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March, 2020

## STARTUP CULTURE Is a Game Changer

Prof. Rao, Director, IIT Delhi  
outlines in a conversation  
with Education Post

### IIRF-2020 University Ranking

**Prof. V Ramgopal Rao**  
Director, IIT Delhi

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## LET THE DEVIL NOT TURN US INTO A MINDLESS DONKEY

The past few weeks have been hyperactive for both the online as well as the offline media in India. We have experienced polarization of views and skirmishes on the social media platforms, panic advisories in every possible format, the activism of humour and the comedy of activism, and even instances where it was difficult to differentiate between fake and real news. The calm and event-free lives of millions suddenly turned into a battlefield where almost everyone has been firing from the hip even as they ducked and ran for cover to save their own skin. No, I'm not going to talk about any of these issues that have hung low over the entire population like a deadly smog that blurs vision, compels thoughts to pick up innocent words turning them into sharp life-threatening weapons of mass destruction, and impregnates psyches with emotions that never do anyone any good. Instead, I am going to tell you a story.

This story begins with a nice poetry-stimulating day where everything seems fine as one sees a donkey tied to a tree to a tree just beyond a field where the crop was ready to be harvested. You may, if you wish to, imagine lovers in another field or children playing hides-and-seek in another. If you are imaginative enough you could even smell delicious dishes being prepared in the kitchens of the farm-houses and there would be a strange mix of aromas of butter-chicken, chole, cake, pakoras, masala chai and whatever else one wishes to devour on such a fine day.

Then the devil enters undetected and unties the donkey. This donkey, like any other, first looks stupidly around and then the aromas overwhelm him and he begins to tap his feet and dance and move in almost every direction. However, what may seem to donkey to be irresistible dance moves, would actually be a farm animal gone berserk. To a human eye the donkey had begun to destroy the crop that was almost ready to be harvested.

The farmer's wife was standing by the kitchen window and dreaming of serving spice-sizzled pakoras with masala chai to her husband and sons when she sees this donkey destroying her crop. She turns, picks up a rifle from the rack just outside the kitchen door and steps out to shoot the donkey dead, muttering, 'Asses don't deserve to live!'

The donkey's owner too was holding a rifle in his hands and wondering if it would be fine to shoot a couple of pesky rabbits in the neighbourhood when he saw his favourite donkey getting killed. He is obviously the kind of person who doesn't read into a situation but gets into the heart of action and so he aims and shoots the killer of his donkey.

Now it is natural to be curious when one hears shots are fired one after the other... and the farmer comes out, accesses the situation as fast as he could and shoots the donkey's owner even before his mind could convince him that calling an ambulance and the police would be better actions.

If you've got the hang of the sequence, you'd know that it is the donkey owner's wife who emerges from her house next, looks at her grievously hurt husband and then sees the farmer staring angrily at his smoking rifle. She sums up the situation as best as she could, and asks her sons to take revenge. So that night her boys move in stealthily and set the farmer's house on fire. The farmer and his sons incidentally have not yet gone to bed and are still debating on whether they should first lodge their complaint with the local police or call a doctor to give emergency treatment to the woman who is screaming with pain. They rush out and see the donkey owner's sons running back to their house.

They aim and shoot the two boys in their legs.

This is when the devil appears before the farmer and asks, 'Why is everyone shooting everyone else?'

The farmer looks up and says, 'I guess you know better.'

The devil squints and smirks like all devils would before they reply, and said, 'What did I do? Did I ask anyone to go on and shoot each other? All I did was to untie a donkey who I thought would be better off untied.' He then paused and went on, 'But all these humans here untied the devil that is inside them... and the result is before you.'

This is exactly how things happen when everywhere around is mayhem and chaos that seems to be uncontrollable. People react and release the devil within them.

This is what has been happening on the social media and even the mainstream media wasn't entirely innocent. I guess we all need to wake up to the menace of reacting and over-reacting and becoming a part of the problem. It will be far better not to let the devil inside turn us all into donkeys creating havoc!

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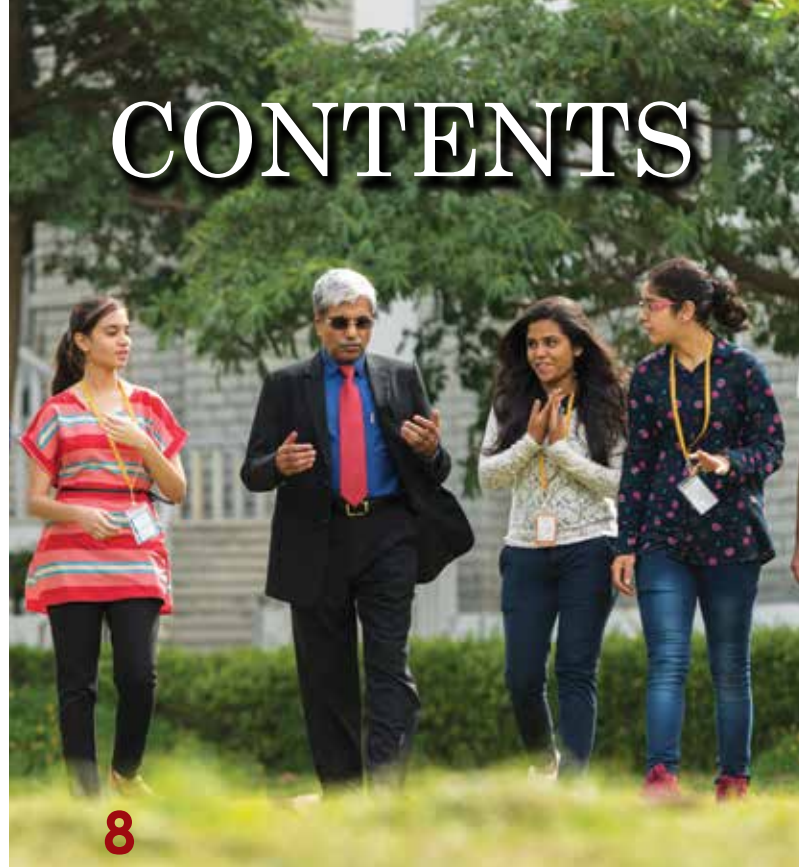
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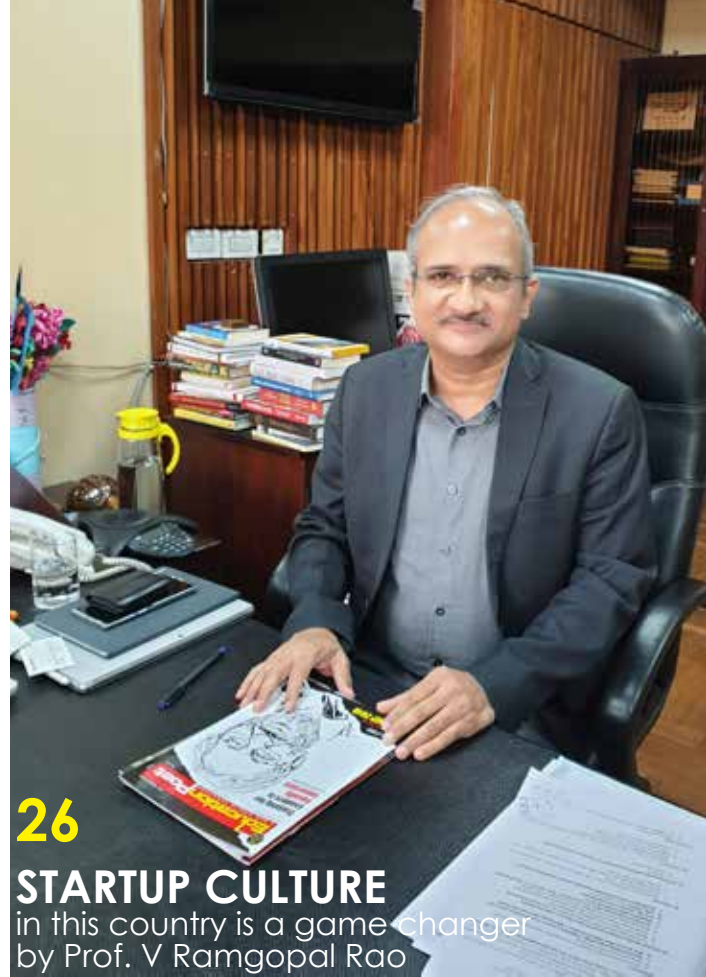
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**Dr. P. Shyama Raju**  
Chancellor- REVA University, Bangalore

IN CONVERSATION  
DR. P. SHYAMA RAJU

# POLITICAL INTERVENTION

usually stops the growth of the education system  
in this globally competitive world

*Q The nation loves to believe that most teachers today love their notes more than what may be there in any textbook, prefer a textbook written by a desi author over reference books that the world reads, and skills-enhancement is an unnecessary appendage that colleges, institutions, and universities do not need. Would you agree to this? If not, what do you think is the real state of education today?*

At REVA, our view point and practices are slightly different. We have been a young, dynamic University which has created a niche for itself with a complete approach towards digitalizing education. REVA educators are not completely dependent on notes or textbooks. The faculty do use textbooks for references, but apart from that, they use world reads for reference that is available at our Central Library. REVA Central Library offers educators, students and staff a digital repository of references to meet their requirements. The full-fledged digitalised Central Library is equipped with the digital mode of services to encourage learning and research innovation among the



**The economic development of the nation not only depends on the technology, capital and natural resources but also on the productivity and efficiency of the workforce. Higher education and skill training are essential to increase the efficiency of human capital in the country.**

learners as well as educators. The members of the library can also enjoy physical access to reference books, journals and magazines during the working hours of the library. Beyond this, as we are a global University, our references are more international in flavour than national.

Skill enhancement programmes are the need of the hour to enhance the skillsets of the students based on their core areas of study. The trainers at REVA conduct extensive research to enhance the quality of skill development programmes so that to make the students updated with the industry trends.

The competitive job market of today requires competent, capable and skilled people infused with industry skills, communication skills and entrepreneurial skills to meet the global demand. Apart from diploma and certificate programmes, skill development programmes are also offered by UIIC and REVA NEST to enhance the skillsets of students based on the industry trends.

**Q** *What hurts our education system more... differences in curriculum, varying examination patterns, or dissimilar evaluation standards? Or are there other factors that are not included in this question? Is it possible to harmonize these differences?*

As you know, the economic development of the nation not only depends on the technology, capital and natural resources but also on the productivity and efficiency of the workforce. Higher education and skill training are essential to increase the efficiency of human capital in the country.

Differences in the curriculum, varying examination pattern and dissimilar evaluation standards, all these negatively affect the education system. The inequity in the curriculum, examination patterns and evaluation standards are holding the students back from attaining their full potential and best possible education.

It is impossible to harmonise the differences in education both in national and international levels. Educational institutions should handle these contrasts by defining their operational strategies and

missions accordingly.

Considering this, REVA University has well-defined operational strategies both in national and international contexts. REVA University meets these dissimilarities through international collaborations, the enhancement of research capabilities and ensuring that our curriculum is far more global and diverse in its approach.

**Q** *Is it true that Centre vs state/UT political conflict has hurt education and education-related policies more than any other factor? If this is true, what is the way out? Is finding a way out the responsibility of educators?*

Political intervention usually stops the growth of the education system in this globally competitive world. To stimulate technological and scientific innovations, educational institutions should have the freedom of open thinking. Political interference will lead to poor educational outcomes. At REVA we choose to stay away from political conflicts, but do ensure our students are sensitive to political changes and decipher what is good or bad for the country.

**Globalisation of education witnessed unpredictable changes in the current scenario, which is not convincing for the majority.**

**People are still in the mind-set of pursuing conventional education and do not want to embrace skill-based education.**

Since political differences affect the freedom for expression, execution of innovative ideas and knowledge enhancement, REVA is completely autonomous in its decisions by being a private university. It is not the sole responsibility of educators to come out of such issues, but it should be a collaborative effort from every one of us.

**Q** *Where do you think the real revolution in education needs to start... the primary schools, secondary schools, or colleges? Must this revolution have its epicentre in student-oriented activities or must it revolve around faculty restructuring?*

Educational revolution is happening because of the advent of various technological inventions. These technological transformations are changing the landscape of education both in school and university level. Even though the real revolution in education should start at primary level, universities are ideal to establish this transition as it is easy for the students of universities to keep up the pace of these revolutionary technological transitions.

REVA University also believes that student-oriented activities should be the epicentre of an educational revolution to create a skilled workforce. The major goal of student-centred learning is to make the learning process engaging, challenging and encouraging. Personalised and experiential learning help them to achieve their

educational as well as career goals without much difficulty.

Workshops, seminars, technical talks, conferences, internship programmes, and training programmes are conducted at REVA for the students. REVA University also feels the importance of knowledge enhancement of faculty to create an engaging learning environment for the students. For this, we conduct Faculty Development Programmes (FDPs) that boost the knowledge and skills of the educators in their specific subject areas.

**Q** *It is still a trend for everyone to yearn for higher education despite the efforts of the government in the past few years to shift the focus towards skill development and vocational training. What can be done to change this mind-set?*

Globalisation of education witnessed unpredictable changes in the current scenario, which is not convincing for the majority. People are still in the mind-set of pursuing conventional education and do not want to embrace skill-based education. People need to accept the changes in the educational system to move forward and achieve global standards of education.

Parents should understand and let the students to adopt the modern-day education, which is skill-based so that to bring a dynamic change in the education domain. To change the mind-set, we need to create awareness amongst the parents citing the relevance and employability opportunities of skill-based education. REVA University has adopted the new age pathway long back so that our students can apply the knowledge attained through experiential learning in a real-life scenario.

**Q** *What is your key take away on NIRF vs Other Private Ranking agencies?*

The key take away of NIRF ranking is that it assures the quality of education and overall performance of the educational institution/university. It shows the competitiveness of the University amongst other educational institutions. REVA University is also ranked by NIRF, which shows the quality of education and competitiveness of REVA University. ■

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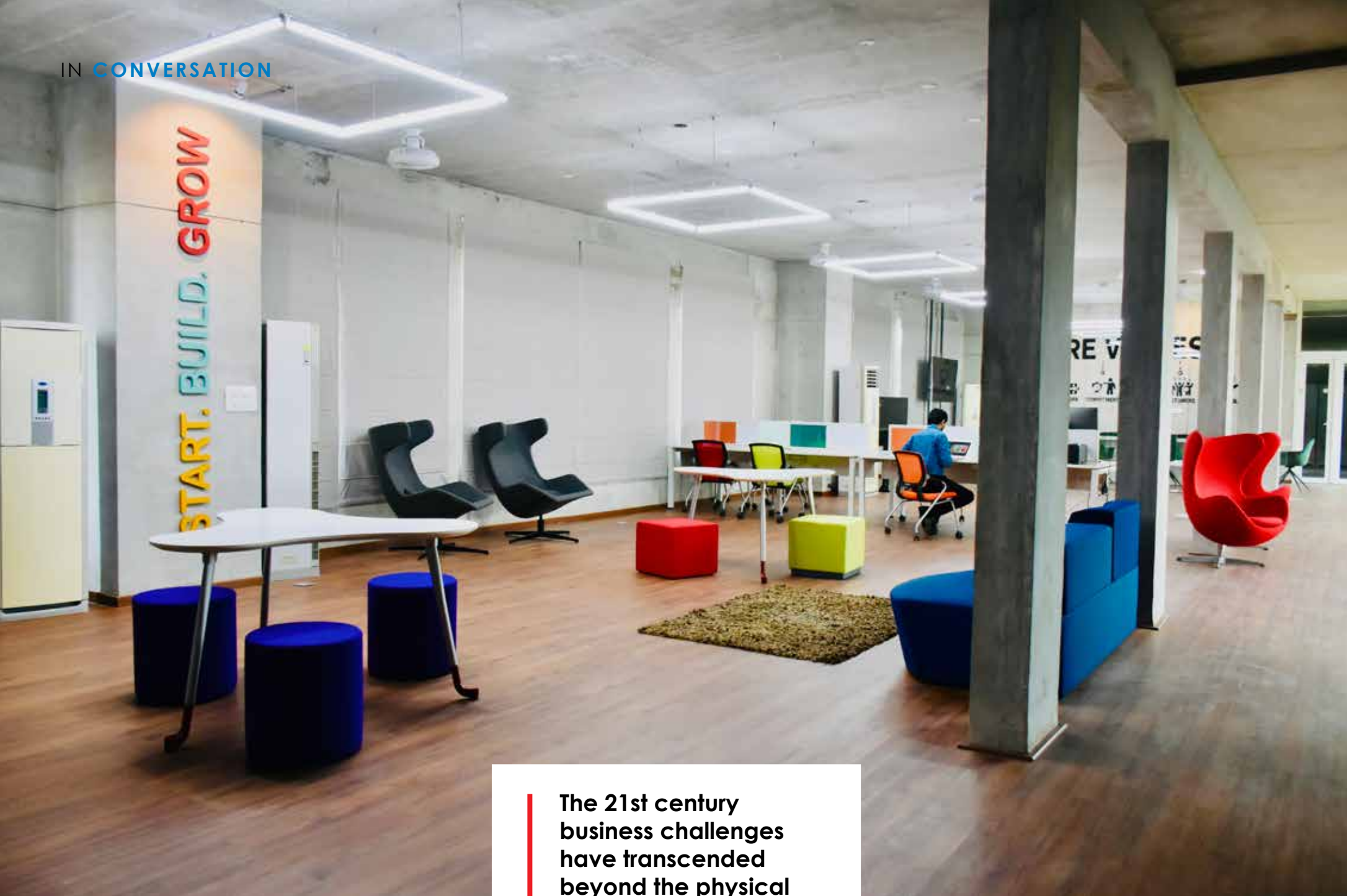
# A TANGIBLE DIFFERENCE

to the society & disrupting the education space

**Q** *With the 2020 Budget announced, what do you think will be the major game changer in the education sector?*

With the new budget allocation, the major paradigm shift I see is digitalization of Indian education system. The boost to increase online degree-level programs will undoubtedly broaden the horizon for students from certain sections. For higher education institutes like Woxsen, who believe in inclusivity, this is an opportunity to reach out to students and build a pedigree of home-grown workforce that will excel both in entrepreneurship and in leading corporates.





**Q** *What are the areas touched when someone talks about quality programs for undergraduate and post-graduate studies?*

In my 15 years of time spent valuably in the higher education field, the most effective programs, hands down, are the ones that seamlessly bridge the gap between academics & the industry. The pursuit of any education at the basics is to be able to put your knowledge into immediate use, so you can start to make a living. Providing education that

**The 21st century business challenges have transcended beyond the physical boundaries of nations where technological disruptions are on the rise, digital interventions are cutting across all domains & span of attention has fallen to the ever-lowest levels.**

addresses the skill gaps has to become the new norm. That is exactly what we at Woxsen focus on: *An Industry Responsive Curriculum.*

The other important factor is emphasis on Holistic approach. The pedigree of well-rounded students by itself often talks about the quality of the program. The philosophy at Woxsen is based on the premise that each student is unique and that the education must integrate both mind and heart. In addition to building student's knowledge base, our focus areas include honing their thinking abilities and life skills. Through

well-structured models like career coach, skill development workshops & industry interaction, we intend to promote other aspects of students' growth as individuals and professionals. As we spearhead into shaping tomorrow's leaders, a holistic approach was imperative; as students are expected to effectively demonstrate knowledge and skills in their professional roles, they must also demonstrate personal and social responsibility in carrying them out.

The third factor is Global Exposure. The 21st century business challenges have transcended beyond the physical boundaries of nations where technological disruptions are on the rise, digital interventions are cutting across all domains & span of attention has fallen to the ever-lowest levels. Therefore, it demands that we prepare & groom the fresh talent in a way, where they understand and appreciate the dynamism in today's business landscape and is geared to face these new age challenges and possess that infinite mindset. Woxsen has forged strong ties with Nanyang B-School, Singapore (QS World University Rank 11) and Mannheim B-School, Germany (FT Global Rank 71) where our students undergo capstone module to that much-needed global exposure.

**Q** *What sets Woxsen School of Business ahead and apart from the rest of names in the league?*

Woxsen School of Business was crafted out of the need, to develop an outstanding cadre of leaders who will help make Indian industry globally competitive; by providing them an open and conducive environment for research and education. Woxsen School of Business stays committed to its vision of creating a tangible difference to the society & disrupting the education space.

**Q** *How does Woxsen does it differently?*

- ◆ Amongst the youngest B-School to be Accredited by NBA, Govt of India, also to be conferred with prestigious memberships by world's largest business education bodies like AMBA (UK) and AACSB (US)
- ◆ Acclaimed Core & International Faculty from leading global universities and schools

- ◆ AICTE approved Industry endorsed Curriculum with unique pedagogical tools for applied learning
- ◆ Pioneers in providing Techno-Commercial Program in Artificial Intelligence
- ◆ Industry readiness through Dedicated Career Coach to each Student & Skill Development Workshops
- ◆ 150+ Industry Interactions and 100% Placement track record across Fortune 500 companies
- ◆ Global Partnerships with Nanyang B-School, Singapore (QS World University Rank 11) & Mannheim B-School, Germany ( FT Global Rank 71)

**Q** *Is going abroad still the dream goal of Indian students?*

This trend is definitely changing and we have to give it to the changing mindset of our students. They have taken cognizance of the benefits that education in India can provide along with the global exposure they yearn for. This is evident in the recent reports where Asia-Pacific programs report that on an average 55% of their applications come from domestic talent. Whereas, for the fourth consecutive year, US full-time two-year MBA programs report decline in applications.

As the 5th largest economy in the world, India has become an attractive option for anyone who wants to make it big in the business world. With leading multinationals setting base in India and calling upon our talent, internships alongside job opportunities are definitely scaling upwards. Even at Woxsen, we work closely with the students to ensure 100% internships with some of the leading companies like Amazon, KPMG, DELL, HDFC Bank, IDFC First Bank, E&Y, Aditya Birla Group, Divis Labs, Neuland Laboratories and many more. The global outlook we infuse in them are through many pathways ranging from international guest series, leadership series and global immersion programs.

**Q** *How important are student clubs to the learning environment in a college or university?*

“Leadership lived” is the promise Woxsen School of Business offers to students. Acquiring knowledge of leadership begins in the classroom but acquiring the skills of leadership occur in social spaces outside the classroom, as students put their knowledge into practice.

At Woxsen School of Business, we have a very active Student Council which comprises of ten clubs, of which six are functionally oriented clubs in the areas of Marketing, Finance, HR, Operations, Artificial Intelligence and Analytics and the other four conduct events in general areas including Sports, Communication, Entrepreneurship and Culture.

The Student body hosts several large-scale annual events such as a Cricket Tournament called Woxsen Premier League, a Football Tournament called Woxsen Football League and an annual Musical Festival called Rhapsody where participation is received from all over the country.

**Q** *What is your message to the educationists and the policy makers of the country?*

We need thought leaders to infuse fresh ideas that work in the Indian context. We need social leaders who are rooted in the soil and animated by the thought leaders. And, we need political leaders who represent the will of the people and put the nation above self. There is a dearth of all three types of leaders today. For far too long, we have left the destiny of our nation to chance.

Every educationist is expected to be a Leader in his profession. This Leadership should be played in a way that he/she transforms the students and makes them the agent for change. We would expect the policy makers to provide greater autonomy to institutes like us in launching new research based programs, create a niche by launching cutting edge programs and setting up disruptive labs, to help the nation pioneer at churning best in class talent capable of steering the business through the global headwinds with complete ease & agility. ■

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Arvind Passey

# JAALI

## IN MUGHAL

### ARCHITECTURE

poetry in stone

ife is a poetic super-imposition of patterns and as Chuck Palahniuk puts it, ‘there are only patterns, patterns on top of patterns, patterns that affect other patterns. Patterns hidden by patterns. Patterns within patterns’. The sonnet of jaalis, as I choose to put it, is all too obvious in the known and relatively unknown architectural gems spread all over Agra. A few days back when the Tourism Guild of Agra invited me to a Conclave of Travel Writers and Bloggers, the trip gave me an opportunity to get to understand the way the jali or jaali has entered our architectural ecosystem and has stayed on to be an intrinsic part of our heritage.



Let us admit that most tourists who visit Agra have just about enough time for the Taj Mahal which anyway is on everyone's 'must-visit' list. However, there is lot to be seen, admired, and to fall in love with in the city... and there is so much beyond the Taj and the Fort that any visit to the city can be complete only once the heart has had its fill of the colonial buildings, the Mughal gardens, life in the old city, the food trails, the art of marble and red-stone inlay work, and way the city authorities have stepped forward to embrace conservation to usher in sustainability. There is poetry in all the facets that I have listed but being with the jaalis of Agra comes nearest to what poetry in stone could ever mean.

### A short dip into the world of jaalis

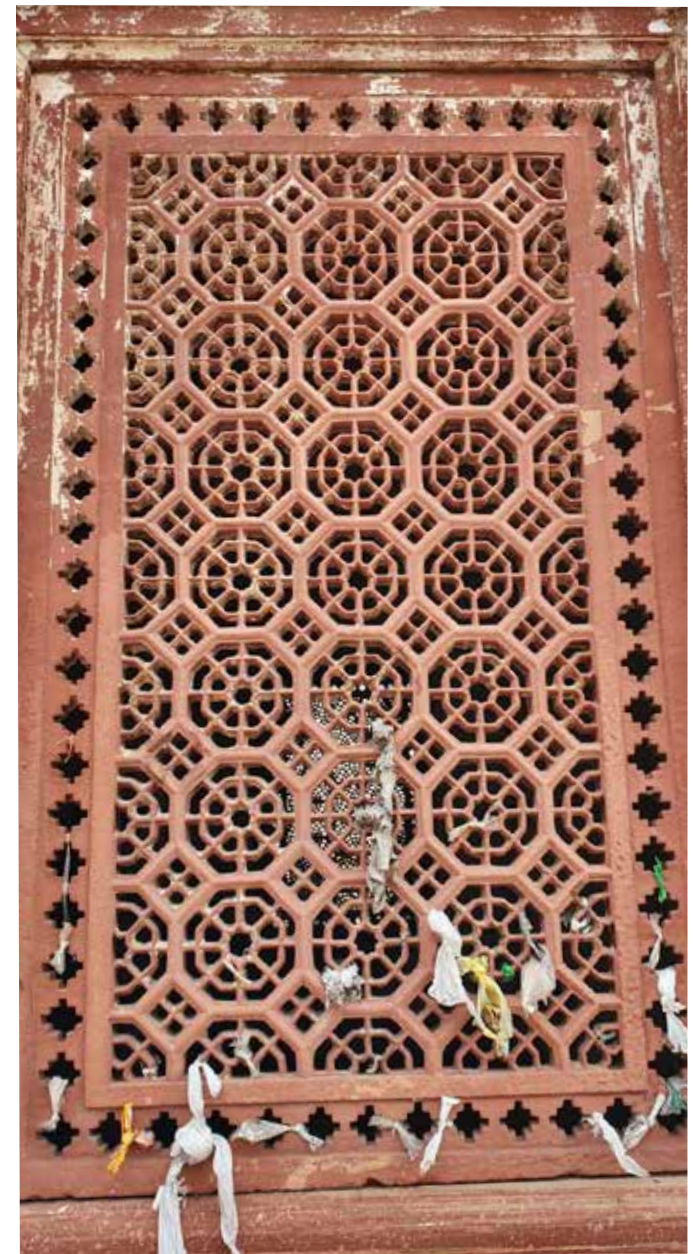
Tombs, forts, schools, colleges, old churches, colonial houses, offices, post office... this city has jaalis almost everywhere. Even boundary walls reflect this fascination. The surprising fact, however, is that not many tourists talk about jaalis and this could be because not many people know them well enough. A jaali, let me add here, is as vital to Indo-Islamic architecture

as calligraphy is. This is because a mere latticed screen or some perforated stone structure displaying an ornamental pattern openly owing allegiance to calligraphic and geometrical influences is still only short paragraph in the history of architecture. This short paragraph is also the heart and soul of the poetry



in stone that has been nourished and nurtured painstakingly in Agra.

A jaali isn't a mere ornamental accessory added to beautify a structure. Yes, they do act as a sort of cover for windows and are then called jharoka behind which the ladies sat in privacy to watch what was happening beyond without being observed. One of the researchers on this architectural aspect mentions in 'Reflections of India' that 'by breaking a window's total aperture into tiny openings the jali acts as an overhang. If the openings are the same size as the materials thickness it acts as a louver, protective of glare and direct sunlight'. As I stood behind one jali after another, I realized that it does catch the flowing waves of breeze to usher in a cool ambience that lifts the soul and makes it wander into the poetry



of its creators. To tell you the truth I have seen and fallen in love with jaalis even earlier and have listened to the romantic hums of these flirtations in geometrical rhymes in mosques and even old houses in Ahmedabad... but never have I seen them proliferate in so much abundance than the city of Agra.

These patterns aren't just about some kind of a line of control but add an extra dimension to the elements of light and air circulation. An architect friend once told me that these were the smart adaptations that compete effectively with even modern day technologies. Imagine the collective



Bernoulli's principle talks about the changes in speed and pressure along a single path of flow and this is what a jaali does effectively – it acts like a funnel and converts even a slight movement of air outside into funneled speed. A Bangalore Mirror article states that 'Jaalis create a Venturi effect – the reduction in fluid pressure that results when wind flows through a constricted section of pipe. The Jaali works on the principle of contraction of hot air while passing through the small holes of the Jaali, which comes out in the form of cool air.' Thus these two laws of physics create for jaali-lovers what a poet may choose to call a zephyr!

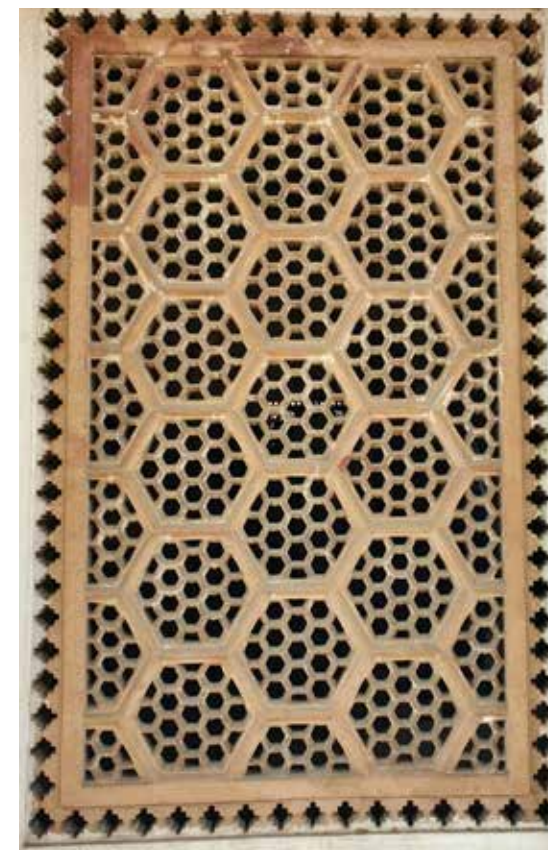
While we are on the scientific profile of a jaali let me also add here that it isn't just marble and red-stone that is used to make them. There are instances where mud, wood, brick, metal, and even cement can be used. The designs may not be as intricate and the inlay work may be missing when some of these elements are used, but then there are always stars, honeycombs, and basic flower motifs that can be adapted.

soulful euphoria that was spread all over when this wizardry was imported sometime between 1526 and 1761. There are experts who tell us that the jali in a rather basic way existed even in the 8th century and can be seen in Kailasa temple in Ellora and the Pattadakal temple complex in Karnataka.

One can see the finest examples of jaali work inside the Taj and according to the experts this work is called Parchinkari as these have inlay work done on them. It will be fun for tourists to go around all the monuments and colonial buildings of Agra and try and see how many types of jali work they can discover. Can they distinguish between crenulations, kanguras, acanthus leaves, and vase-shapes or do they see only hexagons everywhere. Discovering the secrets of jaalis in Agra is almost like reading a thriller by Dan Brown. I'm sure there are interesting stories around each form of jaali-design.

### Does technology explain a jaali?

Yes, technology does have an explanation to why the jaali was a popular architectural inclusion. According to these experts the laws of physics effectively transform them into sustainable air-conditioners. We all know that

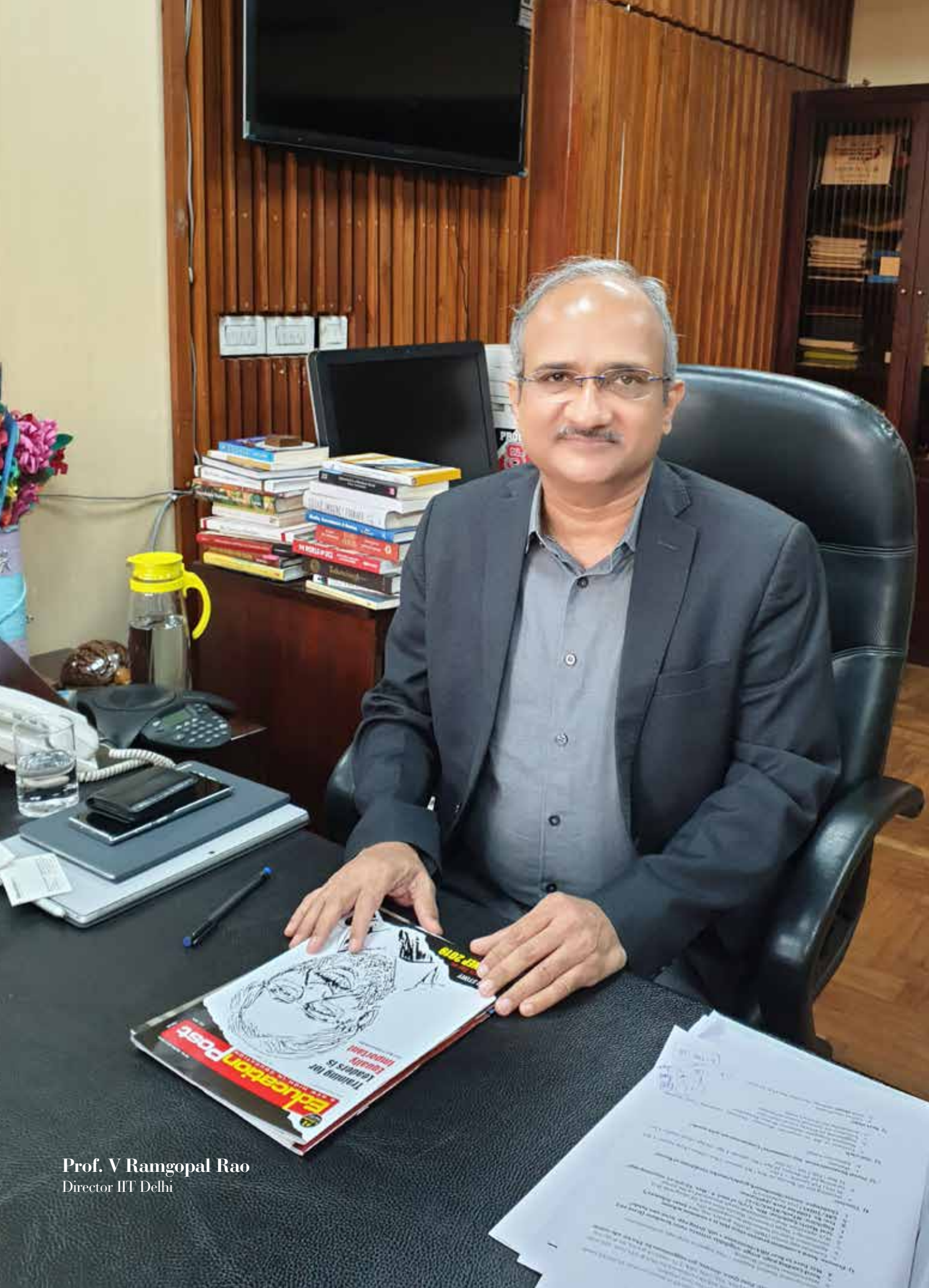


### The jaali is a poem, a story, and a story-teller

Every time I look at a jaali I see the world on the other side and wonder at the number of stories that walk, jog, and fly across my vision. As Michael Shermer wrote, we are 'pattern-seeking, story-telling animals, and we are quite adept at telling stories'... and the jaali makes it all so much easier. It is invariably worth paying attention to the intricate patterns surrounding us because it is from them that the future creates history.

Thanks also to INTACH and UP Tourism for bringing the fascinating world of jaalis whisper its secrets to me through this trip. ■





Prof. V Ramgopal Rao  
Director IIT Delhi

IN CONVERSATION | Prof V Ramgopal Rao

# STARTUP CULTURE

in this country is a game changer **Prof. V Ramgopal Rao**, Director, IIT Delhi, shares with **Arvind Passey**

**T**

he **QS World University Ranking** places IIT Delhi among the first 50 in engineering and technology. This gives Delhi the unique advantage of having the most number of institutions among the top 200 which also includes social sciences and management categories. With such a positioning, it is only fair to be talking to the Director of IIT Delhi and look at at least some of ways that may have paved this success path.

When Mark Zuckerberg said that ‘when you have a mission to connect a billion people, you can’t do it without India’ what he did not mention so succinctly was that **IIT Delhi** has been an institute that has always led this revolution. Thus when I got an opportunity to talk to **Prof V Ramgopal Rao, the Director**, I was predictably happy. Talking to Prof Rao was profound in every respect as he is one person who not just managed this institute with intuitive charm but also led each thrust into excellence with an awareness of every



little nuance that matters. IIT, Delhi is as much about taking new-age progressive steps into all that matters for a wholesome development of research and innovation but does it by following every clause and sub-clause from the textbooks that talk about corporate relationships, teamwork, and an intuitive understanding of development as well as principles of effective implementation.

We all know that every march into the future begins with a thorough understanding of the

communication process and it was no surprise to discover that the Director himself was as adept at harnessing the magic of the social media as anyone else anywhere. Prof Rao has gone beyond a mere presence on the social media platforms and is there on Facebook, Twitter, LinkedIn and knows that this is what must be handled with utmost care. When I asked him about this he smiled and said, 'I was not so active earlier but if you want to communicate with the current generation, these platforms, I realised are very important. But now I think in this position, one needs to be able to communicate with stakeholders. For our institutions the biggest challenge is perception. We are all struggling on the perception factors. To change perception, I think we need to communicate well with the outside world.'

'So as long as we are able to manage it, it is fine. I think it requires a little bit of maturity as this is also a responsibility

that requires a lot of care.' He then went on to add that any premature announcement in the media can disturb the subtle balance that administrators look for. 'I think it is for leadership to decide, what that fine balance is and how much would one want to reveal to the staff, the employees, and the scientists through the social media... and sometimes people go overboard. This is when media updates may cause problems, and then some completely withdraw. Withdrawal causes other kind of problems.'

*'So a robust two-way channel in communication, which includes the social media, is essentially a boon?' I asked.*

*'Communication is something that has a 360 degree relevance,' I asked, 'How does effective communication connect what needs to be done and how?'*

**Prof Rao:** 'If you look at the biggest challenges, the agencies which are funding us, and are giving us money need

to communicate their thoughts clearly.' When one is interviewing an eminent personality like Prof. Rao, it is natural to try and get to know him as a person. This is because the stakes for such a person are always high and life is a constant search to be finding solutions to the myriad problems that managing a prime institute like IIT Delhi can be. So before we get on further let me add that when I asked him about his interests he smiled and said: 'I love music, maybe writing fiction and even poetry. I play games, I like outdoor games. Okay, so even now I go to the sports stadium and I play every day, at least for 45 minutes to one hour kind of thing. So I like outdoor games, but I enjoy whatever I do. I work minimum 14 to 16 hours a day and still manage to get my quota of sleep. The primary aim is to make use of time in the

best possible way and realise whatever I want to realise and I think you know it is it is nice so far. Things are fine.'

Coming back to the importance of funding and the role of communication, one must understand that the biggest challenges faced by the decision-makers at IIT is that of getting the fiscal go-ahead. However, funding also requires the existence of the right sort of problems for which solutions are to be researched. The Director said: 'I go to Department of Science and Technology money for funding and I go to them with my own problem and then tell them that I want to do this you know you can give me a grant. The way we choose to go about is to reach out to agencies which also give us the right set of problems for which they should give us money with their set of issues to be solved set in the right tone. The fact is that there is no single agency in this country with available funding for problems covering a large horizon. So we have decoupled all of these ministries that have plenty of problems looking for solutions. We go to the water ministry, for instance, or we go to the ministry in-charge for sanitation. Most have enough schemes to fund universities to fund researchers to solve those problems.' The Director informed us that one of his tasks is to create this connect so that research doesn't suffer because of poor or inadequate funding.

The role of effective communication doesn't stop at the funding solicitation stage. 'It goes on,' said the Director, 'The institute also needs to communicate with the masses to tell them what is happening, create hope to ensure not just acceptance of the solutions being worked on but to also learn from them the finer nuances of their problems in the field.' Prof Rao mentioned that IIT students go to villages and spend time interacting with the villagers and learning what their problems are and how best a technological solution can be adapted to their needs. He added: 'We need to know what technologies they use and how they decide what pesticides to use or which fertilizer is being used. Our teams communicate with the flaws in their understanding and awareness levels and make efforts to fill in all the gaps. The process is not only interesting but is many times an eye-opener even for us.'

IIT under the guidance of Prof Rao believes that communication isn't only to highlight the needs of the institute but also covers the way the masses interact and react. When I mentioned that Steve Jobs very famously said he doesn't care for feedback, because he alone was best suited to give the best product, Prof



*Rao smiled and helpfully elaborated: 'Look at all the multinationals and at the market cap of, let's say Apple, right? How many customers are they targeting today? How many people are actually buying Apple products?'*

Barely 1% of the world population which may mean 100 or at best 200 million people. However, the population of the world today is 7 billion people. Today, 80% of all population lives with less than \$300 and the average monthly income of 80% of the world's population is \$300. And Steve Jobs isn't addressing this niche. He wouldn't even know what the issues are that farmers face. So he's not a role model for an academic institution today. At IIT here if I see that the Barhapullah drain is overflowing and is shrinking, or the way

air pollution is spreading, or that the sewage treatment problems need to be addressed adequately, it is our teams that get into action mode. The truth is that this kind of connect should have been made years before the problems begin to manifest... but we are addressing them on a continuous basis now. This is also the role of any responsible institution. So we are not serving just 1% of the population and we need to look at the bottom of the pyramid. And these problems become research problems for the institute.'

We were informed that IIT Delhi is connecting more and more. Prof Rao said, 'We do not wait for problems to come to us. We go to them. This why we have started at least 50 new projects with AIIMS in the last couple of years

simply because, you know, the channels between doctors and engineers should be open to searching for the right solutions. We asked the AIIMS to create a mechanism where IIT Delhi professors will begin the conversation to create mechanisms for them to easily interact and then understand each other's strengths and what the potential is. We started 50 funded projects now between the two institutes and the doctors are very excited. They admitted that they kept on hearing so much about the role of AI in their field of work and about this platform being harnessed for diagnosis. Now both are working together and this success led us to start a conversation with the Indian Council for Agricultural Research to understand the problems faced by the agri sector.' The Unnat Bharat Abhiyan, where IIT Delhi is the national co-ordinator, is the right step towards this direction of convergence of bringing problems faced by a wide range of sectors and how the technological brilliance of IIT can be harnessed to create solutions that benefit the nation. This is the way higher educational institutions connect with rural problems. 'One of the positives here,' added Prof Rao, 'is that when the right solutions are in place, it is reverse migration that will cease. You see, if a rural-focus doesn't solve their problems, it will create employment problems there. The truth is that there are crucial jobs to be done there and if everyone starts migrating to bigger cities, all we get are slums in cities and an unproductive rural belt. Technology has to keep searching for solutions because even problems keep emerging... and a gap here can only be removed when communication and action move in together.' Now we all know that our rural areas have clean air, adequate supply of water and life is generally peaceful. Thus through the **Unnat Bharat Abhiyan**, the institutes of higher learning are now connected with decision-makers at the village level and even small improvements like water cleaning technology help. As the Director said, 'our elite institutions remaining elite and not connecting with the public is something that is hurting us as a nation.'

*'What do you think are the reasons that elite institutions remain elite and have a tilt away from real world problems?' I asked.*

**Prof. Rao:** 'There are multiple reasons and one of the reasons is also the way we have planned our higher educational institutions. We have a complete fragmented higher education system where if you

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want to do medicine, you go to AIIMS, if you want to do engineering you come to the IITs, if you want to study agriculture you go to agricultural labs, if you want to dive into science or management you go to the premier institutes like IIS or the IIMs. We have not created comprehensive universities at the higher education level.'

The next question was quite obviously on the concept of interdisciplinary learning. **Prof. Rao said,** 'Interdisciplinary is again a very important thing, because you know, what happens because of this fragmented thing, is that all of us are only taking the problems which fit in our discipline. First of all, we have a fragmented higher education system. And within the institutions we have created so



many boundaries, and within each department we have created again, so many disciplines. As a result now one may be an electrical engineer but the area of specialisation could be micro-electronics. This specialist wouldn't even talk to the communications people. And the communications engineers don't talk to micro-electronics people. They don't talk to power electronics people. Now in the world of specialisations nobody talks to each other and everybody only takes up problems which fit within their window of discipline or knowledge.' He quoted the problem of pollution and added that in a world without the interdisciplinary regimen, it becomes difficult for any single expert to tackle this issue. Problems today need total technology solutions where the mechanical engineer, the electrical engineer, the civil engineer, and the environmental expert need to come together to seek a solution.

It is obvious that the right approach is to work on the right kind of problems. There is a lot of research happening in our institutions, a lot of development happening in our institutions, and this element of relevance will come only when everyone looks at a problem as a problem, and then put a team to solve it. The way Prof Rao put it all is like a breath of fresh air. He said, 'As a researcher I can take the air pollution in London a problem because all the data is available, very structured data. But the same cannot be done for Delhi because there is no data. And then there is no structured data and no agency would talk to me to even provide this data. I will not even know where to start. If I'm looking at the London data, you know, everything is structured and there are websites where you can go and collect the last year's data, model it and publish a nice paper and be happy. So now that is good research. This is the kind of research that goes on to be a part of problem-solving and this is what adds relevance to efforts.'

**For a leader what is important is consensus building. We are all in a democracy and if you become like a dictator in a democracy you can bring about changes only for some time.**

The conversation then shifted to the speed with which a plethora of new subjects and new courses like artificial intelligence or big data, analytics and nanotechnology have emerged. I asked, 'So with so many subjects being taught, why do you think relevance is still a problem? Why can't we have structured data already ready with us? I mean, why even think of it right now because I should have started is it say, 10 years back?'

The Director admitted that secrecy issues with government functioning could be debilitating. It is the typical bureaucratic mindset that shuns the sharing of data openly... and we know the way things happen. Prof Rao was of the opinion that when governments are protective of data, it is scientists who suffer the most. Data, whether it looks great to the eyes of a politician or otherwise, is still data and this is what dominates research that could be relevant to a nation.

*'IITs have been going great guns ever since they came into being,' I asked, 'are there any steps taken by you that can lead other institutions to follow and benefit?'*

The way things happen at the IITs is quite an encouraging revelation. **Prof. Rao said**, 'Another issue is that I am not happy with the way most of our institutions are being run. If you look at the last three years, what we have done at IIT Delhi is that we have started six new academic departments, we have tried to bring in more interdisciplinary kind of research, and we are putting the problems first, and then building our teams together to solve those problems. We have interacted with the top leading institutions in Delhi and we have initiated a lot of relevant new programmes. These are the steps any well-meaning institution must take. I think for many people, education or higher education is just business as usual with its quota of power struggles. Things are different here. IIT Delhi was doing close to 80 or 90 crore worth of research earlier which has now crossed 400 crore per year.'

What the Director also said was that ever since he took over it wasn't only the consultancy level that has gone up. 'If you look at our publications, if you look at our PhD record, if you look at the complete academic restructuring that we have done in the Institute, I think we have started to make a difference.' He, however, also added that simply adding more students or insisting on increasing the number of research papers isn't going to be as beneficial as assumed. This is because every grant that the institute gets doesn't really take care of the over-heads... and many times the equipment required in a project has to be funded by the institute. He mentioned MIT where 60% of project grant goes to the university as overhead. This means when a faculty member gets a \$10 million grant, \$6 million is taken by the University and the faculty member is left with \$4 million to actually run that project. And this is what a private university does in US and public universities like Berkeley and all of them charge at least 40% overhead. More research there means more money coming to the university which can be used for improving the overall ambience and managing facilities. 'In the Indian system if DST grants me 10 crore today, the overhead is a fixed five lakhs and nobody can get more than five lakh. This means every kind of diverse pieces of equipment ranging from air conditioning to clean rooms and maintenance has to be spent by the institute,' he informed. I guess this is what a budget infarction is all about. 'However,' said Prof Rao, 'MHRD is now listening. And we have formed committees and will provide them financial model, information on the kind of autonomy required and other vital facets that may help the institute go to the next level.'

*'This does make you a change-maker,' I said.*

**Prof Rao:** 'For a leader what is important is consensus building. We are all in a democracy and if you become like a dictator in a democracy you can bring about changes only for some time. You need to take people along, you need to work with everybody... and we have processes, and we do not short-circuit any process. This is what brings about the sort of change that is productive.'

The maximum resistance Prof Rao has had in the institute was when he wanted to form the School of interdisciplinary research 'Because you know, said the professor, 'people did not look at that as an idea. But my point was, I am an electrical engineer. In electrical engineering, I want to build a new device, which uses DNA as a template. I want to use DNA and then on top of DNA I want to build a field effect transistor or FET which is a grand new idea. I mean, nobody would have thought about it. Now how would I implement that idea in electrical engineering without needing to collaborate with somebody in the Bio department who works in the DNA field... this bio person is not interested in the FET part and I don't understand the DNA part. So we need to come together.' Such seemingly impossible situations have been effectively countered by Prof Rao by his dynamic thought process. The traditional way was for PhD students to first take admission and then go looking for a problem. This is now changed to the institute first displaying a problem needing a solution and then the interested students applying to be a part of that team. Sounds simple, doesn't it? But then a successful institute needs a Director with a vision to make this really happen. These sort of changes are a part of decision-making which has to be stern at times.

The word stern made the Director smile and he said, 'There will always be a silent and a vocal segment. This is where and when the leadership needs to decide on where to draw the line... that is, where to be stern and where to be accommodating.' He added, 'If everything has to be consensus then I don't think we can take any decision. If we look at our Senate, there are 200 professors who sit in the Senate. Now, every academic decision of the Institute needs to go to the Senate. Every time you want a decision to be made, there are 200 people sitting to debate and probably judge the wisdom of a decision. We never resort to voting. It all comes to the leadership making clear the positive perspectives involved... and this is how we move on. Discussions and debates are fine but what matters are decisions... and this needs decision-making will.'

On being asked his opinion on the **National Education Policy**, Prof Rao said, 'We need to create more comprehensive universities, that no longer focus on just one discipline. So, for example, in agriculture, we have Punjab Agricultural University, a great Agricultural University, but the policy suggests that they need to add a few more programs in the next 10 years or it will

have to close. This, I think, is a very good thing. This is because, for an agri-scientist, just to know only agri-science is insufficient. They have to worry about a few other things as well. A set of engineering streams added can be of immense value to agriculture. After all, the agri-scientist now has to work on precision agriculture, and build greenhouses and develop sensors for agriculture. I think the inclusion of inter-disciplinary streams is one thing which National Education Policy mentions. Lets take another example. A civil engineer today isn't just planning the construction of a dam but needs to understand the environmental impact that project might have... or the social impact. This analogy fits every other stream of study.'

He felt that the new education policy has a lot of thoughts that are looking upwards... and the right kind of people in the education field have been included. People like Manjul Bhargava, who are known for their path-breaking ideas. He also felt that the NRF or the National Research Foundation is a great idea and the policy mentions that individual ministries will pump in the money required for research and when they do this they will also suggest ideas that need to be worked on. The right kind of problems given to researchers along with funds is definitely a good idea. This will make a good impact.

He, however, wasn't as upbeat about the research clause for pure teaching institutes. 'To run a good undergraduate programme you really don't need to do any research. Research doesn't go to undergraduate level. Undergraduate education basically depends on good books and good teaching. If you're reading the right kind of books and you have good teachers, you can prepare the world's best undergraduate education programmes. So research comes in

when you are talking of post undergraduate level. So, therefore, we know if your goal is to build the world's best undergraduate university, I don't think you need to, you know, really worry about the research all that much,' he said, and added, 'This is what IITs did for almost 40 years. There was not much research happening in these institutions but they became the world's best undergraduate institutions because the focus was on learning, teaching, and training.' He is right because good in-depth research can be cost intensive and unless the paper is worth being published it will simply be adding more to information junk that is already in abundance. However, what the policy also mentions is the development of at least twenty odd facilities where out-siders can come and work on projects. He said, 'Thus the aim is to remove inequality and once we allow everybody equal access to facilities, I think there are good people everywhere, and some of them can also flourish.' India has limited resources and their optimal usage is what the country needs.

Talking to the Director of IIT Delhi and not seeking his opinion on start-ups is something that I didn't want to miss. **His opinion:** 'To me the startup culture in this country is a game changer. I think our future lies in our startups and I don't believe that the multinationals will change our country. Our dream of becoming a superpower actually starts with start-ups... and that is the process that we need to strengthen. If I am starting a company in a technology area it should be easy for me to raise funding, it should be easy for me to put that product out in the market, it should be easy for me to work with government institutions so that they can evaluate and take it up.' To be job creators is the mantra today.

'How can government create jobs because the government's job is not to create jobs,' he emphasized, 'their job is to make policies and we make use of policies and start companies. I think, students from leading institutions like the IITs, need to become job providers... and so far as our training processes is concerned, our way of connecting students to real world problems is pragmatic and unbeatable.' For those who may not be aware, IITs do fund start-up ideas. They have launched recently a student startup action plan where any student who approaches with an idea can be a part of their equity funding. The IITs keep some equity in the company and then fund that idea. **Prof Rao** added, 'We are doing this now on a very large scale at IIT Delhi.'

So far as this institute is concerned, they are always pro-student and work towards making learning as pragmatic as possible. They have all scholarship, funding, student assistance plans, and even alumni development schemes structured to provide assistance where it is really needed. It was quite a learning experience to be in conversation with Pro. Rao, Director of IIT Delhi. ■

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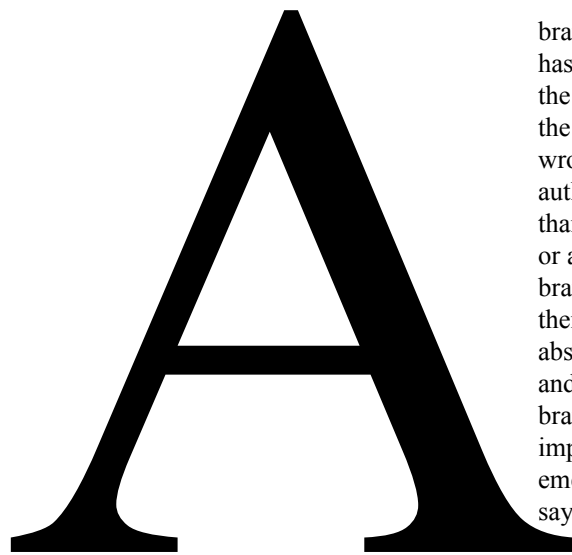
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Arvind Passey

Branding educates both

# TRUST & DESIRABILITY



brand reflects the story of the work it has done and is something similar to the reputation that is earned by doing the hard things well. Loren Weisman wrote: 'Your story, shared with authenticity can do more to sell you than any sales pitch, marketing piece or ad.' Philip Diekhoner talked about a brand being 'a guarantee of value' and then there are others who talk about abstract values like sensuality, texture, and flavour sweeping in to make a brand what it means to the users. The important point is that a brand finally emerges in the words of what people say when brand creators and brand promoters are not around.



A few days back I happened to talk to Sachin Bhonsle, the research head of TRA and he immediately told me that brands are a composite of rational, emotional, communicational, and aspirational appeal. he added that elements from these aspects ooze into the brand attractiveness and make the way towards brand desire clearer. TRA (formerly Trust Research Advisory), a part of the Comniscient Group, is a Brand Intelligence and Data Insights Company dedicated to understand and analyze stakeholder behavior through 2 globally acclaimed, proprietary matrices of Brand Trust and Brand Attractiveness.

## Branding is vital for the education sector

It is vital for readers of Education Post to know that TRA conducts a primary research with consumers and stakeholders to assist brands with their business decisions based on our insights on Consumer Behavior. They provide Competitive Intelligence Reports mined from more than 33 million data-points on brand intangibles of 10,000 brands and

also custom-made studies for the same. TRA is also the publisher of 'The Brand Trust Report' and of 'India's Most Attractive Brands'. They have also ventured into mapping Educational Institutes on a much needed factor of trust, based on their Brand Trust Matrix.

Now India's Most Attractive Desired Brands 2020 has been recently launched, it is time to take a dive into the gems it has given us. However, before we go into the way brands have fared, let me add here that I asked Sachin if their matrix also considered the advertisement and marketing promotion budget as this may help in creating better inroads for a brand and if CSR activities also mattered. Sachin told me that these three things are definitely important but at the same time, the other things which will always overcome consumer reticence, are more critical, to understand. It is the four appeals and not merely the brand's own desire that creates an impact.

He added, 'Just to give an example, the money in the pocket may not determine the character of a person. And it's vice versa as well. The character of the person cannot be

## The Top 20 Most Desired Brands

MDB 2020 RANK	BRAND NAME	SUPER CATEGORY	CATEGORY	% DIFF.
1	SAMSUNG	GADGETRY	MOBILE PHONES	-
2	APPLE IPHONE	GADGETRY	MOBILE PHONE - SERIES (PREMIUM)	34%
3	SAMSUNG	CONSUMER ELECTRONICS	DIVERSIFIED	2%
4	SONY TV	MEDIA - TV	HINDI GEC	7%
5	MARUTI SUZUKI	AUTOMOBILE	FOUR WHEELER - MANUFACTURER	20%
6	DELL	TECHNOLOGY	LAPTOPS	1%
7	SAMSUNG	CONSUMER ELECTRONICS	TELEVISIONS	26%
8	AMUL	FOOD & BEVERAGE	MILK	8%
9	HONDA ACTIVA	AUTOMOBILE	AUTOMATIC SCOOTER	2%
10	HYUNDAI	AUTOMOBILE	FOUR WHEELER - MANUFACTURER	3%
11	LAKME	FMCG	COSMETICS	4%
12	MI	GADGETRY	MOBILE PHONE - SERIES	6%
13	LG	CONSUMER ELECTRONICS	DIVERSIFIED	2%
14	ZARA	RETAIL	FAST FASHION	3%
15	LG	CONSUMER ELECTRONICS	TELEVISIONS	2%
16	STATE BANK OF INDIA	BFSI	BANK - PSU	2%
17	ROYAL ENFIELD	AUTOMOBILE	TWO WHEELER - MANUFACTURER	6%
18	TITAN	PERSONAL ACCESSORIES	WATCHES	1%
19	LIC	BFSI	LIFE INSURANCE - PSU	1%
20	BATA	PERSONAL ACCESSORIES	FOOTWEAR - BRAND/RETAIL	0%

determined by the money in the pocket. So there has to be those intangible attributes to focus on. I mean, there are many leading brands who do a lot of advertisements about themselves, you know, there is a lot of investment which goes into advertisements. But what do the brands know exactly how much of their investment done in advertisement has really given them a watermark? The only thing that matters and that can be measured is trust and desire that the brand creates for itself over time.'

### The TRA methodology

When I insisted if brand recall was a function of the amount of advertisement and marketing budget, Sachin said: 'Yeah, there's definitely some impact but if you look at our methodology and the way this report is done,

or the methodology in which the research has been conducted, concepts will get clearer. For instance, we ask respondents the attributes and for every attribute, they are asked to recall at least three brands. The next question is about the category for that particular brand. And the third most important question is about the rating they will give. Now, while they give a rating to a particular brand, they might end up giving a lower score for the first brand that they have mentioned. So this means that the consumer now fully comprehends what an attribute really means to him and whether it tickles the right form desirability or not.' Sachin then gave the example of Mirage, a leader in marketing white cloth with a worth of 2000 crore. This company does not advertise nationally and is limited to a region but the impact it has in its limited area of operation is what has converted it into a desirable brand.

There were other questions as well but let us, for now, jump into what the report has to talk about. One of the features that was striking was that the Indian brands dominate the top 100 of India's Most Desired list featuring 42 brands, followed by 15 American, 12 Japanese and 11 South Korean brands. 6 German brands also feature of which three luxury car brands dominate the list. 4 UK brands make it to top 100, and the three Chinese brands which are included in the list are from the Mobile Phone category.

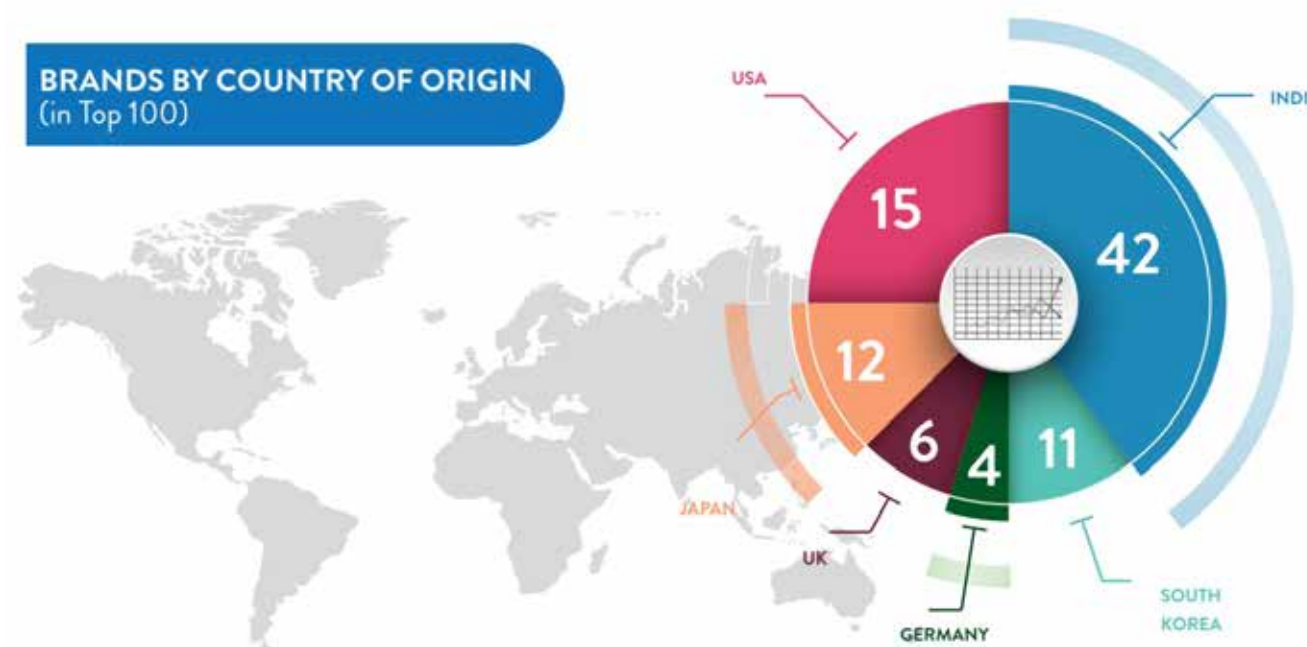
### Understanding a brand

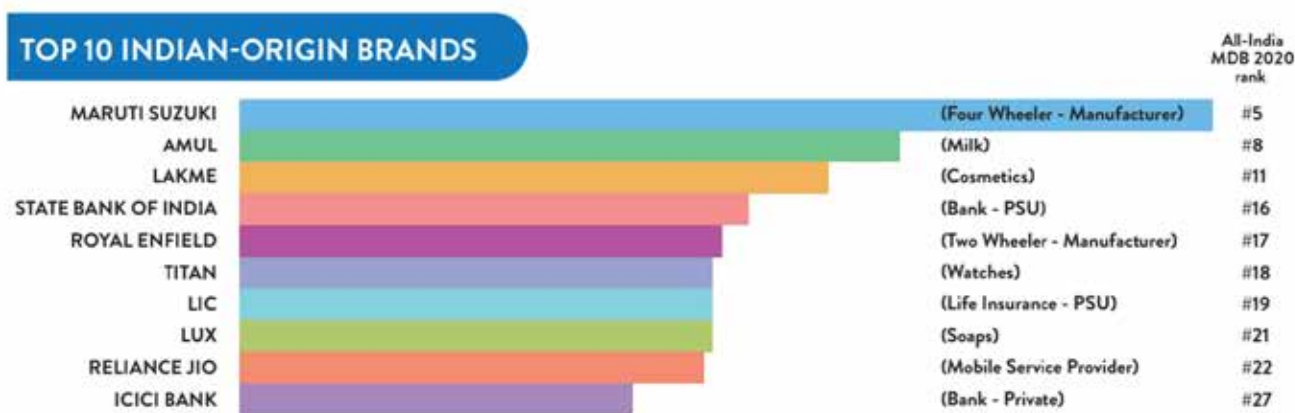
We all know that brands are powerhouses that tell inspiring stories that tell customers to associate with a brand... or products associated with that brand. A product, by the way, is generic but a brand turns it into a promise, a pledge, an assurance, and a commitment. Brands are built by actions and not mere words. Thus in the case of educational brands if someone assumes that a catchy slogan is all that is needed to convince a potential student, one would be wildly off the mark.

N. Chandramouli, CEO, TRA Research, said at the launch of the report, "Desire is a longing for a brand irrespective of its need, and the success of a brand is highly dependent on the desire quotient it emanates. The brands which feature in this list have been able to exude a deep magnetic pull that impacts the consumer at a subliminal level. TRA's syndicated research is based on our proprietary Brand Desire Matrix which measures consumers' expressions of desire on 36 intangible attributes of a brand". MDB 2020 lists 1000 brands across 326 Categories and 39 Super-Categories.

The F&B Category has 159 brands in the report and FMCG features 129, totalling 28.8% of the listing. Automobile features 75 brands, Consumer Electronics lists 59 and BFSI & Personal Accessories have 56 brands each. The Fashion-to-Financial Services conglomerate, Tata Group, leads with 29 brands featured, of which ten are Category leaders. Godrej Group has 11 brands listed with three Category leaders and Amul gets 9 brands included in the report of which eight top respective Categories.

One of questions that I asked Sachin was: 'A lot of brands are there, tangible brands, and a lot of services are there which are not so tangible. Now, we also have something called podcasting, which is





picking up in India. Do you think something like podcasting or blogging or blogging can ever become brands and will they be analysed by TRA?’ According to Sachin Bhonsle the super category of internet brands have gradually been growing and the number of brands entering into the into the report has been growing. So that means there is a larger audience moving towards internet trends. So, while social networking is becoming extremely important, Twitter is becoming more important day by day, LinkedIn is becoming more important, and blogging is also becoming more important. He added, ‘And of course, I mean, we had a brand in a new category called YouTuber. Okay, yeah, so when a YouTuber category itself gets created the others cannot be far behind.’ This means a lot from the educational segment angle because everything from blogging to micro-blogging is now a part of the way things happen and get communicated there.

### TRA on educational brands

Rankings for universities, colleges and institutes are already there to be considered. However, TRA has a specific category on education. Sachin elaborated that they had ‘a few years back, launched a report in India that was India’s largest study, which was

been done across 42 cities.’ They had called it India’s most trusted educational institutes where they had more than 20,000 unique education brands listed. More than 8000 faculty, students, and parents were interviewed. However, an industry-specific study requires a lot of time and resources and is definitely in consideration for the future.

What does it take for an educational brand to take-off? Besides the visual identity, what is vital is for a brand to highlight assurance by pointing out the core benefits associated over time. A value-based mission linked to this brand is what will make it outrun and outshine others in the competition.

The TRA report hasn’t as yet analysed the conventional educational brands but has categorized and ranked brands like Zee Learn, Aakash Institute, Kangaroo Kids, Don Bosco, DPS, Viva College and others. However, they have identified super categories that include consumer electronics, apparels, food and beverages, automobiles, FMCG, healthcare, retail, manufacturing, BFSI, and others and have concluded that South Korean electronics giant Samsung wins the crown in TRA’s Most Desired Brands 2020, making it a fourth time victory in six editions of the report. The brand also led the list in 2018, 2015 and 2013 reports as well. Technology giant Apple takes the 2nd place up one rank from last year, having climbed steadily over the years from rank 290 in 2015 to

**Bipin Jain from Madame believes that ‘brand desire and identity should be distinguishable from other brands because with increasing competition and the wide geographical spread, brand desire begins to hold a much higher value.**

the exalted place this year. Samsung features again at 3rd rank in the Consumer Electronics Category. Sony TV, the GEC channel is a debut entry and rises by an impressive 594 ranks to occupy the 4th position this year followed by Maruti Suzuki at 5th. The Austin-based laptop maker Dell secures 6th rank; Samsung in Televisions at 7th, Amul Milk at 8th, Honda Activa at 9th and Hyundai at 10th follow sequentially. The MDB 2020 list has 394 new brand entries which did not feature in the last edition.

### Other interesting aspects in the TRA report

The top 10 Indian origin brands include Maruti Suzuki at #5, Amul at #8, Lakme at #11, State Bank of India at #16, Royal Enfield at #17, Titan at #18, LIC at #19, Lux at #21, Reliance Jio at #22, and ICICI Bank at #27. This does appear to be a fairly dispersed list until one goes deeper and finds that there are 9

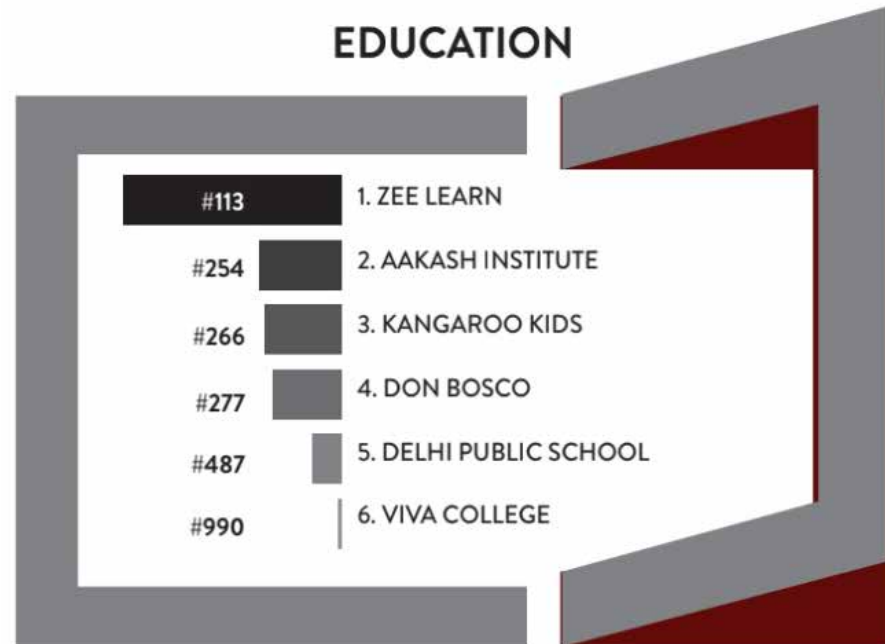
technology brands in the top 20, 4 automobile brands, and the remaining has a sprinkling from retail, FMCG, food and beverages, and BFSI. This seems like we in India have a higher preference and possibly recall for technology-related products.

In the other category listings, the top names include Kingfisher from the Alcoholic Beverages category at #427, Otto from Menswear at #120, Madame from Womenswear at #402, Biba from Ethnicwear at #115, Voltas from Airconditioners at #78, LG from Washing Machines at #73, Samsung from TVs at #7... and so on. As Mahesh Gupta, Chairman of Kent RO says: ‘Every brand has to attract its audience... and brands must give consumers a compelling logic.’ The Kent RO logic is obviously Hema Malini, a celebrity endorser of the brand.

### Executive quotes and its relevance for education

Bipin Jain from Madame believes that ‘brand desire and identity should be distinguishable from other brands because with increasing competition and the wide geographical spread, brand desire begins to hold a much higher value.’ A Padamasinh Isaac from the Aachi Group of Companies finds that ‘a brand’s ability to control consumer behavior consciously and unconsciously by meeting the needs or desires making it magnetic for them to purchase a product or service repeatedly showcases this attractiveness.’ Suvanker Sen from Sence Gold and Diamonds goes a step in a different direction and admits that brand desire is ‘the ability of a brand to induce desire in the minds of a consumer with minimalistic communication’ which simply means that the consumer psyche has to be primed in ways that it becomes not just a one-time buyer but an influencer.

It is clear that even educational brands are clubbed in a segment where they need to begin highlighting features that distinguish them from others. Besides this differentiation, it is the attractiveness of it that may tilt the balance



towards them because it is never one batch but repeated batches of students that players in the education segment prefer. Many brands see the process of gaining customers as ‘an ardent dedicated chase’ as M Chandramouli of TRA puts it, and adds that ‘the language of wooing includes terms like curiosity, cultivating, relationship, caring, intimacy, admiring, and doting. Pursuit is the start of a one-sided transaction whereas wooing is the beginning of a life-long relationship.’ By the way, if educational institutes need to avoid a pursuit mentality they need to be wary of terminology that includes words and phrases like market share, share of wallet, conversion rate, customer acquisition cost, and customer mindshare. The truth that educational marketing honchos need to believe in is that when their message woos, their institute becomes an object of desire.

### Lessons in brand strategy for educational players

Besides the ones already pointed out in the earlier paragraphs, what matters is that a unique brand identity needs to be established

in a way that it positions it in an advantageous substrate. The planning and implementation of brand marketing programs need to consider the art of wooing and not be limited to just pursuit. The benefits of doing a regular analysis and interpretation of brand performance is without doubt because we are living in an environment that is dominated by change. It is this continuous appraisal of promotional policies that not only help it keep the message fresh and relevant in times where thought processes change, but also help in the growth and sustenance of brand equity because after all, no educational brand wishes to be called a ‘one batch wonder’.

The policies of branding are vital for every player in the educational industry because most will have not just one brand but a lot of sub-brands to look after. Market needs and competitive precedence besides equity and revenue flow are the factors that will dominate the way the brand architecture builds up. What matters most is that it is time for the education industry to wake up to the call of subtle wooing techniques and not get into a huffing and puffing of a race that enervates the entire outlook for their future. ■

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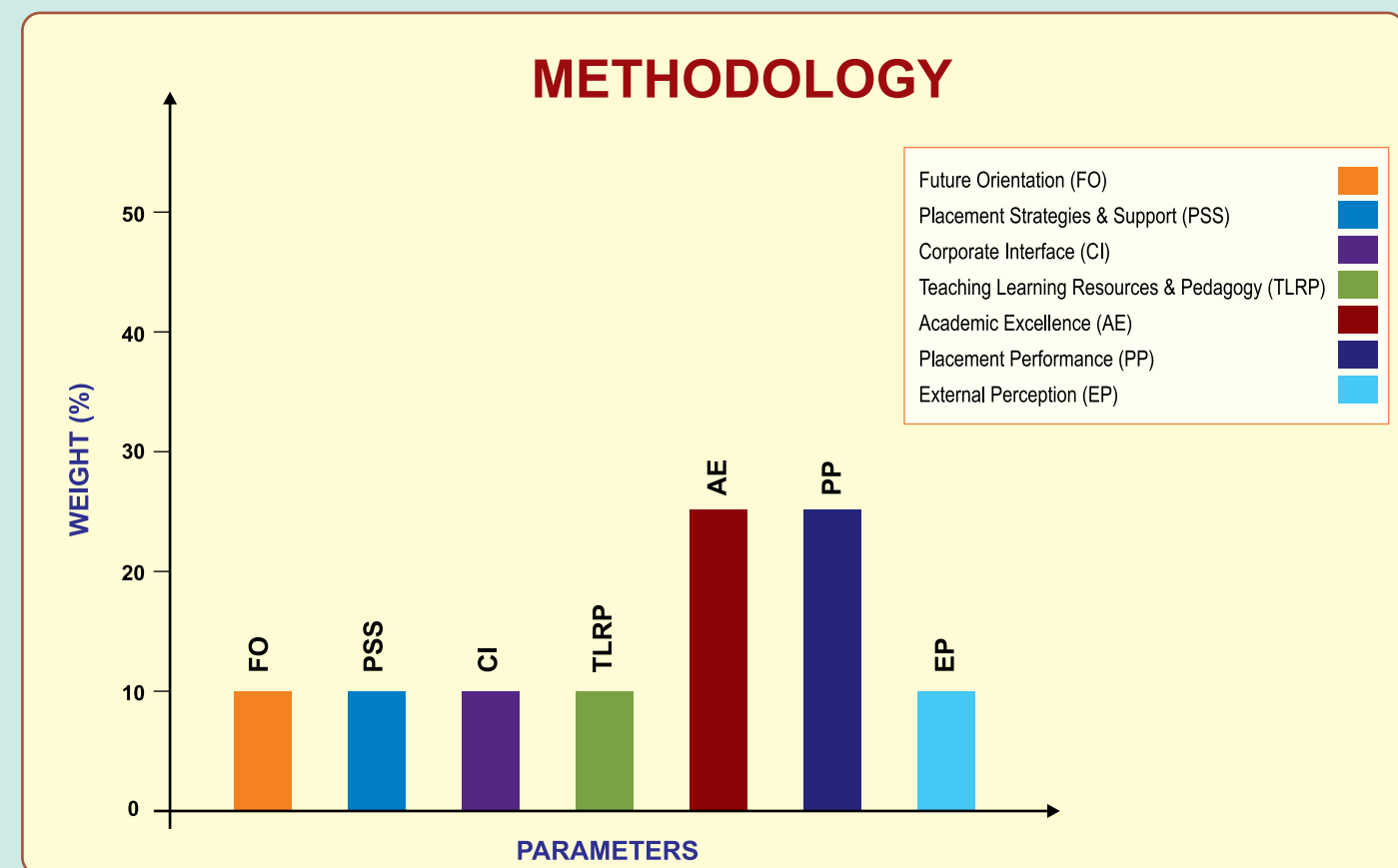
## INDIAN INSTITUTIONAL RANKING FRAMEWORK

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## CATEGORY : PREMIER

PREFERENTIAL RANK*	NAME	CITY	STATE
1	Indian Institute of Science (IISc)	Bangalore	Karnataka
2	Homi Bhabha National Institute	Mumbai	Maharashtra
3	Indira Gandhi Institute of Development Research	Mumbai	Maharashtra
4	Indian Agricultural Research Institute, Pusa	New Delhi	Delhi
5	Indian Institute of Foreign Trade (IIFT)	New Delhi	Delhi
6	Birla Institute of Technology (BIT)	Mesra	Jharkhand
7	Tata Institute of Social Sciences (TISS)	Mumbai	Maharashtra
8	Defence Institute of Advanced Technology	Pune	Maharashtra
9	University Institute of Chemical Technology	Mumbai	Maharashtra
10	Indian Institute of Space Science and Technology	Thiruvananthapuram	Kerala
11	International Institute for Population Sciences	Mumbai	Maharashtra
12	Jamia Hamdard	New Delhi	Delhi
13	National Brain Research Centre	Gurgaon	Haryana
14	Jawaharlal Nehru Centre for Advanced Scientific Research	Bangalore	Karnataka
15	National Dairy Research Institute	Karnal	Haryana
16	National Institute of Food Technology Entrepreneurship & Management (NIFTEM)	Sonepat	Haryana
17	Central Institute of Fisheries Education	Mumbai	Maharashtra
18	Thapar Institute of Engineering & Technology	Patiala	Punjab
19	TERI School of Advanced Studies	New Delhi	Delhi
20	Birla Institute of Technology & Science	Pilani	Rajasthan
21	Banasthali Vidyapith	Banasthali	Rajasthan
22	Manipal Academy of Higher Education	Manipal	Karnataka
23	Institute of Liver and Biliary Sciences (ILBS)	New Delhi	Delhi
24	Indian Law Institute	New Delhi	Delhi
25	National Institute of Educational Planning and Administration	New Delhi	Delhi
26	Forest Research Institute	Dehradun	Uttarakhand
27	Indian Veterinary Research Institute	Izatnagar	Uttar Pradesh
28	Tata Institute of Fundamental Research	Mumbai	Maharashtra
29	Deccan College of Post-Graduate & Research Institute	Pune	Maharashtra
30	Lakshmbai National Institute of Physical Education	Gwalior	Madhya Pradesh

## CATEGORY : AAA+

PREFERENTIAL RANK*	NAME	CITY	STATE
1	Narsee Monjee Institute of Management Studies	Mumbai	Maharashtra
2	Sri Sathya Sai Institute of Higher Learning	Anantapur	Andhra Pradesh
3	Rashtriya Sanskrit Vidyapeeth	Tirupati	Andhra Pradesh
4	SYMBIOSIS International	Pune	Maharashtra
5	Vellore Institute of Technology	Vellore	Tamil Nadu
6	National Museum Institute of History of Art	New Delhi	Delhi
7	Sathyabama Institute of Science and Technology	Chennai	Tamil Nadu
8	Amrita Vishwa Vidyapeetham	Coimbatore	Tamil Nadu
9	Kalinga Institute of Industrial Technology	Bhubaneswar	Odisha
10	Bharati Vidyapeeth	Pune	Maharashtra
11	S.R.M. Institute of Sciences and Technology	Kancheepuram	Tamil Nadu
12	Padmashree Dr. D.Y. Patil Vidyapeeth	Mumbai	Maharashtra
13	Sant Longowal Institute of Engineering and Technology (SLIET)	Sangrur	Punjab
14	International Institute of Information Technology	Bangalore	Karnataka
15	Gujarat Vidyapith	Ahmedabad	Gujarat
16	NITTE University	Mangalore	Karnataka
17	KLE Academy of Higher Education and Research	Belgaum	Karnataka
18	Punjab Engineering College	Chandigarh	Punjab
19	Shri Lal Bahadur Shastri Rashtriya Sanskrit Vidyapith	New Delhi	Delhi
20	Rashtriya Sanskrit Sansthana	New Delhi	Delhi
21	International Institute of Information Technology	Hyderabad	Telangana
22	Central Institute of Higher Tibetan Studies	Varanasi	Uttar Pradesh
23	Dayalbagh Educational Institute	Agra	Uttar Pradesh
24	Sam Higginbottom Institute of Agriculture	Allahabad	Uttar Pradesh
25	Gurukul Kangri Vishwavidyalaya	Hardwar	Uttarakhand

## CATEGORY : AA+

PREFERENTIAL RANK*	NAME	CITY	STATE
1	Avinashilingam Institute for Home Science & Higher Education for Women	Coimbatore	Tamil Nadu
2	Sri Chandrasekharandra Saraswati Vishwa Mahavidyalaya	Kancheepuram	Tamil Nadu
3	Saveetha Institute of Medical and Technical Sciences	Chennai	Tamil Nadu
4	Shanmugha Arts, Science, Technology and Research Academy (SASTRA)	Thanjavur	Tamil Nadu
5	ICFAI Foundation for Higher Education	Hyderabad	Telangana
6	Dr. D.Y. Patil Vidyapeeth	Pune	Maharashtra
7	Pravara Institute of Medical Sciences	Ahmednagar	Maharashtra
8	Tilak Maharashtra Vidyapeeth	Pune	Maharashtra
9	Sri Ramachandra Medical College and Research Institute	Chennai	Tamil Nadu
10	Institute of Advanced Studies in Education	Churu	Rajasthan
11	Janardan Rai Nagar Rajasthan Vidyapeeth	Udaipur	Rajasthan
12	Jain Vishva Bharati Institute	Nagaur	Rajasthan
13	Bharath Institute of Higher Education & Research	Chennai	Tamil Nadu
14	Gandhigram Rural Institute	Gandhigram	Tamil Nadu
15	Karunya Institute of Technology and Sciences	Coimbatore	Tamil Nadu
16	Periyar Maniammai Institute of Science & Technology (PMIST)	Thanjavur	Tamil Nadu
17	Vel Tech Rangarajan Dr. Sagunthala R & D Institute of Science and Technology	Chennai	Tamil Nadu
18	D.Y. Patil Educational Society	Kolhapur	Maharashtra
19	Datta Meghe Institute of Medical Sciences	Wardha	Maharashtra
20	JSS Academy of Higher Education & Research	Mysore	Karnataka
21	Christ, Hosur Road	Bangalore	Karnataka
22	North Eastern Regional Institute of Science & Technology	Itanagar	Arunachal Pradesh
23	Vignans' Foundation for Science	Guntur	Andhra Pradesh
24	Krishna Institute of Medical Sciences	Karad	Maharashtra
25	Kalasalingam Academy of Research and Higher Education	Virudhunagar	Tamil Nadu

## CATEGORY : AA+

PREFERENTIAL RANK*	NAME	CITY	STATE
26	Vel's Institute of Science, Technology & Advanced Studies (VISTAS)	Chennai	Tamil Nadu
27	Jaypee Institute of Information Technology	Nodia	Uttar Pradesh
28	Graphic Era	Dehradun	Uttarakhand
29	Ramakrishna Mission Vivekananda Educational and Research Institute	Howrah	West Bengal
30	Shobhit Institute of Engineering & Technology	Meerut	Uttar Pradesh
31	Vinayaka Mission's Research Foundation	Ariyanoor	Tamil Nadu
32	Meenakshi Academy of Higher Education and Research	Chennai	Tamil Nadu
33	B.S. Abdur Rahman Crescent Institute of Science and Technology	Chennai	Tamil Nadu
34	Hindustan Institute of Technology and Science (HITS)	Chennai	Tamil Nadu
35	Karpagam Academy of Higher Education	Coimbatore	Tamil Nadu
36	Manav Rachna International Institute of Research & Studies	Faridabad	Haryana
37	IIS, Gurukul Marg	Jaipur	Rajasthan
38	The LNM Institute of Information Technology	Jaipur	Rajasthan
39	Gandhi Institute of Technology and Management (GITAM)	Visakhapatnam	Andhra Pradesh
40	Maharishi Markandeshwar, Mullana	Ambala	Haryana
41	B.L.D.E. Bijapur	Bijapur	Karnataka
42	Jain Global Campus	Ramanagara	Karnataka
43	Sri Devraj Urs Academy of Higher Education and Research	Kolar	Karnataka
44	Kerala Kalamandalam, Vallathol Nagar	Thrissur	Kerala
45	Krishna Institute of Medical Sciences	Satara	Maharashtra
46	Shiksha 'O' Anusandhan	Bhubaneswar	Odisha
47	MGM Institute of Health Sciences	Navi Mumbai	Maharashtra
48	St. Peter's Institute of Higher Education and Research	Chennai	Tamil Nadu
	Sri Balaji Vidyapeeth	Pillaiyarkuppam	Puducherry



PREFERENTIAL RANK*	NAME	CITY	STATE
1	O.P. Jindal Global University	Sonipat	Haryana
2	Shiv Nadar University	Dadri	Uttar Pradesh
3	Dhirubhai Ambani Institute of Information and Communication Technology	Gandhinagar	Gujarat
4	Azim Premji University	Bangalore	Karnataka
5	Nirma University	Ahmedabad	Gujarat

## IIRF-2020 | PRIVATE UNIVERSITY (PREMIER CATEGORY)

PREFERENTIAL RANK*	NAME	CITY	STATE
1	Amity University	Noida	Uttar Pradesh
2	University of Petroleum and Energy Studies (UPES)	Dehradun	Uttarakhand
3	NIIT University (MU)	Neemrana	Rajasthan
4	Ganpat University	Mehsana	Gujarat
5	ITM University	Gwalior	Madhya Pradesh
6	Centre for Environmental Planning and Technology University	Ahemdabad	Gujarat
7	Ahmedabad University	Ahmedabad	Gujarat
8	Shoolini University of Biotechnology and Management Sciences	Solan	Himachal Pradesh
9	Chitkara University	Patiala	Punjab
10	Lovely Professional University	Phagwara	Punjab
11	Pandit Deendayal Petroleum University	Gandhinagar	Gujarat
12	Chandigarh University	Mohali	Punjab
13	Institute of Chartered Financial Analysts of India (ICFAI)	Dehradun	Uttarakhand
14	Presidency University	Bangalore	Karnataka
15	Dr. C. V. Raman University	Kota	Chhattisgarh

PREFERENTIAL RANK*	NAME	CITY	STATE
16	Centurion University of Technology and Management	Paralakhemundi	Odisha
	MATS University	Raipur	Chhattisgarh
17	M.S. Ramaiah University of Applied Sciences	Bangalore	Karnataka
18	Jaypee University of Information Technology	Solan	Himachal Pradesh
19	Reva University	Bangalore	Karnataka
20	Chitkara University	Solan	Himachal Pradesh
	Mody University of Science and Technology, Lakshmangarh	Sikar	Rajasthan
21	Sri Sri University	Bhubaneswar	Orissa
	Dayanand Sagar University	Bangalore	Karnataka
22	Jayoti Vidyapeeth Women's University	Jaipur	Rajasthan
23	G.D. Goenka University	Gurgaon	Haryana
24	PES University	Bangalore	Karnataka
25	CMR University	Bangalore	Karnataka
26	ICFAI University	Jaipur	Rajasthan
27	University of Science & Technology	Ri-Bhoi	Meghalaya
28	Techno India University	Kolkata	West Bengal
29	Ashoka University	Sonepat	Haryana
30	Apeejay Stya University	Sohna	Haryana
31	Assam Don Bosco University	Guwahati	Assam
32	The Indira Gandhi Technological & Medical Sciences University	Ziro	Arunachal Pradesh
33	K.R. Mangalam University	Sohna Road	Haryana
34	Maharishi Markandeshwar University	Ambala	Haryana
35	Martin Luther Christian University	Shillong	Meghalaya

NAME	CITY	CATEGORY RANK*
<b>ARUNACHAL PRADESH</b>		
Apex Professional University	East Siang	AA+
North East Frontier Technical University	West Siang	AA+
<b>ASSAM</b>		
Assam Down Town University	Guwahati	AAA
The Assam Kaziranga University	Jorhat	AA+
The Assam Royal Global University	Guwahati	AA
<b>CHHATTISGARH</b>		
Amity University	Raipur	AA+
ICFAI University	Durg	AAA
ITM University	Raipur	AAA
Kalinga University	Raipur	AAA
Maharishi University of Management and Technology	Bilaspur	AAA+
O.P. Jindal University	Raigarh	AAA
<b>GUJARAT</b>		
AURO University of Hospitality and Management	Surat	AAA
Calorx Teacher's University	Ahmadabad	AAA+
Charotar University of Science & Technology	Anand	AAA
C.U. Shah University	Surendranagar	AA+
G.L.S. University	Ahmedabad	AA
GSFC University	Vadodara	AA+
Indus University	Ahmedabad	AAA
Institute of Advanced Research	Gandhinagar	AAA
ITM-Vocational University	Vadodara	AAA
Navrachana University	Vadodara	AAA+
Parul University	Vadodara	AA+
Rai University	Ahmedabad	AAA
Team Lease Skills University	Vadodara	AAA

NAME	CITY	CATEGORY RANK*
<b>HARYANA</b>		
Amity University	Gurgaon	AAA+
Ansal University	Gurgaon	AAA+
Baba Mast Nath University	Rohtak	AAA
Manav Rachna University	Faridabad	AAA
M.V.N. University	Palwal	AAA+
NIILM University	Kaithal	AAA
Shree Guru Gobind Singh Tricentenary University	Gurgaon	AAA
SRM University	Sonepat	AAA+
The Northcap University	Gurgaon	AAA+
<b>HIMACHAL PRADESH</b>		
A.P.G. (Alakh Prakash Goyal) University	Shimla	AAA
Eternal University	Sirmour	AAA
ICFAI University	Solan	AA+
Indus International University	Una	AAA
Maharaja Agrasen University	Solan	AAA
Manav Bharti University	Solan	AAA+
Sri Sai University	Palampur	AAA
<b>JHARKHAND</b>		
Jharkhand Rai University	Ranchi	AA+
Sai Nath University	Ranchi	AA+
Usha Martin University	Ranchi	AAA
<b>KARNATAKA</b>		
Alliance University	Bangalore	AAA+
Garden City University	Bangalore	AAA
KLE Technological University	Hubli	AAA
<b>MADHYA PRADESH</b>		
A.K.S. University	Satna	AA+
Amity University	Gwalior	AAA+

NAME	CITY	CATEGORY RANK*
Jagran Lakecity University	Bhopal	AAA
Jaypee University of Engineering & Technology	Guna	AAA
LNCT University	Bhopal	AAA
Maharishi Mahesh Yogi Vedic Vishwavidyalaya	Jabalpur	AAA+
Mandsaur University	Mandsaur	AAA
Medi-Caps University	Indore	AAA
Oriental University	Indore	AAA+
People's University	Bhopal	AAA
P.K. University	Shivpuri	AA+
Rabindranath Tagore University (Formerly AISECT University)	Raisen	AAA+
Sarvepalli Radhakrishnan University	Bhopal	AA+
Sri Satya Sai University of Technology & Medical Sciences	Sehore	AAA
Swami Vivekanand University	Sagar	AAA
Techno Global University	Vidisha	AAA+
<b>MAHARASHTRA</b>		
Ajeenkya D.Y. Patil University	Pune	AAA
Amity University	Mumbai	AAA+
Flame University	Pune	AAA
MIT Art Design & Technology University	Pune	AAA
Spicer Adventist University	Pune	AAA
<b>MEGHALAYA</b>		
Mahatma Gandhi University	Ri-Bhoi	AAA+
Techno Global University	Shillong	AAA+
William Carey University	Shillong	AAA+
<b>ODISHA</b>		
Xavier University	Bhubaneswar	AAA
<b>PUNJAB</b>		
Adesh University	Bathinda	AAA
Akal University	Bathinda	AA+

NAME	CITY	CATEGORY RANK*
D.A.V. University	Jalandhar	AAA
Desh Bhagat University	Mandi Gobindgarh	AAA
Rayat Bahra University	Mohali	AAA+
RIMT University	Mandi Gobindgarh	AAA
Sri Guru Granth Sahib World University	Chandigarh	AAA+
<b>RAJASTHAN</b>		
Amity University	Jaipur	AAA+
Bhagwant University	Ajmer	AAA
Geetanjali University	Udaipur	AAA+
IIHMR University	Jaipur	AAA+
J.K. Lakshmi Patil University	Jaipur	AAA+
J.E.C.R.C. University	Jaipur	AAA+
Mahatma Gandhi University of Medical Sciences & Technology	Jaipur	AAA+
Maharaj Vinayak Global University	Jaipur	AAA
Maharishi Arvind University	Jaipur	AA+
Manipal University	Jaipur	AAA
Mewar University	Chittorgarh	AAA+
Pacific Academy of Higher Education & Research University, (PAHER)	Udaipur	AAA+
Poornima University, Ramchandrapura	Jaipur	AAA+
Raffles University	Neemrana	AAA+
Sir Padmapat Singhania University	Udaipur	AAA+
Suresh Gyan Vihar University	Jaipur	AAA+
Sunrise University	Alwar	AAA
University of Engineering & Management	Jaipur	AAA
Vivekananda Global University	Jaipur	AAA
<b>SIKKIM</b>		
Sikkim Manipal University	Gangtok	AAA+
Shri Ramasamy Memorial University	Gangtok	AAA

NAME	CITY	CATEGORY RANK*
The Institute of Chartered Financial Analysts of India University, (ICFAI)	Gangtok	AAA+
<b>UTTAR PRADESH</b>		
Babu Banarasi Das University	Lucknow	AAA+
G.L.A. University	Mathura	AAA+
Galgotias University	Noida	AAA+
Integral University	Lucknow	AAA+
Invertis University	Bareilly	AAA
Jaypee University	Bulandshahar	AAA
Maharishi University of Information Technology	Lucknow	AAA
Sharda University	Greater Noida	AAA+
Shobhit University	Saharanpur	AAA
Shri Ramswaroop Memorial University	Barabanki	AA+
Swami Vivekanand Subharti University	Meerut	AAA
Teerthanker Mahaveer University	Moradabad	AAA
The Glocal University	Saharanpur	AAA
<b>UTTARAKHAND</b>		
Dev Sanskriti Vishwavidyalaya	Haridwar	AAA+
DIT University	Dehradun	AAA+
Graphic Era Hill University (Formerly Graphic Era Parvatiya Vish-	Dehradun	AAA+
Himalayan Garhwal University	Pauri Garhwal	AA
Himgiri Zee University	Dehradun	AAA+
IMS Unison University	Dehradun	AAA
Motherhood University	Haridwar	AA+
University of Patanjali	Haridwar	AAA
Uttaranchal University	Dehradun	AAA
<b>WEST BENGAL</b>		
Adamas University	Kolkata	AAA
Brainware University	Kolkata	AA+
JIS University	Agarpara	AAA
Seacom Skills University	Birbhum	AAA
The Neotia University	Sarisa	AAA
<b>PUDUCHERRY</b>		
Sri Balaji Vidyapeeth, Mahatma Gandhi Medical College Campus	Pillaiyarkuppam	AAA

PREFERENTIAL RANK*	NAME	CITY	STATE
1	JSS Science & Technology University	Mysuru	Karnataka
2	Birla Global University	Bhubaneswar	Odisha
3	Dr. Vishwanath Karad MIT World Peace University	Pune	Maharashtra
4	St. Joseph University	Dimapur	Nagaland
5	C.T. University	Ludhiana	Punjab
6	Sri Guru Ram Das University of Health Sciences	Sri Amritsar	Punjab
7	St. Xavier's University	Kolkata	West Bengal
8	Symbiosis University of Applied Sciences	Indore	Madhya Pradesh
9	G.H. Rasoni University	Amravati	Maharashtra
10	Avantika University	Ujjain	Madhy Pradesh
11	Sarla Birla University	Ranchi	Jharkhand
12	Shri Dharmasthala Manjunatheshwara University	Dharwad	Karnataka
13	Centurion University of Technology and Management	Visakhapatnam	Andhra Pradesh
14	Saveetha Amaravati University	Vijayawada	Andhra Pradesh
15	ISBM University	Gariyaband	Chhattisgarh
16	National Rail and Transportation Institute (NRTI)	Vadodara	Gujarat
17	Vishwakarma University	Pune	Maharashtra
17	Anant National University	Ahmedabad	Gujarat
18	Karnavati University	Gandhinagar	Gujarat
19	World University of Design	Sonipat	Haryana
20	Gujarat Maritime University	Gandhinagar	Gujarat

PREFERENTIAL RANK*	NAME	CITY	STATE
21	Renaissance University	Indore	Madhya Pradesh
22	Starex University	Gurugram	Haryana
23	Plastindia International University	Valsad	Gujarat
24	Marwadi University	Rajkot	Gujarat
25	Central Institute of Technology (CIT)	Kokrajhar	Assam
26	D.Y. Patil International University	Pune	Maharashtra
27	Sage University	Indore	Madhya Pradesh
28	Mansarovar Global University	Sehore	Madhya Pradesh
29	Symbiosis Skills and Open University	Pune	Maharashtra
30	Bhartiya Skill Development University	Jaipur	Rajasthan
31	Quantum University	Roorkee	Uttarakhand
32	Sister Nivedita University	Kolkata	West Bengal
33	Chhatrapati Shivaji Maharaj University	Navi Mumbai	Maharashtra
	G.H. Rasoni University	Chhindwara	Madhya Pradesh
34	K.K. University	Nalanda	Bihar
35	PDM University	Bahadurgarh	Haryana
36	Shri Krishna University	Chhatarpur	Madhya Pradesh
39	Gandhi Institute of Engineering & Technology University	Rayagada	Odisha
40	Dr. C.V. Raman University	Vaishali	Bihar
41	Krishnaguru Adhyatmik Visvavidyalaya	Barpeta	Assam
42	IILM University	Gurugram	Haryana
43	Sandip University	Madhubani	Bihar
44	Gopal Narayan Singh University	Rohtas	Bihar
45	The Global University	Itanagar	Arunachal Pradesh
46	Shri Guru Ram Rai University	Dehradun	Uttarakhand



# APETA-2020

SUMMIT

## 3<sup>rd</sup> Asia Pacific Education And Technology Awards & Summit 2020

on

### INDUSTRY 4.0

The New Challenge for University Curriculum

Ahmedabad

Monday, 10<sup>th</sup> February 2020



## APETA AWARDS - 2020



Best BBA Institute in North to IMS Ghaziabad UC Campus



Best Private University for Industry 4.0 Linked in India to The ICAFI University, Dehradun



Best Women University in Asia Pacific to MODY University of Science and Technology, Lakshmanarh



Best University in Asia creates Social Impact through Education to Karunya Institute of Technology and Science, Coimbatore



Best University in Academic Excellence in Western Region to Navrachana University, Vadodara



Best Private University for Developing Sustainable Strategies in Curriculum to The ICAFI University, Jaipur



Best BCA Institute in North India to IMS Ghaziabad UC Campus, Ghaziabad



Best Placement Campus to TAXILA Business School, Jaipur



Best Private University for Global Orientation to The ICAFI University, Dehradun



Best Educational Campus in South for Academic Facilities & Learning Resources to Muthayammal Engineering College, Rasipuram



Best Design Institute for Innovation and Artistic Vision in India to WOXSEN School of Arts and Design, Hyderabad



Best Private University for Entrepreneurship Development Initiatives in India to The ICAFI University, Jaipur



Best Management College in North for Industry 4.0 Linked to Master School of Management, Meerut



Best Private University for Innovation to K R Mangalam University, Gurugram



Best University in Industry-Academia Interaction in Western Region to Navrachana University, Vadodara



Leader in Asia with Global Vision and Outlook to Dr. Jitendra Das, Director-FORE School of Management, New Delhi



Best Academic Leader for Creating Innovative Pedagogy in University Curriculum to Dr. M Venu Gopala Rao



Exemplary Leader in Education in India to Dr. S C Kulshreshtha, Chairman-Shri Ram Group of College, Muzaffarnagar



Professor of the Year for Teaching & Research to Dr. P Suresh, Professor in Mechanical Engineering



Academic Leader of Ideas and Innovation in Educational ventures to Prof. (Dr.) Shrirang Altekar



Exemplary Contribution to Leadership Pedagogy for Start-up initiatives to Dr. Kamal Kishore Sharma



Panel Discussion on Industry 4.0 : The New Challenge of University Curriculum



Rashtriya Shiksha Ratna to CA (Dr.) Rakesh Chharia, President, Ghaziabad Management Association (on behalf)

## APETA AWARDS - 2020 (GLIMPSES)



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VENUE

**WOXSEN School of Business, Hyderabad**  
Saturday, 29<sup>th</sup> February 2020

### FWA HR CONCLAVE - 2020 (GLIMPSES)





Dr. B. B. Das

# LAST JOURNEY

In 2019, the summer in Gurgaon was very severe and it became extremely difficult to protect potted plants from such harsh weather. My oldest plant was very badly affected and in spite of all out efforts, I could not protect the plant from blazing heat.

Day by day leaves started falling down and branches became dry and brittle. I was not at all prepared to part with the plant which was so dear to my heart. My wife tried to console me saying, "The plant is already old and cannot live for ever as it has a defined life span." But I was not ready to accept any excuse and praying for the long life of my plant.

The plant became very weak and without leaves looked almost dead. I shifted the plant from sixth floor to ground and kept under the shade of a tree. But there was no improvement. I brought back the plant in front of our flat for providing adoring care. Neighbours were highly concerned and sympathized.

That night the temperature shoots up and heat became unbearable. In the drawing room, I was going through "Fathomless", the story in which I had portrayed my deep attachment with the plant. When I was continuously thinking how to save the plant, the time moved on and crossed mid night. Suddenly someone knocked the main door. First I ignored. But when it continued, I got up to open the door. I was

shocked to see a weak and slim lady standing like a skeleton. I could immediately recognise my loving plant, as she had earlier come in human form to thank me by defying the law of the nature. Those days, she was a very beautiful and charming lady with full of vigour.

My eyes got filled with tears seeing her present deteriorated condition. I held on to her hands and we both moved in to the drawing room where I made her to be comfortable on a sofa. I immediately brought a glass of water for her. After taking few sips she handed over the glass to me. With heavy heart and eyes filled with tears I begged her not to leave me. She smiled and said, "All of us have to leave one day or other. So let us rejoice our days of togetherness and profuse love and affection that bound both of us."

She narrated how I saved her life twice during our long journey of intimacy and expressed her heartfelt thanks. I asked her, "Do you remember, you came to me as a small child in Jamnagar in 1990?" She smiled and recalled how she grew in our family with love, affection and utmost care. Also, could remember the places she travelled with us. Looking at her eyes I asked, "Can you call back the day you became a young lady, and decorated yourself with beautiful tiny purple flowers?" She felt little shy to look at my eyes. I requested, "Please tell me, how I can make you to regain your strength, so that we continue our journey further." She looked down and said. "I am on my last journey and came to meet you and convey my profound thanks for your selfless love, peerless affection and intense care which made my life so contented with you for so many years." Tears rolled down as I was not prepared to face her departure. She also could not hold on to her emotion. We both cried holding on to each other not being able to bear the pain of separation.

The morning was about to arrive. She got up and moved towards the main door to leave me forever. It was beyond me to say goodbye. She was also equally helpless. Then she said, "We may not stay together now on, but our illimitable love will be for ever. People will remember our love story to learn the art of loving without expecting anything in return."

After giving the last hug she vanishes. The morning light slowly penetrated to remove the darkness of the night. I came out with heavy heart and straight way ran to see my beloved plant. She was not alive to welcome me or to remind how deeply we loved each other. I was standing silently like a statue. Our fathomless love of twenty nine years came to an end with tears in my eyes. ■

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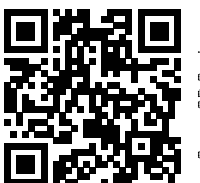
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