

Newspaper Clips

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'Pioneer ND 17/01/2013

P5

Rider on foreign faculty nod for IITs

DEEPAK KUMAR JHA ■ NEW DELHI

The Indian Institutes of Technology (IITs) can now hire foreign faculty, but with a rider. The Union Human Resource Development (HRD) Ministry has said that it has no objections to such recruitment of foreign faculty by the IITs, provided that their annual salary doesn't exceed \$25,000 which is a Home Ministry guideline and Ministry of External Affairs' economic provisions.

However, the ceiling is likely to prove to be a major deterrent since in terms of rupees it is a mere ₹13.75 lakh, which is far less than what even leading private coaching institutes offer to its faculty.

But then, the bracket of ₹13.75 lakh per annum is almost on par to what IIT directors followed by the heads of the department are paid. According to the Sixth Pay Commission, IIT directors get approximately ₹14 lakh per annum.

The Council of IITs, which is the highest decision making body of the IITs headed by HRD Minister MM Pallam Raju, agreed to the proposal early on January 2013 and decided to allow the engineering institutions to fill up to 10% of their permanent teaching posts with foreign faculty.



"The institutes can now also recruit candidates with Overseas Citizen of India (OCI) cards as per the standards and norms set by the Centre in regard to provisions of economic rights equivalent to Indian citizens," said a HRD Ministry official.

In terms of remuneration, the recent trend has shown that young people joining as faculty of IITs have left it to be on the rolls of private coaching institutes some of which offer salary in the range of ₹25-50 lakh per annum.

In the meeting, when the decision to hike annual fee hike at IITs was taken, a few of the Directors renewed their interest in hiring of foreign faculty staff on permanent basis. Sources said that Pallam Raju agreed to the view point and mentioned that if IITs could meet the guidelines set by the

Government of India for hiring professionals from abroad, then the Ministry will not have any objection.

The idea of hiring of teaching staff at IITs was first mooted in 2010 but stalled by the Home Ministry and Ministry of External Affairs which had refused to liberalise visa norms to allow foreigners to hold permanent jobs in India.

The HRD Ministry took up the matter again in 2011 with the MHA and MEA for "an in-principle approval to appointment of faculty from premier engineering institutes from abroad, especially that from United States, UK and Germany".

At present, the Government has allowed contractual engagement of foreign faculty which is being hired by private engineering or management institutes.

HT Ahd

Politics reaches IIM-A, panel fails to find new head

Mahesh Langa

■ mahesh.langa@hindustantimes.com

AHMEDABAD: Politics has finally reached the doors of the country's top business school, the Indian Institute of Management, Ahmedabad (IIM-A). The institution runs the risk of going headless after a fortnight, when the extended tenure of its current director, Samir Barua, ends.

A committee appointed in August — headed by AM Naik, managing director of Larsen and Toubro Ltd. — to search for a new director has failed to come up with a nomination, thanks to political polarisation within its members and a split within the IIM-A faculty. Barua's five-year term ended in October, but he was given an extension as no successor could be found. It is unclear if he would get another extension.

There are two serious contenders from within the IIM-A — Prof Ravindra Dholakia, brother of former director Bakul Dholakia and senior faculty member Prof Rakesh Basant.

Dholakia's brother is consid-

PROF RAVINDRA DHOLAKIA AND PROF RAKESH BASANT ARE THE TOP CONTENDERS FOR THE POST

ered close to Gujarat chief minister Narendra Modi. Basant is well connected in Delhi and was a member of the Justice Sachar committee appointed by the UPA government.

“The committee members could not reach a consensus on either name,” said an official of the Gujarat government, who deals with the IIM-A, on condition of anonymity.

The latest buzz is that the committee is looking to hire someone from overseas, but that would not be easy, given the remuneration. The IIM-A director post is equivalent to a secretary in the government of India with a basic pay staring at ₹80,000 per month, but a candidate from abroad could easily demand two million dollars annually.

Rigour of a global 2-yr MBA in one year

The third of an eight-part series on the one-year full-time MBA at the Indian Institutes of Management looks at the extensive learning packed in a year



SHIKHAR MOHAN

The learning in a one-year full-time MBA at the Indian Institutes of management (IIMs) is not compromised, compared with the learning gained in the two-year programme offered at these institutes. The course merely skips the non-essentials for a class with work experience.

For instance, the programme does not delve deep into theories and instead focuses on practical knowledge, useful for a manager. For example, while the market research course in the two-year programme might elaborate on how to design a questionnaire, the one-year course would take you through processes to analyse the results from such a study.

This focus is in line with the kind of role a candidate from an one-year full-time MBA would step into after graduation. Unlike candidates from the two-year programme, who typically join companies as management trainees, candidates from the one-year course are placed in leadership positions such as vice-president, general manager or chief executive officer. In these roles, a candidate is expected to strategise rather than execute.

This stress on practical learning is typical of an MBA offered internationally.

An internship is not part of the programme, as candidates do not need to be familiarised with work environments.

The two-year PGP at IIMs covers theories in detail, as the

course caters to candidates without work experience and who benefit from grounding in the basics. The two years actually translate to 17 months of study because of intervening vacations and internships. In addition, while the workload for the first year is heavy, the second year is comparatively lighter. Students are given a lot of spare time between classes to organise management festivals, etc. These festivals offer a sort of surrogate corporate environment where students can put management theory to practice.

The one-year course runs a tight ship and is, in fact, strenuous for most candidates. The learning is not 50 per cent of a two-year course, as some would assume. The numbers speak for themselves:

— Classroom hours in a typical two-year full-time MBA worldwide are 680 hours.

— Classroom hours in a typical two-year programme at the IIMs are 950 hours.

— Classroom hours in a typical one-year full-time MBA at the IIMs are 800 hours

So, a student of a one-year full-time MBA at IIMs will essentially undertake more hours of classroom study compared to a student pursuing a typical two-year MBA at an international school. Many B-schools in the US are now re-evaluating the need for the additional year in MBA as offered by them.

The question whether the number of classroom hours scheduled for both the one-year and two-year courses is adequate or more than what is needed and symptomatic of the undue emphasis that the Indian educational system places on 'how much you learn' rather than 'how well you learn it' is something I will take up in greater depth in another article.

Thanks to their prior work experience, candidates of the one-year course can connect

class discussions to their own experiences in corporate life. This helps them question, debate and finally absorb new management concepts in a thorough manner.

The learning in the course gains considerably from a class full of people who have seen corporate life inside-out. With almost 600 years of collective corporate wisdom available in a typical class of 60 candidates at an IIM, the peer learning the course offers is amazing. A student can count on learning from an expert even outside the classroom.

This gives rise to interesting situations. For instance, you might have a faculty member teaching accounting to a student practising as a CA! This might seem awkward at first, but is not, and this kind of real-life corporate experience is expected of a MBA class worldwide.

The kind of experience a candidate of the one-year full-time MBA brings to a classroom has been appreciated by Professor DVR Seshadri of IIM-Bangalore. In a newsletter dated October 2007, he says, "...my experience has been that the uptake of ideas and concepts is much faster and more permanent vis-à-vis participants of regular MBA two-year programmes. I must qualify this observation with the disclaimer that this may be subject-specific." He adds "...each case gets discussed from an inter-disciplinary perspective... the challenge of conducting a case discussion for this forum can be daunting, since among participants it is not uncommon to find a country marketing manager of a large FMCG company, or bank, etc." You can read the complete article at (<http://tinyurl.com/profdvr>)

A smaller class size in the one-year course vis-à-vis the

approx 300 candidates on an average in a batch of the two-year course at IIMs is the same and includes visiting faculty from international B-schools.

The courses offered by the two programmes are similar, too. Given the high level of responsibility candidates of

the one-year course shoulder on graduation, some IIMs have introduced additional courses in ethics and corporate responsibility in the one-year full-time MBA.

For instance, at the one-year full-time MBA (EPGP) at IIM-Indore, students undergo a compulsory course in spirituality. A monk from the Ramakrishna Mission Ashram, Belur Math, teaches a course that handpicks teachings from the *Bhagavad Gita* relevant to a corporate warrior. It teaches future leaders how to be compassionate and follow 'dharma' in both the workplace and the personal sphere.

This key addition to the one-year course balances the capitalist origins of MBA and its focus on creating value for shareholders by imbuing in students the value of sticking to the straight and narrow path.

The writer is a globally awarded brand management & advertising professional and former Head-Brand, HCL Infosystems. He can be reached at

e09shikharm@alumni.iimdr.ac.in To know more about the one-year full-time MBA at IIM-Indore pursued by the writer, visit fb.com/IIMIEPGP

The fourth part of the series will appear next Thursday



ONE-YEAR
MBA AT IIMs
DECODED
PART-III

कंपनियों ने IIM में लैटरल्स प्लेसमेंट पर फोकस बढ़ाया

गूगल सहित कई कंपनियां अनुभवी प्रोफेशनल्स को हायर करने में दिखा रही दिलचस्पी



आईआईएम कोलकाता के स्टूडेंट

देवीना सेनगुप्ता | श्रीराधा डी बसु बंगलुरु | मुंबई |
इस महीने की शुरुआत में गूगल इंडिया ने अहमदाबाद और कोलकाता आईआईएम में एक नई ट्रेड की शुरुआत की। कंपनी 'लैटरल्स' के लिए आयोजित प्लेसमेंट प्रोग्राम में पहुंची और कुछ ग्रेजुएट को हायर किया। आईआईएम में पहली बार 'लैटरल्स' प्लेसमेंट शुरू किया गया है। कैम्पस प्लेसमेंट के लिहाज से 'लैटरल्स' के मायने उन स्टूडेंट्स से है जिनके पास एमबीए करने से पहले कुछ वर्क एक्सपीरियंस था।

हालांकि, गूगल ने यह बताने से इनकार कर दिया कि 'लैटरल्स' प्लेसमेंट में उसने कितने ग्रेजुएट हायर किए हैं। लेकिन कंपनी के प्रवक्ता ने बताया कि इस साल कंपनी ने 'लैटरल्स' स्टूडेंट्स की हायरिंग पिछले साल के मुकाबले ज्यादा की है। मुमकिन है कि ऐसे स्टूडेंट्स की संख्या डबल डिजिट में पहुंच गई हो। इससे पहले कंपनी ने सिर्फ हैदराबाद में आईएमबी में ही एक्सपीरियंस वाले ग्रेजुएट की हायरिंग की गई थी। आईआईएम में इससे पहले कभी ऐसा नहीं हुआ है। कम से कम 8 आईआईएम में चल रहे 'लैटरल प्लेसमेंट्स' के

मुश्किल आर्थिक हालात में लैटरल्स ग्रेजुएट की हायरिंग में तेजी आई है। ऐसे स्टूडेंट्स तेजी से सीखते हैं, आसानी से समाज में घुलमिल जाते हैं, दूसरों की अच्छी रिकॉर्ड्स को आसानी से अपना लेते हैं। साथ ही ऐसे ग्रेजुएट में नौकरी छोड़ने की दर काफी कम होती है

गणेश शेटर्मान, कंट्री हेड (ह्यूमन कैपिटल), केपीएमजी इंडिया शुरुआती आंकड़ों के मुताबिक गूगल जैसी कई दूसरी कंपनियां इकोनॉमिक स्लोडाउन से लड़ने के लिए एक्सपीरियंस प्रोफेशनल्स को जोड़ रही हैं। केपीएमजी इंडिया के पार्टनर और कंट्री हेड (ह्यूमन कैपिटल) गणेश शेटर्मान ने कहा, 'मुश्किल आर्थिक हालात में लैटरल्स ग्रेजुएट की हायरिंग में तेजी आई है।' उन्होंने कहा, 'ऐसे स्टूडेंट्स तेजी से सीखते हैं, आसानी से समाज में घुलमिल जाते हैं, दूसरों की अच्छी रिकॉर्ड्स को आसानी से अपना लेते हैं। साथ ही ऐसे ग्रेजुएट में नौकरी छोड़ने की दर काफी कम होती है।' ओसतन, 40-50 फीसदी

आईआईएम ग्रेजुएट, जिनके पास कम से कम 10 महीने का वर्किंग एक्सपीरियंस होता है वे 'लैटरल प्लेसमेंट्स' में शामिल हो सकते हैं। यह मिड दिसंबर से लेकर मिड फरवरी तक चलता है। फाइनल प्लेसमेंट फरवरी और मार्च की शुरुआत में होता है जब बिना वर्क एक्सपीरियंस वाले स्टूडेंट्स की हायरिंग की जाती है। आमतौर पर कंपनियां प्लेसमेंट के लिए हर साल दो बार आती हैं।

आईआईएम के सत्रों के मुताबिक इस साल अभी तक 'लैटरल प्लेसमेंट्स' पिछले साल के बराबर ही रहा है और सैलरी में 5-10 फीसदी का मामूली इजाफा हुआ है। इससे यह पता चलता है कि आगे पूरे सौजन में प्लेसमेंट का क्या ट्रेड रह सकता है। फ्रेश ग्रेजुएट के मुकाबले लैटरल्स की सैलरी 20-25 फीसदी ज्यादा रहती है।

विप्रो, आदित्य विडूला ग्रुप, एमजीएन, आईसीआईसीआई बैंक, यस बैंक, कैपजेमिनी, कॉर्पोरेट, बीपीसीएल, एचपीसीएल, यूनियन बैंक और डेलॉयट जैसी कंपनियां नियमित तौर पर आईआईएम में आती हैं। इस बार सबसे ज्यादा हायरिंग करने वाली कंपनियों में फार्मा, हेल्थकेयर, आईटी और एफएमसीजी कंपनियां हैं।

Times of India ND 17/01/2013 P19

Oz experts offer hope for AIDS cure

Tweaking Virus Protein Can Shield Cells From Contracting HIV Infection

Melbourne: In a breakthrough, Australian researchers claim to have discovered how to modify a protein in Human Immunodeficiency Virus (HIV) which could lead to a potential cure for Acquired Immunodeficiency Syndrome (AIDS).

According to researcher David Harrich from Queensland Institute of Medical Research, the protein can be modified so that, instead of replicating, it protects against the deadly infection.

"I consider that this is fighting fire with fire. What we've actually done is taken a

normal virus protein that the virus needs to grow, and we've changed this protein, so that instead of assisting the virus, it actually impedes virus replication and does it quite strongly," Harrich said.

He added that modified protein cannot cure HIV but it has protected human cells from AIDS in the laboratory.

"This therapy is potentially a cure for AIDS. So it's not a cure for HIV infection, but it potentially could end the disease," he said. Over 30,000 people have been diagnosed with HIV in Australia.

If clinical trials are suc-



POSITIVE INDICATIONS

cessful, one treatment could be effective enough to replace the multiple therapies they currently need, 'ABC News' has reported.

"Drug therapy targets individual enzymes or proteins and they have one drug, one protein," Harrich said.

He added that they have to take two or three drugs, so this would be a single agent that essentially has the same effect. "So in that respect, this is a world-first agent that's able to stop HIV with a single agent at multiple steps of the virus lifecycle," he added.

He said that the new treat-

ment has the potential to make big improvements in the quality of life for those carrying HIV. "I think what people are looking for is basically a means to go on and live happy and productive lives with as little intrusion as possible. You either have to eliminate the virus infection or alternatively you have to eliminate the disease process and that's what this could do, potentially for a very long time," Harrich said.

Harrich added that animal trials are due to start this year and early indications are positive. ■

102 out of 100? It's possible in Delhi Univ

Manash Pratim Gohain | TNN

New Delhi: When Delhi University student Nishi Sinha (name changed) got 102 marks in her second year French exam, she just couldn't trust her eyes. The reason for her disbelief was simple — the French paper carried total marks of 100!

Welcome to the exam evaluation mess in Delhi University after the rollout of the semester system. Like Sinha, several students have found that the marks attributed to them were more than the maximum possible.

The Times Of India has copies of marksheets replete

TEST OF CREDULITY

- Several DU students have been given **more than maximum marks** in their papers
- A BSc student scored above maximum in internal assessment and written test. His **score reads 65 out of 50 in Paper I** and 74/50 in Paper II
- Another student got **102/100 in second-year French exam**. Another scored 57/ 55 in maths
- 11 Kalindi College **girls got 2 marksheets**; 2nd had 6 marks less



with such discrepancies. A second year BSc student is shown to have scored above maximum in both internal assessment as well as the

written exam. He was given 65 out of 50 in Paper I and 74 out of 50 in Paper II.

A student found he had scored 57 out of 55 in mathe-

tics. Another was given 58 marks out of 38 in physics. Due to such impossible scores in her marksheet, a student was even denied admission in the university's Law Faculty.

"Such inflation of marks has made a complete mockery of the system. The integrity of our examination system had been the university's strongest feature. But now, it has lost credibility," said

► Semesters, quotas... P 9

Nandita Narain, a senior mathematics teacher at St Stephen's College.

Narain alleged that the varsity authorities were not

taking the matter seriously. "What is shocking is that one of these victims met the V-C at his 'darbar', but instead of helping her out, the response she received has been insensitive. She was denied admission in Law Faculty on the basis of the marksheet in question," she said.

That is not all. Eleven students of Kalindi College have received two sets of their third semester exam results. In the second marksheets, six marks had been knocked off their total scores. As a result, a few failed. The first batch of scores was posted on January 4 and the second was issued on January 8, 2013.

'Semesters, quotas adding to workload'

► Continued from P1

The second lot of marksheets say that the changes were "due to IA (internal assessment) rectifications", when it is quite clear from the scores themselves that the actual changes were made to the exam marks and not in the IA ones.

There are reports from other colleges of similar discrepancies in the results of the undergraduate semester exams conducted in November-December 2012. The results were declared in "record time" recently.

University sources say such glitches have become common since the introduction of the semester system, which practically doubles the work of the exam branch. The load on the branch has already gone up with the rise in the number of seats following implementation of OBC reservations.

University authorities have repeatedly blamed the numbers not only for such glitches, but even for major reforms such as removal of provisions for special chance and re-evaluation.

University authorities

Times View

Two sets of marks for some and 100%-plus for others shows that the examination system in Delhi University is under some serious stress. It is difficult to escape the conclusion that in large measure the stress is caused by the haste with which drastic changes are being ushered in. 'Just do it' is not always a good idea. Where we are dealing with one of the country's premier universities and the future of tens of thousands of students, it might be wiser to allow time for methodical progress with adequate discussion and preparation by those charged with implementing the new systems.

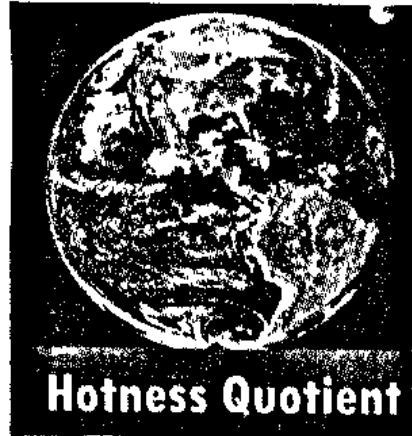
admit that given the large number of students involved, errors can creep in. "Mistakes can happen when we are dealing with evaluation and declaration of 122 results for 1.30 lakh students. We have opened a grievance redress window and are rectifying the mistakes. We have declared the results in a record 15 days," said DU's dean of examinations, Rup Lal.

17/01/2013 P-11

2012 ninth warmest¹¹ year since 1880: NASA

WASHINGTON: NASA scientists say 2012 was the ninth warmest of any year since 1880 with an average temperature of 14.6 degree Celsius. With the exception of 1998, the nine warmest years in the 132-year record all have occurred since 2000, with 2010 and 2005 ranking as the hottest years on record. NASA's Goddard Institute for Space Studies (GISS) in New York, which monitors global surface temperatures on an ongoing basis, released an updated analysis on Tuesday that compares temperatures around the globe in 2012 to the average global temperature from the mid-20th century. The comparison shows how Earth continues to experience warmer temperatures than several decades ago.

The average temperature in 2012 was about 14.6 degree Celsius, which is 0.6 C warmer than the mid-20th century baseline. The average global temperature has risen about 0.8 C since 1880, according to the new analysis. Scientists emphasise that weather patterns always will



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cause fluctuations in average temperature from year to year, but the continued increase in greenhouse gas levels in Earth's atmosphere assures a long-term rise in global temperatures. Each successive year will not necessarily be warmer than the year before, but each successive decade to be warmer than the previous decade.

Nasa, Bigelow to launch ISS' inflatable spare room by 2015

Bigelow Aerospace awarded \$17.8m to demonstrate the technology

BRENDAN MCGARRY &
KATHLEEN MILLER

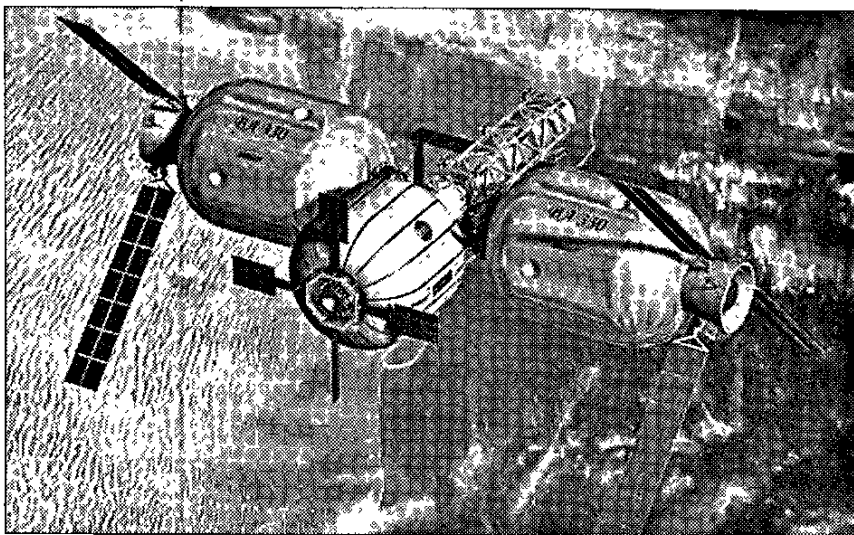
Bloomberg

THE INTERNATIONAL Space Station is getting an inflatable spare room. The first-of-its-kind habitat built by Bigelow Aerospace weighs 3,000 pounds and is made of a Kevlar-like material to withstand space debris and radiation. It looks more like a giant propane gas tank than a kids' moon bounce and will be attached to a port on the space station.

It will rocket into space in 2015 with the blessing of the National Aeronautics and Space Administration, which last week awarded the firm a \$17.8 million contract to demonstrate the technology. Eventually, Las Vegas hotelier Robert Bigelow wants to build separate stations that might be used as research laboratories orbiting Earth or to establish a permanent presence on the moon or Mars.

"Ultimately, he's hoping to build hotels in low-earth orbit and have that be one of the up-and-coming space businesses, this will give him more credibility," said Marco Caceres, a senior analyst with Teal Group in Fairfax, Virginia. "There's a lot of people out there that say, 'Oh come on, hotels in low-earth orbit, that's a fantasy right?' I believe he has the tools to do it."

The challenge will be finding customers, Caceres said. Bigelow's primary focus is on corporations and governments interested in developing astronaut programs or doing research. Space tourism is secondary,



SPACE VENTURES: Hotelier Robert Bigelow, who has committed about \$500 million to his aerospace firm, wants to build separate stations that might be used as research laboratories orbiting Earth

and the company has tried to steer away from the space hotel label.

Nasa's willingness to back the mission is a seal of approval, Bigelow Aerospace said in a press release scheduled for release today. "We cannot think of a stronger endorsement," the company said. Bigelow, 68, and Nasa deputy administrator Lori Garver planned to discuss the mission during a press conference today at the company's Las Vegas headquarters.

The agreement is "a step forward in cutting-edge technology that can allow humans to thrive in space safely and affordably," Garver said in a January 11 release announcing the contract. Bigelow plans to introduce a stand-alone station that can accommodate as many as 12 people by 2016, the company said.

A flight to the planned Alpha Station would cost be-

tween \$26.3 million and \$36.8 million for a 60-day stay, "depending on the taxi selected", according to the company. Customers could lease a portion of the station for that time period for \$25 million. They could even purchase the naming rights to the entire station for a year for an additional \$25 million.

The future of private space stations depends on businesses built by other companies. They include billionaire Elon Musk's Space Exploration Technologies, known as SpaceX, which in May 2012 became the first to dock a private cargo ship at the space station.

Nasa in August awarded \$1.11 billion in contracts to develop private spacecraft capable of transporting crew. The awards went to Hawthorne, California-based SpaceX, Boeing, and Sparks. The agency plans to begin flying astronauts in at least one of the vehicles in

2017.

The first inflatable product designed to support crew will be launched in late 2015 aboard a Falcon 9 rocket made by SpaceX. The module, known as the Bigelow Expandable Activity Module, will travel in the cargo hold of a Dragon spacecraft, also made by SpaceX, according to Bigelow.

Plans call for the module to remain attached to the space station for about two years. During that time, astronauts will monitor the unit's temperature, pressure, radiation and other data to test the technology's durability.

Hotelier Bigelow is the owner and president of Budget Suites of America, a closely held chain in Nevada, Arizona and Texas. He doesn't reveal his net worth. He has committed about \$500 million to his aerospace company, about half of which has been spent.

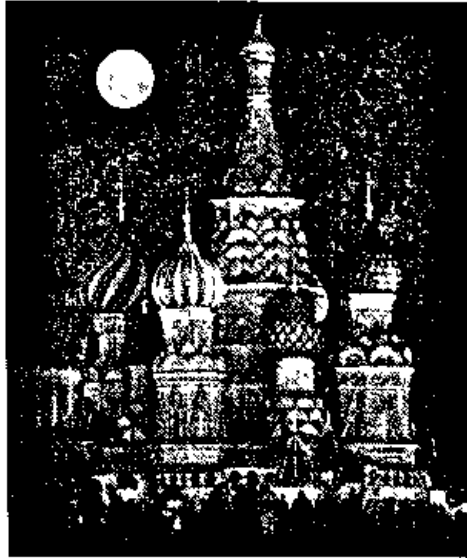
After slew of setbacks, Russia to launch Moon probe in 2015

Moscow: Russia will launch an unmanned spacecraft to the Moon in 2015, as part of its plan to establish a fully robotic lunar station. The new Moon orbiter, called Luna-Glob will lift off from the Vostochny space port in Russia's Far East after several test launches, Federal Space Agency Roscosmos chief Vladimir Popovkin said.

Luna-Glob is the first of four missions planned before the creation of a fully robotic lunar base scheduled for after 2015, 'Ria Novosti' reported.

The orbiter will have a payload of 120kg, including equipment for astrophysics experiments, dust monitors,

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and plasma sensors to study ultrahigh-energy cosmic rays. The Moon exploration project is part of the Federal

Space Programme dating back to the late 1990s. It was put on hold due to financial restrictions and resurrected several years later. Earlier, the mission was postponed twice.

Roscosmos had announced a \$300,000 tender to develop a blueprint of a heavy rocket carrier that would be capable of carrying manned spacecraft to the Moon.

Popovkin previously said country's planned manned spacecraft capable of flights to the Moon will not fly until 2018, the report said. Russia's space programme suffered a slew of setbacks in recent years, most of them blamed on faulty hardware. PTI