Economic Times ND 30/01/2014   P-16

Welcome Techno-Economic Innovation

Supply small amounts of DC power to homes

In a welcome collaboration between the government and technologists, a new experiment to spare Indians the travails of power cuts is getting underway in South India. The idea is very simple. A variety of household equipment now runs on direct current (DC), rather than the alternating current (AC) that is supplied to households from the distribution grid. And these things, LED lighting, flat panel TV or computer monitors, mobile phones and computers, all run on very little power and at low voltage. These convert the AC supply from the mains to DC at the level of the equipment. What the Indian Institute of Technology, Madras proposes is to run a low-load (100 watts, in place of the typical 4,000-10,000 Watts) DC line to every home, where it would be converted to low voltage, 48 volts, and feed into a separate meter and wiring for lights, TV and fans that run on DC.

Since the power required to run such a system is so low, SEBs will not need to shut this down while carrying out load-shedding. The result would be uninterrupted power supply for a minimal set of appliances. Such physical segregation of the power supply for a minimal set of household appliances and that for running more power-hungry equipment running on standard AC power will also come in handy for governments to limit their subsidy burden on households. The government could, for example, decide to bear the entire tab for households that only consume power on the DC line.

IIT-M has tied up with the four southern electricity boards to run a pilot project of a few hundred households in every state. The equipment that converts AC from the transformer into DC to be sent to homes must work and household willingness to bear the additional outlay on DC fans and a converter at home must be proved. If DC wiring were to become standard, solar energy uptake would also get a boost. The larger point is the capacity the present project demonstrates for India's technology institutions and the government system to work together in innovative ways.

When Rakesh Khurana was appointed to lead Harvard College last week, he joined a significant—and growing—list of academicians of Indian origin to lead international universities of great repute. The last five years have seen about 10 such elevations. Kala Vijayraghavan and Rica Bhattacharyya explain this perfect storm

DEANS TO THE WORLD

IT WAS A WAVE OF SORTS, and SP Kothari was part of it. The year was 1982, and Kothari, armed with a degree in chemical engineering from BITS Pilani and a management degree from IIM-Ahmedabad, felt the west calling. He did what many other bright and brilliant Indians were doing at the time for such a passage. "In the 70s, 80s and much of the 90s, the only way to emigrate to the US was higher education," he says. "Many of these students, without even knowing a whole lot about academic careers, joined PhD programmes in the US—these programmes paid full scholarship."

A generation or two later, after achieving academic brilliance, after establishing professorial presence, after operating on the vanguard of research, that Indian wave is reaping another kind of return in the past few years: leadership at the best of international universities. Last week, when Rakesh Khurana was appointed as dean of Harvard College, one of the undergraduate schools in Harvard University, it was another reminder of how Indians are swarming to the top echelons of higher learning, especially in the US, and to a smaller degree in the UK and beyond.

SUNIL KUMAR,
Dean, University of Chicago Booth School of Business

It's a natural result of the larger pool of academics of Indian origin who joined in the 80s and 90s

It's across disciplines, but the abundance is the most in management schools. "This 'proliferation' of Indian-origin academics heading top academic institutions in the US is a very new phenomenon," says G 'Anand' Anandalingam, currently the dean of Imperial College Business School, London.

Anand recounts that when, in 2008, he became dean of the B-school at the University of Maryland, near Washington, there were two other Indian-origin deans in the top 25 American B-schools: Dipak Jain at Kellogg-Northwestern and Mahendra Gupta at Olin-Washington University in St Louis. The list has since grown: among others, Nitin Nohria at Harvard Business School, Soumitra Dutta at Cornell University, Jaishankar Ganesh at Rutgers-Camden, and Kothari is the deputy dean at MIT Sloan School of Management (See box: Class of India).

They are all in their mid-forties to late-fifties. They are all supremely talented and accomplished academicians. Theirs is a rich palette of exposure and experience. "Every top institution would appoint the best overall candidate," says Ajit Rangnekar, dean of the Indian School of Business, Hyderabad. "All these people were chosen because they deserve to be deans, irrespective of their country of origin."

Law Of Numbers
Yet, their country of origin mattered in that India did not offer these fertile, imaginative minds enough to hold them back, especially in the pre-liberalisation decades. "It was almost a tradition for academic toppers in India to go to US and pursue their PhDs," says Rangnekar.

Being the crème de la crème of the talent pool from India, many of them naturally become successful—in industry and in academia. "Over the past five to 10 years, this crop of Indian immigrant students has reached an age that is suited for leadership positions," adds Kothari. Jaishankar Ganesh, dean of Rutgers School of Business-Camden, puts it down to "the law of numbers"—more Indians in the academic pool. Data is not available on the share of Indian faculty in American universities. But, according to Ganesh of Rutgers, about 5% of faculty in American universities is of Asian descent; this number triples in B-schools.

In spite of numbers turning progressively favourable, academics of Indian origin have gone through an evolutionary curve of their own. "In the previous half-generation, they focused on being excellent scholars and teachers, and did not think that academic leadership would be entrusted to them," he says. "Over the past 10 years or so, they have realised that they are good at institution building and are willing to compete for leadership positions."

For some of his ilk, the India connection played a part, says Sunil Kumar, dean at the University of Chicago Booth School of Business. "For some of us, the experience of growing up in India and then having an academic career outside India helps provide a perspective that serves us well in managing our institutions, which have faculties and student bodies from across the globe and have global impact."

Fluency In English
Being a dean is a multi-faceted assignment—inward facing but also outward looking, managing internal expectations while forging external relationships. It is as much about managing relationships with staff and students as it is about cultivating donors, alumni, media and the business community. "The role of a dean is to closely listen to faculty, students and staff to help develop a shared vision of our future, and then provide them the direction, resources and support needed to make that vision a reality," says Khurana, dean of Harvard College.

Besides technical talent, Indians have the advantage over immigrants from other nationalities of being fluent in English. "Academic (or industry) leadership positions call for a combination of skills—technical, soft, managerial and administrative, and communication," says Kothari. "English comes quite naturally to Indians, which positions them well for deanships."

According to Nitin Nohria, dean of Harvard Business School, Khurana's selection is a testament to his ability to work with others, his willingness to be both a careful lis-

NAINA LAL KIDWAI
Director, HSBC Asia-Pacific

Indians fit in well with the global community they live in...their attitude and approach is much liked

tener and a probing questioner, and his passion for enhancing the undergraduate experience at Harvard. "He's a prolific scholar who is well-respected in his field, a beloved teacher in every setting, and a wonderful, generous colleague and mentor," says Nohria. "He also manages to combine vision with practicality and execution."

Globalisation is changing the operating environment for American B-schools. They are becoming more multi-cultural in their student, staff and stakeholder construct. "Indians fit in well with the global community they live in," says Naina Lal Kidwai, director, HSBC Asia-Pacific, and the first Indian woman to graduate from Harvard Business School. "In many cases, the deans are elected by board members, and the attitude and approach of academicians of Indian origin are much liked and they fit well.

Many among this set of Indians grew up in a multi-cultural and multi-lingual environments, and so dealing with diversity comes easier. They also came from modest backgrounds, and learnt the virtues of hard work and diligence at an early

AJIT RANGNEKAR
Dean, Indian School of Business

All these people were chosen as they deserve to be deans, irrespective of their country of origin

age. "Indian academicians bring a valuable global and multi-cultural perspective along with their academic credentials," says Soumitra Dutta of Cornell University. "This makes them very attractive for top US institutions, which are seeking both academic excellence and an open leadership mindset."

Global Orientation
They are also seeking emerging-market understanding, amid growing concerns that management education is lagging business, especially in the US. In recent years, a challenging economy has led to a drop in demand for MBA programmes at many schools. Also, recruiters are demanding qualitatively different standards of talent. "All global institutions have a strong interest in emerging economies, but that is not a sufficient reason to appoint Indians," Rangnekar of ISB.

This quality finds expression in, for example, constructing programmes. Wendell Pritchett, chancellor of the Rutgers-Camden Campus and a member of its selection board, says a good professional education must provide students with a solid scholarly foundation and the practical skills. This was a consideration Rutgers made while appointing Ganesh. "Jai Ganesh has an extraordinary record of success in developing the type of programmes that will expand opportunities for our students, and opportunities for Rutgers to serve New Jersey's business and economic growth," says Pritchett.

Anand of Imperial College would like to see universities in the UK follow US ones in elevating people of other nationalities. "US institutions have been willing to let merit rule the day, and hire Indian origin academics to become deans and presidents," he says. "Imperial is the first top-tier UK institution that has decided to hire an Indian-origin dean of its business school. It is likely that UK institutions are also on the way to change."

At the same time, experts are cautious of this trend sustaining. The pool of Indian students from elite institutions going into PhD programmes have diminished dramatically in recent years as graduates are able to obtain well-paying industry jobs internationally. "The lure of going to the West to better themselves off financially through a PhD, as was the case in the 1970s, 80s and 90s has diminished considerably," says Kothari. "Whether this will affect the frequency with which Indian-origin deans will be seen 20, 30 years from now."

For now, Indian-origin deans are here to stay. "We well know that we cannot take anything for granted," says Anand. "Academics of Indian origin strive much harder to make a success of the positions that they have managed to attain."

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CLASS OF INDIA
Six Indians who are currently steering the best of global B-schools

Soumitra Dutta, 50
Anne and Elmer Lindseth Dean and Professor of Management, Samuel Curtis Johnson Graduate School of Management, Cornell University

EDUCATION: B.Tech in electrical engineering and computer science from IIT Delhi (1981); MS in business administration (1989) and PhD in computer science (1990) from University of California

PAST WORK: Professor and deputy dean at Insead, France, for over two decades before joining Cornell in 2012

APPROACH: Believes constant and effective communication with key stakeholders is essential to create an enabling environment for all—faculty, staff, students and alumni—to contribute to the betterment of the institution and society

KNOWN FOR: Personal values, willingness to listen and learn from others, belief that service is a key part of leadership

Jaishankar Ganesh, 48
Dean, School of Business, Rutgers Camden

EDUCATION: Graduation in Physics from Loyola Autonomous College, University of Madras; BTech in instrumentation engineering from Madras Institute of Technology, Anna University; MBA and PhD from University of Houston

PAST WORK: Associate dean for administration and executive education, University of Central Florida (UCF) College of Business Administration. Has taught undergraduate, MBA, executive MBA, and PhD classes at UCF and the University of Houston

APPROACH: Actively seeks new ideas and opinions of faculty, students, staff, alumni, and business leaders. He is eager to analyse, test and apply out-of-the-box thinking

KNOWN FOR: Seen as energetic, focused and creative. Also known to be an exceptional administrator and scholar
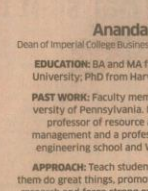
G 'Anand' Anandalingam, 59
Dean of Imperial College Business School, London

EDUCATION: BA and MA from Cambridge University; PhD from Harvard University

PAST WORK: Faculty member at the University of Pennsylvania. National Centre professor of resource and technology management and a professor in both the engineering school and Wharton School

APPROACH: Teach students well to make them do great things, promote excellence in research and forge strong external engagements. Create staff consensus around a common set of goals, by continuously communicating the B-school's strategic direction and vision

KNOWN FOR: Bringing a global perspective, and developing strong relationships with donors and industrial partners

Nitin Nohria, 51
Dean, Harvard Business School

EDUCATION: B.Tech in chemical engineering from IIT Bombay and PhD in management from Sloan School of Management, MIT

PAST WORK: Previously, in Harvard, he was the co-chair of the leadership initiative, senior associate dean of faculty development, and head of the organisational behaviour unit. Has co-authored or co-edited 16 books. Sits on the board of directors of Tata Sons, and has advised several large and small companies across the world

APPROACH: Building on input from faculty, students, staff and alumni, he has identified five priorities for HBS: innovation in educational programmes; intellectual ambition that advances ideas with impact in practice; continued internationalisation; culture of inclusion; and fostering a culture of integration within HBS and across Harvard University that encourages entrepreneurship

KNOWN FOR: Overhauling the school's world-class MBA programme. His intellectual interests include human motivation, leadership, corporate transformation and accountability, and sustainable economic and human performance

SP Kothari, 55
Deputy Dean, Gordon Y Billard Professor of Management, MIT Sloan School of Management

EDUCATION: BE in chemical engineering from BITS Pilani; MBA from IIM Ahmedabad; and PhD from University of Iowa

PAST WORK: Global head of equity research at Barclays Global Investors. Previous academic stints include heading the department of economics, finance, and accounting at MIT Sloan, and teaching at Harvard Business School. Also works with several law firms as an expert in litigation matters and advises start-ups in the US & India

APPROACH: Still active in teaching and engaging in research collaborations with colleagues and students. His much-cited research focuses on financial reporting and valuation, asset allocation, diversity in international accounting practices, use of employee stock options for compensating executives, among other areas

KNOWN FOR: Promoting management education across the world and understanding of Indian economic policy issues

Sunil Kumar, 45
Dean and George Pratt Shultz Professor of Operations Management, Chicago Booth

EDUCATION: BE from Mangalore University in Surathkal; ME in computer science and automation from the Indian Institute of Science in Bangalore; PhD in electrical engineering from the University of Illinois at Urbana-Champaign

PAST WORK: Faculty at Stanford University Graduate School of Business. Also served as senior associate dean for academic affairs

APPROACH: Broaden and strengthen the school's intellectual footprint. This includes hiring more faculty, supporting increasingly diverse student aspirations, expanding the reach of the school's programmes globally

KNOWN FOR: Co-developed a widely-used factory simulator for teaching operations management. The simulator, 'Littlefield Technologies', has been used in classes at more than 50 business and engineering schools. He has also been an operations consultant to several companies

IISc to host unique techno-cultural event

Bangalore, Jan 29, 2014, DHNS: http://www.deccanherald.com/content/383500/iisc-host-unique-techno-cultural.html

In a first-of-its-kind event, students at the Indian Institute of Science (IISc) will organise a unique national-level festival which will combine learning in science and technology with various cultural activities. The fest is set to become a permanent annual fixture on the institute's calendar.

'Pravega', as it is called, will see participation by students from institutes all over the country as well as a number of renowned scientists, industrialists and entrepreneurs. According to Krishnan Iyer, a third-year undergraduate student who is the coordinator, "While IISc has organised similar events in the past, it was not on such a large scale. Students from a IITs, NITs and other prestigious colleges are expected to take part in the fest. It has taken us one year to plan and organise the fest."

The fest which will take place from January 31 to Febuary 2, will be a mixed bag of activities. A photography competition will take place simultaneously with technical competitions themed on various aspects of pure sciences and engineering, like kitchen chemistry, cryptography and coding. While on the one hand there will be quizzes on technology and science, on the other, a workshop on B-boying and break dancing will also take place. Workshops on a variety of subjects like satellite designing and launching, gesture game development and mobile making will be conducted, as will a battle of bands, dance and essay writing competition.

The highlight of the three-day festival will probably be lectures and talks from the likes of Mylswamy Annadurai, program director of the Mars Orbiter Mission, Professor Adriano Aguzzi, renowned physician from the University of Zurich, Vijay Chandru, founder and chairman of In silico Technology and Jens Cattarius, managing director and CEO, Mercedes-Benz R&D India.

IIT-Madras to work with GE towards affordable healthcare

Special Correspondent

GE will provide a grant of Rs. 75 lakh towards research and development of solutions

IIT-Madras is partnering with GE Health Care to develop affordable medical technologies in the areas of cardiovascular care, oncology and maternal and child healthcare. The three-year project will identify, assess and evaluate appropriate technology solutions and then, create equipment accordingly.

Addressing a press meet, Mohanasankar Sivaprakasam, Head, Healthcare Technology Innovation Centre (HTIC), IIT-Madras, said that GE will provide a Rs. 75 lakh grant towards research and development of solutions.

He said that the two organisations were looking forward to developing a pool of affordable and accessible technologies and solutions that create a substantial impact on healthcare in India and the world.

Vikram Damodaran of GE Health Care said that HTIC will identify the requirements, for instance, an affordable warmer or incubator and also the environment in which the product would be positioned.

Business models

Shyam Rajan of GE Health Care said the company will provide its business and marketing experience to take the innovation both inside and outside the country. "It is very important to assess a business model by which you can take an innovation to the people," he said.

Keywords: IIT-Madras, GE Healthcare, Healthcare Technology Innovation Centre

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IIT-Hyderabad to get Rs. 1,336-crore aid

Special Correspondent

TURNING UPMARKET

HOW THE FUND MATTERS
- To be used for procurement of high-end research equipment
- The amount to be granted as part of JODA loan
- University of Tokyo professors to be involved in the project

ADDITIONAL TECHNICAL HELP
- Enhanced academic, research and human exchange network
- Joint research under Science and Tech. Research Partnership

INTEREST RATE
- The loan will be granted at a concessional rate of 1.40 per cent

Repayment period: 30 years
Grace period: 10 years

- The project will be executed by IIT-H
- Expected year of completion: 2018

A permanent campus to come up at Kandi

The Indian Institute of Technology - Hyderabad (IIT-H) can now look forward to a rewarding future. The institute will get a whopping Rs. 1,336 crore to set up a permanent campus building at Kandi on the city outskirts and to procure of high-end research equipment.

The fledgling IIT will receive the amount as a part of the Japanese Official Development Assistance (JODA) loan through the Central government. An agreement to this effect was signed by the Japan International Cooperation Agency (JICA), represented by Shinya Ejima, Chief Representative, JICA (India Office) and Rajesh Khullar, Joint Secretary (Bilateral Cooperation), Ministry of Finance.

The loan will be granted at a concessional rate of 1.40 per cent. It has a repayment period of 30 years with a grace period of 10 years. The project will be executed by IIT-H, and the expected year of completion is 2018. It is the result of an understanding reached between the Prime Ministers of India and Japan for funding and sharing of technical knowledge.

Eminent professors from the University of Tokyo will be involved in the preparation of concept design and architectural plans for some important campus buildings. An additional technical cooperation project envisages enhanced academic, research and human exchange network, besides conduct of joint research under the Science and Technology Research Partnership for Sustainable Development (SATREPS).

IIT-H was established in 2008 and is among the eight new IITs in the country. Since then, it has made strong inroads in research activities. The institute was recently rated ninth on the h-index thus appearing on top of all the new IITs. IIT-H Director U.B. Desai said efforts would be made to improve the h-index to 40 and then to 50 from the existing nine. He said the institute was currently working on 75 projects.

Keywords: Indian Institute of Technology - Hyderabad (IIT-H), Japanese Official Development Assistance loan, Japan International Cooperation Agency, Kandi, Science and Technology Research Partnership for Sustainable Development (SATREPS), education

'India will dominate the knowledge age'

Staff Reporter

A. Sivathanu Pillai examines an exhibit at Kurukshetra on Wednesday — Photo: V. Ganesan

THE HINDU

Mr. Sivathanu Pillai recollected how a team of students helped develop an indigenous supercomputer

A motivated team of young students from College of Engineering, Guindy and IIT-Madras played a key role in the development of indigenous supercomputer PACE+ for strategic purposes, said A. Sivathanu Pillai, Distinguished Scientist & Chief Controller of the Defence Research and Development Organisation (DRDO) and the Chief Executive Officer and Managing Director of BrahMos Aerospace.

Speaking at the inauguration of Kurukshetra, the techno management fest of the College of Engineering, Guindy, Mr. Pillai said the indigenous development of intercontinental ballistic missiles such as Agni V was possible because of "innovations made by students."

The innovation in supercomputing made a few decades ago paved the way for indigenous development of "re-entry technology" for missile development.

"The supercomputer developed by Anna University students was 20 times faster than the Cray supercomputer denied to India by the U.S," he said.

"Indians have great brains. But the brain needs some triggering," said Mr. Pillai pointing to the success of the BrahMos supersonic missile. He stressed the need for stimulating more innovative young minds to transform India. "We can be global leader if scientific minds come together for innovation. We are going to dominate the knowledge age with over 580 million youth below 35 years," he said.

"Kurukshetra is a stimulating event for students of the current generation," said M. Rajaram, Vice-Chancellor of Anna University. "Participants at the fest get an opportunity to interact with students from all over the country. It gives us exposure to new technical and management aspects of innovation," said Nivedita Sairam, student director for projects Kurukshetra 2014.

A range of events, workshops and lectures on technology and management will be organised from January 29 to February 1. Some of the key attractions include exhibition by National Disaster Response Force, space trek mobile planetarium, 3D floor painting, apache pro performance, 3D printing, robo face and live coding. *The Hindu* is the media partner for the event.

Road to better IITs

A file photo of Delhi IIT

There is no doubt that IIT has been the prime face of technical education in India. If the IITs are not ranked in the top 100 universities worldwide, it is really a question of research than scholastic ability. Since 1970s, each year, at least 500 IIT graduates come to the US and have successfully illustrated to the Americans what people from India are capable of. The pity is that most of them never looked back. To call it brain drain is an understatement. Students from other Indian universities also come to the US in equal numbers and are doing well. I realised the fact, when I came here for my graduation. Though I am not an IIT graduate, I studied at Osmania University in Hyderabad. I did my graduation from a small university in Texas, where I got a PhD in engineering. And I hope, it pains no one if I state that even my university, ranked absolutely nowhere in the US, and still produces better PhDs than any IIT in India. This may be hard to believe, but in India, the emphasis is placed on knowing the answer to a question, whereas in the US, the emphasis is laid on understanding the question. Because, in order to be a leader in technology, it is not enough to know the answers, in fact, you need to predict the new questions. I apologise to all IIT professors when I say that they seem to merely answer questions posed by the West, rather than coming up with new questions. Simply put, you are the leader when you ask the questions, not when you answer them.

So what is the answer to the fact that IITs are not listed in the top 100 universities worldwide? So if the Chancellor of the IITs says to the Indian public, "Double our funding and we will improve technology in India", then should you believe him? I say the answer is a resounding No. Increasing funds for the IITs is not going to improve technology in India. The problem is systemic. Did you know for instance that the IITs have a sanctioned strength of professors which is more than the number of professors in the IITs? There are vacancies which have not been filled for years. Please understand that I am not stating that deserving candidates have been turned away as I have absolutely no way of knowing. What I am saying is that the hiring process depends too much on the professors already in the IITs who seem to be protecting their own turf.

Modi's 8-point development model

The Government spends lakhs of rupees in IITs besides the exuberant fee spent by the students themselves and when several of them go abroad, India does not get anything in return for the it has spent on them. If you look at ISRO, EIL, BDL, DRDO, DRDL, HAL, BHEL, SAIL, IOCL, ONGC and GAIL, how many IIT graduates do you think you will find? Did you know less than 10 per cent of the engineers in these companies are from IITs? These companies determine everything from national security to the price of petrol in the country. I say to you that you will find that only a small fraction of IIT graduates actually work as engineers in India. Most IIT graduates either choose management or IT or just go abroad. So, why not take all the State universities in India and merge them into the IIT system? Put an IIT college in every major city in India. Choose the top 100 IIT professors and televise all their lectures so that every engineering student in India can attend lectures even in remote centres. Use video on demand so that old lectures can be referred if a student misses a lecture. India really needs to reduce the emphasis on who is teaching or who is learning and instead emphasise what is being taught and on rigorous testing to ensure that students can solve the engineering problems. India needs to set aside the egos which some of these IIT professors have and make IITs more of a business to educate large numbers of students adequately. Remember that with more than 1 billion people in India, it is simply not enough that only 3000 students get a good engineering education each year.

मोदी का वादा- हर राज्य में आईआईटी, आईआईएम, एम्स

So, let India have a hundred IIT engineering colleges across the country and produce 30,000 good engineers each year. This is not an unrealistic goal. Remember that as we speak India graduates much more than 30,000 engineers every year, but they possess average skills and most of them are only good for IT like software development. Even those who get engineering jobs need several years on-the-job training before they are successful. Therefore, by establishing hundred IIT engineering colleges throughout the country the standard will rise and India can become a hub for engineering design services. I would also suggest that like the universities in the US, India must use scholastic aptitude tests to determine who enters engineering colleges. In the US, there is a lot of weight given to the SAT (Scholastic Aptitude Test) and the GRE because these tests do not determine which student know advanced mathematics or physics, in fact, the tests determine which student is capable of solving engineering problems. Sometimes students who have good scholastic ability but don't have good marks in mathematics or physics, still become excellent engineers, why else would you find so many Indians professors in the US who never studied at IIT, because of their higher studies in the US and not their IIT education which made them successful! So, imitating Western methods to produce larger numbers of good engineers will help India because although you cannot stop brain drain, at least the engineers who remain in India will be of better quality and I firmly believe this can be done without spending any more money.

A-List of Companies Returns to B-Schools

Some of last year's top recruiters looking to hire 18-100% more MBAs this year

SREERADHA D BASU &
DEVINA SENGUPTA
MUMBAI

Undaunted by slow economic growth, top recruiters are preparing to step up hiring from top B-schools, including IIMs, when campus placements kick off from first week of February.

Among Goldman Sachs, Cognizant, Capgemini, ICICI Bank, HCL Technologies, Citibank and KPMG — all leading recruiters last year — a few are looking to hire 18-100% more MBAs this year, while the rest will hire at least as many as last year.

This spells good news for IIMs, many of which had struggled to place the final lot of students last year due to weak hiring sentiments and large batch sizes.

Stepping up Hiring

- **TOP RECRUITERS, INCLUDING** Citibank, Goldman Sachs and KPMG to raise hiring by 18-100% this placement season
- **COGNIZANT AND HCL** Technologies also upbeat on hiring
- **BCG, ICICI BANK** and Capgemini to maintain at least last year's numbers

₹ **12** lakh pa

ICICI Bank will pay management trainees

Citi India will pay graduates

₹ **17-35** lakh pa

KPMG is looking to double hiring from B-schools to 200, driven by a need to strengthen presence in advisory. "We are investing heavily to recruit top-end talent across talent pools that are relevant for our businesses," says Shalini Pillay, head, people, performance and culture, KPMG in India.

Factors Driving Hiring Push ▶▶ 20

Citigroup Set to Hire 2,500 in India in '14

Citigroup is planning to hire 2,500 professionals in India in 2014, though globally the bank does not plan to increase its people strength, reports **Rica Bhattacharyya**. ▶▶ **12**

Factors Driving Hiring Push

▶▶ From Page 1

Goldman Sachs is planning to increase its B-School hiring by 30% to about 90 professionals this year, according to V Bunty Bohra, CEO for Goldman Sachs Bangalore. Last year, the firm recruited 70 B-school students and another 45 interns. It will also double internships this year. "As IIMs attract a pool of some of the brightest, high-potential talent across the country, our hiring from them has increased significantly," says Bohra.

A number of factors are driving requirement of MBAs this year even though there has been no uptick in the economy: companies are keen to strengthen talent in certain key areas, build business solutions capability and also want to build a strong pipeline for the future.

Besides IIMs which will get into placement frenzy in February, the Class of 2014 at other leading management schools, including XLRI Jamshedpur, FMS, SPJIMR, NMIMS, SIBM and XIMB, will also benefit from the strong hiring outlook. Many of them are already in the thick of final placements. Last week, ET reported that hiring at non-IIM B-schools was better than anticipated.

Citi India is stepping up hiring by 18% in 2014 by hiring 65 management associates across top B-schools including 25 from the IIMs, according to Kripa Krishnamoorthy, head of talent, diversity and organisation development.

Last year, the bank hired around 55 MBAs across corporate, retail and support functions. IIM hires will comprise about 40% of the associate pool in 2014 compared to 25% last year. In terms of overall campus hiring, it plans to hire over

200 this year. Citi will pay its management associates around Rs 17 lakh, while for businesses like markets and investment banking, entry level talent will be paid up to Rs 35 lakh. Goldman Sachs has offered around Rs 30-34 lakh in some non-IIM colleges, while ICICI Bank, another active recruiter on campus with 60-70 hires from the IIMs last year, will be offering Rs 12 lakh. The bank will hire the same numbers as last year.

Capgemini too will hire around 140 B-school grads, the number it hired last year. Rajesh Padmanabhan, corporate VP & chief HR officer at the organisation, says it hires for roles like business consulting and risk managers among others. The company may add a couple of new IIMs to its list this year from the six older ones it regularly visits.

Cognizant, the top recruiter last year with over 300 MBA hires, including 75 from IIMs, declined to reveal proposed hiring numbers. But Sriram Rajagopal, VP-HR, said that while its consulting practice has been the biggest recruiter of management graduates, it now also has several groups within its Emerging Business Accelerator businesses that are looking for MBA talent for their ventures.

Consulting firm BCG, which was the top recruiter across IIM-A, B and C last year, may hire marginally more this year, Suresh Subudhi, partner and director, said. BCG hired around 55-56 students across B-schools in 2013. It typically hires students as senior associates while those with over 3.5 years of experience may be taken as consultants. BCG is also planning to expand the number of campuses it visits this year and is in talks with MDI, SP Jain, JBIMS and NMIMS.

'Among graduates, only 30% job worthy'

Delhi Ranks High On Employable Pool: Survey

Surojit Gupta | TNN

New Delhi: An assessment of 1 lakh graduates and post-graduates on various skills has found that only 34% were employable and women fared better than men in the tests. The survey found that Punjab, Tamil Nadu, UP, Delhi, Andhra Pradesh, Haryana, Karnataka, Odisha and West Bengal were among the top states from where the major chunk of the "employable pool" emerged.

Nagaland, Meghalaya, Jammu & Kashmir, Manipur, Jharkhand and Bihar were at the bottom of the heap. The assessment was carried out by online assessment firm Wheebox and tested students in 28 states and Union territories on their numerical and logical ability, communication skills and domain knowledge.

"The results mean two-thirds of our skill pool is not fit to have a job," the National Skill Report 2014 prepared by the Confederation of Indian Industry, People Strong and Wheebox said, pointing to the need to focus on creating jobs and the right skills to boost economic growth. The top 10 cities with the largest number of employable candidates were listed as Ajnala, Dhariwal (both in

TOP PICKS

States with largest chunk of employable pool
- Punjab
- Andhra
- Tamil Nadu
- Haryana
- Uttar Pradesh
- Karnataka
- Odisha
- Delhi
- Bengal

Cities with most employable candidates
- Ajnala (Punjab)
- Dhariwal (Punjab)
- Ponneri (TN)
- Akola (Maharashtra)
- Fatehgarh
- New Delhi
- Coimbatore (TN)
- Madurai (TN)

42% of women employable against 30% men

Source: National Skill Report 2014

Punjab), Ponneri (TN), Akola (Maharashtra), Fatehgarh, New Delhi, Coimbatore and Madurai. The survey also found that the maximum percentage of employable skill was available in pharmacy, followed by engineering, ITI, MCA and MBA.

"The priority for the next government should be to create a talent pool and jobs," said Wheebox CEO Nirmal Singh. The assessment showed that out of the wom-

en who took the tests, around 42% were employable, while only 30% men were found fit for jobs. "With such quality of female talent available, companies have a great opportunity to improve the gender ratio in their organizations," the report said.

The states where most test takers scored well in English were Rajasthan, Andhra, Haryana, Uttarakhand, Punjab, Kerala and Karnataka. For logical and numeric ability, the states with the best talent were Rajasthan, Tamil Nadu, UP, Delhi, Haryana, Kerala and Karnataka. The cities which fared well on this count were Vadamadurai, Coimbatore, Ghaziabad, Chennai, Erode, Delhi/NCR, Bangalore and Agra.

Puducherry emerged as one of the top talent pools and figured among the best performing states in terms of computer skills. Rajasthan, Punjab, Tamil Nadu, Karnataka, Andhra Pradesh, UP, Kerala, Haryana and Delhi were among the top states in computer skills. The government is faced with a huge challenge to upgrade skills and improve education standards to meet the demand of the job market. Experts say efforts are need to fill the gap as 12 million youth are being added to the job market.

IIM - Ahmedabad is the most searched B-school in India, followed closely by FMS, Delhi, on Google search

Wednesday, January 29, 2014

Report by India Education Bureau, New Delhi: With an entire generation of MBA aspirants sweating before the 'The Common Admission Test' (CAT) 2013 results announcement, it wasn't surprising that B-school searches on Google have recently seen a spike.

As per Google search trend, prestigious IIM- Ahmedabad was the most searched B-School closely followed by surprisingly not IIM-B or IIM-C but FMS (Faculty of Management Studies), Delhi.

Group discussions, personal interviews and deciding on the college of choice are some key searches reveals Google Search trend.

CAT results were most searched from West Bengal followed by Uttar Pradesh, Tamil Nadu; surprisingly Delhi and Maharashtra were last on the list. In cities, Chennai searched the most for CAT results followed by Bangalore and Howrah subsequently.

http://indiaeducationdiary.in/Shownews.asp?newsid=27810

Life of a Girl at IIT Delhi

By Divyansh Apurva, From IIT Delhi, New Delhi, Posted Jan 30th 2014 1:00AM

http://www.coolage.in/2014/01/30/life-of-a-girl-at-iit-delhi/

So, we are talking about IIT Delhi, one of the most prestigious engineering colleges in India, supposedly a home to the brightest and smartest minds of the country! When you read 'the brightest and smartest', I'm sure the image that flashed in your mind was that of a bunch of nerdish guys rattling their brains over some unsolvable problem. How many of you imagined a girl doing that? Very few indeed! Here I present experiences of Sanju Ahuja, a second year sole Mechanical Engineering girl at IIT Delhi:

'This is how a girl's life begins in IITD, being crammed in a classroom with boys about 10 times in number or more.

I am a Mechanical Engineering student at IIT Delhi and the lone girl in my batch; so basically, I am the extremity of poor sex ratios in IITs. Honestly, 70% of my time here, I never felt that was a bad thing. I made a couple of great friends, people I can count on. We have an awesome time during classes, labs and workshops. It's universally accepted that guys are lesser drama, more fun and yeah, a little easy going on studies! The rest 30% of the time comes when they all walk back together to their hostel and I don't. During exams, when I have to study alone, all my classmates study in one room. When I have to walk a mile to take notes or assignments, they walk to the next door. When I do all my homework

alone without any discussion, help or the intermediate fun, they do all that stuff together. But I guess I have taken this in my stride. It has made me much more independent and reliable. This is a fact that I can't change so I have started enjoying it.

This was my classroom; [hostel](#) is an entirely different story. Living with people is very different from studying with them. You share a room, study tables, chairs, beds, tube lights, windows and every trivial thing. Someone likes the lights out early while someone is a night watchman. Someone likes the room cleaned every third day while someone doesn't mind the dirt for a month. And the bed placement can never be acceptable to all roommates together. That's where space gets created for argument. Arguments do happen, but then comes the understanding part, respecting the differences is what we all learn slowly.

Somehow, these become the girls you share your life stories with, the girls on whose shoulders you cry, the ones you crack nerdy and dirty jokes with, the ones you take your frustration out on after a bad day, with whom you discuss your favorite guys with, from whom you take movies or TV shows. These are the people who will wake you for class, eat with you, share stuff of daily use, shout on you and tease you. These are the people you have music and dance practices with, go out to play with, the ones you can sing horribly with. They get to see you at every point of the day, your best and your worst. And yeah, they don't judge you on how you look, how well you talk or dress up. They live through your stay here at IITD and so do you for them.

Going about the comparison with boys' hostels, one of the craziest parts I find here is that there is no culture of LAN gaming, poker or stuff like this. Instead, all birthday parties are lined up with dancing for hours. Some get wilder when we start beating the birthday girls and their roommates (just like in the boys' hostels)! What keeps us awake in odd hours is mostly movies and sometimes dress up parties. Girls confide a lot in each other, every little thing and really minute details about friends, family, relationships is known to a set of close friends. I guess it's a well-known fact that we study a LOT more than boys here, but quite unexpectedly, we always flunk our last exam together just for the fun of it by having pizza parties, reading a novel or watching movies. All in all, there happens all the stuff that girls are negatively known for, noticing each other's clothes, footwear, make-up, some talk a lot, some are quite emotional. But as long as we know we're a lot more than just that, I believe there's no point in hiding who we really are. Not everyone fits in the above description, but whoever does has nothing to hide. We share a bond, a weird one, I haven't found out if it has a name, but it does complete all of us.

Writing this article, I actually began wondering, what difference does it make now? I have wandered on the line of thought a lot of times about how great it would have been to have just as many girls in my class as boys. But for what I have not experienced, I can't criticize the present. Summing up, I don't want to comment on the sex ratios of IITs, it is what it is. All of us here have found our place. Some fit in, some stand out. This place was our destiny and each of us is living it at his own pace!'
-Sanju Ahuja, IIT Delhi

Deakin University signs new research agreement with IIT Madras

http://indiatoday.intoday.in/story/deakin-university-signs-new-research-agreement-with-iit-madras/1/340503.html

Sonali Acharjee January 29, 2014 | UPDATED 13:16 IST

 In a move to encourage more engineering students to opt for research PhDs, Deakin University today entered into a new agreement with the Indian Institute of Technology Madras (IIT-M) to promote collaborative research and development projects.

The new Memorandum of Understanding (MoU) is expected to result in the wider and more practical utilisation of inventions created by IIT Madras faculty, students, and staff. This engagement will further encourage the students to enroll themselves into intense research and PhD programmes that will address important engineering and technology problems.

"Deakin's commitment in delivering technological innovations from renowned Indian institutes such as IIT Madras stands testimony to its vision of building strong channels and effective partnerships in India. Deakin has invested a lot in India and has witnessed a growing demand for various courses especially from India. Through this strategic collaboration, Deakin and IIT-M will take the best solutions to a global market place," says Jane den Hollander, Vice-Chancellor and President of Deakin University.

Apart from focus on research and projects in the areas of materials and engineering, promoting joint PhD supervision will also be part of the agreement. Ten students will be enrolled in the joint supervision program, five from each institution. All ten students will be resident at IIT- Madras where each student will be provided doctoral studentship.

The MoU was signed by Jane den Hollander, Vice-Chancellor and President of Deakin University and Dr. Bhaskar Ramamurthi, Director, IIT-M and was presided by Gary Smith, Deputy Vice Chancellor, Global Engagement. Previously Deakin has also signed MoUs with Amity University, Ansal University and the Defence Institute of Advanced Technologies in India.

"Deakin's partnership in India with the academia, industry and government has been a positive engagement. The collaboration with TERI in particular has helped set up a new research lab facility to provide solutions towards a greener and more advanced use of nanotechnology for resolving challenging agricultural, biomedical and sustainability issues at the Deakin's Geelong Campus," explains Peter Hodgson, Director of the Institute for Technology Research and Innovation at Deakin University.

Read more at: http://indiatoday.intoday.in/story/deakin-university-signs-new-research-agreement-with-iit-madras/1/340503.html