

## Newspaper Clips July 23, 2014

### **IITs lag in global research ranking**

Hindustan Times (Mumbai)

#### **IISc Bangalore features at 386 among more than 2,700 universities in the world**

Reputed universities in the country have been slipping in global ranking with Indian Institutes of Technology (IITs) and other top universities not featuring in various agency reports.

According to the latest Scimago Institution Ranking World Reports, the Indian Institute of Science (IISc) in Bangalore is the top-ranked Indian university based on quality and quantity of its research.

Scimago report assesses global universities based on research published in international journals.

However, IISc features only at the 386 position among more than 2,700 universities across the world.

Of the 16 IITs, only eight are on the list of 2,700 universities. And, the seven oldest IITs of Delhi, Bombay, Kharagpur, Indore, Madras, Guwahati and Kanpur feature between 465 and 1,201 ranks.

IIT Hyderabad, with a rank of 2,743, is the only new IIT that makes the cut at the research level. The IIMs don't feature on the list.

Every year, Scimago assesses universities' research of five-year periods that have published at least 100 articles a year in international journals.

IIM Bangalore has a research of 39 to 78 articles per year during 2010 to 2013, far below the required 100.

However, private universities seem to be doing well in their research output with Manipal University and Vellore Institute of Technology leading the pack. The ranking for Manipal, Vellore, Banaras and Jadavpur are not available yet.

“Others universities such as Delhi, Banaras Hindu University and Jadavpur University have as much research output as the IITs,” said an analyst. According to officials at Scimago, a soon-to-be-released study tracking research performance in India states that there are six institutions that produce the best quality research in the country and all of them are non-IIT establishments.

“Even though IITs and IISc have a huge budget allocated to research, their output is dismal. Jadavpur University, whose budget is a fraction of IITs and IISc, is improving on the research front. If such universities get budgets like the IITs, they will do much better,” said Gangan Prathap of Delhi's National Institute for Interdisciplinary Science and Technology, a

## एजुकेशन न्यूज

# आईआईटी रुड़की करेगा उत्तरखंड की नदियों का सर्वे

केदारनाथ में हुई तबाही के एक साल बाद आईआईटी रुड़की ने उत्तरखंड की नदियों के डायनेमिक बिहेवियर की जांच शुरू कर दी है। अलकनंदा, मंदाकिनी, भागीरथी जैसी कई नदियां हैं, जिनके पानी के बहाव में अचानक आए तूफानी बदलाव के चलते उत्तरखंड को बर्बादी झेलनी पड़ी। इतना ही नहीं, कभी-कभी नदियों के रास्ते में भी बदलाव आ जाता है, जिसके चलते इनके किनारों पर बने स्ट्रक्चर्स के लिए मुसीबत हो जाती है। हालांकि बादलों के फटने के चलते भी अचानक बाढ़ आ जाती है। स्टडी से यदि पहले से ही उनका पता चले तो पर्याप्त तैयारी की जा सकती है। वहीं नदियों पर बने पुलों और सड़क किनारे के स्ट्रक्चर्स इस तरीके से बनाए जाएं कि नदी के बहाव में आये बड़े बदलावों के बावजूद उन्हें कोई नुकसान न हो। इसके लिए पायलट प्रोजेक्ट के तौर पर उत्तरकाशी के एक-दो पुलों पर काम शुरू किया गया है।

### आईआईएमए और हार्वर्ड में टाईअप

यहां आईटी प्रोफेशनल्स से मतलब इनकम टैक्स के सीनियर अधिकारियों से है। चीफ कमिश्नर से ऊपर की रैंक के 30 अधिकारियों के लिए आईआईएमए ने एक स्पेशल ट्रेनिंग प्रोग्राम रखा है, जिसके लिए हार्वर्ड बिजनेस

स्कूल से टाईअप किया गया है। ये ट्रेनिंग प्रोग्राम चार हफ्ते का होगा। इसमें से दो हफ्ते के लिए इन अधिकारियों की ट्रेनिंग आईआईएमए के अहमदाबाद कैम्पस में होगी और दो हफ्ते की ट्रेनिंग के लिए उन्हें हार्वर्ड बिजनेस स्कूल के कैम्पस में जाना होगा। इस पूरी कवायद से केवल इतना फायदा होगा कि एक बड़ी ऑर्गेनाइजेशन को कैसे डील किया जाए, मैनेजमेंट के स्तर पर किस तरह के बदलाव लाए जाएं, किस तरह से संस्था को सिटिजन सेंट्रिक बनाया जाए और किस तरह से दुनियाभर में इनकम टैक्स के केसेज को डील किया जाए, जैसे टॉपिक को इस ट्रेनिंग में शामिल किया जाना है। जैसे ही इस तरह के प्रोग्राम को डिजाइन करने की बात कॉरपोरेट जगत में पता चली, वैसे ही कॉरपोरेट जगत से कई कंपनियों ने इस तरह के कोर्स अपने एग्जीक्यूटिव्स के लिए भी करवाने के लिए आईआईएमए से गुजारिशें शुरू कर दी हैं।

### आईआईएम रोहतक का एंटरप्रेन्योरशिप सेल

आईआईएम रोहतक ने अपना एंटरप्रेन्योरशिप सेल शुरू कर दिया है, जिसका थीम रखा गया है 'एम्मावर, एक्सपेरिमेंट और एनर्जाइज'। इस सेल का काम होगा तमाम इंडस्ट्रीज को आईआईएम रोहतक में लाना और

### जनरल स्टडीज का टैस्ट दें यहां

यह वेबसाइट उन प्रतियोगियों के लिए महत्वपूर्ण है, जो जनरल स्टडीज की तैयारी कर रहे हैं। मांक टैस्ट पेपर्स से आप अंदाजा लगा सकते हैं कि आपकी इस विषय की तैयारी वास्तव में कहां तक पहुंची है। साथ ही आप जान सकेंगे कि आप कहां पिछड़ रहे हैं और इससे दोबारा तैयारी करने के लिए प्रेरणा मिलेगी।

<http://www.indiabix.com/online-test/general-knowledge-test>  
यूआरएल को ब्राउजर की एड्रेस बार में टाइप करें और उसके बाद एंटर प्रेस करें। आपके सामने जो पेज खुलेगा, उसमें आप प्रतियोगी परीक्षाओं में जनरल स्टडी से जुड़े सवालों को हल कर सकते हैं और अपने उत्तर भी जांच सकते हैं।

स्टूडेंट्स के इनोवेशन और एक्सपेरिमेंट्स के आधार पर उनके लिए टाईअप में मदद करना। जो स्टूडेंट्स केवल अपना आइडिया लेकर अपनी फर्म शुरू करना चाहते हैं, उनके लिए इन्वेस्टर्स को ढूंढना भी इसी एंटरप्रेन्योरशिप सेल का काम होगा। इसके लिए आईआईएम रोहतक के पुराने स्टूडेंट्स के बैच से भी मदद ली जा रही है। ऐसे पुराने छात्रों से संपर्क किया जा रहा है, जो सफलतापूर्वक अपने वेंचर्स चला रहे हैं और नए स्टूडेंट्स को मदद देने के इच्छुक हैं। जब इस सेल की पहली बैठक जुलाई की शुरुआत में रखी गई तो तमाम कंपनियों के सीईओ, सीओओ स्तर के अधिकारियों की उसमें मौजूदगी रही और अधिकांश ने सेल की मदद करने का वायदा भी किया।

पूजा शर्मा

# TIEUPS BETWEEN INDIAN AND FRENCH UNIVERSITIES

Hindustan Times (Chandigarh)

Indian institute	French institute	Nature of Agreement
National Law University of Delhi	Ecole de Formation des Barreaux	Student and faculty exchange programme
West-Bengal University of Juridical Science Calcutta	Ecole de Formation des Barreaux	Student and faculty exchange programme
National Law School of India University Bangalore	Ecole de Formation des Barreaux	Student and faculty exchange programme
University of Pondichery	Paris-I Pantheon Sorbonne	Dual bachelor's degree programme in business administration
The Design Village (Noida)	Ecole de Design Nantes Atlantique	Dual master's programmes in interior architecture, graphic design and transcultural design
Jamia Millia Islamia	Ecole Normale Supérieure of Paris	Student and faculty exchange programme
Embassy of France to India	INALCO (Institut National des langues orientales)	Master's degree in technical translation for French/English/Indian language
Jadavpur University (Calcutta)	Université Joseph Fourier de Grenoble	Letter of intent for student and faculty exchanges, as well as joint teaching and research projects
Roquette Riddhi-Siddhi (Gujarat)	ISA-Lille	Full scholarship programme for a master's degree at ISA Lille
IIT Bombay	Thalès	Letter of Intent
IIT Delhi	Thalès	Letter of Intent

Hindustan Times ND 23/07/2014  
P-12

Amar Ujala ND 23/07/2014 p-2

## UGC to outsource NET exam to CBSE

**Vanita Srivastava**

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**NEW DELHI:** The University Grants Commission (UGC) has decided to outsource the National Eligibility Test (NET) for lecturers to CBSE.

At the meeting of the Commission on Tuesday, it was decided that the next exam in December will be conducted by CBSE. The decision was taken keeping in mind the requirement of logistics and infrastructure. The basic objective of the exam is to determine eligibility for college and university level lectureship.

## आईआईटी गेट का तीन साल तक वैध रहेगा रिजल्ट

नोएडा (ब्यूरो)। आईआईटी समेत इंजीनियरिंग संस्थानों में एमटेक दाखिले, पीएचडी और पीएसयू कंपनियों में नौकरी के लिए जरूरी ग्रेजुएट एंटीक्यूड टेस्ट इन इंजीनियरिंग (गेट) का स्कोर अब तीन साल के लिए वैध रहेगा।

Business Standard ND 23/07/2014 P-1

# IIT, IIM grads among 27,000 applicants for 15 Bandhan posts

NAMRATA ACHARYA  
Kolkata, 22 July

Bandhan, the microfinance institution gearing up to become a bank shortly, had on July 2 invited applications from people with three to 15 years of experience in the banking and human resource fields. It had received close to 27,000 applications until Monday for the 15 posts on offer.

What is more surprising is that 15-20 per cent of the applicants are from the reputed Indian Institutes of Technology (IITs) and Indian Institutes of Management (IIMs). And, half the applicants are from outside West Bengal; they are willing to shift their base from cities like Delhi and Mumbai to work in Kolkata.

A large number of these applicants are already employed in top positions at public and private-sector banks, say sources at Bandhan.

Bandhan founder & Chief Executive Chandra Sekhar Ghosh says several top-notch executives from the corporate world — either informally or formally — expressed interest in joining the bank. Ghosh, though, is not taken by the frenzy. In 2000, when Bandhan was a struggling microfinancier, there were few takers for its jobs; even advertisements to recruit at the village level interested few.

"We expected this kind of response to our advertisement. One of the criteria for these jobs will be candidates' willingness to align with the Bandhan philosophy: Working with the poor. We need people from different strata. So, while highly qualified professionals are needed, so are plain graduates," Ghosh explains.

State Bank of India had last year received nearly 1.7 million applications for 1,500 probationary-officer jobs. This implied 1,133 candidates were vying for each post at the bank. By comparison, 27,000 applications for 15 Bandhan

posts mean 1,800 people competing for each position.

Nearly 70 per cent of Bandhan's operations will be concentrated in rural areas, while the rest will focus on the large middle-class retail clientele.

A majority of Bandhan's staff, mostly those educated up to high school and graduates, are already placed in rural areas. At present, there are about 13,000 people on Bandhan's payroll in rural areas; they are likely to be absorbed as regular employees of the proposed bank.

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*"We expected such a response to our advertisement. One of the criteria for these jobs will be candidates' willingness to align with the Bandhan philosophy: Working with the poor"*

CHANDRA SEKHAR  
GHOSH

CEO, Bandhan



## BANKER IN THE MAKING

**1,800:** Number of people competing for each Bandhan position

**13,000:** Number of Bandhan's MFI employees currently posted in rural areas; they are likely to be absorbed in the proposed bank

**60%:** Proportion of Bandhan's rural workforce with education up to higher secondary level

**10 mn:** Number of accounts Bandhan hopes to open in one go when it starts banking operations

**600:** Number of bank branches Bandhan plans to open across 22 states

**₹1,000 cr:** The amount Bandhan, the MFI, disburses on an average every month (loan outstanding of nearly ₹6,200 crore)

**2,116:** Number of microfinance branches Bandhan currently has across 22 states

## IIT, IIM grads among 27,000 applicants for 15 Bandhan posts

Almost simultaneously, Bandhan will open 600 bank branches across 22 states and is expecting to open at least 10 million accounts in one go. The bank is expected to start operating by the next financial year.

Growth opportunities and work experience in a new set-up are some of the key reasons most applicants have cited for applying for Bandhan jobs during the interviews conducted so far, say Bandhan officials.

Randstad, the world's second-largest staffing organisation for human resource consultancy services, is not surprised. "The issuance of new banking licences is expected to contribute to job creation in the near future. We believe the cumulative effect of these trends will create around 500,000 direct and indirect jobs in the banking sector in years to come," says Randstad India CEO Moorthy K Uppaluri.

Incidentally, it was about 64 years ago that Kolkata last saw a new bank being set up in the city. United Bank of India, Kolkata's youngest bank, was set up in 1950 and nationalised in 1969.

A new bank in the city is always expected to draw a huge response; many people who left home for jobs in Mumbai or Delhi would like to return to the city, says Bhaskar Sen, former chairman and managing director of United Bank. "Since Bandhan is going to be a first-generation bank, there are many people wanting to work in its setting up. It will start from scratch - from process management to IT - offering a good opportunity for job growth."

To prepare a road map for its banking foray, the microfinancier had appointed Deloitte, which was also its consultant for preparing its application for a banking licence.

Bandhan has about 2,116 branches in 22 states and a loan outstanding of nearly ₹6,200 crore. On an average, the microfinance institution disburses ₹1,000 crore a month and its monthly collections are nearly ₹700 crore. At present, it has a share of nearly 25 per cent in the microfinance market.

Bandhan's investors include International Finance Corp, the World Bank's private investment arm, Sidbi,

Financial Inclusion Trust and Northeast Financial Inclusion Trust. Ghosh owns a 1.8 per cent stake in Bandhan, which will have to go for listing within three years of being converted into a bank.

Business Line ND 23/07/2014 p-12

# Teachers as friends, friends as teachers

Excerpts from a commencement speech to students of the 2014-16 batch, the 17<sup>th</sup>, at IIM Indore by D Shivakumar, Chairman and CEO, PepsiCo India



Your generation is very different and very blessed. You will enter the business world and society when India is a force to reckon with. This wasn't the case two decades ago. India matters today and you will be a global citizen and a global manager. The world is your stage. In a digital world, boundaries are mere lines on a map and you will cross boundaries effortlessly. Prepare yourself for that by being sensitive of other cultures, by maybe learning a foreign language or two.

You have so far seen teachers as people who control you; I submit to you that you should view them as friends. My professors at my business school (IIM Calcutta) were friends and are still my friends. You are a diverse batch; you can learn a lot from each other, and you will benefit a lot if you view your teachers as friends and friends as teachers.

You will spend 24 months here, but IIM Indore will define you for the next three decades. A soldier is always proud of the country he defends, similarly students must be

proud of the institute they study in, and you have many reasons to be proud of this great institute. Learn as much as you can – curricular, co-curricular and extra-curricular, be an all-rounder, don't be a uni-dimensional grades person. Be passionate about something that captures your imagination, and be the best at it.

Life is not a smooth journey in today's context. So, don't expect a smooth passage. As you go through life, have the humility to succeed and the strength to fail. People want to be around humble people and don't like arrogant people in any sphere of life. You will fail a few times; failure is not fatal, and it is merely a good learning lab. Failure will test you and will teach you who your real friends are. You will be fine as long as you treat success and failure in a balanced way.

We measure a lot of things in today's world, in measuring many things, we have lost the meaning of why we are doing so many things and chasing so many measures. Life is not a logical journey; there is adequate space for magic in the journey. Don't be purely logical, have the heart for relationships, don't be afraid to love and



**Think big** A student of IIM Indore raises a question during the speech

be loved. Emotions are good as you chase your dream.

You are very good and that's why you are here. Each and every one of you is good and that will pose a problem in combining as a team. You will do many projects together. Don't stick with the same project team for the two years; change your team every project, that will give you the benefit of working as one with many different people. That team work is a valuable lesson you will take to the workplace. You will listen, you will fight, you will challenge, you will argue, you will defend, but you will learn a lot as long as you are putting in

your best for the team. And, when you do your best for the team, the team will benefit.

Have the courage to be adaptable and change in the two years you spend here. The changes that you will make here will help you succeed in a future world. You are a global citizen; the world is your stage. Think big and dream big. Nothing can stop you as long as you are willing to learn, willing to change and willing to improve your game.

These two years will go by pretty quickly, so make the most of them. Treat your teachers as friends and friends as teachers.

# Cloud Seeding Cos May Play as Rainmakers this Season

Companies engaged in the business expect demand to shoot up this year as the June-September southwest monsoon, the biggest source of irrigation for India's crops, has been playing truant

**MADHVISALLY**  
NEW DELHI

A bad monsoon could be good for some. The rainy season has been playing peekaboo this year, sending shivers down the spine of a government that's trying its best to revive the economy. But if the weather gods don't feel propitiated enough to ensure that the rains fall in the right place at the right time, some are going to take matters into their own hands.

They are planning to use cloud seeding to combat the worst effects of a dry monsoon, although there doesn't seem to be a consensus on how well the process works. Companies engaged in the business expect demand to shoot up this year as the June-September southwest monsoon, the biggest source of irrigation for India's crops, has been playing truant.

"If people in India can get donkeys married to get rains, why won't they call us?" said Arvind Sharma, flight consultant for Agni Aero Sports Adventure Academy, which works in the field of cloud seeding. "We are getting innumerable queries from philanthropists, farmers, politicians to get rains in their region. It has to be seen how many queries turn (into) business opportunities. It can definitely become a good year for business."

State governments, tea estate owners, politicians and even some insurance companies are exploring cloud-seeding options. The process involves seeding clouds with chemicals that will lead them to promote precipitation or rain. (The process is also used to boost snowfall and curb hailstones and fog.)

Companies involved in cloud seeding such as Myavani, Kyathi Climate Modification Consultants and Agni Aero Sports expect business to grow as much as a fourth this year over 2012, when the country last saw weak rains.

The seasonal monsoon deficit on Monday was 29%. North Karnataka, Maharashtra, Gujarat and Rajasthan besides some areas in central India have seen weak rainfall this season.

## Being Rain God

Cos involved in cloud seeding, such as Myavani, Kyathi Climate Modification Consultants & Agni Aero Sports, expect business to grow as much as a 4th this yr over 2012, when the country last saw weak rains

### Interested Entities

State govts, tea estate owners, politicians & even some insurance cos are exploring cloud-seeding options

The Municipal Corporation of Greater Mumbai has already come up with a tender to prepare for cloud seeding to enhance precipitation

Karnataka govt earlier this month sought the advice of the Indian Institute of Tropical Meteorology, Pune, on cloud seeding

Cos said they are in touch with the state govts of Gujarat, MP, Karnataka & Tamil Nadu & expect some business from these states



### How Does Cloud Seeding Work?

- 1 Meteorologists** identify rain-bearing clouds based on radar reflectivity – which of them contain substantial enough water for seeding
- 2 Meteorologists** direct the pilot to the rain-bearing cloud
- 3 Plane with** sodium chloride or silver iodide flares attached to the wings flies below the cloud
- 4 Meteorologists** identify areas where there is upward motion & fire the sodium chloride or silver iodide at the base of the cloud
- 5 This should** produce large embryos of cloud droplets that will grow rapidly & trigger rainfall
- 6 It takes 15-20** min to produce artificial rainfall by this process, covering a minimum 5 sq/kms

The Municipal Corporation of Greater Mumbai (MCGM) has already come up with a tender to prepare for cloud seeding to enhance precipitation. Similarly, the Karnataka government earlier this month sought the advice of the Indian Institute of Tropical Meteorology (IITM), Pune, on cloud seeding.

The companies said they are in touch with the state governments of Gujarat, Madhya Pradesh, Karnataka and Tamil Nadu and expect some business from these states too.

"A weak monsoon along with increased awareness and availability of better technology will boost the business of cloud seeding this year. I see a growth of 20-25% in the cloud seeding business," said Prakash Koliwad, managing director,

Kyathi, which has tied up with US-based Weather Modification Inc.

Bangalore-based Agni Aero Academy, which has been involved in cloud seeding in India since 2003 and undertook cloud-seeding projects for MCGM in 2009 and the Karnataka government in 2012, expects a pickup in business.

Girish Odugoudar, 33, of Myavani, which has jointly bid for the Mumbai project along with US National Centre for Atmospheric Research, is aiming to establish his business. "We have the infrastructure and capability and success in one project should open many doors," he said.

Agni Aero has undertaken cloud-seeding experiments in Rajasthan for Hindustan Zinc, a Vedanta Resources unit. "Looking at the 2012

success in getting rainfall from cloud seeding, Vedanta is contemplating to again run these experiments this year too, if rains remain weak," said Agni Aero's Sharma.

Koliwad's company has bid for the MCGM project and is in touch with the Madhya Pradesh, Karnataka and Gujarat governments. "A few private companies like a south Indian tea estate feels conducting cloud seeding would be beneficial. Also, a few insurance companies are discussing the utilization of cloud seeding to help manage crop damage claims," said Koliwad.

With drinking water level in major lakes—Modak Sagar, Tansa, Vaitarna—going below 2 lakh million litres compared with the 10-year average of 4 lakh million litres there is acute concern and cloud seeding is being seen as one way of bringing rains, said Sitaram Kumte, municipal commissioner, MCGM.

"We are watching the situation and are confident of the success of project," he said.

Pune-headquartered IITM under the ministry of earth sciences has been conducting cloud seeding experiments as part of the Cloud Aerosol Interaction and Precipitation Enhancement Experiment (CAIPEEX) programme.

"MCGM has approached us for planning cloud-seeding programme over the catchment area. Karnataka state officials have also talked with IITM for planning a cloud-seeding programme," said Thara Prabhakaran, chief project scientist, physics and dynamics of tropical clouds at IITM.

She added that cloud seeding has not been proven to be an effective tool and needs further research. "Detailed experiments on cloud seeding are expected to take place in 2015-16 to derive robust statistics to formulate guidelines and find out about the efficacy," she said.

In countries such as the US, South Africa and Russia, cloud seeding is an integral part of water resource management strategy. Planning is done in advance by insurance companies, government departments and corporates.

# Profit, planet and people

Nagesh Rao believes that great companies are run not just by number crunching but on the back of strong communication skills

**RASHEEDA BHAGAT**

Nagesh Rao, MICA's President and Director, is amazed to find that the conversation around how crucial communication skills are in any business or other organisation, hasn't changed much. Greater focus on finance, marketing, production and their recognition as "essential management skills" continue. This is largely so because communication is taken-for-granted for both personal needs and career goals. The assumption then, as now, was that you either have it or don't. "Even today, the conversation around communication as a soft skill is a little surprising, and I laugh about it because it is one of the harder skills to really master. But the field of communication itself is relatively new," he says. If management literature is about 100 years old then communication literature is only 50 years old, he adds.

## Hard-to-measure

The other problem is seeing a direct connection between communication and profit, either financial or human capital. So its value is hard to measure. Rao, who returned to India after exploring the specialty of communication in the US, to first teach communication at IIM-A, recalls a student telling him candidly: "When we join an organisation like the IIM-A for an MBA, finance is at the top, because we want to get into a Goldman Sachs and so on. Then come operations and marketing. And if organisation behaviour is like a step child, communication is like an il-

legitimate child." Recalling this story Rao adds, "The funny, or not so funny, thing is that every recruiter who comes to MICA or any of the IIMs, if you ask them for the top three important things they look for while recruiting, communication is at the top." So it's an interesting paradox that while at one level corporates understand its value, the absence of specific tools to measure its actual impact tends to lessen its value.

But the recognition of communication graduates is better in the US, Europe or Australia... the awareness is higher as more alumni with communication backgrounds from business schools have taken top positions. And when they hire, communication gets much more importance, says Rao.

At MICA, his mission is to make communication and its importance a way of life. In its initial avatar, MICA created leaders in the advertising industry. Today, the two-year flagship program has specialisations in brand management, research and analytics, advertising management and account planning. This year, MICA became the first institute in South Asia to offer a specialisation in digital communication management. The curriculum focus is on profit, planet and people—as Rao emphasises, "You cannot teach ethics in a class; it is an attitude and needs to become a way of life."

## Placement

Coming to placement, its students get 100 per cent campus placement with 40 per cent getting into the communication industry...

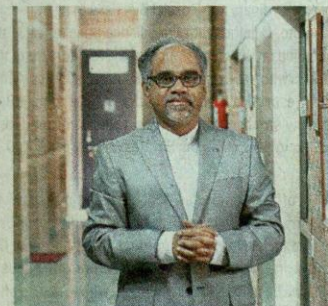
major print media companies hire its graduates on the management side as do other electronic media companies. "And now, because we have focussed on marketing and brand management, about 30 per cent of the recruiters come from FMCG companies like Procter and Gamble, Nestle and L'Oreal."

But in the last two years, says Rao, MICA has seen IT and technology companies such as Wipro, Cognizant and more recently Amazon, Google and Facebook coming for campus recruitment "because of their realisation that we do focus on the business space quite a bit." In one year, recruitment from digital/e-commerce companies has gone by 40 per cent, he adds.

The pay package averages around ₹9 lakh; "the IIMs and IITs are still ahead of us primarily because we combine strategic marketing and communication, people outside do not see us as a traditional B-school and in one way we're happy about it." Last year the highest salary offered was by Amazon (₹20 lakh), with HT Media snapping at its heels with ₹19 lakh. Rao says that while cracking the CAT is the first requirement for admission, what makes "MICA unique is that we look for somebody with not only strong analytical but simultaneously strong creative skills as well. And it's a myth to think if you have one you can't have the other. You can't run great companies by just number crunching and associated tasks, you also need strong communication skills. I won't say she has to be a slick communicator. We all bring different communication capabilities and styles, but what is required is an edge".

## Skills and strategy

Another essential for a communication expert is a not only great skills but also strat-



**Nagesh Rao**, President and Director, MICA

egy. "In terms of what are the best arguments, or given this audience before me, what is the best message I can get across and how." He warns that domain knowledge is an integral part in the success of any communication professional; so a communication person also needs expertise in management, education, journalism and so on. "A pure communication expert can cut across multiple domain functions within an organisation, but if he or she has an expertise in a particular area that combination is ideal."

Rao is certain that the leaders of tomorrow need to have strong task and relational competencies - strong IQ and EQ. To build thought leadership, MICA introduced a doctoral program - Fellow Programme in Management (Communication) four years ago. The first graduate recently took up a faculty position in a prestigious institute.

At the end of the day, his dream is to turn out students focused not only on the "practical" aspect of his education - the paycheck. "We are striving all the time to see how we can send out contributing citizens who will add value not only to corporates, but the community and the planet. That will happen not only when you use both sides of your brain but also your mind, body, heart and soul in whatever you do."



Hindustan Times ND 23/07/2014 (Education Times) P-1

# VIOLATING RULES

## WAITING GAME

Why are the HRD ministry and UGC, which were in a great hurry to roll back Delhi University's four-year degree programme, turning a blind eye to UGC rules being violated by institutes offering distance learning degree courses?

Jeevan Prakash Sharma

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The Human Resource Development Ministry (MHRD) and the University Grants Commission (UGC) seemed to be in a great hurry to get Delhi University's four year undergraduate programme replaced by the three-year degree course. However, the ministry and the commission both seem strangely reluctant to take action against the dozens of state and private universities violating UGC norms by offering distance learning degree courses through institutes outside their territorial jurisdiction. Critics of the notification, however, say it has no rationale.

Interestingly, some of these courses have not even been approved in some of the universities' home states by the erstwhile regulator, the Distance Education Council (DEC) or the present regulator, the Distance Education Bureau (DEB) under UGC. These include MSc in fashion communication, MBA in inte-



## THEIR DEFENCE

Many Institutes in Delhi claim they can sell distance learning degree programmes from universities which exist in other states. This is what they have to say

### ● Karnataka State Open University, Karnataka

"We can do it as our state act allows to do so. We don't need to follow UGC," says PS Naik, registrar, KSOU

### ● Shobhit University, Uttar Pradesh

"Any Institute claiming to be affiliated to us is lying. We are not offering any course outside the state," says RP Aggarwal, VC

### ● Jodhpur National University, Rajasthan

"Students should not take admission in institutes which claim to have our affiliation," says, Prof (Dr) VP Gupta, VC

### ● Mewar University, Rajasthan

"We are only the affiliating institute for training centres. There is not violation of UGC norms," Devender Singh, Asst director

THINKSTOCK

rior designing, BSc in operation theatre technology, MBA in fire safety, and BSc in airlines and hospitality, to name a few.

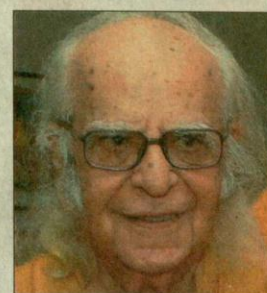
There are many universities which have granted affiliations outside their states to a number of institutes in Delhi. These include Karnataka State Open University (to which Dia IMS Design and Innovation Academy in Delhi is affiliated), Mewar University (to which the Asian

Academy of Film and Television, Delhi, is linked), and Shobhit University (which has granted affiliation to the International Women Polytechnic). Such affiliations violate UGC's notification dated June 27, 2013. This notification has restricted state and private universities from offering courses beyond their territorial boundaries.

"It has made a mockery of the whole distance learning

system. The UGC should enforce its notification or thousands of students will have the validity of their degrees questioned. So while universities and institutes will make money, the students will suffer," says Prof Yashpal, former UGC vice chairperson.

Prof (Dr) Surabhi Banerjee, vice chancellor, Central University of Orissa, says that while she is not in favour of any territorial restriction on any uni-



THE UGC SHOULD ENFORCE ITS NOTIFICATION OR THOUSANDS OF STUDENTS WILL HAVE THE VALIDITY OF THEIR DEGREES QUESTIONED

PROF YASHPAL, former UGC vice chairperson

versity in the distance learning mode, "if there is a notification regulating territorial jurisdiction, all universities must respect it."

Experts like G Viswanathan, a former member of parliament and founder and chancellor of VIT University are critical of the UGC notification, saying "it (the notification) has no rationale. The UGC didn't consult other stakeholders and came out with the notification in an arbitrary manner. Now what can happen if the private and state-funded universities refuse to obey UGC? The commission can derecognise them and it will lead to numerous litigations all over the country."

A former legal counsel of UGC, requesting anonymity, says "It's a time bomb, which, when it explodes, will impact the careers of lakhs of students across the country." He refers to a similar matter related to degrees granted through study centres by deemed-to-be universities, which is under litigation in the Supreme Court. Such degrees have no approval from the regulatory bodies and are offered outside the universities' territorial limits.

## IITs, IIMs not enough; education system needs rehaul

<http://www.niticentral.com/2014/07/22/iits-iims-not-enough-education-system-needs-rehaul-234507.html>

In a nation where there is calculated madness to start the preparation for IIT entrance examinations as early as in the fifth standard, the craziness demands IITs not only in each State, but in every district. The new Government has reciprocated by setting up five new IITs to douse the aspirational fire that the nation is fast catching on.

More so in the epic town of Kota in Rajasthan where a conservative estimate corroborates that it will require at least eight to ten IITs immediately to accommodate the burgeoning aspirants queuing up across the nation.

It's probably a design and planning failure that cities like Mumbai, Delhi and Chennai do not have any IIM till today. So, present Government's priority has been to erase that anomaly and create a level playing field for all the States. The new HRD Ministry's decision to set up five IIMs, to cater to the growing aspiration of the swelling number of graduates, was wise.

But the moot question is: Do we really need 29 IITs and 29 IIMs, one each in every State in near future?

What is so special about the IITs and IIMs that they are required in every State? Is it not that the board members of some IIMs vociferously fight for more autonomy in terms of deciding fees, faculty's salary, even though the Government of India is the main stakeholder and has a binding social objective? In the context of around nine hundred selected students not joining the IITs this summer, plausibly for not getting the desired stream or unwillingness to join the lesser known IITs, the Ministry should seriously think of adding more fuel to the aspirational fire.

The Government should fund existing IITs, IIMs to double or treble the intake of the students in line with the high intake in Harvard, Columbia, Stanford and Pennsylvania for the time being.

Paradoxically, in India, thirty one crore people, equivalent to the population of USA, are at best uneducated. Nearly fifty crore people cannot write. Probably more number of people cannot solve the basic arithmetic. Even after seventy years of independence, we could not take the light of elementary education to the people en masse.

A nation that is aiming and beaming with confidence to bring all-round growth needs to impart elementary and primary education to the citizens without any compromise. For a nation which claims to have structured education system and civilisation for over four thousand years, it's a matter of unpalatable shame that it is not 100 per cent literate.

Where have we gone wrong and more importantly why are we silent spectators to this impasse?

The new Government with all seriousness and determination should set up a time bound framework to have 100 per cent literacy within 10-15 years. Governments' first and foremost priority should be to energise and revamp the national literacy mission along with the State Governments, NGOs, and quasi-government agencies.

In a nation where only 4 per cent of the budget is allocated to the education sector, the foremost priority should be on primary education across the nation to help the unlettered perform basic day-to-day work with emphasis on girl child education.

In the last few years, the Government has already increased the number of IITs and IIMs. The newer IITs and IIMs are yet to catch up with the old ones as their physical infrastructure is still not ready, and this has already diluted the resplendent IIT, IIM brand value.

This nation has been churning out around forty lakh degrees and diploma engineers every year in addition to eight lakh MBAs from the accredited and non-accredited institutes. Sixty five percentage of the engineering students struggle to get campus placement possibly due to poor skill set and paucity of matching jobs. Industry estimate shows that ninety percent of the engineering students are highly unemployable. It is very pertinent to enhance and polish the skill sets of these students who spend fifteen to sixteen long years in an inefficient education system. Equally important is to look at the larger bases of the students who are outside the purview of IIT and IIM, and to transform them into a meaningful and fruitful workforce.

In comparison to the huge pool of engineers, India produces miniscule number of medical graduates, food scientists, dairy technologists, nurses, defence and security professionals. The higher education system in India is dominated by the engineering and technology sector, creating a skewed disequilibrium.

During the sixties and seventies, young India required skilled technical and managerial workforce to supplement the industrial initiatives taken by the then Government. The nascent IITs and IIMs fulfilled the requirement by supplying the theoretically trained bright minds.

At present, the nation requires technical innovation in the second stage of growth curve, in addition to the plain vanilla workforce.

A study in the campuses will reveal that the young students are showing fatigue after years of grueling preparation to enter the coveted institutions. Many of them start studying sociology and public administration to enter the civil services leaving aside engineering and technology. If these are not sporadic and stray incidents, then we need to think seriously about the objective of increasing the number of the IITs. If the salary of investment bankers and soap sellers allures young technical minds, then we need to seriously think of adding economics, marketing and finance as dual major options in the IITs.

Simultaneously, nation will require huge number of barbers, plumbers, household helps, construction workers, agriculture workers, primary health workers, security staffs in the coming years. We need to prepare and organise these sectors with a serious skill development in these areas.

The need of the hour — for a vibrant India — is to have more focus on civic sense, etiquette, and responsibility.

## Ladies give IITs a miss yet again

TNN | Jul 23, 2014, 10.21 AM IST

INDORE: New batch joining the premier engineering institute - Indian Institute of Technology, Indore (IIT-I) - may miss the feminine touch on campus. The number of girl students joining the undergraduate and postgraduate courses is abysmally low this year. So much so that the sex ratio at the IIT-I has hit the lowest figure in last three years.

A total of 218 students have been admitted in various courses out of which only 34 are girls. Last year, a total of 237 students were admitted, of which only 39 were girls.

In the B Tech programme of IIT-I, boys will have enough time to concentrate on studies. Only 11 girls are a part of the programme while there are 108 male students. There are only five girls in the computer science engineering programme while there are three each in electrical and mechanical engineering programmes. Last year, all 120 seats in BTech programme were filled, of which 14 were awarded to female candidates. A maximum of 23 girls were admitted in 2012-13 which was the highest number among all new IITs of the country.

A student who will be joining BTech programme in IIT-I wishing anonymity said, "I studied in a boys' school and thought that things will change after going to college. It seems that things will remain the same even now. However, things will be more interesting than school as there are a few girls at least."

However, in post graduate programme the ratio is better than the B Tech programme, if not worse. In the M Sc programme, there are 10 girls and 13 boys. In the M Tech programme, there are three girls and 21 boys and in the PhD programme there are 10 females in a batch of 51 students. IIT-I had launched its M Sc in physics and chemistry programmes along with M Tech last year.

IITs aren't the only institutes witnessing an imbalance in students' sex ratio. The IIMs are facing a similar trend. The IIMs have been constantly thinking of ways to bring more girls into the pool. A couple of years ago, IIM Calcutta had decided to award additional marks to female candidates. The number of short-listed women candidates doubled to 395, from 170, in 2012. Other IIMs have employed the same strategy.

Former director of Atomic Energy Commission Anil Kakodkar also recommended granting more marks to girls, even if they performed the same as boys, in a bid to improve the skewed gender ratio in IITs. Kakodkar was appointed by the Union HRD ministry to suggest reforms in the IIT admissions and selection procedure.