

Project Dissertation

THE STUDY OF NARENDRA MODI'S PRIME MINISTERIAL JOURNEY: A MANAGERIAL VIEWPOINT ANALYSIS

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CERTIFICATE

This is to certify that the Dissertation titled “THE STUDY OF NARENDRA MODI’S PRIME MINISTERIAL JOURNEY: A MANAGERIAL VIEWPOINT ANALYSIS”, is a bonafide work carried out by Anoushka Sharma, student of MBA 2014-16 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfillment of the requirement for the award of the Degree of Masters of Business Administration.

Signature of the Guide

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Place: New Delhi

Date:

DECLARATION

I, Anoushka Sharma, student of MBA 2014-16 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that the dissertation, “THE STUDY OF NARENDRA MODI’S PRIME MINISTERIAL JOURNEY: A MANAGERIAL VIEWPOINT ANALYSIS” submitted in partial fulfillment of the requirement for the award of the Degree of Masters of Business Administration is an original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge. The report is not being submitted to any other University for award of any other Degree, Diploma and/or Fellowship.

Place: New Delhi

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Date:

(2K14/MBA/12)

ACKNOWLEDGEMENT

I strongly believe in two things, Knowledge is unlimited and that there is nothing in this world that an individual does not need to know. This dissertation stems out from my curiosity to learn more about a topic that has been my fascination for almost two years now.

I am greatly thankful to my institute, **Delhi School of Management**, for providing me with this opportunity to get an insight into this completely new topic. It was a great chance for learning and knowledge enhancement. I consider myself to be blessed with immense good fortune to have been able to conduct this research.

I would also like to use this opportunity to express my extreme gratitude to my mentor, **Ms. Meha Joshi**, who in spite of being extremely busy with her other duties and teaching schedules always took out time to guide me, help me and advise me.

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Sincerely,

Anoushka Sharma

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EXECUTIVE SUMMARY

Narendra Damodardas Modi is the first Prime Minister in 30 years to lead a single-party majority government at the Centre. Modi's brilliant ascent– from an ordinary tea seller to one of the longest serving Chief Ministers in the country to the 15th Prime Minister of India – is of a person who imagined and who set out to challenge the most intense political family in the Indian political scenario. . A fantastic speaker, an expert strategist and a technically knowledgeable Prime Minister are amongst the numerous plumes in his cap.

The dissertation aims at analyzing the Prime Ministerial journey of Narendra Modi in his almost two years at office. There are many managerial takeaways and lessons that his journey has to offer to corporates and students alike. This dissertation is a trial to understand what makes the Prime Minister so charismatic than his predecessors.

The main objectives of this dissertation are:

1. To evaluate the General Elections 2014 with respect to their significance in history and their importance in the Indian scenario.
2. To critically evaluate the various initiatives that Prime Minister Narendra Modi and his team has rolled out in their term at the centre.
3. To examine how successful these initiatives have proven to be and the respective performance of the same
4. To inspect how effective the strategy of networking with Global Leaders has been for Prime Minister Narendra Modi and India
5. To scrutinize how the extensive use of Social Media platforms have helped Prime Minister Narendra Modi in staying connected
6. To analyse the crucial importance of good communication skills and how Prime Minister has shown elements of great oratory skills.
7. To study the new form of Governance style that Narendra Modi has been following, earlier as the Chief Minister of Gujarat, and then as Prime Minister of India.

8. To examine the rapidly emerging concept of Nation Branding and evaluate how Prime Minister Modi has been successful in portraying India as a global brand.
9. To survey the perceptions of today's youth with respect to the performance of Narendra Modi as a Prime Minister and the leader of the world's largest democracy.

The data and the information for this dissertation was collected using extensive primary and secondary research. The primary research for the dissertation included open ended interviews with various stakeholders and the survey conducted within a targeted age group.

The secondary research was conducted by an extensive reading of various newspapers, magazine and journal articles. Government Policy Documents and Party Election Manifestos were also studied. Data and information was collected via multiple sources and all the information mentioned was cross checked from more than one sources to ensure maximum amount of authenticity.

The qualitative analysis done as a part of the dissertation focusses on five major aspects of the managerial takeaways from Narendra Modi's Prime Ministerial term. These are – Networking, Use of Social Media, Oratory Skills, Governance Style and Branding of India.

Also, open ended interviews were conducted with various stakeholders to assess their feelings and opinions towards the Prime Minister and his performance in the office.

The quantitative analysis takes into account the results gathered from a survey done amongst the youth (Age Group of 20-30). The results have been analysed based on the following five construct - Narendra Modi as a Personality, Narendra Modi as a Leader, Narendra Modi and India's International Presence, Narendra Modi and Domestic Initiatives and Narendra Modi as a Prime Minister.

The results are discussed and a plausible conclusion is drawn for the observations made via both qualitative and quantitative means.

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CHAPTER 01: INTRODUCTION

1.1 Background of the Dissertation

In the previous year, 2015, the Forbes magazine positioned Narendra Modi as the ninth most powerful individual, globally [1]. He was ranked at 15th in the same list, the year prior [3]. He has featured on the cover page of TIME Magazine twice, once as the Chief Minister of Gujarat in 2012, and the second time as the Prime Minister of India in 2015 [20] [21]. He has also featured on the TIME Magazine's 'The 30 Most Influential People on the Internet' for the second year in a row in the year 2015's unranked list [18].

Jim Yong Kim, President of the World Bank, trusts that the Indian Prime Minister is making "extremely promising" changes [22]. He went on to further add that the world needed more leaders like him [23]. According to Nicholas Burns, Former United States Under Secretary of State now based at Harvard University's Kennedy School of Government, Mr. Modi has "shown himself to be very sure-footed, very energetic" on a global stage [19]. The Forbes magazine has said that within his first year in office, Narendra Modi was able to register 7.4% GDP growth, an astonishing figure [2].

Narendra Modi was sworn in as India's 15th Prime Minister on 26th May, 2014 after a spectacular win in the General Elections 2014 [7]. His proven track record as the Chief Minister of Gujarat proved to work in his favor. Modi's government branded Gujarat as a state of dynamic development, economic growth and prosperity with the slogan, "Vibrant Gujarat" [13] [14] [15]. His great communication skills, his dedication to the nation's development and his 'common man' image had the entire Indian population vote for him, irrespective of the caste, creed, religion and financial backgrounds. "He was able to cut across all barriers, be it, religious, regional or state and established himself as a man who dares to dream and who works to realize those dreams" [12]

His swearing in ceremony was described as a spectacular event and was attended by leaders of all the SAARC nations [8]. His new innings began with a humble speech and a promise to "uphold the sovereignty and integrity of India ... and ... do right to all

manner of people in accordance with the constitution and the law, without fear or favor, affection or ill will” [10].

Known in his party as the Man with the Midas Touch [4], Narendra Modi is known to turn into victory whatever he touches. An excellent organizer, a master strategist and a master orator, Narendra Modi is a profound leader with a dream to empower Brand India [5]. He dreams of an India where knowledge is strength, where the government is open and transparent and where access to information known no barriers [6].

Narendra Modi is a man of many talents. He is a thorough workaholic and has built an extensive network of connections, at the state level of Gujarat, at the national level and now even at the international level [16]. Modi’s biographer, Nilanjan Mukhopadhyay, describes him as charismatic, an "extremely hard working person and a good administrator” [17].

From helping his father sell tea at the Railway Station at one anna per cup [9], to becoming the Prime Minister to the world’s largest democracy, Narendra Modi has been written an inspiring success story. His journey was not easy, but known as an eternal optimism and “never-say-die” attitude [11], he showed the determination and courage to overcome whatever life threw his way.

Being the Prime Minister of the largest democracy is no easy task, and Mr. Narendra Modi has been making waves while doing this job. An inspiration to many, he is turning out to be the change that India needs. But, if one looks closely, there are strategic lessons in his journey. He has nurtured skills that are essential for a leader to be successful. He has mastered talents that are crucial for any manager’s success too. There have been studies based on his success graph and his very successful 2014 General Elections strategy. But there seems to be a visible gap in studies referring to his managerial talents and his possible position as the new management guru. The dissertation aims to study the performance of Narendra Modi in his Prime Ministerial journey and the emergence of possible managerial lessons from his journey.

1.2 Aims of the Dissertation

The main aim of this dissertation is to deeply analyse Narendra Modi's term as the Indian Prime Minister. The dissertation looks to evaluate the various strategies and tactics employed by Prime Minister Modi and his team that a manager can learn from and employ successfully at their levels.

1.2.1 Objectives of the Dissertation

From the aim of the dissertation, following objectives have been derived:

1. To evaluate the General Elections 2014 with respect to their significance in history and their importance in the Indian scenario.
2. To critically evaluate the various initiatives that Prime Minister Narendra Modi and his team has rolled out in their term at the centre.
3. To examine how successful these initiatives have proven to be and the respective performance of the same
4. To inspect how effective the strategy of networking with Global Leaders has been for Prime Minister Narendra Modi and India
5. To scrutinize how the extensive use of Social Media platforms have helped Prime Minister Narendra Modi in staying connected
6. To analyse the crucial importance of good communication skills and how Prime Minister has shown elements of great oratory skills.
7. To study the new form of Governance style that Narendra Modi has been following, earlier as the Chief Minister of Gujarat, and then as Prime Minister of India.
8. To examine the rapidly emerging concept of Nation Branding and evaluate how Prime Minister Modi has been successful in portraying India as a global brand.
9. To survey the perceptions of today's youth with respect to the performance of Narendra Modi as a Prime Minister and the leader of the world's largest democracy.

1.3 Purpose of the Dissertation

The dissertation will assist various managerial students to learn from Prime Minister Narendra Modi's strategies and tactics. It will help them see the Prime Minister as a potential management guru that has given out lessons that can be beneficial for managerial students.

Strategies such as Networking, good Communication Skills and Participatory approach, amongst many others, are theories that Prime Minister Narendra Modi has effectively and efficiently displayed on the national and international front. He can prove to be a practical example to learn from as to how to transform theory into practice.

1.4 Structure of the Dissertation

The dissertation is divided into a total of six chapters.

In Chapter 1, the aims and objectives of the research have been presented in addition to the potential contribution that the dissertation might offer for future references and studies.

Chapter 2 serves as a background to the dissertation. The chapter begins with a brief personal and political history of PM Modi. The chapter next describes the 2014 General Elections, their results and their significance in Indian Politics. The chapter then moves on to describe the initiatives taken by the Modi Government and their effects.

In chapter 3, a discussion of the research methodology undertaken has been mentioned. The chapter describes the approach taken for the study.

Chapter 4 and Chapter 5 focus on the detailed analysis and discussion of the information and data researched as part of the dissertation. Chapter 4 focuses on a qualitative analysis whereas Chapter 5 gives a view on the perception of the youth towards Prime Minister Narendra Modi and his performance as a PM.

Finally, Chapter 6 concludes the dissertation with possible learnings being discussed in detail.

CHAPTER 02: BACKGROUND TO THE RESEARCH CONTEXT

2.1 Introduction

Any research, to be conducted successfully, needs a strong knowledge of the background facts, contexts and information. A proper and thorough review of existing literature (in form of journals, papers, articles, etc.) is of high importance to ensure that the opinions and researchers of the past and present academicians are considered.

2.2 Narendra Modi

Narendra Damodardas Modi is the 15th and current Prime Minister of the world's largest democracy, India. He has been in the office since 26th May, 2014 and his time as a Prime Minister has been nothing short of exemplary. A leader of the Bharatiya Janta Party (BJP), he was the Chief Minister of Gujarat for a record 13 years, from 2001 to 2014, when he left the position for the Prime Minister of India's office. For 2014 General Elections, he fought from two seats, Varanasi and Vadodara and won from both the seats. He decided to give up his seat in Vadodra (Gujarat) and is presently serving as the Member of Parliament (MP) from the holy city of Varanasi (Uttar Pradesh).

Prime Minister Narendra Modi has had humble beginnings in life. Third of the six children born to parents Damodardas Mulchand Modi and Heeraben Modi, he was born on September 17, 1950 in a small district by the name of Vadnagar in the state of Gujarat, to a family of grocers. Narendra Modi's family belongs to the Ghanchi (oil-presser) community and is categorized as an OBC (Other Backward Class) by the Indian Government.

Narendra Modi as often been referred to as a "chaiwallah" for the reason that since a very tender age, he started helping his father selling tea at the Vadnagar railway station. At the age of six, he started assisting his brother in the same task near a bus terminus. He was an average student throughout but his teachers do remember him as a student with high curiosity levels with excellent debating skills and high interest levels in

theatre. Prime Minister Modi, it is said, always loved to play larger than life characters in theatrical productions, which is seen to influence the political image that he portrays.

Since his early years, Narendra Modi was fascinated by the concept of helping his nation. Holding a masters in Political Science, he joined the Rashtriya Swayamsevak Sangh (RSS) in his adolescent years. Narendra Modi has been quoted as saying “Each one of us has a natural instinct to rise, like a flame of the lam. Let us nurture that flame.” He himself has always nurtured his instinct of being in a position where he can bring about change.

2.2.1 Political Career of Narendra Modi

On 26th June 1975, the then Prime Minister of India, Mrs.Indira Gandhi, declared a state of emergency in India which lasted for two years, till 1977. During these two stressful years, many of her political opponents were jailed and opposition groups, organizations and associations were banned. Included in these banned organizations were Rashtriya Sewa Sangh (RSS) and Akhil Bharatiya Vidyarthi Parishad (ABVP), the student wing of the RSS. Modi happened to be the *Pracharak in-charge* of ABVP at the time, and had to go underground and travel in disguise to avoid arrest.

Once the emergency situation sorted itself out, Modi was assigned to the Bharatiya Janta Party (BJP) in 1985. His entrance in electoral politics was marked by his election as the organizing secretary of BJP’s Gujarat state unit. He then came into the highlight by his excellent organization of L.K.Advani’s 1990 Ayodhya Rath Yatra and Murli Manohar Joshi’s 1991-92 Ekta Yatra.

From there on, Narendra Modi went to be elected as the BJP national secretary along with a transferred to New Delhi, where he assumed responsibility for party activities in the northern Indian states of Haryana and Himachal Pradesh. His strategy in 1998 Gujarat State elections won him favors within the party ranks and he was soon promoted to BJP general secretary (organization) in May of the year 1998.

In 2001, Keshubhai Patel, a senior BJP leader in the state of Gujarat, became seriously ill leading to a massive defeat faced by the party in the by-elections. Strong allegations

of abuse of power, corruption and poor administration were made, and Patel's standing had been damaged by his administration's handling of the 2001 Bhuj earthquake. The BJP was in need of a new leader and Narendra Modi rose to the opportunity. It is recorded that he was earlier offered the post of Deputy Chief Minister under Keshubhai Patel but he refused saying that he was "going to be fully responsible for Gujarat or not at all". On 3 October 2001 he replaced Patel as Chief Minister of Gujarat, with the responsibility of preparing the BJP for the December 2002 elections.

His first term in office began with his oath taking ceremony on 7 October 2001. His first term in office is largely marred with the 2002 Gujarat riots. Modi's involvement in the 2002 events is continued to be debated, though he has been provided a clean chit by a Special Investigation Team (SIT).

For his second term re-elections, he and his party faced strong allegations of being anti-Muslim. As a consequence, emphasis during the campaigning of second term was paid on Gujarat's economic development, rather than on age old religious and caste based issues. Narendra Modi saw a win in his second term as well. Despite his second-term focus on economic issues, Modi's relationship with Muslims continued to be criticized.

During his second term, Gujarat saw huge development and was described as an attractive investment destination by many. According to Aditi Phadnis, a renowned political writer and editor, "There was sufficient anecdotal evidence pointing to the fact that corruption had gone down significantly in the state ... if there was to be any corruption, Modi had to know about it"[112]. He established financial and technology parks in Gujarat and during the 2007 Vibrant Gujarat summit, real-estate investment deals worth ₹6.6 trillion were signed in the state [113].

Modi went on to win a record Third Term (2007-12) and Fourth Term (2012-2014) in the state of Gujarat.

On 31 March 2013 Modi was appointed to the BJP parliamentary board, the highest decision-making body in the party, and at the party's 9 June national executive meeting he was appointed chair of the BJP's central election campaign committee for the 2014 general election. In September 2013, the BJP announced that the chief minister would

be their candidate for prime minister in the 2014 Lok Sabha election, paving the way for a new phase in Narendra Damodardas Modi's political life.

2.3 Indian General Elections 2014: Landmark Elections

The Indian General Election, held in 2014, to elect the 16th Indian Parliament was historic in itself. The first history that it created was the fact that it was the longest running elections in the country's history [24]. It was completed in an astonishing nine phases that were held between April 7th, 2014 to May 12th, 2014 [25].

As quoted by the then Chief Election Commissioner, V S Sampath, a staggering 814 million people were eligible to vote in the 2014 General Elections. The number is almost a 100 million more than the number of eligible voters in the last elections that were held in 2009. This number is larger than the entire then population of Europe, making this the biggest election the world had ever seen, a second historical feat the General Elections 2014 were able to achieve. [26]

Once the elections started, it was the most participative elections India had ever seen, with people coming out in large numbers to vote for the party/ prime ministerial candidate that they supported. The average election turnout of the entire election was around 66.38%, which has been recorded as the highest ever in the history of Indian general elections [27]. The voter turnout in absolute terms soared to 55.1 crore from 41.7 crore in the last parliamentary polls. This marks an increase of 32% in total votes cast compared to 2009 [29].

The General Elections also created a record in its own rights with the amount of expenditure that it incurred. As reported by Times of India, a leading national daily, the General Election of India cost the Government of India a startling Rupees 3,426 Crores, which is approximately 131% more than that spent on the 2009 Elections, which was Rupees 1,483 Crores. This high expenditure was attributed to rising inflation and the introduction of new measures in the 2014 General Elections including the voter awareness initiative titled Systematic Voter Education and Electoral Participation (SVEEP) [29].

2.3.1 Campaign Strategy for BJP

Bharatiya Janta Party had a clear and defined plan to win the 2014 General Elections. The primary strategy was its clear projection of the then Gujarat Chief Minister, Mr. Narendra Modi, as its Prime Ministerial candidate. Their "Modi for PM" slogan is considered to be the main plank of their electoral campaign.

Another innovative strategy is named "One vote, one note" mantra, through which they are trying to reach 10 crore families. According to this plan, the BJP wants to reach crores of families throughout India and collect funds from them, anything between Rupees 10 and Rupees 1,000 [25]. This helped in collection of their election funds.

Their highly successful advertising campaigns focusing on “Hum Modiji ko Laane Waale Hain; Achhe Din Aane Wale Hain” was at the core of their communications with the people of the country. With precisely defined objectives and well chalked out action plans once they come to power, BJP made sure that they presented the population with a clear picture of what they aimed to do.

Another major strongpoint was the massive use of Social Media in the 2014 elections by BJP. This step made sure that the party was well connected with the youth of the nation, who formed a major portion of the eligible voting population. Around 23.1 million or 2.7% of the total eligible voters were aged 18–19 years. [36]

2.3.2 Results

The results of the 2014 Elections proved to create even newer landmarks and records in the history of Indian General Elections. The results for the 2014 elections were announced on 16 May 2014, a fortnight before the previous Lok Sabha officially completed its constitutional mandate at the end of the month of the May. The results were extraordinary in the sense that it was the first time since the 1984 General Elections that a single party had won a majority in the house (without the support of other parties) [30].

The National Democratic Alliance won a sweeping victory, taking an astonishing 336 seats. The BJP itself gathered 282 (51.9%) of all the Lok Sabha seats [31]. Taking into consideration the limitations that the BJP faces in many parts of the country, the victory was nothing short of a miracle. BJP faces strong opposition from some significant sections of the minorities and a big crucial section of Dalits. Additionally, South India is politically dominated by regional parties and BJP does not have a very strong foothold in any of the southern states of the country, with the exception of Karnataka.

Gujarat, the home state of Prime Minister Narendra Modi recorded a complete victory for the Bharatiya Janta Party. The party won all the seats in the state, a total of 26/26, a feat achieved for the first time by any political party since Independence. This was another record in itself and proof of the popularity that Mr. Modi enjoyed in his home state [28]. Modi himself won his contested seat of Vadodara by a record margin of 500,000. In contrast to the senior leaders from Congress, all senior BJP leaders, including L.K. Advani, Rajnath Singh and Sushma Swaraj among others won their contested seats. Rajasthan Chief Minister Vasundhara Raje, also hit the bull's eye, scoring 25 out of 25 in her state [33].

From the other National Party in perspective, it was the worst defeat for Congress ever in Indian General Elections [32]. The prominent national party faced a complete washout in the major states of Rajasthan, Gujarat, Goa, Himachal Pradesh, Jharkhand, Odisha, Delhi, Tripura and Uttarakhand. What is even more astonishing is the fact that the party did not reach a double digit figure in even a single state [34].

It was a total defeat for some of the prominent cabinet ministers in the UPA government. Out of the total of 16 Cabinet Ministers that contested in the 2014 General Elections, 13 lost. And these included seniors like Union Home Minister Sushil Kumar Shinde, Law Minister Kapil Sibal, External Affairs Minister Salman Khurshid, Coal Minister Sriprakash Jaiswal, Health Minister Ghulam Nabi Azad, Steel Minister Beni Prasad Verma and Corporate Affairs Minister Sachin Pilot, who all lost by significant margins. Majority of these leaders could not even close in on a second spot. A cabinet giant, Sibal, came in third in his contested constituency, whereas Khurshid came in fifth [35].

2.3.3 Elections: Point of View of Narendra Modi

On a personal front for Prime Minister Narendra Modi, the 2014 General Elections was a reflection of many firsts. Mr. Modi is the first Indian Prime Minister to be born in independent India. He is also the first Prime Minister from the backward class (he is an OBC) to be elected to the most prominent position in Indian Polity. He is also the first leader to have captured the country's top political office by the power of his sheer charisma and dedication towards growth and development. The landmark 2014 victory also puts a fading effect on the negative persona that was created for Mr. Modi due to the 2002 Gujarat riots.

It is also a first that an outsider from the Delhi Politics like Mr. Modi has risen to be at the centre and the most probable reason for the victory of BJP. Narendra Modi was never a member of the Delhi Political elite. But he made space for himself by becoming the PM candidate by showing performance oriented work ethics and hard work over the years. He swept the entire western belt by bagging some 120 out of the 130 seats in Maharashtra, Goa, Gujarat, Madhya Pradesh and Rajasthan [33].

2.3.4 Why the 2014 General Elections and its Results hold Significance

There was a stream of important issues that came to light during the 2014 General Elections. Primary issue for the Electoral Commission was to ensure a secure, uninterrupted and corruption-free election. The nation, from late 2012, was being faced by issues such as poor growth of the economy, increasing inflation or significant price rise, slacking industrialization, lack of employment, farmer suicides, and many more.

India was plagued by corruption in the UPA government with major scams like Coalgate, 2G and 3G coming to the surface. There was widespread unrest and a feeling of distrust amongst the people of India. In the face of such distrust, BJP introduced Narendra Modi as its prime ministerial candidate. Mr. Modi had been, for a long time, been the face of good governance, growth and development. He was seen as the reason for the positively huge changes in the state of Gujarat and the creator of 'Vibrant Gujarat'. In contrast to this, the Indian National Congress (INC) remained undecided

about their Prime Ministerial candidate, even till the time of going to the elections. Though the announcement by the then Prime Minister of India, Dr. Manmohan Singh, of not running for the third term as PM candidate was seen by many as paving way for Rahul Gandhi, the scion of Nehru-Gandhi family, but no formal announcement contributed to a feeling of ambiguity towards INC.

There existed some important trends and outcomes in the results of the 2014 Elections. These included:

- **Rise of Narendra Modi and his Leadership:** Narendra Modi became synonymous with powerful leadership in the 2014 General Elections. Mr. Modi came across as a dedicated, focused and in command leader, who was promising to drive the nation towards growth and development. There was rapid increase in the 'Modi Wave' which attracted the people from every part of the country. On the other hand, his counterpart, Rahul Gandhi was nothing less than a disappointment. He could not gather much respect from people and was often ridiculed for his lack of communication skills and clarity of vision. An article even went on to say that “It wouldn't be unfair to say that the Congress sacrificed the 2014 election in trying to project Rahul Gandhi as a larger-than-life leader” [37].
- **Winning of Uttar Pradesh:** Often considered as the most important state politically, Uttar Pradesh was a state that holds the potential of turning the tables. Modi's right hand man Amit Shah, delivered in the state with BJP winning a remarkable 73 of the 80 seats in the state. It is said that Mr. Shah, a renowned strategist was able to achieve this feat with his “industrious campaigning and shrewd caste calculations” [37].
- **Developmental Agenda:** BJP is known for its strong foundation principles focusing on “Hindutva”. But, taking a strong U-Turn, BJP let go of its Hindutva agenda to focus on the issues concerning growth and development. It focused solely on the issue of job creation, growth of India, security and development in an inclusive sense. And it was able to focus on the above said with Modi being the face of their

Development Agenda. The results showed that Indian chose the developmental agenda over the age old religion and caste based politics.

- **Strong Anti-Congress Sentiment and Lookout for Change:** The UPA Government had been able to create a strong anti-Congress and anti-UPA sentiment amongst the population of India with a weak government, silent Prime Minister, broken foreign policy, rising inflation, rising unemployment and rising farmer suicides in the country. To top it all off the Government became the face of unchecked corrupt practices and scams. It was no surprise then that the party and the alliance as a whole faced rejection throughout the nation. The people of India voted for a complete “Change” that they wanted to experience from the then current government.
- **Every State Matters:** Another winning strategy of Narendra Modi and his team was the observance and concentration to the fact that every state, whether big or small, matters. A particular and dedicated focus was on the Northeast region of India. National parties often tend to neglect these states. BJP did not commit that mistake and was able to win nine seats from this rather isolated region. Given that the party had no base in the Northeast, this is nothing short of a miracle. Besides, the single-seat Dadra & Nagar Haveli and Daman & Dui also went to BJP [30].
- **End of Leftist Raj:** The results of the 2014 General Elections also showed the end of an era with a complete washout of the Leftist party CPI – M, even in its stronghold states of West Bengal and Kerala. In Kerala, the party got only 5 of the 20 seats. In West Bengal, they bagged a mere 2 seats. This was a clear indication of the end of the Leftist ideology in India and paves way for other development focused progressive parties in times to come.

2.4 Initiatives by Prime Minister Narendra Modi

2.4.1 Beti Bachao, Beti Padhao

As indicated by the Indian Census 2001, the child sex Ratio (0-6 years) in India was 927 girls for every 1,000 boys. This figure dropped an uncommon dive to 918 young ladies for each 1,000 young men in 2011 Census. The reducing child sex proportion in India remains a tremendous reason for concern toward the Government. So as to handle the grim situation, the Government of India presented the Beti Bachao, Beti Padhao (Save girl child, educate girl child) plan. PM Modi initiated the project on 22 January 2015 from Panipat, Haryana. The goal is to generate awareness as to the diminishing child sex ratio and to improve the effectiveness of welfare administrations implied for girls. The plan was started with an initial fund of ₹100 crore (US\$15 million). This is a joint activity of Ministry of Women and Child Development, Ministry of Health and Family Welfare and Ministry of Human Resource Development.

2.4.2 Diamond Quadrilateral

The Diamond Quadrilateral is a project of the Indian railways to establish high speed rail network in India. This quadrilateral will connect the four metro cities in India, i.e. Delhi, Mumbai, Chennai and Kolkata. This project is similar to Golden Quadrilateral which is a roadway project which connects the four metros by Express Ways. Government of India is planning to start Semi-high speed trains on nine corridors and has ambition to run bullet trains in future. On 9 June 2014, the President of India Pranab Mukherjee, officially mentioned that the Government led by Prime Minister Narendra Modi will launch a Diamond Quadrilateral project of high speed trains

2.4.3 HRIDAY

National Heritage City Development and Augmentation Yojana (HRIDAY) was launched on 21 January 2015 with the aim of bringing together urban planning, economic growth and heritage conservation in an inclusive manner to preserve the heritage character of each Heritage City. The Scheme shall support development of core heritage infrastructure projects including revitalization of linked urban infrastructure for

heritage assets such as monuments, Ghats, temples etc. along with reviving certain intangible assets. These initiatives shall include development of sanitation facilities, roads, public transportation & parking, citizen services, information kiosks etc. A budget of ₹500 crore (US\$74 million) has been set aside for the same.

2.4.4 DELP

Prime Minister Narendra Modi announced the Domestic Efficient Lighting Programme (DELP) on 5 January 2015, replacing the Bachat Lamp Yojana. It is placed under the Ministry of Power and is headed by the Minister of Power, Mr. Piyush Goyal. The scheme urges people to use LED bulbs in place of incandescent bulbs, tube lights and CFL bulbs as they are more efficient, long lasting and economical in their life cycle duration. The scheme provides LED bulbs at a subsidized rate for replacing traditional or CFL lamps to households.

The electricity distribution companies (Discoms) would also reap financial benefits offsetting the subsidy given on LED bulbs by reducing evening peak load in the electricity grid by eliminating use of electricity guzzling lighting bulbs.

2.4.5 Housing for All

Housing for All scheme in India is a vision of Prime Minister Narendra Modi of India where all facilities will provide in a place. The government has identified 305 cities and towns have been identified in 9 states for beginning construction of houses for urban poor. The scheme is placed under the Ministry of Urban Development and is headed by the respective minister, Mr. Venkaiah Naidu. ₹2 lakh crore (US\$30 billion) has been promised to the scheme over the next six years.

2.4.6 Jeevan Pramaan

Jeevan Pramaan is Aadhar based Digital Life Certificate for Pensioners. It was launched by Prime Minister Narendra Modi on 10 November 2014. It is expected to benefit over a crore pensioners. Jeevan Pramaan will do away with the requirement of a pensioner having to submit a physical Life Certificate in November each year, in order to ensure

continuity of pension being credited into their account. Jeevan Praman has been developed by the Department of Electronics and IT (DeITy).

2.4.7 Startup India

The Startup India campaign was started by the Narendra Modi government on January 16th 2016 with an aim to help new businesses and catalyze the spirit of entrepreneurship in India. The campaign is a flagship programme under the Ministry of Commerce and Industry with the Finance Minister, Arun Jaitley leading its charge. The programme is intended to promote financing via banks for new startups and is looking towards the entrepreneurship sector for an increase in the job creation situation. The campaign was first announced by Prime Minister Narendra Modi in his Independence Day address the previous year, i.e., on 15 August 2015.

Single Window Clearance even with the help of a mobile application	Starting with 5 lakh schools to target 10 lakh children for innovation program	new schemes to provide IPR protection to start-ups and new firms	Modified and more friendly Bankruptcy Code to ensure 90-day exit window
Freedom from Capital Gain Tax for 3 years	Freedom from tax in profits for 3 years	Freedom from mystifying inspections for 3 yrs	Innovation hub under Atal Innovation Mission
80% reduction in patent registration fee	10,000 crore fund of funds	Eliminating red tape	Self-certification compliance

Table 2.1 : Key Points of Startup India Programme

2.4.8 Mann ki Baat

Mann Ki Baat is an Indian radio programme hosted by Prime Minister Narendra Modi in which he addresses the people of the nation on radio, DD National and DD News.

In 15 addresses of Mann ki Baat broadcast so far, more than 61,000 ideas have been received on the website and 1.43 lakh audio have been received. Each month, some selected calls become a part of the broadcast.

The Prime Minister, Narendra Modi, is usually expected to address the nation every month on All India Radio. Having officially started on and from October 3, 2014, the programme aims to deliver the Prime Minister's voice to the general masses of India.

Since television connection is still not available everywhere in India, especially in the isolated, rural and less developed regions, radio was chosen to be the medium for the programme, owing to its wider reach.

2.4.9 Pradhan Mantri Mudra Yojana (PMMY)

Micro Units Development and Refinance Agency (MUDRA) Bank is a new institution being set up by Government of India for development and refinancing activities relating to micro units. The purpose of MUDRA is to provide funding to the non-corporate small business sector. Loans worth about Rs 1 lakh crore have been sanctioned to small entrepreneurs under the Pradhan Mantri MUDRA Yojana.

Under the scheme, Pradhan Mantri Mudra Yojana three categories of interventions has been named which includes

Shishu :- Loan up to ₹50,000 (US\$740)

Kishore :- Loan ranging from ₹50,000 (US\$740) to ₹5 lakh (US\$7,400)

Tarun :- Loan above ₹5 lakh (US\$7,400) and below ₹10 lakh (US\$15,000)

These three categories will signify the growth, development and funding needs of the beneficiaries as well as it will assure the loan amount to be allotted by Micro Units Development and Refinance Agency Bank.

2.4.10 Pradhan Mantri Jan-Dhan Yojana

Pradhan Mantri Jan-Dhan Yojana (PMJDY) is National Mission for Financial Inclusion to ensure access to financial services, namely Banking Savings & Deposit Accounts, Remittance, Credit, Insurance, Pension in an affordable manner. This financial inclusion campaign was launched by the Prime Minister Narendra Modi on 28 August 2014.

Run by Department of Financial Services, Ministry of Finance, on the inauguration day, 1.5 Crore (15 million) bank accounts were opened under this scheme.[2][3] Guinness World Records recognizes the Achievements made under PMJDY, for the most bank accounts opened in 1 week as a part of financial inclusion campaign, which is

18,096,130 and was achieved by Banks in India from 23 to 29 August 2014. By 10th February 2016, over 20 crore (200 million) bank accounts were opened and ₹323.78 billion (US\$4.8 billion) were deposited under the scheme

S. No		No Of Accounts			No Of RuPay Debit Cards	Aadhaar Seeded	Balance In Accounts	% of Zero Balance Accounts
		Rural	Urban	Total				
1	Public Sector Banks	9.43	7.42	16.85	14.32	8.04	28139.17	27.74
2	Regional Rural Banks	3.26	0.54	3.79	2.69	1.16	6178.12	23.15
3	Private Banks	0.48	0.30	0.79	0.74	0.30	1354.72	40.34
	Total	13.17	8.26	21.43	17.75	9.50	₹35672.01 Crore	27.39

Table 2.2 : Pradhan Mantri Jan - Dhan Yojana (as on 30 March 2016) (Figures in Crores)

2.4.11 Pradhan Mantri Krishi Sinchai Yojana

Pradhan Mantri Krishi Sinchai Yojana (PMKSY) is a national mission to improve farm productivity and ensure better utilization of the resources in the country. A budget of ₹500 billion (US\$7.4 billion) in a time span of five years has been allocated to this scheme. The decision was taken on 1 July 2015 at the meeting of Cabinet Committee on Economic Affairs (CCEA), which in turn was headed by the Prime Minister, Narendra Modi. The scheme comes under the Ministry of Finance, headed by the Finance Minister Mr. Arun Jaitley.

This scheme will be linked to the bank accounts opened under the Pradhan Mantri Jan Dhan Yojana scheme. Most of these account had zero balance initially. The government

aims to reduce the number of such zero balance accounts by using this and related schemes. 124,738,419 people i.e. 124 million Indians have already enrolled for this scheme as of 2nd February, 2016.

2.4.12 Digital India

Digital India is a campaign launched by the Government of India to ensure that Government services are made available to citizens electronically by improving online infrastructure and by increasing Internet connectivity or by making the country digitally empowered in the field of technology. It was launched on 1 July 2015 by Prime Minister Narendra Modi. The initiative includes plans to connect rural areas with high-speed internet networks. Digital India has three core components. These include:

Creation of digital infrastructure	Delivering services digitally	Digital literacy
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Table 2.3 : Core Components of Digital India

The government is planning to create 28,000 seats of BPOs in various states and set up at least one Common Service Centre in each of the gram panchayats in the state. The 2016 Union budget of India announced 11 technology initiatives including the use data analytics to nab tax evaders, creating a substantial opportunity for IT companies to build out the systems that will be required. Digital Literacy mission will cover six crore rural households. It is planned to connect 550 farmer markets in the country through the use of technology. The Centre may use its Digital India project in conjunction with the Swachh Bharat Abhiyan to have solar-powered trash cans like in many US cities which send alerts to sanitation crew once they are full.

Prime Minister Narendra Modi has asked for integration of all land records with Aadhaar at the earliest, emphasizing at his monthly PRAGATI (Pro-Active Governance And Timely Implementation) meeting on 23 March 2016 that this is extremely important to monitor the successful implementation of the Pradhan Mantri Fasal Bima Yojana or crop insurance scheme. The programme has 9 major Pillars:

e-Governance – Reforming Government through Technology	Universal Access to Mobile Connectivity	Public Internet Access Programme
eKranti - Electronic delivery of services	Broadband Highways	Electronics Manufacturing
Information for All	IT for Jobs	Early Harvest Programmes

Table 2.4 : Major Pillars of Digital India

The services under the scheme will include :

DigiLocker	Attendance.gov.in	MyGov.in	SBM Mobile app
eSign framework	Online Registration System (ORS)	National Scholarships Portal	Railways

Table 2.5 : Services under Digital India

Reliance Industries Chairman Mukesh Ambani said his company would invest ₹2.5 lakh crore (US\$37 billion) across different Digital India heads, which have the potential to create employment for over five lakh people. He also announced setting up of the 'Jio Digital India Start Up Fund' to encourage young entrepreneurs who are setting up businesses focused around the Digital India initiative. Bharti Group chief Sunil Mittal committed investments of more than ₹1 lakh crore (US\$15 billion) in the next five years to create deeper infrastructure in rural and urban India in the areas of e-health and e-education.

Leaders from Silicon Valley, San Jose, California expressed their support for Digital India during PM Narendra Modi's visit in September 2015. Facebook's CEO, Mark Zuckerberg, promised to work on WiFi Hotspots in rural area of India. Google committed to provide broadband connectivity on 500 railway stations in India. Microsoft agreed to provide broadband connectivity to five hundred thousand villages in India and make India its cloud hub through Indian data centers. Qualcomm announced an investment of US\$150 million in Indian startups. Oracle plans to invest in 20 states and will work on payments and Smart city initiatives.

In 2014-15, the Union government initially planned to connect 100,000 gram panchayats by fibre optics, which was later scaled down to 50,000. According to data

up to March 2015, only about 20,000 gram panchayats had been covered under the National Optical Fibre Network (NOFN), which was later renamed BharatNet. Till about December 2015, 32,272 GPs were covered with 76,624km of fibre laid, according to government data.

2.4.13 Saansad Adarsh Gram Yojana

Saansad Adarsh Gram Yojana (SAGY) is a rural development programme broadly focusing upon the development in the villages which includes social development, cultural development and spread motivation among the people on social mobilization of the village community. The programme was launched by the Prime Minister of India, Narendra Modi on the birth anniversary of Jayaprakash Narayan, on 11 October 2014. The distinct feature of this Yojana is that it is (a) demand driven (b) inspired by society (c) based on people's participation.

Sansad Adarsh Gram Yojana was initiated to bring the member of parliament of all the political parties under the same umbrella while taking the responsibility of developing physical and institutional infrastructure in villages and turn them into model villages. Under this scheme, each member of parliament needs to choose one village each from the constituency that they represent, except their own village or their in-laws village and fix parameters and make it a model village by 2016.

Thereafter, they can take on two or three more villages and do the same by the time the next general elections come along in 2019, and thereafter, set themselves ten-year-long village or rural improvement projects. Villages will be offered smart schools, universal access to basic health facilities and Pucca housing to homeless villagers. No funds have been allocated to this scheme.

2.4.14 Make in India

Make in India is an initiative launched by the Government of India to encourage multi-national, as well as national companies to manufacture their products in India. It was launched by Prime Minister Narendra Modi on 25 September 2014. India is expected to emerge as the top destination globally for foreign direct investment, surpassing the

United States of America and China. Prime Minister Narendra Modi launched the Make in India program on 25 September 2014 in a function at the Vigyan Bhavan. The major objective behind the initiative is to focus on job creation and skill enhancement in 25 sectors of the economy. The initiative also aims at high quality standards and minimizing the impact on the environment. The initiative hopes to attract capital and technological investment in India. The campaign was designed by Wieden+Kennedy.

Under the initiative, brochures on the 25 sectors and a web portal were released. Before the initiative was launched, foreign equity caps in various sectors had been relaxed. The application for licenses was made available online and the validity of licenses was increased to three years. Various other norms and procedures were also relaxed. Between September 2014 and November 2015, the government received ₹1.20 lakh crore (US\$18 billion) worth of proposals from companies interested in manufacturing electronics in India. 24.8% of smartphones shipped in the country in the April–June quarter of 2015 were made in India, up from 19.9% the previous quarter.

With the demand for electronic hardware expected to rise rapidly to US\$400 billion by 2020, India has the potential to become an electronic manufacturing hub.

Make in India focuses on the following 25 sectors of the economy:

Electrical Machinery	Automobile Components	Defence manufacturing	Media and Entertainment	IT and Business process management
Mining	Automobiles	Construction	Aviation	Electronic systems
Chemicals	Food Processing	Biotechnology	Pharmaceuticals	Oil and Gas
Leather	Ports & Shipping	Railways	Thermal Power	Wellness
Renewable Energy	Roads and Highways	Space and astronomy	Textiles and Garments	Tourism and Hospitality

Table 2.6 : Sectors under Make in India

In January 2015, the Spice Group said it would start a mobile phone manufacturing unit in Uttar Pradesh with an investment of ₹5 billion (US\$74 million). In February 2015, Huawei opened a new research and development (R&D) campus in Bengaluru. It had invested US\$170 million to establish the research and development centre. On 11 August 2015, Xiaomi announced that the first manufacturing unit was operational and introduced the Xiaomi Redmi 2 Prime, a smartphone that was assembled at the facility.

In June 2015, France-based LH Aviation signed a MoU with OIS Advanced Technologies to set up a manufacturing plant in India to manufacture drones.[30]

On 8 August 2015, Foxconn announced that it would invest US\$5 billion over five years to set up R&D and hi-tech semiconductor manufacturing facility to be set up in Maharashtra. Less than a week earlier, General Motors had announced that it would invest US\$1 billion to begin manufacturing automobiles in the state. On 18 August 2015, Lenovo announced that it had begun manufacturing Motorola smartphones at a plant in Sriperumbudur near Chennai, run by Singapore-based contract manufacturer Flextronics International Ltd. The first smartphone manufactured at the facility was the 4G variant of the Motorola Moto E (2nd generation).

On 16 October 2015, Boeing chairman James McNerney said that the company could assemble fighter planes and either the Apache or Chinook defense helicopter in India. The company is also willing to manufacture the F/A-18 Super Hornet in India if the Indian Air Force (IAF) were to purchase it. In November 2015, Taiwan's Weston Corp, which makes devices for companies such as Blackberry, HTC and Motorola, announced that it would begin manufacturing the devices at a new factory in Noida, Uttar Pradesh. On 30 November 2015, the Ministry of Railways signed formal agreements with Alstom and GE Transport worth ₹400 billion (US\$5.9 billion) to set-up locomotive manufacturing factories in Madhepura and Marhaura in Bihar.

In December 2015, Micromax announced that it would three new manufacturing units in Rajasthan, Telangana and Andhra Pradesh at a cost of ₹3 billion (US\$45 million). The plants will begin functioning in 2016, and will each employ 3,000-3,500 people.

Following Japanese Prime Minister Shinzo Abe's visit to India in December 2015, it was announced that Japan would set up a US\$12 billion fund for Make in India related projects called the "Japan-India Make-in-India Special Finance Facility". In late December, phone manufacturer Vivo Mobile India began manufacturing smartphones at a plant in Greater Noida. The plant employs 2,200 people.

A defense deal was signed during Prime Minister Narendra Modi's visit to Russia in December 2015 which will see the Kamov Ka-226 multi-role helicopter being built in India. This is widely seen as the first defense deal to be actually signed under the Make in India campaign.

2.4.15 Unnat Bharat Abhiyan

Unnat Bharat Abhiyan is a Ministry of Human Resource Development, Government of India system to inspire and uplift the country India. The project is being dispatched in a joint effort with the Indian Institutes of Technology (IITs), National Institutes of Technology (NITs) and other driving Government Engineering Institutes the nation over.

Unnat Bharat Abhiyan is being composed and directed by IIT Delhi. The project includes drawing in with neighboring groups and utilizing advances for their upliftment. The project is right now being arranged and is yet to be dispatched.

2.4.16 Bharatmala

Bharatmala is a highways and road project under Modi Government. The same will begin from Gujarat and Rajasthan, move to Punjab and afterward cover the complete Himalayan ranged states - Jammu and Kashmir, Himachal Pradesh, Uttarakhand - and after that bits of outskirts of Uttar Pradesh and Bihar nearby Terai, and move to Sikkim, Assam, Arunachal Pradesh, and up to the Indo-Myanmar fringe in Manipur and Mizoram. The venture would require a speculated amount of around ₹500 billion (US\$7.4 billion). The Ministry of Road Transport and Highways has arranged a draft Cabinet note on Bharat Mala venture that conceives development of 25,000 km of

streets along India's fringes, seaside zones, ports, religious and vacationer places and also more than 100 headquarters.

2.4.17 Skill India

Skill India is an activity of the Government of India, initiated by Prime Minister Narendra Modi on 16 July 2015, the idea is to prepare more than 40 crore individuals in India in various abilities by 2022. The activities incorporate National Skill Development Mission, National Policy for Skill Development and Entrepreneurship 2015, Pradhan Mantri Kaushal Vikas Yojana (PMKVY) plan and the Skill Loan plan. The United Kingdom (UK) will add to this system. Virtual organizations will be started at the school level to empower youngsters of either nation to encounter the educational system of the other nation and build up a comprehension of the way of life, customs and social and family frameworks. A promise to accomplish shared acknowledgment of UK and Indian capabilities has been made. Oracle Corp. on 12 February 2016 reported that it will construct other 2.8 million sq. ft. grounds in Bengaluru which will be Oracle's biggest after its central command in Redwood Shores, California.

2.4.18 Swachh Bharat Abhiyan

Swachh Bharat Abhiyan (SBA or SBM for "Swachh Bharat Mission") is a national crusade by the Government of India, covering 4,041 statutory urban communities and towns, to clean the lanes, streets and infrastructure of the nation. The initiative was authoritatively started on 2 October 2014 at Rajghat, New Delhi, where Prime Minister Narendra Modi himself cleaned the street. The aim is to eradicate open defecation by 2019. The project has additionally gotten financing and specialized backing from the World Bank, partnerships as a major aspect of corporate social obligation activities, and by state governments under the Sarva Shiksha Abhiyan and Rashtriya Madhyamik Shiksha Abhiyan plans. Swachh Bharat Abhiyan is required to cost over ₹620 billion (US\$9.2 billion). The legislature gives a motivating force of ₹12,000 (US\$180) for every latrine built by a BPL family. Total fund mobilised under Swachh Bharat Kosh (SBK) as on 31 January 2016 remained at ₹3.69 billion (US\$55 million). A measure of ₹90 billion (US\$1.3 billion) was allotted for the mission in 2016 Union Budget of India.

Modi selected 9 public figures to propagate this campaign. They are:

Sachin Tendulkar	Kamal Hasan	Anil Ambani
Priyanka Chopra	Shashi Tharoor	Salman Khan
Team of Tarak mehta ka ooltah chashmah	Mridula Sinha	Baba Ramdev

Table 2.7 : Modi's chosen nine to further Swachh Bharat Abhiyan among masses

2.4.19 Sagarmala

Sagar Mala venture is a key and citizen focused activity of the Government of India to modernize India's Ports so that port-led advancement can be enlarged and coastlines can be produced to contribute in India's development. It looks towards "changing the current Ports into advanced world class Ports and incorporate the improvement of the Ports, the Industrial clusters and hinterland and efficient evacuation systems through road, rail, inland and coastal waterways resulting in Ports becoming the drivers of economic activity in coastal areas..

2.4.20 Smart Cities Mission

Smart Cities Mission is a urban restoration and retrofitting program by the Government of India with a mission to create 100 urban communities throughout the nation making them citizen friendly and sustainable. The Union Ministry of Urban Development is in charge of actualizing the mission as a team with the state legislatures of the particular urban areas. The legislature of India under Prime Minister Narendra Modi has a dream of creating 100 savvy urban communities as satellite towns of bigger urban communities and by modernizing the current moderate sized urban areas. The 100 potential savvy urban areas were assigned by all the states and union regions taking into account Stage 1 criteria, prepared smart city plans which were evaluated in stage 2 of the competition for prioritizing cities for financing. In the first round of this stage, 20 top scorers were decided for financing amid 2015-16. The remaining will be requested that make up the insufficiencies recognized by the Apex Committee in the Ministry of Urban Development for cooperation in the following two rounds of competition. 40 urban areas every will be chosen for financing amid the following rounds of competition.

CHAPTER 03: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology used to conduct the research for this dissertation. It contains the methods and the approaches used to analyse the prime ministerial journey of Mr. Narendra Modi and the managerial skills and talents that he has displayed in an almost two years of his term.

The data and the information for this dissertation was collected using extensive primary and secondary research. The primary research for the dissertation included open ended interviews with various stakeholders and the survey conducted within a targeted age group.

The secondary research was conducted by an extensive reading of various newspapers, magazine and journal articles. Government Policy Documents and Party Election Manifestos were also studied. Data and information was collected via multiple sources and all the information mentioned was cross checked from more than one sources to ensure maximum amount of authenticity.

3.2 Research Philosophy

The research philosophy reflects how a researcher considers or thinks about the effects of the approach taken in the development of knowledge; informally, it is the way we go about doing research. However, there are two main philosophical positions that underline the designs of most management research efforts in the available literature: positivism and phenomenology (or social constructionism). There exist varied views of the fact as to how knowledge is developed and both have crucial importance in business and management research.

The idea behind positivism is that social world exists externally, and that its properties should be measured via objective methods rather than being inferred subjectively through sensation, reflection or intuition. The researcher assumes the role of an objective analyst, building detached interpretations of the data, which have been collected in an apparently value free manner; this framework also assumes that the researcher is independent of and neither affected by nor influencing the research.

On the other hand, the key idea of phenomenology is that reality is socially constructed and given meaning by people rather than objective and external factors. Therefore, it focuses on the way in which people create logic within their world, especially through sharing their experiences with others through the medium of language.

The reason for adopting a positivism approach is the limitation of time and resource at hand. Although a phenomenology approach is very helpful in investigating changes in human behavior over time, the current dissertation is bound by a time frame that is to be strictly followed in order for the successful completion. Therefore, a positivism approach is more suitable to this dissertation as the approach is time-effective and cost-effective.

CHAPTER 04: QUALITATIVE ANALYSIS AND DISCUSSION

4.1 Introduction

Qualitative research studies can provide the researcher with details about human behavior, emotion, and personality characteristics that quantitative studies cannot match.

Thus, usually, qualitative research usually takes the form of either some form of naturalistic observation such as ethnography or structured interviews. In this case, a researcher must observe and document behaviors, opinions, patterns, needs, pain points, and other types of information without yet fully understanding what data will be meaningful.

4.2 Networking

4.2.1 Importance of Networking

The New York Stock Exchange President, Tom Farley, said in a commentary, “I owe every job I've ever had to networking” [39].

Networking and the art of building trust based relations has been known to be the most crucial aspect in every professional and personal front. Networking has proven to deliver greater results than were possible with mere official statements. The importance of forming a strong and reliable circle of contacts that you can trust and ask for information and help during crucial times is paramount.

A famous African proverb says, “If you want to go fast, go alone. But if you want to go far, go with others.” There are no second thoughts about the importance of networking in the present times. Networking is about making connections and building enduring, mutually beneficial relationships [38].

And as is clear to one and all, relationships are crucial for success. They act like catalysts in the equations for success. Networking yields win-win relationships for the participants while developing a feeling of trust in them.

Pearce (2007), Pittaway et al. (2004), Forret & Dougherty(2001) and De Klerk (2010) have also highlighted Networking as an important quality in the present times for any professional and/or leader [40] [41] [42] [43].

Business Insider, the fastest growing business news website globally, recently published its ranking of the 50 most powerful people in the world — a select group of those whose decisions affect millions. The Indian Prime Minister Narendra Modi ranked at a crucial number 5 position. [44]

What is astonishing to note is the fact that Mr. Modi, in his almost two years in Indian Prime Minister's office, has met 11 out of 14 (of the top 15, excluding him) world influential leaders on official visits.

Following is an analysis of the relations that Narendra Modi enjoys with these global leaders.

4.2.2 Narendra Modi – Barack Obama

Barack Obama, President of the United States of America, is without doubt, the most powerful person on the planet in present times [45]. And it is no news to people who have followed the turn of events in the past two years, that Barack Obama is an ardent fan of Narendra Modi and his governance. In the past 18 months, the leaders have met seven times. When the TIME Magazine published its list of the 100 Most Influential People, President Obama decided to write an essay commentary for Prime Minister Modi himself [50]. What could stand as a greater proof of their mutual respect and understanding than such a gesture. President Barack Obama also became the first US president to be the chief guest of the 66th Republic Day celebrations of India that were held on 26 January 2015. [55]

US President Barack Obama feels that the Indian Prime Minister is an "honest and direct" politician. Additionally, Mr. President is of the opinion that Mr. Modi has a "clear vision for India", according to the White House.

Several people close to President Obama have been reported to be communicating the President's appreciation for the Prime Minister time and again. White House Press Secretary Josh Earnest, has been quoted as saying that "Obama certainly does respect Prime Minister Modi and has appreciation for his skills and abilities as a politician" [46].

On another occasion, Todd Stern, the US Special Envoy on Climate Change was quoted as saying that "President Obama and Prime Minister Modi have a very, strong and productive relationship, not just on climate change but broadly" [51]. He further added that "It was a quite extraordinary fact that within the space of four months there were two head of the state visits, one first to the United States in September of 2014 and then Prime Minister Modi invited the President to India just four months later in January" [51].

US Secretary of State, John Kerry, has suggested in the past that deepening United States' ties with India is a "strategic imperative". He also underlined the Washington's readiness "to work closely with Prime Minister Modi and the new government to promote shared prosperity and strengthen our security." [56].

Prime Minister Modi, himself, has been quoted as saying that the two leaders had "such a deep relationship that we are able to openly discuss all issues," and said that he was happy to work "shoulder to shoulder with the United States." [49]

The testimony to the good relations between the two leaders is the fact that they consult each other on frequent occasions. The White House has also reported on an occasion that "President Obama had the opportunity to consult with PM Modi on a number of occasions." [47]

Also, this led to the setting up of hotlines between Prime Minister Narendra Modi and US President Barack Obama and their national security advisors. India has become only the fourth country– after Russia, Great Britain and China – with which the US has a hotline. [52]

Many believe that this great bond between the two comes from the fact that both have shared a similar life. Both come from humble backgrounds and at present are heading powerful economies of the world. “I think both of us have been blessed with extraordinary opportunity, coming from relatively humble beginnings,” Mr. Obama has been quoted as saying [53].

This good relationship and the networking that Narendra Modi has successfully achieved with President Barack Obama is the base for many future policy and trade initiatives between the two superpowers. One of the biggest outcomes of this good working relationship and understanding is an emphatic reiteration of commitment to make the Indo-US civilian nuclear deal work [48].

To sum it up in the words of Prime Minister Modi himself, “Relations between countries depend less on full stops and commas and more on the relationships between leaders, the openness, how much they know each other and the chemistry between them. Barack and I have forged a friendship. There is openness when we talk, and we even joke and share a lot together.” [54]

4.2.3 Narendra Modi – Xi Jinping

India and China have been described by varied economic and political analysts and authors as the next big Superpowers [57] [58]. It then comes out as no surprise, that relations between these two potential superpowers become significant and crucial in global politics. The heads of the states of both these countries, Mr. Xi Jinping, President of the Republic of China and Mr. Narendra Modi, Prime Minister of India are string “forceful leaders” [63]. They have also been pegged to be the history changers for their respective nations and as said in a study will “play a decisive role in shaping their

respective country's future and in the process has a significant impact upon the course of India-China bilateral relations" [64].

The two leaders have reportedly met for a record five times within a span of a year, implying the increasing friendly relations between the two superpowers. "Our 5th meeting in a year shows the depth of the India-China relationship," Prime Minister Modi has been quoted [60]

Head of states for both the nations have stressed time and again on the fact that the nations are committed towards making their relations stronger. Prime Minister Narendra Modi has been quoted as saying, "Both of us (President Xi Jinping and Modi himself) are strongly committed to taking India-China ties to new heights and increasing our economic, cultural and people-to-people relations" [62].

With similar sentiments, President Jinping was quoted as saying, "The two sides should properly manage and control their differences on the boundary issue and jointly safeguard peace and security in the border areas" [59].

Mr. Xi and Mr. Modi have visited each other's countries in 2014 and 2015 respectively. While Mr. Xi visited India in September 2014, Mr. Modi paid back with a visit to China in the month of May of the following year. The leaders, on their respective trips, also visited each other's hometowns. During Modi's visit to Xi'an (President Xi's hometown), a strong partnership was fostered between the two leaders and a positive sentiment was sent out to the international community that China and India, as two major developing nations, will join efforts for common development. [61]

The talks between the two have been successful and have resulted in economic and other advantages for both sides.

"Thanks to joint efforts of both sides, the agreements reached back then are now being translated into steady progress in bilateral cooperation in such areas as parliamentary exchanges, railway, industrial parks and smart city," Mr. Xi has been quoted in the past [59].

4.2.4 Narendra Modi – Vladimir Putin

Since the times of the Cold War, Russia and the United States are the two biggest powers globally and have been poles opposite. It is then, no less achievement that Narendra Modi has been able to achieve cordial, mutually beneficial relations with both these nations.

Political analysts and experts believe that the bilateral relations between India and Russia can be crucial to world economy. There also seems to be high similarities between the kinds of heads of state Prime Minister Modi and President Putin are. As quoted in a national daily, “Both Putin and Modi reflect a very forthright, decisive and nationalist persona. From using their foreign policies to glorify their countries at the international front to rekindling the nationalist feeling of the masses by invoking the country's glorious past, the two leaders share quite a few similarities.” [72]

“Modi and Putin get on very well together. Both ... are self-assured and charismatic leaders with a strong nationalist bent, who have a clear vision for their country and keep its best interests at heart,” quoted by Ajai Malhotra, Indian ambassador to Russia until last year[73].

It is a known fact that Russia is keen to enhance economic cooperation with India, and the persistent efforts of Prime Minister Narendra Modi in this direction might just be a reason for that. [71]. Prime Minister Narendra Modi and Russian President Vladimir Putin on 24th December (during Prime Minister Narendra Modi's visit to Russia) signed 16 agreements, including the manufacture of Russian Kamov 226 helicopters in India and the joint exploration of oil assets in Russia [68].

Prime Minister Narendra Modi has been quoted as saying, “Russia is a strong and reliable friend of India and both countries have a truly strategic partnership” [66]. He went on to further add the fact that both the nations (India and Russia) have had a long historical past filled with cultural relations. Modi has also gone on to say that “Russia has always been with us in hard times.” [67].

In return, President Putin has also maintained that there is scope for relations between the two nations. He was quoted as saying, “we are consistently and confidently developing the privileged strategic partnership between India and Russia” [65].

Modi also believes that Russia can prove to be a prominent partner in India’s economic transformation. [69]. *"Russia is our most loyal partner, particularly in the fields of defense, security, that's why I've come [here] to welcome our partner to participate in our country's economic progress,"* Modi said. *"Russia is holding a leading position in many spheres such as space, information technologies and heavy industry."* [74]

Both the heads of state have also acknowledged the significance of “developing new logistics routes to improve the profitability of trade between the two countries.” [70]

4.3 Use of Social Media

Narendra Modi is the Prime Minister to the world’s largest democracy and leader of more than 125 crore people. His influence is paramount. Times Twitter Impact List (TTIL) is a joint effort by the national daily Times of India and social media network, Twitter. It is a first of its kind list that helps in determining the degree of impact a personality, across different walks of life, has on their followers on an ongoing basis, through the microblogging site, Twitter. Narendra Modi topped the TTIL and emerged as the most engaging leader/politician. [87]

Judged as the World’s 13th most Influential Person [76] and the 9th most Powerful Person [77], Narendra Modi is nothing less than a promoter of using Social Media to connect with the people. In an interview with Facebook CEO Mark Zuckerberg at the Facebook Headquarters in San Jose, Prime Minister Modi was quoted as saying, “I ask world leaders not to avoid social media but to connect to it [78]. He went to call Social Media as a “guide” that helped him get information about the things around him and helped him “mould his thought process”.

Narendra Modi has always been a popular face on Social networking sites, whether it is Facebook or Twitter or Instagram. So, it comes as a no brainer that Narendra Modi has been successful in using social media both effectively and efficiently as a tool to inspire

and motivate people. He has also been recorded been saying time and again that he believes that “Social media helps in connecting people among different countries rather than just the capitals” [78]. He also believes that Social Media is the prime source of a Government’s accountability. As of present, he has more than 19 million followers on Twitter [79] and more than 33 million people like his Facebook page [80].

Apart from Twitter and Facebook, PM Modi not only has a YouTube channel but also has a mobile app that helps people get his messages directly on their phones. On Instagram, the Prime Minister has more than 4,70,000 followers even though he has shared just about 20 photos. Here are some of his Instagram pictures. [85]

It is no news that the General Elections 2014 were widely based on Social Media interactions and Mentions. From the announcement of the elections to the last day of polling, 29 million people in India made 227 million interactions (posts, comments, shares, and likes) regarding the Indian Elections on Facebook [75]. These numbers reflect almost 67% of the then daily active Facebook users in India and an average 10 interactions per person, the figure being a record. In addition, 13 million people made 75 million interactions regarding Narendra Modi.

Narendra Modi has been named as the second most popular politician in the world, second only to the United States President, Barack Obama. President Obama boasts of more than 40 million. However, Prime Minister Modi has a faster growth rate on Facebook, with respect to gaining followers, as compared to President Obama. Modi has a growth rate of more than 1.1% whereas President Obama has less than half that figure, with a growth rate of only 0.3%. [75]

Modi’s popularity has been seen from the times of the 2014 General Elections. On April 7, the first day of polling, Modi had a following of 12.46 million fans on Facebook. On the day of his swearing in, this fan following had reached a staggering 15.245 million fans.

Even after taking his position as the Prime Minister of India, Prime Minister Narendra Modi retained his position as a dominating world leader, in terms of presence in the social media world.

In his first year in office, a study termed Modi's use of social media as “highly successful in building his public image”. In his maiden year as the PM, PM Modi made a total of 908 Facebook posts, among which the posts on his Siachen visit, clean India campaign and meeting with Barack Obama were his top posts [84].

According to a study by PR firm Burson-Marsteller, Prime Minister Narendra Modi is second-most popular world leader on Facebook with more than 33 million fans on his personal Narendra Modi page and almost 11 million fans on his official PMO India page, which ranks third [82].

According to the same study, Prime Minister Narendra Modi had the largest number interactions (the total number of post likes, comments and shares), in the year 2015. He beat the United States President with Prime Minister Modi having more than 200 million interactions in his Facebook 'community' in 2015, which is more than five times as many as Obama. [82]

Additionally, in the year 2015, Narendra Modi topped the charts of Facebook under the most-viewed topic in India while at the Global Level, he was among the top 10 [83].

It may seem that his social media handles are run by professionals. But in reply to an RTI, the Government of India has clearly stated that all personal social media accounts and handles of Prime Minister Narendra Modi are managed by him only. He manages and takes time out to update his accounts personally. There is no staff or a personal PR agent that has been hired by the Prime Minister for putting up the interesting tweets and selfies. [81] However, the RTI reply also mentioned that the official accounts are handled by the Prime Minister Office (PMO).

Prime Minister Modi's hashtags (in Twitter) have known to have huge following. On his first year anniversary in office, there were over 1,79,000 "#SaalEkShuruatAnek" tweets. On other occasions, he has been known to take up causes and information sharing via his personal accounts. PM Modi's 'Selfie With Daughter' campaign on Twitter to promote rights of the girl child was one of the most popular hashtags on the microblogging site. Reportedly, there were over 3,75,000 #SelfieWithDaughter tweets. [86]

A recent study conducted by a US university based Indian-origin professor has reported that the microblogging site, Twitter has aided Prime Minister Narendra Modi emerge as a techno-savvy global leader. The study further adds that the “Thoughtful construction of messages on Twitter has helped Prime Minister Narendra Modi build a powerful online brand”. The study was based on a thorough analysis of over 6000 tweets made by the Indian Prime Minister over a 5-year period. The report also believed that the importance of social media has become prominent in the leader’s life because he has let go of other traditional forms of media. "The social media feed has become the primary source for the Prime Minister's opinions," the author, Joyojeet Pal added. [88]

4.4 Oratory Skills

4.4.1 Introduction

Presentation skills are one of the most important skills in the 21st century. - Bill Gates.

For any student, more particularly for a management student with a career in the corporate world, the importance of good presentation skills and confident public speaking are highly appreciated and valued. The higher up one goes in the ladder, the more prominent and needed these skills become. There is a lot that management and other students can learn from the Prime Minister in the field of coordinated public speaking and perfect oratory skills.

Winston Churchill believed that “There is nothing like oratory; it is a skill that can turn a commoner into a king”. In the case of Narendra Modi, his great oratory skills may not be the primary reason for his successful election as India’s 15th Prime Minister, but it is a skill that has proved its significance for him time and again.

Mr. Narendra Modi has been able to capture the attention of individuals, at home as well as at a global platform through his well-articulated and heartfelt speeches. His election as the Prime Minister is strongly based on a brilliantly crafted and executed election strategy and his excellent oratory skills.

4.4.2 Components from Narendra Modi's Speeches:

1. **Gathering Attention of his audience:** Mr. Modi often starts his domestic speeches with shouting of “Bharat Mata ki Jai”. This is a technique to catch the attention of such a large audience and help them settle down.
2. **Altering speech according to the Audience:** Narendra Modi has a thorough insight into what will click with what audience. It is a crucial aspect, one that substantial others fail to pay attention to. At a political rally on a domestic front, Mr. Modi becomes a man of the masses and speaks in Hindi, additionally making use of local dialects. In an economic or investor conference, he is all about statistics and business. He makes use of the different stages in very different approaches and manners.
3. **Makes eye contact at all times:** The importance of eye contact for a confident public speaking has been stressed time and again. The Prime Minister uses this to his advantage. He is known for speaking with a direct contact, one that makes the audience feel connected to him. When addressing a large gathering, it is important to look in all directions and that is exactly what Mr. Modi does.\
4. **Making Introductions:** A very important part of Mr. Modi's speeches is the fact that he always pays his greetings to important members of the audience as well as those present on the dais along with him. This presents a picture of his humble personality and helps him make a connection to the audience as well.
5. **Right Body Language:** The correct body posture and movement can prove to be a confidence booster for any individual, more so, the Prime Minister of the world's biggest democracy. Mr. Modi is in the habit of standing straight, which gives off the impression of an expansive individual. He does not slouch or bend over the podium or table placed in front of him and keeps his hands in front of his body at all times. This presents a confident persona in front of his audience.



Figure 4.1 : Repeated use of a closed fist as a sign of unity (Body Language)

6. **Content:** Any good speech is governed by the content that it carries. And the speeches by the Prime Minister that proves to be original and non-repetitive every time he speaks. Even the lines that tend to be repetitive are neatly embedded into the new ideas and statements. Additionally, Mr. Narendra Modi weaves all his speeches around a few central concepts that showcase his consistent dreams, action plans and philosophy.

7. **Beyond Bullet Points (BBP) Technique / Extempore Speeches:** Even a speech with a great content can fall short if the speaker is unable to speak with heart. The audience needs to be convinced that the speaker feels what he is saying. It does not matter what the language of delivery maybe or who the audience maybe, connect is important. And for that connect, speeches written on pages and read as scripts do not work. Extempore speeches have been trademarks of many leaders in the past and the Prime Minister also seems to understand the significance of speaking from the heart and not just from some paper. Besides, he personally believes that speeches written on paper confuse him. The speech maybe rehearsed but comes across as a spontaneous flow of his determined thoughts.

8. **Tone of voice:** The depth of voice and the emotions in one's speech can prove to be an important instrument in hands of a good orator. A lot of what one wants to communicate happens through the tone that he/she uses while speaking. And Mr. Modi understands this perfectly. One can easily hear the passion in his voice. Passion for the India he dreams about, passion for the growth that he

wants to achieve and passion for the various initiatives and his strong belief in their relevance and significance in India's prosperity. A refreshing change from the monotonous and repetitive speeches of many Indian politicians, Narendra Modi has always heightened the drama through his loud proclamations, synchronized with his hand gestures to evoke passion, power and drive.

9. **Understanding what you want from the audience:** It is also important to incorporate into your speeches as to what you are expecting out of your audience. Modi wants India to give him time to bring forward the developed India that he dreams and talks about. His repeated reference to 40 years of the past leading to India's sorry state of affairs is a way of getting people to see 10 years (two terms) as a reasonable timeframe for his government to show change.
10. **Slogans/ Quotes/ Important Words:** For any audience, it is easy to understand and remember a few crucial slogans or words rather than remembering a whole speech. The speeches by Prime Minister Narendra Modi are charged with such quotes and words. He coins new words for his initiatives and focuses them around the idea of Brand India. Also, research shows that your audience tends to pick up words that you emphasize on and often ignore the rest. Besides a combination of tone of voice and stressing on the right words can make even average content look interesting.

4.5 Governance Style

Prime Minister Narendra Modi has often been quoted as being a revolutionary. He has brought India's core issues to the forefront and has made "Good Governance" a focal point of all schemes and policies. Since past so many years, Indian politics has thrived in the name of caste, creed or religion. Politicians have used these agendas to further their careers. Narendra Modi is one of the few exceptions who has chosen to rise beyond these petty political stands to concentrate on what actually matters. He has helped "Governance" emerge as the talking point of Indian politics in present times. He has shifted the focus of Indian Politics and Indian Governance towards a more

comprehensive growth and developmental model that aims at branding India as the next superpower.

PM Modi is known to focus on the concept of “Minimum Government and Maximum Governance”. He is a firm believer of the above said and has worked tirelessly towards making his home state of Gujarat the safest and the most progressive Indian state during his tenure. According to Modi, his idea of a governance model would “stand on the feet of greater economic federalism, more harmony in decision making and fewer laws” [95]. He believes that FDI should not be treated as a sin or punishment, but rather as an opportunity for growth. Furthermore, Modi has time and again emphasized on the fact that too many laws exist in the nation, but only few are well implemented. He has promoted the idea of having fewer laws but functional laws.

Narendra Modi’s most distinguishing factor in the 2014 General Elections was his successful three terms as the Gujarat Chief Minister. During his terms, Gujarat emerged as one of the most developed states in India. And all praise was given to the focused and efficient Government service delivery centered GUJARAT DEVELOPMENTAL MODEL.

With the start of his long term as the Chief Minister of Gujarat, Narendra Modi adopted a new model of Governance, often cited by political experts and locals alike as the “Panchamrut (the 5-pointed divine governance model). Panchamrut was a “five pronged strategy” [8] that focused on an integrated and inclusive development in the state. The ideology of the Panchamrut was created after a long study and deliberation by Mr. Modi himself of the past problems and issues of the state over a span of previous 40 years.

Panchamrut was idealized around the Panch Shakti (or the 5 Vital Powers) of Knowledge, Security, Water, Energy and People. These powers were identified for their significance and vitality in a holistic and complete developmental growth model.

The focal points of the widely appreciated Gujarat Model of Governance comprises of three Cs—Competence, Corruption-aversion, and Consistency, and two Ps—Performance-orientation and Public-private partnership management skills. [94]

Competence : Competence acts as an essential requirement in selecting ministers of the state cabinet, party candidates during elections, bureaucrats and other executives, and managers of public agencies and enterprises. Mere loyalty to a particular individual or a party has never been considered as a substitute for competence.

Corruption-Aversion: The component of Corruption Aversion has been beautifully summed up by the man in discussion himself, Narendra Modi, in the highly emotional and credible phrase of “khato nathi, khava deto nathi”. A simple translation of the same from Gujarati to English would mean that neither are individuals supposed to take bribes nor give them, under any circumstances.

Consistency: This characteristic requires that policy decisions, administrative actions and political pronouncements be consistent with each other.

Performance: Gujarat’s various widespread achievements would not have been possible without an ever demanding insistence on excellent performance at all levels.

Public-private-partnership management skill: These skills offer two major advantages. Primary being that both, markets and Government, have their own strengths and weaknesses and hence, both form an irreplaceable part of efficient governance. The key is to find the right balance between the two. Secondly, partnerships are usually formed so that each of the participating entities brings some advantage of their own to the partnership.

Narendra Modi, pre his election as a Prime Minister, had mentioned in an interview to the ANI [91], his factor of success as a Chief Minister for the state of Gujarat. He mentioned that at the core of the successful Gujarat Governance Model was “decentralization”. He said that “he has no power and has decentralized the functioning of the government or brought about Swaraj (rule of the people) in Gujarat”.

The Gujarat Model of Governance is based on the bureaucrats getting a primary importance with them getting more significance than ministers

Replicating the same at a national level, PM Modi has devised a new governance model with the Principal Secretaries Nripendra Misra and P.K. Mishra (Additional Primary Secretary) and Cabinet Secretary Pradeep Kumar Sinha — becoming the centrepiece of governance [89].

The above mentioned trio have emerged as the Three Pillars of Governance. They are positioned at the pinnacle of Narendra Modi's governance model. Additionally, all other secretaries in different ministries have been given greater power due to the lack of ministers' experience in their respective portfolios (in all the serving cabinet, only the finance and transport ministers, Arun Jaitley and Nitin Gadkari respectively, have prior field experience in the areas assigned to them).

Additionally, the most distinguishing feature of the Gujarat Governance model according to many political analysts is its business-friendliness. Modi has been known to be a strong supporter of growth of industries and has encouraged entrepreneurs from time to time. Writes Vivian Fernandes, author of a book on the Gujarat Model of Governance in an article featured in Moneycontrol, "Modi is pro-business (but) not necessarily pro-markets. He is a loud liberalizer but measured in practice. Unlike Vajpayee government's which privatized state enterprises, Modi believes in turning them around. The return on investment in public enterprises has doubled under his tenure to seven percent, according to state audit reports. While Modi has hived off the state's electricity utilities he has not privatized them for fear they will not care for non-creamy customers." [97]

Another important component of the new governance model is the emphasis on fast delivery of services. The aim is to build citizen trust in the efficiency of the government service delivery model. Additionally, the PM, along with his cabinet works towards building "confidence in bureaucracy" [90]

The top priorities of the Government at all times has been to enhance the weak economy, push forward major infrastructure and investment reforms, efficient and effective implementation of policies in a time-bound manner (by use of least resources)

and stability and sustainability in government policy-formation and decision making process.

“Right from day one, the prime minister has been very clear of the public image of the government. The desire to maintain a certain public image of the government is evident. The prime minister talked about good governance which also means how those in government behave in public,” says Sandeep Shastri, political analyst. [92]

PM Modi has been heard supporting the cause of Good Governance many a times in the past. Even before becoming the Prime Minister of the world’s biggest democracy, he has maintained the importance of good and efficient governance. He has always been a firm believer in building confidence in the government decision making and functioning. According to him, "Good governance means to win the trust of the people and tell the people what you are doing and why you are doing and involve people as much as possible" [93]. He also advertised an enhanced participation of the people in the governance process, by suggesting and implementing a P4 (Public-Private-People Partnership) model of governance.

4.6 Branding of India

4.6.1 Branding

David Ogilvy, considered by most as the Father of Advertising, once said that “Brand is something that remains with us when our factory is burned” [102]

There can be no better words to express the importance of brands and branding in the corporate world. BusinessDictionary.com defines “Branding” as “The process involved in creating a unique name and image for a product in the consumers' mind, mainly through advertising campaigns with a consistent theme. “ [98]

Hislop (2001), in his work on branding and brand measurement, defined branding as "the process of creating a relationship or a connection between a company's product and emotional perception of the customer for the purpose of generating segregation among competition and building loyalty among customers."

In another of his work, Hislop [100] has stated in simpler words that branding is the “process of creating an association between a symbol/object/emotion/perception and a product/company with the goal of driving loyalty and creating differentiation”.

As Winkielman et al (2000) [103] call in their work, the process of branding acts as a signal and parameter of measurement. It allows the consumers at the buying end to create an association and relation with the brand on offering. This leads to a process of recognition in the minds of the consumers when they see their brand. It acts as a memory cue, allowing consumers to retrieve relevant information from memory.

Keller & Lehmann (2006) have talked about various aspects of brand and branding in their research. They have talked about how brand are proving to be highly valuable to the firms due to their significance as intangible assets that create relational bonds with the consumers. According to the authors, brands serve as “markers of the offerings”.

4.6.2 Nation Branding

The process of Nation Branding is an attempt to measure and manage reputation of countries, similar to those of firms and products. There are various approaches being made towards Nation Branding and these approaches incorporate different components. The process has encouraged nations across the globe to focus on their nation’s distinctive features that will lead to an increase in their national branding. The branding and image of a nation-state "and the successful transference of this image to its exports - is just as important as what they actually produce and sell." [104]

Nation branding, as agreed by most scholars, is seen as a form of advertising. Nations, these days, are paying high attention to the growing concept of nation branding, and some governments even have wholly dedicated facilities that are working towards enhancing the home country’s image and reputation as this can lead to a significant change in various sectors of economies, such as, tourism, exports, investments, attracting a talented and creative workforce and in its cultural and political influence in the world.

Aronczyk (2013) talks about how nations across the globe are using the managerial concepts of branding and communications to create a stronger, bolder and more positive image of their respective nations, this leads to an enhancement in the nation's reputation worldwide and inspires greater levels of unity and cohesiveness amongst the population. The author defines provisionally, nation branding as "the result of the interpenetration of commercial and public sector interests to communicate national priorities among domestic and international populations for a variety of interrelated purposes"[105]

Brand Finance, world's leading independent brand valuation and strategy consultancy, publishes an Annual Report on the world's most valuable nation brands. They refer to various authentic data sources, such as those from the WEF (World Economic Forum), FDI Intelligence and UNWTO amongst others.

The nation brand valuation is based on five year forecasts of sales of all brands in each nation and follows a complex process. The Gross domestic product (GDP) is used as a proxy for total revenues. [109]

According to its 2015 Annual Report, Nations Brands, 2015, [106] published in October 2015, India stands at a significant 7th position in its National Brand Value. It gained a staggering 32% growth to achieve this feat. India has increased to a whopping \$2.14 trillion in 2015, compared with \$1.62 trillion last year. [107]

India's nation brand value has in 2015 increased by a whopping 32 per cent to, shows a report by London-based Brand Finance, a leading independent brand valuation and strategy consultancy. Not only has India's rate of increase been the highest among the top 10 by brand value, it has also helped the country improve its global ranking by a notch to seventh.

Only three Asian nations - China, India and South Korea - figure among the top 20 most valuable nation brands. India is the second most valued among the emerging economies after China, followed by Brazil, Russia and South Africa

According to the Courtney Fingar, Editor-in-Chief of fDi Magazine, partners for this year's Nation Brands study, India's "Incredible India" campaign and slogan, used for its

tourism promoting has worked phenomenally as an “umbrella brand”, with more targeted and detailed campaigns appealing to the different audiences (such as Digital India, Make in India, etc). As she goes on to say, "Who doesn't want to discover something incredible? An overarching slogan or campaign could be used across the board" [107]

4.6.3 Brand India

Brand India is a phrase used to describe the campaign India is using to attract business. Basically the campaign is to project the attractiveness of India as an emerging destination for business in the fields of service sector, manufacturing, information technology, infrastructure, information technology enabled services, etc. The campaign uses both India as huge market for products and services as well as a lucrative destination for investment. The federal government is spearheading the campaign with considerable cooperation from the domestic business body Confederation of Indian Industry (CII) and the more informal India Inc. abroad.

Prime Minister Narendra Modi has envisioned branding India with 5 basic components that he calls the 5Ts - Talent, Trade, Tradition, Tourism and Technology. If harnessed properly and efficiently, these components can ensure the growth and rise of India as one of the superpowers on a global platform. [108]

Talent -- Harnessing the vast human resources of India and reaping the demographic dividend.

Trade -- Engaging with the world community in mutually beneficial trade.

Tradition -- Being proud of India's civilizational heritage and building a brand around our unity in diversity.

Tourism -- Harnessing the vast tourism potential of India.

Technology -- Empowering the young of India to cement their reputation as technologically the best in the world.

CHAPTER 05: QUANTITATIVE ANALYSIS AND DISCUSSION

5.1 Introduction

Quantitative research is perhaps the simpler to define and identify. The data produced are always numerical, and they are analysed using mathematical and statistical methods. If there are no numbers involved, then it's not quantitative research. The development of Likert scales and similar techniques mean that most phenomena can be studied using quantitative techniques. Statistical analysis lets us derive important facts from research data, including preference trends, differences between groups, and demographics.

5.2 Survey

The survey was conducted to analyse the Prime Ministerial journey of Mr. Narendra Modi. The questionnaire was sent across to 150 respondents, out of which a total of 111 responses were gathered.

The survey responses were collected using Convenience Sampling and the Age Group targeted was those between 21 – 30 years.

The survey was divided into a total of 5 constructs :

Construct 1 : Narendra Modi as a Person

Construct 2 : Narendra Modi as a Leader

Construct 3 : Narendra Modi and India's International Presence

Construct 4 : Narendra Modi and Domestic Initiatives

Construct 5 : Narendra Modi as a Prime Minister

Each of the constructs had a total of 4 statements each. The responses and a basic percentage response analysis is as presented below.

5.2.1 Narendra Modi as a Person

The construct had following 4 statements:

Statement 1 : Narendra Modi is insightful and showcases good judgement

Statement 2 : Narendra Modi stays fixed on the goal(s), despite interferences

Statement 3 : Narendra Modi is consistent and reliable in his performance

Statement 4 : Narendra Modi shows kindness and empathy

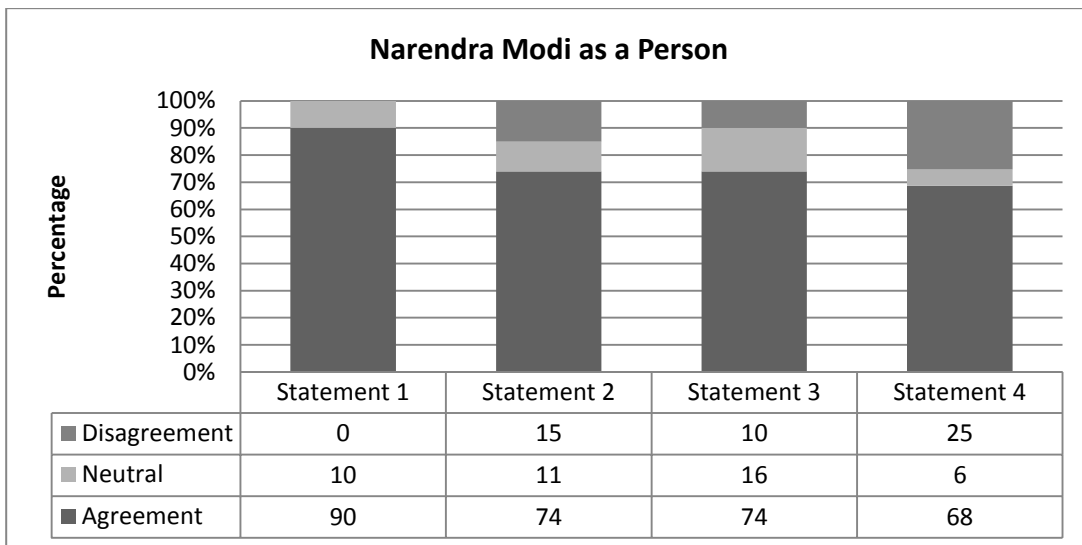


Figure 5.1 : Narendra Modi as a Person

As can be clearly noted, on the question of Prime Minister’s insightfulness and good judgement, there seems to be zero disagreement amongst the youth of today that Mr. Modi has sound judgement. With regards to his determination to stay focused on goals and not be disturbed by interferences, around 3/4ths of the respondents seem to be favoring the idea with around 15% disagreeing to it. Almost 75% of the respondent population also believes in the fact that Prime Minister Modi is consistent in his performance and has shown reliability in terms of the outcomes of his initiatives. Feelings of kindness and empathy are also considered as important personality elements. Almost 70% respondents Mr. Modi is kind and empathetic towards India’s population and tries and works towards causes that benefit them. Overall, almost 3/4ths of the respondents believe that Prime Minister has a positive personality.

5.2.2 Narendra Modi as a Leader

The construct had following 4 statements:

Statement 1 : Narendra Modi communicates effectively with others

Statement 2 : Narendra Modi takes a firm stand in difficult situations

Statement 3 : Narendra Modi acts with certainty, even in times of ambiguity

Statement 4 : Narendra Modi is honest and inspires confidence

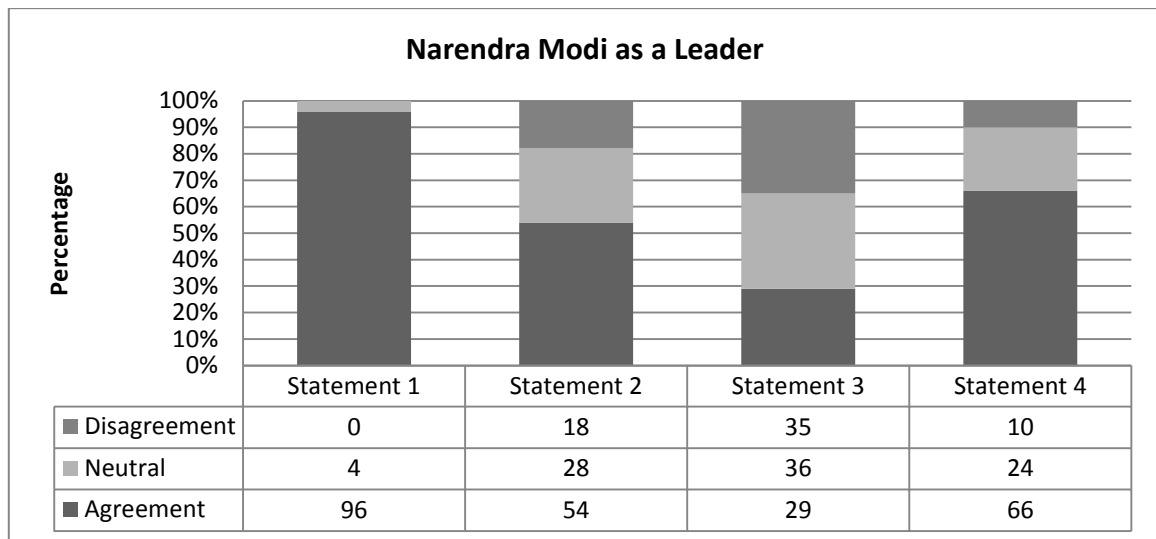


Figure 5.2 : Narendra Modi as a Leader

The statements above incorporate qualities that are essential for successful leaders. An astonishing 96% respondent population believes the PM Modi has excellent communication skills and is a master orator. On the other hand, the quality of taking a firm stand, even in difficult situation, is a quality that is not seen to be prominent in PM Modi. Just over half of the respondents believe he takes a firm stand, whereas around 18% are opposed to the idea. Similar is the case of acting with certainty, even in times of ambiguity. Almost 35% believe that PM Modi does not act clearly, while a staggering 36% have maintained a neutral stand on the same issue. PM Modi gains acceptance in the respondent population with respect to him having an honest persona and inspiring confidence amongst the masses. A worthwhile 2/3rd respondent population believes PM Modi is honest and inspires confidence.

5.2.3 Narendra Modi and India's International Presence

The construct had following 4 statements:

Statement 1 : Narendra Modi represents India in a good light at a global stage

Statement 2 : Narendra Modi has been successful in creating India as a brand

Statement 3 : Narendra Modi has portrayed India as the next superpower in a successful manner

Statement 4 : Narendra Modi focusing a lot on developing bilateral and multilateral relations is a step towards a greater presence of India in world affairs

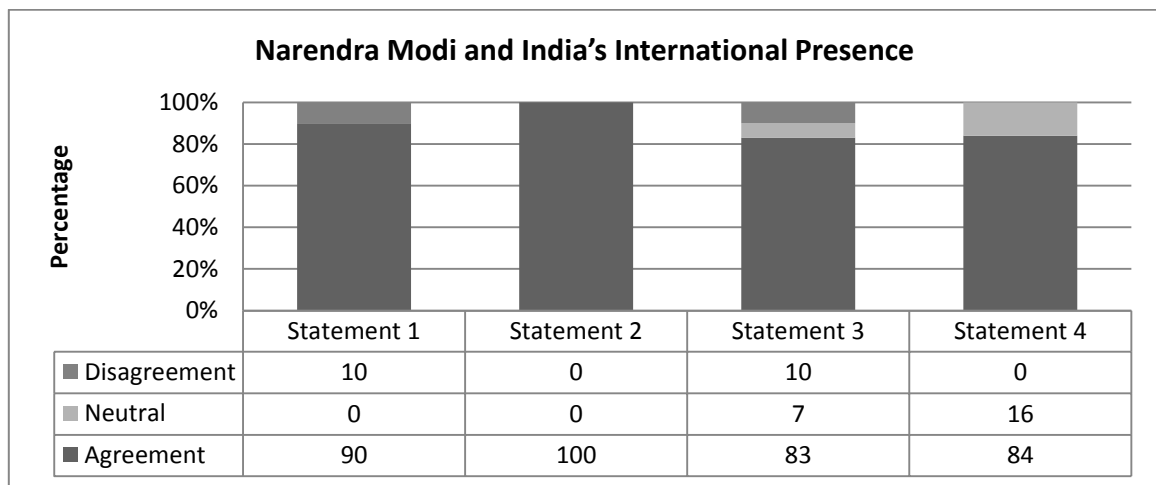


Figure 5.3 : Narendra Modi and India's International Presence

As is clearly seen in the results, PM Modi has a strong favor with the respondent population with respect to his efforts in ensuring strong presence for India at the international stage. A staggering 90% believe that he represents India in a good light at a global stage whereas all the respondents agreed to the fact that he has been successful in creating India as a brand. 83% believe that the PM has portrayed India as the next superpower in a successful manner and 84% of the respondents also believe in the fact that PM Narendra Modi focusing a lot on developing bilateral and multilateral relations is a step towards a greater presence of India in world affairs

5.2.4 Narendra Modi and Domestic Initiatives

The construct had following 4 statements:

Statement 1 : Swachh Bharat Abhiyan campaign is a progressive step towards creating an awareness and intent among people to live in a cleaner environment

Statement 2 : Digital India campaign is a comprehensive step towards making electronic Government services' delivery efficient and effective

Statement 3 : Startup India campaign will be able to provide a much needed boost and encouragement to the entrepreneurs in India

Statement 4 : Make in India will be able to establish India as a strong manufacturing hub

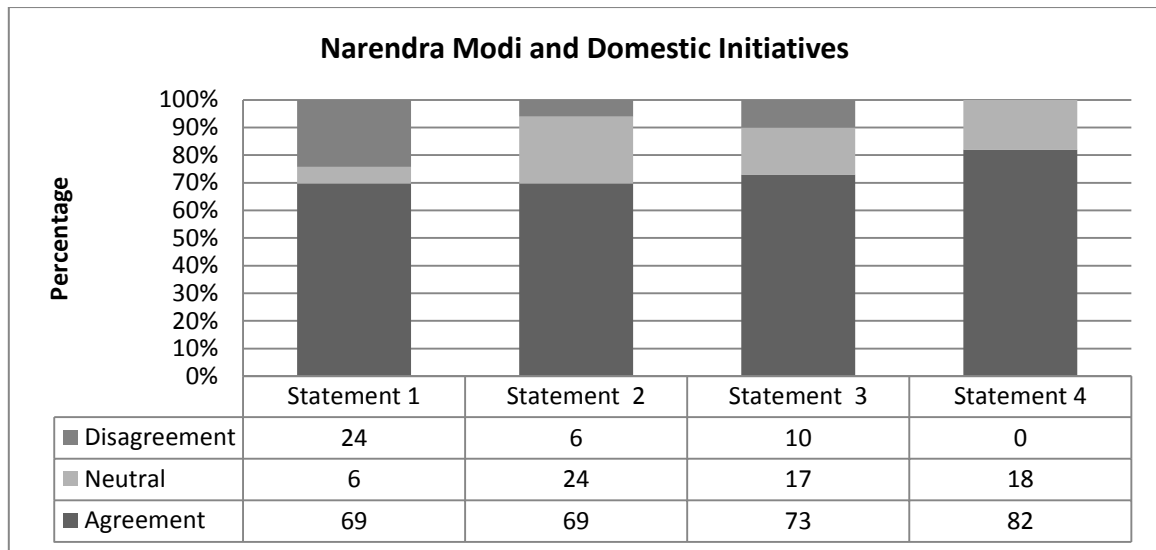


Figure 5.4 : Narendra Modi and Domestic Initiatives

With regards to his domestic initiatives, PM Modi has shown high levels of proactiveness. His various campaigns have gathered huge support and popularity from the masses. Respondent population has shown large appreciation for his Swachh Bharat Abhiyan that gathered 69% support. His flagship program of having a Digital India gathered similar levels (69%) of support. The recently initiated Startup India showed 73% support from respondents while the widely famous Make in India campaign gathered support from 82% of the respondents.

5.2.5 Narendra Modi as a Prime Minister

The construct had following 4 statements:

Statement 1 : Narendra Modi is working towards India’s technological advancement

Statement 2 : Narendra Modi is thorough, organized, persistent and hardworking

Statement 3 : Narendra Modi is playing a crucial role in the social upliftment of the nation

Statement 4 : Narendra Modi is building Brand India at a global stage successfully

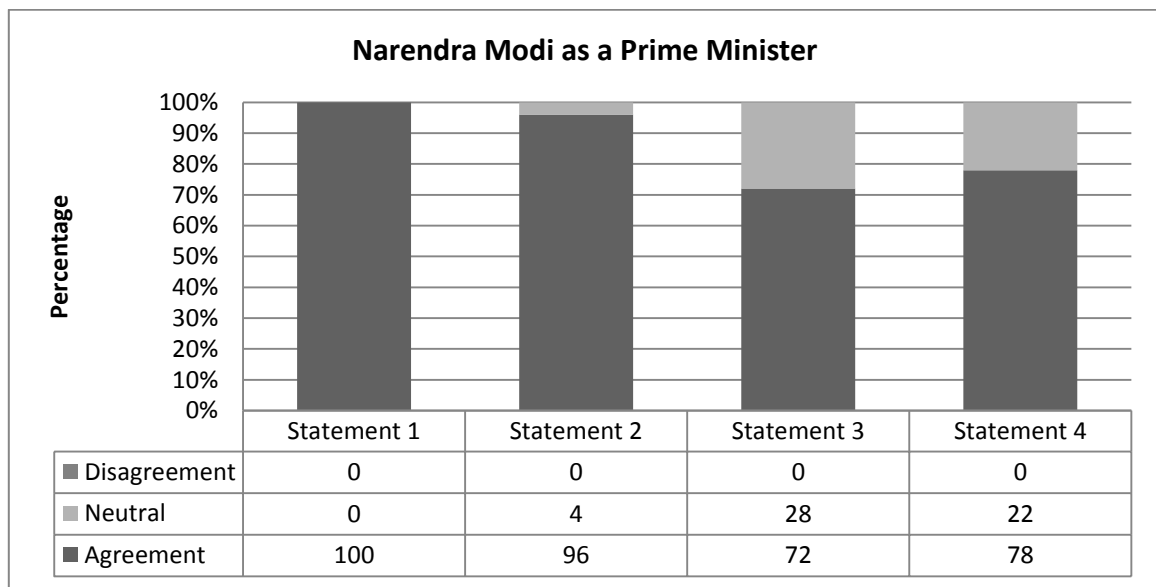


Figure 5.5 : Narendra Modi as a Prime Minister

The construct of Narendra Modi’s performance as a Prime Minister largely focused on each of the main aspects of the previous aspects. PM Modi has been shown large support. All respondents feel that he is working hard towards India’s technological advancement. A large population believes that he is competent and dedicated for his position. 72 % and 78% respondents support his initiatives for social upliftment of the nation and building Brand India at a global stage successfully, respectively.

5.3 Open ended interviews

Following data collection, rather than performing a statistical analysis, researchers look for trends in the data. When it comes to identifying trends, researchers look for statements that are identical across different research participants. The rule of thumb is that hearing a statement from just one participant is an anecdote; from two, a coincidence; and hearing it from three makes it a trend. The trends that you identify can then guide product development, business decisions, and marketing strategies.

The majority of the people believe that Prime Minister is an effective leader who has displayed various qualities of efficient leaders time and again. He is believed to be an honest and dedicated leader by almost all the interviewees. The respondents believe that his efforts towards the advancement of the nation are sincere. The interviewees also stressed upon the fact that the present Prime Minister appears to be more charismatic than his predecessor, Dr. Manmohan Singh. PM Modi has apparently won over hearts by his diligent work ethics, excellent communication skills, his personal flair for networking and his clarity of vision as to what he wants for India.

His initiatives have also found huge support in the interviewees. More than one interviewee focused on the diversity in the kind of projects that the Government of India is initiating under Prime Minister Narendra Modi's command. The schemes, their objectives and their beneficiaries come from different background. The interviewees focused on the fact that this has allowed the Government of India to cover different sectors under the umbrella of development in their rule. This also allows the Government to be viewed as working for all the economic sectors and demographics.

The interviews with various stakeholders also led to the conclusion that the schemes being introduces and their offerings appear to be a part of a well-planned scheme. The initiatives and their consequent contributions are well thought over. This leads us to believe that PM Modi has proved to be a master strategist that managers and other alike need to study.

CHAPTER 06: CONCLUSION

6.1 Introduction

The past two years have been fruitful for the Indian economy. Foreign Direct Investment into India touched the "highest ever" mark of \$51 billion during the April-February period of last fiscal ended March 31. The Prime Minister has displayed skills that corporates and students alike could learn from. After a highly successful campaign in General Elections 2014, PM Modi and his team of Ministers have displayed efficiency and effectiveness. The initiatives taken have proved to be both advancement centric and strategic in nature. The complete effects need to still be seen, in due time. But, as of present, PM Modi has gained huge popularity and support from the Indian population.

6.2 Limitations

1. The data collected for the dissertation was from a limited number of interviews. The survey also focused on a single age group. All efforts were made to consider as many stakeholders and their opinions, but there still remains some information and data that is accessible only to some.
2. Due to a lack of time, only a select five aspects of the Prime Ministerial journey have been chosen. Other aspects could not be included in the dissertation.

6.3 Future Scope

Future studies can focus on aspects of his Prime Ministerial, other than those that this dissertation has considered, such as, Foreign Policy, Cabinet and their policies and his focus on Inclusive Growth amongst others. It is said that Mr. Modi's success wave will continue for another 10 years. Future studies can focus on the general sentiment amongst the general population and the effect of the same on his reelection strategies for General Elections 2019.

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