<u>Newspaper Clips</u>

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P-4

HARNESSING HYDROGEN

SPACE FUEL **FOR URBAN SHUTTLES**



After three decades of research, scientists at IIT-Delhi have developed autos that run on hydrogen and cause negligible pollution

Jayashree Nandi | TNN

t's the main fuel of NASA's space shuttle launchers and will now power a test fleet of autos in the city. Hydrogen, so far used terrestrially in some avantgarde customized cars and experimental bus fleets, will run 15 autorickshaws developed as part of an IIT-Delhi project. But unlike London's hydrogen buses and California's Hydrogen Highway project that use com-plicated fuel-cell technology, the Delhi autos vill be built around cheaper internal com-

bustion engines.
Professor LM Das of IIT-D, who has perfected the technology, explains the rationale for hydrogen power: "Hydrogen is like a slightly temperamental child. You need to tame it. Once controlled, it can be much more efficient than even compressed natural gas (CNG)".

Das says he conceived the idea of using compressed hydrogen as an automotive fuel with Delhi's air pollution in mind. In the early '80s, it was a bold initiative — an idea ahead of its time. Lay acquaintances thought he was talking about making a hydrogen bomb. De-

tractors in the scientific community dismissed his research as a freak project.

But Das soldiered on alone over the next three decades as associates came and went. "No one can turn a blind eye to the environ-mental degradation caused by vehicles. In fact, before CNG came, Delhi had become unliv-

HYDROGEN DOES

NOT PRODUCE

TOXIC CARBON

HEAT-TRAPPING

CARBON DIOXIDE

ON COMBUSTION

MONOXIDE OR THE

able. So, despite all the criticism that my research was too futuristic, I pursued it. Now the world knows that aggressive steps are required to mitigate the environmental damage that has been done," he says.

Unlike petroleum-derived hydrocarbon fuels, pure hydrogen does not produce toxic carbon monoxide or the heat-trapping car-

bon dioxide on combustion. There are no oxides of sulphur, nor any particulates. Water vapour and oxides of nitrogen (NOx) are the only byproducts. Although NOx is a pollutant, Das claims their engine has been optimized to reduce its emission greatly. "We got the best

efficiency and very low emissions," he says.

As a member of the government-appoint-

ed core group on automotive research. Das had worked on a hydrogen fuel assignment from United Nations Industrial Development Organization (UNIDO) and the International Centre for Hydrogen Energy Technologies (UNIDO-ICHET) based in Istanbul, in 2006. Over the next three years, the engines were developed at IIT. A conventional CNG engine was used with modifications for compre hydrogen gas.

While the project at IIT-D's Department of Energy Studies resembled a turnstile, one man alone stayed on with Das - lab technician GP Singh. The 14-member team stabilized after the project was officially taken over by auto-

mobile firm Mahindra that has built up a strong presence in alternative energy with hybrid and electric vehicles. The new system was implemented on autos provided by the company and trials were done inside the IIT campus.

Apart from developing the au-branded Mahindra HyAlfa and shown to the public at last month's Auto Expo — Das' team

is also working on two hydrogen-fuelled mini-buses with a 2014 deadline. Senior project scientist, GP Subhash, who quit his job at the University of Petroleum and Energy Studies to join Das, says the Ministry of New and Renewable Energy (MNRE) is keen on developing a hydrogen-run minibus, "The Rs 15-crore project aims to develop two mini buses by 2014.



The idea will take some time to be part of our daily lives. But we are at it to prove the effi-ciency of hydrogen fuel," he says.

Meanwhile, the HyAlfa, which resembles Mahindra's Alfa autos commonly seen in NCR towns, awaits its commercial launch and will be the first mass-produced hydrogen-run internal combustion engine vehicle in the world. The higher price of the modified engine and fuel system is a challenge, though, for its target market. The economics of running these autos in Delhi is yet to be worked out. But Das, Subhash and their team are looking forward to the day when the technology will become an example for the world and give Delhiites a chance to have a smooth ride with less noise and smoke.

'Hang me for so-called omission... but let them go through democratic process'

Days after G Madhavan Nair and three other scientists were barred from occupying government positions for their role in the Antrix-Devas deal, the former ISRO chairman explains why ISRO took up the project and says the government has sent out "a very wrong message" to the scientific community. The session was moderated by Assistant Editor Amitabh Sinha

AMITABH SINHA: What is the Antrix-Devas deal and the alleged scam all about? In 2000, there was a conscious decision by the government that this resource of satellite-based transponders should be for both government and private use. They entrusted the Department of Space to build more satellite

erument and private use. They entrusted the Department of Space to build more satellite capacity and provide it to private users as well. But a private operator cannot hire a foreign satellite and beam it over India, it is only through Dos that they candos. In 2009, we had up to 200 transponders of which 120 were leased out for commercial operations. Since our capacity was not adequate for use by private operators, we hired 80 transponders on foreign satellites. DTH followed in 2004–5-Doordarshan and Tata Sky began to provide DTH services, partly through our satellites and partly through thred satellites from Europe. Once that stabilised, we went into providing communications exercises. We thought of bringing in hand-held communications. When Dr. Kasturinangan was ISRO chairman, he had interacted with Forge Advisors in USA and they said they had critical patents and they were willing to form a joint venture with Antirki to award this technology and deploy it here. A committee was formed with K N Shankara as chairman to look at the technical, commercial and financial aspects of the project. At the end of the study, we came out with a joint venture. ISRO was to provide only the transponder. We told them that if they have too work with Antirk; they have toforman Indian company as we do not have the mandate to work with foreign companies. So they registered an Indian company by the name of Devas Multimedia and they took the responsibility of providing the ground segment and sibility of providing the ground segment and the receiver technology, with the clear under-standing that ISRO's responsibility was only to provide the transponder capacity.

Devas had to get all the clearances needed

power that the committee met all the people comment. The Chaturvedi committee has said there is no specifically ages in a delegated power of the committee of the comment of the committee of the committee of the comment of the comme

services even to remote parts of the country, was So, new technology coming to the country was the primary driver. For ISRO, a high power satellite with deployable antenna, providing multimedia services from space would have been unique and we would have been the third country in the world to have that technology

DILIP BOBB: What are the commissions and omissions that you are being charged with in the deal?

with in the deal?
The Chaturvedi committee was very fair.
They stated that I did not keep the government informed of the Devas deal. But in the same



timeframe, Tata Sky was negotiating withus. We leased them 12 transponders. We did not inform the government about that. Antirx Corporation is a commercial wing of the Department Space that its are gistered government company. It has got its own bylaws. The buck stops with the board of directors. They are authorised to lease out transponders for commercial purposes, Department of Space is not authorised. When we build a satellite andgo tothegovernmentfor approval, it takes two to three years to go into orbit. At the time of the proposal, I may have one person or two persons interested. As and when the satellite becomes operational, the agreement is firmedup. The Cabinet note says the majority of the capacity, 80 to 90%, will be leased out to private operators. Wedd in orbit and the practice. Suppose Devas backed out from the technology part of the agreement, we would have to find someone else and go for government proval again. Idiation want that It is a decision of the Antria Board and there was no malintention in the reporting. It has been the standard practice from 2000 onwards. time frame, Tata Sky was negotiating with us.

COOMI KAPOOR: Do you think that matter was blown out of proportion due to rivalry within the department? I would not say that yan puzzled by the developments. First there was the B N Suresh committee appointed by the Space Department. In May 2011, the committee's report detailed the merits and the demerits of the project and said it has to be pursued. They did not say there were any procedural lapses, what they said is that keeping in mind the current utilisation of Shand, we have to look at what changes have to be made for the future. They said a for mal MoU has to be signed between Antrix and Devas—these are procedural steps.

COOMI KAPOOR: Why then have two committees looked into the deal?

This is puzzling. I am not privy to any of these documents. I know there was a Space Commission meeting in 2010. Based on certain data presented at the meeting, they said the deal should be terminated. Then, the Department of Space went to the Cabinet Committee on Security to terminate the deal. That process remained hidden from us. The Pratyush Sinha committee asystatin 12010, Devas sold shares to some foreign companies. Secondly, CAG brought out a report saying that the spectrum evaluated comes to ₹2.75 lakh crore. These two factors put to getter led to a panic reaction. The Chaturved ic ommittee has given the answer (to why terrustrial and space spectrum are not the same) one mobile tower covers 10.15km and serves 10,000 to 20,000 customers; a satellite covers an area of 500 km—whe have five Commission meeting in 2010. Based on cerserves 10,000 to 20,000 customers; a satellite covers an area of 500 km-we have five beams and we serve 50,000 customers. Therefore, the earning opportunity on the ground is much more. Therefore, the chaturvedi committee said there is no anomaly (inpricing of spectrum). They also said that there is no procedural lapse in not informing the government. Now, people are trying to justify their panicky reactions.

SUNIL JAIN: If you look at the 2G scam, A Raja was entitled to give his point of view whereas here you were not given

The Chaturvedi committee has two mem The Chaturvedi committee has two members—Prof Roddam Narasimha and B K Chaturvedi. They gave us the opportunity to present our viewpoints and those were fully reflected in the final report. The Sinha panel sent us a quiestionnaire comprising 20-30 questions, asking about issues related to the spectrum aspect. We asked to be called They did not call us. I thought I should meet

Pratyush Sinha personally. I finally gate-crashed a meeting to meet him. Half the time was spent in exchange of pleasantries. I was asked to give clarifications on a few points, which isent within the next 24 hours. The committee recommended that action be taken as per the Pension Rules or any other rules. While taking action, a memo or a chargesheet has to be issued to individuals and after that hearing is held. That process did not take place. We learned of the punish-ment meet to us through the media. Even today, we have not been given the orders. Why was it kept a secret from us?

SUNIL JAIN: You make a distinction be tween 'satellite' spectrum and telecom spectrum—that'satellite'spectrum cannot be priced at the same rate as telecom not be priced at the same rate as telecom spectrum. Yet, the 2010 auctions of Broadband Wireless Access spectrum was in the 2.3 GHz band while your 'satellite' spectrum is in the 2.5 GHz band and that can also be used for telecom. So why should they be priced so differently?

Theoretically even telecome oppositions on the priced of the priced so the

DEA **EXCHANGE**



'WHY DID ISRO TAKE UP THIS PROJECT? SIMPLY BECAUSE A COUNTRY NEEDS A MOBILE COMMUNICATION SYSTEM.
TODAY, AT LEAST 30,000-40,000
VILLAGES DON'T HAVE ANY CONNECTIVITY. IF YOU HAVE A HAND-HELD DEVICE, ONE CAN PROVIDE MULTIMEDIA SERVICES EVEN TO REMOTE PARTS OF THE COUNTRY. SO, NEW TECHNOLOGY COMING TO NEW TECHNOLOGY COMING TO THE COUNTRY WAS THE PRIMARY DRIVER. FOR ISRO, A HIGH POWER SATELLITE WITH DEPLOYABLE ANTENNA, PROVIDING MULTIMEDIA SERVICES FROM SPACE WOULD HAVE BEEN UNIQUE AND WE WOULD HAVE BEEN THE THIRD COUNTRY IN THE WORLD TO HAVE THAT TECHNOLOGY'

coordinated with the ITH Even if we desire to use it for ground application, ITU will deny it. SUNIL JAIN: Wasn't Antrix-Devas en-

SUNIL JAIN: Wear't Antrix-Devas entering into deals to sell the spectrum to various teleos at a premium? The Pratyush Sinha report talks of this. That is why I said they (Devas) will have a tough time. In today's time, Devas programme would have been a commercial flop—if you pay too much to service providers, it cannot take off. if something is not allowed under the policy or is unfair, I wouldhawe pulled the pulg. Anyone wanting to use if for telecom would have to go to DoT and get its permission. There are a number of provisions in the agreement which gives us power to cancel it at any time. In transponder leasing, we put light clauses—the transponder has to be used for the intended purpose. If it is used for other pur tended purpose. If it is used for other purposes, we will switch off the transponder.

MANEESH CHHIBBER: You have the current ISRO chief

MANEESH CHHIBBER: You have blamed the current ISRO chief K Radhakrishnan for the mess. No, it is not about an individual. For the stx years that I was in charge, as head of the department, I am to be held responsible for every launch failure and success. Similarly, for what happened between 2009 until 2010, (Radhakrishnan) should take the responsibility. There is nothing personal about it. The first day, became wild and made some remarks but I will not do that now.

SWARAJTHAPA: The Chaturvedi report said there was no full disclosure to the appropriate authorities on the Devas deal. You say there was no requirement. But was the issue discussed in meetings at lower and internal levels? For instance, the report mentions that the Insat Coordination Committee (ICC), which should have also discussed the issue, had met 78 times before 2004 but did not meet even once between 2004 and 2009.

The ICC's mandate is to coordinate inter-departmental activities and to service the go ernment's requirements for satellite-based operations. In 2000, when the satellite policy was announced, the Department of Space was given the full authority to take decisions was given the full authority to take decisions on transponders, creation of capacity as well as leasing of capacity. We had the Technical Advisory Group that met is times during this period and in two meetings, there were full fledged discussions on the Devas agreement and whosoever needed to be informed, was informed. I have not hidden any information from those who should have knownit.

DILIP BOBB: Would it now be possible for ISRO to enter into agreements with private parties?
We have taken away the faith of private when

versa and foreign companies after we can-celled the Antrix-Devas deal. With the can-cellation, these people will think twice.

ANUBHUTI VISHNOI: How disappoint-

ANUBHUTI VISHNOI: How disappointed are you with the government's decision? What do you think are the larger implications of this decision on the scientific community in India?

The government has sent out a very wrong message to the scientific community I amprepared to bear full responsibility for the so-called omission of not informing the government explicitly about the Devas deal. They can have mefort! But let it cut househ these can hang me for it. But let it go through the de can nangmenor it. Butteringo inrough niewer mocratic process, let them send me a memo saying on such counts you are chargesheeted and let me send my explanation. Let them take action as per the rules. I learned from my gu-rus, Dr Vikram Sarabhai and Dr APJ Kalam,

that you will not be blamed for doing your job. For the first time, I have learned the opposite.

PRACHI*: If the ban on you is revoked. would you take up a government job? What for? If the government wants, let them come to me. I cannot take blind decisions especially after being slapped.

SHARDA SRIVASTAVA (Doon Public School, Paschim Vihar): How do you feel when fingers are pointed at you regarding the Devas deal? Do you feel betrayed? There is no point to that kind of emotion—it will serve nothing. What matters is that we bring out the truth.

SWARAJ THAPA: In hindsight, do you think the Cabinet note should have specified very clearly who and for what purpose the transponders were being leased? I did not want to tie my hands by saying I did not want to the my hands by saying Devas was the only player. If somebody else comes in, I should have the flexibility to give it to them. That is why we said 'a few private parties'. If you have a licence fee to pay for your house and vehicle, it goes to the municipal authorities. It does not go to the state chief minister. The matter stops with the body that is responsible for it. Here the matter stopped with Antrix.

RAVISH TIWARI: It is unfair to compare 2G spectrum with this, but there the private players knew the value of the spectrum being sold. Here too, Forge knew it? That is where the difference lies. Forge came for hand-held communication devices for satellite. At that time there was no suggestion of groundapplication. This is hindsight. They realised that a hand-held device on the high-wayandin runvil villages siperfectularior cities with high-rise buildings, it does not work unless there is a repeater on the ground. This was a late awakening. If they had started negotiating with DrOff or a terrestriallience), it would have been goodbye to the contract.

KARAN (Doon Public School, Paschim Whan): Why was the government not in-formed about the loss regarding the deal? There was a committee set up for it. They went through all computations, and they

RAJ KAMAL JHA: How did you choose

Forge?
They were intouch with us since 2003. When Dr Kasturirangan was chairman, they made a presentation to him when he was in Washington. Then they sent us the proposal that was submitted to the Shankara committee This wasn't through a tendering process. Our policy was first-cum-first basis.

RAKESH SINHA: What is the gap between the Chinese and Indian space programmes?

In most of the areas we are better off, like launch reliability, satellite technology. Unfortunately, on manned missions we are lag-ging behind terribly.

COOMI KAPOOR: Is the manned mis-Soon an extravagance we can't afford?
Not at all. When you send two people into orbit, it means that we are setting up facilities where we can understand the human physicology in a better way. The spin-off in the medical field is tremendous. After USA and Prosets, unwanted them, when the service we can be setted to the spin-off in the medical field is tremendous. After USA and Prosets, unwanted them well as the state of the service was all them. Russia, we would have been the third co try to launch the man mission if we had tak en up the programme in 2010.

Question asked by an online reader Transcribed by Pragya Kaushiko

LIFT THE VEIL If India's space programme, the world's fifth largest is to pull off manned missions and other ambitious projects, it urgently needs to enact a law eliminating grey areas, such as the one that gave rise to the controversial Antrix-Devas deal, says ZIA HAQ

slum along the Mysore Road

and stand and present the headquarters of the standard of the

YET. A BOTCHED PUBLIC-PRIVATE PROJECT CALLED THE ANTRIX-DEVAS DEAL HAS COME AS A SOBERING MOMENT IN INDIA'S SO-FAR-SO-GOOD SPACE

IN SUPPACE

SPACE

ARCHEDISTANCE

prime minister, who oversees the space department.
While scientists ought to be accountable and punished if guilty, the government cancelled the Antrix Devas deal, saying that it did not fall within the ambit of the 1999 SatCom policy, the only policy. India has relating to space science.
The incident has therefore revealed a huge lacuna in the space sector: the

The incident has therefore revenued a huge lacuns in the space sector: the lack of a comprehensive space law, which most nations with an active space programme have. None of this may have happened had the government heeded several calls over the years from various experts for a national space law. "You need a snace law not for when

years from various eager al space law.
"You need a space law not for when easy with but when they go "You need a space law not for when things are going right but when they go wrong," says Professor VS Mani, a for-mer Isro chair of International Space Law at Delhi's Jawaharial Nehru University. "Otherwise, you have noth-ing to fall back on, as has happened now."

A DEAL ABORTED BEFORE TAKE-OFF



Antrix, the commercial arm of India's national space agency, signed a con-tract with the privately held Devas Multimedia neid pevas Multimedia in 2005 to lease 90% of a special type of spectrum of radio waves, which is what satellites use to communicate with earth. Isro was also to build, lease and launch two satellites under the deal.

HOW WOULD THE DEAL HAVE HELPED? India's reliance on foreign satellites for hand-held satellite bonoes would have ended, potentially bringing affordable telecommunications to 40,000 villages that cannot be serviced by terrestrial networks. Internet access would have increased. Only two other countries, the US and Japan, have this technology.

WAS SPECTRUM GIVEN AWAY CHEAD? No sale of spectrum took place. The government revoked the deal in February 2011 before Devas could apply to the department of telecom for a spectrum licence. WHO ARE DEVAS'S PROMOTERS?

WHO ARE DEVAS'S PROMOTERS?

Devas is led by Isro's former chief technology officer. It has experts with experience in large telecommunication firms. Deutshe Telekom, partially owned by the German government, bought a stake in 2009. This change in shareholding is one of the things the government was concerned about because of a dilution in equity and the ushering in of a strategic foreign shareholder. US-based Columbia Capital and Telecom Ventures is also an investor.

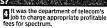
WHAT ARE THE MAIN CHARGES?

- Isro didn't find other partners before accepting Devas's proposal.
- India's satellite policy offers non-exclusive use only, but the deal was exclusive to Devas.
- Details were not fully divulged to the cabinet during its presentation.
- Only Isro was liable for losses.
- In the deal, Devas was considered an international customer for legal purposes, even though it is registered in Bangalore, which is a discrepancy.

WHAT ARE THE RESPONSES?



- Devas had exclusivity by virtue of having the technology to execute it.
- It has never been the practice to state all details, including technical ones, to the cabinet.





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ISRO'S BIG-TICKET PLANS

TIME!

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THE NEXT FIVE YEARS will see Isro launch some its biggest missions yet. Isro has traditionally focused on space missions that have ground utility, rather than symbolic ones.

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HOME-GROWN SATELLITES have enabled direct-to-home satellite television to cover the entire country. VSATs provide applications such as data and video connectivity, village telephony, broadband connectivity and ATMs.

ILLUSTRATION: ABHIMANYU SINHA

ISRO HAS BEEN FYEING a share of the billion-dollar satellite business after it first bid for a lucrative commercial satellite-launch and sent up an Italian orbiter in 2007 from a base in India.

THE BRIGGEST BREAKTHROUGH COULD come from Isro's plan to develop an air-breathing rocket engine called scramjet. This could give India a far more affordable version of the US's space shuttles.

STILL REACHING FOR THE

BANGALORE: The high-security headquarters of the Indian Space Research
Organisation, or Isro, betrays no sign
that the institution has just weathered
of the street of t

which designs are being prepared.
Analysts say India, which is emerging as a key player in the multi-billion dollar space sector, intends to compete hard with an equally ambitious China.
Another one of isro's major intitatives involves developing India's own regional satellite navigation system worth 700000 crore, an answer to the worth 700000 crore, an answer to the depart and of defence, on which India depends.

department of defence, on which India depends.
Alming even higher, Iros i already pressing its scientists to develop a cutting-edge air-breathing rocket, engine known as a scramjet.
This could give India a far more affordable version of the reusable single-stage space vehicle, which is something similar to America's famous space shuttles.

Zin Han

SATELITES CONNECT 60 speciality hospitals to 306 remote and rural hospitals and 16 mobile ambulances. About 55,500 class-rooms are linked through satellite networking. These classes include the whole gamut of the education system, from primary to higher education.

THE SECOND UNMANNED
PROJECT, Chandrayaan-II, is set
for launch in 2013's first quarter
as a precursor to a manned space
mission planned for 2016.

ON THE DRAWING BOARD is an astronaut-training centre.

IT IS KEEN TO DEVELOP INDIA'S OWN

regional satellite navigation system worth ₹70,000 crores, an alternative to the US's GPS system .

THE BIGGEST BREAKTHROUGH could

There are several grey areas. Nair argues that the SatCom policy clearly did not require him to scout around for other partners before accepting. Deva's proposal, which he says could have brought telecommunications to 40,000 villages that cannot be serviced by terrestrial networks. Nair could not have had criminal intent, says Yash Fal, educator and scientist.

But dealing with crime requires a service by the place India has already stays and the place India has already stays and the place India has already the service of the





Why were you keen on the deal?

al?

We have lost a great
opportunity. The
deal was to rid
India of its
reliance on
foreign satelPHOTO lites for
hand-held

satellite communication. Nearly 40,000 villages that cannot be covered under normal terrestrial networks would have got telecom links, apart from Internet-based services.

But no bids were invited for the deal.
The existing policy provided only for deals based on a first-come-first-served hasis. We had the mandate to lease satellite capacity, Isro's responsibility was limited to building and launching studies. Spectrum or frequency would have been allotted by the tolecom department at its determined prices department at its determined prices of the department at its determined prices it had felt there was something amiss.

You maintain there was no wrongdoing. Absolutely. The entire deal was in conformity with the existing SatCom policy. You cannot retrospectively

apply rules. We would have got the assured 13.8% returns over the project period of 12 years, one of the highest so far.

But you had told HT earlier that there was some "procedural deviation". Yes, to the extent that instead of naming the exact private partner in one of the communications, we said "some private parties." That is a minor procedural quibble. That's all.

What are your grievances?

The Pratyush Sinha inquiry commete the second of second of

He Can Start, But Can He Phaneesh?

Phaneesh Murthy is in a hurry to make a come back as an IT big boy. But in his third and ongoing attempt he may have to negotiate an activist hedge fund

:: Lison Joseph

haneesh Murthy, 47, is often called Indian information technology (IT) sector's come-back kid. And he can't wait to get back into the big boys' league.

In 2003, when iGate - the firm he heads - acquired Quintant Systems, media reported that Murthy was back with a bang. But that was not to be.

In 2009, when Satyam Computer was put up for sale, Murthy tried his luck again to come back. Again, another fizzle.

Finally last year, Murthy made his third come back, sort of, when iGate acquired Patni Computer Systems for \$1.2billion. With that, Murthy is not stuck in the middle anymore, where there is an excess of mid-sized firms looking to survive.

The come-back analogy makes better sense in the context of Murthy's rapid rise up the corporate hierarchy and his sudden disappearance from the main stage under not-so-enviable circumstances.

That Incident

A decade ago, in 2002, everything was going well for Murthy, extremely well in fact for the ace salesman at Infosys - he even had a board seat.

A reputed rainmaker, Murthy played golf with senior executives of US corporations and got millions of dollars worth of contracts for Infosys. Under Murthy's sales leadership, Infosys grew from around \$20 million in revenues in bill of \$700 min. 1992 to \$700 million in 2002. Murthy needs to

And then, Murthy, an alumnus of IIT (Chennai) and IIM (Ahmedabad) got embroiled in sexual harassment allegations by a female

Rall In the wake of another female colleague also making similar allegations, Infosys decided to play it safe and opted for an out-ofcourt settlement with the complainants by paying \$3 million and the firm's designated rainmaker was forced to walk away from all that could have been.

Murthy, once a blue-eyed boy of Infosys founder NR Narayana Murthy, even got \$570,000 in bonus payout that year.

Selling India

Back in 1990s, when IT was still a sunrise sector, selling for Infosys meant selling the Infosys brand as much as selling the Indian brand. Murthy would famously start his sales pitches with power point presentations about India, follow it up by serving an Indian snack before getting into the hardcore sales pitch.

Colleagues from Murthy's Infosys years and iGate recall him being an excellent salesman, but not equally successful in commanding employee loyalty. The dealmaker, they say, had trouble in taking no for

After his exit from Infosys, Murthy worked as strategic adviser for Quintant Services, which was acquired by iGate, where Murthy got the CEO tag.

All that is history. Murthy is now back in the news, partly may be, because he is in a hurry.

Patni Puzzle

Williavieri

generate enough

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He is in the news for his "aggressive" integration of Patni with iGate. To be sure, Patni, was almost thrice the size of iGate and private equity firm Apax Partners had to lend Murthy a funding hand to help him punch much above his weight in an ambitious, highly leveraged buyout.

With a debt bill of about \$770 million from the Patni acquisition, Murthy needs to generate enough cash to repay it all. Trickily for Murthy, most of the cash is on Patni books. Taking a short-cut, Murthy merged the sales forces of iGate and Patni, so he could book all new deals on iGate's books. Some analysts think that may be good for iGate, but not so much for Patni's minority shareholders.

The long route to integration would be to do it post de-listing and when iGate owns Patni 100% and does not have to worry about minority shareholder interest. But then, coming back into the main stage after a decade, Murthy may not be in a mood to wait.

He wants to de-list Patni, listed on Indian

bourses and the New York Stock Exchange. iGate owns about 82% in Patni,

but among the remaining share owners is a particularly activist hedge fund, Elliott Management Corp, which mopped up a lot of Patni shares in last few months from the open market to build up a formidable minority investor position with 9.4% ownership.

Should He Have Walted?

Murthy, not quite known for his consensus building approach, may be in for some lessons in negotiation, some analysts think, on account of his fast-paced assimilation of Patni with iGate.

"I am not denying that there can be two points of view on this matter," Murthy says about whether close integration should have waited till after de-listing.

Elliott, known on Wall Street for its ability to get managements of large corporations to toe its line, might have some advice for Murthy.

Only time will tell, if Patni will indeed become his vehicle for the real come back or if it turns out to be another case of stillborn come back as in 2003 and 2009 =



Publication: The Times Of India Delhi; Date: Feb 12, 2012; Section: Times Global; Page: 16

US to honour Amartya Sen for work on poverty

Chidanand Rajghatta TNN

Washington: India's Nobel Prize-winning economist Amartya Sen is among nine scholars named by president Obama for the United States National Humanities Medal, the White House announced on Friday.

Sen, who retains his Indian citizenship, is the first Indian to be honoured with the medal that is typically awarded to US nationals through its 16-year history. The White House citation describes him as an economist and a philosopher while recognizing him "for his insights into the causes of poverty, famine, and injustice".

"By applying philosophical thinking to questions of policy, he has changed how standards of living are measured and increased our understanding of how to fight hunger," the White House citation said. Senhelpedcreate the United Nations Human Development Index.

The National Humanities Medal, bestowed on 133 individuals since it came into existence in 1996, "honours individuals or groups whose work has deepened the nation's understanding of the humanities, broadened our citizens' engagement with the humanities, or helped preserve and expand Americans' access to important resources in the humanities," the White House said.

While Indian scholars and experts of Indian-origin have previously won White House recognition in science and engineering in the form



MATTER OF PRIDE: Sen is the first Indian to be honoured with US National Humanities medal

of National Medals, this is a first in humanities.

Sen, who won the Nobel Prize for Economics in 1998, is currently the Thomas W Lamont University professor and professor of Economics and Philosophy at Harvard University, and divides his time between US and India. He is a close friend and adviser to PM Manmohan Singh, who was his contemporary in Oxford and Cambridge, while president Obama is a late-80s alumnus of Harvard Law School.

Sen is among four (an unusually high number) foreign-born luminaries in a distinguished list this year that includes the American poet John Ashbery; historians Robert Darnton and Cuba-born Teofilo Ruiz: Ghanian-British-American philosopher Kwame Anthony Appiah; music scholar Charles Rosen; literary scholars Andrew Delbanco and Ramón Saldívar; and the educational program National History Day. The ceremony will be webcast live at 1.45 pm on February 13, from the White House East Room.

Publication: The Times Of India Delhi; Date: Feb 12, 2012; Section: Dance Of Democracy; Page: 10; Britain safe for Indian students, says UK MP

Madhavi Rajadhyaksha TNN

Mumbai: Cries of racial attacks against Indians in UK surfaced yet again on Saturday after an MBA student, 26, was stabbed in London. The incident occurred even as Member of UK Parliament and a person of Indian origin. Keith Vaz, was in the city carrying a message of assurance that UK was safe for students. Vazwhohasservedsix terms in the UK Parliament stopped by in Mumbai before visiting Goa and Delhi to soothe Indian ties.

"This is absolutely shocking and very upsetting. We need to find out all the facts of the incident," he said referring to Saturday's attack on Praveen Reddy. Earlier in the day, Vaz had met the family of another victim, engineering student Anuj Bidve (23) who was shot to death on the streets of Manchester in December. "We all feel a sense of outrage about the terrible tragedy. I am glad that someone has been charged and we will know what exactly happened after the trial," said



Vaz. who instituted a fund for Bidve's family. He handed over £1.000 to his kin.

The recent attacks along with change in visa rules have dampened the spirit of students aspiring to head to UK for education. The UK government has recently tweaked visa rules making it harder for students to pursue work in UK after obtaining their degrees and imposed stricter English language tests and scrutiny of private colleges.

Indian sensibilities were further stoked after TV personality Jeremy Clarkson mocked Indian culture on a Christmas special on BBC. "It is offensive that we still We all feel a sense of outrage about the terrible tragedy (Anui Bidve's murder). I am glad that someone has been charged and we will know what exactly happened after the trial Keith Vaz | BRITISH MP

don't have an official apology from BBC. It was an unfair characterization of a country. and Clarkson should have personally come down to India and tendered an apology," said Vaz who has written to the directorgeneral of BBC demanding such a move.

Vaz also spoke out against the sponsorship of Dow Chemicals for the upcoming Olympics in London, another contentious issue that has strained Indo-UK ties in recent times. Emphasising the need to reenergize India's ties with the UK, Vaz said India was emerging as more important to Britan than even the US.

Publication: The Times Of India Delhi; Date: Feb 12, 2012; Section: Times Global; Page: 16;

By 2013, a bionic eye for the blind?

Washington: In a pioneerresearch. scientists claim to be developing bionic eyes for the blind, which they say will be ready for human trials by 2013.

An international team, led by Monash University, says the bionic eye implant

will suit peolosttheirsight

through traumatic injury or tumours, as well as for those with diseases affecting eyes like glaucoma and retinal disorders. "We have made significant progress since beginning last year and are confident we will have a device that could treat the majority of patients who are clinically blind," said team leader Arthur Lowery.

He added, "Our device will directly stimulate the

brain's vision centre using a miniaturised implant.

The implant is fed with signals from a camera that have been processed to extract the most useful information, depending on what the user needs.

"The implant has many

 tiles. each ple who have BREAKTHROUGH with 45 electrodes.

signed to give over 650 pixels in all. Due to the powerful and adaptable signal processing, we believe this number of electrodes can provide invaluable situational awareness to the user. The device can also be tuned for use in different environments. both indoors and outdoors."

It does not require a functioning eyeball or optionerve or visual pathways from the eye to the brain. 🖭

Amar Ujala ND12/02/2012 P-7

एआईईईई : एसएमएस करेगा अपडेट

🐠 अमर उजाला ब्यूरो

नोएडा (ब्यूरो)। ऑल इंडिया इंजीनियरिंग एंट्रेंस एग्जाम (एआईईईई) में बैठने वाले छात्रों को परीक्षा और नतीजों तक की सभी अपडेट एसएमएस से मिलेंगे।

एआईईईई ऑनलाइन एग्जाम कराने जा रहे ट्रीसीएस की ओर से छात्रों को ये अपडेट भेजी जाएंगे। फार्म भरते समय छात्रों ने जो मोबाइल नंबर दिया है उसी पर ये जानकारियां मिलती रहेंगी। सीबीएसई ने ऑनलाइन परीक्षा के लिए आवेदन करने वाले छात्रों के लिए अपनी पसंद की तिथि चुनने की प्रक्रिया को तीसरी बार आगे बढ़ा दिया है। अब छात्र, 15 फरवरी तक अपनी डेट का चुनाव कर सकते हैं।

ऑनलाइन एग्जाम सिर्फ चार दिन आयोजित किया जाएगा। इसके लिए 7 मई, 12 मई, 19 मई और 26 मई का दिन निर्धारित किया है। सीबीएसई की ओर से टीसीएस के स्मॉल एंड मिडियम बिजनेस सॉल्यूशन आईऑन द्वारा

ये अपडेट मैसेज से भेजे गए हैं। छात्रों की संख्या ज्यादा हो गई तो बाद में आवेदन करने वाले छात्रों को किसी दूसरी दिन का चयन करना होगा।

इसके लिए एआईईईई की ओर से छात्रों को जानकारी मुहैया करा दी जाएगी। इसके बाद 10 मार्च से प्रवेश पत्र जारी कर दिए जाएंगे। छात्रों को 31 मार्च तक प्रवेश पत्र प्राप्त करने का समय दिया गया है। ये सब जानकारी छात्रों को मोबाइल एसएमएस से मिलती रहेंगी।