

Newspaper Clips

July 26, 2011

Indian Express 26/07/2011

P1

IIT Delhi bars net surfing at night

NAVEED IQBAL

NEW DELHI, JULY 25

BURNING the midnight oil for better academic results may be a thing of the past at IIT, Delhi as a new dictum bars them from accessing the internet in the hostels from midnight Monday, the start of a new session.

While students said the reason given to them by the administration was that there was a feeling that academics took a hit due to excess internet surfing, gaming and movie viewing into the wee hours, some asserted the late night access to the world wide web was the best time to research for projects.

According to the new rule, IIT-D has decided that starting from the current academic session, internet facility will not be available in the hostels between 12 pm and 6 am.

"The reason provided to us was that students watch movies or play games online and then do not report for classes on time. They also said that even if students reach do not on time, they do not concentrate on what is being taught in class," said a final semester student.

But IIT administration said that there have been many instances wherein students themselves said that they could not concentrate on studies because of unlimited internet access.

"Students do not realise that because of the internet their academics suffer," Dean undergraduate studies, Santanu Chaudhury told *newslines*.

A student said, "Someday they will shut the libraries early saying students waste time in them".

Economic Times ND 26/07/2011 P-2

IIT दिल्ली में जल्द शुरू होंगे माइनर कोर्स

ग्रेजुएट डिग्री को बेहतर बनाने और छात्रों की समझ विकसित करने की नई पहल

संजीव कुमार

नई दिल्ली

भारतीय प्रौद्योगिकी संस्थान (आईआईटी), दिल्ली ने रोजगार के क्षेत्र में मिल रही चुनौतियों से निपटने के लिए मुख्य डिग्री के साथ एक माइनर कोर्स की शुरुआत करने का फैसला लिया है। मौजूदा सत्र से ही आईआईटी कुछ नए कोर्स शुरू करने जा रहा है। कोर्स को माइनर डिग्री का नाम दिया गया है। इसके पीछे ग्रेजुएट डिग्री को बेहतर बनाना और छात्रों की समझ को बेहतर करना मुख्य मकसद है।

आईआईटी (ग्रेजुएट) के डीन शांतनु चौधरी ने कहा कि आमतौर देखा जाता है कि इंजीनियरिंग के छात्र अपने कोर्स में ही ज्यादा दिलचस्पी लेते हैं। लेकिन बदलते माहौल में उन्हें अपने क्षेत्र से जुड़ी जानकारियों के अलावा और सूचनाएं जानने की भी जरूरत है। इसी बात को ध्यान में रखते हुए आईआईटी प्रशासन ने माइनर कोर्स शुरू करने का फैसला लिया है। मुख्य रूप से उपलब्ध कराए जा रहे कोर्स में



वायुमंडलीय विज्ञान और आधुनिक जीव विज्ञान शामिल है। चौधरी का मानना है कि इंजीनियरिंग में ग्रेजुएट की पढ़ाई करने वाले छात्रों के लिए यह कोर्स काफी लाभदायक साबित होंगे। हाल के दिनों में नैनो टेक्नोलॉजी के बढ़ते दायरे को देखते हुए इसे भी शामिल किया जा रहा है।

उन्होंने कहा कि माइनर कोर्स को चुनना छात्रों के अनिवार्य नहीं बल्कि वैकल्पिक होगा।

इस नई शुरुआत के तहत छात्रों को इंजीनियरिंग की डिग्री देते समय यह सूचना दी जाएगी कि उसने किस क्षेत्र में ग्रेजुएट की डिग्री हासिल की है और उसके साथ कौन सा माइनर कोर्स किया है। उदाहरण के तौर पर एक छात्र मैकेनिकल इंजीनियरिंग की पढ़ाई कर रहा है और माइनर कोर्स में उसने बायोलॉजिकल साइंस का कोर्स किया है। उसके काम के दौरान बायोलॉजिकल साइंस के बारे में हासिल जानकारी से काफी मदद मिलेगी। इससे छात्र की अंतर विभागीय दक्षता में काफी इजाफा होता है। चौधरी के मुताबिक ग्लोबल वार्मिंग के बढ़ते खतरों को देखते हुए क्लाइमेट चेंज की जानकारी होना बहुत जरूरी है।

डीयू के पूर्व कुलपति दीपक पेंटल ने कहा कि आज के जमाने में हाइब्रिड डिग्री का खासा महत्व है। बच्चों को मेन कोर्स के अलावा कुछ रोजगार से जुड़ी दक्षता भी सिखानी चाहिए जो उन्हें संस्थान छोड़ने के बाद नौकरी दिलाने में सहायक हो। इस शुरुआत के बारे में उन्होंने कहा कि इस तरह की सुविधाएं हर विश्वविद्यालय के छात्रों को मिलनी चाहिए।

Indian Express 26/07/2011 P8

For those who 'must' be groomed

A course aims to help SC, ST graduates find their feet and correct a community's 'collective disadvantages'

SHAJU PHILIP

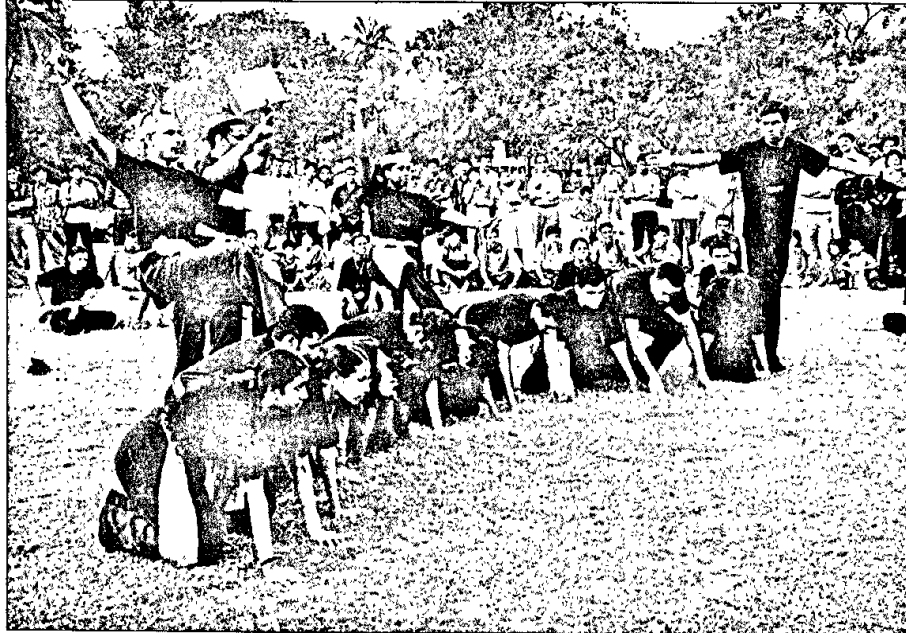
THIRUVANANTHAPURAM, JUL 25

IN AUGUST 2009, the Supreme Court asked IIT-Delhi to provide SC/ST students with additional coaching facilities so that they could do better. Six Dalit students had been expelled from IIT-Delhi after performing poorly; Justice P. Sathasivam said that students of these communities, socially and economically backward, need to be taken care of even in specialised institutions such as IITs and IIMs.

The quest for an exclusive grooming programme eventually took representatives of IITs and NITs to CREST, the Centre for Social Transformation in Kozhikode, which since 2002 had already been working with hundreds of SC and ST youths, mostly graduates from professional courses.

CREST was recently criticised after launching a programme at IIT-Delhi, with some students accusing the programme of discriminating between SC/ST and other students. The programme at IIT-Delhi was later opened to all students, but CREST authorities insist that some students do need to be given special care.

CREST director D D Namboothiri said that social development programmes are a must to bring students from a disadvantaged background into the main-



A theatre session, aimed at improving communication skills.

EXPRESS PHOTO

stream. Faculties in higher learning centres fail to understand the realities at the grassroots, Namboothiri said.

"The prevailing social exclusion prevents these students from taking up challenges in the changed social and economic scenario. We are correcting the collective disadvantages faced by

Dalit and marginalised communities," said Namboothiri.

The selection interview at CREST, therefore, gives preference to those from socially weak backgrounds. Records show that the parents of 52 per cent of those enrolled have had only a high school education, and those of many others are illiterate.

Called self-enrichment, the orientation programme comprises motivational and confidence-building courses. CREST has also started a programme for selected SC/ST students of engineering colleges in Kerala. CREST associate programme co-ordinator T Y Vinod Krishnan said thousands of SC/ST students get admission to

reserved B Tech seats but only a few hundred get through.

Today, of the 500-odd students and graduates groomed by CREST so far, 8 per cent have bagged jobs in the private sector, including IT and ITES, and 18 per cent in PSUs, while 17 per cent have gone for higher studies.

Vinod Jayanandan, who now works as a manager with KPMG in Bangalore, said the course at CREST changed his life. "After an engineering course, I had been struggling for lack of social capital, communication skills and confidence. An intervention of this sort can make a remarkable difference."

About alleged discrimination, he said, "Even bright students from the marginalised sections face discrimination in college. There are several occasions that reveal a student's ST/ST tag. Hence, there is no logic that a self-enrichment programme will make things worse."

A brainchild of IIM-Kozhikode, CREST started as a centre of excellence in 2002 and was later transformed into an autonomous body. The course is of five months. In the 40-strong current batch, 20 are B Tech graduates.

CREST has also signed an agreement with NIT in Suratkal (Karnataka) for conducting orientation programmes for SC/ST students.

Hari Bhumi ND 26/07/2011 P-5

कार्रवाई

बहुत से सरकारी व निजी संस्थानों में एडीज मच्छरों का प्रजनन मिला

आईआईटी, जेएनयू और थानों का काटा चलान

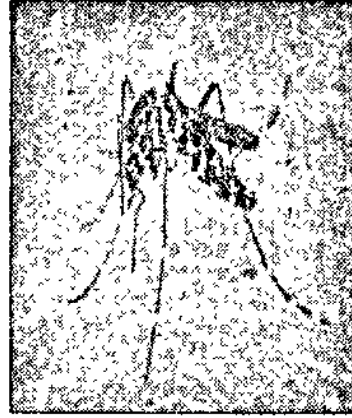
चालान किया

एमसीडी ने किया कुल 969 लोगों का काटा चालान

निगम अगले सप्ताह से शुरू करेगा विशेष जांच व अभियोजन अभियान हरिभूमि न्यूज

पहाड़ी हटस, प्रताप विहार फेज-2, निठारी गांव, जे.जे. कॉलोनी उत्तम नगर, तुलसीराम कालोनी, नांगलराय, इंद्रा पार्क, मंगोलपुरी फेज-1, सदर बाजार, दिल्ली कैंट, ट्रांसपोर्ट प्राधिकरण, शेख सराय, शाहिन बाग, ई-ब्लॉक प्रशान्त विहार, रेलवे कॉलोनी पंजाबी बाग, राज नगर, नजफगढ़, पालक इलाकों में लोगों के काटे गये हैं।

निगमायुक्त के.एस. मेहरा ने सोमवार को बताया कि दिल्ली में रूक-रूक कर होने वाली बारिश की वजह से कारण मच्छरों के प्रजनन के स्थलों में कई गुणा बढ़ोत्तरी हुई है। डेंगू एवं चिकनगुनिया फैलाने के लिए उत्तरदायी एडीज मच्छर टंकियों, पानी इक्कट्टा करने वाले बर्तनों, षरों तथा घरों के आस-पास थोड़े इक्कट्टा हुए पानी में उत्पन्न होते हैं। नागरिकों का सक्रिय



सहयोग अपेक्षित है। उन्होंने सभी सरकारी एवं स्थानीय निकायों के कार्यालयों, शैक्षिक संस्थानों, राज्य सरकार के कार्यालयों, व्यावसायिक प्रतिष्ठानों, मार्केट एसोसियेशनों के विभागाध्यक्षों तथा नागरिकों से डेंगू की रोकथाम हेतु दिल्ली में मच्छरों के प्रजनन को रोकने के लिए प्रभावी उपाय करने की अपील की है।

निगमायुक्त ने बताया कि

स्थानीय निकाय द्वारा सामुदायिक सहभागिता के लिए लिये गये विभिन्न उपायों के बावजूद 18,844 घरों में मच्छर प्रजनन पाया गया जिसके लिए स्वास्थ्य विभाग ने 23,753 व्यक्तियों को कानूनी नोटिस जारी किये तथा 969 व्यक्तियों का चालान किया गया। दिल्ली नगर निगम की केन्द्रीय क्रॉस चेकिंग टीम, एनआईएमआर तथा राष्ट्रीय मच्छरजनित रोग नियंत्रण कार्यक्रम ने विभिन्न संस्थानों में एडीज मच्छर का प्रजनन पाया है।

निगमायुक्त ने चेतावनी दी कि दिल्ली नगर निगम अधिनियम (मलेरिया एवं अन्य मच्छर जनित बीमारियां) उप-नियम 1975 के अन्तर्गत मच्छरों के प्रजनन के हालात उत्पन्न करना तथा उनके प्रजनन के उपाय न करने पर जुर्माना हो सकता है।

नई दिल्ली। दिल्ली नगर निगम के स्वास्थ्य विभाग ने पूरी दिल्ली में करीब 969 लोगों का मच्छरों का प्रजनन पाने पर चालान किया है। यह चालान आईआईटी कैम्पस, एनआईएचएफडब्ल्यू, जेएनयू कैम्पस, पुलिस स्टेशनों, कार्यालयों तथा अन्य शैक्षिक संस्थान के अलावा नेताजी नगर, पृथ्वीराज रोड, कुसुमपुर

HindustanTimes

Title : Dengue: MCD fastens its belt

Author :

Location : NEW DELHI Corporatio

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Dengue: MCD fastens its belt

HT Correspondent

■ htreporters@hindustantimes.com

NEW DELHI: The Municipal Corporation of Delhi (MCD) has found high Aedes mosquito breeding in many government and private institutions. To keep a check on this, it will launch a special checking and prosecution drive from next week.

MCD commissioner KS Mehra said mosquitoes were found rampantly breeding in 23,593 premises, while 30,693 persons were served legal notices and 1,466 persons fined. "Delhi is experiencing intermittent rains as a result of which breeding sites of Aedes mosquito have increased.

Central Cross Checking Teams of MCD, National Institute of Malaria Research and National Vector-Borne Disease Control Programme

MOSQUITO BREEDING

1,43,85,579 is the number of MCD visits in houses to check 'domestic breeding'

23,593 is the number of houses found positive for breeding

30,693 is the number of legal notices issued for mosquito-genic condition

1,466 is the number of prosecutions

have reported high Aedes mosquito breeding indices from various institutions such as IIT Campus, NIHFV, JNU Campus, police stations, offices and educational institutions besides areas such as Netaji Nagar, Prithviraj Road, Kusumpur Pahari huts,

Pratap Vihar Phase-II, Nithari Village, JJ Colony Uttam Nagar, Tulsi Ram colony, Nangal Raya, Indra Park, Mangolpuri Phase-I, Sadar Bazar Delhi Cantonment, Railway Colony Punjabi Bagh, Raj Nagar and Palam areas of Nazafgarh zone.

"MCD will launch a special checking and prosecution drive from next week. Persons and institutions will be prosecuted under Delhi Municipal Corporation (Malaria & other Vector Borne Diseases) Bye-laws, 1975, for creating mosquito-genic conditions and failure to take specified preventive measures, if breeding is detected," said Mehra. Delhi has so far reported 11 laboratory confirmed cases of dengue, with one death. A 55-year-old man died of the disease at New Delhi's Sir Ganga Ram Hospital on July 9.

Times of India 25.07.11, p=-4

IIT-M, Sankara Nethralaya develop mobile cataract unit

M Ramya | TNN

Chennai: The Indian Institute of Technology-Madras and Sankara Nethralaya have developed a mobile cataract surgery unit that can travel to remote areas. The idea was developed in response to the need for better facilities in rural areas.

Cataract is one of the leading causes of blindness in India accounting for around half the reversible blindness in the country. The number of cataract blind which was 7.75 million in 2001 is set to increase to 8.25 million in 2020 in India. Cataract can be treated through surgery and artificial lens implantation. The surgical procedure and technology has evolved over the past decades and has reached a great level of maturity, reliability and safety. However, accessibility remains a huge barrier

The number of cataract blind which was 7.75 million in 2001 is set to increase to 8.25 million in 2020

towards treating cataract.

Sankara Nethralaya doctors said free eye camps were insufficient as people unable to leave family or work could not come for screening. "Any device we make has to address not just affordability but also accessibility," said assistant professor at the department of electrical engineering of IIT-M, Mohanasankar Sivaprakasam.

The surgical unit consists of two vehicles – one preparation vehicle consisting of patient preparation setup, changing room, and chemical toilet, and one surgery vehicle

consisting of the operating chamber and sterilization chamber. Having two vehicles instead of one large vehicle will enable the surgery unit to access rural areas.

These two vehicles travel independently and are connected to the camp site through a retractable vestibule for movement of people and equipment during the camps. There are two additional vehicles for eye examination and spectacle dispensing and a utility vehicle to transport goods.

"We have been successful in eradicating cataract blindness in urban areas. My dream is to have services available in tribal areas. If the prototype surmounts all the challenges then this could become a model in western India too," said chairman emeritus of Sankara Nethralaya Dr S S Badrinath.

Times of India ND 26/07/2011 P-13

New format for CAT 2011

TIMES NEWS NETWORK

Bangalore: The Common Admission Test (CAT), which holds the key to the 13 IIMs and other major B-schools in the country, has gone for a format makeover. The test will be conducted between October 22 and November 18, 2011. Though the number of questions remains the same, CAT 2011 will have two sections instead of three, and an additional five minutes to tackle the test.

According to an official statement released on Monday by Prometric, the testing agency and IIMs, CAT 2011 will have only two sections—the first will focus on quantitative ability and data interpretation and the second on verbal ability and logical reasoning.

“These two sections will be implemented sequentially with separate time limits. The examination will be 140 minutes. Candidates will have 70 minutes to answer 30 questions within each section, which will have an on-screen countdown timer. Once the time ends for the first section, they will move to the second and will no longer be able to go back,” said the statement.

WHAT'S NEW

- Three sections reduced to two
- No option of going back and forth
- Additional five minutes
- 30 min reduction in reporting time
- Three new locations
- 30 more outlets to sell vouchers

“This is a move to be student-friendly. There are many students who lose out on a seat as they would have failed to perform in one of the sections,” said prof Janakiraman Moorthy, convenor, CAT 2011. An additional five minutes have been added to the existing two-and-half hours. This includes a 15-minute tutorial that will guide students through the process.

Bhilai, Jammu and Dehradun have been added to the existing 33 test locations. The number of testing days will remain 20.

Check-in time has been reduced by half-an-hour from the previous two hours. With this change, the afternoon sessions will start at 3.15pm.

IIMs to change question pattern of CAT exams

HT Correspondent

■ letters@hindustantimes.com

KOLKATA: In keeping with its goal of having a mix of students from all streams, the IIMs are changing the question pattern of the CAT this year.

For the last three years, the IIMs have been planning to have students from all faculties for its two-year post-graduate management diploma programme. The idea was to churn out managers who would not only be able to interpret mathematical data but also have knowledge of other subjects. This, the authorities hoped, would give them an ability to find solutions that would be beneficial for everyone across the board.

Now, instead of three sections — quantitative ability, verbal ability and data interpretation & logical reasoning — there will be two. Quantitative ability and data interpretation will comprise one section. The second will comprise logical reasoning and verbal ability.

To get through, students will have to score equally well in both sections. Earlier, only the overall score was considered while making the merit list.

More than 90% students who crack CAT are engineers, who do well in quantitative ability and data interpretation. Putting more emphasis on verbal abili-

Changing the format of the CAT exam is a standard practice. This will help us get students with well-rounded knowledge.

DEVI SINGH
IIM Lucknow director

ty — grammar and comprehension — is expected to bring in students from other streams.

“We want students who are good at all four sections,” said Janakiraman Moorthy, CAT '11 convenor and professor of marketing at IIM, Calcutta.

In another first, the time for answering each of the two sections will be limited.

The duration of the exam will be 140 minutes. Candidates will have 70 minutes to answer 30 questions in each section. Prometric, the testing company which began the computerised test two years ago, will introduce an on-screen countdown timer. Once the time ends for the first section, the second section will open and there will be no going back.

IIM Lucknow director Devi Singh said: “Changing the format of the CAT exam is a standard practice. This will help us get students with well-rounded knowledge.”

National data bank to weed out fake marksheets

TIMES NEWS NETWORK

New Delhi: The HRD ministry on Monday unveiled a pilot project to create a national database of academic certificates issued by school boards and universities.

To begin with, this year's class XII results of the Central Board of Secondary Education (CBSE) and the results of the Central Teacher Eligibility Test — to be announced on Tuesday — have been made part of the database. The ministry has already finalized a bill for the creation of national database. The bill would be introduced in the monsoon session of Parliament.

The National Academy Depository, the body assigned to carry out the task, would facilitate online verification of academic awards issued by boards and universities, thereby identifying attempts made to use fake and forged academic certificates. Even students, who have lost their certificates, can access the database anytime and anywhere.

CBSE has initiated the pilot project, which has been undertaken by Central Depository Services and National Securities Depositories — the only two depositories registered with the Securities and Exchange Board of India. The pilot would be available free of cost for the first three months, and if found to be working satisfactorily it may be implemented for a small fee to be decided by CBSE and the organization that would like to verify certificates.

"This will be a national database for all academic qualification in electronic format. It would facilitate online verification of academic awards, and therefore we can identify which are

Med council puts out +2 syllabus for CET candidates

The Medical Council of India (MCI) has prepared and uploaded an all new higher secondary syllabus required to be followed by Class XI and XII students to appear for the Common Entrance Test (CET). Come next academic session, students seeking to get into a medical school for an MBBS degree will have to appear for the CET. The Union health ministry and MCI reached a consensus last week to roll out CET for admission to all government and private medical colleges and deemed universities for undergraduate medical education. The new syllabus of physics, chemistry and biology, prepared by the National Council of Educational Research and Training (NCERT), will be on the MCI website till August 11 for public comments. According to MCI governing body member Dr Purushottam Lal, all modalities will be worked out, including printing public advertisements to announce the CET, by November. About 17 entrance tests are being held across India, which is a tedious exercise for aspiring MBBS students. **Kounteya Sinha | TNN**

fake and genuine degrees," HRD minister Kapil Sibal said.

CBSE officials said adequate safeguards have been put in place to secure certificates against unauthorized access, alteration, destruction, disclosure or manipulation. CBSE would have access to the certificate database, and it would verify and authenticate any specific academic qualification in the database as and when a request is made.

Mint, ND 26/07/2011 P-4

BACKGROUND CHECK

Govt completes pilot project for digital academic repository

BY PRASHANT K. NANDA
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NEW DELHI

The government has moved a step closer to creating a national academic depository that's expected to help curb forgery and make verifications of education credentials easier and quicker.

Human resource development (HRD) minister Kapil Sibal said on Monday a pilot to assess the feasibility of this depository has been completed.

The Central Board of Secondary Education (CBSE), which carried out the pilot, has digitized the education certificates of all the students who cleared its class XII examination in 2011.

Certificates of aspiring teachers who have appeared for the Central Teacher Eligibility Test (C-TET) will also be available in digital format. The results will be declared on Tuesday.

"This will help in curbing forgery of education credentials. The menace of fake certificates can be controlled through this," Sibal said, giving a lowdown on the process of verifying digital certificates.



Digitization drive: Human resource development minister Kapil Sibal.

The minister said the recent instances of fake certificates that plagued Delhi University can be tackled easily through this measure.

In June, Delhi University authorities found that a number of students had submitted fake certificates while seeking admissions under a certain quota.

The Central Depository Services (India) Ltd and the National Securities Depository Ltd helped CBSE conduct the pilot. "It was done by both the depositories with no initial

cost to the ministry. It will remain free for CBSE for next three months; but after that it has to pay certain fees," Sibal explained.

CBSE chairperson Vineet Joshi said the depository will make it easier for employers and educational institutes to verify the credentials of prospective workers and students.

It will also help do away with the fear of losing physical certificates.

According to CRP HR Services, a background screening firm based in Mumbai, discrepancies are found in 15% of the education credentials submitted by aspiring job seekers.

"We are also moving a Bill on this (the depository) in the coming Parliament session (that begins on 1 August)," Sibal said.

Once the Bill is passed, it will mandate digitizing all educational certificates of school boards, colleges and universities.

"The depositories will be soon deploying their own agents. Anyone can approach them for digitizing, but these agencies will first verify whether their certificates are original or fake," Joshi said.

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Too Much Land for Too Few Students at B-Schools

In a budget-starved economy like India, it is surprising that campuses 40 times bigger than Western institutions are churning out just a fraction of MBAs they can graduate



NIRMALYA KUMAR

Earlier this year, with Professor Phanish Puranam, I presented the results of publications by India-based faculty and institutions in leading international management journals during 1991-2010. The poor research productivity demonstrated by the data led several Indian faculty members to provide us feedback on the reasons for the failure or, alternatively, why research in these journals was not an appropriate pursuit for Indian faculty.

In a follow-up article, we argued that the IITs and IIMs, while great teaching institutions, were demonstrating a pre-liberalisation mentality, and not aspiring to global thought leadership. However, research productivity could be enhanced at leading Indian academic institutions through enlightened leadership, changing incentives and capability enhancements at the institutions.

We are pleased to observe that since the appearance of these articles, some leading policymakers and business leaders in India have picked up on our arguments and critiqued the IIMs, noting that these institutions are great because of the talented students they graduate as a result of "selection" effects. It is undoubtedly true that the numerous luminary alumni of these institutions makes them world-famous and the continued successful placements show that these institutions are producing students valued by leading firms.

I would like to provocatively argue that even when it comes to producing students, the IIMs have failed India. Following best-practice classroom technique, my hope is to generate deep reflective discussion, rather than offer definitive conclusions.

Last year, I attended a presentation at the London Business School by three faculty members based at different leading Indian academic institutions. The consensus among them, which we agreed with, was that India had a unique competence for frugal engineering and innovation for the budget-constrained masses. Yet, I got this creeping feeling of irony. Yes, India does have a reputation for frugal engineering; but do the IIMs, or for that matter, the IITs or JNU, display this?

Here we were on the London Business School campus that is about five acres, with another shared classroom in Dubai, yet we graduated over 1,000 degree students this year and, combined with executive education, generated about \$118 million — £47 million and £27 million from degree and executive education programmes respectively — in revenues last year. Another school that I was on the faculty of, IMD in Switzerland, while having fewer degree students because of its executive education focus, generated \$114 million — 11 million and 86 million Swiss Francs from degree and executive education programmes respectively — of revenues from a six-acre



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campus. And neither school has an endowment or receives government support that is interesting enough to mention. And, they produce the revenues and students without sacrificing quality since both these schools are frequently ranked among the top 10 business schools of the world!

Compare this with the oldest IIMs at Ahmedabad (100 acres), Calcutta (135 acres) and Bangalore (100 acres), or the more-recently-established Lucknow (185 acres), Kozhikode (97 acres), Indore (193 acres) and Shillong (120 acres), which, if Wikipedia numbers are to be believed, graduate a combined total of 2,750 MBAs. I would have liked to present the revenue numbers, but they were not easily available. In any case, I can make my provocation without them.

As new IIMs are being planned with the same business model — small numbers of MBA graduates, large sprawling 200-acre campuses, no research of international quality — it is important to ask: whether in a budget-constrained emerging economy like India, is this the best use of limited resources, especially land? And are these IIMs up to the task of graduating the hundreds of thousands of managers needed annually to feed the country's growth? Perhaps individual IIMs should be graduating 10,000 MBA and EMBA students annually with their 100-acre-plus campuses. It still would not be frugal engineering *à la* London Business School (five acres and 1,000 degree students), but at least it would be a step in the right direction.

By this stage of the article, I can imagine the howls from IIMs of how I just don't get it. The limitations of resources they face. Or, that they are frugal if you compare their fees com-

pared to the foreign institutions. And, how they have to provide faculty and student housing that consumes land. But seriously, resources are a non-issue. I do not know the prevailing land prices in these cities, but if they competitively sold half their acreage, their campuses would still be 10-20 times the size of a London Business School or IMD campus.

There are many reasons for the low productivity of land usage by the IIMs. I will hypothesise only a few. First, the original model was set up at a time when India could only absorb a few MBAs. Today, we need them to produce at least 1,00,000 MBAs per

If the schools competitively sold half their acreage, their campuses would still be 10-20 times the size of an IBS or IMD campus

year. I believe that the existing and planned IIM campuses make this entirely feasible. Faculty constraints, which are real, can be easily overcome by removing the restriction on hiring foreign faculty. If foreign pilots can fly planes in the Indian domestic sector, I am sure foreign faculty can teach at Indian academic institutions without any mortal danger to the country.

Second, the leadership and the country is too caught up in the game of trying to compete on which IIM has the lowest acceptance rate — applications-to-student ratio — rather than on expanding the student base. Fee-based schools know larger student bases lead to greater revenues and a more influential alumni network. Another institution I taught at, Harvard Business School, had an incoming MBA class of 900 and no one doubts their quality! There is no

definitive data that I have seen that demonstrates that academic achievement in MBA programme is strongly correlated to the success after graduation. The links between grade-point average and future success are tenuous at best, and this does not include the college dropouts of Michael Dell, Bill Gates or Steve Jobs! To me, it seems that we need to break the prevailing belief that quality and size of the student body are negatively correlated, especially at the small numbers of students that exist at IIMs. The IIMs could triple or quadruple their size tomorrow morning with no loss in 'quality' of students. Unfortunately, publicly-funded institutions worldwide take the view of how much money are we getting this year, what does it cost per person served and, therefore, we can serve only so many. The profit mentality leads to the thinking that we charge so much per person served, so, the more people we serve, the more resources we will have to grow and build. Business schools, by definition, should have a profit mindset.

Third, my friends who are in the know in India tell me that there is a land-grabbing on in the country in which everyone from corporates to NGOs are participating, so why not the IIMs. One indicator of power and prestige in India is the size of the house or campus and the land that it sits upon. Not surprisingly, it was so much easier for me to obtain the acreage of the individual IIM campuses from the Internet, than their revenues. But land is a scarce resource in a country of billion-plus people, it is our duty to use it frugally.

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PhD, MBA youths apply for peon's job

Udaipur: When the Mohan Lal Sukhadia University in Udaipur invited applications for the post of 15 peons, 3,440 people responded. One had a PhD and another a MBA degree.

The university, about 400km from Jaipur, conducted the interviews from July 23 till 24.

Another candidate was a masters of computer applications and yet another a masters of library science. There was a postgraduate too. Anyone who had passed Class VIII was eligible for the post, provided he or she had a fair knowledge of Hindi and English. The basic salary? Rs 4,700, to go up eventually to Rs 7,440.

One of the highly-educated candidates explained, on the condition of anonymity, why he was so desperate for the job. "After completing my MBA from a private institute, I am finding it difficult to get a job. So I applied here for the post of peon," he said.

"I have not disclosed this to my parents because they will be shocked. I will tell them once I get the job." **IANS**