

# Newspaper Clips

## December 6, 2010

Publication: The Times Of India Delhi; Date: Dec 6, 2010; Section: International; Page: 19;

## Now, robotic trousers help the paralyzed walk again

London: An Israeli entrepreneur, who was paralysed in a car crash in 1997, claims to have invented robotic trousers which can help paraplegics walk and climb stairs again.

Called "ReWalk", the device can help paraplegics to stand and walk — using crutches for stability — when they lean forward and move their upper body in different ways, according to its inventor Amit Goffer.

The robotic trousers use sensors and motors to allow paralyzed patients for movement, the Daily Mail reported.

The 15kg device, worn outside of clothing, consists of leg braces outfitted with motion sensors and motorised joints that respond to subtle changes in upper-body movement and shifts in balance, Goffer said.

He founded a company, Argo Medical Technologies, to commercialise it. After years of clinical trials in Israel and the United States, units will go on sale in January to rehabilitation centres around the world.

A harness around the patient's waist and shoulders keeps the suit in place, and a backpack holds the computer and rechargeable three 1/2-hour battery. When operated, it makes clanging sounds, like the hero of the movie 'Robocop'. ■

Publication: The Times Of India Delhi; Date: Dec 6, 2010; Section: International; Page: 19;

# Scientists create tornadoes to test homes in Japan

**London:** Japanese scientists claim to be creating artificial tornadoes to test houses in the island nation in an effort to save building structures from damage in case of a disaster.

In fact, a team from four Japanese organisations — National Institute for Land and Infrastructure Management, the Building Research Institute, the University of Tokyo and the Disaster Prevention Research Institute at Kyoto University — has been developing a tornado simulator.

“We’re doing this because there’s been many more reports of serious structural damages in recent years compared to before,” the New Scientist quoted Hitomitsu Kikitsu at NILIM in Tsukuba, Ibaraki, as saying.

The simulator is 1.5 metres in diameter and is mounted on a frame that is 2.3 metres tall and 5 metres wide. It can generate maximum wind velocity of 15 to 20 metres per second, enough to simulate an F3-size storm.

On Japan’s Fujita scale for measuring tornadoes,

The tornado simulator creates an F3 storm, which is powerful enough to uproot trees, hurl cars, knock down walls and destroy buildings

an F3 storm is one powerful enough to uproot large trees, lift and hurl cars, knock down walls and destroy steel-frame structures.

“This device has the ability to simulate a F3-size storm and that’s never been done in Japan,” Kikitsu told New Scientist, adding that his team soon plans to further test the device by building model houses that fit under the simulator.

Tornadoes are relatively rare in Japan. According to an article in Journal of Climate, there are, on average, 20 tornadoes a year in Japan, but the damage they cause and the loss of human life is low compared to the other natural disasters that strike the island nation. ¶¶

Publication: The Times Of India Delhi; Date: Dec 6, 2010; Section: International; Page: 19;

# A device that uses sound waves to move objects

## Doctor Who's 'Sonic Screwdriver' A Step Closer To Reality

London: For all those fans of Doctor Who's who have dreamed of owning a sonic screwdriver of their own after watching their hero use the tool to get himself out of many sticky situations, there's a reason to celebrate.

British engineers have developed a device that is capable of moving and manipulating objects using only ultrasonic sound waves.

They said that the technology could eventually lead to devices that can undo screws, assemble electronics and putting together delicate components.

But while the Doctor's device can perform a multitude of tasks from cutting, burning, welding, sending signals, controlling the TARDIS, altering mobile phones and healing wounds, the researchers warn their real-life sonic screwdriver will have more limited capabilities.

"We have developed a device that allows us to use ultrasonic forces to move small objects like biological cells around to sort them or to assemble them," the Telegraph quoted Bruce Drinkwater, of the University of Bristol, as saying.



**SOUND LOGIC:** The device, like TV character Dr Who's sonic screwdriver, manipulates objects by creating a 'miniature tornado' using ultrasonic sound waves

"We are using low forces to do this as we don't want to damage the objects we are moving, but the technology is definitely real and there is potential to turn it into something like Dr Who's sonic screwdriver.

"If we can increase the ultrasonic force and create a rotational force, then we could potentially undo

screws. Essentially what you are doing is using the ultrasonic sound wave to twirl the air around to create a miniature tornado," he said.

Drinkwater and his colleagues have created a prototype device, which they have called sonotweezers, that uses ultrasound to move around particular sizes of cells. **ANI**

# The Golden Rules of Design

THIS YEAR THE NATIONAL INSTITUTE OF DESIGN (NID) WILL BE COMPLETING 50 YEARS. PRADYUMNA VYAS, DIRECTOR, NID, SPEAKS TO AADITI ISAAC ABOUT THE INSTITUTE'S JOURNEY AND THE FUTURE OF DESIGN



Pradyumna Vyas

**LOOKING** beyond textiles and shoes, the concept of design has grown over the years.

The awareness and importance of design in our lives is evident in the mushrooming of design schools across the country. Commenting on the National Institute of Design's (NID) 50th year, Pradyumna Vyas, director, NID, says, "It is a milestone that we have achieved considering the fact that formal design has survived when people were not so aware of formal design education. Not only has design survived but the awareness for design has also increased and we see that in the way of new design schools that are being set up."

Talking about the history of the institute, which was set up in 1961, Vyas informs that the Indian government wanted to come up with a design institute that would provide 'technological management and design.' "Charles Eames and his wife Ray from the US were invited by the government to travel to India and explore the problems of design and to make recommendations for a training programme. They travelled for three months across India and on their recommendation, the NID was set up as a multi-disciplinary institution, which focused on bringing out the best in the area of design amalgamating traditional and modern concepts," he shares.

What started out with two people has grown into a premier institution of design. "We have three branches in Ahmedabad, Gandhinagar and Bangalore and we are covering 16 domains in design education," adds Vyas.

On how the concept of design has

“Earlier design was just thought of in limited terms but now it includes almost all aspects of our life

changed over a period of time, he continues, "Design was just thought of in limited terms but now design includes almost all aspects of our life and is needed to make the quality of life better. In India, design is still evolving. Our mind-boggling diversity sometimes poses unique challenges because what may be a successful design in the northern part of India, may not work in the south but we are trying to bridge the gap. We are slowly moving towards designing things that will be inclusive in nature. We have to design for a democracy, which gives equal opportunities to all."

The attitude towards design is also changing. "An interdisciplinary approach in design will give a holistic perspective to what one does, for example, if an automobile engineer does a design course, he can make a machine from scratch. There will be more demand for such people," says Vyas.

On the challenges faced in converting an idea into a product that is user-friendly, Vyas says, "We are already 20-30 years behind the world when it comes to design. We lack the infrastructure and development modes that could propel us to greater heights. Nowadays, companies who invest in design and technology are making a difference. The Nano car is an example of empowering people through design and technology."

While pointing out three things that are crucial to the development of any design, he elaborates, "Speed, cost effectiveness and quality of the product are absolutely crucial in the development of any design. We need to develop designs in two areas keeping the consumer market in mind while fulfilling our social duties. Technology also has to co-exist with environment."

Vyas says that today's designers need empathy. "They have to be humble and think of solutions while making any design. They should be updated about the latest technology and should have the ability to apply global perspectives in the local context."

## FIFTY YEARS

Hindustan Times, ND  
06-Dec-10 p-10

# PM STEPS IN, TO MEET SIBAL OVER AMU CONTROVERSIES

ht **EXCLUSIVE**

**Charu Sudan Kasturi**

■ charu.kasturi@hindustantimes.com

**NEW DELHI:** The Prime Minister has asked the HRD ministry for a report on a series of controversies rocking Aligarh Muslim University amid fears of a political backlash over the varsity.

The PM is also likely to meet HRD minister Kapil Sibal soon to discuss the controversies, after a group of Muslim MPs petitioned him seeking his intervention, sources said.

“The PM very rarely intervenes in matters associated to universities. But the controversies in AMU have upset several people who have approached the PM...” The MPs led by UP independent MP Mohammed Adeb have alleged in their petition to the PM that AMU’s decision to start five new centres across India violates the basic tenets of the university.

They have also accused the current Vice-Chancellor PK Abdul Azis of attempting to manipulate an probe into corruption charges against him. “AMU is paying to keep the enquiry going. The enquiry team is repeatedly getting extensions. Why is this being allowed? The government must intervene,” Adeb said.

A group of 20 Muslim MPs is also planning to approach the President early this week, source said. The proposed AMU centres — the first of which is to be inaugurated this month in Murshidabad — violate the vision linking academic life at AMU to proximity with the university’s central mosque, the MPs allege.

# Times of India ND 06/12/2010 P7

**Facebook offers Rs 38L for IIT students:**  
Social networking site Facebook has offered a package of Rs 38 lakh (\$85,000) for IIT-Madras students during the ongoing placement season.

Times of India ND 06/12/2010 P12

## Now, IITs may help tech institutes, advise states

Mathang Seshagiri | TNN

**Bangalore:** Mushrooming technical institutes and engineering colleges, often accused of poor standards, can now look forward to some handholding by the IITs.

The four-decade-old Institutes of Technology Act is being amended so that IITs shoulder additional responsibility of supporting and collaborating with technical education institutions and advising state governments on technological problems within the zone they are located.

The Institutes of Technology (Amendment) Bill, 2010 makes it mandatory for the 15 IITs, including the eight new ones set up in 2008, to provide training, facilitate study visits, share laboratory and other resources with technical education institutions in their zones.

In spite of a green signal by Coun-

cil of IITs, the parliamentary standing committee on human resource development has recommended that clauses making it compulsory for IITs to collaborate and assist technical institutions and governments should not be made mandatory. The committee members include Rahul Gandhi, Kanimozhi and Suresh Kalmadi. In its report on the proposed bill submitted last month, the committee stated that the issues of resources, capacity and faculty at IITs should be addressed first and that the "technical education institutions themselves should also have the vision to deal with the new demands of the society and the industry".

The committee headed by Oscar Fernandes relied heavily on reservations of the finance ministry which had pointed out that with these new clauses, an obligation had been cast upon the IITs to strive to meet the technological needs of the states in their zone.

# Analyse this!

WITH INFORMATION BEING TRANSMITTED ACROSS ORGANISATIONS IN SPLIT SECONDS, THE NEED FOR BUSINESS ANALYTICS HAS BECOME IMPERATIVE TO MAKE CRUCIAL BUSINESS DECISIONS. RADHIKA RAMASWAMY FINDS OUT MORE ABOUT THIS EMERGING FIELD

We live in an era of information. Today, every organisation across the world thrives on its single-most crucial asset called 'data'. What is intriguing is that a huge volume of data is collected across organisations from various sources in zillion different forms, at just the blink of an eye. The ability to mine this data, and use the right set of statistical and quantitative tools to analyse it, is imperative for the success of any business. It is here that business analytics comes into focus.

Business analytics refers to the investigation and analysis of past business performances in order to gain insights and devise business plans for the growth of a company.

## ORIGIN AND GROWTH

Ramesh Kumar, senior vice-president, Symphony Services, an international company (with its branches in Bangalore, Pune, etc) that specialises in business analytics, points out that though the term business intelligence came into existence in the early 90's, the science of it has been in existence from the days of mathematics. He says, "Business intelligence involves collecting data, researching and summarising it to derive meaningful information to make decisions. The advancement of this science by using mathematical models and simulations, given different conditions and changes, was the next step, which came to be called 'analytics', a term that was coined in the 90s."

Prahalad Venkateshan, a professor from the production and quantitative methods department, Indian Institute of Management - Ahmedabad (IIMA), informs that business analytics encompasses the effective usage of quantitative tools, techniques and personnel in order to reduce cost, gain market share, improve production, etc. "It is a structured method adopted by organisations to make more profit," says Venkateshan.

## INDUSTRY RELEVANCE

The key consumer of analytics is the business user, a person whose job is not directly related to analytics per-se (eg a merchandiser, marketer, salesperson), but who typically must use analytical tools to improve the results of a business process.

Business analytics can be applied to all key areas of a business including financial management, customer relationship management, consumer behaviour, supply chain, marketing, etc. Kamlesh Sajani, managing director, IMS Learning Resources Private Ltd, an MBA coaching centre, says, "Business analytics makes extensive use of data, statistical and quantitative analysis, explanatory and predictive modelling and fact-based management to drive decision-making. Analytics can answer key questions like why is this happening, what if these trends continue, what will happen next (predict), what is the best that can happen (optimise)."

## ANALYTICAL APPLICATIONS

In large organisations, analytics has replaced intuition as the best way to answer questions about what markets to pursue, how to project

price offerings and how to identify areas wherein operations can be made more efficient in response to cost and environmental constraints. "To do this, companies are using effective toolsets, governance and management practices. They are setting up centres of competence where their best and brightest analytics teams constantly innovate around a single view of the business," elaborates Sajani.

Kumar adds, "In finance, we see people look at past and present performance of stocks to decide on how and where to invest. In telecom, companies are finding out consumers' usage patterns to decide the most attractive tariffs. In retail, the purchase patterns among various income groups are being analysed to be able to target products better, among other things."

Depending on the field of choice and nature of analysis, a business analyst can be paid anywhere between Rs 3 lakhs and Rs 10 lakhs per annum.

Nitin Godawat, chief operating officer, DecIDyn Systems, a Bangalore based business analytics company, believes that the field is still at its nascent stage in Indian corporations and most analytics companies in India offer services for several US-based companies.

"However, large corporates like ICICI, HDFC, Vodafone, Reliance

among others, have now set up in-house analytics team and several other organisations are realising the need to have analysts in the company," he says.

As of now, there are over 5,000 professionals in this field in India. With the country supplying business analytics capabilities to huge MNCs, the scope for a professional in this field is phenomenal.

## COURSE WATCH

A degree in statistics and mathematics followed by an MBA is an ideal qualification for aspiring business analysts. Although there are no full-time programmes in business analytics, it is being integrated into the MBA curriculum across several B-schools. At the Indian Institute of Management (IIM) and several other B-schools, business data analysis and business intelligence is interspersed in the Post Graduate Programme in Management (PGPM) curriculum. IIM Ahmedabad has statistics, decision making and operations management as part of its PGPM course. That apart, advanced statistics and data analysis are part of its management development programme. IIM Kozhikode offers a certificate programme. Asim K Pal, professor, management information system, IIM Calcutta says, "Data collection, data mining and data warehousing are important business functions. Analysing this data through several business intelligence softwares to find out the patterns in data is another vital task. Keeping this in mind, we have introduced subjects like business intelligence tools and techniques and business data mining and marketing data analysis for our postgraduate diploma programmes. We also have a course in data analysis and intelligent business for our executive management programme." Many B-schools train their students in SAS and SPSS (leading softwares in statistics and analytics) as part of their curriculum. The MBA programme in NIT Trichy has eight electives in business analytics.

Byju Ravindran, a CAT trainer says, "Since business analytics is integral to every industry, it cannot be taught in isolation. Few institutions such as International Institute of Business Analysis and International Institute of Learning, both in the US, provide certificate programmes in business analytics for both freshers and working professionals."

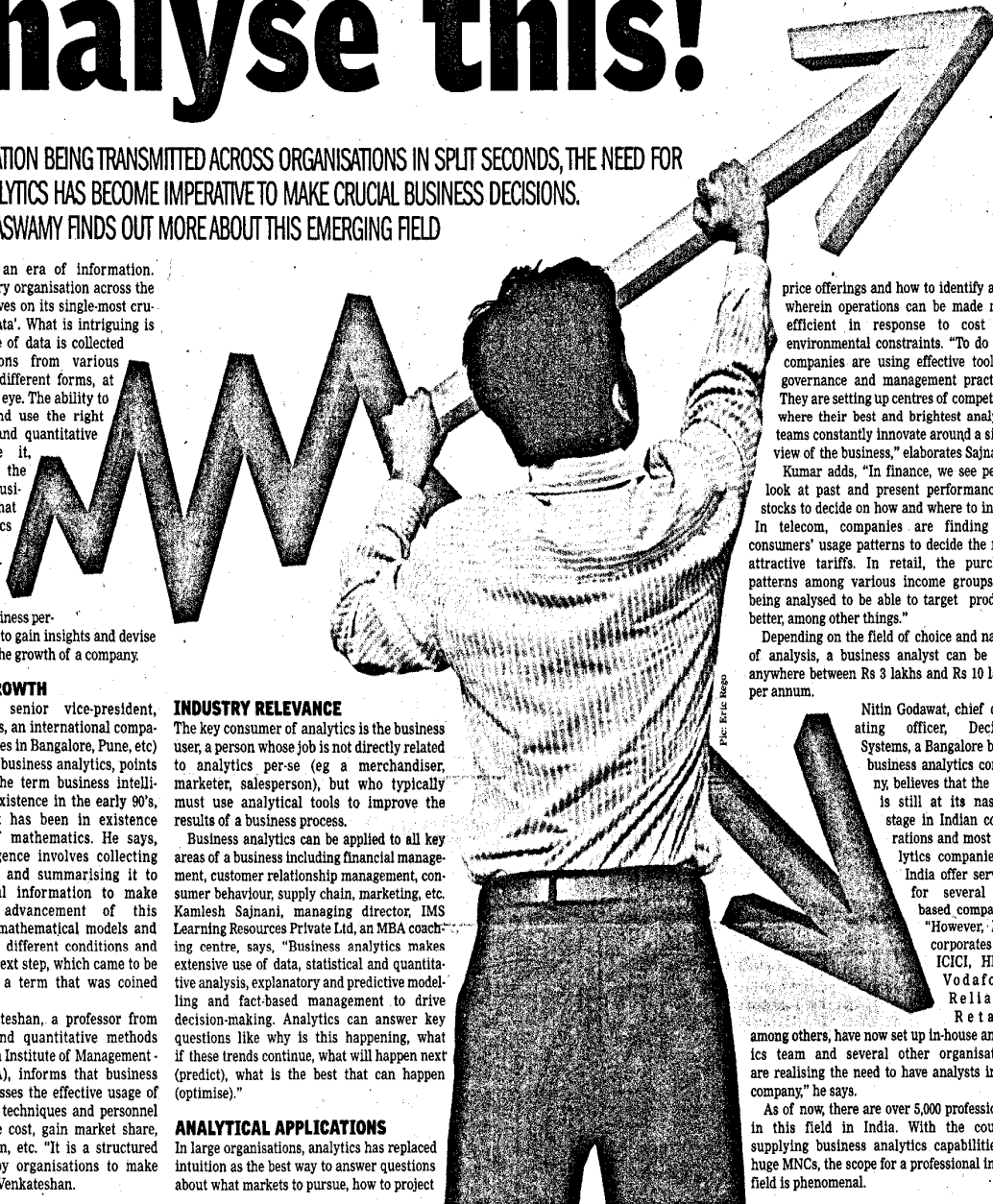
## SKILLS SPEAK

A good analytical and logical mindset, high level of quantitative and statistical knowledge and an understanding of business processes and outcomes are the key skill sets required in this field. Being a technology dependent field, knowledge of softwares like SAS, VBA and SPSS and proficiency in programming languages is helpful. A good mathematical foundation is imperative in this field.

## INSTITUTE WATCH

- >> IIM - Ahmedabad, Calcutta, Kozhikode
- >> NIT Trichy
- >> Great Lakes Institute, Chennai
- >> Narsee Monji Institute, Mumbai
- >> Shailesh J Mehta School of Management at IIT, Mumbai

(Indicative Listing)



# Business Line ND 06/12/2010

p-3

## **DRDO to develop mechanism for hack-proof Web sites**

*Bhubaneswar, Dec 5*

**C**lose on the heels of hacking of the CBI Web site, Defence Research and Development Organisation (DRDO) today said it was developing a mechanism to make Web sites hacking-proof. This was stated by Dr V.K Saraswat, Scientific Advisor to Defence Minister and Director General of DRDO, on the sidelines of a function where he was conferred with a D. Sc degree by the KIIT University at its annual convocation. Referring to the hacking of CBI Web site on the intervening night of December 3 and 4, Dr Saraswat described cyber security as a major concern for the nation's safety. DRDO is developing both software and hardware to put defence networks out of the reach of hackers, he said. "It is always better to use indigenously developed systems than using others' designs," he said. The DRDO chief expressed optimism that its engineers could certainly develop hacking proof devices. - PTI



Business Line ND 06/12/2010

p-12

# Indian Statistical Institute, LSE ink research pact

**Indo-Asian News Service**

*Kolkata, Dec. 5*

The Indian Statistical Institute (ISI) has signed an agreement with the London School of Economics (LSE) to help policy makers conduct research in formulating strategies to ensure long-term sustainable growth, the Finance Minister, Mr Pranab Mukherjee, announced on Sunday.

"The agreement between the LSE and ISI was signed in London on November 29," said Mr Mukherjee at a programme where the ISI signed a memorandum of agreement with Assam's Tezpur Central University to set up its fifth centre at Tezpur.

The main objective behind the initiative is to "produce demand driven research outputs" that strengthen the "evidence base for policy making relevant to Indian's long-run growth", an ISI release said. It will also help strengthen the capacity of India's policy research institution through collaborative research and exchange of ideas.

The research will be funded by Britain's Department for International Development (DFID) and the "collaborative research partnership" will run till March 2012.

Mr Mukherjee said the basic parameters of development have been changed for the first

time in the 11th Five Year Plan (2007-12) where stress has been laid on real development and empowerment of the people of the country instead of only giving importance to the growth of the country.

"Growth should be based on knowledge. By 2050, the average age of India's 70 percent population will be below 40. This means India will be the country having the largest working force. Providing job opportunities to all is a huge and challenging task. This is why emphasis has been given on skill development and expansion of the knowledge base," he said.

To achieve this goal, an apex committee led by the prime minister and two other bodies headed by the finance minister and deputy chairman of the planning commission respectively have been set up, he said.

Mr Mukherjee said mere statistical growth of GDP does not always reflect development.

"To ensure development, there should be proper entitlements backed by legal enactment. This is why right to education and right to food have been enacted. Since legal enactment was made, one can now move the court with a plea to direct to the government to give education (to students)," he said.

# Financial Chronicle ND 6/12/2010 P-10 Facebook offers IIT-M students Rs 38 lakh

**PRESS TRUST OF INDIA**

*Chennai*

SOCIAL networking site Facebook has offered a package of Rs 38 lakh to IIT Madras students during the ongoing placement season, a top official of the institute said.

Companies selecting prospective candidates from the country's premier educational institute IIT Madras began on December 1.

However, Facebook leads the chart with a package of Rs 38 lakh, IIT Madras advisor (training and placement) N Ramesh Babu said.

Every year students eagerly await to participate in the campus selection and this year too more than 260 companies have registered so far, he said, adding, "But we expect it to cross 300 companies."

Asked on the selection processes, he said the final round of interview would be done later.

"For example, Facebook after conducting all the rounds, will conduct another interview via Skype from the US and when a student gets selected he/she will be offered \$85,000 package," Babu explained.

He said around 1000 students from various streams including B Tech, MTech, MS, doctoral programmes, MBA, have registered for placements this year and so far around 30 students have received offers from various multi-national companies including Goldman Sachs, IBM and Boston Consulting.

Last year the highest package was offered by Tower Research Capital at Rs 28 lakh per annum and about 225 companies had visited the institute for selecting 700 candidates.

This time, while the leading package was offered by Facebook, an oil company has offered to pay a package of Rs 28 lakh, he added.

Mint ND  
6/12/2010 P-9

## EMPLOYMENT

# Facebook offers ₹38 lakh job at IIT-M

**Chennai:** Social networking site Facebook has offered a package of ₹38 lakh for Indian Institute of Technology-Madras (IIT-M) students during the ongoing placement season, a top official of the institute said.

Companies selecting prospective candidates from IIT-M began on 1 December.

However, Facebook leads the chart with a package of ₹38 lakh, IIT-M adviser (training and placement) N. Ramesh Babu said. **PTI**

**Business Standard,  
ND 06-Dec-10**

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## **Facebook recruits IIT students**

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Babu said.**

**PTI**

# OBAMA-SINGH KNOWLEDGE INITIATIVE: IITs BEGIN WORK

*100 faculty members to be trained next year, to be scaled up to 1,000*

KALPANA PATHAK  
Mumbai

**T**he Indian Institutes of Technology (IITs) and central universities will shortly begin work on sending an association of post doctoral students and faculty members to the US universities for training from the next academic session.

The training which is part of the Obama-Singh 21st Century Knowledge Initiative, will have around 100 faculty members to be trained initially. The numbers would be scaled up to 1000 later.

"Ministry of Human Resource Development will spend around ₹130 crore on the entire initiative. We would be spending around ₹13 lakh on each faculty member. The universities where training would take place, however, would be decided by each individual university and IITs," said a senior MHRD official

University of Delhi (DU) Vice Chancellor, Dinesh Singh, told Business Standard that DU would certainly take advantage of this initiative and begin work as per MHRD's direction.

DU is already running faculty training programmes with four universities in the UK, namely — University of Nottingham, University of Birmingham, University of Edinburgh and King's College London. University of British Columbia, Canada, is also receiving faculty from DU.

"We have already sent 16 faculty members for training this year. We are targeting a number of around 25 faculty members to be sent next year. These faculty members will be trained in Bio-technology,



• Top 22 universities in India have 34% vacancy in teaching jobs

• Sikkim University is the worst hit with a staggering 84% vacancy

• Vacancy at IITs have increased from 877 in 2008-09 to 1,065 in 2009-10

• 280 vacant posts in the 8 new IITs that started in the last two years

• MHRD has enhanced research fellowships by 50 per cent to address the situation

Mathematics and Computers, Economics and Commerce. We have an arrangement with the University Grants Commission where we get ₹15 crore for training these faculty members," said a senior faculty member from DU.

As per data from MHRD till May 2010, Delhi University has around 51 per cent vacancy, out of the 1,500 sanctioned posts. The total vacancy is of around 763 posts out of which 729 have already been advertised and interviews are being scheduled.

IIT Kanpur is also drawing plans to firm up this initiative. "IIT Kanpur has tieups with large number of universities. We would be focusing on specific areas which we would soon decide. As part of the training

programme, there is one component related to faculty development where young faculty members would be trained in research. Another component is academic leadership development where vice chancellors, directors and registrars would be sent for leadership development training," said Sanjay Dhande, Director, IIT Kanpur.

At the IITs, number of vacancy has increased from 877 in 2008-09 to 1,065 in 2009-10. The vacancy in these institutions in 2007-08 was 971. There are 280 vacant posts in the eight new IITs.

On his visit to India last month, US President Barack Obama at a joint press conference with Prime Minister Manmohan Singh had

launched the Obama-Singh 21st Century Knowledge Initiative with funding from both sides to increase university linkages and junior faculty development exchanges between the US and Indian universities, including greater emphasis on community colleges.

"Building on our successful efforts to expand educational exchanges, including our Singh Obama Knowledge Initiative, we'll convene a summit to forge new collaborations in higher education. And we are announcing two initiatives to deliver progress to our people," Obama had said.

The initiative assumes significance as top 22 universities in India have 34 per cent vacancy in teaching jobs, with

11,085 sanctioned posts and 3,777 vacant posts.

According to the MHRD the situation is so bad that the new central universities have appointed guest faculty on contract to meet their immediate requirement.

Sikkim University is the worst hit with a staggering 84 per cent vacancy (169 vacancies out of the total posts of 201).

MHRD says all the posts have been advertised and many have been filled on contractual basis.

While Maulana Azad National Urdu University has 118 vacancies out of 248 posts; Aligarh Muslim University, has a vacancy of 235 posts against the sanctioned strength of 1,387.

**INTERVIEW: DAVID PERKINS**

SENIOR PROFESSOR, HARVARD GRADUATE SCHOOL OF EDUCATION

# 'Fashion an education system that speaks to the people'

Prof David Perkins is a senior professor at the Harvard Graduate School of Education and is the co-founder of the Project Zero research programme. On education, he believes that "as educators, we all want learning that matters, learning that makes a deep difference in students' lives". He is also going to be a key speaker at the forthcoming edition of 'School Of Tomorrow'—an XSEED annual international conference on education organised by iDiscoveri. In an interview with FE's Vikram Chaudhary, Prof Perkins shared his views on the changing role of education, how it is becoming too peripheral, too piecemeal, or simply too forgotten. Excerpts:

**How is the role of education changing in the current times?**

The complex and rapidly changing world we live in amplifies the dilemma with its shifts towards information and service economies, globalisation, lengthening of the life span, and more. Whereas traditionally we educate for the known, today's world also asks us to educate for the unknown, preparing learners with the knowledge and perspectives, the communication, learning and thinking skills, and attitudes for thriving in the 21st century.

**What is the 'Project Zero' programme all about?**

'Project Zero' is actually a group of researchers on teaching and learning for understanding creative and critical thinking. They are into organisational learning, cognition in the arts and the role of technology in edu-

cation. 'Project Zero' has conducted several long-term programmes of research and development in the areas of teaching and learning for understanding, creativity, problem-solving and reasoning in arts and sciences.

**What is the major shortcomings of the present day education system?**

I cannot speak with any authority about the educational system in India but I am broadly familiar with educational practices in several parts of the world. To my way of thinking, one of the greatest challenges of education today is fashioning a system that truly speaks to the lives people live and the skills and insights people need in our complex globalised era. Does what we teach and the way we teach enlighten learners about major themes? Does it empower learners as workers, citizens and family members? Does it cultivate responsibility? A great deal of what is taught beyond basic literacy and numeracy will never play a major role again in learners' lives. It's just there for the test, not usable knowledge.

Your book *King Arthur's Round Table* talks about organisational intelligence. What is it exactly and what is its place in the education system?

Organisational intelligence is about whether a collective functions in a smart way. The collective might be a group, team or a more complex organisation of any sort. Ideally, our organisations would operate in ways much smarter than any individual, combining the ingenuity of its members. In practice, many organisations operate in ways that seem less smart than their individual members!

**Among the ideas propagated by your book, which are the ones most suitable for education institutions?**

The book's big ideas apply equally well to educational, corporate, government, military and other organisations. One of the important ideas concerns the kind of leadership we need—inquiry-oriented leadership rather than answer-oriented leadership. Another big idea says that smart organisations need to be both process-smart and people-smart. And there are specific strategies for this. Sometimes organisations do things that are process-smart in a kind of superficial efficiency sense, but they undermine people's commitment to the organisation, and that's not people-smart! I should add that my recent book *Making Learning Whole* is the one that speaks most directly to education. It urges that we need to be aware of the tendency in education to break ideas and skills into small elements and teach them.

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HINDUSTAN ND 6 DEC 2010 P17

# आईआईटी की स्थापना में राज्य सुस्त

समय पर प्रस्ताव और जमीन नहीं मिलने से लटका उच्च शिक्षण संस्थानों का निर्माण

**विशेष संवाददाता**

नई दिल्ली

नई परियोजनाओं के क्रियान्वयन में देरी के कारण मानव संसाधन विकास मंत्रालय उच्च शिक्षा के बजट को खर्च नहीं कर पा रहा है। नए आईआईटी-आईआईएम भवनों के निर्माण, केंद्रीय

## विडंबना

- लक्ष्य के अनुरूप बजट नहीं खर्च कर पा रहा एचआरडी मंत्रालय
- राज्य सरकारों को भेजे स्मृति पत्र, मुख्य सचिवों के साथ बैठक आज

विश्वविद्यालयों के परिसरों की स्थापना, मॉडल डिग्री कालेजों तथा पॉलीटेक्निक की स्थापना में राज्यों से समय पर प्रस्ताव या जमीन नहीं मिलने से परियोजनाएं शुरू नहीं हो पाई हैं। इसके चलते तीसरी

तिमाही में लक्ष्य के अनुरूप बजट खर्च नहीं हो पाया है।

2010-11 के दौरान मंत्रालय को 42,036 करोड़ का बजट मिला था, जिसमें उच्च शिक्षा का बजट 11 हजार करोड़ रुपये है। लेकिन छह आईआईटी परिसरों की स्थापना अभी तक नहीं हो पाई है। वजह राज्यों से जमीन नहीं मिलना है। इस मुद्दे पर सोमवार को केंद्र राज्यों के मुख्य सचिवों के साथ बैठक कर रहा है। इस मद में करीब 400 करोड़ का बजट रखा गया था।