bangladesh to Kashmir, prefer to keep their struggles and identities hidden due to fear of deportation, as the Indian government considers them illegal immigrants.

In recent years, the Indian government has deported some Rohingya back to Myanmar despite ongoing persecution of the community. In March 2024, India deported a batch of seven refugees to Myanmar, which was criticised by many. New Delhi has accused them of being a security threat, alleging connections to Muslim extremist groups. For years, the Rohingya in India have faced a hate campaign on social media allegedly led by right-wing Hindu groups.

Shahida, 24 (name changed) fled from Myanmar to save herself from deadly violence and like other refugees, also took refuge in Bangladesh's Cox's Bazar, a home of thousands of Rohingya refugees. After eight years in the camp, Shahida had health complications (fever, throat infection, cold), She went to a Turkish field hospital, a specifically designated healthcare centre for Rohingyas to see a doctor.

While reaching the hospital, Shahida was attacked by kidnappers with a chemical spray. After being attacked, she fainted and became conscious the very next morning. While unconscious, she was taken to India via the Kolkata border. After finding herself among the unknown faces and away from the refugee camp, Shahida cried for help but was beaten and asked to keep silent. Finding herself among unknown places and people, Shahida doesn't know when she was handed over to the Kashmir-based traffickers

In Kashmir, Shahida was sold for two lakhs in Baramulla district, where her marriage was done by force. "Whenever she called us, her husband beat her up constantly. We want to get her back," Jameel, who is Shahida's cousin brother.

Jameel, 29, living at refugee camp Kiryani Talab, Jammu is struggling for survival in the ongoing heatwave. Like other Rohingyas, Jameel left his village of Arkan in Myanmar after they were attacked by the Buddhist community supported by the Myanmar Army in 2012. The attack resulted in several deaths and many injuries, including his close relatives. Following the attack, a curfew was imposed by the Myanmar

government, leading to systematic discrimination and shortages of food and water. The situation compelled Jameel and his family to flee Myanmar and seek refuge in Cox's Bazar, Bangladesh in 2012.

As the Cox's Bazar refugee camp in Bangladesh became increasingly crowded, Jameel decided to look for an alternative place for survival and entered India in 2013, eventually finding refuge in Jammu.

"Initially, we were able to live peacefully in India. However, in recent years, life has become difficult due to the continued threat of deportation and detention of other refugees, leading to traumatic conditions. Many Rohingya refugees, including women and children, have been detained and held in different centres in India. There is a constant fear of detention, especially with different agencies collecting details without clear reasons," said Jameel.

Jameel's son hasn't been allowed to attend a government school, and when they go out and are unable to return to their makeshift shelters, they are forced to sleep in a footpath as hotel owners refuse them accommodation despite having UNHCR cards. Jameel describes his *jhuggi* (makeshift shelter) as their only defence against the heat waves.

Jameel says that the Kashmir police busted several human trafficking gangs, but the case of Shahida went unnoticed. Jammu and Kashmir Police have arrested several traffickers involved in the trafficking of Rohingya women from Bangladesh to Kashmir.

On November 28, 2023, the Kashmir Police arrested five persons, including a Rohingya man, allegedly involved in human trafficking in Jammu Kashmir's Bandipora district. The accused were trafficking Rohingya women via Bangladesh to get them married to locals in Jammu and Kashmir in exchange for money. The police said that a Rohingya man involved in the human trafficking was identified as Manzoor Alam.

In the latest crackdown against human traffickers, Baramulla police claimed to have arrested two traffickers and rescued four minor girls from their custody. After busting the network, police are investigating the matter to nab the other suspects involved in the trafficking racket.

A police official, on the condition of anonymity, said that they have booked several traffickers involved in Rohingya women trafficking.

"These traffickers are sensitive criminals. They mostly target young ones on the pretext of luxury life or jobs. It's very difficult for us to track down these traffickers. Once we get leads, we arrest them and book them under relevant sections of law," he said.

Left on their own while most of their male members languish in jails, the women of the Rohingya community are continuously being targeted by human traffickers with promises of a better life in Kashmir and other Indian states.

Jameel said that their community is being oppressed day in and day out. "Our daughters and sisters are being sold like goats and sheep," he said.

He said that Jammu police have nabbed several traffickers, and have unmasked several networks. "I don't have exact data, but our Rohingya women have been trafficked in numbers, they are being exploited," he said.

APART FROM TRAFFICKING, THE ROHINGYA WOMEN FACE INDEFINITE ARBITRARY DETENTION. THEY ARE NOT EVEN BEING ALLOWED TO REPRESENT THEIR CASES IN COURTS.

Jameel's voice trembled as he spoke further about his fears for the safety of women in their community.

"Every day is filled with anxiety, wondering if our loved ones will be the next victims. It's heartbreaking to know that our sisters, mothers, and daughters are at risk. As men, we feel a profound sense of responsibility and helplessness knowing the dangers they face," he confessed.

According to Human Rights Watch, India's forced deportation of ethnic Rohingya refugees to Myanmar underscores the grave dangers that Rohingya refugees face in the country. International Law deems prohibited any forced return of refugees to areas where their lives would be in danger. Rohingya Muslim refugees in India face tighter restrictions, arbitrary incarceration, violent attacks frequently provoked by political leaders and an increased likelihood of forced returns.

"The reason behind the increasing human trafficking of Rohingya women is that they are primarily looking for safety and protection, and, at times, their family members give them away to the hands of traffickers without any knowledge," said Chatterji who works extensively on the issue of protection of Rohingya refugees.

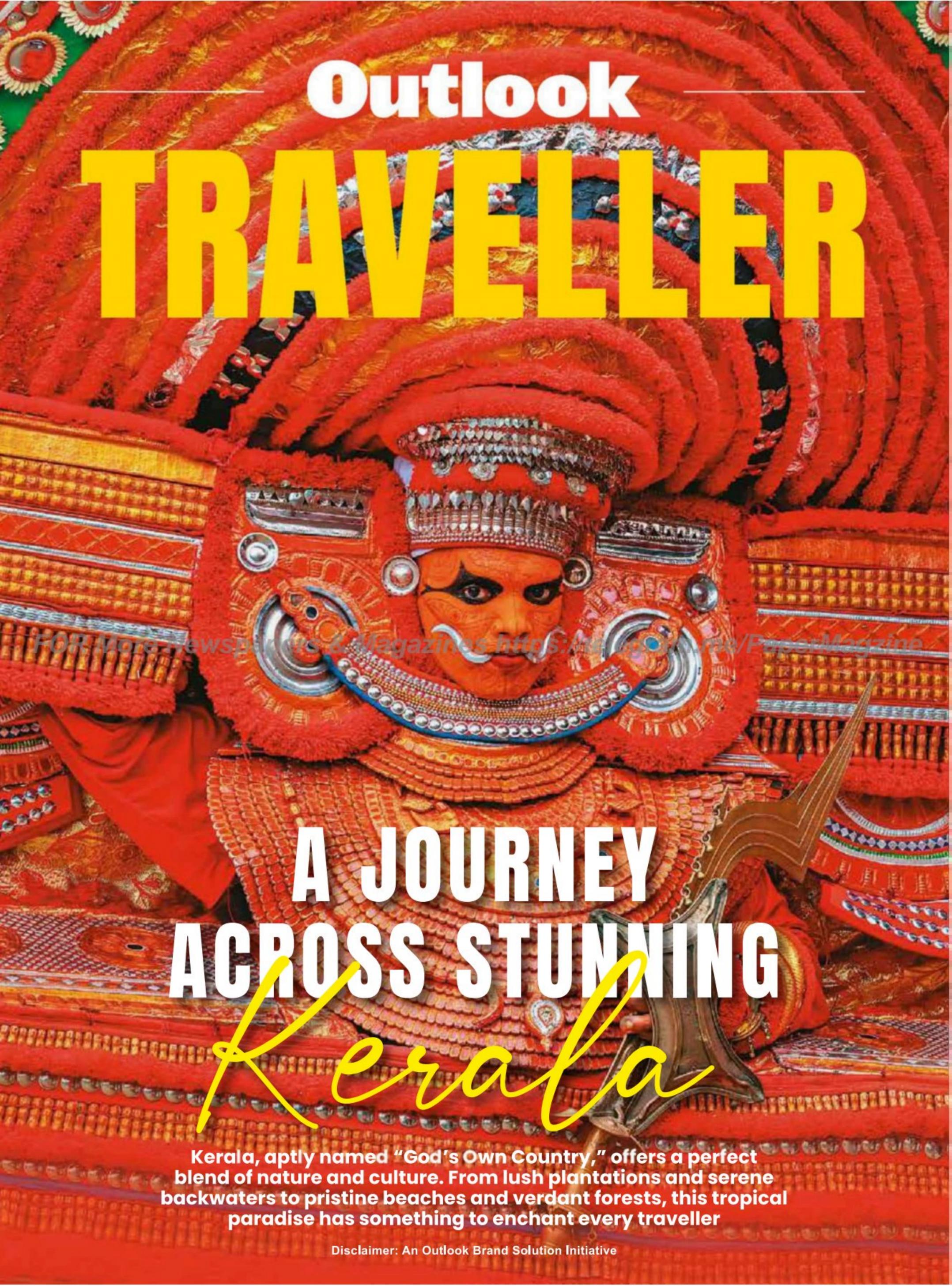
"Apart from trafficking, the Rohingya women face indefinite arbitrary detention. They are not even being allowed to represent their cases in courts," she said. The UHRC has a pivotal role in protecting these women from trafficking, and proactive measures need to be taken for their safety, she added.

"They are being trafficked in times when they have already faced systematic violence and they shouldn't be further traumatised," Chatterji said.

Asif Mujtaba, a New Delhi-based research scholar and founder of Miles2Smile NGO, has been working closely on the relief and rehabilitation of Rohingya refugees. According to him, of the many oppressed and marginalised communities that the NGO works with, Rohingya women are the worst affected. He said that they severely lack access to basic facilities of education and healthcare, apart from facing continuous hateful propaganda from right-wing Hindu organisations.

"The private institutions don't want to help them because of poverty too. So, they are left at the cruel hand of fate. I have seen numerous cases where these people lost their lives because of poor medical facilities. It's high time to think of them as fellow human beings rather than infiltrating aliens," he said. 

(This story was supported by the Pulitzer centre)



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**A JOURNEY
ACROSS STUNNING**

Kerala

Kerala, aptly named "God's Own Country," offers a perfect blend of nature and culture. From lush plantations and serene backwaters to pristine beaches and verdant forests, this tropical paradise has something to enchant every traveller

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Vembanad, having an area of 230 square kilometers and a maximum length of 96.5 km, is the longest lake in India

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No Place On Earth Like Kerala

It doesn't matter which time of the year you visit Kerala—it will capture your heart irrevocably. From cruising its backwaters to Ayurvedic treatments, here's a snippet of the adventures that await you.

Located on the shores of the Arabian Sea, Kerala is a strip of land in southern India which has long been a favourite haunt of domestic and international tourists looking to unwind among the scenic beauty and cultural attractions of the state. With palm and coconut trees dotting the landscape, the green foliage of the Western Ghats beckoning visitors with its rich biodiversity of plant and animal life, and the friendliness of the people who will show you around their delicious cuisine, myriad festivals, complex dance performances, and traditional

crafts, you will need multiple visits just to scratch the surface of what makes Kerala tick. Drop into any of its world-class airports and railway stations or drive down its excellent road network to experience everything from wellness retreats to sustainable tourism initiatives and more.

DIVERSE ATTRACTIONS

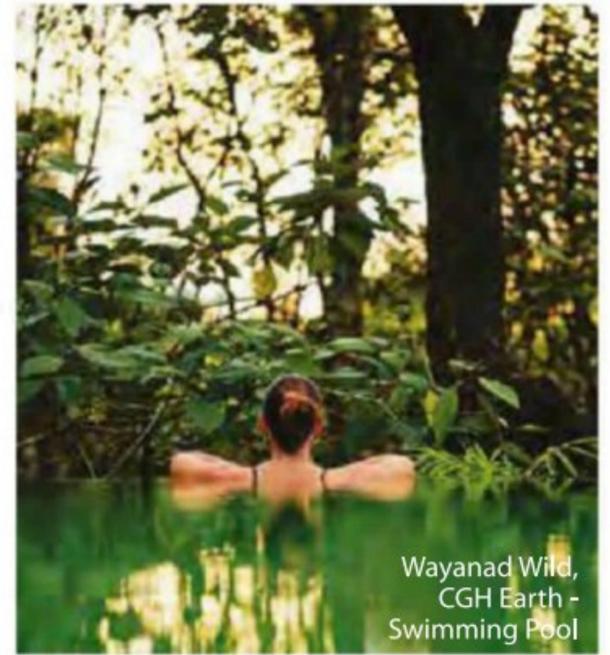
From sandy beaches and glistening backwaters to cool hill stations and stunning wildlife reserves, Kerala abounds with a variety of geographical landscapes which will rejuvenate your soul and reconnect you with the more-than-human world. Go on tea

plantation tours, stroll the winding lanes and embark on treks to South India's highest peak—Anamudi—in Munnar. Make your way to Wayanad to see the historic Edakkal Caves, hop onto a safari of the Wayanad Wildlife Sanctuary, hire a boat on Pookode Lake and watch the cascading waters of the Soochipara Falls.

Visitors will be treated to Kerala's famed hospitality no matter where they go. Enjoy a cruise and stay on one of Alappuzha's famous houseboats and experience the local cuisine morning, noon and night. These vessels are a reworked version of the kettuvallams of ages past—boats with

Wayanad Wild,
Room with a view

CGH Earth Wayanad Wild: A Biodiversity Haven in Lakkidi Rainforest



CGH Earth's Wayanad Wild offers an immersive experience in the untamed beauty of a rainforest with gourmet local cuisine, thrilling nature adventures, and exceptional hospitality in a biodiversity paradise.

As dawn breaks, the cascading light unveils the forest like the curtains of a stage. The forest awakens and stretches to a symphony of natural songs, while the intoxicating aroma of dew-kissed canopies fills the air. Welcome to Wayanad Wild by CGH Earth, a hidden gem in the Western Ghats' evergreen forests. Located in North Kerala, this biodiversity hotspot teems with natural treasures, offering an unparalleled eco-lodge experience, just hours away from Bangalore.

Their stilted cottage offers refined comfort without compromising the natural surroundings. Every aspect, from locally sourced materials to sustainable practices, reflects a commitment to preserving the

ecosystem. Guests enjoy a rich tapestry of hospitality, local and flavorful cuisine, and immersive nature experiences. This unique blend of eco-conscious living and sustainability, synonymous with CGH Earth's brand values, ensures an authentic, enriching stay that nurtures both the guest and the environment.

Spanning across twelve acres of rewilded land, recreating the native ecosystem of rainforest in Lakkidi, Wayanad Wild provides an immersive journey into the ecosystem of the untamed. Their team of dedicated naturalists at the Draco Club, the eco-interpretation centre, will introduce you to this world of wonder. Your children will embark on their mini-adventures, exploring creeks, meeting fascinating creatures, and spotting exotic

birds. And when night comes, the nocturnal expedition unveils a very different forest. Proof that no two experiences are ever the same in this dynamic ecosystem.

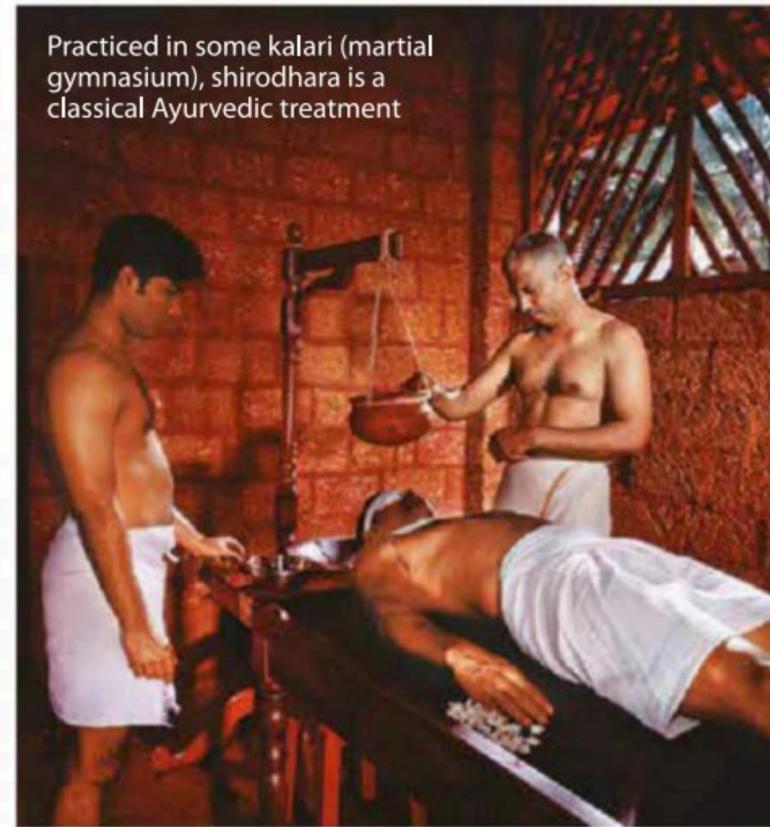
When you get back from your wild adventures, the serenity of Wayanad Wild awaits you with open arms. Stroll through the lush emerald surroundings, take a refreshing dip in the infinity pool, and savour the ambiance of this enchanting paradise. Of course, the environment is not the only thing to savour. Their chefs craft delectable North Kerala cuisine from locally sourced ingredients, blending authentic flavours to enhance the guests' experience further. You can also join in an interactive session with the chef and learn the tricks and tips behind some of the quintessential dishes of the region.

So, pack your bags and prepare to embark on a lifetime adventure at Wayanad Wild.

**For bookings reach out at:
contact@cghearth.com or
7594012555**



Musician blowing a flute during the annual festival at Siva Temple, Cochin



Practiced in some kalari (martial gymnasium), shirodhara is a classical Ayurvedic treatment

a thatched roof over wooden hulls which were used to carry rice and spices. Drive to the internationally-renowned beaches of Kovalam a few hours away whose calm waters are ideal for sunbathing and swimming.

CULTURAL RICHNESS

The cultural heritage of Kerala is a synthesis of Aryan, Dravidian, Arab and European influences developed over millennia as its people maintained centuries of contact with neighbouring and overseas cultures. Thus, the state's vibrant festivals and art forms reflect this amalgamation, not least in the so-called "cultural capital" of Kerala, Thrissur. This city has been home to rulers and dynasties from the Zamorins of Kozhikode and Tipu Sultan of Mysuru to the Dutch and British. The first mosque in India called the Cheraman Juma was built here while St Thomas the Apostle built two churches in Palayur and Marthomalam.

Only in Kerala can you celebrate the Thrissur Pooram festival at the Vadakkunnathan Temple; participate in vibrant and fun-filled Onam festivities throughout the state; view the revelry of the Athachamayam parade held at Thripunithura to herald the start of Onam; clap for a

breathtaking Kathakali performance in Kochi; and be enthralled by a performance of the 3000-year-old Kalaripayattu martial art form.

WELLNESS RETREATS

The holistic therapy of Ayurveda uses herbal medicine, personalised diet plans and wellness activities to strike at the root of diseases and ensure health and longevity. There is arguably no better place in India to go on a refreshing wellness retreat than Kerala. For starters, the town of Kottakkal is synonymous with Ayurveda thanks to the establishment of the Arya Vaidya Sala in 1902, which has a state-of-the-art facility with its own research

centre, nursing home and hospital. You can engage with the "Rasayana Chikitsa" therapy which eliminates the ill-effects of previous disorders; the five techniques of "Panchakarma" which restore people's physical and mental equilibrium; and "Talapotchil," a herbal massage treatment where a special paste is applied to the patient's scalp, among many others.

Furthermore, Kerala has a variety of yoga centres up and down the state where visitors will learn "pranayama" (breathing exercises), "asanas" (postures) and "pratyahara" (detachment from sensory surroundings) in tranquil surroundings with qualified teachers.

SUSTAINABLE TOURISM

Kerala is a trailblazer in spearheading responsible tourism and sustainable living initiatives. The Kerala Responsible Tourism Mission Society (KRTM Society) works with the state tourism department to spread and implement responsible tourism projects. The state is due to welcome overseas guests in October 2024 as it plays host to an international conference on responsible and gender-inclusive tourism.

Start by visiting Thenmala in the southern part of Kerala which was

ONLY IN KERALA CAN YOU CELEBRATE THE THRISSUR POORAM FESTIVAL AT THE VADAKKUNNATHAN TEMPLE AND REVEL IN THE ATHACHAMAYAM PARADE HELD AT THRIPUNITHURA TO HERALD THE START OF ONAM

Kalari Rasayana, CGH Earth Ayurveda - Healing by the Lake



Treating The Source, Not Just The Symptoms

Heal with traditional Kerala Ayurveda on the serene shores of Paravoor Lake at CGH Earth Kalari Rasayana.

A still shimmering lake. A quiet windswept shore. A lush green landscape. As you sit under the warm shade of a coconut tree, you will feel cocooned in the comforting embrace of nature, and open to the power of traditional Ayurveda. The healing comes naturally at Kalari Rasayana.

HEAL YOUR BODY, MIND, AND SOUL

Health is not just the absence of disease. It's about living in complete physical, emotional, and spiritual well-being, and at Kalari

Kalari Rasayana, CGH Earth Ayurveda - Treatment



Rasayana, this is put into practice with traditional Ayurveda that treats the source of the ailment, and not just the symptoms. Your healing regimen will include curative and eliminative procedures, internal & external herbal medicines, yoga & meditation, a sattvic diet, and satsang experiences, that bring balance to your doshas and align them to the universal life force, the living energy that permeates every biological entity on earth. This crucial task is left to the highly trained vaidyas at Kalari Rasayana.

YOUR DOCTOR, YOUR GUIDE, YOUR FRIEND

The vaidyas will travel with you hand-in-hand as you begin your journey to long-term well-being and chart out a personalised lifestyle for disease-free living. You are treated to individual care and personalised treatment in this NABH-accredited hospital with a healthy doctor-to-patient ratio. The vaidyas follow the strict tenets of traditional Ayurveda and are passionately devoted to crafting a natural way of life so that you can experience healthy living in harmony with nature.

LUXURY SPACES AMIDST NATURAL BEAUTY

Your stay at Kalari Rasayana will be as comforting as the vaidyas. The 22 cottages on this 8-acre sanctuary have all the modern comforts you are accustomed to in a luxury living space. You will also enjoy the luxury of nature with lush coconut groves and beautiful backwaters to help you calm your mind and find your peace. Every effort has been made to ensure traditional healing and modern luxury perfectly complement each other in this adobe of Ayurveda.

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Embrace the ancient wisdom of Ayurveda to transform your life and alleviate modern lifestyle ailments. CGH Earth Kalari Rasayana's holistic approach addresses stress, diabetes, respiratory diseases, hormonal imbalances, cardiovascular disorders, infertility, weight management, and more. Take the first step towards long-term well-being and discover a sanctuary of healing that will nurture your body, mind, and spirit. Reach out to them today!

Call +91 9446465111 or Email: admissions@cghearthatayurveda.com | www.cghearthatayurveda.com

India's first planned eco-tourism destination. From boat rides and leisurely walks to adventure sports like mountain biking and rock climbing, visitors can make the most of their holiday here. There is no other place that offers guests a stay in a tree hut for a unique forest life experience.

Meanwhile, the town of Vaikom in the Kottayam district has an illustrious weaving and pottery-making industry which visitors will get to see up close. A trip here also allows them the opportunity to experience and explore the traditional fishing style of net fishing. On the other hand, the hill town of Madavoorpara offers glimpses of traditional techniques like palm frond weaving and metalwork which continues to this day.

WHERE TO STAY

There is no end to the range of accommodation options to stay at in Kerala. Live in the lap of luxury at

the Kumarakom Lake Resort, The Leela Kovalam, the Taj Bekal Resort and Spa, the Grand Hyatt Kochi, the Niraamaya Retreats Surya Samudra in Kovalam, and the Hills and Hues Resorts Thekkady, to name a few. For boutique hotels consider Elephant Passage in Munnar, the Le Colonial 1506 in Kochi, the Forest Canopy Thekkady, the Cranganor History Café and Riverside Château in

Puthenvelikara, and the Rhythm Kumarakom.

If you wish to live in a charming homestay then choose from the Sea Hut Homestay in Kochi, the Villa Akasa in Varkala, The Mudhouse Marayoor in Munnar, the Bella Homestay in Alappuzha, and the Palkadavu Warium Villa Homestay in Wayanad. Those wishing to stay at a yoga retreat can consider the Sivananda Yoga Vedanta Dhanwantari Ashram in Thiruvananthapuram.

There are also a plethora of eco-friendly stays you can avail of such as the Carnoustie Ayurveda and Wellness Resort in Mararikkulam North; the Vythiri Resort in Wayanad; The Leaf Resort in Munnar; the Greenwoods Resort in Thekkady; and any of CGH Earth's properties across the state like the Brunton Boatyard and Chittoor Kottaram in Kochi, the Coconut Lagoon in Kumarakom, the Lockhart Bungalow in Munnar, and the Spice Village in Thekkady.

**KERALA IS A TRAILBLAZER
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THE KERALA RESPONSIBLE
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THE STATE**

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Lush green tea estates of Munnar, a picturesque hill station in Kerala

A Day in the Life of the Ashram

From silent meditation and soulful chanting to yoga lessons and garden work, here's what to expect at the Sivananda Ashram



The resonating sound of the bells at 5.20 am and 5.50 am, tells you it's time to get moving.

To what and where? To satsang, the heart and soul of the ashram, in the magnificent meditation hall, adorned with beautiful images of deities and the gurus, Swami Sivananda and Swami Vishnudevananda. Half-an-hour silent meditation, half-an-hour soulful chanting and an inspiring reading from the gurus' teachings sets you up for the day.

How many of us in our daily lives feel not only refreshed but joyful and inspired by 7.30 am? Then to tea, a gathering of guests, with the volunteer staff—the backbone of the ashram—to serve you.

The bell sounds again, a call to yoga class. There's a choice. Beginners, to be guided step-by-step through the twelve basic asanas, the core teaching of Sivananda Yoga, or, with yoga under your belt, Intermediate, a more advanced practice.

So now you've meditated, chanted and yoga'd.

You're hungry. No worries. Brunch awaits. In the dining hall you are served, again by volunteers, a delicious vegetarian meal, eating in silence, respecting the sanctity of food.

Half an hour of rest, and then the practice of Karma Yoga, selfless service, one of the great paths of the yoga teachings which opens the heart and fosters compassion. You may help out in the ashram

boutique, garden work, cleaning, clearing—wherever you are needed on the day.

Already you feel part of the ashram. Even in this short time, there is a palpable sense of working together for the betterment of body and mind. Noon-time offers optional coaching classes, with personal guidance from senior teachers, on meditation, mantras, chanting, asanas, pranayama, ashram life. Or for those who want a health-check you can visit their on-site Ayurveda Clinic, book a massage or sign up for Panchakarma, a powerful therapy to restore mental and physical balance.

Tea again and then the Yoga Talk, a series of lectures on yoga in its fullest sense. Here you learn about the 'Five Points of Yoga' of Swami Vishnudevananda embracing the ancient teachings of yoga. How the mind works and its control, philosophy, meditation and concentration, prana and pranayama, kundalini and more. Your mind is opening, your heart beginning to melt.

So again, a yoga class. Again, a meal and again satsang. The day is at an end. You retire early, body, mind and soul nourished and nurtured. At last, on the road to lasting physical health and mental well-being.

Website - www.sivananda.org.in



Asana Class

Search for Nirvana

Many believe that the ancient city of Kushinara is in Kushinagar, UP, but new evidence may suggest otherwise

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Vikram Raj

THIS spring, nearly 20 people gathered in front of a Buddhist temple in Titira Bangra village of Ziradei in Siwan for a long-awaited announcement. Satyadev Ram, chairman of Bihar's Tourism Industry Development Committee, announced that two places will be given the status of national tourist destinations. The first of the two was this temple at the Titir Stupa, where they were all standing.

The history of Titir Stupa located in Siwan itself dates back to 400 BC. According to Buddhist

BUDDHA'S NIRVANA HAPPENED BETWEEN TWO SAL TREES ON THE NORTHERN SIDE OF THE CITY, ALONG THE NIRANJANA RIVER, WITH BUDDHA'S HEAD FACING NORTH.

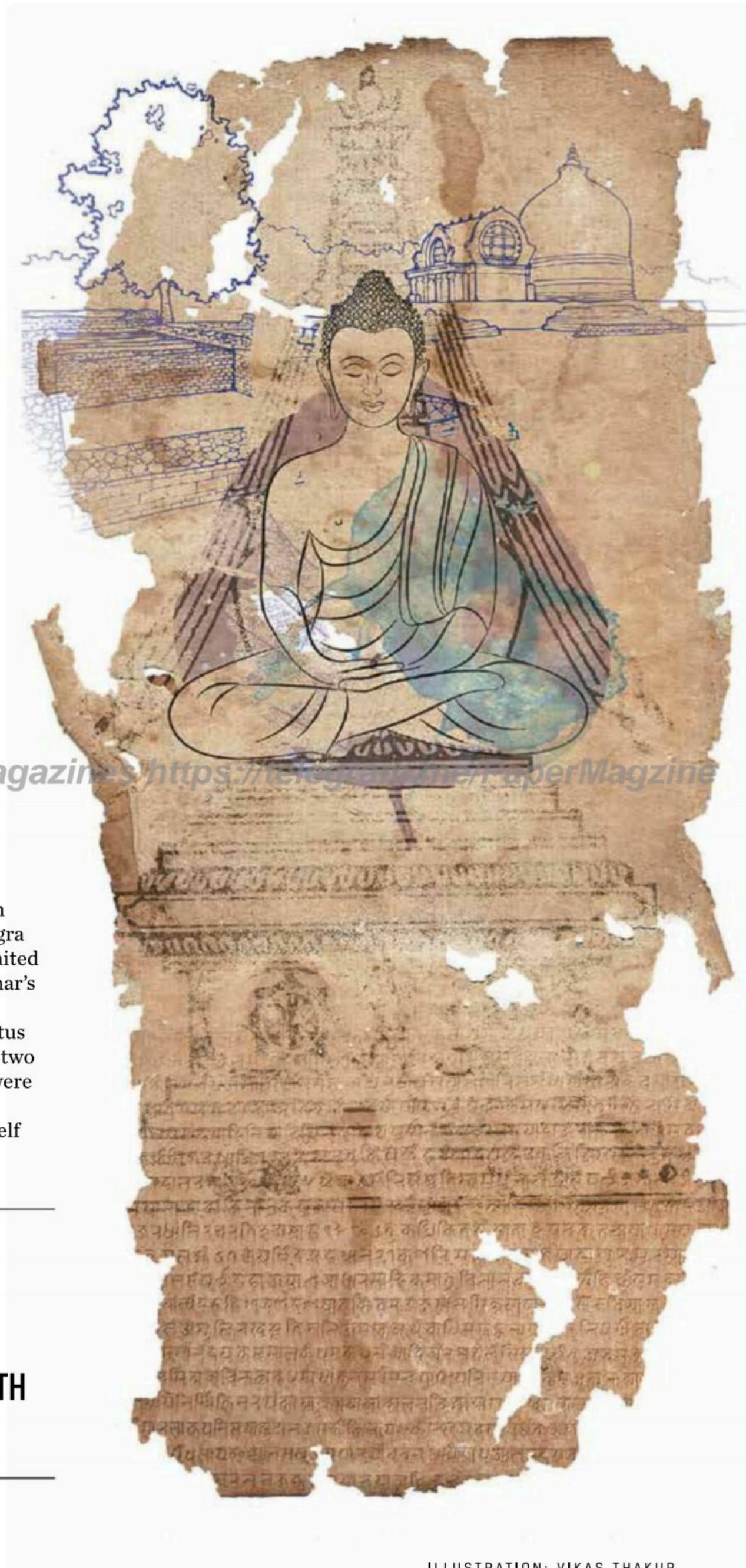


ILLUSTRATION: VIKAS THAKUR

APART FROM KUSHINAGAR (KASIA), THERE ARE TWO OTHER PLACES IN BIHAR WHOSE GEOGRAPHICAL LOCATION IS CONSIDERED TO BE ANCIENT KUSHINARA.

scriptures, Buddha died and/or attained Nirvana here nearly 2,400 years ago in an ancient city called Kusinara. The current location of Kusinara has been a hotly debated topic since the late medieval period. Although Kushinagar in Uttar Pradesh, also known as Kasia, is accepted as the ancient city, many historians believe otherwise.

Apart from Kushinagar (Kasia), there are two other places in Bihar whose geographical location is considered to be ancient Kushinara. The first place is Kushi village of Muzaffarpur. The second is Ziradei village of Siwan, which is famous as the birthplace of the first President Rajendra Prasad and also known as Kishunpur.

Krishna Kumar Singh is a journalist and teacher from Siwan, who has been researching the Buddhist history of Ziradei in Siwan for 15 years. Due to his efforts, the Archaeological Survey of India was able to discover the Buddhist pillars and other artifacts in Ziradei. Singh's research suggests that Buddha died not in Kushinagar (Kasia) but in Siwan, hence this area of Siwan is the ancient Kushinagar (Kusinara) city. To strengthen his research, Singh draws upon the articles of many historians and travellers.

What Do the Travellers Say?

The abundant literary, Buddhist texts, accounts of travellers like Fa-Hsien and Hsuan-Tsang, and archaeological evidence point to Siwan as the likely site of Buddha's nirvana. There are excavations of marked areas in Siwan that may confirm Singh's theory.

Describing the ancient Kusinara or Kushinagar, Bhikkhu Dharmarakshita, a Buddhist monk, wrote in his book *Kushinagar Ka Itihaas*: "Ancient Kushinagara was situated on the western bank of the Hiranyavati River, with a smaller river flowing to the south of the town. It had a Mahavana (great forest) of Sal trees, part of which was called the Shalvan Upavatan, the Malla kings' royal garden. The area was also known as Devavan due to sacrificial offerings to deities and included parts of the Baliharan forest. During Buddha's time, Kushinagara was a disorganised town inhabited by wealthy, noble, Brahmin, and lay followers of the Tathagata."

Chinese Buddhist traveller Fa-Hsien visited

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Kushinagara during the reign of Chandragupta II (circa 380-412 CE.) According to his scripture, at that time, there was no Buddha statue at the Nirvana Vihara. Fa-Hsien noted that they reached Kushinagara after traveling 12 *yojanas* east from the Angar Stupa. Kushinagara was a small, abandoned town called Mala, where the Buddha had achieved *Mahaparinirvana*.

Buddha's Nirvana happened between two sal trees on the northern side of the city, along the Niranjana River, with Buddha's head facing north. It was the same place where Subhadra, the wanderer, attained *Arhat*ship. Here, Buddha was worshipped for seven days, where Vajrapani had thrown his golden club, and where relics of eight kings were collected. Stupas were built everywhere, and the Sangharama still existed. The town had a sparse settlement, with only a few scattered homes of monks, said Fa-Hsien.

About two centuries later, the Chinese traveller Hiuen Tsang arrived in Kushinagara during the reign of Harshavardhana. Tsang's records are vivid. He observed an Ashoka Stupa at the residence of Chunda, a monk from Kushinagara. He also described a large *vihara* with a Buddha statue lying in the nirvana posture, and a 200-foot stupa built by Ashoka, located by the Ajitavati/Hiranyavati River.

Tsang identified the Titir Stupa and the Mrig Stupa, associated with Buddha's previous birth as a deer. He also noted the Subhadra Stupa, where Subhadra became an *Arhat*, and the Vajrapani Stupa, where Vajrapani fainted upon hearing of Buddha's death. Tsang also recorded the nirvana site and the Golden Funeral Pyre Stupa. Additionally, he mentioned the Mahamaya Stupa related to Buddha's mother, the Cremation Site Stupa, north of Kushinagara, the Kashyapa Stupa where Buddha showed his foot to Kashyapa, and the Relic Distribution Stupa with Ashoka's inscriptions.

Tsang noted a well with sweet and pure water, still used by locals, and observed Kushinagara had a perimeter of about twelve *yojanas* (two miles.) The city, he said, had few residents, and many buildings were abandoned or in disrepair. His account highlights the significant decline of Kushinagara into a desolate site from the time of Fa-Hsien.

Siwan and Kushinagar

According to the scriptures like Mahavamsa and Dipavamsa, Kushinagara was once the capital of the Ikshvaku dynasty, which included kings such as Ikshvaku, Vikukshi, Mandhata, Trishanku, Harishchandra, Sagara, Bhagirath, and Rituparna, whose charioteer was the famed King Nala. Later, Kushinagara became part of the Kushavati kingdom, founded by Rama's son, Kush. In Siwan's Papaur village, Mahavira achieved Nirvana, and Buddha accepted his final meal from Chunda in Pava, a sacred land.

Around 600 BCE, the area was part of the Kosala Mahajanapada, and some scholars believe it was also part of Mahakosala. During Buddha's lifetime, the region was under Kushavati's military command, commander of Kosala King Prasenajit. A hundred years later, Magadh took control of Kushinagara, defeating King Prasenajit and establishing its dominance over the eastern part of Kosala.

BUDDHA'S NIRVANA HAPPENED BETWEEN TWO SAL TREES ON THE NORTHERN SIDE OF THE CITY, ALONG THE NIRANJANA RIVER.

During 300-200 BCE, archaeological finds in Siwan indicate that Kushinagara was a prosperous and well-populated city. This includes numerous Northern Black Polished Ware artifacts. Excavations at Chirand (Chhapra) further support this. Shortly after Buddha's nirvana, the Mallan democratic system was overthrown by Ajatashatru of Magadh, leading to a shift from a Republic to Monarchy. Kushinagara continued to be under various rulers, including the Mauryas, Kshatrapas, and Guptas, but had deteriorated by the time of Chandragupta II and Harshavardhana.

After the 12th century, its history became obscure. The region, now identified with Siwan, was under various local and foreign influences, including the Indo-Greek and Kushan empires. During the Sultanate and Mughal periods, political instability in northern India allowed local rulers like the Cheros and Garhwals to gain control.

Recent Findings and Evidence

Kishunpur village lies on the western bank of the Hiranyavati River, with a small river called Jharahi flowing to the south. Nearby, the villages like Selarapur and Pipradiya indicate the presence of Shalvan. The surrounding area was once heavily forested. The region has remnants like Kishunpur and various other ancient villages, including Brahmin and Rajput settlements.

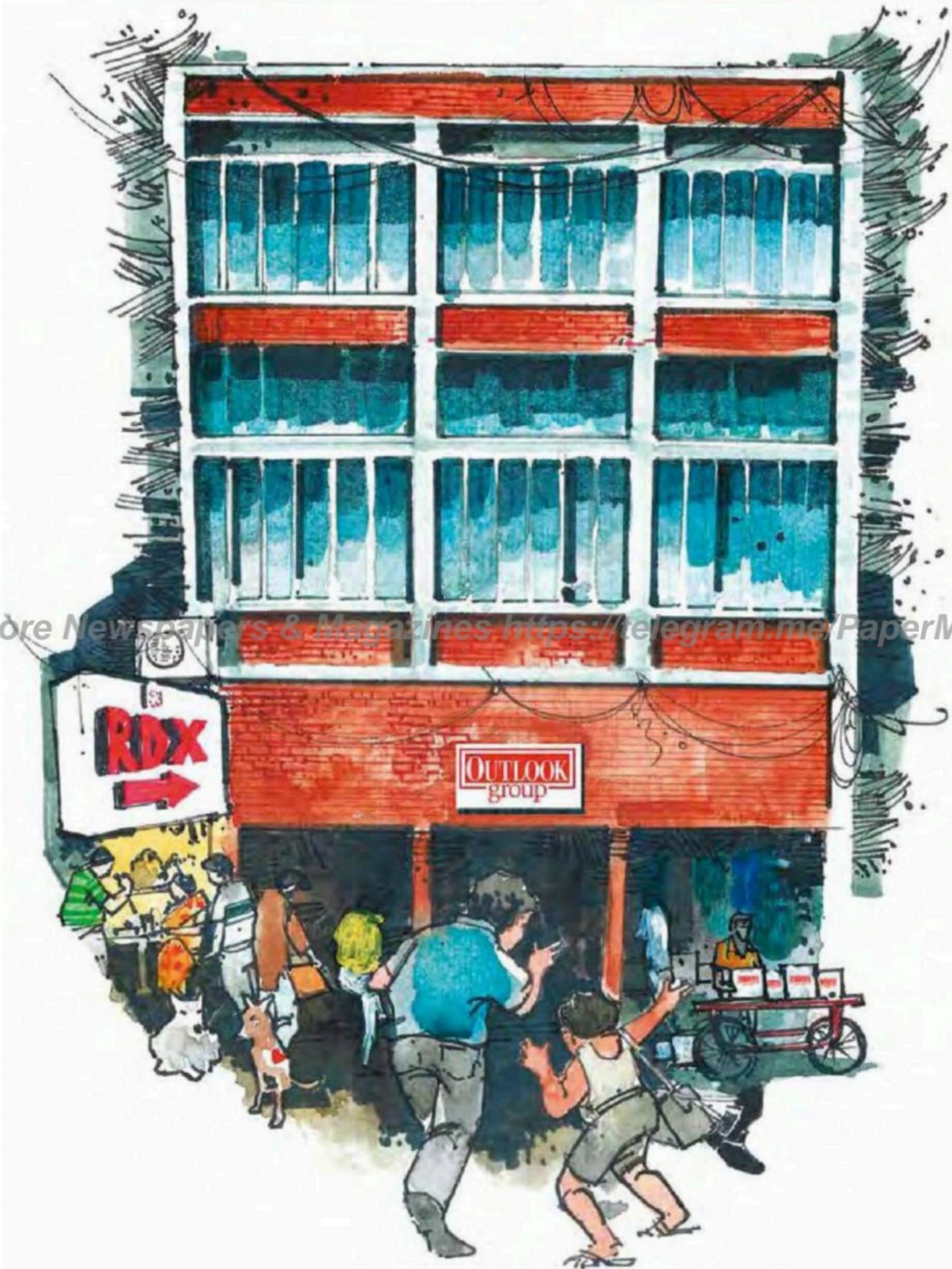
Additionally, Siwan has significant archaeological and historical evidence supporting its identification as the ancient Kushinagara. Key evidence includes: the presence of the Hiranyavati (Sona) River near Ziradei, three large stupas found near Kishunpur village on the western bank of the Hiranyavati (now known as Garh), in the village of Titir, on the western bank of the river, the Titir Stupa and other important artifacts like black polished and grey pottery. According to Jagdishwar Pandey's survey, the Titir Stupa, described by Hsuan-Tsang, was identified in Titira village west Siwan. Hsuan-Tsang described twelve stupas in Kushinagara, one of which is the Titir Stupa. This stupa was found near Siwan, confirming the proximity of Kushinagara to this site. Historical texts and Hsuan-Tsang's travel accounts suggest that the Mahaparinirvana of Buddha occurred in this region.

Singh and some of his colleagues are trying to get Siwan recognised as the ancient Kushinara. For this, they have also given numerous applications to the Central and State governments. They believe that if Siwan is recognised as Kushinara, not only this district but the entire state will grow. 

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The Idea of *Outlook*

ARTWORK BY GOVIT MORAJKAR

Cabin Chronicles

Here, we became braver by the day. We fell deeply in love with what stories could do



A Kind of Refuge The editor's cabin at *Outlook* magazine's AB-10 office in New Delhi

I never really kept anything of mine in that cabin in the old *Outlook* office building for the 30 months that I was there. I never really thought I belonged there, and that wasn't because I didn't want to but because it is difficult for women to own spaces.

The first time I entered the building as an editor, there was a resignation letter waiting, which wasn't addressed to me. It was because of me. The person said he had more experience and he had been around for more than two decades when I asked him to stay. I said you take the cabin. I felt apologetic about being there.

Perhaps that's why, for months, the cabin was occupied but never really owned.

The cabin had a window that opened out to a rooftop where broken furniture was piled up to look like a shrine I had seen in a zombie film called *Ravenous*. That, I found familiar. That's how I came to AB-10.

The cabin had a lot of framed *Outlook* covers from before my time. I asked them to put the framed photo of Vinod Mehta back in the cabin. I liked his audacity. And his sentences were sharp. Like daggers. And sometimes, they reminded me of fireflies. He had built an institution of a kind. An irreverent *Outlook*.

In those early days at the office in the old building, there were many resignations. That was usual, I was told. But there was a lot of trolling and accusations of all kinds. It was hard. My first few days were all about receiving resignation letters. A senior editor went on leave the day I joined. Another declared she wouldn't listen to anything I said. I had expected men to resist and resent me, which is any woman's experience, but I thought women colleagues and peers would be encouraging and supportive.

In that cabin, I was alone.

But that cabin became a kind of refuge. I'd sit in there thinking about what if I had not come here and gone instead to study fiction at Columbia University. Paul Beatty, a writer I liked who taught at the university, had called to say he was happy to announce that I had been admitted and



Chinki Sinha

IS THE EDITOR OF *OUTLOOK*

there was also a scholarship.

I was 43 then, and I had decided to quit journalism. But then, I got a call from *Outlook* and I felt that old itch, that old longing for going out there to look for stories.

I stayed on. That cabin let me be. And even though I never brought my books or any posters to hang there, over the months, it became my little happy place.

The terrace was another space that I loved. Last year, while curating an issue on Palestine, which was an ambitious project and also one that made us so horrified at the way people were being killed, we would gather at the terrace and have a round of drinks at the end of the day.

We became braver by the day. We fell deeply in love with what stories could do.

When they told us the building was to be demolished, I was in Kashmir working on an issue on the silence in Kashmir since the abrogation of Article 370 in 2019. Strangely, that was the last issue that we took out from that old office.

Outlook's first issue was also about Kashmir.

I still want to go, study fiction at some point.

For now, I am here. Resignation letters still come in. I am no longer sad about those. The one precious gift of that old office, where I had walked in not sure if I'd be able to do it, is the calmness that has only grown over the years.

I remember sitting at night in the cabin, very hurt and sad about betrayals. Ranjit ji brought me another cup of coffee. He asked me if I'd eat something. He smiled.

I realised that it wasn't about those who left. It was about those who stayed.

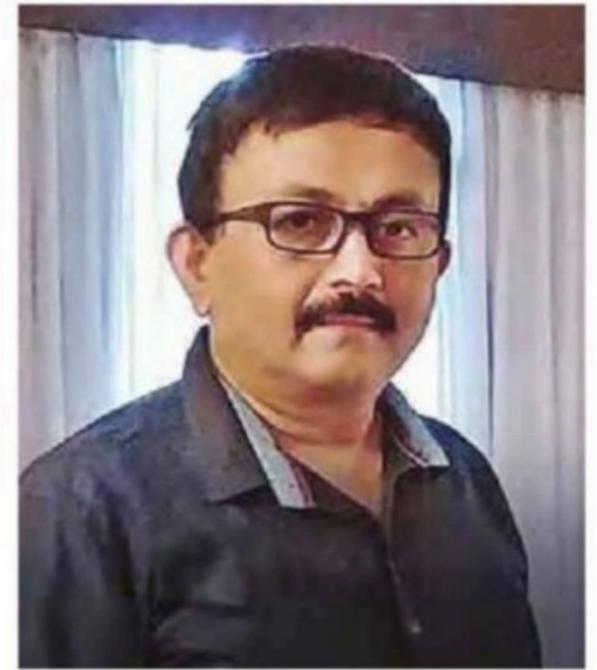
There was nothing to prove to anyone. I had come to do my thing; to see it my way, to change the way we tell stories and to figure out my way.

And then, someone else would come.

I am happy I got to sit in that old cabin in that old building. Even if it was for a short while. 📌

Deconstructing the Authoritarian Regulatory Structure

Vishwaprasad Alva speaks to *Outlook* on the immediate need for development of the existing regulatory structure to build a robust economy



As India strides on its growth trajectory to become Viksit Bharat, there is renewed hope in Prime Minister Narendra Modi's administration to implement 'bolder reforms' and create a solid foundation in his third term in office.

In the context of regulatory structure, my observation has been that there are far too many regulatory bodies in most sectors empowered to summon, block, or stop business. There's not one for handholding and support. To gain a deeper analysis of the processes of rulemaking by regulators and their manner of using rules, it is important to understand the environment in which the regulators operate.

Corruption in the central leadership and top bureaucracy has reduced, but we are seeing a steep increase in opportunities and incidents of corruption at the lower levels. Accessibility, humility, domain expertise, and freedom of expression are equally important. Breaking with the past, this government has chosen many ministers for their hands-on experience and domain expertise who are performing well. But those with mediocre expertise are stuck with electoral politics throughout their term. 'Minimum government, maximum governance' resulted in some ministers having too many portfolios, therefore rendering them ineffective.

Due to COVID-19's captive market and availability of low- and semi-skilled labour, several manufacturing jobs have moved to India. If we don't take prompt, decisive action, high-skill talent will keep leaving the country. Over 90% of our 600 small and medium-sized vendors are eager to sell their companies because they are unable to cope with the demands and letters they are receiving from tax and regulatory agencies. Small retailers, vendors, and medium-sized, small, and microbusinesses may soon fail due to these pressures.

The government procurement process is unjust, opaque, and rigged, which poses a challenge to startups. Rather than counting the number of start-ups registered with the Registrar of Companies, we should track and share statistics about the start-ups that have broken even. Not just fintech, services, and e-commerce firms but also core R&D, manufacturing, and product start-ups are important measures of the country's development. Before funds for the production of core products and tech start-ups disappear, it is necessary to evaluate the harsh angel tax, the goods and services tax, the tax system, and the penalties.

Big businesses that rely on automation and economies of scale will permeate every aspect of retail, manufacturing, and services, leading to a labour shortage in the semi-skilled and unskilled labour market

BIG BUSINESSES THAT RELY ON AUTOMATION AND ECONOMIES OF SCALE WILL PERMEATE EVERY ASPECT OF RETAIL, MANUFACTURING, AND SERVICES, LEADING TO A LABOUR SHORTAGE IN THE SEMI-SKILLED AND UNSKILLED LABOUR MARKET AND JOBLESSNESS IN THE CORE R&D AND SCIENCE SECTORS

Vishwaprasad Alva
Chairman & Managing
Director and founder
Skanray Technologies Ltd.

and joblessness in the core R&D and science sectors. There will be new challenges when there is a potentially large pool of working individuals who paid taxes in their prime but lack proper social security, health insurance, or a good standard of living in their later years. The most highly taxed countries have robust public health systems. We pay high taxes without any protection or rights for the taxpayers.

Aggressive judicial and administrative reforms, increased funding for fundamental research, streamlined tax and regulatory frameworks, and the development of a quick-witted infrastructure for quasi-judicial arbitration are all things to anticipate.



Sandipan Deb

IS AN INDEPENDENT EDITOR AND AUTHOR, MOST RECENTLY OF *SURYAVAMSHI: THE SUN KINGS OF RAJASTHAN*. HE WAS MANAGING EDITOR OF *OUTLOOK* AND THE FOUNDER-EDITOR OF *OUTLOOK MONEY*

Outlook, Behind the Scenes

Behind the eye-catching cover stories was a team of misfits, daredevils and idealists who simply wanted to do journalism that made a difference

THE sheer excitement that the founding team of *Outlook* felt in 1995 is difficult to explain to anyone who wasn't there. All of us, from the editors to the junior-most correspondent, believed that we were doing something that needed to be done. We were actually hoping that we could even transform Indian magazine journalism.

We were all knowingly taking a risk. *India Today* had an iron grip on the newsmagazine market and most people thought it was ridiculous that anyone could make a dent in its near-monopoly. All of us had comfortable jobs in established and profitable media companies. But once you met Vinod Mehta—quiet and relaxed—and the publisher Deepak Shourie—manically energetic and driven—you bought into their vision. We were all young. Vinod was in his early 50s, but all the other editors were in their early or mid-30s. All of us wanted to do something new.

Outlook began its life in two rooms in the government-run and quite run-down Lodhi Hotel, even as Deepak went around with real estate brokers and negotiated fiercely for a full office space. I joined on June 1, 1995. Deepak secured AB-10 Safdarjung Enclave within a month or so, and the office was inaugurated on August 15.

The magazine was launched on October 4 with a press



OUTLOOK PHOTOS

Snapshots From a Bygone Era Glimpses from behind the scenes at *Outlook's* AB-10 office

conference addressed by Vinod. There was some issue with Vinod's car, so we went to the launch in mine. A few minutes before we left, I had asked Vinod: "What do you feel?" After all, he had launched several magazines and newspapers and I had never worked in a start-up. "I've never felt so confident in my life," he said. "All the magazines I founded, I never had good marketing support. This time, I have a good editorial team and Deepak is the best marketing man I've ever worked with."

Back to AB-10. Deepak had got all the interiors done. But

ANOTHER MAGAZINE HAD AN IRON GRIP ON THE MARKET AND MOST PEOPLE THOUGHT NO ONE COULD MAKE A DENT.

we thought that our cubicles were too small, and Tarun Tejpal boldly told Deepak and Vinod that this looked like an insult to us. Our work areas were expanded. Picture editor Prashant Panjari and art director Bishwadeep Moitra also put their feet down and got the space that their departments needed.

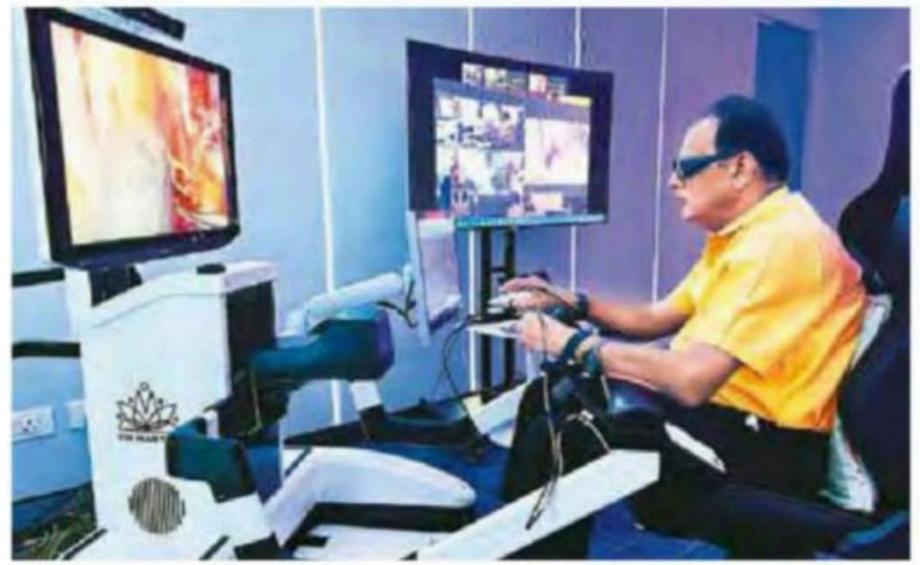
My cubicle was next to Vinod's room and if I leaned over to the right in my chair, I could see through his glass window what he was doing. Most of the time, I found that he was staring, befuddled, at his computer screen which said, "Irretrievable error." To put it mildly, Vinod was not a very tech-savvy person. When his computer was being installed, he saw a mouse and a mousepad for the first time in his life and shouted: "I don't want all this! Take this crap away!"

But within a few months, he figured out that I was watching him. He stuck paper on the window so that no one could look in. My life became more boring after this.

A year later, the internet arrived. We had two connections, one in Deepak's room and one in Vinod's. With Vinod's permission, when he would go out for lunch (which was every day, though sometimes he was spotted having *chhole bhature* by himself at Aggarwal Sweet Home), I would go into his room, sit in his chair and surf the net. Because I had an engineering degree, that too in electronics, Vinod had decided that I was the tech guy in his team and was willing to give me that extra leeway to fiddle with his computer to access WWW stuff—I don't think he ever bothered to get to know what that abbreviation stood for.

When I was working on a book on IITs and IITians, I asked him for three weeks leave to visit the US, much of which would be spent in Silicon Valley. "Three weeks in Bangalore?" he asked. "You're writing a book on the IT industry?" I didn't have the energy to explain the difference between IT and IIT and that Silicon Valley was in the San Francisco Bay area. He approved my leave application and I knew that he had no interest in whether I spent those days in Travancore or Tokyo.

In 1998, after a disastrous bungled-up attempt to launch India's first personal finance magazine *Intelligent Investor* (now titled *Outlook Money*), I was parachuted to Mumbai on a day's notice to lead



Pioneers of Telesurgery

SS Innovations: Transforming India with high-tech surgical techniques

S S Innovations has firmly established itself as a trailblazer in the realm of medical technology, making history as India's first organization to develop a surgical robot.

Founded on the mission of "decentralizing excellence," SS Innovations embodies a profound sense of pride and patriotism, ensuring state-of-the-art surgical care is available even in the remotest corners of India.

After extensive animal trials, SS Innovations has now performed four successful human telesurgeries with imperceptible latency. This demonstrates that telesurgery can overcome significant geographical barriers, expanding access to high-quality surgical care.

Dr. Sudhir Srivastava, the visionary leader behind SS Innovations, is determined to empower surgeons across the country through an innovative tele-proctoring program, SSI Guru, equipping medical professionals in remote areas with the necessary skills to operate the robotic system effectively. A crucial aspect of Dr. Srivastava's mission is to foster trust among surgeons operating in challenging environments. The tele-proctoring model provides real-time support, reassuring surgeons that a qualified expert is always available to step in if complications arise. This safety net is essential for empowering medical practitioners and enhancing their confidence in adopting advanced surgical techniques. As SSI advances, its impact on reducing healthcare disparities in India will be profound, proving that technology and dedication can bring a healthier future within reach for all.

a rescue operation. I had to hire a whole new team, reorient the staff I had inherited and launch the magazine within three months. Prashant, Bishwadeep and I ended up spending four or five days every alternate week in Mumbai for six months.

I was enjoying living in a four-star hotel right on Juhu Beach every other week, but cost-wise, it made no business sense. So, I shifted the operations to Delhi, commandeering the basement of AB-10, which most of us had never visited before, and set up *Outlook Money* there. We now had two magazines out of AB-10. Vinod had no interest in *Outlook Money* and let me and Mahesh Peri do whatever we wanted.

I took over the basement, but Prashant, *Outlook's* first and greatest picture editor, had already seized the terrace of AB-10. There, he constructed a dark room for developing photos (this was the pre-digital era). I've never been there, but there were stories that some people were using the seclusion of the space to watch films that they couldn't watch in public. Prashant didn't know. If he had, he would have read them the Riot Act.

Some of us used the rest of the terrace to play tennis ball cricket. The bat we used has an interesting history. We had sent Aniruddha Bahal to cover the Independence Cup in Dhaka in 1998. India won the final against Pakistan with some extraordinary batting by Sourav Ganguly and Robin Singh. Aniruddha got friendly with the Pakistani players (there's another story there that Aniruddha may want to reveal at some point of time) and came back with a bat that had been autographed by the entire Pakistan team. He showed it to Vinod, who said, "Good" (he was a man of few words), took it and kept it in his room.

Aniruddha had certainly not expected this. So, he stole the bat from Vinod's room during lunch, when Vinod was away, and we played cricket with it till all the autographs were roughed out. Every evening, Aniruddha would quietly put the bat back in Vinod's room. As far as we know, Vinod never got an inkling of this. When a couple of Gujarat politicians came to visit him and he had called me in, he showed them the bat and said that this was the bat with which Azharuddin had been fixing matches.

I spent slightly more than 10 years in *Outlook*, the longest stint in a job that I have ever had. I joined as the Business Editor and grew to be the Managing Editor, the Number Two. The deadlines and printing schedules meant that some of us would end up staying in office till the dead of night, and the desk, led by Sunil Menon, would be there till dawn broke. But the market complex in which AB-10 stands never really went to sleep. There was a highly popular *dhaba*—it may still be there; I wouldn't know because I haven't visited for a decade—that drew more and more customers as the night grew older.

There was a liquor shop next door and by midnight, the parking lot would be filled with boisterous people drinking from paper cups and chewing their *tandoori* chickens. We were apprehensive that this could pose a danger to *Outlook's* women staff who were leaving for home late at night, but as far as I know, there were no incidents.

Vinod was the best boss I have ever had, though he changed in the later years and I often found him infuriating. In fact, cribbing about Vinod became a small-scale industry within

I SPENT SLIGHTLY MORE THAN 10 YEARS IN *OUTLOOK*, THE LONGEST STINT IN A JOB THAT I HAVE EVER HAD.

Outlook. When I look back at that, I realise that we were just letting off steam. At the end of each crib session, when we went back to work, we felt happier and more relaxed. No management book ever tells us this, but cribbing passionately but without malice about your boss can actually make for a better workplace. Of course, the key point here is that the disgruntled employee is still committed to his organisation.

We were often irritated by Vinod, but we also knew that there was always so much that we could learn from him. Whenever I think back about my *Outlook* and AB-10 years, one little incident stands out.

I got a panicked call from my wife. Our two-year-old daughter had got her hand stuck in a door and was bleeding profusely; I needed to come immediately and take her to a hospital. I went into Vinod's room and said: "Vinod, my daughter..." He cut me off and said just one word. "Go."

It was the most profound show of managerial alertness and competence that I have ever seen or heard of. If someone barges in and says "daughter", it's obviously some sort of crisis. As a boss and an enabler, you don't need to know the details; you just free that person to handle it.

For me, and for many other colleagues, *Outlook* was personal—not only professional. Vinod was a miser and paid us less than industry standards. After one year in *Outlook*, when Vinod sent us the increment letters, we protested—this was very little, below the inflation rate, we said. Tarun wrote out the formal letter which we signed. Vinod said he would do better next time (he didn't.)

But he was a kind man in many ways. Though sometimes it led to unintended consequences.

At the first anniversary party of *Outlook*, Vinod hugged me and said: "This is all because of you people." I don't know why, but I was probably the only person who had brought their spouse and child to the party. Vinod picked up my daughter, one-and-a-half-years old then, stopped a steward going around with a tray of beverages and ordered him to serve one to her.

Neither Vinod nor any of us knew that the dark liquid in the glass was rum and cola, not just cola. My daughter gulped it down and then slept for the next 20 hours.

Three years after leaving *Outlook*, when I was setting up a magazine, *Open*, and hunting for office space, I decided on a three-storey building with a basement. I got all the workspace allotment and interior work done. It was only months later that I realised that I had sub-consciously replicated the AB-10 of 1995 on 2008 terms of furniture, fashion and technology. In a way, I had never left AB-10. 

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PHOTOGRAPHS: PRASHANT PANJIAR



From the Launch Issue Photograph of Phool Devi demonstrating how *dais* strangled newborns in Bihar



Prashant Panjiar

WAS PART OF THE EDITORIAL
TEAM THAT LAUNCHED
OUTLOOK. HE NOW WORKS
AS AN INDEPENDENT
PHOTOGRAPHER AND CURATOR

Kicking up a Storm

Against the background of dusty rooms, against all odds, a tenacious news magazine proved that print is, after all, alive and well

NEWBORNS. 1995

In the summer of 1995, I quit *India Today* to join the soon-to-be-launched weekly news magazine *Outlook* led by the unconventional and brilliant Vinod Mehta as editor. The magazine followed a radical policy of designating its editorial heads as Associate Editors instead of naming them separately by their departments. As head of the photo department, I was now one of the four Associate Editors along with Padmanand Jha, Sandipan Deb and Tarun Tejpal.

It was exciting working in a start-up, which is what *Outlook* was then. With little resources and lots of enthusiasm, we operated from two suites in the Lodhi Hotel, determined to be the kick-ass of all the existing news magazines, especially *India Today*. As the senior most person from the visual department, Vinod informally tasked me to oversee the look of the magazine along with design consultant Pranab Dutta, art chief Bishwadeep Moitra and cartoonist

TOGETHER WE FORMULATED A LOOK FOR *OUTLOOK* BEFITTING ITS NEW-KID-ON-THE-BLOCK IMAGE: BRATTY, IRREVERENT, UNCONVENTIONAL.

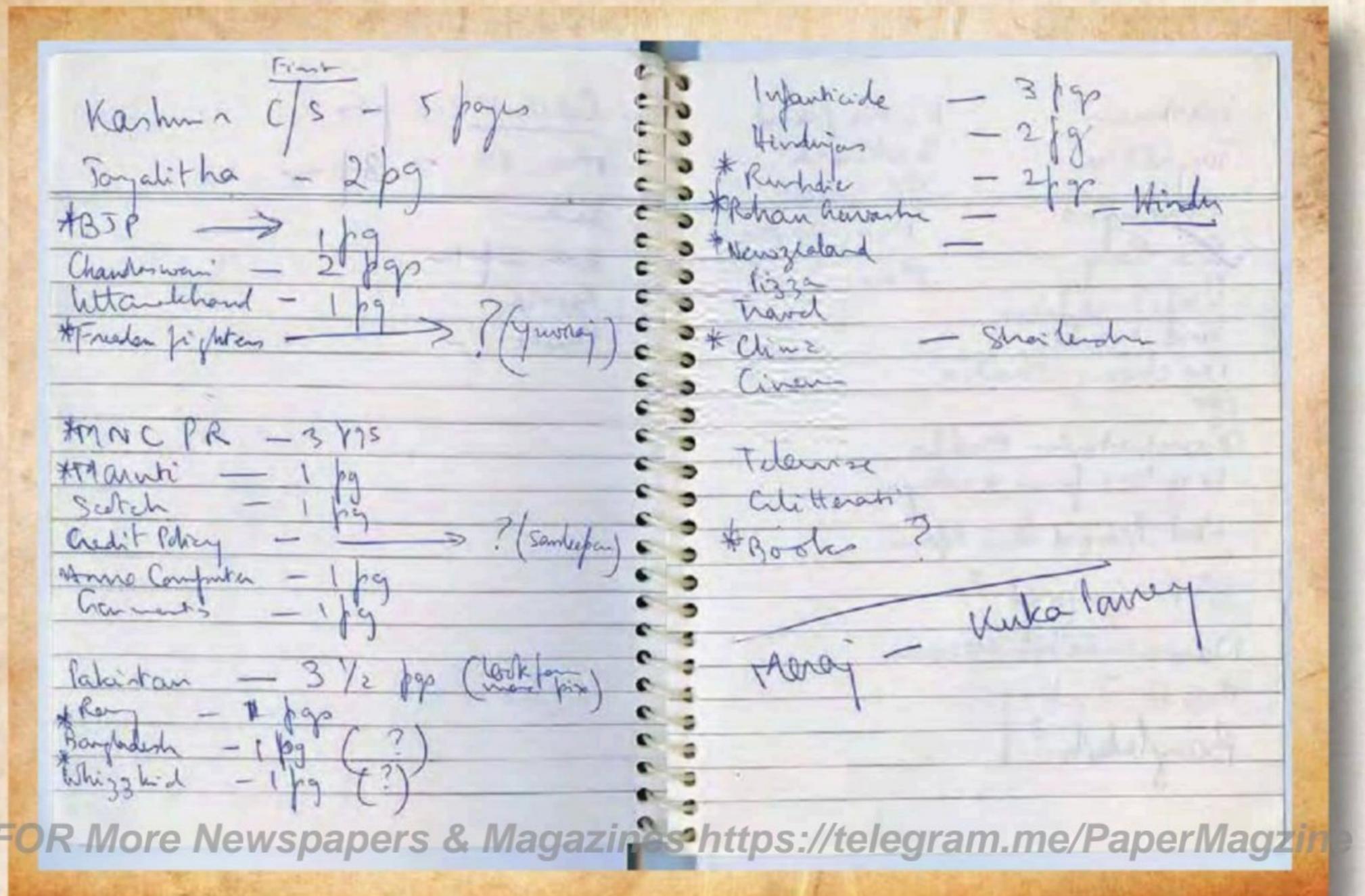


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The story list for the launch issue of *Outlook* scribbled in Prashant Panjiar's notebook

Ajit Ninan. Together we formulated a look for *Outlook* befitting its new-kid-on-the-block image: bratty, irreverent, unconventional and ready to break rules. Being a liberal-anarchist at heart, Vinod was happy to play along.

The launch issue of *Outlook*, the menu for which you see scribbled in my notebook, with its cover story on Kashmir created quite a storm. Soon we were a force to reckon with in the media. Two years later, our closest rival *India Today* had no option but to follow our lead and was forced to convert from a fortnightly to a weekly magazine. For the launch issue of *Outlook*, I worked with writer Soma Wadhwa on a story on female infanticide in Bihar. Our sources were the *Dais* (midwives), traditionally tasked with killing the babies, who were now being organized by an NGO to help curb this social evil. Using a doll, one of the *Dais*, Phool Devi, demonstrated how they strangled the newborns at the very spot where they usually threw the dead babies. Storm clouds gathered overhead, the wind tugged at Phool Devi's sari as she tightened a string around the doll's neck making for a powerful and disturbing image that is reproduced here. 

(Excerpted from Prashant Panjiar's book, *That Which is Unseen*, published by Navajivan Trust, 2021)



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SURESH K PANDEY

Office Without A Reception

Outlook's was the least pompous, most chilled out office



Satish Padmanabhan
IS THE MANAGING EDITOR
OF *OUTLOOK*

Vinod's Room

AB-10 was a place of fun and laughter, and of serious work

EVERYDAY

at around four in the afternoon, the office would start to smell like a crematorium. That's the time the first batch of chicken breasts and legs would enter the flaming *tandoor* and come out semi-singed at the nearby Rajinder Da Dhaba. The finishing touches to them would be given later when the orders started pouring in at around seven. From then on till beyond midnight, it would be a big, boisterous party in the parking area outside the office. What would add extra zing to the party at the Kamal Cinema shopping complex in Safdarjung Enclave, where both these august institutions flourished, from fledgling enterprises to become iconic brands in the last 30 years, were the four *thekas* or booze shops (only two now because of the botched-up liquor policy of the AAP government).

From our second-floor office, we had a vantage view of Rajender's kitchen and were privy to many of its trade secrets. I won't get into the details of their marination process and cooking methods here, but there was an old saying—nobody ever fell sick after eating at Rajender. Anything that enters the fire and brimstone of those *tandoors*, anything that passes the *agnipariksha*, has to come out purified.

Outlook's HQ at AB-10, Safdarjung Enclave was perhaps the most unglamorous media office in the city. It may have been cutting-edge to have particle-board cubicles

and an open office plan in 1995, but it mostly stayed the same till last week when it shut down. Once in a couple of years, after the Christmas-to-New Year-break, we would find a fresh coat of paint and some minor facelifts like wooden panelling on the staircase. But it largely remained the same—the false ceiling housing many generations of garrulous pigeons, one or two tubelights always on the blink, and spiderweb cracks on the floor tiles that had long lost their sheen. There was some talk of installing a lift for the four floors, as the scribes who had been there from the beginning became as old as the furniture, but the shaft remained empty till the end. I would visit friends in other offices, like *NDTV's* with its circular staircase and slick studios at Archana Complex or the even more swanky *Bloomberg's* in PTI building, with multi-cuisine lunch spreads in its pantry, and return to ours feeling like coming back to Sudama's house. It would be like going to the Andhra Bhavan Canteen for dinner after an event at the Oberoi Ballroom. But if the ballroom had style, the canteen oozed charm. It may be staid and ordinary, but *Outlook's* was the least pompous, most chilled out office. Long ago, there was a reception and a receptionist, but for many years now we have only had a guard. Virtually, anybody could just walk up the stairs and meet the editors or other journalists, which is true even today.

The enduring image of AB-10 was, of course, Vinod Mehta. I joined *Outlook* much later, and by then Vinod was one of the top editors in the country, a regular on news TV, a Twitter sensation (and was fondly referred to as 'dadu' in office).

There are many old-timers who would write about the early days, but Vinodisms and the stories of his eccentricities circulated till his last days. When he got off his car and headed towards the office, he would resemble Chef Egon from the *Beau Peep* comic strip who always had a swarm of flies around his head. In Vinod's case, it would be the street urchins, the shoeshine boys, the parking lads, playing the paparazzi to him. He would give the boys some money and always ask when they were joining school. The other day I was chatting with *Outlook* photographer Tribhuvan Tiwari—who has been with the magazine from day one, but for a short break in between—about Vinod and the shoeshine boys and we remembered how they would be our 'informers'. If we came early to office, they would ask us, 'Arre, why have you come so early today? *Sahab toh Bombay gaya hai.*' They knew all about Vinod's whereabouts, when he was on leave, when he was out of town, when he had gone on a lunch meeting.

There are too many Vinod stories to tell, I will recount a couple of them here. One day, a senior journalist had come for a job interview with Vinod. The meeting lasted about half an hour, the journalist left and Vinod started having lunch in his cabin. In about 10 minutes, the journalist rushed back, knocked on Vinod's door again, saying his home phone number had changed and he had forgotten to update it in his CV. Vinod coolly reached inside the dustbin, and fished out his resume, which by now was smeared by the lunch leftovers he had chucked in the bin. He spread it out on his table and the journalist, too stunned to react, crossed the old number and wrote the new one, and hurried out.

We had a great desk hand, I will call him G. For some reason,

AB-10 WAS A PLACE OF FUN AND LAUGHTER, AND OF SERIOUS WORK. THE EDIT MEETINGS IN THE LITTLE CONFERENCE ROOM WOULD LAST HOURS. EVERY STORY IDEA WOULD BE DISCUSSED THREADBARE AND MOST OF THEM THROWN OUT.

Vinod always had his eye out for him. G usually looked dishevelled with big, bloodshot eyes, unruly hair, always in a crumpled *kurta* and faded *jhola*. Vinod labelled him a JNU union leader, though poor G had never stepped anywhere near the institution. He had gone to Presidency College and then Jadavpur University in Calcutta. If G was late in editing a story, Vinod saw rebellion in him. Don't start your CPI(M-L) activities here, he would be told.

Once, we were all way beyond the printing deadline. The desk was furiously clearing copies and Vinod was constantly coming to the second floor from his cabin downstairs, saying his favourite line: 'Stop dawdling and get to work'. On one such trip upstairs, he couldn't find G on his desk. (G's computer was giving trouble and he had crawled underneath his desk to check the cables). Vinod kept yelling, 'Where is G, where is G?' At this point, G raised himself from under the desk and came out on all his fours, cobwebs and grime sticking to his already-unkempt countenance. 'What? What the hell are you doing there?' recoiled Vinod, as if he had caught G planting an IED.

I know many of these tales don't sound as funny as what happened. AB-10 was a place of fun and laughter, and of serious work. The edit meetings in the little conference room would last hours. Every story idea would be discussed threadbare and most of them thrown out. Vinod was always up for pushing the envelope. We put the then education minister Kapil Sibal on the cover for the many controversial steps his ministry was taking in changing school curricula and calendar. The cover was a close-up of his face with a hand-drawn Hitler moustache over his upper lip. This came up for intense discussion in the edit meeting. Many felt it was going overboard. In the heated discussion, I muttered that it could also be Groucho Marx's moustache. Vinod jumped at this, he loved the idea. In case Sibal sued us, we could take that recourse. So it was done. I think Sibal called Vinod and gave him a earful for the cover but I don't think it went beyond that.

We had many misses too. Just before the May 2014 general election results, we did a cover headline: "No, He Can't", with a photo of Narendra Modi! But this is not the place to discuss *Outlook's* cover stories and editorial stance. This is to bid a warm farewell to AB-10, Safdarjung Enclave, and look forward to another great run for *Outlook* from the new premises. 

All it Takes

Against the background of dusty rooms, against all odds, a tenacious news magazine proved that print is, after all, alive and well



Past Triumphs. Past covers from *Outlook's* most famous stories, including the cricket betting racket and Kashmir Azadi poll



Sunil Mehra
IS A DELHI-BASED
JOURNALIST, TV PRODUCER
AND ANCHOR

It all began in a suite of dusty rooms at the then-government-run unglamorous Lodhi Hotel on a couple of tables and chairs, random couches with mouldering upholstery. A makeshift office where a pouty-mouthed Vinod Mehta would interview us before grunting, “And when can you join?”

Every morning was about coffee, joyous whoops of welcome to yet another new recruit from the fraternity, excited chatter at the Press Club of India and hotel coffee shop lunches. And then we moved to our office! Cheek-by-jowl with Kamal Cinema and, more happily, right next to Rajinder Dhaba: home of legendary *tandoori* chicken.

We tumbled into the three-storied building like excited school kids: racing up and down the staircase checking out our desks, swivel chairs, PCs, a library stewarded by the whip-wielding Alka—“No, you cannot take this copy of *Esquire*, Sunil, because the design section wants it”—and the all-important Accounts section where our taxi/ travel bills were reimbursed as we tore around town gathering material for our inaugural *dhamaka*.

And what a resounding *dhamaka* it was!

Vinod set the cat among the pigeons with that controversial Kashmir poll story: an overwhelming Kashmiri majority did not want to be a part of the Indian Union. They voted for *Azadi*. We used that as a headline on our cover. He/ We were not dubbed seditionists/ anti-nationals (this was 1994, remember? The vocabulary of political discourse was... ahem, different) but TV talking heads and rival editors went batty. We'd given them much to natter about!

We'd tasted blood!

We were on a roll!

The late Nikhil Chakravarty, Vinod's mentor, slipped us salacious bits from PM Narasimha Rao's unpublished book. Sagarika Ghosh (now an MP for TMC) wrote the story.

Whoa!

Hurricane unleashed!

This was writing by the reigning PM that would rival the pinkest pages of *The Secret Life of Walter Mitty*!!!

The chatterati went berserk; from Lutyens Delhi to South Bombay to Banjara Hills to Poes Garden, drawing rooms buzzed excitedly with: did you hear? Congress-*walas* reached out for smelling salts and proprietors fumed at rival *India Today* edit meets, confounded by this pesky new challenger that was making waves, flying off the stands in an environment that doomsayers were predicting was the death of print. Many of us ex-*India Today* journoes were soon being made *gharwapsi* offers! When that failed, *India Today* keeled: lowered its price, turned weekly. Like us! Now, that felt good!

It was the best of times; it was the worst of times. We exulted. Detractors cursed. Each edit meeting was a roller coaster of ideas punctuated with much laughter, storytelling, and excited disclosure of forthcoming scoops. Each cover story was a triumph to be jointly celebrated. No department worked in a silo. Excited photographers contributed to intelligent evocative storytelling, design/ layout teams sat with writers to devise eye-catching graphics, highlight provocative blurbs; eagle-eyed copydesk editors excitedly collaborated in

WE EXULTED. DETRACTORS CURSED. EACH EDIT MEETING WAS A ROLLER COASTER OF IDEAS PUNCTUATED WITH MUCH LAUGHTER, STORYTELLING, EXCITED DISCLOSURE OF FORTHCOMING SCOOPS. EACH COVER A TRIUMPH TO BE JOINTLY CELEBRATED.

devising catchy headlines/ strap lines/ reigning in habitual alliterators/word-length violators! And of course there was always the Stealth Bomber, the Ghost Who Walked aka Vinod. You'd be totally engrossed writing your story when suddenly he'd creep up behind you, “What're you working on?” Enough to make you bloody well jump out of your skin!

Cover stories flew fast and furious. Best sellers, all! The one on Kashmir *Azadi*, Kargil,

The Cricket Betting Racket, the special issue on 50 years of Partition, my own on The Great Indian Fashion Fraud and countless others. Each landmark issue was raucously celebrated on the grotty terrace upstairs. But who cared? We were young, heady, the beer was chilled. Rajinder's chicken *tikkas* were delish and in-house songstress Pritha Sen (now celebrated food historian, globe-trotting celeb chef) was in full cry. Surreptitious office romances, good natured ribbing, recounting of the latest shenanigans of the office piranha loaned the necessary edge!

“Oh lady, we receive but what we give,” sang Samuel Taylor Coleridge. Rightly so! We gave everything we had to *Outlook*. It was our baby. Vinod was benign; the head of a family who let you be and was always willing to think out-of-the-box, put his neck out, a man of the say-it-like-it-is school of journalism (yes, such men did exist); we had the best gift any journo could ever wish for: leeway, freedom, editorial trust.

Outlook grew. Became a case study of many a media dissertation on the viability/ indispensability of print in an environment where most had predicted its demise.

And we grew. On the strength of our work. We built our reputations, consolidated them. *Outlook* became the launching pad for so many of us: Sagarika went into television; thence back to print, and finally to the Rajya Sabha, Tarun Tejpal went on to make *Tehelka* of the right kind (later, tragically of the wrong kind), Aniruddha Bahal went on to found *Cobra Post* which did some explosive investigative journalism, Pritha Sen went on to the NGO circuit before finding her place in the sun as celeb chef, food historian; yours truly went on to do his own long running TV show, become a *dastango*...After all, I was a story teller!

We gave it all we had. And were rewarded in full measure. The sepia memory of that misty winter of 1994, of *Outlook*, will always remain a cherished one. 



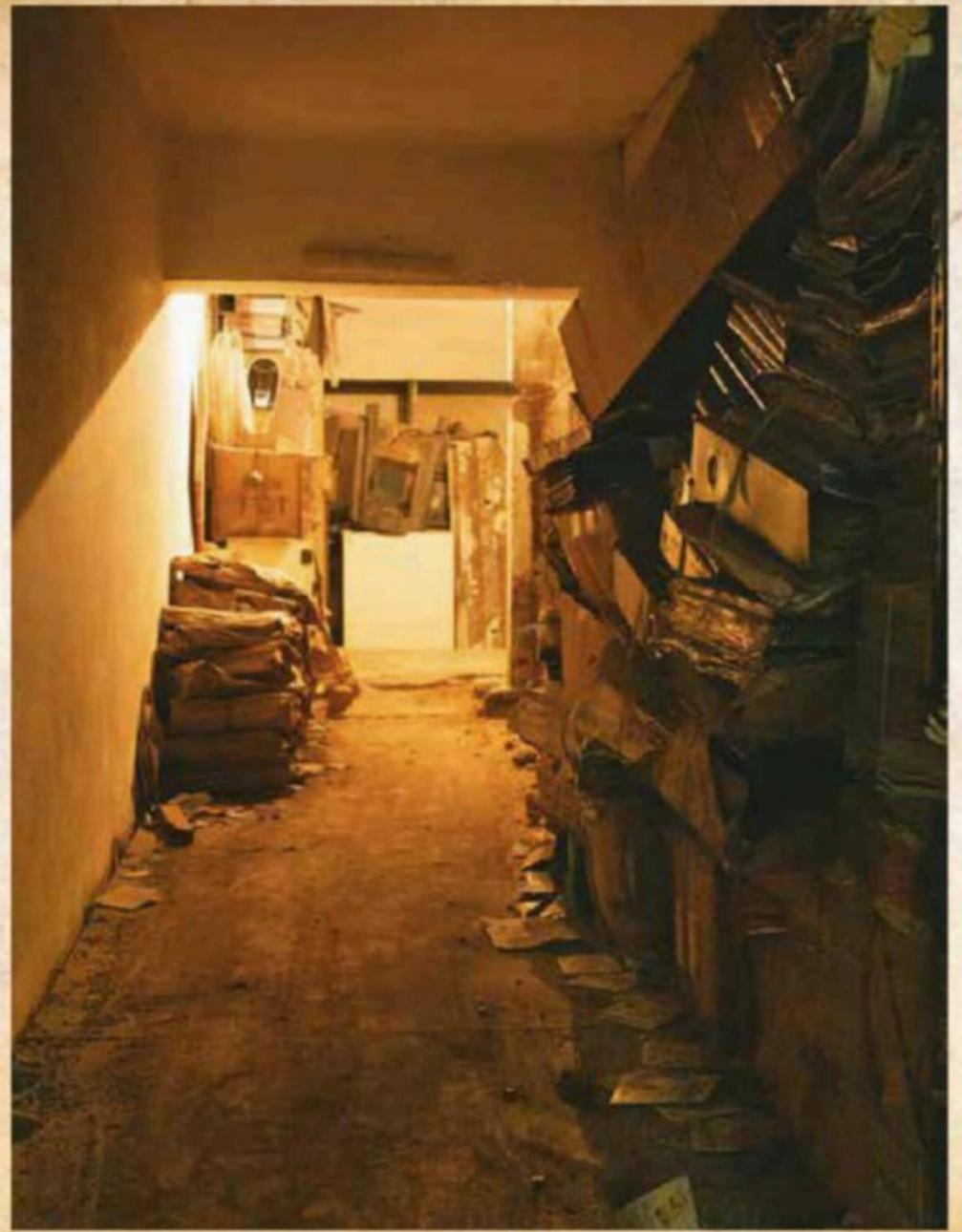
Pritha Sen

IS A FORMER JOURNALIST,
DEVELOPMENT CONSULTANT
AND FOOD HISTORIAN

TRIBHUVAN TIWARI



Glimpses of AB-10 (Left) The pantry where endless cups of tea were made; (right) the library on the mezzanine floor



ANIMIKH CHAKRABARTY

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Yesterday Once More

Memories of the momentous summer of 1995 when it all began continue to be as thrilling

THINKING

back to three decades ago, I realise that there's been nothing as exciting in my professional journey than being part of the core team launching a brand new publication called *Outlook*. More so working with legendary editor Vinod Mehta and branding wonder boy Deepak Shourie. When we moved into our spanking new office in Safdarjung Enclave from the musty corridors of Lodhi Hotel in mid-1994, the first thing Mr Mehta told us was, "Let's all work hard, but let's not take ourselves too seriously." Needless to say, we took the second part of his advice a tad too seriously. We worked round the clock for the hard hitting, explosive first issue but made sure it was one long party that invariably ended on a moss-ridden terrace with loud camaraderie and bonhomie, well into the night. *Outlook* was also the only publication then that dropped an issue at the end of the year, so that all of us could go on a ten-day break, rejoining work well after the New Year's haze had lifted.

The launch team comprised both established stars and rising ones in the fourth estate firmament. We reigned in Safdarjung Enclave over three floors that housed the editorial and correspondents, senior editors and the design team and the incredibly well-stocked library with the gentle but firm as steel Alka. The energy was one of supreme confidence, the credit for which went to Vinod who never breathed down our necks, bolstered by the cups and cups of tea supplied by the ever faithful Ranjit. Vinod's interest decidedly

**THE STORIES CAME POURING
IN—FROM HARDCORE
BREAKING POLITICAL COVERS
TO THE SEX HABITS OF SMALL-
TOWN INDIA—INCLUSIVE AS
THEY COME.**

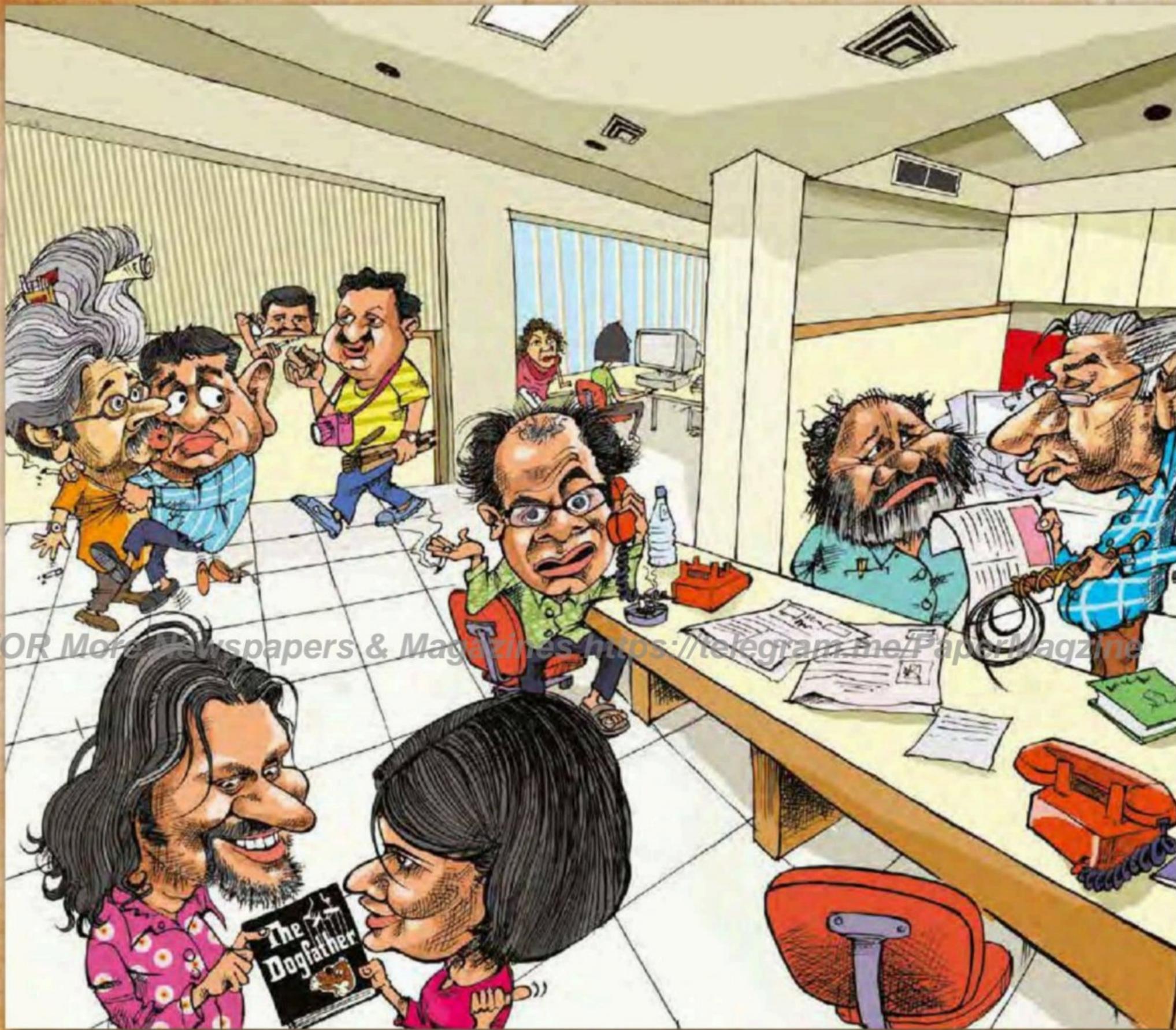
perked up when he followed the aromas of our lunches or dinners, snorting disapprovingly at Manisha Saroop eating greasy, machine-oil doused noodles from Bengal Sweets or at the news of Sourav Ganguly getting married to Dona, a dancer. He came up to me and asked, “What kind of dancer? Cabaret?” and then walked away, very, very disappointed.

A story then was a collaborative affair with everyone sharing leads, information and sources. Along with the excitement, there was heartburn, bitter exchanges, desk vs reporter stand-offs, design vs desk stand-offs, yet collective back-patting and pride when the issue came out in all glory. The term “sting operation” was kind of unknown then but we delivered many a sting, uncaring of the consequences. Sunil Mehra’s breaking story on the racket that was cosmetic surgery remains fresh in my mind and something I have never forgiven him for. He came up to me with an expression like a lamb and said, “Pritizi, will you help me with a story?” I said sure and off I went with him without really finding out what my role would entail. I only realised what was in store for me when we reached the chambers of the first cosmetic surgeon. I was to be a decoy customer, desperate for some body sculpture to enhance my booty and slowly draw the doctor out till he fell into our trap. Did I know what it would take? As the consultation progressed, the surgeon started zeroing in on various parts of my body which were completely ‘unacceptable’, till I realised I was standing in full glory with not a stitch on. The choicest *gaalis* for Mehra were going through my head at this situation, which I couldn’t back out from and yet had to listen very attentively to a man dissecting me in the pure flesh and telling me exactly how ugly I was. The story, no matter what, had to be done at all cost. The story opened with “Do you want a new penis?” And there was Mehra screaming in the middle of the night, “Mini Kapoor (then sub-editor) has cut off my penis!” We went laughing all the way to the stands, defamation threats hanging close on our heads.

Another time, photo-editor Prashant Panjiar and I went on assignment to the hills of Tehri-Garhwal, chasing a story on the Indian family for a special issue, where, in true Pandava-style the family’s eldest son did all the marrying for the other brothers. We were wined and dined and then invited to spend the night in the village. Prashant came up to me and asked if it was okay. Somewhere down the line while interviewing them, I had been told that the community was so very open minded that the hosts at times generously shared beds with the guests! Once bitten, twice shy, I looked at Prashant and ran for my life.

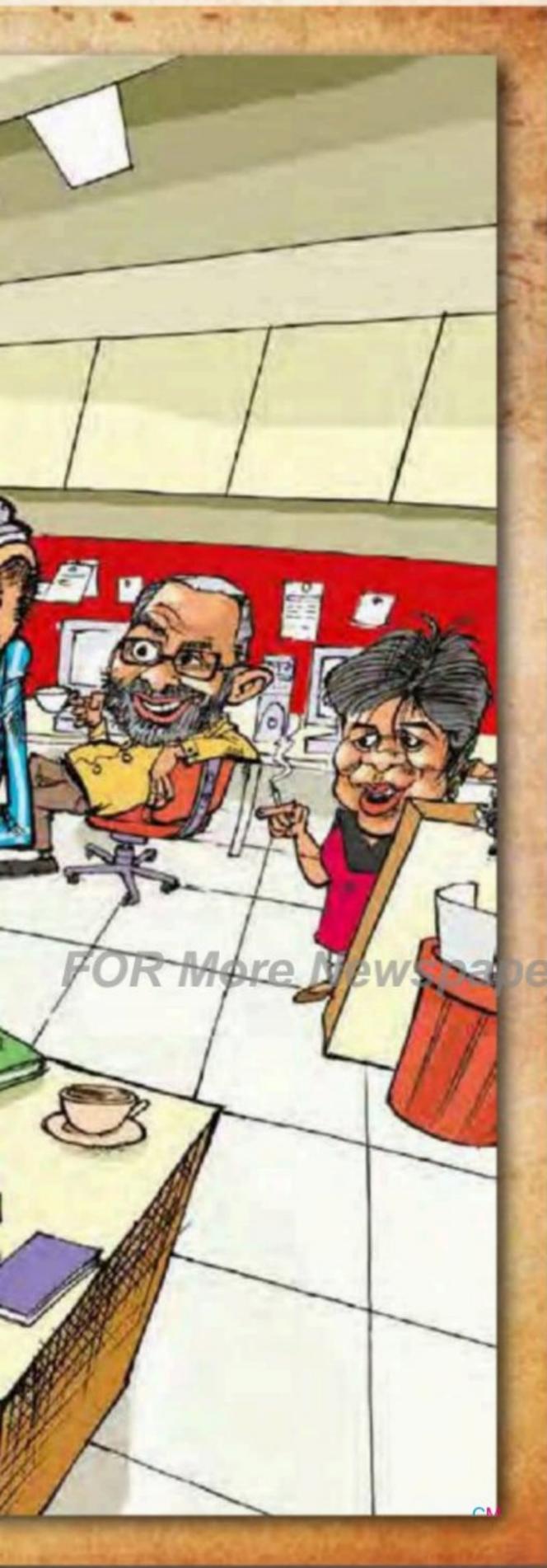
The stories came pouring in—from hardcore breaking political covers to the sex habits of small-town India—inclusive as they come with one cover story on physically challenged achievers judged among the 10 best stories of 10 years of *Outlook* and made into eight public interest films by Doordarshan. Our page ‘Making a Difference’ on social reformers was the first of its kind in the English language, sending our marketing department and now CEO Indranil Roy into a tizzy as advertisers fought for space on the page and we fought with marketing as the word count on the page continued to shrink. Such was our impact. It was the PR agencies that followed us around and not the other way round as it is today. At *Outlook* we were arrogant. If PR went straight to the Boss, thinking it was a sure shot way to get a story done, nothing happened if the writer assigned threw the so-called story into the bin. No boss ever put pressure on us to see it through. It was pure, hardcore journalism with no compromises. All was well if we had our research and sources in place. The bosses stood by us like rocks.

The walls of AB-10 Safdarjung Enclave have witnessed history being made. We bonded, we fought, we bitched, yet when the time came we functioned as a whole. We have gone our separate ways through the years, but memories of that summer of 1995 when it all began continue to be as thrilling as if it was just yesterday. 📍



Once Upon a Time, in AB-10

As we bid goodbye to *Outlook's* home of 30 years, magazine-veteran Bishwadeep Moitra gives us a glimpse into the joy, optimism and guts with which it opened and thrived



Bishwadeep Moitra

IS THE FORMER EXECUTIVE EDITOR OF *OUTLOOK*. HE IS THE CO-FOUNDER OF SILAIWALI, A SOCIAL ENTERPRISE

Panic Room

left foreground: Bishwadeep Moitra checks out Namrata Joshi's DVD cache at the main desk, while Vinod Mehta reads the Riot Act; from the archive by Sandeep Adhwaryu

FIFTEEN

-odd journalists were slowly brought together over nearly three months in the summer of 1995 to bring out the “most exciting news weekly.” They dutifully came to the office every morning—two rooms hired at the now-defunct Lodhi Hotel that served as *Outlook's* temporary editorial and business office—for the lunch hour. Then they waited some more for the clock to turn to an hour in which it could seem acknowledgeable that the day's working hours had ended. The in-between hours were spent trying to expand the flock by the big boys. The others enriched themselves through casual exchanges around what was not right in other media organisations. Those three months were like a paid holiday. Until one day, the Boss said, “Playtime is over.”

AB-10 Safdarjung Enclave, on Chaudhury Jandu Singh Marg, was chosen as *Outlook's* address. The editorial team whispered resistance to this choice. They red-flagged that the ministries and party offices would be far from AB-10. The fact that the Press Club of India, the only watering hole for the scribes until then, was at an inconvenient distance from AB-10 for most of the not-owning-a-transport editorial team bothered us more.

The nearest location to AB-10 one would tell an auto-driver in those pre-Google Maps days was Kamal Cinema. Kamal was a movie theatre that had long shut, falling to the vagaries of video piracy that had taken away cine-goers from theatres.

When we arrived at our new office, the listless neighbourhood around AB-10 inspired us little. The DDA-built business complex was mostly unoccupied and appeared desolate. Building housing and commercial complexes fell into the hands of a governmental body in post-independent India called the Delhi Development Authority (DDA.) Under its mixed land use policy, commercial centres were built in the vicinity of residential colonies so residents could find income opportunities in their own neighbourhoods. The AB-10 commercial centre is located on the edge of an upmarket sprawling South Delhi residential colony, Safdarjung Enclave.

The AB-10 *Outlook* office we moved into was stylishly furnished. The ground floor was assigned to the commercial section of the magazine, and the first and second floors were given to the editorial. The mezzanine was initially marked for the photography section, but those guys protested, saying the ceiling wasn't high enough for them to stand without bending. So, the space was given to the system network guys. Before online data sharing came in, all the office computers were wired through a system called Local Area Network (LAN.)

In the newly set up office, everybody struggled to figure out how to log in to the network. The guys who

made sure that this network worked, called the Systems Guys, behaved like prima donnas for the rest of the office staff. Their intercom would mostly remain off the hook. And when someone went looking for them to report a malfunctioning computer or a printer, they could seldom be found. Instead, one would see a few opened-up computers as if some serious repair work is being carried out. In the end, when one finally laid a hand on one of them, all these dudes did to make it work again was reboot the system.

The thought behind space management while laying out the office proved to be an important reason why *Outlook's* office atmosphere remained so pleasant. There were no rooms and cabins, barring those for the two big bosses. Instead, sections and cubicles were partitioned by low wooden walls, allowing easy interactions between colleagues and section editors. One's way of being in the office was unaffected due to its hierarchy. The second floor was where the Bureau, Copy Desk and Photography section were located; the first floor was taken by the two bosses, their secretarial offices, the Section Editors and the Design department. The first floor also had a conference room with a lavish, long wooden table and a television set. We literally witnessed the international cricketing birth of Saurav Ganguly and Rahul Dravid on that TV. There was a luxuriant, empty roof-top terrace where we played underarm cricket in the afternoon and sometimes organised office parties in the evening.

When we arrived in AB-10, our number, all departments put together, had risen to above 50 in *Outlook's* Delhi office. Since there were no cafes in that complex, we often went to nearby restaurants in small groups by carpooling or autorickshaw. Those eat-outs are among my fondest memories of those times.

A small market built more like a horse stable separates this commercial complex's two blocks that face each other. The complex's parking lot is also between these blocks. The big boys of the group were given company cars—the top-end version of the Maruti 800. The two bosses had the biggest cars, driven by their chauffeurs. Fuel-guzzling relics of the permit-quota Raj, Padmini NE118 and Contessa. All cars put together would not fill the parking lot to even half. The stable-like market at the end of the parking lot had shops with signboards written in Russian. They sold leather goods, jackets and bags. Not much business activity seemingly happened in these shops. Occasionally, some white-skinned men or women, presumably nationals from the erstwhile Soviet-bloc countries, would visit these leather shops. There still was the *halwai*, Bengal Sweets, nothing Bengali about his sweets, Pratapgarh Paan Bhandar and Lahore Furniture, a shop selling charming old teak wooden furniture for a steal. Only stags in town knew about a certain *dhaba* across the road from Kamal Cinema on `land that sold tandoori chicken for 25 rupees, available even at unearthly hours.

FIXED landlines were the only mode of telephonic communication. However, getting a landline connection was more complex than availing any other state-owned utility. Getting a new phone connection tested how well one knew the local level telephone department *karmacharis*. The *sarkari* contacts of *Outlook's* journalists could not get telephone connections in our new office. It was ultimately a neighbourhood fixer who got the job done. We nicknamed him the one-armed Jack (the poor man had lost one of his arms.) This white safari-clad gent got four new telephone connections fixed in our office.

If one were to install a camera on the parking lot of AB-10 in a time-lapse mode from 1995 for the next decade, the photographs would reveal the changes as a microcosm of how India changed phenomenally and fast during this period.

A year after we moved in, the empty office spaces started to fill up, and the market, too, started to change in character. No one noticed when the leather shops closed down. Swish boulangeries, coffee shops, ice cream parlours, and pizzerias came up in the years that followed. A massage parlour, some called it seedy, was heard to exist at the rear-end of the complex. Many new kinds of businesses and the demographics they engaged with appeared as quickly as they disappeared around AB-10.

At some point, curiously, we noticed the parking lot getting swarmed by well-turned-out people, mostly men, with ties and buttoned-sleeved shirts, hanging around all day long. A pyramid-scheme company in the complex was enrolling members to sell its exorbitantly priced mattresses. In a pyramid scheme, the early members make a huge margin, and the ones who join towards the end of the scheme lose all their money because, by this time, the company folds up and disappears. All day, these people hanging around the parking lot would wait their turn to get interviewed to become members of the direct selling scheme of mattresses. Street vendors selling ties and belts appeared on the scene. These accessories also became available for renting for a few hours. A security guard at *Outlook* lost his job because the poor chap was caught letting

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Additionally, programs rooted in Indian Knowledge Systems, such as Hindu Studies and Yoga, provide a unique perspective.

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Situated in the vibrant millennium city of Gurugram, the university leverages the city's diverse cultural landscape to broaden students' horizons. By engaging industry experts in workshops and encouraging participation in activities like sports, educational tours, and film-making, Gurugram University creates a holistic learning environment.

Through its multifaceted approach, Gurugram University empowers students to become global thinkers and leaders. By optimally utilising the opportunities presented by its strategic location, the university is poised to shape the future of higher education in India.



"We believe that education is not just about imparting knowledge, but about transforming lives and shaping futures. Our mission is to create a community of scholars, thinkers and leaders who will drive positive change in the society. We stand at the threshold of a new era; Education is the foundation upon which we build our future. Gurugram University is committed to provide our students a culture of creativity, innovation and critical thinking."

-Prof. Dinesh Kumar, Vice Chancellor, Gurugram University



5 Faculties

Faculty of Commerce and Management

Faculty of Life Sciences

Faculty of Science and Technology

Faculty of Law and Humanities

Faculty of Social Sciences and Education

Any Query, contact at

www.gurugramuniversity.ac.in
helpdesk@gurugramuniversity.ac.in

PG, UG, DIPLOMA & CERTIFICATE COURSES

Department of Management <ul style="list-style-type: none"> MBA (Hospitality Management) MBA (Business Management) MBA (Integrated) 	Department of Engineering and Technology <ul style="list-style-type: none"> B.Tech. CSE (AI), (Internet of Things), (Cyber Security) B.Tech. Electronics Engineering (VLSI Design Technology) B.Tech. Electrical Engineering B.Tech. CSE B.Design in Interior Design M.Design in Interior Design and Engineering. M.Tech. in Computer Science and Engineering. MCA, MCA Integrated B.Arch* M.Sc. Computer Science (AI & Data Science) 	Department of English and other Foreign Language <ul style="list-style-type: none"> M.A. (English) Certificate Course in Japanese For Professional (Weekend Classes) Certificate Course in German For Professional (Weekend Classes) Certificate in Japanese (Part Time) Certificate in German (Part Time) Diploma in Japanese (Part Time) Diploma in German (Part Time) 	Department of Developmental Studies <ul style="list-style-type: none"> M.A. Integrated (Development Studies)
Department of Commerce <ul style="list-style-type: none"> M.Com. M.Com. (Integrated) 	Department of Chemistry <ul style="list-style-type: none"> M.Sc. (Chemistry) 	Department of Indian Knowledge and Language <ul style="list-style-type: none"> M.A. Hindi M.A. Sanskrit M.A. Hindu Studies 	Department of Studies in Art and Culture <ul style="list-style-type: none"> M.A. Integrated (Liberal Arts), M.A. Music Diploma in Dances of Bharat Diploma in Yoga
Department of Physiotherapy <ul style="list-style-type: none"> B.P.T. M.P.T. (Orthopaedics) 	Department of Physics <ul style="list-style-type: none"> M.Sc. (Physics) 	Department of Media Studies <ul style="list-style-type: none"> M.A. in Journalism and Mass Communication (MAJMC) M.A. in Journalism and Mass Communication (MAJMC) (Integrated) B.Sc. Animation & Multimedia M.A. Advertising and Public Relations 	Department of Law <ul style="list-style-type: none"> Master of Law (LLM) L.L.B. (3 Years) BBA LLB (Integrated)*
Department of Neurosciences <ul style="list-style-type: none"> M.Sc. (Neurosciences) 	Department of Mathematics <ul style="list-style-type: none"> M.Sc. (Mathematics) 	Department of Psychology <ul style="list-style-type: none"> M.Sc. Psychology M.Phil. Clinical Psychology* Professional Diploma in Clinical Psychology* 	Department of Social Work <ul style="list-style-type: none"> Master of Social Work
Department of Public Health <ul style="list-style-type: none"> Master of Public Health 	Department of Environmental Science <ul style="list-style-type: none"> M.Sc. (Environmental Science) 	Department of Education <ul style="list-style-type: none"> M.A. Education, (Political Science & International Relations), (Public Policy Administration and Governance) 	Department of Economics <ul style="list-style-type: none"> M.A. Applied Economics PG Diploma in Blue Economy

FROM 1995 TO 2005, PHOTOGRAPHS COULD REVEAL THE CHANGES AS A MICROCOSM OF HOW INDIA CHANGED PHENOMENALLY AND FAST DURING THIS PERIOD.

the crowded gentry outside use the office toilets in return for a tip. And then, one day, the crowd wasn't there, nor was the company.

The final and lasting makeover of the complex happened when the chicken *dhaba* from across the street *marghat* land moved to the market. We noticed for the first time that the *dhaba* was actually called the Rajinder Dhaba Express, RDX. All the class eateries in the complex perished, unable to compete with RDX's pricing. The scene around AB-10 changed from a sleepy nook to a bustling food court with the opening of RDX.

The change had mixed outcomes. The complex began to look like an urban slum. When we came to the office in the mornings, we would get disgusted to walk through strewn chicken bones, leftover food and other trash littered from the previous evening. By the evening, all the mess would get cleaned. The smell of barbecued chicken filled the air. Four or five alcohol shops had opened in that small complex. Spirits went high as the evening turned dark. The cops had set up a makeshift watch tower; the loudspeaker atop repeated announcements that consumption of alcohol in public spaces was an offence. Cops wielding breath-analysers stopped people driving out from the parking lot. Business was brisk for everyone in the market.

There must have been an X-factor about *Outlook's* founding team that gave the newly-born media house a flying start; the people who joined subsequently continue to carry forward the good work. Now, for over a quarter century. However, when we started, few had given *Outlook* a chance for its longevity. Print journalism was not where investors were looking to hedge their money. TV as a news medium was booming. A week seemed too long a time for the public to wait in an emerging age of 24X7 news channels. The news magazine was the media of the 70s and the 80s—many had shut down in the 90s. There seemed room for only one player, and that space was taken by an established fortnightly. There were doubts about how long our famous editor would last in his job. He had left his earlier jobs after short stints. The papers he founded or edited before had been fine publications but were commercial non-starters. Most of them folded up after he left. But something worked this time.

By the time we were celebrating our first anniversary at AB-10, *Outlook's* circulation had reached a kissing distance of the magical one hundred thousand figure. Still, it was only a quarter of what our established competitor, the fortnightly, sold. However, *Outlook's* weekly cycle was increasingly taking out the sting from the fortnightly giant. Someone from our editorial team brought back a rumour that delighted us to no end. The fortnightly magazine's editor was heard to have dismissed *Outlook* in the social circuit as "a good-looking rag brought out by good-looking people." We were happier about the second part of the editor's analysis.

All the good times we had at the workplace, and the accolades we got from our peers would not have been possible without *Outlook's* owner, Rajan Raheja. He kept putting his money in *Outlook* without interfering with our business. The editorial had a patron-priest kind of relationship with Mr. Raheja. Owing to a story *Outlook* published, the Vajpayee government got the Income Tax department to raid his offices and home as a blatant act of retribution. Everyone in the media industry said that the Rahejas would sell out of the publishing business after this horrific episode. But Mr. Raheja showed courage and stamina in continuing to support and fund *Outlook*. In those earlier years, Mr Raheja would come to Delhi to meet some of us over dinner at a five-star restaurant once every year. He only had praises for us.

Our former colleague from *Outlook's* dream-team days, now a Rajya Sabha MP, recently described those times in her maiden parliamentary speech as the golden age of journalism. A page from that golden age was written within AB-10. 

Through the Up and Down Road

Outlook remains the same magazine. Quirky, brave, fun

SANJAY RAWAT



Marking a Milestone (Left to right) Editor Krishna Prasad, Vinod Mehta, Publisher Maheshwar Peri and Indranil Roy at *Outlook*'s 16th anniversary party at Hotel Metropolitan, New Delhi

In the last 30 years, I have never got a call from any headhunter. There could be two reasons for this: one, I am bad at my work, or they know I will never leave *Outlook*. I would like to believe it's the second. After working for 14 years in Mumbai, I got an opportunity to shift to our Delhi office in 2012. I was offered the cubicle closest to the exit door. The buzz was—this guy will not survive for too long.

Well, I survived. It has been over a decade and I have navigated through the worst days of *Outlook*, and gradually won everyone's trust to move up to the first floor of AB-10, to the corner room. *Outlook*'s first floor was otherwise always meant for the 'privileged' few.

When I shifted to Delhi I was grappling with multiple responsibilities. Vinod Mehta, founding editor of *Outlook*, wasn't sure what my role was. He used to often walk into my cubicle and ask me, "How are circulation numbers?" I had one standard answer, "We are doing well." Till then that was my limited interaction with Vinod. He opened up to me much later. Once I was waiting at the car park to go with him to meet the then President of India, Pranab Mukherjee. He told me that he was feeling nervous. A man of Vinod's calibre making a statement like that showed the vulnerabilities we all live with.

The last 10 years in this office have been unprecedentedly tough. Business crumbled, people left, we lost friends, vendors



Indranil Roy
IS CHIEF EXECUTIVE
OFFICER, OUTLOOK GROUP

hounded us. But every day I walked into the building, I was convinced we will turn around. Somehow AB-10 always gave me hope and told me a day will come when things will get better. Covid was the turning point. I remember there was a time when we had no money to even buy paper napkins. Yet, we held on to hope and office staff like Ranjit and Gopal still brought us coffee and tea with a smile. They stood by us. They stayed on. And they are still here.

When Chinki Sinha, Editor, *Outlook*, told me to write about the memories of AB-10, I remembered the group of transgenders who used to come to our office every Holi and sing for us. This moment always reminded me of my mother narrating a story. When I was born, a transgender lady came to our house, held me in her arms and sang a couple of folk songs, which my mother later told me was one of the most beautiful pieces of folk music she had ever heard.

I believe it is blessings like these that helped us to reinvent ourselves and never compromise on the credibility of journalism that Vinod Mehta stood for. Now, we go to a different place. But the old office where we began and weathered so many ups and downs together will always be that happy place for us, a place that would always give us the strength to carry on and smile through everything.

Outlook remains the same magazine. In spirit and in everything else. Quirky, brave, fun. 



programming languages, biology for engineers, innovation, design thinking, universal human values, scientific foundation of health, social science, economics, banking, literature, research methodology, IPR, and law.

State-of-Art Ecosystem

A section 8 company Visvesvaraya Research and Innovation Foundation (VRIF) of VTU provides a conducive research, innovation and entrepreneurship environment for teachers, students, professionals, and start-ups to collaborate. To encourage deserving researchers and create a talent pool, the “VTU Jnanayaana Doctoral Fellowship” is instituted. VTU’s contemporary CNC Machine Workshop promotes industry-academic participation, consultancy, and experiential learning. US based XCEL Corp. has established its ‘Software Development and Product Innovation Centre’ at VRIF to provide training, project-based learning, and internships. VTU initiated Skill Development across its regional centres to impart industry relevant skills to ITI, diploma and engineering students. In this regard, it has signed a MOU with NSDC New Delhi. Lending a hand in social responsibility of GoI, GoK, NSDC AND KSDC to train general public under different schemes of Skill Development.

Honing Future Technocrats

Visvesvaraya Technological University (VTU), Belagavi, incorporates a global perspective in technical education

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The main VTU campus in Belagavi Karnataka, spread over 116 acres built in modern architectural elegance, provides abundant facilities to its students. There are 215 engineering and architecture colleges. VTU boasts more than 3 lakh students pursuing 42 graduate and 94 postgraduate programmes, 923 research centres with 9000+ research scholars pursuing doctorate and M.Sc. (Engr.). VTU is accredited and recognised by prestigious bodies like UGC, NIRF, AICTE, NAAC, and AIU, and World Education Services. It

has regional campuses at Mysuru, Belagavi, Bengaluru, Muddenahalli, Talkal, Kalburgi and Dandeli - offering UG, PG, research and skill development programmes.

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VTU implemented Choice Based Credit System for First Year B.E./B. Tech. in inter- and multi-disciplinary subjects and a mandatory one full semester for engineering students. VTU integrates design thinking/arts/creativity with STEM and introduced skill enhancement courses on emerging technologies,

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- BCA in Data Analytics
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PG Programmes:

- MBA in Digital Marketing
- MBA in Business Analytics
- MBA in HR Management
- Financial Management
- Marketing Management
- MCA
- MCA in Artificial Intelligence

& Data Science

- MCA in Cyber Security & Cloud Computing

PG Diploma Programmes:

- PG Diploma in Big Data Analytics
- PG Diploma in Software Testing
- PG Diploma in Financial, Marketing & HR Analytics
- PG Diploma Management in Investment, Risk, Financial & Retail

Awards & Accolades

- 52nd in National Level in Engineering category
- 63rd among all universities
- 92nd in overall category
- 95th in Management Category
- Govt. of India - NIRF Rankings 2023
- 53rd in National Level, 12th in South India Region & 2nd in Karnataka - Engineering Institutes - IIRF Ranking -2023
- Indian Research Excellence Citation Awards 2021 by Clarivate
- Participation in Atal Ranking of Institutions on Innovation Achievements in Band – Performer Category
- VTU Online Degree Programmes Bagged Prestigious “Excellence in Distance Learning Program award – 2024” by Economics Times.

For more details- www.vtu.ac.in, www.vtu-online.net; www.onlinedegree.vtu.ac.in

Outlook LUXE

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GUIDE TO THE GOOD LIFE

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Tribhuvan Tiwari
IS *OUTLOOK'S* DEPUTY
PHOTO EDITOR

Those Film Roll Days

AB-10, the office where *Outlook* began its journey, is filled with memories of another era

THIRTY

years in AB-10, and now *Outlook* is leaving Safdarjung Enclave, a place from where I started working in the magazine. It was August 16, 1995, when we moved in from the Lodhi Hotel into this building. Our photo department was on the second floor. Upon reaching office, the photo team was promptly told by our editor, Prashant Panjiar, which section had been allotted to us. I also got to see other departments on various floors of the AB-10 office. The marketing team operated from the ground floor, the senior editors, designers and Vinod occupied the first, while the correspondents and desk worked from the second.

In the pre-digital era, photographs and film rolls were sent by courier or air cargo. The wait for films and photographs to arrive on time was a thrilling experience in itself. So much so, at times Vinod could be seen on the streets waiting for the rider to arrive from the airport. The dark room and photo library found place in a portable cabin on the terrace, which later turned out to be a hot spot for seniors to smoke, unwind, gossip, and hold small get-togethers. In fact, in the early years, few of *Outlook's* anniversary parties were held on the roof-top with catering from the now-famous Rajinder Da Dhaba.

The terrace held its own significance as it hosted a number of famous personalities who came there, like

PHOTOGRAPHS: TRIBHUVAN TIWARI

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Bullet in Afghanistan Shot with Pranay Sharma in 2010. Sharma told me, "We are to make news not be the news"



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Memorable coverage (top) covered Naxals in Chintannad who told me, "Shooting can start any time"; (bottom) I had to go into the mine while covering illegal coal mining in Jharkhand in peak monsoon season



Manoj Bajpai, Arvind Kejriwal, Manish Sisodia, to name a few. While fresh from NSD, Manoj Bajpai posed happily by the roof-top water tanks, Kejriwal and Sisodia held a *darbar* with the senior editors on the terrace.

The terrace also served as a vantage point for many to keep a watch on Vinod's movement, when his car arrived and left from the parking below. Most colleagues planned their binge on the terrace after Vinod left. Another source of information were the three shoe-shining boys whom Vinod used to tip generously while coming and leaving office. These children sat outside AB-10 regularly waiting for their 'Sirjee' to arrive.

The AB-10 pantry on the terrace was another go-to spot for us. Run by a frail-looking Rawatji, who worked tirelessly for over 15 years serving tea and coffee, and sometimes *dal chawal*, to all of us.

At AB-10, I had a good professional life with a number of good colleagues. A former employee tells me how they miss the AB-10 vibes and feel nostalgic whenever they pass by this office which has seen many journalists carve out a successful career after working here. Such was the charisma of the AB-10 office that Vinod used to often quip '*yahan aaram hai*' to any employee wanting to leave *Outlook*. 



Top University in Global Rankings

The university is also listed among THE's top 100 educational institutions in the world.

Amrita Vishwa Vidyapeetham continues to reign as the No.1 institution in India according to the prestigious Times Higher Education (THE) Impact Rankings for the fourth consecutive year. The university is also listed among THE's top 100 educational institutions in the world.

The 2024 Times Higher Education (THE) Impact Rankings saw the participation of 2,152 higher education institutions from 125 countries/regions, culminating in an exhaustive assessment of universities' contributions to the United Nations' Sustainable Development Goals (SDGs) and their commitment to sustainability across key areas such as research, stewardship, outreach, and teaching.

The results were announced at THE's Global Sustainable Development Congress in Bangkok, June 10-13, 2024. Dr. Maneesha V. Ramesh, Provost for

Strategic Initiatives, Research & Innovation at Amrita Vishwa Vidyapeetham, was a distinguished speaker at the event, highlighting Amrita's leadership in sustainable development. She credited the vision of Chancellor Amma, Sri Mata Amritanandamayi, for the dual goals of education for life and compassion-driven research. Dr. Maneesha expressed gratitude to

- SDG 4 (Quality Education) – **Rank 3**
- SDG 3 (Good Health and Well-being) – **Rank 7**
- SDG 5 (Gender Equality) – **Rank 22**
- SDG 6 (Clean Water and Sanitation) – **Rank 62**
- SDG 7 (Affordable and Clean Energy) – **Rank 87**
- SDG 9 (Industry, Innovation, and Infrastructure) – **Rank 87**
- SDG 17 (Partnerships for the Goals) – **Rank 301 to 400**

THE and praised the students and staff for their efforts, noting the university's consistent recognition for academic excellence, outstanding faculty, and world-class infrastructure.

In addition to securing the overall No. 1 position in India, Amrita Vishwa Vidyapeetham has also excelled in various Sustainable Development Goals (SDGs) categories, including:

Amrita Vishwa Vidyapeetham won the Times Higher Education (THE) Asia Award 2024 for Outstanding Contribution to Environmental Leadership due to its pioneering Live-in-Labs® program. This initiative places students in rural India to collaborate with local communities on sustainable solutions to everyday challenges. The program, inspired by Amma's vision shared at the 2015 UN Academic Impact Conference, emphasizes the practical application of university research to benefit society's most vulnerable. Since its inception in 2013, Live-in-Labs® has positively impacted over 1 million people across 25 states. It has attracted students from more than 30 international institutions, who have collectively dedicated over 400,000 hours to fieldwork in rural communities, working towards sustainable development.

Housing sector to receive boost

The government's new initiatives in the Union Budget 2024–25 show a strong commitment to strengthening the realty's residential segment



TOP STOREY
Kausar Firdausi

The government's new initiatives in the Union Budget 2024–25 demonstrate a strong commitment to bolstering especially the housing sector. Industry experts and stakeholders believe that the introduction of PM Awas Yojana-Urban 2.0 is a significant step toward addressing the housing needs of 10 million poor and middle-class families.

"This scheme, with a ₹10 lakh crore investment and ₹2.2 lakh crore central assistance over the next five years, promises significant uplift for the housing sector," says Venkatesh Gopalakrishnan, director, group promoter's office, and MD & CEO of Shapoorji Pallonji Real Estate

(SPRE). He adds, "The expansion of PMAY will empower developers to innovate, meet the growing demand for affordable homes, and foster socio-economic stability and equitable housing solutions nationwide." Abhinandan Lodha, chairman, The House of Abhinandan Lodha, sees this initiative as a

"Rental housing announcements will stabilise rental yields and position REITs as key drivers in the growth of the residential sector, creating a more robust market."

SHABALA SHINDE
Partner, Grant Thornton Bharat

significant driver of employment opportunities and a boost to ancillary industries.

Dr. Samantak Das, chief economist and head of research & REIS, India, JLL is of the view that the support extended to the affordable housing will convert into a renewed push for this segment, which has been witnessing challenges. Madhusudan G, CMD, Sumadhura Group points out that post-pandemic, the affordable housing market has experienced a significant downturn from more than 22% in 2022 to around 20% in Q1 2024. "Bridging the gap between the general realty market and the affordable segment is an essential component for achieving the government's 'housing for all' vision," says Madhusudan.

Additionally, Anurag Mathur,

IN SPOTLIGHT

Delhi-NCR sets record for housing launches in H1 2024: JLL

In H1 2024, the Delhi-NCR housing market saw a significant surge, launching 23,265 units, surpassing all of 2023. Gurugram led with 55% of new launches, and Noida followed with 35%. According to JLL, 65% of this new inventory has already sold, indicating strong demand and buyer interest.

Notably, 27% of the new launches in Delhi-NCR were in the luxury segment

priced at ₹5 crore or above. Nearly 6,200 units in this price segment were introduced during H1 2024. "In Gurugram, a staggering 43% of the newly launched residential units in H1 2024, totalling 5,452, were priced at ₹5 crore or above. Similarly, in Noida's submarkets like Greater Noida and Yamuna Expressway have recently witnessed a surge in the introduction of higher-priced projects in the range of ₹8,000-10,000 per sq.ft. Renowned developers have launched premium projects with top-notch amenities and specifications," said Manish Aggarwal, Senior MD – North and East India, JLL.

In H1 2024, 27% of new launches in Delhi-NCR were luxury units priced at ₹5 crore or more, totalling nearly 6,200 units. In Gurugram, 43% of new units, or 5,452, fell into this price range. Noida and its submarkets, like Greater Noida and Yamuna

Expressway, saw a rise in high-priced projects at ₹8,000-10,000 per sq.ft. Renowned developers have introduced premium projects with top-notch amenities, according to Manish Aggarwal, sr. MD – north and east India, JLL.

According to JLL, strong buyer activity drove a 29% year-on-year increase in home sales in the NCR in H1 2024, with 25,181 units sold compared to 19,507 in H1 2023. The luxury segment remained robust, with 19% of homes sold priced at ₹5 crore or more, stated Dr. Samantak Das, chief economist, JLL.

Gurugram and Noida led the market, accounting for 89% of total sales, with high demand in New Gurgaon, Dwarka Expressway, and southern peripheral road submarkets. Notably, 76% of homes sold were under construction at the time of sale.



Realtors' Forum

The Union Budget offers a forward-looking approach to urban development which reflects modern India's aspirations. Top industry players speak...



MOHIT GOEL
Managing Director,
Omaxe

"The allocation of ₹11.11 lakh crore for infrastructural development and the strategic push for transit-oriented development showcases a forward-thinking approach."



ATUL BOHRA
Group CEO, Kolte-Patil
Developers Limited

"Initiatives like digitisation of land records and GIS mapping, combined with workforce skilling, will have a multiplier effect on the real estate sector."



DEEPAK KAPOOR
Director, Gulshan Group

"₹10 lakh crore allocated for urban housing will support affordable housing development, while ₹2 lakh crore for job creation over the next five years will boost demand."



JOGENDRA SINGH
CFO & Group President
(Finance), Hero Realty

"The proposals on industry are welcome and growth-oriented, however on personal taxation, the changes may create a negative sentiment with changes in capital gains tax."

CEO, Savills India, believes that the decision to increase the standard deduction and lower the tax slabs in the new personal income tax regime should result in higher disposable incomes for the middle-income group. This is expected to boost demand for affordable and mid-income housing. However, he expresses concern over the changes in capital gains tax.

The rental housing announcements are poised to boost the real estate market, especially benefiting SM REITs. "This focus will stabilise rental yields and position REITs as key drivers in the growth of the residential real estate sector, creating a more robust market," states Shabala Shinde, partner, Grant Thornton Bharat.

Dr. Niranjani Hiranandani, chairman of Hiranandani and NAREDCO, expects that initiatives

"The decision to increase the standard deduction and lower the tax slabs will raise disposable incomes for the middle-income group."

ANURAG MATHUR
CEO, Savills India

like digitising land records, GIS mapping, urban housing for the middle class, and workforce skilling will significantly boost the rapidly growing real estate sector.

G Hari Babu, national president, NAREDCO, applauds the budget's provision for interest subsidies and its focus on transit-oriented development in 14 large cities, which will enhance housing accessibility and affordability, fostering a more balanced and sustainable housing market.

S.K. Narvar, group chairman of Trident Realty, views this budget as a promising foundation for sustainable urban growth and the fulfillment of housing needs. "We are optimistic that these initiatives will foster a thriving real estate market, benefiting all stakeholders involved," puts in Narvar.

As per Aditya Verma, founder & CEO, The Office Pass, the budget is also positive for the Indian co-working sector. "The budget has extended the allocation under the ECLGS scheme for MSMEs from 5.25 to 6 lakh crore in FY'25. This will bring in higher liquidity to the segment and there is likely to be a direct benefit to it due to greater formalisation of the MSME industry," concludes Verma.

Kolkata property registrations surge 25% in June 2024: Knight Frank India

According to Knight Frank, 4,292 residential properties were registered in the Kolkata Metropolitan Region in June 2024, the best June performance in five years, with a 25% year-on-year growth. Since the stamp duty rebate in July 2021, 140,358 homes have



been registered, with 21,434 units registered from January to June 2024, a 13% increase from the same period in 2023.

Unit sizes upto 500 sq.ft. increased from 36% to 42%, while 501-1,000 sq.ft. units remained steady at 51%. Units over 1,000 sq.ft. dropped from 22% to 7%. Abhijit Das, sr. director – east, Knight Frank India, noted the stamp duty remission boosted registrations, but without it, growth may moderate.

In June 2024, the north zone led with 43% of registrations, up from 16% in June 2023, while the south zone's share dropped from 57% to 33%. The east zone's share decreased from 16% to 10%, and the west zone rose from 8% to 15%. Affordable products kept the south and north zones as key homebuying areas.



Prof. Prabhat Ranjan (Vice Chancellor) from DY Patil International University Akurdi Pune being felicitated as Excellence in Digital Disruptor

Shaping the Future Workforce

D Y Patil International University, Pune includes AI and semiconductor in engineering

Core engineering courses in India are undergoing transformation with the integration of artificial intelligence (AI). The significant shift will equip students with advanced skills critical for the future of smart manufacturing, infrastructure development, and semiconductor engineering.

The Indian government's ambitious budget allocation of ₹1.48 lakh crore is aimed at training 20 lakh plus youth over the next five years. Additionally, the Budget has earmarked funds for semiconductor and display manufacturing, for the India AI mission to bolster the country's AI infrastructure.

"The increased funding will attract global investments, create high-tech jobs, and position India as a key player in the global semiconductor supply chain. Consequently, D Y Patil International University in Akurdi, Pune, has launched a B. Tech program in Semiconductor Engineering, the first of its kind in the country and recently awarded as the trailblazer. We have also revamped our Civil, Mechanical, and Chemical Engineering programs to include AI, Digital Fabrication, and Digital Twin technology," states Prof. Prabhat Ranjan, Vice Chancellor of D Y Patil International University (DYPIU), and a pioneer in relaunching engineering courses powered by AI in India.

Prof. Ranjan, emphasizes that integration of AI into engineering education is a strategic step towards developing a future-ready workforce. AI's role in infrastructure engineering is transforming the design, construction, and maintenance of resilient structures.

DYPIU offers B.Tech. Programs in CSE, Bioengineering, Chemical, Civil, Semiconductor & Mechanical Engineering. It also offers MBA Digital Business, BBA(Hons.), BFA, BCA, BA (JMC), BDes, MCA, M.Sc. (Biotech), and PhD programs. DYPIU has been awarded for Excellence in Digital Disruption in 2024.

For admission enquiry at DYPIU, email admission@dypiu.ac.in or visit the university website on www.dypiu.ac.in



Honing Future-ready Talent

Ganpat University, Gujarat preparing students for a global workplace

Ganpat University is proactively preparing students for the future of work by aligning with Industry 5.0 concepts, focusing on human-centric, resilient, and sustainable skills. Recognizing the need for a comprehensive ecosystem that supports skilling, reskilling, and upskilling, the university is enhancing students' competitiveness in the job market.

Ganpat University has established several innovative labs and centers to achieve this. The Energy Innovation Lab conducts research on battery electric vehicles and energy efficiency, while the Centre of Excellence for Additive Manufacturing trains students in 3D printing technology, fostering product innovation across various sectors. The IBM Software Lab provides training in AI, Machine Learning, Robotics, and the Metaverse, equipping students with cutting-edge technological skills.

A notable initiative is the establishment of a 5G testing laboratory with support from the Ministry of Communication and IT, positioning Ganpat University as a leader in wireless technology research. The Advanced Technology Centre for Next Generation Networks (5G & beyond) furthers this effort, emphasizing the realization of Education 5.0.

To promote hands-on learning, the university collaborates with sector skill councils and industry partners. These include the NSDC International Skill Migration Centre, and national centers for training and assessment in various industries such as rubber, chemicals, petrochemicals, bakery, and logistics. For healthcare management students, practical training is provided at Shalby Hospitals, while management students gain analytics skills from SAS India trainers.

Reflecting its commitment to academic excellence, Ganpat University has been awarded a four-star rating by the Ministry of Education's IIC 5.0 and accredited with a Grade "A" by NAAC.



Dr. Fr. Jossy George, Director & Dean
CHRIST (Deemed to be University), Delhi NCR Campus

Fostering Excellence

Christ University has been empowering leaders through educational innovation

At CHRIST University, an educational ecosystem is fostered where both students and educators thrive. The commitment extends beyond academic excellence to embrace holistic development for individuals poised to make a difference. The environment encourages expression, experimentation, learning, belief, building, and shining.

The CHRIST University Delhi NCR campus nurtures continuous learning, intellectual curiosity, and innovation through transformative teaching methods that stimulate critical thinking, creativity, and innovation. The rigorous curriculum equips students with career-ready skills.

Educators are supported with advanced professional development platforms, promoting a multidisciplinary approach. There is belief in the synergy of teachers and students to shape a brighter future. Empowering educators with innovative tools cultivates better individuals and futures. Embracing new technologies and methods is crucial for effective student nurturing and education.

In extensive education experience, significant transformations have been witnessed. With rapid technological evolution, preparing students to be adaptable and forward-thinking is key. The goal is to equip them with current knowledge and create an environment for exploration, innovation, and future shaping. This empowers students to discover their purpose and positively impact the world.

SRIHER

Where Learning Leads to Excellence

Sri Ramachandra Institute of Higher Education and Research (Deemed University), Chennai previously known as SRMC & RI (DU), was established in 1985. The university has currently more than 8000 student's enrolled 165 UG & PG, PhD and Super speciality programs. The university offers programs in Medicine, Dentistry, Pharmacy, Nursing, Engineering, Management, Biomedical Sciences, Physiotherapy, Occupational Therapy, Sports Sciences, Audiology & Speech Pathology, Clinical Research, Behavioural & Social Sciences and Public Health

SRIHER has been granted Category-I Status by the UGC and has been reaccredited by NAAC (in cycle-3) with A++ Grade. In the NIRF 2023 rankings the university was ranked 57th rank among all Universities, the medical college SRMC & RI was ranked 21st, Dental College & Hospital ranked as 7th and the Faculty of Pharmacy 36th rank.

The university is spread over 150 acres in a refreshingly green campus. The infrastructure has been created to provide its students the best educational environment in the country. Sri Ramachandra Centre for Sports Science is one of the premier Sports Science facilities in Asia.

Sri Ramachandra Hospital is a tertiary care facility With 2,525 beds located within the Campus and has an average of 6,000 patients visit every day. The hospital offers unique services such as joint replacement services, organ transplant services and undertake complicated surgeries for congenital heart diseases with excellent outcomes.

SRIHER continues to serve as a World Health Organization Collaborating Centre for Research and Training in Occupational and Environmental Health since 2007 and also as a centre of excellence for research in Heat, Climate and Health.



Diary

ANIMIKH CHAKRABARTY



Ranjeet Singh Rawat
is logistics and support staff at *Outlook*

Back to the Beginning

My first day at *Outlook* was nothing short of terrifying. The year was 1996, and a relative had mentioned this job opening to me. It was my first real job, and I had just arrived from my village in Uttarakhand at bustling, overwhelming Delhi. My hometown is in the quiet tehsil of Tharali in Chamoli district of the Garhwal division.

My heart was pounding as I walked through the doors of the office, a mix of fear and excitement bubbling inside me. I was a small-town boy in a big city, trying to make sense of everything around me. I started my work hesitantly, fearful as I completed each task that day. With time, I learnt the ropes: what to do, and how to do it. The first *Outlook* office was in AB-10 in Safdarjung, a hive of activity and professionalism. The office buzzed with energy, filled with different departments such as marketing, publishing, and circulation, all brimming with professionals.

A Force to be Reckoned With

Among these professionals was our dynamic founding Editor-in-Chief, Vinod Mehta. Mehta *sahab* was a force to be reckoned with, demonstrating an unwavering commitment to schedules. Everything in the office was meticulously planned—there was a time allotted for lunch, tea, meetings, and even reading the news. I remember how he would spend time poring over foreign magazines, always keen to bring the best practices and innovations to *Outlook*. If events did not happen at the scheduled time, his reprimands were swift and sharp. Despite being a man of many and powerful words, he chose to use gestures over verbal conversation to communicate his daily requirements to me. A wave of his hand meant, “Ranjeet, bring me a pen.” I quickly learned to anticipate his needs—how much water he would drink and when. A minute’s delay could mean an angry editor-in-chief. Under Mehta *sahab*’s leadership, *Outlook* soared to great heights. He was a thoughtful and precise writer, crafting his sharp words with intention.

Over the past two-and-a-half decades, I have seen *Outlook* grow. When I first joined, print media was king. The world of print media in the late ‘90s was very different from the way it is now. News had to be released in physical form, and every second counted. Now, with the digital revolution, everything is just a click away. The newsroom has changed. Back

then, phones, televisions, and computers were not as common, and meetings were plentiful, and took place in person—ideas flowed freely, often leading to spirited debates. I vividly remember our editor, Krishna Prasad, who came after Mehta *sahab*, and his team passionately debating which cover should grace the magazine’s next issue. Sometimes, when they reached a stalemate, they would turn to me. I would look at the options from a layman’s perspective, deciding which colours and designs looked best. I had the pleasure of working with these stalwarts, who often had unconventional ways of doing things. Their idiosyncrasies made them exceptional.

I miss my home in Uttarakhand, so I make it a point to visit once every six months. I left my village because there were no opportunities other than *kheti-baadi* (farming), so I decided to look for better opportunities in other places.

A Second Home

When I joined *Outlook*, I was a bachelor. Today, I have a wife and two wonderful children who are in college. My whole professional journey has been alongside *Outlook*, and in return, it has supported me through thick and thin. My work here has always been about doing my duty—taking care of the people who make this organisation the wonderful place it is. What I find most rewarding is knowing everyone’s routines and making sure everything runs on time. It feels good to help things go smoothly. I have grown with the organisation, learning, adapting, and thriving in this vibrant environment.

Outlook is not just a workplace for me; it’s a second home. The camaraderie, the challenges, and the triumphs have all contributed to a fulfilling career. As I look back on my journey, I am filled with gratitude for the opportunities I have had and the incredible people I have worked with. 📍

(As told to Gayatri Sapru)

A Fulfilling Career

Outlook is not just a workplace; it’s a second home