



JAISHANKAR HAILS INDIA-UAE RELATIONSHIP



P5

PAK PM CONDEMNS 'UNPROVOKED' BORDER SHELLING BY TALIBAN



P9

PERU PREZ PROPOSES MOVING UP ELECTIONS AMID PROTESTS



P10

ENG EARN HISTORIC TEST SERIES VICTORY IN PAK



P12

WEATHER

CLEAR SKY. MIST IN THE MORNING. THE MAXIMUM AND MINIMUM TEMPERATURES WOULD BE AROUND 26 AND 08 DEGREES CELSIUS RESPECTIVELY.

RAINFALL: Nil

RELATIVE HUMIDITY

Max: 95% Min: 35%


TEMPERATURE

Max: 27.1°C (0) Min: 8.4°C (0)

SUN RISES 07:05 hrs **SUN SETS** 17:26 hrs

MOON RISES 21:53 hrs **MOON SETS** 11:37 hrs

THUMBNAILED



Bhupendra takes oath; PM thanks gathering

Eight cabinet-rank ministers and two ministers of state were sworn in

STATESMAN NEWS SERVICE
GANDHINAGAR, 12 DECEMBER

BJP leader Bhupendra Patel was sworn in once again as Gujarat Chief Minister on Monday afternoon in a glittering ceremony at the Helipad ground opposite the Secretariat complex here.

Governor Acharya Devvrat administered the oath of office and secrecy to Bhupendra Patel in the presence of Prime Minister Narendra Modi, Union Ministers Amit Shah, Rajnath Singh, BJP president J P Nadda and several chief ministers from BJP-ruled states.

Prime Minister Modi on Monday greeted and bowed before the gathering at the swearing-in ceremony of the Gujarat Chief Minister and his cabinet ministers in Gandhinagar.

Earlier, on Sunday evening, PM Modi held a roadshow in Ahmedabad after his party swept the Gujarat Assembly bagging 156 seats, the highest-ever electoral haul for any party in the state since it was founded in 1960.

People lined the streets through which PM Modi's convoy passed and greeted him with loud cheers.

The Prime Minister was also seen waving at the adoring crowds.

Bhupendra Patel, who won from the Ghatlodiya assembly seat in Ahmedabad with a record margin of 1.92 lakhs, becomes the Chief Minister for the second time



The swearing-in ceremony was held in the backdrop of rumours of at least one of the five Aam Aadmi Party (AAP) legislators planning to join the BJP "if supporters so desire". Along with Bhupendra Patel,

eight other Cabinet rank ministers and two ministers of state with independent charge were sworn in by the Governor.

The Cabinet ministers sworn in today include Kanubhai Desai (Pardi), Rushikesh Patel (Visnagar), Raghavji Patel (Jamnagar Rural), Balwantsinh Rajput (Siddhpur), Kuvarji Bavaliya (Jasdan), Mulubhai Bera (Khambhalia), Dr Kuber Dindor (Santrampur ST), Bhanubhai Babadiya (Rajkot Rural SC).

The ministers of state with independent charge are Harsh Sanghavi from Majura (Surat) and Jagdish Vishwakarma representing Nikol in Ahmedabad city.

Parshottam Solanki (Bhavnagar rural), Bachubhai Khabad (Devgadhi Baria), Mukesh Patel (Olpad), Praful Pansheriya (Kamrej), Bhikhubhai Parmar (Modasa) and Kunvarji Halpati (Mandvi ST) were sworn in as ministers of state.

With saffron scarves around their necks, all the ministers took the oath with a copy of Bhagwad Geeta in their hands.

With the BJP winning a whopping 156 seats of the 182 seats in the assembly, the 17-member council of ministers is entitled to induct at least five more as rules allow up to 15 per cent of the Legislature Party strength to be the size of the ministry.

Few more ministers may be inducted into the Bhupendra Patel ministry later on.

₹ strong against every currency: Sitharaman



AGENCIES
NEW DELHI, 12 DECEMBER

Union Finance Minister Nirmala Sitharaman on Monday reiterated that the Indian currency Rupee has been strong among other major currencies.

Replying to a question in Lok Sabha, Sitharaman said the Reserve Bank of India has used the available foreign exchange reserves that it had in order to intervene in the markets to make sure that the Dollar-Rupee does not fluctuate too much.

"The Indian Rupee has been strong against every currency. Reserve Bank has used foreign exchange reserves that it has to intervene in the market to make sure that the Dollar-Rupee fluctuation does not go too much," Sitharaman said.

Typically, the RBI from time to time intervenes in the markets through liquidity management, including through the selling of dollars, with a view to preventing a steep depreciation in the rupee.

Last week, World Bank too

maintained that the Rupee fared relatively well in 2022 in comparison to other emerging market peers.

A senior World Bank economist Dhruv Sharma said last Tuesday, the day when it revised India's GDP forecast to 6.9 per cent from earlier 6.5 per cent, said: "The Rupee has depreciated just about 10 per cent over the course of this year. That might sound like a large number, but relative to many other emerging market peers, India hasn't fared that badly."

For the record, the rupee has come substantially off its all-time low. Currently, it is trading around 82.0 against the US Dollar as against a record low of 83 it breached in mid-October.

Tightening monetary policy by the US Federal Reserve and central banks in other advanced economies had earlier triggered the depreciation of the Indian currency. An increase in policy rates in the US and other advanced economies typically leads to a depreciation of the Rupee.

Scindia makes surprise visit to IGIA amid overcrowding complaints

STATESMAN NEWS SERVICE
NEW DELHI, 12 DECEMBER

Amid complaints of overcrowding at the Delhi airport, Union Civil Aviation Minister Jyotiraditya Scindia on Monday made a surprise visit to the Terminal 3 of the airport.

Scindia visited Delhi's IGIA after harried passengers flooded social media with complaints of overcrowding, causing the complainants to miss their flights.

"It was a surprise visit of the minister to the airport and he inspected all the suspected congested areas and interacted with the airport staff to ensure maximum to avoid overcrowding," a video released by the Minister's office said.

"Post-inspection the minister had a meeting with all the stakeholders at the DIAL office where key directions were issued (with timelines on each), and we should see



changes take effect from tomorrow to the next 6-7 days," a statement by the Ministry of Civil Aviation said.

The officials have been advised to increase the number of entry gates and machines at check-in points. Moreover, the concerned authorities have been advised to reduce the number of

port operator to take immediate action for better crowd management, they said.

The action plan at the entry gates include digital display boards showing wait time at each entry gate and one least wait time board at the terminal checkpoint. A Command Center will monitor crowding at the gates real-time and crowd managers and usherers will guide travellers. Besides, airlines have to be notified of the crowd numbers, so that

check-in points can be made congestion-free. Moreover, real-time updates on wait time will be posted on social media. Additionally, as per the action plan, flights during peak hours will be reduced between 5 a.m. and 9 a.m. "May also explore moving some flights to T1 and T2 or non-peak hours at T3," said an official.

The action plan also said that all airlines will keep their counters completely manned,

especially during peak hours.

For Security-check (T3 Domestic), additional ATRS (Automatic Tray Retrieval System) machines for baggage check will be deployed. "Pre-Covid-19, we had 13 ATRS machines installed on the ground (11 for passengers + 2 for crew and specially abled). This number has been increased to 16 (10 ATRS + 6 conventional x-ray machines) in the last few days. This will be increased further to 17 soon, and subsequently to 20," said an official.

The action plan also included an analysis of the manpower requirements at the immigration counters and it will be undertaken immediately, and if need be, additional manpower will be deployed.

Earlier, during the last week, the civil aviation ministry along with the airport operator DIAL had made a 4-point action plan as immediate remedial measures at the Delhi airport.

SC issues notice to Centre on plea against fresh extension to ED chief

AGENCIES
NEW DELHI, 12 DECEMBER

The Supreme Court on Monday issued notice to the Centre on a plea challenging the third extension granted to Enforcement Directorate (ED) chief Sanjay Kumar Mishra.

A bench comprising Justices B.R. Gavai and Vikram Nath said: "Issue notice returnable in six weeks." The top court sought a response from the Centre, the ED director, and the Central Vigilance Commission, on a plea filed by Congress leader Jaya Thakur.

The plea, filed through advocates Varun Thakur and Shashank Ratnoo, said that Mishra's tenure extension is destroying the democratic process of the country, hence the present writ petition, which may be allowed in the interest of justice.

The plea said there are several competent officers who are eligible for consideration of appointment to the

post of Director of Enforcement and they should not be deprived of the opportunity to be appointed in accordance with the procedure prescribed under the CVC Act.

"Even assuming without conceding that the tenure of Respondent No.2 (Mishra) can be extended, it cannot be for a period of one year when the original appointment was made for a period of two years. The nature of duties exercised by the Director of Enforcement would involve the supervision of very important investigations. Under the guise of pendency of investigations into matters which have cross-border ramifications, the tenure of the Director of Enforcement cannot be extended periodically," said the plea.

"The plea contended that the Centre is destroying the 'basic structure' of democracy by misusing the enforcement agencies against its political opponents.

FACT FILE

TOTAL CASES
4,46,74,981

ACTIVE CASES
3,906

NEW CASES
159

NEW RECOVERIES
166

TOTAL DEATHS
5,30,658

UNION HEALTH MINISTRY FIGURES AS OF 8:00 A.M. TUESDAY, 12 DECEMBER 2022

Indian & Chinese troops clash along LAC in Arunachal's Tawang

NEW DELHI, 12 DECEMBER

A face-off between Indian and Chinese troops in the Tawang sector in Arunachal Pradesh on Friday led to minor injuries "to a few personnel" from both sides, sources said on Monday and noted that both sides immediately disengaged from the area.

The sources said on December 9, 2022, PLA troops contacted the LAC in the Tawang Sector of Arunachal Pradesh which was contested by Indian troops in a firm and resolute manner. "This face-off led to minor injuries to a few personnel from both sides. Both sides immediately disengaged from the area," a source said.



They said as a follow-up of the incident, India's Commander in the area held a Flag Meeting with his counterpart to discuss the issue in accordance with structured mechanisms to restore peace and tranquillity.

The sources said that in certain areas along the LAC in the Tawang Sector in Arunachal Pradesh there are areas of differing perception, where in both sides patrol the area up to their claim lines. This has been the trend since 2006.

The beautiful game which 'nobody' plays

PULAKESH MUKHOPADHYAY
KOLKATA, 12 DECEMBER

Now that most of the most-fussed-about players and teams have gone home and a good many wise ones have certified France-v-England as the best of the lot of World Cup 2022 matches so far with but three more to come, do you wonder where ***jogo bonito***, *** which is Latin American art football, was during the putative quadrennial show-piece event? France-v-England is how Europe plays it: power plus pace plus precision. That's a heady concoction at times but it isn't the game as Pele played it. It isn't football's visual delights packaged, gift-wrapped and delivered for people to revel in. Brazil have long been incapable of it, even when managing to win the trophy and Louis van Gaal is quite correct: Argentina

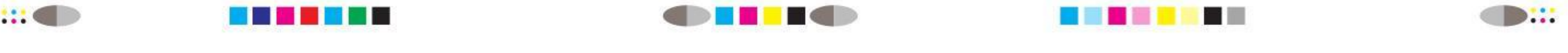
roll on but they only won a lottery. It wasn't Leo Messi, all nifty footwork and self-expressive flair, who guaranteed their survival with a bewitchingly artistic performance. It was goalkeeper Dibu Martinez, with his shootout shot-stopping skills, who did it. He blocked two and they, over in the stands, said: "Bob's your uncle." Messi took on the Dutch coach after the match, showing, not for the first time, he wasn't really sugar and spice and all things nice, after all, but Van Gaal had been right in pointing it out the Argentine widely considered a wizard simply never chased the ball once he lost it. If a defender gets it off it, let him get on with it. Or, that's how Messi could be inclined to think, just as Cristiano Ronaldo feels, delusionally, he's the centre of the world. His exit was bathed in tears, all over again.



So where did ***jogo bonito*** end up? Did it ever even come to the party? Ironically enough, it was no Latin American manager who was asked this question in Doha. Dutch scribes asked Van Gaal why his team, abjuring unfettered aggression, had been trying the counter-attacking game. The seasoned campaigner simply said the beautiful game didn't really exist any more. "Even Brazil don't try it," Van Gaal said unequivocally. You build your defence. Have an additional defensive screen around midfield. You attack briefly

when you smell a surefire scoring opportunity. That's how the game is played today, especially at the highest levels of it, club as well as country. We've come a long way since Brazil's glory story was read all over an awe-struck world. 1958, 1962, 1970: a hat trick unparalleled so far. Their next World Cup triumph after 1970 came in 1994, in the USA, when they were no longer trying to entertain the world. Not any more. And there's a perceptible gloom again. Brazil have been lacklustre since 2002, when they had a half-fit Ronaldo clinching it. Maradona had powered Argentina in 1986 but, slowing down, wasn't as big a threat in 1990 as he'd previously been. In 1994, he was a dope cheat, using a cocktail of drugs to lower his weight. This is when it comes home just how great

Pele is: there're three World Cup-winner's medals in his trophy cabinet. But if Van Gaal believed in the concept of the utilitarian advantage of counter-attacking, as opposed to attacking, football, probably because he hasn't the players who can go up and win, the Netherlands' loss to Argentina in Doha might or mightn't have shown him the flip side of the business. Fifa can have as bloated a tournament as it wants with ever-increasing pressures altering the character of the game, leaving all to play defensively for the ultimate triumph, but when there can't be more than one winning side eventually, trying to win - scoring, rather than stopping others from scoring - may not be a bad option. It can at least be better than staying back, going into a tie-breaking drill and losing.



EdTech in the service of learning: The importance of evaluating education technology

KIRAN DHAM

Technological advancements in the educational sector are enhancing the communicative and expressive capabilities of teachers as well as students in the learning environment. It is offering more flexibility in educational activities while easing the way to access resources, learn remotely, and visualise complex information with graphical representations. This growing democratisation of technology access is making education available to all students and, hence, serving its intended purpose. The aim of education in the modern era has now become to merge character development with cognitive growth while ensuring that learning is integrated, interesting, and engaging. Now, let us delve into how technology has changed the educational landscape in the modern era.

The implications of technology in learning

Education, which underwent a paradigm shift in the last two years, is just one of the many industries where technology has proven to be a crucial catalyst for change. Parents' attitudes towards education were also altered by the pandemic while making children more receptive to online education. Technology dependence mobilised education and made high-quality education available in remote areas of the country. Information is now gathered, accessed, analysed, displayed, and transferred differently by students and teachers thanks to new-fangled methodologies.

Having said that, we understand that digitalisation in education intends to improve the learning experience; however, there is little evidence of how learning

effectiveness is enhanced. Therefore, there is a need to evaluate the educational technologies to know their impact at the school and system level.

Evaluating the impact of technology: Why does it matter?

Currently educational technology solutions are being integrated into educational settings without a clear purpose or a way to assess its effectiveness. It is necessary to evaluate educational technology in order to determine its usefulness, perceived ease of use, functionality, and accessibility. It is also critical to develop a comprehensive understanding of how technology affects learning rather than focusing on just one or two aspects of education.

Technology like interactive displays, digital boards, tablets, language labs and many more needs to be purposefully aimed at support-

ing better learning outcomes in order for it to be useful in classrooms. It should be able to define the purpose of the technologies adopted and comprehended in the learning system while pinpointing success indicators with better evaluation and assessment procedures. We must realise that technology adoption typically entails the replacement of an existing educational provision with a new one; however, it must focus

methodologies and frameworks for evaluating technology use in education are urgently needed.

Framework for analysis

Today's educational systems require a contextual understanding of the unique implementation circumstances and the contextual elements that interacted with the technological intervention to produce a particular result. The framework needs to be created with an understanding of how well schools, teachers, and the system can develop and adapt. Furthermore, it must assess important factors like the technology's intention, the implementation process, the success criteria, the modification strategies, and the opportunity costs. Listed below are some methods to analyse educational technology:

Confirmatory Factor Analysis (CFA):

This instrument consists of eight key

dimensions: learning, affective, behavioural, and technological, design, pedagogy, community, and institutional environment. Exploratory Factor Analysis (EFA): It is a statistical technique used to find latent underlying associations or patterns in data gathered from classrooms that is quantitative in nature.

Qualitative analysis:

It is employed in a variety of contexts, including evaluative ones, to investigate and comprehend the experiences and viewpoints of participants.

Way forward

Future-proofing the Indian EdTech sector will depend on elements like hybrid learning, access to cutting-edge technology, creative teaching methods, and lower learning costs. Digital learning tools will be vital in places where the teacher-to-student ratio seems to be off. Another important factor that will probably aid in the growth of the EdTech sector in the coming years is internet usage.

According to a report from the Internet and Mobile Association of India (IAMAI), India will have 900 million active internet users by the end of 2025, with smaller towns hosting 40% of these users. With this tremendous growth, India will soon develop into a hub for EdTech thanks to such widespread internet penetration and expanding collaborations between private and governmental organizations. Thus ensuring all the development in improving educational experiences EdTech sector with its innovated technological solutions are showing growth making education accessible to all by creating a better learning platform for students.

The author is CEO Globus Infocom



PLUS POINTS

Focus on producing entrepreneurs: Ex-President Ram Nath Kovind



The 12th edition of Indian Management Conclave (IMC) was organized by MBAUniverse.com and hosted by the Indian Institute of Management, Kozhikode on 09-10 December with 100+ B-school leaders, CXO's of education companies, senior academicians and industry leaders.

Addressing the delegates, the former President said, "The expectations from B-schools are changing significantly. The role of faculty is not only traditional teaching in the classroom. They must be explorers, enablers, mentors and guides - & inspired teachers. It is also time that we focus on producing entrepreneurs and socially responsible business leaders as India needs more entrepreneurs and it is time that B-schools should focus on nurturing entrepreneurs who are job-creators, and not just jobseekers."

Speaking at the event as the host institution to 12th edition of Indian Management Conclave, Dr Debashis Chatterjee, director IIM Kozhikode, said: "In the present context it has become imperative for B-schools to focus on not just meeting MBA outcomes but also redefining what we expect from our MBAs. Indian B-schools have to look beyond just corporate readiness and ensure that we focus on producing leaders who are problem-solvers, innovators and job-creators. He exhorted that MBA outcomes should not be limited to corporate placements and salary packages given that these fresh minds have a lot more to offer."

Important skills India Inc is looking into when hiring chief experience officers

ANIL THANKACHAN & MAINAK MAHESHWARI

The traditional styles of leadership have been repeatedly challenged in the recent past, pushing organizations and leaders to re-imagine the way they lead. In essence, one might say that the roles and responsibilities of the C-suite remain the same. What has changed, however, are the key leadership traits and competencies that have, as observed during and after the pandemic, helped organizations move beyond survival mode and thrive. At the same time, leadership in the future will not just be about navigating crises. Today, and going forward, there is an increased focus on climate change and the associated risks, technological transformation, and human-centric leadership. Indeed, business priorities are shifting. With employee well-being, changing consumer behaviors, ethical business, and sustainability, all taking center stage, the skillset required from CXOs is also undergoing transformation.

Here are four key competencies that we think are critical for any leader to have now and going forward:

Empathy

A quality that regained popularity during the pandemic, empathy has proved to be a timeless leadership skill. Today organizations across the globe are under intense scrutiny by employees, customers, as well as investors for the societal impact of their business. The corporate world needs empathetic leaders to create an environment where people feel a sense of belonging with respect to their personal values.

To lead with empathy, leaders must be able to place themselves in the shoes of the team to understand their ambitions, insecurities, and thought processes even as technology becomes more ubiquitous. Being supportive and acting in ways that enhance employee well-being (physical, emotional, and mental) are important parts of the new skill sets that leaders of the future must possess. As organizations expand to include a diverse

and global workforce, it is vital that leaders are more people-focused while designing and implementing disruptive processes and systems as well as in their decision-making and communication.

Humility

In times of uncertainty and complexity, leaders are faced with a multitude of questions that they naturally

lie in bringing the right people with the right knowledge together at the right time for inclusive decision-making and effective execution. Humility in leaders helps foster an environment of trust and co-

savvy. New-age leaders, regardless of their industry, are required to be well-versed in using technology to their advantage. However, authentic leaders will bring human integrity and their individual personality traits even to digital interactions. They will build connections and

ethics and value systems, higher purpose, and in-depth relationships, digitally authentic leaders will be able to build stronger connections with employees, both existing and potential.

Agility

Today's hyper-competitive world of business requires leaders to take a non-sequential approach to problem-solving. The pandemic has put agility as the foremost competency for future-proof leaders to have. With agility, leaders can cut through chaos, quickly grasp the evolving situation, and react effectively and decisively for long-term benefits. Agility powers leaders to quickly unlearn and relearn relevant skills to swim through choppy waters. Agile leaders can read current trends and make forecasts to take proactive actions for a strong future instead of being caught off-guard. In the current times, leaders who successfully transitioned to a virtual ecosystem have been able to lead and guide their teams to be productive. These leaders displayed flexibility in accommodating the changing realities and empowered the people they led to do the same.

The ability to lead is not a checklist of items, but a unique combination of the above abilities. Going forward, there will be a constant focus on upskilling and coaching keeping the evolving market and consumer landscape in mind. One thing is certain even in these uncertain times: no matter the industry or scale of business, CXOs will always be expected to lead with purpose, authenticity, and transparency.

Anil Thankachan is co-founder, director at PeopleAsset, while Mainak Maheshwari is director, Talent Advisory



rally cannot have all the answers to. For optimum solutions and a holistic view, leaders need to demonstrate humility and open up the idea of seeking help from the right people/places. Humble leaders are collaborators who acknowledge that they do not have all the solutions. This is so relevant in today's day and age because collaborative efforts are essential to more innovation and progress. It is important that leaders understand their true prowess and credibility

creation by seeking help by asking questions like "What are you seeing that I am missing?" or "What are the other ways to do this better?"

Digital authenticity

The expectation from the CXOs of today includes digital

trust with an increasingly remote, multigenerational, and multicultural team by being as real in times of failure and uncertainty as they are excited in times of success. Future skills require leaders to be less formal and more transparent, unscripted, and genuine even when driving external conversations. By having a digital persona that is reflective of their personal

Tesco Bengaluru and the University of Birmingham strike a strategic partnership



The University of Birmingham and Tesco Bengaluru are joining forces to create postgraduate study programmes in data science and artificial intelligence.

Sumit Mitra, CEO, Tesco Business Services and Tesco Bengaluru, and the University of Birmingham vice-chancellor, principal professor Adam Tickell signed a Memorandum of Understanding (MoU) to explore a strategic partnership that will create education and research partnerships.

The partnership will see university experts designing and delivering educational programmes for the colleagues of Tesco Bengaluru. The programmes could range from training in specific professional areas to formal postgraduate qualifications.

Tesco Bengaluru will also explore opportunities for suitably qualified Birmingham students to join placements at the company's data-science teams in India. The company's data-science experts will also offer guest lectures to Birmingham staff and students - broadening their understanding of academic trends with joint seminars and events.

The partnership agreement was reached during a visit to the Tesco Bengaluru campus by professor Adam Tickell, who commented: "The University of Birmingham is a global 'civic' university and is committed to forging meaningful education and research partnerships in India. We have been named the most targeted university by the UK's top 100 graduate employers, according to a report in 2021. This partnership is a testament to our strong links with industry which will support our education, research, and employability agenda."