

Newspaper Clips

August 22, 2011

Times of India ND 22-Aug-11 P1

STUDY LAW AT IIM-SHILLONG



The Indian Institute of Management Shillong will be the first IIM in the country to introduce courses in law. Vishakha Sharma reports

The Indian Institute of Management Shillong (IIM-S) is all set to introduce courses in law. Though the institute is yet to decide on the duration and the nature of the programme (one-year diploma/ two-year Master's), it will become the first IIM in the country to offer courses, both, in management and law. A lot of variables for the programme have already been finalised, but the institute is yet to take certain decisions with regard to the structure of the course.

Ashoke K Dutta, director, IIM-S, says, "There is a saying that 'justice delayed is justice denied.' We, as management professionals at IIM-S, want to help the Indian judicial system so that it is able to increase its levels of efficiency."

According to Dutta, in Germany,

As management professionals, we want to help the Indian judicial system so that it is able to increase its efficiency level

there are examples of two universities jointly offering courses in management and law. This was an inspiration to introduce a similar programme, which will be of use to judicial officers and managers in India. "We are in discussion with a judicial university, in collaboration with which we hope to finalise the programme soon," he informs.

Elaborating on the need for such a programme, Dutta says, "Before deciding to start the law courses at



IIM Shillong, I had a word with several judges and the chief-justice. Following my discussions, we realised that while on the one hand courts require lots of court officers who are trained professionals, on the other hand, many judicial employees who work with the corporate sector need to be aware of management ethics too. With our new programme in the offing, both managers as well as judicial officers will benefit."

Pointing out the opportunities that are going to open up after completion of the course, Dutta says, "The training will increase the job potential of candidates. Also, this course will address an important social issue. Finally, I personally feel that with IIM-S setting a precedent by introducing law courses, more institutes will come forward to explore such collaborations in the near future, thus offering a range of useful programmes to students."

Business Line ND 22/08/2011

P-14

PM calls for pvt investments in scientific research

Our Bureau

Kolkata, Aug. 21

The Prime Minister, Dr Manmohan Singh, on Sunday stressed on the importance of civil nuclear energy projects to meet the energy requirements of the country.

Addressing the concluding ceremony of the Diamond Jubilee celebrations at the Saha Institute of Nuclear Physics, the Prime Minister called for private investments in scientific research.

"I am convinced that nuclear energy will play an important role in our quest for a clean and environmentally-friendly energy mix to fuel our development process," Dr Singh said.

The Prime Minister's remarks come close on the heels of Ms Mamata Banerjee-led West Bengal government's decision to scrap the 6,000-MW nuclear power generation project in Haripur in the East Midnapore district of the State.

"We are in the process of expanding our civil nuclear energy programme.

"Even as we do so, we have to ensure that the use of nuclear energy in India meets the highest safety standards.

"This is a matter on which, there can be no compromise," Dr Singh said.

PRIVATE INVESTMENT AND PATENTS

Urging the private sector to "contribute significantly" in spheres of research and development, Dr Singh lamented the fact that the number of patents filed by Indians were very low compared with other developed nations or developing nations.

He called for closer linkages between the academia and industry and a seamless transfer of knowledge from "laboratory to the shop floor"

"We must encourage original thought and innovation and ensure that innovators are rewarded. This will create a virtuous cycle of innovation and reward," the Prime Minister said.

Promoting research in Indian B-schools

The major focus of Indian B-schools has been about the knowledge delivery. Ideally it should be 40% teaching, 40% research, 20% services

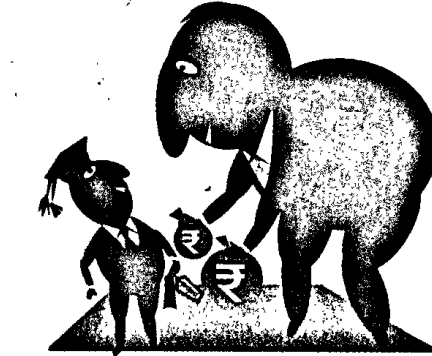
Bhimaraya Metri

ALONG with teaching and service, research is the backbone of any business school. B-schools, as centres of knowledge production and generation, should play a critical role in the national research. Traditionally research has primarily been performed by the global top ranking B-schools while the main focus of Indian B-schools has been about the knowledge delivery, i.e., teaching. Today, the Indian economy is growing as is its young population. The numbers of business schools/universities are increasing faster than ever before. With the student numbers rising and the resourcing not keeping up, the pressure is on the faculty and so on teaching. One of the challenges for the Indian B-schools is the requirement of producing research as an increasingly important criterion for global reputation and ranking. Thus, promoting research performance and striving for research excellence are imperative for Indian B-schools to attain global standards.

All top B-schools in the world have a strong focus on research. According to the survey of UTD (University of

Texas at Dallas), based on research contribution of past five years (2006-10), the top 100 World Research Rankings of Business Schools* are from the US (73), Canada (10), Europe (6), Hong Kong (5), Singapore (3), Australia (2) and Korea (1). Government funding, and the global ranking and status drive B-schools of these countries to strive for research excellence. For example, linking funding to research performance in countries like the UK, Australia and Hong Kong has reinforced the research vision and capacity of B-schools. The governments' research funding policies compounded with the desire to achieve international recognition have motivated B-schools to improve their research status. On the other hand, in the US, research is the focal point for the ranking of B-schools and for the evaluation of faculty. For individual faculty, research work is measured on the basis of research outputs and the contribution to research is encouraged through rewards such as appointment, promotion and tenure.

These global B-schools promote research activity by providing research policy, management structures, funding schemes, qualified staff, state-



ASIT BAGCHI

of-the-art infrastructure, regulations, high quality doctoral programme, research centres and research chairs.

The following are the key challenges for creating research-led B-schools:

- Lack of strategic planning or alignment of research with institute goals
- Increasing teaching loads
- No funding or poor use of internal funds
- Limited postgraduate research
- Administratively complex procedures, but no effective research support structure
- Insufficient training in re-

search management

- Lack of database of research capabilities and funding source information
- Some faculty prefer consultancy/training to research for financial reasons
- Regulatory norms are more focused towards teaching than research
- Lack of proper interaction between schools and research councils/funding agencies
- No management of the quality of outputs. For example, ranking agencies in India do not give much weightage for high quality research. They give weightage for quantity but

not quality publications.

And the following are the ways to build the research culture in B-schools:

- National research policy needed to establish government policy to develop research culture in management education. It may include linking funding to research outputs and the research performance assessment of the B-schools by national body exclusively created for research promotion in the country.
- Balancing faculty workload and manufacturing sufficient time for research. For example, 40% teaching, 40% research and remaining 20% for services.
- Adopting the principle of research-led teaching. It means that research should be the basis of how a B-school works, it should be the fundamental support of our teaching, i.e., developing course materials, cases etc.
- Consolidating research strengths through the creation of centres of excellence and consequently promoting interdisciplinary research.
- Incentive schemes, awards and promotion to be based on scholarly accomplishments.
- Providing seed money for

research funding to initiate a research project and establishing dedicated research infrastructure for providing information about funding opportunities and assistance.

● The quality of the doctoral programme should be the useful indicator of the overall research strength.

● Developing research potential of faculty by conducting research workshops/training for research writing and methodology.

● Research is the one of the major focus of any international accreditation such as EQUIS, AACSB and AMBA. The accreditation process helps to build the strong research culture at B-schools.

To become highly competitive in a nation's capacity to deliver knowledge in the world market, it is imperative for Indian B-schools to develop a nurturing research environment to facilitate the development and production of research so that they can compete well with top global schools.

*Source: The UTD Top 100 Business School Research Ranking (<http://top100.utdallas.edu>)

The author is dean, Srathclyde SKIL Business School

Harvard dreams

A love for the sciences and a passion for exploring biology in a quantitative manner enabled **Sriram Srikant** from Chennai to enter Harvard's prestigious PhD programme in engineering and physical biology

By Jude Sannith S

When 21-year-old Sriram Srikant started nurturing dreams of making it to Harvard a couple of years back, he believed that he could achieve his dream. It would, however, require a great deal of initiative, dedication and work on the part of the IIT graduate in order to ultimately fulfil what he set out to achieve.

"I've always loved studying biology, and opted for the subject in class XI as one of my majors, in addition to physics and chemistry. As I began studying the sciences, I decided that it was time that I started narrowing down

my interests within biology itself," says Srikant.

It was while at the IIT that he could pin-point where his interest lay. "In the course of narrowing down my interests to a focal point, I realised that I wanted to study more about sub-cellular mechanics," says Srikant. His interests then paved the way for an entry into Harvard —

Sriram is the only Indian to be admitted to the PhD programme in engineering and physical biology on a scholarship this year



Sriram Srikant

widely considered as the pinnacle of higher education — where Sriram will pursue a PhD programme in engineering and physical biology on a scholarship offered by the department of molecular and cellular biology.

The five-and-a-half year programme, which includes guaranteed funding for Sriram's research project and a qualifying examination, will complement his in-

terest. "In a way, the programme strikes a chord with my interests," he says.

"Engineering and physical biology focuses on integrating quantitative sciences like physics and mathematics with the more qualitative and traditional sciences like biology and chemistry." Incidentally, Sriram is the only Indian to be admitted into the prestigious programme this academic year. The Harvard scholar now has his sights trained on research and academia. He would love to be a professor and teach at a college. He says, "Research is also one of my many interests; so I would spend a few years in a research programme and then begin to teach."

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IIT-Kharagpur students to show solidarity

KHARAGPUR: A group of IIT-Kharagpur students have announced that they would not accept their degree at the convocation on Monday in support of Anna Hazare's protest against the Lokpal Bill. PM Manmohan Singh is scheduled to attend the convocation. A section of students, however, said they would accept the degree but would wear Gandhi caps. "I think I will accept my degree from the PM if we have a strong Lokpal," said a student. Meanwhile, another student said he would accept the degree wearing a Gandhi cap. For the past six days, around 200 students have been demonstrating outside the institute.

ENS & PTI

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RESEARCH AWARDS

IBM announced the Shared University Research (SUR) awards for smarter planet projects in collaboration with IIT Bombay, IIT Delhi, College of Engineering Pune (CoEP), Yashwantrao Chavan Maharashtra Open University (YCMOU) and PSG Tech, Coimbatore. The award will include technical collaboration with IBM experts, access to IBM software and high performance computing required for the completion of projects related to healthcare and education. IBM India and PSG Tech, Coimbatore, will work on leveraging benefits of ICT for a public health initiative across 10 villages in Tamil Nadu and Kerala.

Google searches for next INDIAN KEYWORD

Shreya Roy & Diksha Dutta

GOOGLE'S buyout of Motorola Mobility in a \$12.5 billion deal last week had investors and analysts across the globe gushing over its implications on the mobile handset space. While India's smartphone market, one of the fastest growing in the world, could present the company with a big future opportunity, a mobile driven explosion in internet access, may make India the largest market for much of Google's products portfolio in the next two to three years.

As competitors gain market share in the US search engine space, the Indian user base for Google products is still growing phenomenally. Gmail has the largest number of users here, and within a month of launch, India has become the second largest base for Google's new social networking platform Google+, according to data from digital media intelligence company ComScore.

Says Rajan Anandan, managing director, Google India and vice president—sales and operations, "Last year India reached the 100 million internet users mark, making it the third largest inter-



Last year India reached the 100 million internet users mark, making it the third largest internet market in the world. If we look at the numbers, there is tremendous potential here

RAJAN ANANDAN
Managing director, Google India

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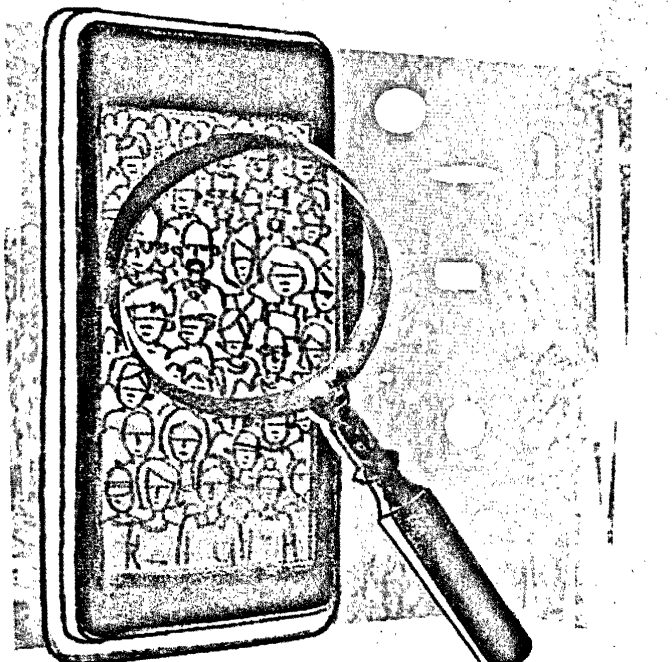
It is estimated that by 2014, India will have 300 million internet users, surpassing USA. It will be second only to China, which has been a consistent pain point for Google due to regulatory issues. With this in view, the company is searching hard for ways to stay on top in India, pushing its resources to do everything from developing India specific products to educating this increasing army of users.

Says Vinay Goel, country head, products, Google India, "Clearly, if you become the largest market outside of China, in all likelihood, every application, every product that you build, Indians will be the top users. We would have to think in a way and build products in a way that suits the needs for these users."

One of the key pointers in developing products for the Indian market is the rate of growth in mobile handsets. Mobile as a platform, for the internet overall, and for Google's products, is growing at a much faster pace compared to desktops and other devices. Close to 40 million mobile data users currently use the internet on both desktop and mobile devices. Over the last two to three months, mobile data access has picked up, and it is expected that a year from now, factors such as 3G, cheaper smartphones and broadband, will translate into people accessing the internet for the first time through their mobile phones, and not through desktops.

"Today, mobile advertising is bigger than social media advertising. The next 200-300 million users are all going to be 'mobile first' users. At present, there are 150 million data capable phones in India, but only 50 million are activated. So, the opportunity is huge as

Driven by mobile internet growth, India is poised to surpass the US in internet density by 2014, coming second only to China. As Chinese regulatory issues continue to be a major pain point for Google, India may become the largest market for much of its portfolio in the next few years; a reality that is driving the internet major to think hard and build products to suit the unique needs of the Indian user



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VINAY GOEL
Country head—products, Google India

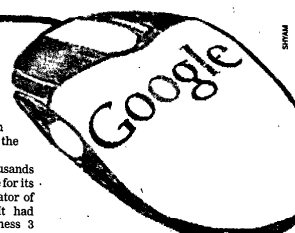
around enterprise software. This is where the focus is. They have a host of offerings, most of which is typically on cloud. Knowing what Google can do, they're not likely to miss out on the opportunity."

The fact that it has been hiring thousands of engineers in its Hyderabad centre for its enterprise business, is a fair indicator of Google's interest in the space. It had launched its cloud services business 3 months ago, and hired its first sales team 15 months back, and according to Anandan, it is already its fastest growing business in the region. "Given the nature of our cloud offering, we have 2,00,000 enterprises in India who are using Google Apps. It is my fastest growing business," he says.

While small and medium businesses form a large chunk of these 2,00,000 enterprises, Google also counts mid-market, as well as large companies like Punj Lloyd, and government agencies like the State Bank of India amongst its partners here. "We have different partners for large enterprises, mid market companies and small businesses. In large enterprises, we are building a sales force. In mid market business, we are taking a channel partner approach. So we have a dozen of channel partners and soon we will have 100s of them. On the SMB side, we have partnerships with one telco (Bata Communications), which we will expand," Anandan says.

Google's most recent foray, which is into the mobile handset space, may not have an immediate implication on India. However, statistics point to realities that would make it hard for any smartphone maker to resist the expansion into Indian opportunity.

According to a research note from CyberMedia, smartphone sales in India is likely to grow 100% to 12 million handsets in 2011. The share of smartphones in the total mobile handset market, is likely to increase from 3.6% (out of 167 million handsets) in 2010, to 7% (out of an estimated 210 million) in 2011. Android, the operating system which Google acquired in 2005, has captured 83% market share, and is likely to surpass the current market leader, Nokia's Symbian, by the end of this year.



"This acquisition would have significant implications from an India market standpoint. Enterprise mobility is on the rise, and India is one of the fastest growing tablet markets in the world. Google can unleash the potential of this market with Android & Moto combination (Xoom)," says Fraeven Bhadada, director, Zinnov Management Consulting. He adds, "Also, with better hardware integration capabilities of Android, other Android hardware devices could witness better penetration in the market."

Google's India team did not want to comment on how the Google-Motorola alliance would translate into its India operations. While from the products perspective, India's significance is well defined, its capacity as an advertising revenue generator for Google is hard to gauge, as the company does not provide country specific financials. However, Google officials say that Indian companies have started to see its advertising products from a brand building perspective, and not just a sales perspective, which is driving online advertising overall. It's live YouTube broadcast of the ICC Cricket World Cup earlier this year, for instance, brought some traditional mainstream media advertisers to the internet for the first time.

"What we found during the YouTube World Cup broadcast this year, is that a lot of the FMCG companies, that have never really advertised online, or on Google, suddenly became very interested. The internet is evolving into a brand building tool, and not just about 'click on my website and buy,' the share of online advertising is growing, and it is growing the fastest," says Google's Goel.

Financial Express ND 22-Aug-11P8

With reservations

SC says having the minimum marks is good enough

The debate over reservations for OBCs in educational institutions could take a turn for the worse with the Supreme Court clarification on a 2008 ruling on the matter. In 2008, after a Constitution Bench gave four separate opinions to rule that reservations for OBCs did not violate the basic structure of the Constitution, it opined on how the eligibility criterion should be framed. The majority opinion was that the maximum cut-off marks for OBCs could be 10% below those for general category students. This, the Bench felt, would meet the need for affirmative action without compromising too much on merit.

This was interpreted differently by different groups and a debate ensued over the difference between eligibility and cut-off marks. Take the example of a college which says a candidate must have got at least 50% marks in Class 12 to apply for college. Based on the marks students get that year, despite 50% being the eligibility criterion, it's possible the college may stop giving admission to general category students who get 90% marks. So, are OBCs to be given admission if they get less than 81% (that's a 10% relaxation over 90%) marks? The pro-reservationists believed the 2008 ruling was clear that OBCs who get more than 45% (that's a 10% relaxation of the 50% eligibility criterion) have to be considered for admission while some universities like Jawaharlal Nehru University thought no OBC below 81% was to be given admission. Which is when the case went to court again, for a ruling on the correct interpretation.

A two-judge Bench, including one of the judges who was on the Constitution Bench in 2008, ruled last week that cut-off and eligibility are really one and the same thing when it comes to the OBC candidates. So, it doesn't matter if the final cut-off in a college is 90% or 95% for general category students, if the minimum eligibility is 50%, then OBC students with more than 45% marks are to be considered for admission—if there is an entrance exam, however, and the minimum marks to be scored are 60% for the general category, then OBCs will have to get at least 54% to qualify. Whether this decision will be challenged remains to be seen, but with universities such as Delhi University not able to fill its OBC quota despite coming out with its 9th list with very low cutoffs, the next battle is likely to be on whether the creamy layer criterion is too harsh—the 2008 Constitution Bench had ruled out reservations for the creamy layer.

Hindu ND 22/08/2011 P-4

Delhi-NCR number one in job creation: Study

Staff Reporter

NEW DELHI: In spite of the fear of slowdown in services and export sectors, the Delhi-National Capital Region continues to create job opportunities followed by major tier I cities as India Inc registered a significant growth in July as against the corresponding period of last year, according to The Associated Chambers of Commerce and Industry of India.

The placement report analysed the latest trends in job openings in the wake of the recent slowdown in manufacturing sector among 56 major Indian cities across 32 sectors from a sample of 1.1 lakh job opportunities. However, the report said that attrition in some of these sectors rose phenomenally at the rate of over 55 per cent. With a share of 76 per cent in total job creation, tier I cities emerged as most lucrative employment

destinations for aspirants across India, while tier II and tier III cities acquired a meagre 12 per cent share each, says the study.

An estimated 84,254 jobs were generated in tier I cities during the period. Among these Delhi-NCR, Mumbai, Bangalore and Chennai emerged on top with 18.5 per cent, 12.6 per cent, 10.5 per cent and 7.5 per cent share respectively. Hyderabad, Pune, Kolkata and Ahmedabad accounted for 6.9 per cent, 6.5 per cent, 5.7 per cent and 4.6 per cent respectively.

The IT sector acquired lion's share of 36.3 per cent, while banking and financial services sector has ranked second with 8.5 per cent share followed by automobile and education sectors which have registered 5.7 and 5.5 per cent share respectively in total employment generation in July, says the chamber study.

Pioneer ND 22/08/2011 P-5

Sibal plans to introduce education without text books for pre-school kids

PIONEER NEWS SERVICE ■ NEW DELHI

After espousing reforms for undergraduate students for a single entrance test examination, HRD Minister Kapil Sibal is now contemplating to introduce changes for pre-school children — that of education without text books.

"We would like to move forward, hopefully, in the next few years to bring pre-school education on the formal education agenda without formally teaching children between four and six years," said HRD Minister Kapil Sibal.

The RTE Act, 2009 that obligates the Government and the local authority to provide free and compulsory education to all children and ensure that every child in the age group 6-14 attends school during prescribed hours, would, however, not be extended to pre-school children.

Replying to a question in Rajya Sabha, on the steps taken to extend the purview of the Right to Education to children in the age group of 0-6, Sibal said: "No, I hope that we don't extend the RTE to age zero. But, certainly, the Government is thinking about pre-school education at this point in time to children between ages four and six."

We would like to move forward, hopefully, in the next few years to bring pre-school education on the formal education agenda without formally teaching children between four and six years



According to the sources in HRD Ministry, the Government is considering the possibilities of involving the anganwadis for imparting pre-school education on in the initial stage.

The Minister also said the Government was considering "universalisation" of secondary education which could come through during the Five-Year Plan period beginning 2012. Similar reference was made by the Prime Minister Manmohan Singh, in his Independence Day speech.

Mr Sibal also expressed concern over child labour adding that an inter-ministerial group was thinking of putting a blanket ban on all forms of such labour. The Child Labour (Prohibition and Regulation) Act, 1986, prohibits engaging children below 14 in all occupations barring agriculture. Even in that sector, they could work only where tractors and threshing and harvesting machines are used. They can not cut chaff or handle pesticides and insecticides, he added.

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P13

Sleeping with your contact lens on can make you go blind

© Michael A. Keller/Corbis

London: Here's a word of caution for those who wear contacts — going to sleep in your lenses can blind you, experts have warned.

According to them, people should make it a point to take out and rinse contact lenses as poor lens hygiene can lead to a range of nasty eye ailments, including microbial keratitis, an infection of the cornea, the clear frontal part of the eye where lenses sit. Left untreated, it can lead to permanent visual damage — and, in extreme cases, blindness, they have warned.

The eye has natural protection against the foreign bodies — through a fluid covering the eye that contains protective enzymes and by blinking, which prevents anything sticking to the eye's



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surface. Yet minute air and waterborne microbes sometimes break through these defences, penetrating the protective layer of cells on the cornea. The bacteria pseudomonas is the most common keratitis-causing microbe, breeds in dirty lens case, say the experts. PTI

शैक्षणिक कार्यक्रमों में निवेश के लिए आगे आ रही कंपनियां

कल्पना पाठक

शैक्षणिक कार्यक्रमों को तैयार करने वाले सर्वश्रेष्ठ बिजनेस स्कूलों में कंपनी जगत के अधिकारियों को एक बार तो शिरकत करनी ही पड़ती है। दरअसल कंपनियां बिजनेस स्कूलों को न केवल अपने अधिकारियों को हाल में प्रकाशित होने वाली प्रबंधन की किताबों से अवगत कराने के लिए कह रही हैं बल्कि इस प्रशिक्षण कार्यक्रम के समाप्त होने के बाद इस बात का आकलन करने के लिए भी कह रही हैं कि उनके अधिकारियों ने प्रशिक्षण कार्यक्रम के दौरान क्या क्या सीखा।

दो साल पहले अर्थव्यवस्था में आई गिरावट ने कंपनियों को बिजनेस स्कूलों में किए जाने वाले निवेश से बेहतर फायदा लेने का पाठ अवश्य सिखा दिया, और यही वजह है कि कंपनियां कार्यकारी शिक्षा कार्यक्रम में निवेश के लिए तैयार हैं। बी स्कूलों के मुताबिक इसने उन्हें कार्यकारी शिक्षा बिजनेस मॉडल के बारे में पुनर्विचार करने के लिए प्रेरित किया।

अगर आप देखें तो गुडगांव स्थित मैनेजमेंट डेवलपमेंट इंस्टीट्यूट कंपनियों के अधिकारियों को पढ़ा रहा है ताकि वे प्रबंधन की नई किताबों से अवगत हो सकें और उसे आत्मसात कर सकें। हैदराबाद स्थित इंडियन स्कूल ऑफ बिजनेस आईएसबी अपेक्षित मूल्यों को सामने लाने की योजना पर काम कर रहा है जिसके लिए कंपनियां भुगतान करती हैं।

गुडगांव स्थित मैनेजमेंट डेवलपमेंट इंस्टीट्यूट के डीन प्रोफेसर एस चटर्जी ने बताया 'कंपनियां किताबों की समीक्षा और प्रेजेंटेशन पर जोर दे रही हैं ताकि उनके कार्यकारी अधिकारियों को समकालीन प्रबंधन की पुस्तकों से अवगत कराया जा सके। कंपनी के अधिकारी अनौपचारिक ढंग से किताब की एक रीडिंग ले लेते हैं। किताब को लेकर प्रेजेंटेशन देना एक

अच्छी पहल

■ पिछली मंदा ने कंपनियों को बिजनेस स्कूलों में निवेश का बेहतर फायदा लेने का पाठ सिखा दिया

■ अधिकारियों के प्रशिक्षण के लिए मिलने वाले आवेदनों की संख्या में 25 प्रतिशत तक का इजाफा हुआ है

तरीका है जिसके जरिए किताब की सामग्री का विश्लेषण किया जा सकता है।'

चटर्जी को हाल ही में खनन और ऊर्जा कंपनी अरेवा की तरफ से अपने कार्यकारी अधिकारियों के लिए शैक्षणिक कार्यक्रम को आयोजित करने का आमंत्रण मिला है और कार्यकारी अधिकारियों के लिए आयोजित इस कार्यक्रम में उनसे शैक्षणिक कार्यों के अलावा पुस्तक की समीक्षा वाले अध्याय को शामिल करने के लिए कहा गया है। इतना ही नहीं बिजनेस स्कूल कंपनियों द्वारा उनके कार्यकारियों को दी गई थीम आधारित परियोजनाओं का भी मूल्यांकन कर रही है जो कि कंपनी के हित में किया जाने वाला कार्य है।

चटर्जी ने कहा 'भारत इलेक्ट्रॉनिक्स और अरेवा समेत कई कंपनियां प्रशिक्षण सत्र का आयोजन चाहती हैं जिसमें कुछ हद तक मूल्यांकन की प्रक्रिया भी शामिल हो। वे युवाओं के नए विचारों से अवगत होना चाहती हैं। लोगों को अपनी परियोजना रिपोर्ट सौंपने के लिए कंपनी उन्हें दो से तीन माह का समय दे रही है। इतना ही नहीं जिन स्कूलों द्वारा यह कार्यक्रम चलाया जाएगा उनके संकाय सदस्य भी इस परियोजना में कंपनी के अधिकारियों के साथ शामिल होंगे।'

बिजनेस स्कूलों की माने तो उन्हें सेवा, ऊर्जा, इलेक्ट्रॉनिक्स, साफ्टवेयर, तेल और गैस क्षेत्र की

कंपनियों की तरफ से कई सारे आवेदन मिल रहे हैं ताकि कंपनी अधिकारियों के लिए ऐसे कार्यक्रम आयोजित कराए जा सकें। आईएसबी का अनुभव इन सब बिजनेस स्कूलों से कोई बहुत अलग नहीं है। संस्थान के मुताबिक यह अर्थव्यवस्था में आई गिरावट का प्रभाव है और कंपनियों की उम्मीदें अब बहुत ज्यादा बढ़ गई हैं और वे अपने निवेश पर बेहतर प्रतिफल की उम्मीद करती हैं। इसलिए कंपनियां निवेश के लिए तैयार हैं और वह उन चीजों और मूल्यों की उम्मीद करती हैं जिसे बेहतर प्रदर्शन किया जा सके।

इस संस्थान के मुताबिक उन्होंने प्राथमिकता के लिहाज से बिलकुल नई व्यवस्था को कायम किया है और यह काम सांगठनिक ढांचे की मदद से किया गया है जिसमें उद्योगों को उनके महत्त्व के आधार पर ऊपर से नीचे के पायदान पर रखा गया है। मसलन बैंकिंग और वित्तीय क्षेत्र और उसके बाद विनिर्माण क्षेत्र, तेल और गैस क्षेत्र और उसके बाद सरकारी कंपनियां। उन्होंने बताया कि कार्यकारी अधिकारियों के प्रशिक्षण के लिए मिलने वाले आवेदनों की संख्या में 25 प्रतिशत तक का इजाफा हुआ है।

आईएसबी के उप डीन दीपक चंद्रा ने कहा 'हमें उद्योगों और क्षेत्रों पर ध्यान केंद्रित करना होगा। वर्टिकल सिस्टम कायम करने का मतलब है संगठन और उद्योग की समझ रखने वाले व्यक्ति की समझ में इजाफा और जो आप उसे विशेष उद्योग के बारे में बताना चाहते हैं, वह दरअसल उसी उद्योग और संगठन की आवश्यकता के अनुसार होगा।' इतना ही नहीं सभी क्षेत्र की कंपनियां बिजनेस स्कूलों से इस बात का आकलन करने को भी कह रही हैं कि प्रशिक्षण कार्यक्रम के आखिरी में उनके कार्यकारी अधिकारियों ने क्या कुछ सीखा। बिजनेस स्कूलों ने बताया कि वे अतिरिक्त काम के लिए कोई अलग से फीस नहीं ले रहे हैं।

बिजनेस स्कूलों में तनाव भगाने के लिए योग का सहारा

लक्ष्मी अजय

भारतीय प्रबंध संस्थान (आईआईएम, अहमदाबाद) के प्रोफेसर प्रताप ओबेरॉय तनाव और चिंता से उबरने के लिए उत्तर भारत के एक तीर्थ स्थल पर चले गए। हाल में उन्होंने पूर्व छात्रों के एक सम्मेलन में कहा था कि वह पिछले कुछ दिनों से तनाव से पीड़ित हैं और अवसाद के दौर गुजर रहे हैं।

भारतीय प्रबंध, संस्थान बेंगलूर (आईआईएम-बी) के छात्रों ने जाने-माने कथक गुरु पंडित बिरजू महाराज से तनाव दूर करने का मंत्र सीखा। आईआईएम अहमदाबाद

और आईआईएम बेंगलूर के अलावा देश के अन्य बिजनेस स्कूलों के भी छात्र और प्रोफेसर तनाव से ग्रस्त हैं और वे इसे दूर करने के उपाय खोज रहे हैं। यही कारण है कि ज्यादातर बिजनेस स्कूलों ने तनाव दूर करने के लिए 'स्ट्रेस मैनेजमेंट' (तनाव दूर करने के उपाय) को अपने पाठ्यक्रम में शामिल कर लिया है। देश के शीर्षस्थ बिजनेस स्कूलों के छात्र और वहां की फैकल्टी किसी भी स्तर में तनाव झेलना नहीं चाहते हैं, जिससे आगे चलकर उन्हें परेशानी हो। इसलिए तनाव दूर करने के उपायों यानी स्ट्रेस मैनेजमेंट को ही बिजनेस स्कूलों ने अपने पाठ्यक्रम में शामिल कर लिया है।

नया प्रयोग

■ कुछ बिजनेस स्कूलों ने तनाव से मुक्ति योग की विशेष कक्षा लगाई है

■ छात्रों और शिक्षकों में बढ़ते तनाव से बिजनेस स्कूलों की बढ़ी चिंता

उदाहरण के तौर पर, आईआईएम बेंगलूर के ईपीजीपी (पोस्ट ग्रेजुएट प्रोग्राम इन मैनेजमेंट) के छात्रों को सेमिनार श्रृंखला के तहत सुप्रसिद्ध कथक गुरु पंडित बिरजू महाराज ने तनाव दूर करने

के उपायों के बारे में कुछ नुस्खे बताए। बिरजू महाराज ने अपने जीवन से कई अनुभवों को बांटते हुए छात्रों को तनाव दूर करने का उपाय सुझाया। इसके अलावा उन्होंने कॉर्पोरेट दुनिया में तनाव से मुक्ति के लिए संगीत और नृत्य की भूमिका पर भी प्रकाश डाला। उन्होंने यह भी बताया कि संगीत और नृत्य हमारे लिए न केवल तनाव दूर करने का एक प्रमुख साधन है बल्कि इसकी मदद से उच्च प्रतिस्पर्धा के दौर में अपने करियर के लक्ष्यों की प्राप्ति की जा सकती है।

तनाव दूर करने के उपायों को लेकर आयोजित इस सेमिनार श्रृंखला में अन्य प्रमुख वक्ताओं ने

भी हिस्सा लिया। इसमें विशेष तौर पर भारत में क्लाउड कंप्यूटिंग के पिता वी राजारमन और इन्फोसिस के सीईओ एस गोपालकृष्णन शामिल हुए। आईआईएम, बेंगलूर में मीडिया सेल के संयोजक आशिष डोंगरे ने कहा, 'अब इस श्रृंखला के तहत हम लोग कुछ जानी-मानी खेल हस्तियों और राजनेताओं को भी बुलाने के बारे में विचार कर रहे हैं।' बिजनेस स्कूलों के परिसरों में छात्रों के बीच लगातार बढ़ती प्रतिस्पर्धा को तनाव का प्रमुख कारण माना गया है। हालांकि इसके और भी कई कारण हैं। इसके अलावा शिक्षकों के भी तनावग्रस्त होने की घटनाएं बार-बार सामने आ रही हैं।

सवाल-जवाब

एन रविचंद्रन, निदेशक, भारतीय प्रबंध संस्थान (आईआईएम), इंदौर

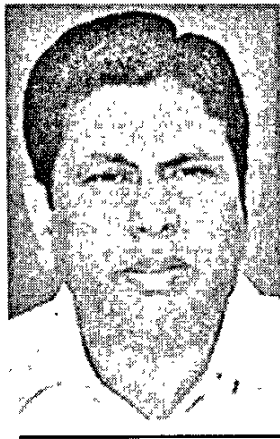
'पांच साल के पाठ्यक्रम में गंभीर छात्र जरूर लेंगे रुचि'

भारतीय प्रबंध संस्थान, इंदौर (आईआईएम-इंदौर) को स्वागतता मिले अभी मुश्किल से दो महीने ही हुए हैं कि संस्थान ने पांच साल की अवधि का एक नया पाठ्यक्रम-इंटीग्रेटेड प्रोग्राम इन मैनेजमेंट (आईपीएम) शुरू करने की घोषणा कर दी है। हालांकि अन्य दूसरे आईआईएम इस पाठ्यक्रम का जबरदस्त विरोध कर रहे हैं। इसके बावजूद मानव संसाधन विकास मंत्रालय से अनुमोदन मिलने के बाद अब संस्थान के निदेशक एन. रविचंद्रन ने इससे आगे बढ़ाने की योजना तैयार कर ली है। नए पाठ्यक्रम के संबंध में एन. रविचंद्रन ने विनय उमरजी के साथ विस्तार से बातचीत की। पेश है बातचीत के प्रमुख अंश...

पांच साल के इंटीग्रेटेड प्रोग्राम इन मैनेजमेंट (आईपीएम) पाठ्यक्रम का विचार आपके दिमाग में कैसे आया?

यह बेहद आसान है। इसे संगठनात्मक गतिविधि के तौर पर देखें तो यहां लोगों की जरूरत के मुताबिक हर तरह का उत्पाद उपलब्ध होना चाहिए। वास्तव में सभी अलग-अलग कीमत के आधार पर उत्पाद की उपलब्धता होनी चाहिए। यही बात मैनेजमेंट शिक्षा के क्षेत्र में भी लागू होती है।

हमें इस बात को समझना होगा कि बाजार की जरूरतें अलग-अलग हो गई हैं और हर क्षेत्र के लिए हमें उपयुक्त पाठ्यक्रम तैयार करना होगा। उदाहरण के तौर पर, मान लिया जाए कि किसी व्यक्ति के पास पांच साल के कार्य का अनुभव है और अब उन्हें एमबीए करने की जरूरत महसूस हो रही है, तो हमें ऐसे लोगों के लिए पाठ्यक्रम लेकर आना होगा। ताकि काम में लगे लोग भी प्रबंधन शिक्षा की जरूरतें पूरी कर सकें।



“ प्रबंधन शिक्षा की बढ़ती जरूरतों को देखते हुए हमें लगता है कि यहां भी हर तरह के कोर्स उपलब्ध हों। छात्रों की मांग के अनुरूप हमने पांच साल के पाठ्यक्रम पर विचार किया है। ”

इस पाठ्यक्रम का विरोध कर रहे आपके समकक्ष

आईआईएम का आरोप है कि इससे आईआईएम ब्रांड की साख पर असर पड़ेगा। इस मामले में संस्थान ने मानव संसाधन विकास मंत्रालय को कैसे राजी किया?

हमें कुछ भी नहीं करना पड़ा था। मानव संसाधन विकास मंत्रालय का उद्देश्य बिल्कुल स्पष्ट है। आईआईएम एक स्वायत्त संस्थान है और मंत्रालय इस तथ्य का पूरा सम्मान करता है। सही मायने में मंत्रालय को इस बात पर विश्वास है कि जितना संभव हो सके आईआईएम को अपने दम पर निर्णय लेने में सक्षम होना चाहिए।

पाठ्यक्रम के लिए फैकल्टी और बुनियादी सुविधाएं तैयार करना एक प्रमुख मुद्दा है। यह कैसे हल करेंगे?

मुझे लगता है कि बुनियादी सुविधाएं कोई मुद्दा नहीं है। जहां तक पाठ्यक्रम के लिए फैकल्टी की बात है, इसे पूरा करना एक चुनौती रहेगी। देश के अंदर और बाहर से योग्य लोगों की तलाश की जाएगी। पहले दो साल तक फैकल्टी की थोड़ी दिक्कत हो सकती है।

पाठ्यक्रम को लेकर छात्रों की क्या प्रतिक्रिया है?

इस बारे में कुछ कह पाना कठिन है क्योंकि हम निर्धारित समय से पीछे चल रहे हैं। वैसे नए पाठ्यक्रम को लेकर लोगों में काफी उत्साह दिखाई दे रहा है। यह बहुत ही महंगा पाठ्यक्रम नहीं है। हमें उम्मीद है कि गंभीर छात्र इस पाठ्यक्रम के लिए आवेदन में रुचि लेंगे।

इस पाठ्यक्रम की लोकप्रियता के लिए क्या कर रहे हैं?

इसके लिए हम कोई बड़ा अभियान नहीं चला रहे हैं। लेकिन हां, हम अपने लक्षित लोगों के बीच संवाद स्थापित करने का प्रयास जरूर करेंगे। हमें उम्मीद है कि भारत जैसे एक विशाल देश में हमारे पाठ्यक्रम के लिए छात्र आसानी से मिल जाएंगे। हम यह पहले स्पष्ट कर दें कि यह पांच साल का पाठ्यक्रम है और इसके बीच में कोर्स छोड़ने की अनुमति नहीं होगी। कोर्स पूरा होने के बाद छात्रों को डिप्लोमा सर्टिफिकेट प्रदान किया जाएगा।