

Newspaper Clips

December 22, 2010

Publication: The Times Of India Delhi; Date: Dec 22, 2010; Section: Spl Report; Page: 11;

Industry and Academia

Organizations today help people find the areas where they can succeed, thus becoming valuable assets for the organization

Academia and industry, which for long have been operating in separate domains, are rapidly inching closer to each other to create synergies. The constantly changing management paradigms, in response to growing complexity of the business environment today have necessitated that these two come closer. Higher education institutions not only contribute skilled human resources to business, but also in various intangible ways. Over the last decade and a half, the falling of barriers to international trade and investment has led to a more integrated and interdependent framework of international business. Employers today, as a result, operate in an environment that demands new and constantly developing skills to retain global competitiveness.

Extremely dynamic business world and the rapidly developing knowledge based service economy have put in an increased demand for professionals to manage the business effectively. There are a lot of paradigm shift going on in the corporate world. Growth for an individual in an organ-

ization relates to the value added by him/her to the organization in the particular period of the job tenure. Moreover organizations today help people find the areas where they can succeed, thus becoming valuable assets for the organization.

In order to meet this growing demand for quality management education, Institute of Management Technology, under its umbrella, established IMT - Centre for Distance Education in the year 1984. It began small, like any child, but like a child prodigy, IMT - CDL has grown by leaps and bounds, offering management courses / programs across India and the world. IMT - CDL has an extremely healthy faculty base that represents an eclectic mix of Industry and Academic experience; national and international experience; knowledge and deliverability.

When you have students across the globe and with a wide variance in terms of education and work experience, the pedagogy comes under a lot of strain; how to impart knowledge without alienating any student is the challenge.

We tackle this like any general approaching a battle. The contact classes, E-learning, online assignments and detailed textbooks are some of the tools in our arsenal, tasked with delivering more knowledge to more students more easily.

Our contact classes are both innovative and game changing as they are suitable for imparting high quality teaching and judicious use of multimedia technology in the role of a resource multiplier; allows us to reach out to our audience easily and legibly.

Our bouquet of online resources and use of technology in turn aides the students to gain a comfort level with technology since today's world is getting increasingly tech savvy and those who get left out are dropped by on the sidelines of the road to success. IMT - CDL has carved a mutually beneficial synergistic relationship with the Industry. IMT-CDL is at the forefront of imparting quality management education and we are striving towards excellence day by day.

—Dr. A. M. Sherry, Director,
IMT-CDL

Publication: The Times Of India Delhi;Date: Dec 22, 2010;Section: International;Page: 21;

In Japan, scientists create singing mouse

Tokyo: Japanese scientists said on Tuesday that they had produced a mouse that tweets like a bird in a genetically engineered "evolution" which they hope will shed light on the origins of human language.

A team of researchers at the University of Osaka created the animal in their "Evolved Mouse Project", in which they use genetically modified mice that are prone to miscopying DNA and thus to mutations.

"Mutations are the driving force of evolution. We have cross-bred the genetically modified mice for generations to see what would happen," lead researcher

NOTE-WORTHY FEAT

Arikuni Uchimura said.

"We checked the newly born mice... We found that one of them was singing like a bird," he said, noting that the "singing mouse" was born by chance but that the trait will be passed on to future generations. **AFP**

Publication: The Times Of India Delhi;Date: Dec 22, 2010;Section: Times Business;Page: 25;

Sibal meets with telecom honchos

New Delhi: Telecom minister Kapil Sibal on Tuesday met top honchos of telecom companies and assured them of fairness and transparency in allocating spectrum.



Kapil Sibal

The minister spent nearly 45 minutes each with Sunil Mittal of Bharti, Anil Ambani of RCOM and Ratan Tata of TTSL and discussed the current scenario in the sector. The telecom operators are understood to have expressed concern over shortage of spectrum and asked Sibal to look into their demand at the earliest.

The government will not allow any sense of discrimi-

nation to prevail. Each player will be allowed to play his role and "our policy will be transparent", Sibal assured them.

"We should ensure that enough spectrum is available to the industry. If there is enough spectrum, availability will be ensured," the minister said. Sibal said if the government was not making it available then there should be a policy and it will make it available. He said if the allocation is not open, obviously people will make allegations. Those who lost out will complain against those who won. That will lead to corruption and it will end in a corporate war and it should not happen. He said the industrialists were happy as they never had such a discussion with the minister in the past. **AGENCIES**

Times of India ND 22-Dec-10 p-3

Jamia takes back students with 50% attendance

Manash Pratim Gohain | TNN

New Delhi: Jamia Millia Islamia administration on Tuesday revoked its decision to cancel the admissions of those students who had less than 75% but more than 50% attendance in first semester. Earlier the university had not only debarred 300 post-graduate students from appearing

from their first semester exams because of short attendance, but also cancelled their admissions after they were found short on attendance.

According to sources, the administration reviewed its decision after a group of teachers approached the vice chancellor, seeking leniency for the students. "We still won't take

back the students who had less than 50% attendance. Those who will be allowed to proceed to second semester will have to make up for the shortage of attendance and achieve 75% attendance by the end of the session. This means they will be required to have almost 100% attendance in the second semester" said Simi Malhotra, media coordinator of Jamia.

The Economics of Education

Education is the process that enables you to have knowledge. Education allows us to access the collected wisdom, learning and conclusion of the human race since methods of knowledge transmission began

India is poised on the edge of a precipice - our undeniably unique demographic situation can either be an unparalleled dividend or absolute disaster. And the pivot upon which the fate of the nation hangs in balance is Education. Kapil Sibal succinctly summed it up when he said, "If you look at the history of civilizations, the economic prosperity of countries depends upon conquering newer frontiers of knowledge." The contours of the modern world were forged in the most significant era of the last two thousand years, the European Renaissance, which at heart was the discovery of a richer vein of knowledge and a new methodology of education known as Humanism. It was precisely this educational and hence knowledge advantage that led Europe to colonise the rest of the globe. Five hundred years later, we are at the brink of another knowledge revolution as we begin to explore and map newer kinds of knowledge from artificial intelligence to gigantic computing methods, from nano technology to space exploration. The truth is that human civilisation is poised for a leap analogous to the change from say the Stone Age to the Iron Age. If India is to reap the benefits from this hangeover from Information society to Knowledge based society then we need to act quickly in order to reform and streamline our education system to enable the development and assimilation of knowledge.

Education is simply the soul of a society as it passes from one generation to another

— Gilbert K Chesterton

At this point it becomes vital to distinguish between knowledge and education. Often used interchangeably, they are in fact two different things; intertwined yes, but not the same. Albert Einstein, physicist extraordinaire and perhaps the most pertinent example of the difference between knowledge and education summed the difference aptly when he pointed out that "Education is what remains after one has forgotten everything he learned in school." Education is defined as "a process of teaching, training and learning, especially in schools or colleges, to improve knowledge and develop skills." Knowledge on the other hand is "the information, understanding and skills that you gain through education or experience." So, simply put, education is the process that enables you to have knowledge. Education allows us to access the collected wisdom, learning and conclusion of the human race since methods of knowledge transmission began. From oral to the written word and today finally to the virtual transmission, formal education allows to tap in the collective information so that we neither have to keep reinventing the wheel nor develop our knowledge base only within the limits of our geographical or cultural space.

Knowledge: Tool or Product
The development, if not the invention, of the term knowledge



L to R Kapil Sibal, Suresh Bharwani, B B Bhattacharya, Jitendra Chaddah, Dinesh Singh, Suneel Galgotia

based economy is attributed to the self described "social ecologist" Peter F Drucker. For the world of academia, the difference between a knowledge economy and a knowledge based economy is an important distinction: in the former knowledge is the product and in the latter it is a tool. While the individual purpose of education is the realisation of one's inherent potential, the societal purpose is the realisation of the potential of the society as a whole. And this perhaps is the dividing line between an academic pursuit of knowledge and an economic outcome of knowledge. It is at this precise juncture that an interesting discussion between the two opposite ends of the spectrum, Academia and Industry, was enabled by The Eco-

crisis of both, knowledge and education. On the one hand we have a staggering shortage of a skilled and educated workforce, which is clearly an educational lag, on the other hand we are also facing a crisis of knowledge in terms of its expansion, development and deployment. The gap between the supply and demand of an educated workforce is approximately 10 million people. And it is set to grow. Simultaneously, we are not mapping new frontiers of knowledge. It is problematic enough in epistemological terms but it is nearing the level of disaster when we consider the lack in geographical, physical, sociological and other parameters. A mind once stretched by a new idea never regains its original dimensions. —Anonymous

An initiative by
THE ECONOMIC TIMES
GREY CELL
The next generation of knowledge

omic Times at their third annual AdvantEdge Conference. The specific concern was "Plugging The talent Gap," which not only highlighted the difference between knowledge as a Tool and as a Product, but more importantly emphasized the need for a strategic convergence between the two. Industry experts such as NASSCOM's Sandhya Chintala and Manipal R-12 Education's Vishal Sharma put forward the industry requirements while academics such as Kiran Dattar and JNU's vice chancellor B B Bhattacharya discussed academia problems.

Today, in India, we are facing a

learning for the sake of learning. And when we don't encourage that then it becomes correspondingly harder to find faculty that is of a good quality. Our brightest and best students head to foreign shores to pursue their research, to think, to teach, to innovate and ultimately enrich their adopted land. If we measure our economic loss in terms of brain drain then scams such as

THE ECONOMIC TIMES
AdvantEdge
PLUGGING THE TALENT GAP
2010

the current telecommunications skulduggery appear mere trifles. The lack of quality also delivers a crippling blow; today most of our colleges and universities are producing students who are to quote an industry descriptive 'educated but unemployable'. And this is the outcome of a lack of quality on two fronts: the quality of the faculty as well as a syllabus that is more often than not outdated. It is unfair to discuss higher education and its shortcomings without also discussing primary and tertiary education infrastructure. And the simple truth is that the infrastructure is sadly lacking at all levels. Given the emergence of an unprecedented global local continuum, we can no longer succeed unless we can match global standards.

Our Indian Institutes of Technologies and the Indian Institutes of Managements are testimony to the fact that we can do it and do it well. But, and this is the crux of the problem with the education sector in India, institutions like these are tiny islands of excellence in a vast ocean of mediocrity, fluctuating standards, poor quality and plain shoddiness.

What we need is to replicate this level of quality and competence across the nation, across the levels. It is a particularly urgent requirement when we consider that at this moment India is a young country with the majority



of its population under 35. If we fix this gap now, we can reap an educational and ultimately economic dividend that is enough to catapult India to super power status.

One of the biggest problems that dog the education sector is the lack of a coherent vision. The other, of course is implementation. Despite having centralised the processes; which means that we have central agencies which set the educational agenda such as the University Grants Commission for higher education, we have not witnessed a truly integrated approach that would seek to ensure the same level of quality across universities and colleges. Instead, we have some universities such as Delhi University, which pulled themselves towards betterment through their own efforts and others such as Allahabad University and Benaras Hindu University once acknowledged centres of excellence, which have been on a marked downwards curve.

This being the land of ingenious schemes and scams, we also have the problem of a mushrooming industry in the sector. The number of unauthorised institutions that call themselves universities, technical schools, management schools and various other institutions is yet to be fully catalogued. But that this problem exists and is a huge one is undeniable. And yet the flipside of this observation is that there is a huge population of young people hungry to learn, to become educated and acquire skills. And the government is unable to cater to them. So perhaps the government should work towards integrating these illegal institutions and focus instead on holding them accountable to some common, clearly implements standards.

For all our talk of India shining and GDP growth that is close to 9

per cent, we forget that the single unit upon which this nation, any nation, rests is the individual. And if we cannot educate that individual, if we cannot teach that individual to think for himself, to innovate for himself then we as a society, and as nation pay a price for that failure, in cultural and economic terms.

As Prathiba Jolly, the Principal of Miranda House pointed out, "The aspirations that unite the individual remain the same across Bharat and India. They want to better themselves." If we want to achieve that goal then we need to match international standards. And in order to do so we need to set our own house in order; let go of entrenched notions. What worked even twenty years ago is inadequate today. We need to honestly assess our shortcomings and initiate the badly needed reforms today in order to prevent a bloody revolution tomorrow. And that is on the horizon, because economics is unforgiving. If our population cannot match the international standards of quality in a knowledge based global economy then we are going to be left aside. Look around in India itself, where there is insurgency there is also illiteracy, poverty and lack of development and most importantly, education.

And if we cannot educate that individual, if we cannot teach that individual to think for himself, to innovate for himself then we, as a society, and as nation, pay a price for that failure, in cultural and economic terms

Times of India ND 22-Dec-10 p-16

IITs want JEE to be conducted online, but rollout may take 3 yrs

Hemali Chhapla | TNN

Mumbai: With two major entrance tests, the Common Admission Test and the All-India Engineering Entrance Exam, graduating to the computer mode, it was only a matter of time before the Joint Admission Board (JAB), which comprises all the JEE chairmen, decided to follow suit. This gruelling entrance exam will eventually become computer-based, but there's a glitch that will slow down the process: the Indian Institutes of Technology (IIT) did not archive their old question papers.

"We discussed that issue (computer-based exams) when we met this year, but the problem is that we don't have a ready question bank. If the JEE has to be taken on computers, then we need a huge



LONG WAIT AHEAD: The glitch that will slow down the process of taking exam online is that the Indian Institutes of Technology (IIT) do not archive their old question papers

databank of questions that are of a constant-difficulty level. What has slowed down our process is that we have destroyed our old question papers," said a member of the Joint Admission Board.

But with the number of IIT aspirants spiralling, JAB members said that it would take the tech schools around three years to develop a question bank before the JEE could be offered on computers.

In 2008, when the Indian Institutes of Management announced their decision to offer the computer-based CAT, some IIT heads had expressed apprehensions over the move, and said they would not be able to do the same as the JEE is also conducted in Singapore, and the time differences would hit the testing process.

But with separate question papers for every student, the JAB now feels that the entrance test can be held on computers. And will it be outsourced? "We have the technical knowhow. If the numbers are too large, we may look for a partner who can get the logistics in place. But it's a question that can be answered only by the JAB of the year we move away from the paper-pencil test," added a faculty member.

Times of India ND 22-Dec-10 p-21

Email gets GenNext makeover

Internet Cos Launch Services That Are Leaner & Resemble Instant Messaging

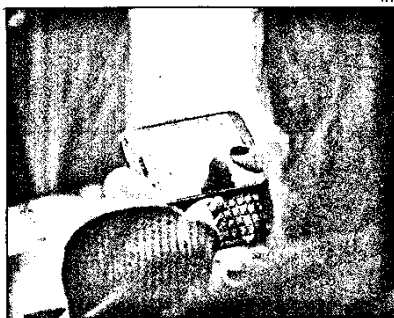
Matt Richtel

San Francisco: Signs you're an old fogey: You still watch movies on a VCR, listen to vinyl records and shoot photos on film. And you enjoy using email.

Young people, of course, much prefer online chats and text messages. These have been on the rise for years but are now threatening to eclipse email, much as they have already superseded phone calls. Internet companies like Facebook are responding with message services focused on immediate gratification.

The problem with email, young people say, is that it involves a boringly long process of signing into an account, typing out a subject line and then sending a message that might not be received or answered for hours. And sign-offs like "sincerely" — seriously?

Facebook is trying to appeal to the youth of the world. It is rolling out a revamped messaging service that is intended to feel less like email and more like texting. The company decided to eliminate the subject line on messages after its



EMAIL 2.0: Facebook's revamped message service will not have subject lines and messages will be fired off by simply hitting the enter key

research showed that it was most commonly left blank or used for an uninformative "hi".

Facebook also killed the "cc" and "bcc" lines. And hitting the enter key can immediately fire off the message, à la instant messaging, instead

of creating a new paragraph. The changes, company executives say, leave behind time-consuming formalities that separate users from what they crave: instant conversation.

"The future of messaging is more real time, more conversational and more casual," said Andrew Bosworth, director of engineering at Facebook, where he oversees communications tools. "The medium isn't the message. The message is the message."

The numbers testify to the trend. The number of total unique visitors in the United States to major e-mail sites like Yahoo and Hotmail is now in steady decline, according to the research company comScore. Such visits peaked in November 2009 and have since slid 6%; visits among 12- to 17-year-olds fell around 18%.

The slide in email doesn't reflect a drop in digital communication; people have gravitated to instant messaging, texting and Facebook. James E Katz, director for Center for Mobile Communications Studies at Rutgers University, said this wasn't death of email but a downgrade, thanks to greater choice. NYT NEWS SERVICE

Times of India ND
22-Dec-10 p-21

Movie-style SFX give girl new ear

Washington: Elise Lutz never let her friends see what was left of her ear. She'd carefully style her long hair into a one-sided ponytail to cover the molten lump from a severe burn in her native China.

But as a teenager, she expressed her desire to be whole again. Thus began a months-long quest for a new right ear, one made of silicone but completely lifelike. Elise benefited from a little known field called anaplastology, where medical artists make Hollywood-like special effects come alive to fix disfigurements that plastic surgery cannot.

"It kind of took forever, but it was worth it," says Elise, 14. "I'm so excited, I'm more than 100 excited." No messy glue-on prosthetic that she might accidentally knock off. She went under the knife to have rods implanted in her skull to snap her new ear into place.

Facial prosthetics — made to counter damage from cancer, trauma, birth defects —



WHOLE AGAIN: An anaplastologist holds Elise Lutz's new prosthetic ear before attaching it

haven't gained the attention of artificial legs and arms.

But facial prosthetics are becoming more realistic and longer-lasting, and Elise's journey offers a glimpse of the tricks that help: Titanium rods adapted from dentistry that bond with bone to hold them in place. More flexible silicones. Even "flocking," using nylon particles that make velvety insides of jewellery boxes can help give silicone "skin" more dimension — in flecks of reds, plums, blues. AP

**Times of India ND
22-Dec-10 p-21**

Brain scan predicts which dyslexics will read later

Sophisticated brain scans accurately predicted which teens with dyslexia would learn to read within three years, a finding that could lead to better ways to treat the common learning disability, researchers said. By looking for a specific pattern of brain activity in teens with dyslexia, the researchers predicted with 90% accuracy which students would learn to read. "This gives us hope that we can identify which children might get better over time," Fumiko Hoeft of Stanford University School of Medicine said.

Financial Chronicle ND 22-Dec-10 p-10 B-school graduates prefer FMCG jobs: Study

PRESS TRUST OF INDIA

New Delhi

MORE than half of fresh MBAs graduating from India's leading management schools in 2011 would like to work in the FMCG sector as it offers attractive growth prospects, according to a latest study by Nielsen.

According to the Nielsen campus track-B-school survey, Google became the employer with the strongest image among the students ahead of Tata Administrative Services, Hindustan Unilever and Procter and Gamble. Last year's topper, McKinsey has moved to the fifth place this year.

The survey also said the students are also expecting better salaries up to an average of Rs 160,000 annually, which is higher by Rs 100,000 from last year.

The fast moving consumer goods (FMCG) sector is the choice for 54 per cent of 860 students graduating in 2011 from 30 of India's leading management institutes.

According to the survey the other areas that the students preferred after FMCG are management consulting, investment banks, oil and energy and foreign banks.

Oil and energy, diversified conglomerates and the automobile sector have entered the top ten, edging out financial institutions, entertainment and media and Indian banks, it said.

The survey gauges students' perceptions of companies and their considerations as they evaluate prospective employers.

"A diversification of sectoral preference, coupled with a resurgence of sectors like management consulting and investment banking companies is symptomatic of greater optimism within the prospective talent pool," Nielsen, executive director, Surekha Poddar said.

Financial Chronicle ND

22-Dec-10 p-10

IIT-B to empower engineering teachers

IIT-B has partnered with Amrita University to design a national online empowerment programme.

Indian Express ND 22/12/2010
P7

Mattoo to be Jammu Central University V-C

Prof S K Sopory to head JNU

EXPRESS NEWS SERVICE
NEW DELHI, DECEMBER 21

MORE than a year after a new Central University was sanctioned for Jammu, Prof Amitabh Mattoo is set to be appointed as its first Vice-Chancellor.

Prof S K Sopory of the International Centre for Genetic Engineering and Biotechnology is also set to take over as Vice Chancellor of Delhi's Jawaharlal Nehru University.

The President is learnt to have approved Mattoo's name as recommended by a selection panel, rejecting a major campaign against his candidature that had held up his appointment for months.

The president's house had received a series of letters terming Mattoo pro-Pakistan, pro-separatist, not a true Kashmiri Pandit, etc.

Organisations campaigning against his candidature included the Jammu Joint Students Federation, Peoples Revolutionary Movement, Joint Action Committee of Students and Scholars, the Jammu Central University Morcha, Panthers Party and Shri Ram Sena, among others.

They had argued that while the new Central University in Srinagar had a Kashmiri as V-C, the one in Jammu should also have somebody from the region and Mattoo, they claimed, was an outsider.

Taking the battle to Rashtrapati Bhawan, these organisations had sent several representations to President Pratibha Patil, who is a Visitor to all Central Universities.

The President as Visitor gives the final seal of approval



PROF AMITABH MATTOO

HIS CREDENTIALS

MEMBER of the National Security Advisory Board
FOREIGN and Commonwealth Office Scholar at University of Oxford

VISITING Professor at University of Notre Dame, Maison Des Sciences De L'Homme, Paris, and Stanford University

MEMBER of PM-backed National Knowledge Commission.

to a V-C's nomination, which the HRD Ministry forwards to her after a search-cum-selection committee shortlists candidates.

It is learnt that Rashtrapati Bhawan had even written to the HRD Ministry, forwarding the representations it had received against him.

The ministry explained that Mattoo's name was selected by a committee of experts after due deliberations.

The point that Mattoo was not a true Jammu man was rejected by the ministry, which pointed out that the Central Universities Act 2009 clearly stated that domicile cannot be an issue in V-C's selection.

Prof Mattoo was born in Srinagar.

Business Standard ND 22/12/2010 p-12

E-mail gets instant makeover

MATT RICHTEL

San Francisco, 21 December

Signs you're an old fogey: You still watch movies on a VCR, listen to vinyl records and shoot photos on film.

And you enjoy using e-mail. Young people, of course, much prefer online chats and text messages. These have been on the rise for years but are now threatening to eclipse e-mail, much as they have already superseded phone calls.

Major internet companies like Facebook are responding with message services that are focused on immediate gratification.

The problem with e-mail, young people say, is that it involves a boringly long process of signing into an account, typing out a subject line and then sending a message that might not be received or answered for hours. And sign-offs like "sincerely" — seriously?

Lena Jenny, 17, a high school senior in Cupertino, California, said texting was so quick that "I sometimes have an answer before I even shut my phone." E-mail, she added, is "so lame".

Facebook is trying to appeal to the Lenas of the world. It is rolling out a revamped messaging service that is intended to feel less like e-mail and more like texting.

The company decided to eliminate the subject line on messages after its research showed that it was most commonly left blank or used for an uninformative "hi" or "yo".

Facebook also killed the "cc" and "bcc" lines. And hitting the enter key can immediately fire off the message, à la instant messaging, instead of creating a new paragraph. The changes, company executives say, leave behind time-consuming formalities that separate users from what they crave: instant conversation.

"The future of messaging is more real time, more conversational and more casual," said Andrew



The number of total unique visitors in the United States to major e-mail sites like Yahoo and Hotmail is now in steady decline. PHOTO: BLOOMBERG

Bosworth, director of engineering at Facebook, where he oversees communications tools. "The medium isn't the message. The message is the message".

The numbers testify to the trend. The number of total unique visitors in the United States to major e-mail sites like Yahoo and Hotmail is now in steady decline, according to the research company comScore. Such visits peaked in November 2009 and have since slid 6 per cent; visits among 12- to 17-year-olds fell around 18 per cent. (The only big gainer in the category has been Gmail, up 10 per cent from a year ago.)

The slide in e-mail does not reflect a drop in digital communication; people have just gravitated to instant messaging, texting and Facebook (four billion

messages daily).

James E Katz, the director for the Center for Mobile Communications Studies at Rutgers University, said this was not the death of e-mail but more of a downgrade, thanks to greater choice and nuance among communications tools.

"It's painful for them," he said of the younger generation and e-mail. "It doesn't suit their social intensity."

Some, predictably, turn up their noses at the informality and the abbreviated spellings that are rampant in bite-size, phone-based transmissions. Judith Kallos, who writes a blog and books about e-mail etiquette, complains that the looser, briefer and less grammatical the writing, the less deep the thoughts and emotions behind it.

"We're going down a road where we're losing our skills to communicate with the written word," Kallos said.

Mary Bird, 65, of San Leandro, California, is another traditionalist, if a reluctant one. "I don't want to be one of those elders who castigate young peoples' form of communication," she said. "But the art of language, the beauty of language, is being lost."

Bird's daughter, Katie Bird Hunter, 26, is on the other side of the digital communications divide and finds her parents to be out of touch.

"They still use AOL," she says, implying with her tone that she finds this totally gross.

Hunter says she seeks to reach friends first by text, then by instant message, then with a phone call, and then by e-mail. "And then, while I'd probably never do this last one, showing up at their house."

Like a lot of younger people, Hunter, who works in construction management in San Francisco, says e-mail has its place — namely work and other serious business, like online shopping. She and others say they still regularly check e-mail, in part because parents, teachers and bosses use it.

David McDowell, senior director of product management for Yahoo Mail, conceded that the company was seeing a shift to other tools, but said this was less a generational phenomenon than a situational one.

Fifteen-year-olds, for example, have little reason to send private attachments to a boss or financial institution.

Yahoo has added features like chat and text messaging to its e-mail service to reflect changing habits, as has Gmail, which also offers phone calls.

"Mail is now only a part of Gmail," said Mike Nelson, a Google spokesman. "It's video conferencing, texting, it's IM, it's phone calling."

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Mint ND 22/12/2010

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HANDS-ON TRAINING

Honeywell engineers learn to fly to design better products

By BHARGAVI KERUR
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BANGALORE

US-based technology company Honeywell International Inc. is training its aerospace engineers in India to fly planes to give them a better understanding of how avionics systems perform in real time.

Some engineers from the first batch of eight, trained in August, have already come up with three new product ideas, said a Honeywell executive, declining to be identified or describe the ideas.

Krishna Mikkilineni, president of the Honeywell Technology Solutions Lab (HTSL)

in Bangalore, confirmed the pilot training programme for the company's engineers.

Honeywell initially sent three engineers from India to the US to take flying lessons. But "since it was not feasible to send engineers to the US for (a) longer duration, we decided to do the training in India", said a third Honeywell executive.

The company spent around ₹15 lakh for an engineer in training and other expenses. It wants to train 60 engineers over the next four years, the executive said.

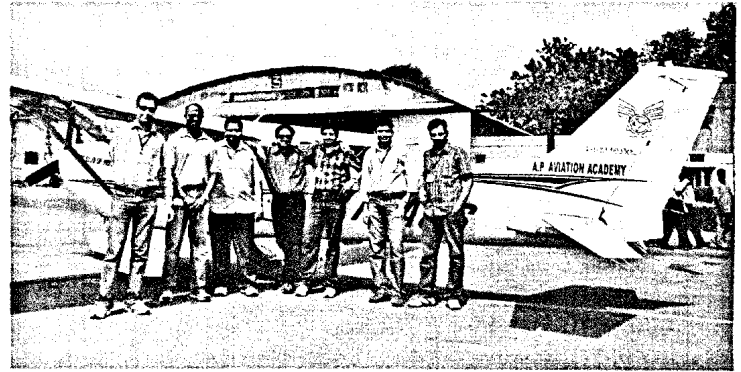
HTSL has tied up with the Andhra Pradesh Aviation Academy (APAA) in Hydera-

bad for the pilot training.

One of the engineers from the programme said he and his team have drawn up a new design for landing gear after the training.

"The entire perspective changed when I took flying lessons. I realized that the systems we so logically design have to be intuitive in nature to help the pilot make decisions in seconds to manoeuvre the aircraft," said the engineer, who now has 20 hours of flying experience and a student pilot licence. He didn't want to be named.

A second batch of seven engineers is undergoing pilot training at APAA.



Earning wings: The first batch of engineers in Honeywell's training programme.

The "initiative could develop as a trend in years to come for the aerospace firms to come up with better products", said S.N. Reddy, director of APAA.

Honeywell employs around 2,600 aerospace engineers in India. Its products include communication, navigation

and surveillance systems, flight display systems, and flight control and management systems. One innovation from the Bangalore centre is a simulated terrain mapping system that provides visual images for cruising and landing in difficult weather conditions.

Honeywell engineers who have obtained student pilot licences will sit for tests conducted by the Directorate General of Civil Aviation in January for private pilot licences, said Reddy, who was a flying instructor at Air India for three decades.