

**Dainik Bhasker, ND 22/02/2014 P-2**

## आईआईटी दिल्ली में वैज्ञानिक दृष्टिकोण पर सम्मेलन

सामाजिक विकास में वैज्ञानिक सोच और तकनीकी समावेश के लिए आईआईटी दिल्ली में दो दिवसीय 'वैज्ञानिक दृष्टिकोण एवं राष्ट्र' विषय पर सेमिनार शुरू हुआ है। इसमें देश भर के तकनीकी शिक्षण संस्थानों के प्रोफेसर एकत्रित हुए हैं। यह सम्मेलन तर्कशास्त्री डॉ. नरेंद्र दाभोलकर की स्मृति को समर्पित किया गया है। नेशनल इंस्टीट्यूट फॉर साइंस एंड टेक्नोलॉजी कम्युनिकेशन के प्रधान वैज्ञानिक निमिष कपूर ने बताया कि इस सम्मेलन का उद्देश्य वैज्ञानिक सोच रखने वाले लोगों की मदद से राष्ट्र निर्माण में जनसामान्य को जागरूक करना है।

# UnConference at IIT Delhi



Picture Credits: Misbah Ashraf

[The UnConference](#), a move to connect global change makers locally: UnConference is a revolutionary idea which aims to organize small, local meet-ups between change makers so that idea-collision can take place.

The UnConference understands disconnect among change makers, especially among those from different fields. Not every passionate individual knows likeminded people and can tap into support networks.

[The UnConference](#), which slashed the concept of typical Conferences, aims to connect passionate individuals to change makers in their local communities and to those globally. From entrepreneurs, coders, designers, journalists, student filmmakers and policy makers, the platform hopes to bridge the gaps existing between change makers in diverse fields and allow them to interact on one platform.

Over a four hour, simplified and slashed version of a conference this meet up hopes to create unusual synergies between change makers from different fields.

They hope to create a strong community of 500+ individuals over the next 5 years.

[The first UnConference](#) was held at 91SpringBoards, a leading incubator and co working space in Delhi on the 25th of January, 2014 from 2:00pm to 5:00pm. The event covered the UnManifesto, an initiative of 42 organizations in India working to make policy making a democratic process. The UnConference saw the participation of 35+ change makers from the fields of design, technology, filmmaking, journalism, entrepreneurship and sports. Speakers consisted of Apurv Agrawal (VP at 91SpringBoards), Ritesh Aggarwal (founder of OyoStays) and Anshul Tewari (founder of Youth Ki Awaaz). Global partners included: OyoStays, 91SpringBoards, Draper University and Strikingly.

[The team behind The UnConference](#) is planning to help host the idea in cities across the globe and have already received requests from Belgium, Ireland, Bangalore, Rourkela etc. The application form for the same can be found on the website.

Next one is going to happen on 22nd Feb, IIT Delhi from 1 to 4 PM. For more information [join us here](#).<http://www.coolage.in/2014/02/21/unconference-at-iit-delhi/>

# Plans to overhaul higher education hit systemic blocks

## Dateline

New Delhi

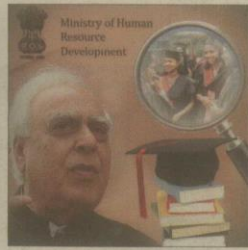
Prakash Kumar

Announcing the 100-day agenda for the Ministry of Human Resources Development (MHRD) in June 2009, the then minister Kapil Sibal (now telecom minister) promised radical reforms in the country's education system. While the major portions of the priorities were the HRD ministry's unfinished agenda for the last five years, Sibal added some new proposals to overhaul the education system in the country. One of them was to make Class 10 board examination optional, while another a law to check and punish 'malpractices' in higher educational institutions. Sibal also proposed setting up of an overarching authority for higher education and research. These reforms were touted by the ministry as 'important steps' in deciding the destiny of the children and youth of the country.

In subsequent years, Sibal announced more ambitious plans as part of the UPA

government's agenda for education reforms. His ministry formulated over a dozen bills, with bulk of them aiming at bringing greater transparency and accountability in the education sector. Five years down the line, most of the plans of the HRD ministry, made since 2009, remain a far-fetched dream. Aakash, a low cost access-cum-computing device promised by Sibal, continues to elude students of higher education as the new HRD minister M M Pallam Raju dumped Sibal's idea. As Raju showed interest only in research and development of Aakash, Sibal assured that his telecom and information technology ministries will make tablets available to students but nothing has come on the ground so far.

The ministry's agenda to bring reforms in education sector was a victim of the stalemate in Parliament over a range of issues from corruption to price rise, continuing since October 2010 after the Commonwealth Games scam came to fore. As many as 13 key bills of the ministry aiming at streamlining the education system in the country have been stuck in Parliament for more than last two years. "It happened be-



cause these bills did not get public acceptability," said Delhi University teachers' association president Nandita Narain. Some of the ministry's pending bills included one to check unfair practices and a national accreditation regulatory authority for higher educational institutions. None of them, however, could be pushed through for passage in Parliament as they did not figure in the priority list of the government with the sole

exception of a bill to set up central university for women in Rae Bareilly, the constituency of Congress president Sonia Gandhi.

### Pending bill

A bill to regulate entry and operation of foreign institutions in the country is pending for passage in Parliament for long, amid stiff opposition from various stake holders including MPs cutting across party line. The ministry decided to implement its plan through executive orders and formulated rules for setting up of foreign universities' campuses in the country. The department of industrial policy and promotion as well as the department of economic affairs gave their nod to the idea but the matter is pending with the law ministry for its opinion. "This is unfortunate. The bill was seen as government's attempt to allow foreign institutions open shops in India while the actual intent was to regulate their operation in the country and provide students an opportunity to get world class education at much lower cost," said ministry official.

It was only during the term of former HRD minister Arjun Singh that the gov-

ernment could bring some reforms in the education sector. A much-debated legislation granting 27 per cent reservation to Other Backward Classes (OBCs) in the centrally-funded educational institutions got approval of Parliament in 2006. Higher education sector was expanded to meet the rising demand of universities and colleges. Eight new Indian Institutes of Technology (IITs), 20 National Institutes of Management (IIMs), 16 central universities and five Indian Institutes of Science Education and Research (IISERs) were set up. IISERs, however, got legal status later in 2012 with passage of a law.

During its five-year term, UPA-II could only successfully bring the Right to Education Act, a landmark legislation, but its implementation continues to remain a concern. Government has been patting its back for substantial increase in the number of children enrolled in the schools and decline in the rate of children dropping out to 5.6 per cent in 2012-13 from 9.1 in 2009-10 as a result of RTE, but the National University of Educational Planning

and Administration (NUEPA) in its latest report indicated most of the elementary schools fall short of attaining the level of progress that was expected from them by the legislation in terms of access, infrastructure and quality of education.

The process of continuous and comprehensive evaluation (CCE) being implemented in schools as part of no-detention policy under the RTE Act has drawn criticism from various quarters. A committee, set up by the central advisory body on education, has reportedly flagged various drawbacks in the no-detention policy.

Sibal made an attempt to introduce a system of single entrance examination for all technical institutions. But under pressure from the IITs, the government settled with a new format of joint entrance examination, to be conducted in two parts—JEE-Main and JEE-Advance, which brought major relief to the aspiring engineers. Only time will tell whether the Rashtriya Uchchatar Shiksha Abhiyan (RUSA), meant to strengthen the higher education system by funding the states, will make a difference as it is in the initial stage of implementation.

## IIT-Bombay director visits Panjab University for special talk

TNN | Feb 22, 2014, 07:19 AM IST

CHANDIGARH: Celebrating the birth anniversary of scientist and PU alumnus Dr Shanti Swarup Bhatnagar, Panjab University (PU) on Friday invited IIT Bombay director Devang V Khakhar for a commemorative lecture. Five Bhatnagar awardees were also honoured at Dr SSB University Institute of Chemical Engineering and Technology (UICET).

Shanti Swarup Bhatnagar was instrumental in the setting up of PU's chemical laboratories while it was based at Lahore.

Khakhar, a Bhatnagar awardee, and other Bhatnagar awardees — S V Kessar (professor emeritus, PU's Centre of Advanced Studies in Chemistry), I B S Passi (prof emeritus, PU's Centre of Advanced Studies in Mathematics), G P S Raghava and Dr Javed N Agrewala (CSIR-IMTECH, Chandigarh) — were honoured.

Khakhar recalled the contribution of Bhatnagar towards the development of higher education in the country and IITs. He delivered the commemorative lecture on 'Flow, Mixing and Segregation of Granular Materials'. Khakhar is considered as an authority on dynamics of particulate systems, polymerization of rigid molecules and fluid mixing.

In his talk, Khakhar said granular materials like sand, gravel, cement, food grains, coal, fertilizer, catalyst, pallets, pharmaceutical powders, among others, flow in a liquid-like state under some conditions. "The rheology of such flows is complex because of the frictional and collision interactions between particles at high densities," he said. He explained the phenomena related to rheology and segregation in dense granular flows.

# 'Longevity in this business is about being able to reinvent yourself'

In his first interview after taking over as chief executive officer of Microsoft, **SATYA NADELLA** talks to Adam Bryant on leadership, management approach, business and his vision for the company. Excerpts:

**What leadership lessons have you learned from your predecessor, Steve Ballmer?**

The most important one I learned from Steve happened two or three annual reviews ago. I sat down with him, and I remember asking him: "What do you think? How am I doing?" Then he said: "Look, you will know it, I will know it, and it will be in the air. So you don't have to ask me, 'How am I doing?' At your level, it's going to be fairly implicit."

I went on to ask him, "How do I compare to the people who had my role before me?" And Steve said: "Who cares? The context is so different. The only thing that matters to me is what you do with the cards you've been dealt now. I want you to stay focused on that, versus trying to do this comparative benchmark." The lesson was that you have to stay grounded, and to be brutally honest with yourself on where you stand.



**SATYA NADELLA**  
CEO, Microsoft

**And what about Bill Gates?**

Bill is the most analytically rigorous person. He's always very well prepared, and in the first five seconds of a meeting he'll find some logical flaw in something I've shown him. I'll wonder, how can it be that I pour in all this energy and still I didn't see something? In the beginning, I used to say, "I'm really intimidated by him." But he's actually quite grounded. You can push back on him. He'll argue with you vigorously for a couple of minutes, and then he'll be the first person to say, "Oh, you're right." Both Bill and Steve share this. They pressure-test you. They test your conviction.

**There's a lot of curiosity around what kind of role Bill is going to play with you.**

The outside world looks at it and says, "Whoa, this is some new thing." But we've worked closely for about nine years now. So I'm very comfortable with this, and I asked for a real allocation of his time. He is in fact

making some pretty hard trade-offs to say, "OK, I'll put more energy into this." And one of the fantastic things that only Bill can do inside this campus is to get everybody energised to bring their "A" game. It's just a gift.

**What were some early leadership lessons for you?**

I played on my school's cricket team, and there was one incident that just was very stunning to me. I was a bowler — like a pitcher in baseball — and I was throwing very ordinary stuff one day. So the captain took over from me and got the team a breakthrough, and then he let me take over again.

I never asked him why he did that, but my impression is that he knew he would destroy my confidence if he didn't put me back in. And I went on to take a lot more wickets after that. It was a subtle, important leadership lesson about when to intervene and when to build the confidence of

the team. I think that is perhaps the No.1 thing that leaders have to do: to bolster the confidence of the people you're leading.

**Tell me about your management approach in your new role.**

The thing I'm most focused on today is, how am I maximising the effectiveness of the leadership team, and what am I doing to nurture it? A lot of people on the team were my peers, and I worked for some of them in the past. The framing for me is all about getting people to commit and engage in an authentic way, and for us to feel that energy as a team.

I'm not evaluating them on what they say individually. None of them would be on this team if they didn't have some fantastic attributes. I'm only evaluating us collectively as a team. Are we able to authentically communicate, and are we able to build on each person's capabilities to the benefit of our organisation?

**Your company has acknowledged that it needs to create much more of**

**a unified "one Microsoft" culture.**

**How are you going to do that?**

One thing we've talked a lot about, even in the first leadership meeting, was, what's the purpose of our leadership team? The framework we came up with is the notion that our purpose is to bring clarity, alignment and intensity. What is it that we want to get done? Are we aligned in order to be able to get it done? And are we pursuing that with intensity? That's really the job.

Culturally, I think we have operated as if we had the formula figured out, and it was all about optimising, in its various constituent parts, the formula. Now it is about discovering the new formula. So the question is: How do we take the intellectual capital of 130,000 people and innovate where none of the category definitions of the past will matter? Any organisational structure you have today is irrelevant because no competition or innovation is going to respect those boundaries. Everything now is going to have to be much more compressed in terms of both cycle times and response times.

So how do you create that self-organising capability to drive innovation and be focused? And the high-tech business is perhaps one of the toughest ones, because something can be a real failure until it's not. It's just an absolute dud until it's a hit. So you have to be able to sense those early indicators of success, and the leadership has to really lean in and not let things die on the vine. When you have a \$70 billion business, something that's \$1 million can feel irrelevant. But that \$1 million business might be the most relevant thing we are doing.

To me, that is perhaps the big culture change — recognising innovation and fostering its growth. It's not going

**You have to stay grounded, and to be brutally honest with yourself on where you stand**

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to come because of an org chart or the organisational boundaries. Most people have a very strong sense of organisational ownership, but I think what people have to own is an innovation agenda, and everything is shared in terms of the implementation.

**How do you hire? What questions do you ask?**

I do a kind of 360 review. I will ask the individual to tell me what their manager would say about them, what their peers would say about them, what their direct reports would say about them, and in some cases what their customers or partners may say about them. That particular line of questioning leads into fantastic threads, and I've found that to be a great one for understanding their self-awareness.

I also ask: What are you most proud of? Tell me where you feel you've set some standard, and you look back on it and say, "Wow, I really did that." And then, what's the thing that you regret the most, where you felt like you didn't do your best work? How do you reflect on it?

Those two lines of questioning help me a lot in

terms of being able to figure people out. I fundamentally believe that if you are not self-aware, you're not learning. And if you're not learning, you're not going to do useful things in the future.

**What might somebody say in a meeting that, to you, sounds like nails on a chalkboard?**

One of the things that drives me crazy is anyone who comes in from the outside and says, "This is how we used to do it." Or if somebody who's been here for a while says, "This is how we do it." Both of them are such dangerous traps. The question is: How do you take all of that valuable experience and apply it to the current context and raise standards?

**Any final big-picture thoughts on how you're going to approach your new role, and how you want to make your mark?**

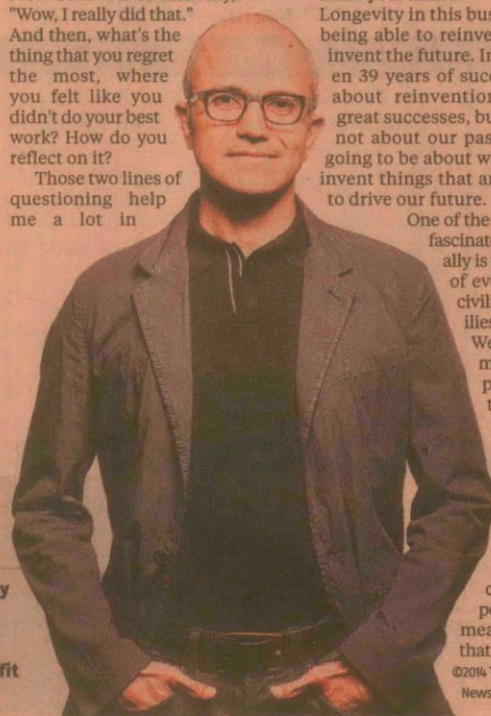
Longevity in this business is about being able to reinvent yourself or invent the future. In our case, given 39 years of success, it's more about reinvention. We've had great successes, but our future is not about our past success. It's going to be about whether we will invent things that are really going to drive our future.

One of the things that I'm fascinated about generally is the rise and fall of everything, from civilisations to families to companies.

We all know the mortality of companies is less than human beings. There are very few examples of even 100-year old companies.

For us to be a 100-year old company where people find deep meaning at work, that's the quest.

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## दिल्ली IIT के इस स्टूडेंट्स ने बनाया WHATSAPP को कामयाब, जानें कैसे

नई दिल्ली. पिछले दो दिनों से वॉट्सएप काफी चर्चा का विषय बना हुआ है। मामला है फेसबुक के साथ सौदा। दुनिया की बड़ी सोशल नेटवर्किंग साइट से 19 अरब डॉलर में वॉट्सएप का अधिग्रहण कर लिया। लेकिन क्या आप यह जानते हैं कि वॉट्सएप के बिजनेस को कामयाबी की ऊंचाईयों पर पहुंचाने और इस सौदे के पीछे प्रमुख भूमिका निभाने में एक भारतीय का हाथ है। जी हां, इस भारतीय का नाम है नीरज अरोड़ा। नीरज दिल्ली आईआईटी के स्टूडेंट रह चुके हैं। यहां से उन्होंने मैकेनिकल इंजीनियरिंग की। इसके बाद उन्हें गुगल के साथ काम करने का मौका मिला। लेकिन उनकी कामयाबी यहीं नहीं रुकी। 2011 में वॉट्सएप से जुड़ने के बाद तो नीरज ने कभी पीछे मुड़कर नहीं देखा। लेकिन इनकी इस कामयाबी की कहानी के पीछे एक और स्टोरी साथ-साथ चल रही थी। रुचि बंसल से उनकी मुलाकात।

रुचि से उनकी मुलाकात अपने कॉलेज में हुई थी। कॉलेज के दौरान ही दोनों को प्यार हुआ और दोनों ने शादी करने का फैसला कर लिया। कुछ समय बाद दोनों ने शादी कर ली। नीरज 2011 में वॉट्सएप से तब जुड़े जब कंपनी में सिर्फ 10 एम्प्लाइज थे। यहां उनकी जिम्मेदारी बिजनेस डेवलपमेंट की है। फेसबुक से डील होने के बाद उनका कहना है कि फेसबुक ने वादा किया है कि वह वॉट्सएप के कार्य में कोई बदलाव नहीं करेगा, अरोड़ा अपनी अहम भूमिका निभाते रहेंगे। सोशल नेटवर्किंग साइट के साथ मैसेजिंग प्लेटफॉर्म के बिजनेस परिचालन को चलायेंगे।

**कौन हैं नीरज अरोड़ा**

**नीरज अरोड़ा, वाइस प्रेसीडेंट, बिजनेस डेवलपमेंट फॉर मैसेजिंग सर्विस**

**उम्र : 35 साल**

**शिक्षा : 2006 में हैदराबाद के इंडियन स्कूल ऑफ बिजनेस से मास्टर्स डिग्री, आईआईटी दिल्ली से मैकेनिकल इंजीनियरिंग**

**परिवार : रुचि बंसल(पत्नी), सीप**

**कौन हैं रुचि**

हैदराबाद के इंडियन स्कूल ऑफ बिजनेस (आईएसबी) में ही नीरज की मुलाकात रुचि बंसल से हुई थी जिसे उन्होंने शादी करने का तय किया। बाद में दोनों शादी के बंधन में बंध गए। रुचि पेश से सीप हैं और सैन फ्रैंसिस्को में ब्रुप प्रोडक्ट मैनेजर हैं। रुचि भी दिल्ली में जॉब कर चुकी हैं। जून 2000 से मार्च 2005 तक उन्होंने दिल्ली की KMPG में प्रोडक्ट मैनेजर के तौर पर नौकरी की। इसके बाद दिल्ली व मुम्बई बेस्ड McKinsey & Company में भी रुचि बतौर कंसलटेंट काम कर चुकी हैं। नीरज से शादी के बाद रुचि भी सैन फ्रैंसिस्को चली आई और वहीं जॉब करने लगी।