

Newspaper Clips

August 20, 2014

The Pioneer ND 20/08/2014 P-13

12SES summit at IITD

The Indian Institute of Technology (IIT) Delhi Alumni Association is collaborating with Foundation of Innovation and Technology Transfer (FITT), IIT Delhi and Knowledge Resource Development and Welfare Group, will be hosting 'International Innovation Sustainability and Entrepreneurship Summit' (I2SES), on September 5, 2014 at the IIT Delhi campus.

The summit will feature latest innovations, and the selected would be awarded. Dr RK Shevgaonkar, director, IITD and Dr Anil Wali, MD, FITT will grace the event with their presence. The industry leaders will elucidate vital subject knowledge and numerous initiatives showcased in the summit, if deemed nationally beneficial, will be incorporated in the coming years.

Hindustan Times, ND 20/08/2014 P-1

Army eyeing IIT-made UAV for border patrolling

Vanita Srivastava

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NEW DELHI: Researchers at IIT-Kanpur have developed India's first low-altitude long-endurance unmanned aerial vehicle (UAV) that could be used for anything from patrolling the border to traffic and crowd monitoring.

The aircraft, called P1, is commanded by a computer pilot on the ground. It can fly for more than 10 hours continuously at an altitude of up to 5,000ft and has a wide operating radius of 150km.

"We anticipate both civilian and military applications. The system could even carry environmental sensors like Chromium sensors on it and fly over river Ganges to measure the pollution levels," co-principal investigator, Dr. Deepu Philip told HT.

The UAV had its first field trial on August 14 and can be used for highway patrolling, traffic and crowd monitoring (in case of riots) or crop and pollution surveillance. The armed forces are also keen to test the aircraft for its use.

CONTINUED ON PAGE 6



■ The P1 measures 2.82 metres and has a wingspan of 3.3m. It can stay up in the air for 10 hours straight. PHOTO COURTESY IIT-KANPUR

Army eyeing IIT-made UAV...

The project started in January 2014 and was jointly funded by IIT Kanpur and Prabhu Goel foundation. "The entire system was designed using a systems engineering approach, to meet the desired specifications and target the

need of Low Altitude Long Endurance (LALE). During the initial test flights at IIT Kanpur air strip, we were able to reach altitude of 1,000 feet," Philip told HT.

IIT Kanpur and Aurora Integrated Systems of Bangalore collaborated in testing and manufacturing of the aircraft. The UAV is a product of synergy between start-up

firms and academic institutions that promotes an entrepreneurial ecosystem.

Times of India, ND 20/08/2014 P-13

Tatas give IIT Bombay ₹95 cr for design centre

Manash.Gohain
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New Delhi: The Indian Institute of Technology (IIT) Bombay has received Rs 95 crore, the largest donation in its history, to set up a centre to develop hi-tech products and solutions for consumers and industry that lie at the bottom of the economic pyramid.

On the lines of the Tata Center for Technology and Design at the Massachusetts Institute of Technology (MIT), US, the Tata group has granted Rs 95 crore to IIT-Bombay for a period of five years to develop design and engineering

principles suited to the needs of people and communities with limited resources. An MoU has been signed by both the parties, and the centre at IIT-Bombay, also called Tata Center for Technology and Design (TCTD), has started functioning from July.

On August 20 and 21, fellows from MIT and IIT-Bombay will come together for a brainstorming session under the aegis of the centre.

Speaking to the **TOI**, Prof Devang V Khakhar, director, IIT-Bombay, said the centre would focus on "frugal engineering". "What we are going to do here is to come up

with products which are high in technology but affordable. Students and faculties from all departments can participate as this is a virtual centre," he said. "The centre will support research work for postgraduate and PhD scholars, although there is no bar for undergraduate students," added Khakhar.

Tata fellows for the centre have been appointed. The centre plans to design items not only for consumers belonging to the low income group, but products like medical devices too. The institute has signed an MoU with MIT to work on some projects.

Business Line, ND 20/08/2014 P-5

IIT-Kharagpur, IBM tie up

Bangalore, August 19

IIT Kharagpur's Entrepreneurship Cell has partnered with IBM to hold 'Empresario 2015' — the annual global business model competition. The competition this year is open to global students, with the aim of fostering entrepreneurship in colleges. Business ideas for products and services will get an equal opportunity to win the prize and incubation money of ₹2.5 crore. For the next edition of Empresario in 2015, the Entrepreneurship Cell will hold the event in association with IBM's International Business Model Competition (IBMC). Interested participants can submit their questionnaire through www.ecell-iitkgp.org/empresario. The deadline is October 20. OUR BUREAU

Business Line, ND 20/08/2014

P-19

IIT-Kharagpur in pact with US varsity

INDO-ASIAN NEWS SERVICE

Kharagpur, August 19

A top American public research university will collaborate with Indian Institute of Technology, Kharagpur (IIT-Kgp) to start student-to-student programmes in innovation and entrepreneurship for developing low-cost solu-

tions. In addition to encouraging innovations and enhancing entrepreneurial skills, the University of California, San Diego (UCSD), headed by Indian-American Pradeep Khosla, an IIT-Kgp alumnus, will tie up with the institute in medical sciences programmes too.

Business Standard ND 20/08/2014 P-20

IIM-A's new batch for executive post-grad programme has students from NASA to politics

VINAY UMARJI

Ahmedabad, 19 August

From the Reserve Bank of India (RBI) to the US National Aeronautics and Space Administration (Nasa), from politics to the voluntary sector to defence — the batch mix this year at Indian Institute of Management-Ahmedabad (IIM-A)'s post-graduate programme for executives (PGPX) has seen a welcome change.

In the 2011-12 batch, the share of candidates representing the information technology and IT-enabled services (ITeS) sector was around 50 per cent in PGPX. This has come down to 30 per cent this year.

Narayan Singh Rao was working in the intellectual property rights department of a National Capital region-based firm and would voluntarily contribute his free time to IT cell of the Bharatiya Janata Yuva Morcha, the youth wing of the BJP, in Delhi. Having played a role in strengthening the party's IT cells in Chhattisgarh, Karnataka, Odisha and Maharashtra, among others, in the recent general elections, Rao felt an IIM-A education could make him "indispensable" to his party.



In the 2011-12 batch, the share of candidates representing the information technology and IT-enabled services sector was around 50 per cent in PGPX

"The way the dynamics of politics are changing, the whole mechanism of reaching out to people is changing. I believe through a PGPX credential, I will be able to carve a niche for myself," says Rao, also part of the student media cell at IIM-A.

According to Jaideep Singh Panwar, Rao's batchmate, the quality of IIM-A's executive education programme is drawing candidates from different sectors.

"From over 50 per cent some years ago, the share of candidates from the IT sector is down to 30 per cent. This itself shows that the executive education is being seen as an

imperative by professionals from varied sectors," Panwar adds.

That explains why Mukul Shastry, who has 11 years of experience in law, especially in the banking and finance sector, chose to pursue the executive education from IIM-A. He worked as a legal officer for RBI.

Some other interesting candidates include Prasun Bansal, whose work experience includes setting up and executing a 'Space Act Agreement' between Nasa Ames and Stanford University and Medha Dixit, who has dabbled into voluntary sector through Teach For India and Acumen Fund, a

non-profit that raises charitable donations to invest in companies, leaders, and ideas that are changing the way the world tackles poverty.

For Bansal, who is also a member of American Institute of Aeronautics and Astronautics, it was the opportunity to learn how Indian corporate work.

"I wanted to work in India. While others come to IIM-A for global learning, for me it was a reversal. I saw the opportunity to learn the Indian-ness of management from IIM-A's PGPX," says Bansal.

The PGPX batch has also become younger as compared to the previous year.

This batch of PGPX at IIM-A has seen a drop in average age to 33 years 10 months from last year's 34 years.

The average work experience of the batch too has come down from 10 years two months to nine years eight months. International work experience, too, has come down from three years three months to three years.

The share of women candidates rose to 15.29 per cent — 13 out of 85 students for the 2014-15 batch are women. Last year, it was 12.95 per cent.

Indian Institute of Management Calcutta wins accreditation from AACSB

http://articles.economictimes.indiatimes.com/2014-08-19/news/52983221_1_accreditation-aacsb-iim-calcutta

MUMBAI: Indian Institute of Management Calcutta (IIM-C) has become the first IIM in the country to receive accreditation from Association to Advance Collegiate Schools of Business (AACSB) International. With this, India's oldest IIM joins an elite group of global institutes that have received this accreditation — considered the [gold](#) standard in business education — and earned by less than 5 per cent of the world's business programmes.

Researchers hail policy of free access to science journals

Hindustan Times (Lucknow)

LUCKNOW: To give impetus to scientific research in the country, the union government has formulated a policy under which researchers will have an unrestricted and free access to government-funded research papers.

Union minister of state for science and technology and ministry of earth sciences (independent charge) Jitendra Singh said in a recent order that the biotechnology department along with the department of science and technology had drafted an open access policy, which has been uploaded on department websites seeking suggestions from the scientific community and the public. Once the policy is adopted, researchers will have an unrestricted access to papers arising out of public-funded research without requiring to pay for it.

“Several concerns such as payment of publication charges, copy right issues, freedom to choose the journal, quality etc have been raised. These will be addressed while framing the open access policy,” the order reads.

Researchers have welcomed the government decision, saying that the move will help them for reference work without burning a hole in their pocket. “This is a good move that will boost research work in universities across India,” said a researcher at Lucknow University.

Value education to de-stress IIT-Kharagpur undergraduates

TNN | Aug 20, 2014, 12.04 AM IST

KOLKATA: From the new academic session, that has just taken off, value education is making an entry into the curriculum of undergraduate students of IIT-Kharagpur.

An all new Vivekananda Center of Excellence is starting at IIT-Kharagpur, funded completely by the Centre, to help students balance the extreme stress conditions that they have to weather for five years of their undergrad programme. Yoga, meditation, simple calming techniques, year-long inspirational workshops and lectures about balanced leadership will form the backbone of the value education content at the Center.

While the institute is in the process of designing the curriculum, the underlying refrain is to find out an effective way of dealing with depression and suicidal tendencies that have been haunting the oldest and biggest IIT campus in the chain for the past six years.

Over this period, 25 students have committed suicide in this institute for not being able to live up to their mirror image

that consists of a complex medley of grade points, placements, intense workload and a complete emotional disconnect with their immediate environment. Professors have no choice but to give attention to the top 10-15% brilliant boys and girls who ask the most questions out of their own urge to excel. The next 55%, somehow, manage to keep their grades, while the bottom 30% continue to slip till they either start failing their grades or drop out. At one point, the institute had the ideal ratio of one teacher per 10 students, which has fallen to 25 students now, thanks to the 400 vacant teaching posts that the institute hasn't been able to fill up in the last one decade. At the moment, at least 300 students are being counselled in the institute's counselling centre but that is not enough and hence the Vivekananda Center.

"The idea is not to churn out just first-class engineers. That in any case we are being able to do. In the midst of this competition, several students lose their basic human qualities. Once that happens, stress and depression get an easy walkover. We hope that the new centre will help the students overcome this crisis," said IIT-Kgp director P P Chakraborty.

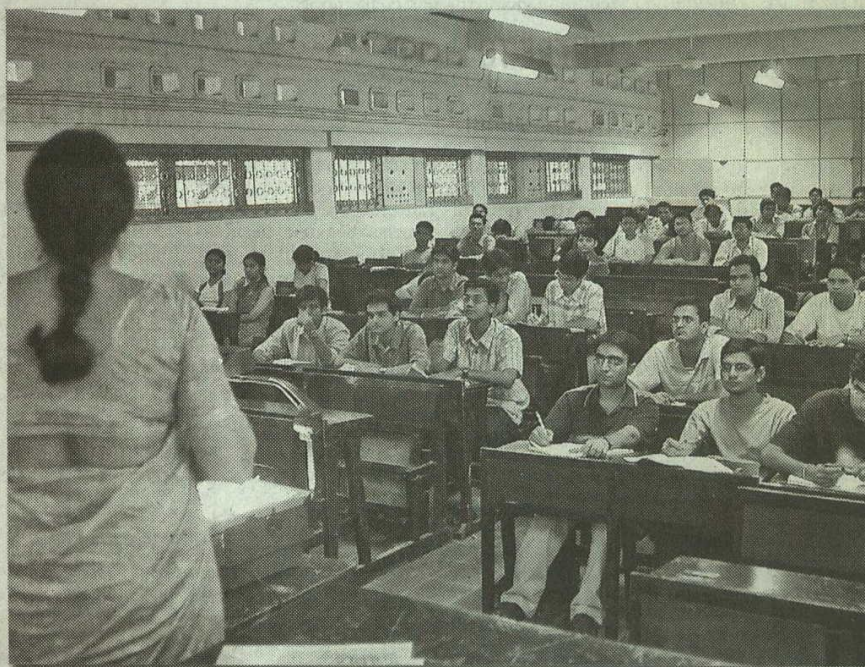
It's coming up at the centre of a natural lake inside the campus, opposite the gymkhana. The Union ministry of human resources development has granted Rs 15 crore to IIT-Kgp for the centre.

Why UGC must focus on quality

IN a vast country like India, where there are pressures from unimaginable elements, many a time, actions taken by state and central governments' authorities are disturbing and illogical. What persons and agencies connected with such processes do not realise is that their abrupt actions can cause major troubles to thousands of families. They are simply immune to such issues mainly because they do not understand the complexity of a scenario wherein millions of youths are struggling to find the pathway that would make them a part of the nation's economy. The education sector is very sensitive to such situations.

After much debate and discussion in the past, once again, a battle seems to have started over the autonomy of educational institutions. This time, it is mainly focused on the duration of degree programmes. Few months ago, University of Delhi's attempt for launching the four-year undergraduate programme (FYUP) went through a very unorganised process and finally University Grants Commission's (UGC) supremacy prevailed that scrapped the FYUP. Almost a similar scenario is emerging in autonomous deemed universities like Symbiosis, Shiv Nader University and Indian Institute of Science (IISc), which have been running four-year undergraduate programmes for several years now. Recently, the UGC raised a similar issue with the IISc, Bangalore regarding its FYUP, but later gave clearance to the institute. UGC has also asked Symbiosis, Pune to shut down its four-year courses in liberal arts, which have been running for the past four years. The UGC claims all colleges should have automatically followed its notification issued in July this year, which said four-

Arun Nigavekar



SPECIAL TREATMENT: Apparently every stakeholder in the education domain is trying to safeguard its own interest. However, one of the major culprits is the host of deemed universities

year-courses should be done away with by all universities. An individual notification was sent to Symbiosis only after it became known that it had failed to do so. The real story may be different as there are many institutions that are still successfully carrying on four-year degree programmes for decades, while the UGC is completely unaware of these practices.

Apparently every stakeholder in the education domain is trying to safeguard its own interest. However, one of the major culprits is the host of deemed universities. Few years ago, when many 'owners' of deemed universities were members of the UGC, they never ever raised any issues. Their only task was to see that

their institutions were safe while following a mixed strategy that emerged over the years. Indeed, the UGC's main task is to work on such policies that are of great importance to the nation as a whole. It takes policy decisions, which are also carefully studied by the ministry of human resource development, and after clearances, it becomes an implementing body. Thus, the UGC has a multiple role: (1) draw a policy that is practical and proficient for the country, keeping global competition and the context of rural India in mind; (2) ensure that several experts are consulted regarding the pros and cons of the policy; (3) then bring the MHRD in the picture (if the need arises, a cabinet

clearance too) to convert the policy into an operative mechanism. The 10th five-year plan document clearly talks about the need to revitalise +3 or undergraduate domain and whether degree should be given for 3 years or 4 years of education. There is no differentiation between the time-frame of courses for general or professional subjects. However, MBBS, or for that matter BTech or MTech, have been designed for expanded versions of four years learning.

So it is best on the part of the UGC to be liberal. Despite experimentation, it should only concentrate on quality and guarantee that the educational institutions focus on the same. However, there is a major issue

to make this possible. The private institutions charge different fees and there is no well-defined policy in this respect. The MHRD is involved in deciding the fee structure of universities, but for decades, it has been a silent implementer with no teeth. It must deliberate on this sensitive issue and create a national framework to fix the same. It is the MHRD's task to ensure that deemed and private universities work for the society. The ministry does not grant private universities either to build the academic and physical infrastructure or give operating cost support, but one expects the educational system to have social and ethical responsibility and follow a simple statement of Gandhi: "Make profit but it should be fair profit". Unfortunately, our private universities very cleverly disregard this statement.

Even though the UGC is the custodian of the academic world, it should never behave like a supreme authority in the sphere of education where youths, the industry and businesses are involved. Nevertheless, it must deliver face-to-face education, blending it with e-learning, modern connectivity and mass communication, so as to bring realistic knowledge close to students to cultivate human minds free from cast, culture and geographical boundaries. The UGC should, therefore, continue its positive efforts and focus on such pragmatic academic approaches rather than becoming an unacceptable custodian.

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(The writer is former chairman of UGC, former vice-chancellor of University of Pune and founder director of NAAC)

Deccan Herald, ND 20/08/2014
P-10

Matter of pride

It is a matter of some pride for India that an Indian-origin mathematician, Manjul Bhargava, has been awarded the Fields medal for outstanding discoveries in mathematics this year. The award is considered the equivalent of the Nobel Prize in mathematics and is given away once in four years. It is given to those who have done significant mathematical work before they are 40 and so sets an ambitious goal for young mathematical minds. No Indian has won the prize in its 80 year-old history and it is also the first time a person of Indian origin has got it. Another young Indian mathematician, Subhash Khot, a professor at New York university, has also been awarded an important Rolf Nevanlinna prize, this year.

India, where zero was first conceived, has a history of proficiency in mathematics. But its record mainly rests, apart from zero, on the contributions of some early mathematicians who lived many centuries ago. After a long period of no great creative work, it was Ramanujan in the last century who excelled with his phenomenal genius. It may be argued that the country has better talent in mathematics than in areas of physical science. But it remains a fact that it is mainly Indians, educated or working abroad who won the prestigious world awards. Manjul Bhargava is a Canadian American working as a professor at Princeton University. Khot studied



"India has a history of proficiency in mathematics."

in India but left for the US for higher studies and work. Both got good support from their family or teachers to develop their talent. The failure of the country to produce great achievers may have to do with the state of education in the country, lack of institutional support or of opportunities for work. The claimed proficiency of Indians in mathematics can be nurtured with better encouragement at home or by the government and institutions. This does not cost too much because mathematics does not need as much infrastructural facilities as other sciences.

This year's Fields medal is also notable because one of the three other winners is a woman, an Iranian mathematician, Maryam Mirzakhani, from Stanford University. It is the first time that the prize has gone to a woman. Women have found it difficult to earn recognition in other fields of science too, though there are greater numbers of them engaged in study and research than in the past. Mirzakhani's honour should be a matter of inspiration and encouragement for women.

HT.COM ND 20/8/2014 P-1

Find happiness in an alumni matrimonial portal

Vanita Srivastava

NEW DELHI: Are you a graduate of IIT, IIM and are looking for a life partner with the same educational qualification? A new website, a miniature version of mega marriage websites can help you.



The marriage portal **iitimshaadi.com**, takes the name and sells itself on the names of two of the most premier institutions – IIT and IIM

Dr Ajay Gupta, founder of the portal, told HT: “Alumni of such education institutes deservedly desire companionship with similar experiences and expectations. This portal has been envisaged on the tailor-made needs of this segment.”

Gupta said he started the portal in April this year when he realized that highly educated people had practical difficulties in searching for a match.

“The normal marriage portals like shaadi.com have millions of profiles loaded and one really

needs an advanced search for match making. An important criteria is education. We therefore decided to have a platform where people who have been educated from premier institutions can meet their partners.”

The site also provides high search quality with pre-set filters like tolerance to late hours, frequent relocation and even willingness to attend office parties, he said.

Now charging phone is as easy as walk in park

INVENTION School boys come up with an innovative shoe charger

Soumya Pillai

■ soumya.pillai@hindustantimes.com

NEW DELHI: Two 15-year-old school boys have developed a device that will enable a shoe to charge a mobile phone while walking.

Anand Gangadharan and Mohak Bhalla, both students of south Delhi's Mount Carmel school, have invented a compact attachment, which, when attached to the heel of the shoe, will automatically act as a portable mobile charger.

Named 'Walkie Mobi Charger', this gadget generates electricity up to six volts, as against five volts released through a plug point and ensures that the phone battery is charged at a faster pace. So if a plug-in charger takes half-an-hour to charge a phones up to 25%, the walking device will charge 40% of the battery in the same time.

"We have made this prototype as an attachment that can fit below a sports shoe. With more funds and better technical support, we plan to make this an inbuilt feature inside the sole of the shoe," said Gangadharan.

This innovative design took over three months to materi-



■ Anand Gangadharan (left) and Mohak Bhalla with their portable shoe mobile phone charger.

SAUMYA KHADELWAL/HT PHOTO

alise. The mould, wiring and shaping the metal sheets were all made by the two school boys.

"Before the final model took shape, we had made three other models. In the first model, we had planned it to be like a proper shoe which would be attached to the belt but that seemed too bulky. We finally made something that would be convenient," said Bhalla.

The device functions on the principle of electromagnetic induction. The compression and relaxation caused by walk-

ing creates pressure on the sponge attached in the middle which produces electricity. Two LEDs, blue and red, indicates the supply of electricity and battery charging, respectively.

The device is equipped to charge several models of phones. All one needs to do is connect the charger to the shoe while the phone rests in your pocket.

"This is an effective way to utilize an alternate source of energy and is also a healthy way to decrease your electricity bills," they said.

XRay: Tool to track personal data use online

New Software Developed By American Researchers Aims To Combat 'Data Frenzy' On Web

Steve Lohr

A real problem with personal data today is that the terms of trade so often seem both opaque and askew. Browse for information, send messages or go shopping online and data about you, your habits and your preferences go off into the digital ether. What happens to it, who sees it and what inferences are made about you based on it are pretty much up to the commercial enterprises on the other side of the screen. "The web today is a big black box," said Roxana Geambasu, an assistant professor of computer scientist at Columbia University. "What's needed is transparency."

Geambasu along with Augustin Chaintreau, another assistant professor at Columbia, and a team of graduate students led by Mathias Lecuyer have come up with a tool that addresses the data transparency challenge. It is called XRay, and they will present a paper and explain their early research results on Wednesday at the Usenix Security Symposium in San Diego. They will release the XRay software un-



DIGITAL EYE: The XRay team hopes to have a more robust, general tool ready within a year. The most likely users, team members say, are technically adept staff members at privacy groups, offices of state attorneys general, and journalists

der an open-source licence, which allows programmers to use and modify the code as they see fit for any non-commercial purpose.

XRay is essentially a reverse-engineering machine that models the correlations made by web services. The group's three initial efforts have tried to determine the kinds of ads shown to Gmail users based on the text in their email messages; the product recommendations Amazon shows users based on their wish lists and other data; and the video recommendations made by YouTube determined by the videos users have previously viewed.

The researchers set up accounts and fed them "inputs" like email messages, searches and products viewed. They then observed the "outputs" like ads and product or viewing recommendations. And then they modelled the correlations between the inputs and outputs, so XRay could observe and predict the results of contextual and behavioral targeting by web services. XRay's research is by turns predictable, amusing and unsettling. Take the Gmail message and ad correlation study. In email

messages that suggest the subject of depression, using words including depression, depressed and sad, the ads delivered were more offbeat: "Shamanic healing over the phone" and "Text coach — get the girl you want and desire". Geambasu pointing to the shamanic healing ad, which is correlated with depression, asks if that is a correlation that is used widely. For example, if you click on an ad for shamanic healing in some other context, are you assumed likely to suffer from depression? "That leaked targeting information," Geambasu said, "can potentially be used for all sorts of purposes. It can be used for a very hidden kind of discrimination." That is precisely the concern raised a few months ago by the White House report on big data, which called for limits on how companies use personal data collected online.

With further development, the XRay team hopes to have a more robust, general tool ready within a year. The most likely users, members say, are technically adept staff members at privacy groups, state attorneys general offices, and journalists. NY TIMES SERVICE

HINDU ND 20/8/2014 P-5

Foreign medical graduates oppose screening exam

Bindu Shajan Perappadan

NEW DELHI: Medical graduates, who have completed their education abroad and have returned to the country to work here, held a protest demonstration near Boat Club on Tuesday morning demanding that the Medical Council of India (MCI) withdraw what they termed as "its unfair screening exam".

"Thousands of Indians, who have got their primary medical degree from abroad, are now depressed and jobless in India because of the screening test conducted by the National Board of Examination/MCI," said one of the doctors.

In a release, the group has demanded among other things that the MCI abolish the screening exam and pass all the doctors who have been waiting to clear this MCI screening exam since 2002.

Stating that they have stud-



BITTER PILL: Foreign medical graduates staging a protest at Rajpath in New Delhi on Tuesday. — PHOTO: R V MOORTHY

ied from World Health Organisation-recognised universities whose standards are more in rank compared to Indian medical colleges and also recognised by the MCI, the students have said the "quality of the MCI screen-

ing/test is not at par with the basic level of examination held for the broad spectrum in India".

"We urge the Government of India to make a committee of non-biased doctors to verify whether the exam con-

ducted in June this year was really screening-based or PG/competitive level.

Accordingly, we request you to add marks and pass the foreign medical graduates who appeared," said the protesters.

Business Line, ND 20/08/2014 P-12

Why we need more women in the C-suite

Several studies have shown that women bring value and better ethics to a corporate board. It's time for them to forge ahead

PRADIPTI JAYARAM

"Real change will come when powerful women are less of an exception," says Facebook's Sheryl Sandberg in her book *Lean In: Women, Work and the Will to Lead*.

These words will resonate with many ambitious women. Many of them would have toiled day and night but may not have attained the heights men have reached. Despite many workplaces having more women than men, and seeming diverse enough, one can't help but wonder why most private cabins in offices continue to be occupied by men!

According to a 2013 article in *Forbes* magazine, 4.6 per cent of Fortune 500 CEO positions and the same percentage of Fortune 1000 CEO positions are occupied by women. Likewise, despite greater parliamentary participation, women are still outnumbered four-to-one in legislatures around the world. These are startling figures, especially because UNDP data show that

about 50 per cent of the world's population is female, but they own just one per cent of the world's wealth!

However, things are looking up. Today, Janet Yellen, a woman, heads one of the world's most powerful financial institutions, the US Federal Reserve. But it's important to figure out what is needed to improve women's representation in the higher echelons of industry or government. And if such increase in representation will lead to an improvement in corporate governance and ethics.

To help answer these question and promote dialogue, Great Lakes Institute of Management, Chennai, (GLIM) recently organised a conference titled: 'Successful Women in Management', that included a panel discussion. The discussion was moderated by Hema Bajaj, Professor, GLIM, and the panel comprised Anita Tripathy, President, InVentiv International Pharma Services Pvt Ltd; Kalki Subramanian, transgender activist and

Founder, Sahadari Foundation; Preethy Unnikrishnan, Head, Campus Recruitment at TCS; Seema Raghunath, Head, Leadership Development, India and Sub-Saharan Africa, John Deere India; and Sharda Batra, Director - HR, compensation and benefits, Morgan Stanley.

Bajaj set the tone of the discussion by asking: "A leader is not specified by his/her gender but by the qualities he/she exhibits. So, will a woman as a leader really make a difference?" Elaborating, she said, "As per a study conducted by consulting firm Capgemini, women leaders are more assertive and persuasive, have a stronger need to get things done. Women are masters at multi-tasking, highly collaborative, transparent, and stronger in interpersonal skills. At the same time, they are empathetic, flexible and collegial."

Is gender the key?
Building on the idea that women do, in fact, bring value to the boardroom,

she pointed to evidence that suggests having three or more women on corporate boards can lead to improvement in performance, diversity and corporate governance. "But not all studies agree that women on boards make companies better; though most do acknowledge that the presence of women changes the behaviour of male board members, governance style and often has an effect on the decisions the board ultimately arrives

at," she added. "Women leaders bring better corporate governance, while being transparent, collaborative and empathetic reflects the ethical side of leadership."

"Data show having just one female director on the board cuts bankruptcy risk by 20 per cent," said InVentiv's Tripathy. She spoke about how women's moderate risk appetite prevents them from taking decisions which may backfire in the long run. While they have their eye on the bottom line, they can also foresee the ramifications of ill-considered decisions. Aside from looking at all contours of a problem, and being multi-taskers, they are also the moral compass of the board. "If the Lehman brothers were the Lehman sisters, the financial crisis could have, perhaps, been averted," she said.

To this, Morgan Stanley's Batra added: "Multi-tasking and thinking are major arms in a woman's armour."

John Deere's Raghunath pointed

out that statistics show that the Indian career woman of today is the most aggressive and ambitious in the world. Despite this, she added, most women are unable to make that critical jump from middle to senior management.

Improving diversity

TCS' Unnikrishnan emphasised that young women need more role models in organisations. While Raghunath agreed that gender diversity was important, and more women being hired in corporates was imperative to this, she didn't believe the leader's gender affected the success or failure of an organisation. "If you're good, you're going to get there," she said. "These are the times of alpha talent, not just alpha males or females. Women can succeed if they are not afraid."

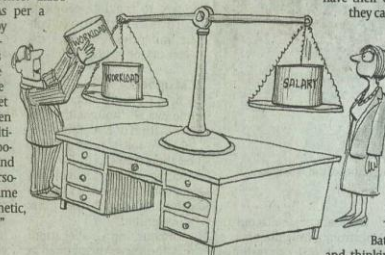
Sahodari's Subramanian added a third dimension to the discussion on the need for gender diversity in light of the transgender minority. According to her, their poor level of education, rejection by mainstream society and violence meted out to them are the primary reasons for their social exclusion. "If it's difficult for women to participate in the corporate world, think of how difficult it is for a trans-

gender," she added. Discrimination, like in the case of women, has prevented them from gainfully participating in the economic system. To enable this, she felt a safe environment is imperative.

Substantiating on this point, TCS' Unnikrishnan recalled an anecdote by Sudha Murthy, Chairman of the Infosys Foundation. As a young graduate, Sudha was livid when a job advertisement posted by a Tata company stated that "lady candidates need not apply." She sent off a postcard to JRD, protesting the discrimination. Soon, she was offered the job.

One day, she was waiting for Murthy, her husband, to pick her up after office hours. He was late. Seeing her alone, JRD decided to wait with her. When Murthy arrived and Sudha rushed out, JRD called after her and said: "Young lady, tell your husband never to make his wife wait again." With this anecdote, Unnikrishnan drove home the point that adequate safety was important to enable women to go out and work.

"Once you're in, it's only your ability and the results that matter," said Morgan Stanley's Batra, summing up the discussion.



"Now that we've hired you we would like to restructure the position."

Business Line, ND 20/08/2014 P-5

Internships, stepping stone to a full-time job

Will soon replace entry-level recruiting

DEEPA NAIR

Mumbai, August 19

India Inc is increasingly offering full-time jobs to summer student interns to ensure a faster transition into the company's work culture and better adjustment into certain roles.

IIM-Calcutta (IIM-C) has seen a 43 per cent increase in total pre-placement offers this year.

As of date, the institute received a total of 60 pre-placement offers and 23 placement interviews, whereas last year it received 48 offers in total during the period.

Pre-placement offers

"Internship recruiting will largely replace entry-level recruiting soon. Over the last few years, most big companies shifted to recruiting through



Trending IIM-C has seen a 43 per cent increase in total pre-placement offers this year.

internships as it allows both the candidate and the company to have a longer time period over which both can decide," said Suresh Subudhi, partner and director, Boston Consulting Group.

The Boston Consulting Group, which is one of the biggest recruiters in premier institutes, plans to recruit around 70 per cent of the 60 students through pre-placement offers during the year.

Subudhi said, "The internship process now in most

companies is more like a job because the candidates are given projects, and are expected to deliver a certain outcome, which is exactly the same as what you would do when you join the company."

Mentors and buddies

According to Prof Rajiv Kumar, placement chairperson at IIM-C, a lot of companies have set processes to better utilise the internship process.

"Mentors/buddies are usually allocated to the intern to

better evaluate their performance and also to guide them in their projects. From the students' perspective too, the internship process serves the purpose of making a proper career choice," said Kumar.

Vodafone India too started an integrated internship programme with its parent in 2010, and this year, the company has hired 30 students through pre-placement offers across campuses.

"Through the summer internship, we are able to assess the candidate better, as the candidate would have spent 2 months working with the organisation, instead of assessing talent through a brief interactive process/interview on campus. During their internship period, the candidate gets to know the organisation better, and understands its cultural and value system. They resonate better compared to a fresh hire," said Ashok Ramchandran, Director, HR, Vodafone India.

Panel to probe charges against VC, Registrar

<http://www.thehindu.com/news/cities/puducherry/panel-to-probe-charges-against-pondicherry-university-vc-registrar/article6331045.ece?ref=sliderNews>

The Union Ministry of Human Resource Development (MHRD) has constituted a two-member committee to investigate the allegations, levelled by Chandra Krishnamurthy, Vice-Chancellor of Pondicherry Central University, and by the Registrar, Rajiv Yaduvanshi, against each other.

The committee will be led by former Vice-Chancellor of the Tamil Dr. MGR Medical University, Mayilvahanan Natarajan

An order of the MHRD said that the committee had been constituted with the concurrence of the Union Minister and would have Dr. Natarajan as convener and V.Balachandran, retired Director General of Police of Tamil Nadu, as member.

The committee's terms of reference include examining the alleged violations of statute regarding nomination of Dr. Hariharan on the planning board, a complaint that Samyuktha, librarian in the university, had made to the National Commission for Scheduled Caste and the case of illegal detention of S.Radhakrishnan, first year post-graduate student.

The committee will also go into the alleged violation of statutes in appointment of V.Indumathi as Director of Studies, Educational Innovations and Rural Reconstruction and the conduct of executive council meetings by the V-C without visitor's nominees.

Dr.Chandra had alleged that the Registrar frequently went on leave without prior approval. On major policy decisions, the Registrar returned the files without reasons, she had said.

Modi has a challenge for DRDO scientists: Finish projects before other nations

<http://indiatoday.intoday.in/story/narendra-modi-drdo-scientists-challenge/1/377926.html>

Prime Minister [Narendra Modi](#) on Wednesday exhorted country's scientists involved in defence research to complete their projects well before experts in other nations do.

"I see that the big challenge is how we complete our work before time. If the world will finish something in 2020, can we do it by 2018?" Modi said at a Defence Research and Development Organisation (DRDO) function in New Delhi.

"Our scientists work very hard in the lab. They sacrifice a lot and that is when they come out with something in the interest of humankind," he said.

"World is changing very fast so are the parameters of war and defence. Technology is becoming a key driving force," he said.

"Are our scientists getting the opportunity to interface with Army personnel? When this happens it will be very good," he said.

"Let us identify universities in this field and then associate a scientist with the university. It will help students," Modi said.

The PM said the country needed laboratories with young people.

"We need labs in India which utilize raw talent, which employ people only below the age of 35," he said.

The PM said the country needed ingenuity in defence research.

"There is need for ingenuity in defence research and working at a faster pace to make India global leaders," he said.