

# EDUCATIONPLUS

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Lissy Koshi

The National Council for Teacher Education (NCTE) has launched an Integrated Teacher Education Programme (ITEP), a flagship programme under the National Education Policy (NEP) 2020. This four-year dual-major undergraduate degree offers B.A. B.Ed./B.Sc. B.Ed. and B.Com. B.Ed. to prepare teachers for the four stages of the new school structure: Foundational, Preparatory, Middle and Secondary (5+3+3+4). Admissions will be made through a National Common Entrance Test (NCET), conducted by the National Testing Agency. The test will comprise four sections: Languages, Domain-specific subjects, a General Test and Teaching Aptitude. The programme is already in pilot mode from the last academic session in 42 central and state universities across the country.

The ITEP is in line with the NEP 2020 and the NCET curriculum and syllabus resonates this. Students who have passed school with a 10+2 or an equivalent stage (pre-un-

In the institutes that have already implemented the programme, the fee is at least ₹5,00,000, which makes it difficult for students from economically challenged sections.

While the Integrated Teacher Education Programme has certain benefits, there are issues to be addressed



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iversity, intermediate and so on) with a minimum aggregate of 50% from a recognised board of education can take the NCET. On completion of the ITEP, they will be awarded a dual degree – one in education and one in their specialised subject – after four years.

#### Challenges

The ITEP provides hands-on experience through

classroom activities, field placements and internships. The ongoing pilot study allows real learning and further modifications and improvements. However there are some inherent systemic issues related to management, administration and implementation. The stringent rules and regulations framed by the NCET will result in the closure of many teacher education institutions,

which will be a serious setback for the management, staff and students. In remote areas of the country, this will lead to limiting opportunities and access to education.

Another issue is the fee structure. In the institutes that have already implemented the programme, the fee is at least ₹5,00,000, which makes it difficult for students from economically challenged

sections. All this is contrary to the concept of equity and inclusion.

Capacity building measures will be required to foster a smooth interplay of the various ecosystems to implement the policy objectives. The NCET's curriculum framework suggests that each semester will consist of 15-16 weeks (40 hours per week), totalling a minimum of 96 working days, excluding end-

semester exams. On the contrary, Clause 2.2 of the gazette notification states that each semester will be comprise 25 weeks of a five-day working week or 20 weeks of six-day working week (125 days). However, the UGC suggests 90 working days for a semester. This mismatch will need to be sorted out because Teacher Education colleges have to abide by the rules of both bodies whereas Arts and Science colleges have to follow only the UGC guidelines. This will lead to a disparity in the functioning of Teacher Education institutes and other multidisciplinary colleges functioning under the same university.

Yet another problem is the calculation and working of the Academic Bank of Credit (ABC), which lacks clarity. If a student drops out of the ITEP in the first, second or the third year, his/her eligibility for further placements is not clear.

Such a revamp must be substantiated with extensive research on different perspectives of the one-year and two-year B.Ed. programmes, and the four-year ITEP being offered by NCET's Regional Institutes of Education for many years.

Hopefully, the pilot study will result in feasible systemic alterations rendering sustainability, equity and accessibility to all aspirants.

The writer is an M.Ed. faculty in St. John The Baptist's College of Education, Nedumkunnam, Kottayam, Kerala.

## SCHOLARSHIPS

### TOEFL India Championship

An initiative from ETS India Private Limited.

**Eligibility:** Students in the third or fourth year of undergraduate studies at an accredited Indian institution or those who have completed their degree in India and are seeking higher education abroad.

**Rewards:** ₹1 lakhs totally

**Application:** Online

**Deadline:** May 23

[www.b4s.in/edge/LGIGS1](http://www.b4s.in/edge/LGIGS1)

minimum in the previous academic year. Preference will be given to meritorious students, female students, and those with an annual family income of not more than ₹8 lakhs.

**Rewards:** Up to ₹100,000 for one year

**Application:** Online

**Deadline:** May 23

[www.b4s.in/edge/LGIGS1](http://www.b4s.in/edge/LGIGS1)

### Omron Healthcare Scholarship

An initiative from OMRON Healthcare India.

**Eligibility:** Girls from Classes 9 to 12, at any school in India who have received a minimum of 75% in the previous academic year. Annual family income should be less than ₹8 lakhs.

**Rewards:** ₹20,000 (one time)

**Application:** Online

**Deadline:** May 31

[www.b4s.in/edge/OMHS1](http://www.b4s.in/edge/OMHS1)

Courtesy: Buddy4study.com

## Flying high

Boeing announced the winners of the ninth annual Boeing National Aeromodelling Competition. The first prize went to Meghraj M., Sathvik Poojary, and Sanjana S. from Nitte Mahalinga Adyantha Memorial Institute of Technology, Karkala, Udupi. Ranjith Bhandary, Gagandeep Karyara and Shreyas

from IIT-Bombay came second. Shishir D., Samruddha S. Aithal, Nishanth Prabhu and Pratheeksha Nayak from IIT Kanpur and N.S.K. Abhiram, Aneesh Prabhu, Nidheesh and Shainil S Shetty from IIT Kharagpur tied for third place.

This year saw participation from 2,350 students from 855 institutions and the finale held in Bengaluru had 44 finalists from 13 teams.

## Be consistent and persistent

Uncertain about your career options? Low on self-confidence? This column may help



OFF THE EDGE

Nandini Raman

I completed B.Tech. Civil Engineering, and M.Tech. Environmental Engineering but worked in a different field because I liked the profile. Now, I want to work in environment but am not getting a role because I lack experience and am not a fresh graduate. What should I do? Hema

Dear Hema,  
Transitioning to a new career field takes time. So, stay persistent and patient and pursue opportunities that align with your aspirations and interests. Refine your skills, network and apply for relevant positions in the field of environment. Emphasise and highlight the transferable skills from your current job and educational background that are relevant to the new role in your resume. Voice your willingness to learn, adapt, and contribute to environmental initiatives. Identify gaps in your expertise and bridge those by taking additional certifications and courses. Network with professionals in the sector through events, LinkedIn, professional associations, and alumni networks to seek advice, mentorship, and potential job leads. Gain practical experience through volunteer work, internships, or short-term projects with environmental organisations, non-profits, research institutions, government agencies, or consulting firms. Stay updated with the latest trends, technologies, and best practices in the environmental engineering

field through conferences, workshops, webinars, and seminars.

I am a civil servant aspirant and have seen many failures since my college days. I am working hard but feel like giving up due to my past failures. How can I overcome this? Prajakta

Dear Prajakta,  
Success in this exam requires perseverance, resilience, and a positive mindset. Don't let your failures unnerve you or ruin your motivation. Instead, learn from them and stay focused and maintain a healthy balance in your life. A vision board to visualise your success will help create a clear mental image of your goal and reinforce your confidence and belief in your abilities. Looking at it physically will also help you stay committed. Set realistic and SMART (specific, measurable, attainable, realistic and time bound) goals. Celebrate small wins.

To enter an MBA programme, you need a valid score in either the CAT, MAT or GMAT. Start preparing by collecting relevant study material, joining coaching classes (if needed) and aim to get a good score to gain a competitive edge.

Then, work on your CV. Highlight your achievements, leadership skills, extracurricular activities, internships and any other relevant competencies or certifications that set you apart from other candidates. Draft a statement of purpose (SOP) on why you would like to do an MBA now and how studying at a particular school align with your larger purpose. Good Letters of Recommendation from professors and mentors will also be very helpful.

Connect with other MBA students in your industry to learn about the application process and career opportunities after the course.

Education fairs will also provide all this information and allow you to network and meet experts from different B-Schools under one roof.

I am a third-year Engineering student and am not enjoying my studies. I am considering an MBA after graduating.

Disclaimer: This column is merely a guiding voice and provides advice and suggestions on education and careers.

The writer is a practising counsellor and a trainer. Send your questions to [eduplus.thehindu@gmail.com](mailto:eduplus.thehindu@gmail.com) with the subject line Off the Edge

treatments. But I cannot do an MBBS because of NEET. Is there any other way to learn about allopathy? Name withheld on request

According to the rules and regulations of the Central Council of Homeopathy (CCH), BHMS graduates cannot practice any other system of medicine. To become an allopathic doctor, you need to complete a Bachelor of Medicine, and Bachelor of Surgery (MBBS) degree from a recognised medical school, followed by residency training. Many countries offer bridge programmes or accelerated pathways for healthcare professionals trained in alternative medicine to transition into allopathic medicine with additional training and examinations to qualify as a medical doctor.

Thoroughly research the requirements, accreditation, licensure regulations, and career prospects first.

You could do a Master's in Physician Assistant (PA), which typically requires a Bachelor's degree and specific prerequisite coursework, but not necessarily a background in allopathic medicine. Upon completion and passing the licensure examination, you can work in various medical specialties alongside physicians.

Another alternative is to pursue a Master's in Nursing, with a focus on becoming a Nurse Practitioner (NP), who is an advanced practice registered nurse trained to assess, diagnose, and manage patients' healthcare needs, including prescribing medications and treatments.

The programme requires a Bachelor's degree in nursing or a related field.

Connect with other MBA students in your industry to learn about the application process and career opportunities after the course.

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## Beyond the numbers

Look beyond the prestigious name and rank when choosing a college, especially if you are planning to study abroad

Aman Singh

Akaash, an IIT graduate, got admission in an Ivy League university in the U.S. and also landed a high-paying job in New York. But, when his company began downsizing, he lost his job and was saddled with a \$250,000 loan. Eventually, he moved back to India and found another job, but had to repay dollar loans with rupee earnings.

There is a lesson in this story. Choosing a top college in the hopes of getting a lucrative job could land one in a debt trap. Students must understand that rankings is just one of the many factors in choosing a college.

Understand context To get a good return on investment (ROI) from one's education, it is important to understand one's context, especially if the student is considering taking a loan to study abroad. The idea of studying "whatever you love" could also land

one in dissatisfying professional contexts, financially penalising careers and personally debilitating situations.

For instance, if you are a single child of ailing parents or have a mental health issue, you may want a more supportive and less cut-throat environment. In a rapidly changing world, employers are no longer keen to pay for pedigree and credentials. They value relevant skills.

Over the last five decades, education has become a product where colleges are brands and students are consumers. While you can change your brand of clothing, you cannot change your degree, reason enough to think rationally and be driven by sound economic principles.

Ranking systems The first ranking systems were based on the number of prominent leaders an institution produced. Today, there are many factors that

go into ranking including international students, faculty compensation, institutional income, spending per student, graduation rates, graduate indebtedness, alumni giving. There's a direct correlation with university's wealth and that of its students. It's a mechanism by which older private universities endowed with more money stay on the top reinforcing the status quo. Hardly any ranking covers ROI, as they are often designed to favour the entrenched or vested players. Last year, Yale Law School, decided to withdraw from the U.S. News and World Report Ranking, even though it had consistently been on top. Thirteen other schools followed suit. This shows that not all is well with rankings.

There is another aspect to understanding one's context: examining future plans. Take the example of Dr. Amita. Despite getting a perfect GRE score and admission to the best ranked university in Public Health, she opted for a programme which was ranked lower but offered 100% fee waiver and allowed her to pursue her interest in Information Technology. Another aspect that influenced her decision was her humble family background and the fact that she had different interests. This helped her avoid a debt trap later.

Thus, choosing a college based on thorough research and personal goals will give real returns. So, let your education be an informed investment and not just a prestigious name on paper.

The writer is co-founder of GradRight

Class 12 with English as a subject. IB Diploma students are eligible. For IGCSE students, A level with minimum five subjects in A, B, C grades with English at O level and 2/3 subjects at A level.

**Deadline:** May 31

<https://rb.gy/bjch9f>

**Institute of Bakery and Culinary Arts (IBCA)** opens admissions for its courses in Culinary Arts and Pastry Arts varying from 18 months to three months.

**Eligibility:** Must have passed

or be appearing for the Class 12 board exam from a recognised board

**Deadline:** May 31

<https://rb.gy/gb5k5o>

**JS Institute of Design (JISD)** has opened admissions for its UG and PG programmes in Game Design, UI/UX, and Digital Design, in collaboration with École Intuit Lab. Applicants have to take a creative intelligence test and an interview.

**Eligibility:** For UG programmes, Class 12 or equivalent passed. For PG programmes, a UG degree from any field.

**Deadline:** May 15

<https://rb.gy/zkyosu>

## SAVE THE DATE

### Admissions

**Indian School of Hospitality, Gurugram**, has opened admissions for its four-year B.A. (Hons) Culinary Arts Programme. Students enrolling in this programme have the option of pursuing their fourth academic year at École Ducasse, Paris.

**Eligibility:** Students from

Indian boards of education

must have 50% minimum in

discipline) and valid score in CAT, MAT, NMAT or CMAT or LPUNEST.

<https://rb.gy/08nkrm>

**Institute of Bakery and Culinary Arts (IBCA)** opens admissions for its courses in Culinary Arts and Pastry Arts varying from 18 months to three months.

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Sarvesh Agrawal

**W**hile job searches can be challenging, they can also be an opportunity to showcase your skills and qualifications. But you need effective strategies and also be aware of trends in the job market to find roles that align with your aspirations.

With the proliferation of digital platforms, the way one searches for jobs has changed significantly. What is required is a goal-oriented approach that provides direction, motivation, and clarity, allowing you to target ideal positions, track progress, and adjust strategies. Here are a few tips to help you stand out from the crowd.

**Optimise the process:** Channel your search towards job positions and companies that inspire you and prioritise quality over quantity! Focus on roles that excite you and companies that align with your values and career goals. To achieve this, use specialised platforms that can provide more targeted opportunities and allow you to connect with decision-makers directly.

**Showcase transferable skills:** Employers seek candidates who can adapt to different roles. Highlighting transferable skills can demonstrate your versatility and potential to excel in a variety of roles. Some examples are effec-



Seven top job search strategies to help you land the right one

tive communication, adaptability, problem-solving abilities, and attention to detail.

**Leverage your network:** According to a LinkedIn article, 85% of all job vacancies are filled through networking. This involves building and nurturing relationships with people who can offer valuable insights, advice, and support. They could

be potential decision-makers and professionals who work in industries that align with your interests. This also helps open doors to hidden job opportunities that may not be advertised through traditional job search methods. The benefits of networking can also help individuals develop their professional skills, stay up-to-date with industry

trends, and broaden their perspectives.

**Upskill:** Employers are on a constant lookout for candidates who keep up with the latest industry trends and are motivated to enhance their skills over time. Invest time in developing sought-after skills to stand out from the competition through certifications. Choose a well-structured course that not

only imparts valuable knowledge but also validates your skills from the comfort of your home.

**Have a well-defined plan:** Establish a realistic timeline and set achievable goals. Set a goal to reach out to two people daily, apply for 10 jobs weekly, and attend at least one networking event per month. Keep a record of your job search activities,

such as companies applied to, interviews scheduled, people contacted, and recruiters to follow up with to monitor your progress and make necessary adjustments.

**Harness the power of online forums:** Online forums, such as Quora and Reddit, present a unique opportunity to connect with professionals in your field of interest. By actively engaging with these communities, you can expand your knowledge, stay updated with industry trends, and increase your chances of finding job opportunities.

**Follow up with recruiters:** While showcasing specialised knowledge in your field can serve you well during the interview process, the real hustle begins after that. Following up with recruiters after an interview can demonstrate your interest in the position. Start by sending a polite follow-up email after an interview expressing your gratitude for the opportunity, briefly summarising your qualifications, and reiterating your enthusiasm for the role. If you don't get a response, follow up with another email after two or three days. When following up, remain polite, professional, and courteous.

The modern job market is highly competitive; therefore, you need to stay ahead of the curve to secure your dream job.

The writer is the founder and CEO of Internshala.com

## Making a mark

A rank holder's preparation strategy to crack the ACCA Taxation (U.K.) paper



Nirgun T.

**T**he Association of Chartered Certified Accountants (ACCA) is well-known for its evaluation of proficiency in accounting, finance and business skills. When I decided to take the ACCA Taxation (U.K.) paper in December 2023, I knew it was a formidable challenge that required dedication, consistency and strategic planning. Initially the subject seemed hard and there was so much to learn.

Once I understood the complexity of the syllabus, I devised a preparation strategy. Central to this was diligent note-taking where I organised the study material into comprehensive notes. This was an invaluable resource during revision and also helped with swift reinforcement of key concepts.

### Strategy

I also focused on establishing connections between various taxation concepts to deepen my understanding. Getting clarity on the interrelationships among tax rules fortified my grasp of the material. I also em-

ployed memory techniques like mnemonics, acronyms, and visualisation and used the ACCA's study hub resource to clear the concepts and added BPP and Kaplan's practice kit for the test series.

Consistency was crucial in preparation. I devised a structured study routine, dedicating a set number of hours each day to study and revise. Practice questions and mock exams were indispensable not only to be familiar with the format but also hone problem-solving skills. It helped identify areas for improvement and gave me the confidence that I was ready to take the exam.

When the results were announced, I was overjoyed to know that I had been ranked No.4 in the world and No.2 in India. Reflecting on my preparation journey, I realised that I have learnt invaluable lessons in dedication, perseverance, and strategic planning.

The writer is a third-year student of B.Com. Professional Accounting from Shiv Nadar University Chennai

## Transformative tool

While Artificial Intelligence tools are revolutionising preparation for the Civil Services Exams, they cannot replace hard work or the human factor

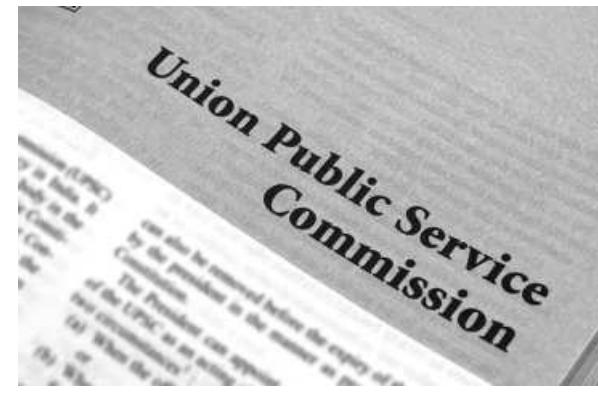
Ravi Kapoor

**T**he entry of Artificial Intelligence (AI) into the education sector has had a tremendous impact, especially in preparations for competitive exams like the Civil Service Exams (CSE), conducted by the Union Public Service Commission (UPSC). The introduction of easily accessible AI tools is revolutionising the way aspirants prepare. But this brings up the question: Can relying only on AI guarantee success in the UPSC?

### Attractive tool

While tech-savvy aspirants are lured by the prospect of an AI-powered study tool, the path to success isn't dependent on AI alone. Instead, students must find the right balance between smartly utilising the capabilities of AI and recognising that there is no substitute for human guidance.

The biggest advantage AI offers is the ability to condense and summarise enormous volumes of information. It allows information to be distilled into bite-sized, AI-powered insights, encapsulates the essence of complex subjects creates personalised learning paths, interactive vi-



GETTY IMAGES/ISTOCKPHOTO

sualisations, and easily memorised summaries. This saves a huge amount of time and allows students to better focus on truly comprehending and engaging with their study material.

### Pitfalls

But this also presents a new challenge: navigating this neatly ordered, AI-prepared information without succumbing to distraction. Preparing for examinations in the pre-AI era demanded a great deal of attention and dedication. But, in an age when smart and interactive devices have become omnipresent, the human attention span has seen a sharp decline.

A study by Microsoft states that the average attention span has dropped from 12 seconds to eight seconds since 2000. With AI tools now taking away much of the burden of studying, this trend is only set to get worse. Mastering focus and the ability to filter distractions becomes paramount.

In such a situation, experienced mentors who can guide aspirants through this information while also instilling traits such as focus, consistency, and motivation are indispensable.

**Human factor**

Despite AI's entry to exam

preparation, what sets a successful candidate apart is their psychological resilience and the presence of a mentor, who may even have first-hand experience of the exam and can provide strategic insights, psychological support, and learning from personal experience, along with extensive practice for the interview process.

While AI can provide condensed knowledge and personalised learning paths, a mentor can directly address an aspirant's strengths and weaknesses and provide real-time feedback, leading to continuous improvement. While AI-powered tools can be used strategically aspirants must remember these are tools, not substitutes.

Also remember that AI, as advanced as it may be, still has inherent limitations. While it can reorganise and repackage information, it cannot replicate the process of human understanding and internalisation. It lacks the ability to strategise, reason, and motivate; essential qualities to navigate the dynamic landscape of UPSC examinations. Success in areas like essay writing demands sustained practice and refinement, areas where AI tools

The writer is Chief UPSC Mentor and Psychology Counsellor at Testbook.

Shrenik Parmar

**W**ith globalisation at an all-time high, more students are inclined to study abroad. For Indian students who dare to dream big, the whole world is now an expansive classroom, unrestricted by geography. Transnational Education (TNE) has catalysed a significant shift in the way young Indians are approaching advanced studies.

### Global partnerships

The booming demand for TNE in India is fuelled by aspirations for global exposure, specialised knowledge, and better career prospects. Students are attracted not just by the prestigious degree, but also by how a global education hones their skills while opening their eyes to diverse perspectives. This demand has resulted in fruitful partnerships between Indian institutions and global universities, fostering an ecosystem where credit transfers, and joint degree programmes and integrated degree courses are the norm.

While a 2022-23 report by QS India said that more than 1.2 million Indian students are enrolled in international universities, a Times Higher Education report stated that, in 2022, the number of Indian students in the U.K. was second, after China. As per the University Grants Commission (UGC), more than 100,000 students were enrolled in TNE programmes

in 2022-23. This upward trajectory is expected to continue, with twice as many students predicted to enroll in the next three years.

**Global partnerships**

Indian universities are capitalising on their expertise in sectors such as Engineering, Information Technology, and Management to collaborate with global institutions. Amity University, Alliance University, Thapar Institute of Engineering and Technology, JAGSOM, Universal Business School, MET Institute of Management, and St. Xavier's College (Bengaluru) are some of the institutes that have entered into partnerships with foreign institutions.

The U.S., the U.K., Canada and Australia continue to be the top choices for Indian students, while partnerships in countries like Italy, France, Belgium, Germany, and Singapore are also on the rise.

The rise of TNE has unlocked opportunities for students from small towns and marginalised communities who were forced to abandon their dreams because of financial or geographical constraints. However, currently, TNE is concentrated in Delhi-NCR and some districts of Haryana, Rajasthan, Uttar Pra-

desh, Greater Mumbai, Karnataka and Tamil Nadu. But there is significant potential for development in other states such as Madhya Pradesh, Bihar, Odisha, West Bengal, Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura, and Sikkim.

The true value of these programmes extends beyond the tangible benefit of dual qualifications. Here are a few:

**International exposure:** Learning alongside peers from diverse backgrounds fosters cultural sensitivity, global awareness, and refined communication skills, qualities prized by today's employers.

**Specialised knowledge:** Access to cutting-edge curricula and faculty from overseas universities enables students to specialise in niche fields and acquire industry-relevant expertise.

**Improved employability:** Combining a foreign degree with an Indian academic foundation grants graduates a competitive edge in the global job market.

**Regulatory tailwinds**

Recognising TNE's poten-

tial, the UGC and the All India Council for Technical Education (AICTE) have implemented supportive regulatory changes that have simplified approval processes, allowed international degrees to be delivered via partnerships, and promoted blended learning models. Ed-tech organisations are also facilitating pathways such as credit transfers, dual degrees, integrated degrees and so on that draw on both local and global perspectives.

This is a win-win situation for Indian students and institutions. The former get easy and affordable access to globally recognised degrees, while the latter elevate their global reputation and attract diverse talent. The larger economic advantage of increased foreign exchange inflow and the creation of highly skilled graduates is a bonus.

TNE is much more than just an academic trend; it has become a platform for global achievement. By facilitating international education within the country, TNE empowers students and gives wings to their dreams.

The writer is Founder and CEO, DegreeLabs Limited.

## Gateway to global success

Transnational education

empowers Indian students, gives wings to their dreams, and provides them with international exposure



### ON THE SHELF

#### ■ The Republic Relearnt: Renewing Indian Democracy (1947-2024)

Despite the clear danger of the rise of totalitarianism in India today, this book's aim is to look forward to the moment when democracy will be renewed in the country and ask what lessons can be

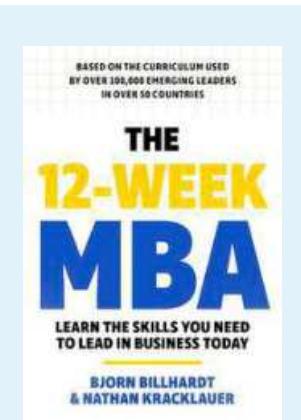
learnt from past experience to anchor it more firmly when the opportunity arises. The author challenges the commonly held belief that Indian democracy has enjoyed an uninterrupted trajectory since Independence, punctuating the narrative with analyses of historical disruptions and threats to democratic institutions and sheds light on the almost four decades of

democracy decay following the republic's founding years, contrasting them with the shorter-lived waves of democracy renewal. By examining these waves in detail, Kumar uncovers invaluable insights into the resilience and vulnerabilities of Indian democracy. The book not only diagnoses the ailments affecting India's democratic fabric but also offers a roadmap for its

revitalization, emphasising the need for collective introspection and proactive measures to safeguard democratic principles. **Author:** Radha Kumar **Publisher:** Penguin **Price:** ₹799

#### ■ The 12-Week MBA: Learn the Skills You Need to Lead in Business Today

A business school MBA takes time and money. Yet with a



focus on what matters most, there is an alternative way for aspiring business leaders to learn business essentials and to take charge in organisations. The 12-Week MBA offers a practical mini MBA curriculum that gives all business leaders, regardless of their industry, function, or level, the core knowledge, skills and attitudes to effectively manage and lead.

By uniquely focusing the two critical areas of leadership – managing numbers and leading people – this practical and engaging guide will inspire you to apply critical business thinking and a dynamic approach to value creation, people skills and decision making. **Author:** Björn Billhardt and Nathan Kracklauer **Publisher:** Hachette **Price:** ₹699

