

EDUCATION AND HEALTH SHOULD BE GIVEN PRIORITY OVER ROADS AND FLYOVERS

Biz gurus vouch for focus on soft infrastructure

Maitreyee Boruah. BANGALORE

NISHANT RATNAKAR

Instead of merely focusing on development and improvement of roads, buildings, water and electricity, management gurus suggest re-looking at development of soft infrastructure, including development of human skills, education system and flow of information, to tackle woes related to urban living.

The biz gurus were deliberating on issues facing the country's urban areas at a round table discussion titled "Challenges of rapid urban growth: Readiness of critical infrastructure institutions in urban mega-centres", at the Indian Institute of Management, Bangalore (IIM-B) campus here on Wednesday.

The round table was organised by the Harvard Business School India Research Center in association with IIM-B.

Tarun Khanna, Jorge Paulo Lemann professor from Harvard Business School, Manish Sabharwal, chairman of Teamlease Services Private Limited, a staffing solutions company, Ajai Kumar Singh, state director-general and inspector-general of police, and Aromar Revi, director of Indian Institute for Human Settlements participated in the event.

Rajeev Gowda, chairperson, Centre for Public Policy, IIM-B, in his welcome address, said that it was time to ponder over whether the country had the infrastructure to cope with rapid urban growth.

"We talk about roads, water, flyovers and electricity. These are just part of urban growth. What about basic amenities like education, health and opportunities for economic growth? We need to look into



GROWTH TALK: DG-IGP Ajai Kumar Singh speaking at a conference jointly organised by Harvard Business School and IIM-B on importance of increasing people's productivity for growth

them also," Gowda said.

On a similar note, Sabharwal said migration from rural areas to urban areas was a reality and it could not be stopped. "We need economic reform to increase productivity of people. We have to take people to jobs and not jobs to the people," Sabharwal added.

Singh said coordination between various institutions and organisations was mandatory for smooth functioning of a city. "Citizens need to actively participate in policies and decision making with regard to the growth of their city," he added.

Khanna said that a faster flow of information was needed to tackle urban growth. "In India, we suffer from massive institutional faults."

maitreyee@dnaindia.net

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Manish Sabharwal, Chairman, Teamlease Services P Ltd

How to win in emerging markets

Tarun Khanna, a Jorge Paulo Lemann professor from Harvard Business School, on Wednesday launched his latest book, *Winning in Emerging Markets: A Roadmap for Strategy and Execution*, at IIM-B. The book has been published by Harvard Business Press.

"The book targets the corporate strategists who

need practical framework, and assessment tools for analysing emerging markets, identifying new business opportunities, planning strategy and execution, market and finally build execution strategies," said Khanna, who currently teaches in Harvard's executive education programs and is faculty for HBS activities in India.