

# PRESENSE

Spreading Positive Vibrations  
Issue No. 230 – Apr 2026  
Published by Prime Point Foundation

## Cover Story



## Defeated Women's Reservation

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**Spreading Positive Vibrations**  
**Issue No 230 – Apr 2026**

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## From the Desk of Managing Editor

Dear Reader,



On behalf of the Editorial Board, I am pleased to present the 230th (Apr 2026) edition of *PreSense*, featuring another rich array of meaningful content.

I am very happy this month also, we are releasing this edition with an audio version.

The recent media reports on the harassment of women, the corporate jihadi at TCS BPO of Nashik, shook the entire nation. Our Editorial analyses the entire incident and comes out with workable solution to prevent such incidents in future.

In the extended sittings of the Budget Session 2026, both the ruling party and the Opposition defeated the Constitutional Amendment to provide one-third reservation to women from the 2029 General elections onwards. The detailed cover story studies the insight of the discussion.

**Other Highlights:**

Exclusive interview with Gp. Capt. R Vijayakumar (Red), VSM, as a Visionary Titan of this month

Freedom Fighter: Tileswari Baruah from Assam

Review of the April 2006 edition of PreSense

College Elections

Review of the Budget Session 2026 of the Parliament

As always, we value your valuable feedback at [editor@corpezine.com](mailto:editor@corpezine.com) and encourage you to share *PreSense* with your network.

See you next month with more inspiring content.

**Jai Hind!**

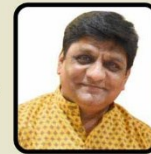
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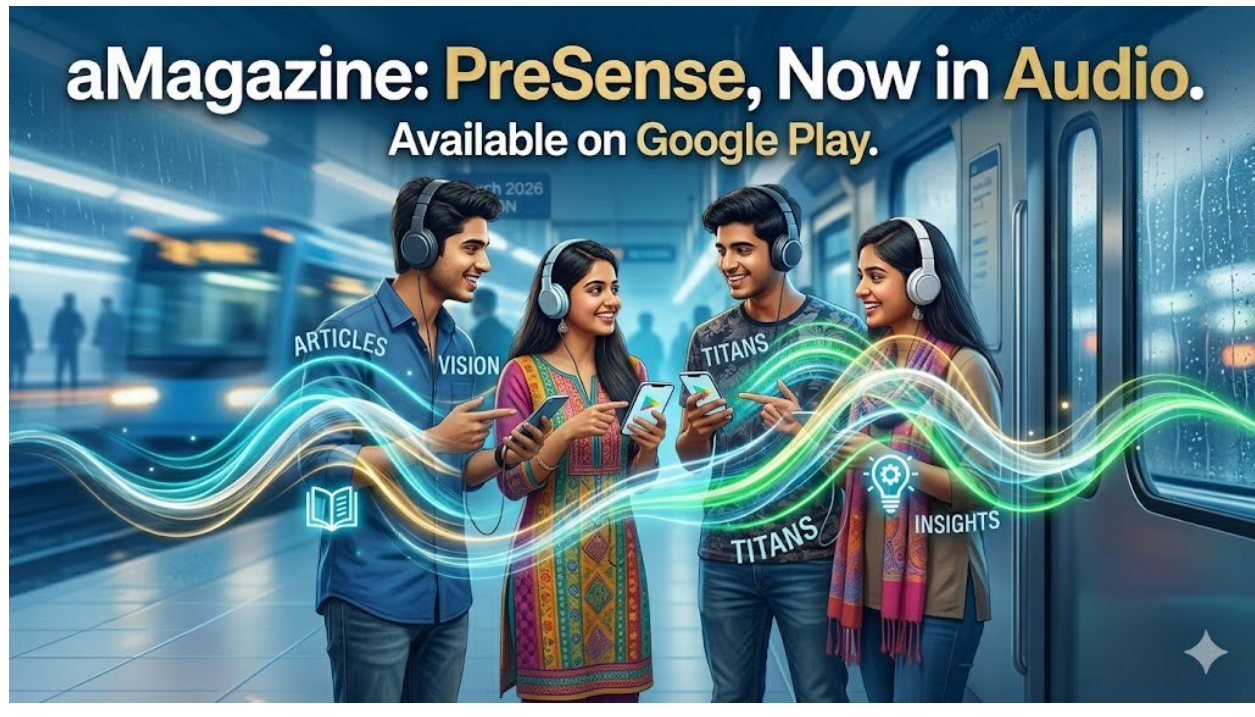
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# PRINCE

By Triambak Sharma





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From the Desk of Managing Editor  
eMagazine PreSense April 2026 • Prima Point Srinivasan

This April 2026 Edition of PreSense is also available in audio format on Google Play.

Please listen to this edition from the following link:

<https://tinyurl.com/aMagazine0426>

## Editorial

# The Corporate Jihadi: Safeguarding India's Workplace from Coercion and Radicalisation

By Ramesh Sundaram, Joint Managing Editor



***(Shocking allegations of harassment and forced religious conversion at a major Indian BPO have exposed serious flaws in corporate accountability and employee safety. This national wake-up call demands urgent Government and corporate action, including stringent laws and transparent oversight, to protect communal harmony and workplace integrity.)***



The sanctity of the Indian workplace has long been built on a foundation of professional merit, mutual respect, and a shared commitment to economic growth. However, a series of harrowing revelations from Nashik, Maharashtra, has sent shockwaves through the nation's corporate sector, forcing a difficult but necessary conversation about employee safety and religious freedom. What began as a complaint by a single female employee at a major BPO office has unravelled into a complex web of alleged sexual harassment, mental torture, and forced religious conversion.

This is no longer just a human resources issue; it is a national wake-up call. When the very spaces designed for career progression become breeding grounds for predatory behaviour and communal divisiveness, the cost is not just professional—it is deeply personal and societal.

### **A Breakdown of Trust: The Nashik Revelations**

In March 2026, the veil of corporate professionalism was lifted when a female employee approached the Nashik police with a chilling account of her experience. She alleged that senior colleagues and team leaders were not only subjecting her to sexual harassment but were also exerting immense pressure on her to convert to Islam. Following her bravery, eight more employees came forward with similar testimonies, prompting the formation of a 12-member Special Investigation Team (SIT) to probe the depths of these offences.

The findings of the SIT, aided by a meticulous 40-day undercover operation involving female officers posing as staff, revealed a calculated modus operandi. Predators within the office allegedly identified "vulnerable" female employees—predominantly Hindu women—through internal communication groups. These women were then lured with the promise of professional promotions and career stability in exchange for religious conversion and sexual favours.

The harassment described by the victims was multifaceted. Beyond the physical and sexual threats, there was a systematic attempt to break their spirit. Victims reported being mocked for their physical appearance and attire, while their religious sentiments were regularly insulted. Perhaps most disturbingly, reports emerged of employees being coerced into consuming non-vegetarian food against their personal and religious beliefs, a clear attempt to erode their cultural identity.

### **Corporate Accountability: Silence is Not an Option**

One of the most damning aspects of this case is the alleged failure of the internal grievance mechanisms. Several victims stated that their complaints to the Human Resources (HR) department were ignored. In any modern organisation, the HR department and the Prevention of Sexual Harassment (POSH) Committee are the final lines of defence for an employee. If these systems are bypassed or rendered "toothless," the employee is left entirely at the mercy of their harasser.

While the corporation involved has suspended the implicated employees and initiated an internal inquiry, a fundamental disconnect remains: if employees do not feel safe or confident enough to use official channels, those channels are effectively useless.

The ripple effect has already begun, with similar allegations of a divisive workplace culture surfacing elsewhere. The growing anxiety among the Indian workforce regarding workplace radicalisation is a trend that cannot be ignored.

### **A Unified Political Front**

The gravity of the TCS Nashik case has transcended the corporate boardroom and entered the halls of political power. Leaders across the political spectrum have come out in strong condemnation of the acts, demanding that justice be served without delay.

High-ranking members of the ruling State Government have described the allegations as a direct assault on the dignity of women and have vowed a rigorous investigation. Opposition leaders have joined the chorus, questioning how such systemic coercion could occur within a global giant and calling for a broader audit of BPO and IT firms to ensure this is not a widespread trend.

The matter has also reached the highest levels of the judiciary. A petition has been filed in the Supreme Court of India, seeking to have forced religious conversion legally declared an act of terror. This reflects a growing sentiment that these actions are not just individual crimes but calculated attempts to disrupt the country's social fabric.

### **Implementing Change: A Blueprint for Policy Makers**

We cannot treat the Nashik incident as an isolated anomaly. To do so would be to ignore a rot that could potentially spread, creating suspicion and disharmony in a country that prides itself on its diversity. These incidents can severely harm the communal harmony of the nation.

Therefore, the following implementable suggestions are essential for both corporate entities and the Government:



### 1. A Stringent National Anti-Conversion Law

The Union Government must introduce a comprehensive and stringent law to prevent forceful religious conversions or conversions through inducement and coercion. While every citizen has the absolute right to follow and practice their own faith, this right does not extend to the predatory targeting of others. Such a law is vital for the long-term communal harmony of the nation.

### 2. Independent Oversight Committees

Corporate houses should no longer be the sole judges of their internal disputes, especially those involving human rights violations. We suggest the creation of "Watchdog Committees" composed of neutral parties—such as retired judges and respected lawmakers. These committees must have the power to intervene when internal HR processes fail and should have the authority to recommend criminal proceedings.

### 3. Protection for Whistleblowers

Women who find the courage to speak out against "Corporate Jihad" must be given ironclad protection. This must include legal aid, psychological support, and robust protection against professional retaliation. Their identities must be shielded to prevent further victimisation by the perpetrators' networks.

### 4. Mandatory POSH Audits

The Government should mandate annual, independent audits of POSH compliance for all companies. These audits should include anonymous "pulse surveys" to gauge the true comfort level of employees, ensuring that "zero tolerance" is a reality, and not just a line in a corporate handbook.

### **Conclusion: National Interest Over Vote Banks**

There will undoubtedly be some political parties that object to stricter laws, often driven by the narrow optics of vote-bank politics. However, in the interest of the nation and long-term communal harmony, these objections must be set aside. A nation cannot thrive if its citizens, particularly women, are afraid to go to work.

Mahatma Gandhi famously remarked that true independence would only be achieved when a woman could walk freely on the streets at midnight without fear. In the 21st Century, that vision must expand: Real empowerment is only achieved when a woman can enter her workplace without fear of being coerced, harassed, or forced to abandon her faith for the sake of a promotion.

Mahatma Gandhi famously remarked that true independence would only be achieved when a woman could walk freely on the streets at midnight without fear. In the 21st Century, that vision must expand: Real empowerment is only achieved when a woman can enter her workplace without fear of being coerced, harassed, or forced to abandon her faith for the sake of a promotion.

The events in Nashik are a stain on our corporate reputation, but they also offer an opportunity for fundamental reform. Enactment of strict laws and ensuring transparent corporate governance can ensure that our offices remain places of opportunity, not oppression. We must act now, for the cost of silence is the very harmony of our nation.

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## Cover Story

### A Wasted Parliament Session: How Politics Killed Women's Reservation and Hurt South India



*By Prime Point Srinivasan, Managing Editor*

***(The April 2026 special session failed because the government rushed flawed delimitation bills, and the opposition prioritised politics, leaving women's reservation and southern representation unprotected.)***

#### Thirty Years and Still Waiting

India has been promising women a fair share of seats in Parliament for 30 years. The first bill was introduced in 1996. It was opposed, disrupted, torn up on the floor of the House, and defeated nine times over three decades. Finally, in September 2023, the Nari Shakti Vandan Adhiniyam — the 106th Constitutional Amendment — was passed with unanimous support in both Houses. Every party voted yes. India celebrated.

But buried in the fine print was a trap. The reservation would come into force only after a fresh delimitation, and delimitation could happen only after the first census following 2023. The census is now scheduled for 2027. The delimitation will take at least two more years after that. So, the women of India, who were told their seats were reserved, will actually have to wait until at least 2034.

The 2023 Act gave women a cheque. But it was post-dated by a decade.

To fix this delay, the Government called a special session of Parliament on 16th April 2026 and introduced three bills — the Constitution (131st Amendment) Bill, the Delimitation Bill 2026, and the Union Territories Laws (Amendment) Bill 2026. The idea was to use the 2011 census data instead of waiting for the 2027 census, expand the Lok Sabha to 850 seats, and get women's reservation working by 2029.

It was a good idea in principle. In execution, it was a disaster. Both the Government and the Opposition failed India completely.

#### Three Bills in Three Days — No Time to Think

The bills were introduced on 16th April 2026. The special session lasted three days. The vote was on 17th April. Less than 48 hours after introduction.

These three bills together amended Articles 55, 81, 82, 170, 330, 332, and 334A of the Constitution simultaneously. They ran to dozens of pages of dense legal text. Even a senior constitutional lawyer would need several days to study all the implications properly.

M.R. Madhavan, Co-founder and President of PRS Legislative Research, wrote in *The Hindu* on the very day of introduction: *"These Bills will have a significant impact on the composition of Parliament and its functioning, and are being introduced with no public discussion. It is imperative that such Bills must undergo intensive deliberation, both outside and inside Parliament. At the very least, they should be referred to a parliamentary committee."*

#### This warning came on 16th April. The vote happened on 17th April. Nobody listened.

There was no pre-legislative consultation. The draft bills were not posted on any government website for public comment. No All-Party Meeting was held before the session to hear concerns. The bills simply landed in Parliament like a surprise parcel — and then the Government expected members to vote yes within 48 hours.

This is not how you amend the Constitution. Especially not an amendment that changes the entire framework of parliamentary representation for the next 25 to 30 years.

## The Delimitation Deadlock: Why the April 2026 Special Session Failed India

From the April 2026 Edition of PreSense

### THE LEGISLATIVE FAILURE OF APRIL 2026



#### A Rushed 48-Hour Lifecycle

Three bills amending seven Constitutional Articles were introduced and voted upon within 48 hours without public consultation.



#### The 'Post-Dated Cheque' for Women

Without these bills, the 106th Amendment's reservation remains delayed until at least 2034.



#### Absence of Parliamentary Scrutiny

The bills were never referred to a committee, ignoring warnings from legislative research experts.

### THE CONSTITUTIONAL GHOST & SOUTHERN REPRESENTATION



#### Ministerial Promises vs. Statutory Reality

Verbal assurances of a flat 50 per cent seat increase were not legally drafted into the bills.

### Article 81(2)(a) of the Indian Constitution

This Article mandates that Lok Sabha seats be allocated to states in strict proportion to their population.



#### The Projected Southern Decline

Without amending Article 81(2)(a), the South's share in Parliament is projected to fall from 24.3 to 20.7 per cent.

### ESTIMATED SEAT CHANGES WITHOUT A 'SEAT FLOOR' GUARANTEE (Following 2026 Census-based Delimitation)



Southern &  
Eastern States

**-35**  
Seats  
(Loss)

Tamil Nadu (-10)  
Kerala (-7)  
Andhra Pradesh (-5)



Northern  
Hindi-Belt States

**+34**  
Seats  
(Gain)

Uttar Pradesh (+12)  
Bihar (+10)  
Rajasthan (+7)

NotebookLM

The Government should have done its homework first. It should have published the draft bills at least three months before introduction. It should have called an All-Party Meeting. It should have consulted the Chief Ministers of all states, particularly the southern States. Only after all that should it have introduced the bills. Instead, it chose to rush.

And it happened at the worst possible time — when Assembly election campaigns were running in several States, and members were distracted. Many MPs had not even read the bills fully before the debate began.

### The Promise That Was Never in the Bill

The Home Minister stood in the Lok Sabha and declared with great confidence that every State would get a flat 50 per cent increase in seats. Tamil Nadu from 39 to 59. Kerala from 20 to 30. Karnataka from 28 to 42. He gave exact numbers, down to decimal points.

There was only one problem. None of this was written in any of the three bills.

Not one line. Not one clause. Not one proviso anywhere.

The Supreme Court of India has made this clear in more than one judgment. What matters is what is written in the statute — not what a Minister says in Parliament. During the demonetisation case, the

Government itself told the Supreme Court that even if the Prime Minister had assured citizens that the currency exchange window would be extended, that assurance would not be binding in view of the statutory notification that was issued. The Court has also held, in a long line of cases, that *"there can be no estoppel against statute"* — meaning no promise, however solemnly made from any platform, including Parliament, can override what the law actually says. So when the Home Minister stood up in the Lok Sabha and gave State-by-State seat figures with great confidence, he was giving a political speech — not creating a legal right. The Delimitation Commission, when it sits, will read the Gazette, not the debate.

The bills raised the ceiling of the Lok Sabha seats to 850. But the actual allocation of seats between States is governed by Article 81(2)(a) of the Constitution — which the Government carefully left completely untouched. That Article says clearly that seats must be distributed in proportion to population. When you apply that rule to the 2011 census data, the Hindi-belt States gain massively and the southern States lose their proportional share.

The Home Minister's figures were based on a simple formula — take the current seats and multiply by 1.5. But the Constitution does not allow that formula. The Delimitation Commission is legally bound by Article 81(2)(a), not by what the Home Minister says in Parliament.

When RSP MP N.K. Premachandran, who was presiding over the House at the time, directly challenged BJP MP Tejasvi Surya — "Where in the bill does it say 50 per cent increase for all States?" — Surya had no answer. He fumbled and pointed to Article 81(2)(a) itself. That was the moment of deep irony. The very article he cited is the one that makes the 50 per cent promise constitutionally impossible.

P. Chidambaram of Congress had already said it clearly before the session even began — the 50 per cent increase is an illusion. After delimitation based on the 2011 census data, Tamil Nadu would not get 59 seats. It would get around 46. Kerala would not get 30. It would get around 26. The South's share in Parliament would fall from 24.3 per cent to around 20.7 per cent.

The Government's 50 per cent promise was a speech. It was not a law. A speech cannot bind the Delimitation Commission. Only the Constitution can. And the Constitution, as the bills were drafted, pointed in exactly the opposite direction.

Was this omission of a written guarantee for the Southern States an oversight by the law officers? Or was it deliberate? Nobody in the Government answered that question. Not once.

The solution was not complicated. A single additional clause — a new Article 81(2A) with a Fifth Schedule prescribing minimum seat floors for every State — would have given Tamil Nadu, Kerala, Karnataka, Andhra Pradesh, and Telangana a constitutional guarantee, not just a ministerial promise. With that one addition, the opposition's main argument would have collapsed entirely.

The Government chose not to do it. India paid the price.

### **The Opposition Was No Better**

The opposition voted against the bill. Their stated reason — that it would harm Southern States through population-based delimitation — was constitutionally sound.

But here is the bitter truth. Voting against the bill does not protect the South. It makes things worse.

The old 84th Amendment freeze — which kept seat allocation frozen on the basis of the 1971 census — expires automatically when the 2026 census figures are published. After that, fresh delimitation must happen under the original Constitution, including Article 81(2)(a). It will be based on the 2026 census, which shows an even lower share of the population for the South compared to 2011.

Dr. Jayaprakash Narayan, the respected Lok Satta founder and former IAS officer, put the consequences on record with exact numbers on X. Seven States will likely lose 35 seats — Andhra Pradesh minus 5, Tamil Nadu minus 10, Kerala minus 7, Karnataka minus 2, Telangana minus 3, Odisha minus 4, West Bengal minus 4. Four northern States will gain 34 seats — UP plus 12, Bihar plus 10, Madhya Pradesh plus 5, Rajasthan plus 7. He called it "a spectacular self-goal" by the very parties claiming to protect the South.

YS Jagan Mohan Reddy, himself an opposition leader and former Chief Minister of Andhra Pradesh, said it plainly — "Justice is rendered neither to the South, nor to the women."

DMK leader MK Stalin burned a copy of the Delimitation Bill in public. That made for a good photograph. It solved nothing for Tamil Nadu.

The opposition celebrated the bill's defeat as a victory. The Government accused the opposition of betraying India's women. Both sides went on television. Both sides held press conferences. Nobody asked the simple question — what now?

This was politics. Pure politics. On both sides.

### **Article 81(2)(a) — The Ghost Nobody Discussed Seriously**

Here is the most important constitutional fact of the entire debate. Article 81(2)(a) of the Constitution says that seats in the Lok Sabha must be allocated to States in proportion to their population. This rule has been there since the Constitution was written in 1950.

The 84th Amendment of 2001 froze this rule. It said — do not apply this proportionality until after the census following 2026. That freeze was the South's constitutional protection for 25 years.

The 131st Amendment Bill deleted that freeze. But it did not add any new protection in its place. It did not touch Article 81(2)(a) at all. It simply removed the safety net and left the bare population-proportionality rule standing — fully operative, fully unamended.

This should have been the central debate in Parliament for two full days. Instead, members mostly argued about women's reservation, north-south politics, and whether the Government was sincere or not. Very few members went near Article 81(2)(a) with any constitutional seriousness. The most precise challenge came from N.K. Premachandran — but it was brief, and the debate moved on quickly to political sloganeering.

Article 81(2)(a) is the ghost in the room that both sides avoided.

### **A Bigger Lok Sabha — But Will It Work Better?**

Even setting aside the South India controversy, there is a separate and important question that barely got discussed.

Do we actually need 850 MPs in the Lok Sabha?

Chakshu Roy of PRS Legislative Research wrote in the Hindustan Times on the day of the debate: if this proposal went through, India's Lok Sabha would become the largest directly elected legislative body in the world.

But bigger does not mean better.

Today, the Lok Sabha meets for only 50 to 70 days a year. In the 2025 monsoon session, MPs submitted roughly 30,000 questions. A lottery selected 400 oral and 4,800 written questions. Each day, about 20 oral questions were answered. Even in the current 543-member House, most MPs struggle to get time to speak. The UK's House of Commons, which has only 650 members, meets for 150 days a year and has a strong committee system that scrutinises every bill before it reaches the floor.

As the Founder of Sansad Ratna Awards, I have watched the quality of parliamentary debates deteriorate sharply over the past ten years. Members are no longer divided as those who study national issues and those who do not. They are divided only as Pro-Modi or Anti-Modi. Parliamentary debate has become political theatre. Members rush to the well of the House. They shout slogans. They carry placards. They behave in ways that no student parliament would tolerate. The very institution that is called the temple of democracy is being treated like a political arena.

With 850 MPs — and the same 50 to 70 working days — the situation will be far worse. An MP may go through an entire five-year term without once getting a meaningful chance to raise the issues of his or her constituency. As M.R. Madhavan noted in *The Hindu*, less than one-fifth of bills in India are even referred to parliamentary committees. In the UK, every single bill must go through committee scrutiny. India has the anti-defection law that forces MPs to vote as their party commands — whether on a constitutional amendment bill or anything else. Whether we have 543 MPs or 850, party bosses will decide. Individual judgment is already extinct.

There is another imbalance that was barely discussed. The bills proposed to increase the Lok Sabha to 850 seats while leaving the Rajya Sabha at its current strength of 245. This shifts the power balance dangerously. In any joint sitting of both Houses, the Lok Sabha's votes would now outnumber Rajya Sabha by 3.3 to 1, up from the current 2.2 to 1. A Government with 53 per cent in the Lok Sabha and only 40 per cent in the Rajya Sabha could still push through any legislation in a joint sitting. The Rajya Sabha — designed as a check on majoritarian excess — would become largely irrelevant.

And lest we forget, the post of Deputy Speaker of the Lok Sabha has not been filled in either the 17th or the 18th Lok Sabha. If the Government cannot fill this basic constitutional post, how is it planning to run a House of 850 members?

### **What Should Have Been Done**

The Government had time. The 106th Amendment clock runs for 15 years — from 16th April 2026 to 16th April 2041. There was absolutely no need to rush this in a three-day special session during election season.

What it should have done is straightforward. Publish the draft bills on the government website at least three months before introduction. Invite public comment. Hold an All-Party Meeting. Consult the Chief Ministers of all States. Constitute a Joint Parliamentary Committee headed by a respected senior member with representation from all parties — particularly Southern States. Give the JPC at least six months to study the implications, hear constitutional experts, examine the Article 81(2)(a) problem, and recommend solutions. Then bring the revised, bulletproof bills to Parliament.

This is exactly how the 84th Amendment of 2001 was handled. Jayaprakash Narayan himself has recalled that in 2001, he was personally involved in persuading the Vajpayee government to extend the seat freeze for 25 years through the 84th Amendment, with full political consensus. That is the model. That is the standard.

A constitutional amendment is not a Money Bill to be passed in a hurry. It is a change to the fundamental law of the land. It deserves the deepest possible deliberation.

### **Politics Won. India Lost. Again.**

Let us say it plainly. This entire episode — the drafting of the bills, the rushed introduction, the two-day debate, the defeat, and the aftermath — was driven by politics far more than by genuine concern for women's empowerment or southern States' interests.

The Government bundled women's reservation with a major delimitation exercise and called a surprise session during the election season. It did not write into the bills the guarantees it was verbally promising. It introduced the bills without pre-legislative consultation. It did not refer them to a JPC. And when the bills were defeated, it blamed the opposition for betraying India's women.

The opposition opposed the bills not because it had a better plan for women's reservation — it did not. It opposed them because it feared the electoral consequences of delimitation and



because it wanted to deny the Government a political victory. After the defeat, it celebrated loudly, without acknowledging that South India is now more exposed than before.

Both sides focused entirely on scoring political points. Neither side focused on finding a constitutional solution that works for women, for Southern States, and for India.

The women of India are still waiting. After 30 years and ten attempts, their reserved seats remain a constitutional promise without a delivery date.

The South is still staring at delimitation under the 2026 census — with no expansion, no seat floor, and no protection — as the inevitable consequence of the April 2026 failure.

India's Parliament — which should be the most serious forum in the country — spent two days arguing about politics and went home having made things worse.

Having spent years observing Parliament through the Sansad Ratna Awards, this writer can say with sadness: the temple of democracy deserves far better than what it received in April 2026. Our MPs must rise above political scoring and think of the nation first. The Government must do its homework before bringing such landmark bills. The opposition must engage with substance, not just oppose for the sake of opposing.

Unless Parliament works seriously — for at least 150 days a year, with proper committee scrutiny, without disruption and sloganeering — no constitutional amendment, however well-drafted, will deliver what India needs.

The lesson from this wasted special session is simple. Hurry is the enemy of good legislation. Politics is the enemy of good governance. And when both combine, India loses.

## AI-Generated Podcasts



Three Podcasts have been generated in English, Hindi and Tamil with the help of NotebookLM of Google. Readers may kindly click the links and enjoy the Podcast also.

English <https://www.youtube.com/watch?v=SJcIyJxgVuM>

Hindi <https://www.youtube.com/watch?v=kbsTaU9qchU>

Tamil <https://www.youtube.com/watch?v=LxxLaewSUvw>



## Visionary Titans

### Consistency, Execution, and Excellence: A Conversation with Gp. Capt. R Vijayakumar (Retd.), VSM

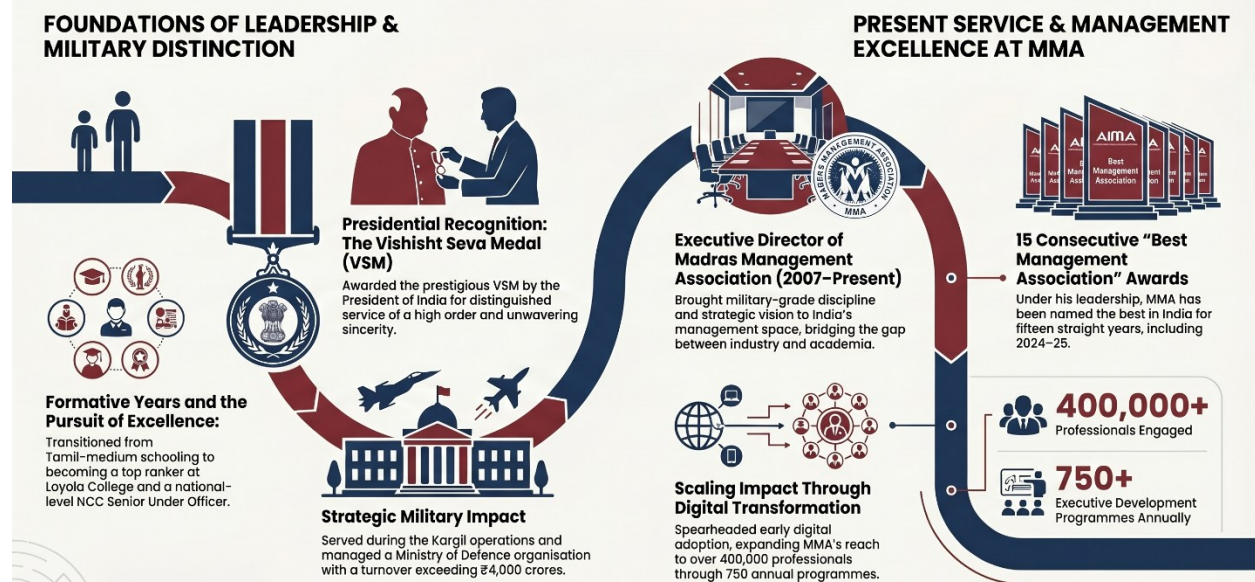


By Priyadarshni Rahul, Editor in Chief

In this heart-to-heart conversation, Priyadarshni Rahul, Editor-in-Chief of PreSense, sits down with Gp. Capt. R Vijayakumar (Retd.), VSM, a man whose life is a masterclass in transformation. From the discipline of the parade ground to the strategic boardrooms of the Madras Management Association (MMA), his journey is a testament to the power of unwavering resolve. This interview delves into the soul of a leader who transitioned from the cockpit of the Indian Air Force to becoming the guiding light for India's management professionals, proving that while arenas change, the core values of sincerity and execution remain the ultimate currency of success.

Excerpts:

#### From the Cockpit to the Boardroom: The Excellence of Gp. Capt. R Vijayakumar (Retd.), VSM



**Priya: Sir, you were educated at Chennai's prestigious Loyola College and earned distinguished degrees in Law, Industrial Relations, and Management. How did your formative years in Chennai and your family background shape the man you are today?**





**NCC Under Officer**

Gp. Capt. Vijayakumar: I come from a simple, middle-class family where values were our true wealth. My father was a dedicated police officer, and because of his frequent transfers, my early education was entirely in the Tamil medium. I studied at Ramakrishna Mission School in Chengalpattu and later at P.S. High School in Mylapore. These institutions were not just schools; they were crucibles that instilled in me the bedrock of discipline, academic rigor, and a love for the NCC and sports.

While academics weren't my primary focus initially, my father's steady hand kept me on track. Loyola College was the true turning point. Those four years were transformative. As a Senior Under Officer in the NCC, I received national recognitions that set my heart on the Armed Forces. I also faced the daunting challenge of transitioning from Tamil-medium to English, but my professors were my pillars of support. I eventually graduated as a top ranker in B.Com. To satisfy family expectations, I began Chartered Accountancy with a leading firm, but my soul was restless for the uniform.

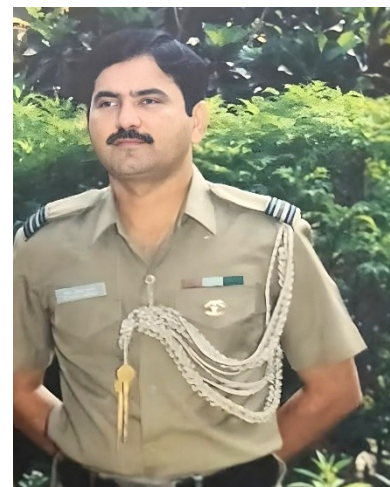
**Priya: What was that "moment of calling" that led you away from a lucrative career in finance to the Indian Air Force?**

Gp. Capt. Vijayakumar: Wearing the uniform was a childhood dream that never dimmed. My greatest inspiration was my father—an outstanding officer and multiple Presidential Award winner who was a role model for the entire Tamil Nadu Police. When I was selected through the gruelling Services Selection Board (SSB) process, it felt like destiny calling. Though my family was initially hesitant about the risks of military life, my father stood by me, making my dream a reality. I was commissioned as an officer in 1976.

Interestingly, my finance and management background became my greatest asset in the IAF. Even though I left CA, I never stopped learning. The Air Force offers incredible educational opportunities, and I made the most of them, earning my LLB, Master's in Industrial Relations, and Master of Management Studies—all with distinction.

**Priya: Looking back at your three decades of service, which roles or postings truly defined you as a leader?**

Gp. Capt. Vijayakumar: My career was a dream realized. I have always believed in squeezing every drop of potential out of every opportunity. A defining early moment was being the youngest Staff Officer (ADC) to the Commander-in-Chief, which gave me a panoramic view of the Air Force's highest functions.



**Young Squadron Leader**

Then came the ground realities of the IPKF operations in Jaffna, Sri Lanka. It was a humbling, eye-opening experience that tested my leadership under fire. My passion for sports also flourished; I trained under a top golf coach and eventually represented India in international tournaments. In 1999, my financial expertise led to a special deputation to the Ministry of Defence, managing an organization with a turnover of over ₹4,000 crores—a massive responsibility. I also remember coordinating Air Shows, specifically the one at Marina Beach, where the late Chief Minister Ms. J. Jayalithaa hosted us for breakfast—a truly unforgettable memory.

**Priya: You were also part of the historic Kargil Operations. Could you share a moment from that period that reflects the spirit of courage and sacrifice?**

Gp. Capt. Vijayakumar: Being part of the Kargil operations, even in the later stages, was a profound honor. It allowed me to contribute to a mission of immense national importance. Throughout my service, I strived for sincerity, which eventually led to the Vishisht Seva Medal (VSM) from the President of India and multiple commendations from the Chief of Air Staff. I also graduated as a top ranker from the Inter-Services Higher Defence Management Course in Hyderabad. These experiences reinforced my conviction that professionalism and continuous self-improvement are non-negotiable.



*The Chief of the Air Staff, Air Chief Marshal Kaul, presents the Vishisht Seva Medal to Squadron Leader Vijayakumar, on behalf of the President of India*

**Priya: In 2007, you transitioned from the cockpit to the boardroom as the Executive Director of MMA. What prompted this change?**

Gp. Capt. Vijayakumar: Life takes unexpected turns. In 2007, I took premature retirement due to personal family reasons. A chance meeting with a senior corporate leader on a golf course in New Delhi changed everything. He saw my qualifications

and military background and suggested I was a perfect fit for the corporate management space, specifically urging me to look at MMA. It felt like a natural progression. The leadership, discipline, and networking skills I honed in the IAF became the tools I used to build the ecosystem at MMA. I have been blessed to work with exceptional MMA Presidents—distinguished corporate giants who have helped us scale new heights.

**Priya: For those who may not know, what is the mission of MMA and its significance to the Indian industry?**

Gp. Capt. Vijayakumar: Established in 1956, MMA is dedicated to promoting management excellence. Our vision is to be the "fountainhead of world-class management excellence in India". We have over 8,000 members, from CEOs to students, and we blend the ancient Indian ethos with global best practices. We conduct over 750 executive development programs annually, reaching 4,00,000 professionals over the years. We are the largest affiliate of AIMA and have been named the Best Management Association in India 15 times consecutively, including 2024-25. With 12 active chapters across Tamil Nadu and Puducherry, we are a unique bridge between academia, industry, and government.



## BEST MANAGEMENT ASSOCIATION AWARD



WINNING THE AWARD CONTINUOUSLY FOR THE PAST 15 YEARS, INCLUDING IN THE YEAR 2024-25.



**Priya: Under your leadership, MMA has won the Best Management Association award for 15 straight years. What strategic decisions drove this sustained excellence?**

Gp. Capt. Vijayakumar: It has been a fulfilling challenge. The key was staying relevant and forward-looking. A major strategic shift was embracing digital platforms early on, which exponentially expanded our reach. This 15-year streak is the result of a committed team's collective sweat. My greatest pride lies in the consistency of our excellence and the deep trust our members place in us.

***Priya: What are the primary strengths and weaknesses of Indian managers today?***

Gp. Capt. Vijayakumar: Indian managers are incredibly adaptable and resilient; they can innovate under the most severe constraints. That entrepreneurial spirit is a massive strength. However, we sometimes lack structured thinking and long-term strategy. There is often a gap in execution excellence. At MMA, we try to bridge this by promoting "out-of-the-box" thinking while demanding disciplined execution.

***Priya: With corporate failures often in the news, how do we embed ethics into Indian management?***

Gp. Capt. Vijayakumar: Ethics are the only foundation for sustainable success. We lead by example. Our state-of-the-art Management Centre in Chennai was built entirely through member contributions with total transparency and integrity. We use our platform to foster dialogue and showcase best practices so that ethical leadership becomes the norm, not the exception.

***Priya: Finally, what is your advice for the next generation of leaders?***

Gp. Capt. Vijayakumar: My advice is simple: be sincere and honest with yourself. Identify your inherent potential and never stop upgrading your skills. But remember, long-term success is impossible without the foundation of health and family.

The one universal truth that bridges the military and the corporate world is this: Execution is everything. Ideas are plentiful, but consistent, disciplined execution is what defines a winner. My journey from a humble background to these leadership roles has taught me one final principle: Consistency is the hallmark of a great leader.

Gp. Capt. Vijayakumar (Retd) VSM can be reached at [Vijayakumar5454@gmail.com](mailto:Vijayakumar5454@gmail.com)

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## AI-Generated Podcast

Based on the interview with Gp. Capt. Vijayakumar, NotebookLM of Google has created English and Tamil Podcasts. Please listen to the podcasts.

English Podcast: <https://www.youtube.com/watch?v=VL8P7qkfKuM>

Tamil Podcast: <https://www.youtube.com/watch?v=vdmI0GjC4e4>



## Time Capsule Chronicles: Revisiting PreSense - 20 Years Ago – April 2006



Twenty years on, the April 2006 edition of *PreSense* — India's first corporate PR ezine, published by Prime Point Foundation and Chennai PR Club — reads as a remarkably prescient document. At a time when corporate India was grappling with the implications of SEBI's Clause 49 and the arrival of serious governance frameworks, this slim but substantive publication captured the profession's mood with admirable clarity.

The editorial's rallying cry, "*Keep pace with the changing time*," set the tone perfectly. The standout piece is an exclusive interview with Dr U Srinivasa Raghavan, Chairman of the Indian Postal Board — a fascinating portrait of an organisation managing 7 million mail items annually whilst navigating the shift from telegraph to satellite technology. His observation that external transparency cannot exist without internal transparency first, feels as relevant today as it did in 2006.

Ms Chitra Ramakrishna of the National Stock Exchange offered a lucid keynote summary on corporate governance, identifying disclosures and governance structure management as its two foundational pillars. Her call for governance to become a movement akin to privatisation was bold and forward-thinking.

The discussion group extracts add genuine texture. Contributors from Mumbai, Delhi, Chennai, and Trichy debated media credibility, CSR authenticity, brand architecture, and the underutilised potential of freelance journalists — conversations that would not feel out of place in a contemporary PR forum.

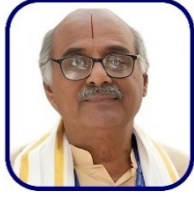
The ten principles of PR contributed by R. Sudarshan of Indian Telephone Industries remain a concise and honest practitioner's charter, anchored by the refreshingly direct assertion that PR deals in facts, not fiction.

For a second issue, *PreSense* demonstrated remarkable editorial confidence, blending industry interviews, practitioner perspectives, event coverage, and humour in equal measure. A worthy time capsule of Indian corporate communication at a pivotal moment.

Download this edition from

<https://www.prpoint.com/ezine/presense0406.pdf>

Review by Gemini AI

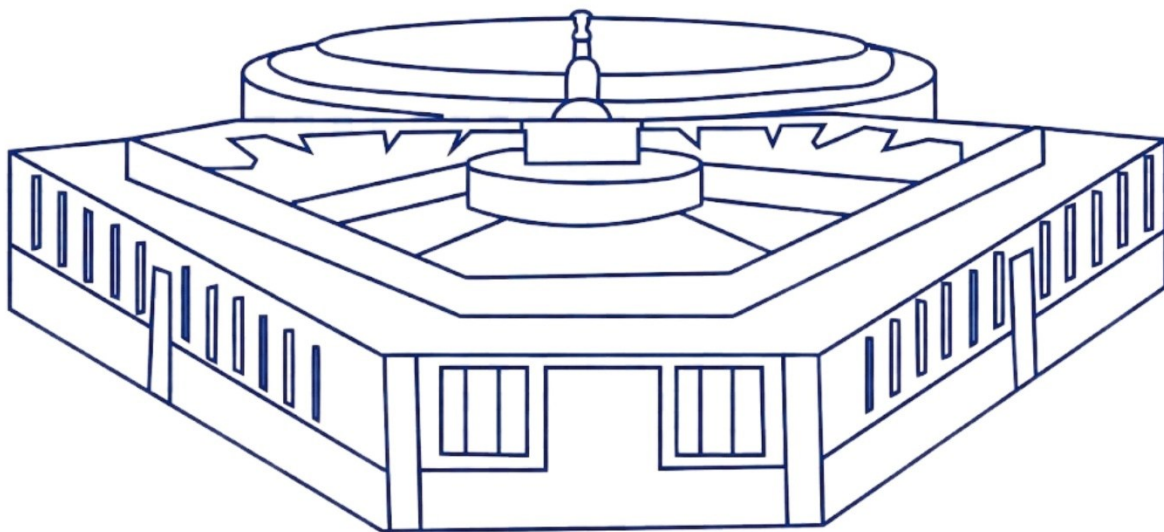


Nation



## Parliamentary Pulse: A Session of High Drama and Low Sittings – Review of Budget Session 2026

*By Prime Point Srinivasan, Managing Editor and Priyadharshni Rahul, Editor in Chief*



The Budget Session 2026 was anything but ordinary. Spanning from **January 28 to April 18**, it was a marathon that combined the procedural gravity of the Union Budget with late-stage legislative fireworks. While the houses met for 31 days—one day more than originally planned—the session revealed a fascinating paradox: a decline in traditional sittings countered by intense, high-stakes bursts of activity.

### **Efficiency in Overdrive: The Legislative Sprint**

Despite a historical trend showing a decline in the number of sittings during Budget Sessions, Parliament demonstrated a "crunch-time" efficiency this year. A total of **13 Bills were introduced**, and **9 were successfully passed**.

The workload was heavily back-loaded. The final two weeks in the Lok Sabha saw the most intense legislative activity, with some Bills being introduced and passed within the same week. This "sprint" culminated in an extension of the session by three days specifically to address critical delimitation and constitutional matters.

## The Delimitation Deadlock: A Rare Voted-Down Bill

In a rare moment of parliamentary friction, the session's climax featured a significant legislative roadblock. The **Constitution (131st Amendment) Bill**, which sought to increase the size of the Lok Sabha and enable delimitation based on the 2011 census, failed to secure the required special majority.

This defeat had a domino effect:

- **Voted Down:** The 131st Amendment failed with 298 votes for and 230 against.
- **Infructuous:** Two related Bills—the Delimitation Bill and the Union Territories Laws (Amendment) Bill—were rendered moot and could not be taken up.
- **Intense Debate:** Despite the failure, these matters were discussed for over **21 hours** in a single two-day window.

## Chamber Performance: By the Numbers

The two houses showed slightly different levels of productivity and focus:

Feature	Lok Sabha	Rajya Sabha
<b>Functioning Time</b>	86% of scheduled time	92% of scheduled time
<b>Budget Focus</b>	34% of time spent on Financial matters	22% of time spent on Financial matters
<b>Debates</b>	21% of time	38% of time
<b>Question Hour</b>	Often disrupted; 12 days saw <15 mins	More stable; 16% of total time

## The Empty Chair and the Resolution Duel

The session was also marked by a significant constitutional vacancy; the office of the **Deputy Speaker in the Lok Sabha has now remained empty for seven years**. Meanwhile, the political temperature peaked when the Opposition moved a resolution to remove the Speaker. While the resolution ultimately failed after 12 hours of debate, it highlighted a session defined by sharp political divisions.

## The "Guillotine" and the Budgetary Reality

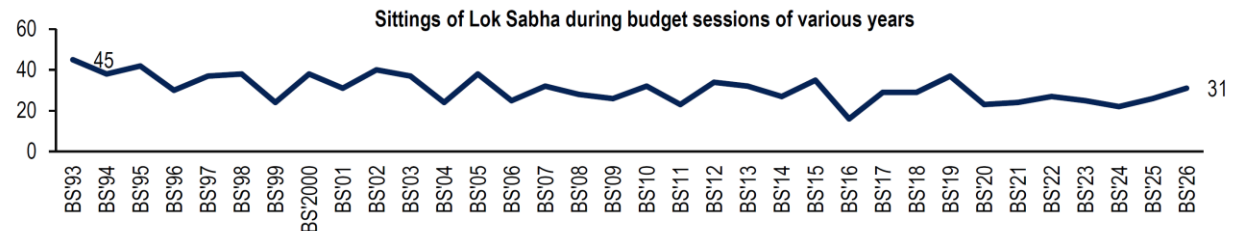
While the Union Budget was discussed for ten days in the Lok Sabha, the clock proved to be a formidable enemy. **77% of the budget was "guillotined,"** meaning it was passed without individual discussion. Out of five ministries listed for detailed

budgetary discussion, only two—Railways and Agriculture—were actually debated on the floor.

### Declining Sittings for Budget Sessions

The sittings which were at 45 during 1993 is now slowly declining every year. During 2026, only 31 sittings were held for the Budget Session.

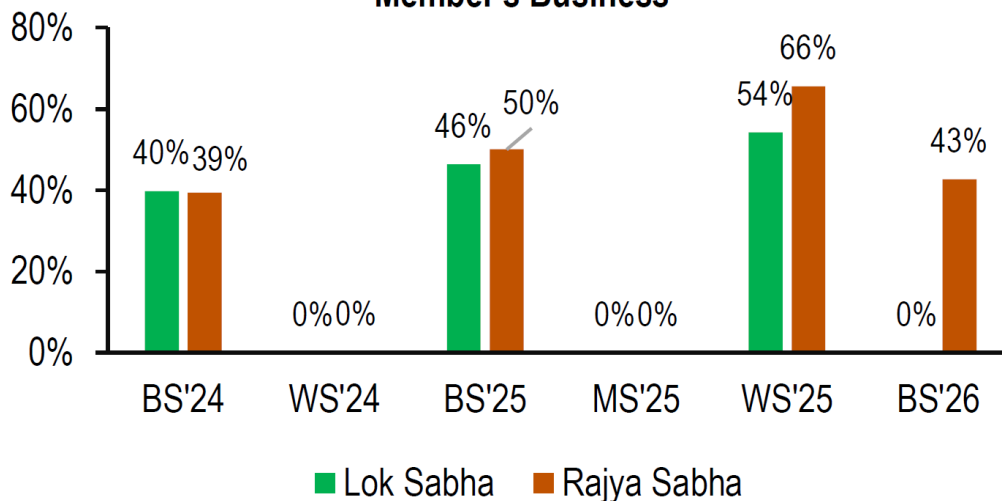
#### Number of sittings recorded during Budget Sessions have declined



Note: This does not include interim Budget Sessions.

### Private Members: A Tale of Two Houses

#### Rajya Sabha spent over three hours to discuss Private Member's Business



A stark contrast emerged in Private Members' Business (where non-ministers propose legislation). While the **Rajya Sabha spent over three hours** discussing such business and saw 50 new Private Members' Bills introduced, the **Lok Sabha conducted no Private Members' Business** at all during the session.

Data and infographic courtesy: PRS Legislative Research



## Freedom Fighters of India

### Tileswari Baruah (Assam)



**By C. Badri, Joint Managing Editor**

***(Tileswari Baruah, a teenage girl from Assam's Darrang district, was martyred in December 1942 while defiantly hoisting India's national flag against British colonial police.)***



In the tapestry of India's long and arduous struggle for independence, the stories of countless unsung heroes are woven each thread representing sacrifice, resilience, and an unwavering yearning for liberty. Among these remarkable individuals stands Tileswari Baruah, a courageous freedom fighter from Assam whose valour and dedication played a significant role in the fight against British colonial rule. Though her name may not find frequent mention in the mainstream chronicles, her actions and legacy are etched in the spirit of resistance that swept through Assam and the rest of India.

Tileswari Baruah was born in the early 20th century in Rangagarah, a small village in the undivided district of Darrang, Assam. She belonged to a humble family whose values revolved around hard work, integrity, and a profound love for the motherland. Growing up in colonial India, Tileswari witnessed firsthand the injustices and hardships imposed by the British Raj. The oppressive policies of the colonial regime, the exploitation of local resources, and the

curtailment of civil liberties were stark realities that shaped her consciousness from a young age.

Education was a privilege, especially for girls in rural Assam during that era. However, Tileswari's family encouraged her to learn and stay informed. She imbibed the stories of national leaders like Mahatma Gandhi and Netaji Subhas Chandra Bose, drawing inspiration from their sacrifices and philosophies. The growing wave of the Indian freedom movement, with its call for non-violent resistance and mass mobilisation, resonated deeply with her.

The 1940s marked a period of intense political upheaval across India, as the Quit India Movement swept through towns and villages, igniting a collective spirit of dissent. Assam was no exception. The British, wary of the growing unrest, responded with repressive measures, arrests, violence, and widespread intimidation. Yet, these actions only strengthened the resolve of the people.

Tileswari Baruah became actively involved in the freedom struggle during this critical phase. She joined local groups mobilising for the Quit India Movement and became the face of resistance in her region. Her commitment was not confined to rhetoric; she was a woman of action, organising protests, motivating women and youth, and acting as a bridge between the movement's leaders and the grassroots.



Tileswari's most defining moment came during the historic protest at Barangabari in December 1942. The Quit India Movement had reached its crescendo, and the people of Assam, emboldened by calls for "Do or Die," rose in unison against British rule. The British administration, alarmed by the swelling tide of protests, targeted villages suspected of sheltering freedom fighters and supporters.

Barangabari, a quiet village in Darrang, became a site of fervent resistance. When British police attempted to seize the national flag, an act meant to crush the morale of the protestors, Tileswari Baruah emerged as a symbol of defiance. Barely a teenager at the time, she led the villagers in hoisting the tricolour flag in the face of armed colonial police. Undeterred by threats and violence, she stood tall, her voice ringing with the demand for freedom.

The British police, seeking to quell the uprising, opened fire on the protestors. Tileswari Baruah was struck down by bullets, sacrificing her life for the cause of independence. Her martyrdom electrified the movement in Assam; her courage inspired men, women, and children alike to continue the fight with renewed determination.

Tileswari Baruah's sacrifice became a rallying point in Assam's freedom struggle. Although her young life was cut short, her story reverberated across the region, galvanising others to join the movement. She was immortalised in folk songs, poems, and local lore, her name whispered with reverence in the corridors of Assam's villages and towns.

Despite her profound contribution, Tileswari's story remains largely absent from national histories. Yet, in Assam, her legacy endures. Every year, on the anniversary of her martyrdom, local communities organise commemorations and flag-raising ceremonies in her honour. Educational institutions and organisations strive to keep her memory alive, ensuring that new generations learn of her valour and ideals.

Tileswari Baruah was not an isolated figure; rather, she represented the indomitable spirit of Assamese women who participated in the freedom struggle. Women from diverse backgrounds broke social constraints and risked their lives, whether by leading processions, sheltering activists, or confronting British authorities head-on. The narrative of Tileswari is woven into a larger tapestry of female resistance, which deserves greater recognition in the annals of Indian history.

Tileswari's actions underscored the critical role of women and youth in movements for social justice. She proved that courage knows no age or gender, and that the quest for freedom is a collective endeavour.

Tileswari Baruah's life and sacrifice stand as a testament to the undying spirit of India's freedom struggle. She was a beacon of hope and defiance—an ordinary village girl who became an extraordinary symbol of resistance. Her story reminds us that the fight for justice and dignity is not the preserve of a few but the birthright and responsibility of every individual.

Today, as we celebrate India's independence, it is imperative to remember and honour the sacrifices of heroes like Tileswari Baruah. Let her legacy inspire us to uphold the values of liberty, equality, and courage in the face of adversity. The Tricolour Flag she defended with her life continues to flutter in free India's skies as a living tribute to her and countless others who dared to dream of freedom.

**JAI HIND**

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