

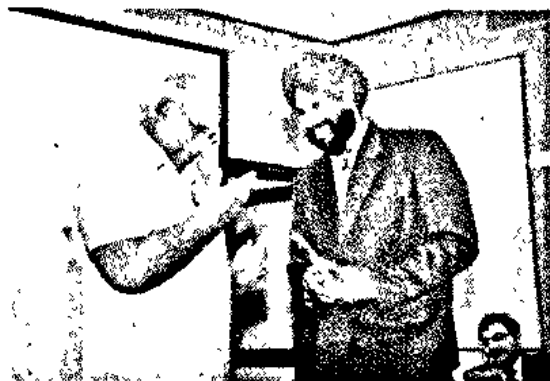
Newspaper Clips

March 28, 2011

Financial Express ND
28-Mar-11 p-11

AT A GLANCE

The Financial Express felicitates the topper of DMS, IIT Delhi
The Department of Management Studies, IIT Delhi, organised "Confluence '11"



graced by eminent personalities from the domains of marketing and finance. To recognise and strengthen the academic vigour at DMS, IIT Delhi, *The Financial Express*, the associate sponsor of the event, felicitated Sukhwinder Singh Bhatia with 'College Topper-First Year' award, as a part of its 'fe@campus' initiative. The award was presented to Sukhwinder, who secured a CGPA of 9.83, by Prof Vinayshil Gautam, a senior and renowned faculty at DMS. The event turned out to be a successful endeavour as the students gained valuable insights from the esteemed and highly experienced speakers.

Hindustan Times ND
28-Mar-11 p-12

IIT-K B TECH STUDENTS CAN OPT FOR DOUBLE DEGREE

HT Correspondent

■ letters@hindustantimes.com

KANPUR: The Indian Institute of Technology, Kanpur (IIT-K) will start offering double degree programmes from the forthcoming academic session, making it the first engineering institute in the country to do so.

"A B Tech student will now be able to opt for the second degree after completing the second year of B Tech course and before completion of the third year," IIT-K director Sanjay G Dhande told mediapersons on Saturday.

The student will be free to choose any stream of his liking for the double degree course.

"However, their performance in B Tech will be assessed before allowing them to opt for the second degree," Dhande said.

The institute has also abolished the integrated five-year MSc degree, replacing it with a four-year MS (Master of Science) degree. If a student prefers to take the degree of BS (Bachelor of Science) in economics, physics, chemistry, aerospace or in any other stream they could do it along with MS in five years.

Thus they will get two degrees of MS and BS within five years, the director said.

"The new system will open wider horizons of acquiring knowledge of the subject of one's interest and will not restrict the courses to MS degree," Dhande said.

Asian Age ND 28-Mar-11 p-7

IIT to put up JEE key, answer scripts on Net

AGE CORRESPONDENT

HYDERABAD

March 27: The IIT-JEE for admission to the prestigious Indian Institutes of Technology (IITs), which has been criticised for not being transparent, will be more open from this year.

For the first time students appearing for the Joint Entrance Exam (JEE) will get an opportunity to verify their evaluated answer scripts on the JEE website. The scanned answer sheets will be posted on the website immediately after the results are announced.

Moreover, the "key" containing correct answers to all the questions will be placed on the website within 48 hours of the examination. Students can lodge objec-

REFORM

► IIT-K will host on the Net, the 'key' with answers within 48 hours of the JEE on April 10.

After considering objections and suggestions final key will be put on Net.

► Students will get a password to view their own answer scripts, after the results are declared.

tions, if any, on the "key". IIT-JEE officials will verify the objections and make changes accordingly if found to be genuine and release the "final key", which will also be posted online.

This year, IIT-Kanpur is conducting the examination, on April 10, across the country, and the results are expected to be announced in the last week of May. Till 2009, the results were declared online, but candidates were not shown their answer sheets. Now a student will have access to see his/her answer sheets. A password will be given to each student for the purpose, said Mr S.G. Dhande, director, IIT-Kanpur.

There has been intense pressure on the IITs to make the JEE transparent after it was found that there were several irregularities during evaluation of answer scripts in 2006, when IITs failed to explain the cut-off marks followed for various subjects while giving ranks.

Hindustan Times ND
28/03/2011 p-8

Soaring inflation forces IIM-A to increase fees by 5%

HT Correspondent

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AHMEDABAD: Persistently high inflation has forced the Indian Institute of Management, Ahmedabad (IIM-A), to increase fees for its various courses by a little more than 5%, the third hike by the premier business school in the past three years.

With this, the fee for the institute's popular programme, the post-graduate programme in management (PGP), is ₹14.45 lakh for the batch 2011-13.

The PGP fee stood at ₹13.7 lakh for the academic term 2010-2012. It was ₹11.5 lakh in 2008-10 and was raised to ₹12.5 lakh in 2009-11. Another important course the institute offers is a one-year programme in management for executives (PGPX), which will now cost ₹20.31 lakh. It has been increased by about ₹1 lakh.

"We had to hike the fees to meet the increasing cost caused by high inflation. However, this rise is still roughly half the inflation rate," IIM-A director Samir Barua said.

NOW, THE FEE FOR INSTITUTE'S FLAGSHIP PROGRAMME, PGP, IS ₹14.45 LAKH FOR THE BATCH 2011-13

The business school does not receive government funding to run its programmes because such financing is limited to developing infrastructure for accommodating students under the other backward classes quota. The institute says the expansion of facilities to accommodate OBC students will be completed in 2011-12 for the PGP and 2012-13 for the PGPX.

The new fee structure for various programmes was approved in the meeting of the board of governors on Saturday, just before the 46th convocation presided over by Prime Minister Manmohan Singh. During the NDA regime in 2003-04, the union HRD ministry under Murli Manohar Joshi had cut fees by almost 80% for the PGP.

Times of India ND 28/03/2011 Education Times P-8

TEST OF THE APTITUDE

AS CIVIL SERVICE ASPIRANTS GEAR UP TO FACE THE REVISED PRELIMINARY EXAM, CSAT, EDUCATION TIMES OFFERS USEFUL TIPS ON HOW TO HANDLE THE NEW TEST

By Rajesh Saraf

Aspirants for the civil services need to gear up for the Union Public Service Commission (UPSC) examination this year. For the first time in the last three decades, a revised preliminary examination — the Civil Services Aptitude Test (CSAT) — will be conducted on June 12, which is expected to uniformly test students on their knowledge and aptitude.

Until last year, the Civil Services Examination Prelims had two papers. Paper I, common for all candidates, was a general studies paper, with 150 questions to be attempted in 120 minutes. Paper II was chosen by the candidate from a list of 23 optional subjects. In the revised pattern, though there still will be two papers, each will be of 200 marks and of 120 minutes each.

The syllabus for Paper I will be as per the previous years, with students tested on subjects like general science, current events of national and international importance, history of India and the Indian national movement, Indian and world geography, and Indian polity and governance. This year two new subjects have been included in the list, namely, economic and social development and general issues on environmental ecology, biodiversity and ecological change.

Meanwhile, major changes have been introduced in Paper II. General mental ability (earlier part of Paper I) is now what constitutes Paper II. It includes comprehension (general and English), interpersonal skills like communication skills, decision-making and problem-solving, basic numeracy, and analytical ability and logical reasoning. This paper, too, will be common for all candidates.

Even if this news comes as a surprise, it is not too late to shift gears. One needs to prepare a detailed study plan, which outlines different targets to be achieved at different points of time, and then religiously follow it. It is imperative that you spend at least eight hours daily on the preparation.

The fundamental difference between Paper I and Paper II is that while the first will test one's memory-based learning, the second paper will deal with one's



analytical, logical and conceptual abilities. For Paper I, one needs to read thoroughly the study material available, go through contents of magazines, newspapers, and books on current affairs, to expand one's knowledge-base. However, Paper II questions will test one's grip on concepts of the seven specified subject areas. Make sure that you work on two to three subject areas, in each of the two papers, on a daily basis.

Apart from the daily preparation, one needs to keep doing self-assessment by taking individual tests related to the topics. While solving the test papers, keep a time target (say 30-35 minutes) and focus on maximising the net score. Identify your shortcomings and work on them. In the month before the examination, focus on taking mock tests. The main learning will be in tackling the individual paper within an overall exam scenario, thus developing abilities to take on the real CSAT.

Preparing for the CSAT calls for determination, patience, time-management, and a personal strategy. A systematic preparation and right approach will help one tackle this new hurdle.

(The writer is a course co-ordinator for CSAT with T.I.M.E Pvt. Ltd)

RULE RELIEF

Reema Kaur/TNN

CLEARING the picture for admission to postgraduate diploma in management (PGDM) programmes this year, the Supreme Court, on March 17, granted interim relief on the recent notification issued by the All India Council for Technical Education (AICTE) that aimed at regulating the PGDM programme in the country.

As per the court order, the institutions offering the programme can now select candidates through any of the five national-level entrance tests, which include CAT, MAT, XAT, ATMA and JMET or any test conducted by the state. The B-schools also retain the power of conducting group discussions and personal interviews for selecting students, which earlier, was being handed over to the state-formed committees and councils. The institutions, however, will have to notify AICTE and the state government about the chosen test for selection.

"We are happy with the interim judgment as XAT remains a selection criterion. We will be starting the admission process soon and hope to complete it by April," said Fr E Abraham, director, XLRI School of Business and Human Resource, Jamshedpur.

The apex court has also entitled the institutions to charge their own fees. The schools will have to inform the technical council and the state governments about the fees structure which might be sent to the fee fixation committee for review.

"We support the move of fee structure being monitored by the state authorities as this will bring about transparency and reduce malpractices," said JD Singh, director general, Jaipuria Institute of Management.

As to governance, the court has advised the B-schools to



have two invitees on their board, one from AICTE and one from the respective state governments. Also, AICTE has withdrawn its notification to discontinue the part-time PGDM courses.

"After the court order we can chart out the roadmap for management education. We are already in talks with Federation of Indian Chambers of Commerce and Industry (FICCI) to develop a model code of conduct for PGDM institutions," said H Chaturvedi, alternate president, Education Promotion Society of India (EPSI).

EPSI, Association of Indian Management School (AIMS) and Jaipuria group of institutions had filed a combined petition in the Supreme Court against the recent notification of the AICTE. The eight guidelines issued by the council empowered the respective state government to regulate the fee and curriculum of the PGDM programme.

"As the AICTE has not come up with a revised curriculum for this session, we will continue to follow our own curriculum which is in tune with the industry standards. We are hoping that a curriculum is not imposed on us," stated Fr Abraham.

Times of India ND 28-Mar-11 p-15

Tea therapy: To lose weight, don't add milk to your cuppa

© Michael Haegele/Corbis

London: It's a known fact that tea contains antioxidants that help you lose weight, but a new research led by an Indian scientist found that this fat-fighting ability is neutralised if milk is added to it.

It has long been found that tea contains high levels of antioxidant such as theaflavins and thearubigins which help reduce the amount of fat absorbed by the gut and can also cut cholesterol. Now, researchers at the Tea Research Association in Assam, India, found the compounds also help prevent obesity when given to



THE RIGHT BREW

rats that were on a highfat diet.

The benefits are cancelled out by proteins found in cows' milk, they said. "When tea is taken with milk, theaflavins and thearubigins form complexes with the milk protein, which causes them to precipitate," Devajit Borthakur, a scientist at the Tea Research Association, said. "Therefore, it is always advised to take tea without milk," he said.

The scientists at the centre are now looking for ways of making the antioxidants less susceptible to being neutralised by milk. PTI

Times of India ND 28-Mar-11 p-11

Now, a one-hour keyhole op to replace heart valves

Method Brings Hope To Those Too Sick For Open-Heart Surgery

London: A team in Britain, led by an Indian-origin surgeon, has come up with a one-hour keyhole operation to replace heart valves, a breakthrough which offers hope to cardiac patients too sick to undergo an open-heart surgery.

Vinayak Bapat of Guy's and St Thomas' Hospital and his team have developed the procedure, called transcatheter aortic valve implantation (TAVI), which treats heart-valve failure under local anaesthetic without the need for a bypass surgery. "For seriously ill patients who do not have the option of heart surgery, TAVI is their one chance of life. It has the potential to save thousands of lives and is ultimately cheaper than prescribing years of medication," Dr Bapat said.

Aortic stenosis is the most common type of valve disease which can be caused by birth defects though in older patients it is usu-

The new method needs only a small incision made in the thigh or chest to insert a stainless steel mesh tube with heart tissue from a cow lining the inside of it. It has the potential to save thousands of lives

ally the result of calcium building up in the heart's main valve, the aortic valve, hindering blood flow. The best solution is valve-replacement surgery via open-heart surgery, which involves opening up the patient's chest, putting their heart on a bypass machine and replacing the aortic valve.

But the TAVI requires only a small incision made in the thigh or

chest to insert a stainless steel mesh tube with heart tissue from a cow lining the inside of it, say surgeons.

The tissue is derived from the tough sac surrounding a cow's heart or pericardium. It is recovered during commercial meat processing after which the membrane is slightly stiffened with a tanning solution. During the operation a hollow tube, or catheter, is inserted into the body. On the end of the catheter is a deflated balloon as well as the collapsible artificial valve.

When the catheter reaches the faulty valve, the balloon is inflated which, in turn, expands the mesh valve, crushing the broken human valve against the wall of the aorta, say the British surgeons.

TAVI requires just six days in hospital compared with ten for open-heart surgery, and some patients have been discharged after four days. ■■■

Publication: The Times Of India Delhi; Date: Mar 28, 2011; Section: Front Page; Page: 3;

Ex-Isro chief may have misled Cabinet on Devas: DoS

Josy Joseph | TNN

New Delhi: Former Isro chief Madhavan Nair may have kept the Antrix-Devas space band spectrum agreement from both the Space Commission and the Cabinet though the deal had been concluded.

K Radhakrishnan, secretary, Department of Space wrote to the PM on February 7, 2011, saying, "It is relevant to state that the proposals submitted by the department to the Space Commission and Cabinet for above approvals did not indicate that GSAT-6 and GSAT-6A satellites were being built by Isro to

► 'Commercial aspects were mentioned', P 13

meet the requirements specified in the Antrix-Devas agreement and that such an agreement had already been concluded" in January 2005.

Radhakrishnan indicated that the November 17, 2005 proposal may have misled the Cabinet. Isro claimed it was "in receipt of several firm expressions of interest by service providers for utilization of this satellite capacity on commercial terms. Part of this capacity will also be utilized by Isro for experimentation and demonstration of new satellite-based mobile techniques and technologies."

SECRET DEAL?

► Antrix entered into deal with Devas on space band spectrum in **January 2005**

► Isro's proposals to Cabinet and Space Commission **did not indicate a deal had been made**

► Decision was **taken solely by then Isro chief Madhavan Nair**

Publication: The Times Of India Delhi; Date: Mar 28, 2011; Section: Times City; Page: 6;

DTU to introduce online admission system

Manash Pratim Gohain | TNN

New Delhi: Delhi Technological University (DTU), formerly known as Delhi College of Engineering (DCE), is planning to introduce online admission from this year. The university is also introducing a new BTech programme from the 2011-2012 session. The admission process is scheduled to start by May-end after the declaration of the All India Engineering Entrance Examination results.

The online procedure will save the students the trouble of coming all the way to the university or sending the applications via post. BTech aspirants of DTU can now not only access all admission details online, but also submit it. Moreover, according to DTU officials, while any mistakes in the hardcopy cannot be changed once submitted, in the online application a candidate can correct the mistakes before the last date of

submission.

According to vice chancellor of DTU, P B Sharma, "We are finalizing our plans for making the admission process online. This will benefit those students

The university will do away with manual submission process for the B Tech programmes from this year. The cost of the forms is likely to remain at Rs 1,000

who are from far off places and will also do away with tensions of misplacement of forms posted to us. The students will be able to submit their completed application forms online along with their choices (branch). We have 14 branches of engineering."

"Once the forms are submitted, the

students will not be able to change their choice of course. However, in case of any other mistake like phone numbers, addresses, etc, the students can correct them, but only before the last date for submission," added Sharma.

According to DTU sources, the university will completely do away with manual submission process for the B Tech programmes from this year with this new move of theirs. The cost of the forms is likely to remain at Rs 1,000 and payment can be made by using debit or credit cards as well.

The university is also introducing a BTech programme in mathematics and computing from the forthcoming academic session. "We will be admitting 60 students for this programme and this will take our overall intake beyond 1,200 this year in undergraduate studies. At present, we admit 1,127 students and one girl child in each department over and above the regular intake," said Sharma.

Publication: The Times Of India Delhi; Date: Mar 28, 2011; Section: Times City; Page: 9;

Six-yr-old gets IGNOU degree

New Delhi: A six-and-a-half-year-old boy has become the youngest recipient of an Indira Gandhi National Open University (IGNOU) degree, passing the exam for the Certificate in Craft and Design Programme, a university official said on Sunday.

Divya Prakash Pandey, a resident of Delhi, cleared the exam held under the School of Engineering and Technology with 76% marks and was felicitated by the university, the official said.

"He is not only the youngest student of IGNOU but also the youngest student ever admitted in any university. A class II student of Kendriya Vidyalaya, Vigyan Vihar in east Delhi, Pandey was interested in craft and design," the official said. He has crafted wonderful creations with clay, besides designing different patterns in craft and design, added the official.

Publication: The Times Of India Delhi;Date: Mar 28, 2011;Section: Times Global;Page: 18;

‘Chinese students stealing tech secrets from UK varsities’

Ashis Ray | TNN

London: British industrial designer Sir James Dyson has alleged that Chinese students at the country's universities are stealing scientific and technological secrets and passing them on to their country.

“They (Chinese students) go back home taking that science and technology knowledge with them and then they start competing with us. This is mad, it is madness,” Dyson, best known for inventing the bagless vacuum cleaner, told the UK's Sunday Times newspaper.

British universities minister David Willetts said he will carefully study the evidence that Dyson has got.

Universities UK chief executive Nicola Dandridge said, “We are very aware this is going on and we are taking it very seriously.”

BRITAIN BUGGED

Electronic engineering and computer sciences are suspected to be among the two sectors where technology is being stolen. Dyson said many Chinese students continue to do so even after leaving UK. “Bugs are left in PCs so that data continues to be transmitted after the students return home.”

Publication: The Times Of India Delhi; Date: Mar 28, 2011; Section: Education Times; Page: 47;

Australia research excellence

TIMES NEWS NETWORK

EXCELLENCE in Research for Australia (ERA), a research management initiative of the Australian government, has recently released the research excellence report. According to it, the Group of Eight (Go8) — a coalition of Australian universities responsible for over 70% of the country's research output — tops the list.

The ERA outcome provides evidence-based analysis of the standing of each Australian university with respect to research output and concentration in specific discipline areas. It will serve as a guide for international researchers seeking to partner with Australian universities in specific disciplines.

In fact, the ERA exercise is similar to the Research Assessment Exercise (RAE) in the UK. The report validates the standing of the Go8 universities, which were ranked as the top eight institutes in Australia.

According to the report, University of New South Wales (UNSW), a research-intensive university, was assessed as 'first or equal first' in 32 areas ranging from analytical chemistry, geomatic engineering and clinical sciences to immunology, criminology and historical studies.

Explains Jennie Lang, pro-vice-chancellor, UNSW, "ERA is the first detailed analysis of the research performance of all Australian universities by the Australian government. It looks at the performance of each university in specific discipline clusters and also at the university level."

A Go8 university, UNSW has over 350 Indian students. As to scholarships, Lang adds, "We do not offer scholarships for specific countries. The

Australian government offers 'endeavour scholarships' for students in India and a number of Indian students enrol at UNSW on scholarships funded by the Australian government."

As far as research is concerned, Lang stresses that UNSW has built a significant international reputation in the areas of sustainable and renewable energy, solar technology, cancer research, population and ageing and environmental biotechnology, to mention a few.

GROUP OF EIGHT

- THE UNIVERSITY OF **WESTERN AUSTRALIA**
 - THE UNIVERSITY OF **QUEENSLAND**
 - THE UNIVERSITY OF **SYDNEY**
 - THE UNIVERSITY OF **NEW SOUTH WALES**
 - THE UNIVERSITY OF **MELBOURNE**
 - THE **AUSTRALIAN NATIONAL UNIVERSITY**
 - **MONASH UNIVERSITY**
 - THE UNIVERSITY OF **ADELAIDE**
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**A STRONGER FRAMEWORK FOR PROVIDING VOCATIONAL EDUCATION IS THE KEY
 PREREQUISITE TO IMPROVING INDIA'S GROSS ENROLMENT RATIO (GER)**

A vocational edge to a knowledge economy

TIMES NEWS NETWORK

THE Indian higher education sector has a mandate to increase its gross enrolment ratio (GER) to 30% by 2020 from the present 13.5%. Speaking at EDGE 2011, a three-day higher education conference held in the Capital recently, Kapil Sibal, minister for human resource development and communications and information technology, said, "Even if we achieve the target ratio we would still lag behind some of the developed countries in the US where the current gross enrolment ratio is 70%."

There is a consensus among academicians and policy-makers that improvement of learning infrastructure, better funding mechanisms, increased collaborations among academic institutions and industries and most importantly a stronger and sustainable framework for providing vocational education are key prerequisites to improve GER.

Mainstreaming of vocational education was the focus of three conferences that recently concluded in the Capital. Speaking on existing challenges of vocational education at the EDGE conference, Hari Menon, chief executive officer, Indiaskills, said, "There is a deep-rooted socio-

cultural bias against the value of vocational education. Unlike countries such as Germany and Australia (where people certified in vocational skills command high-paying jobs) our employment market for vocational education is highly underdeveloped and unstructured. For instance, a potential employer is likely to hire a candidate with a vocational certificate at the same salary as he/she would hire a class XII student or graduate who does not have a vocational certificate."

Proposing solutions to some of the challenges, Swati Majumdar, director, Symbiosis Centre for Distance Learning, said, "Both the government as well as institutes imparting vocational education need to organise forums and workshops (both in rural and urban areas) to orient people with the emerging prospects. It has been found that people with vocational certificates get type-casted in terms of work roles and are usually not accepted easily within the folds of mainstream education when they want to further their qualifications. For instance, a person with a certificate in organic farming is not easily accepted in a BSc agriculture programme. Hence, the government, academia and industry have to work together to build a framework that can facilitate easy mobility of skills both in the domain of education as well as employment."

The private sector has an important role to play in ensuring a sustainable framework for main-

streaming vocational education. At a conference titled 'National Symposium on 21st Century Community Colleges: Strengthening Workforce Development in India for the Global Economy,' Sanjeev P Sahni, head, education initiatives, Jindal Steel and Power Limited, said, "The National Council of Vocational Training has failed to develop a curriculum that is relevant to the needs of our modern-day industries. The private sector can step in by establishing community colleges that address the training needs of topical industry domains. Vocational training institutes in the private sector can also improve the sector by entering into partnerships with foreign universities that in turn shall help in leveraging improved course content and teaching methodology."

Many vocational jobs abound in the area of IT. For instance, there is a huge demand for people in the domain of infrastructure maintenance. In fact, most vocational jobs require some basic knowledge of IT applications. Talking about how information technology providers are addressing the landscape of vocational education, Kimberley Voltero, Global Head, Microsoft employability programmes for students, said, "Organisations like ours are working to create an ecosystem in which the students, job consultants and recruiters have easy access to each other." Voltero was speaking at a conference titled 'Student 2 Business Conclave 2011.'

There is a deep-rooted socio-cultural bias against the value of vocational education

Financial Express ND 28-Mar-11 p-11

B-SCHOOL WEEKEND

The grass is greener on his side

A school of many 'firsts', the Indian Institute of Management, Kozhikode, is also turning into a school of 'ideas'. Prof Debashis Chatterjee, its director, shares how the young IIM is charting a unique course for itself

Vikram Chaudhary

IT'S convocation time at the Indian Institute of Management, Kozhikode (IIMK). As the students smartly walk to take their seats, I cannot help but notice the number of female students—almost every third student is a woman—something that's not a familiar sight in any B-school across the country. (Go around any B-school, women form only 10-15% of the total students.) The next morning, while talking to the IIMK director, Prof Debashis Chatterjee, at the oxy-rich IIMK campus, I ask him how he managed to get a higher percentage of women students. "We don't manage women, women are fairly unmanageable," he smiles, adding, "What I wished was to create an aspiration at IIMK where we will have more representation from one half of India." And why not, by 2050, India is supposed to be among the top 2-3 nations of the world, and so how can a nation be among the top 2-3 with 50% of its own population not reaching its fullest potential—well, women are realising their potential in various fields, but that kind of potential is still missing in management education, and well, our Parliament.

So how did IIMK do it? "I aimed for a diverse classroom," says Chatterjee. And he is right, since learning doesn't come only from books, but associations as well. If I, as a student, only have, say, male journalists around me, my learning gets compromised! But then, doesn't CAT test the requisite skills to be a good manager? "No," Chatterjee chuckles, "What is CAT, it is a series of tests that selects your ability to take that exam, it's nothing more than that. CAT doesn't

test your managerial ability, it doesn't test your interpersonal skills, it doesn't test your social skills... it simply tests your ability to take the test. Because you clear the test you will be a good manager is not a correct assumption. But the test is nevertheless important. What we did was we enlarged the frame through which we see our candidates. And so, unlike other IIMs, we expanded the base of the students we interview."

"CAT doesn't test your managerial ability, interpersonal skills, social skills... it simply tests your ability to take the test. You clear the test and you will be a good manager is not a correct assumption"

Women in India, especially after graduation, do suffer from what can be called situational deprivation—that the conditions under which they take the CAT are very different from those of men. Chatterjee explains that he simply opened the doors to IIMK a little wider (unlike some other B-schools that give a few more marks to women candidates so as to increase their percentage). "Earlier we used to interview 800 candidates, we then increased the number to more than 2,000, and there was a that the women are equally bright, and some more (proved by the fact that during our summer placements, of the first 100 jobs, 60 went to women)," he explains.

As we walk towards his office, I ask him why such a thing isn't happening at the other IIMs, or for that matter, at other fine B-schools in India. "Because they are stuck on a success model. Just take 99 percentile and don't worry about what is going on in the institutional context. People who clear CAT are analytically bright, verbally elegant, but they may not be good at 'delivering' in the field of management," he says.

THE view from his office, situated slightly uphill, is majestic. Among the thousands of trees, I see some as-



ROHIT PHOTOF

thetically designed buildings. I point out to one. "That is the museum of Indian business history, the first for any IIM." First! Well, there seem to be many 'firsts' for IIMK, I ask him. "Yes, we are the first IIM to set up an endowment fund in the memory of the late CK Prahalad; we are the first IIM to be awarded international accreditation by the Association of MBAs for our PGP and ePGP; we are the first IIM to start a Centre for Excellence in Academic Leadership (in partnership with Yale); we are the first IIM to put gender diversity on the agenda of higher education; the list is long," he says.

Along with these 'firsts', I also no-

te these ideas become real. A caterpillar, if it is stuck in its form, will remain a caterpillar, but if it is not stuck in its form but in its essence, it will turn into a butterfly. So, we are not stuck in the format of management education at IIMs. We are not an IIM in the conventional sense, we are an ideas school."

The mention of Yale a few minutes ago makes me ask him about the Ivy League standards and how some of our institutes like IIMA and ISB are close to those. Why do we want to match those standards, I ask him? "Ivy League standards are not set by a country or a culture or a group of institutes, they are set by the universal nature of what education is. You take Harvard, in its executive education programme there are 60-odd students, representing 35 nationalities, and each of them run close to a billion-dollar enterprise. Thus, their view of the world is very different from the view of the world of a student from any B-school in India, including IIMs. So, when you talk about an Ivy League school, you are talking about a perspective, not about a building," he says. We all know that there is no question about the fact that the talent pool coming to IIMs is slightly better than what goes into most Ivy League schools, but there is no denying the fact that the Ivy League school will give the student a perspective much better than what IIMs are currently able to provide. "Ivy League standard is a benchmark that we are trying to achieve and that benchmark essentially is: more diverse students, more diverse faculty, more diverse audience. Nalanda was an Ivy League school, it had students from all over the world," he says.

On entrepreneurship, he says that IIMK encourages students to use the school itself as a laboratory for developing their entrepreneurial skills. "Many of our students are doing so. I tell them why you have to go out when we have the capital, we have problems, and we need people to solve these problems, we know who you are, we have seen you for 2 years," he says. The major chunk of the revenues at IIMK comes from PGP right now, which is roughly ₹30 crore. As he tells me this, he points to yet another building. "That's one of the places where our MDPs take place. Our Management Complex—with an investment of ₹50 crore combines the art of management with the science of ayurveda—will be the most sought after executive education facility anywhere in the country. We are creating an ayurveda spa facility, because when a CEO comes to IIMK, he has not come to learn about Maslow or a Harvard case study, he has come to experience something unique. This one is for our short-duration executive MDP programme, where the CEOs and managers can learn as well as relax, and take back a unique experience," he says. He also adds that the major chunk of revenues will slowly shift from PGP to shorter duration MDPs and eMDPs.

It's Holi festival and the students and faculty are celebrating in style. He gets an invitation call, smiles, and says, "I've played Holi thrice since morning, we are one big family, I have to play again." And as we walk towards the parking area, I feel the softness of the lush-green Buffalo Grass under my feet. I look at him, he smiles, perhaps he is thinking: "The grass is greener on my side, and I have made it."

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आठ नए आईआईटी में 55 फीसद शिक्षकों के पद खाली

नई दिल्ली, 27 मार्च (भाषा)। प्रौद्योगिकी संस्थान (संशोधन) विधेयक 2010 को संसद की मंजूरी मिलने और प्रौद्योगिकी संस्थान में शिक्षकों की कमी के बीच आठ नए भारतीय प्रौद्योगिकी संस्थान (आईआईटी) में करीब 700 पदों में अब तक 317 प्राध्यापक ही नियुक्त किए जा सके हैं जबकि 55 फीसद पद खाली हैं।

मानव संसाधन विकास मंत्रालय के एक वरिष्ठ अधिकारी ने कहा कि आईआईटी में प्राध्यापकों की जरूरत और उपलब्धा में काफी अंतर है। इस कमी को दूर करने के लिए मंत्रालय की ओर से विशेष उपाए किए जा रहे हैं। इसके तहत आठ नए आईआईटी में पहले तीन साल के दौरान हर साल 30 प्राध्यापकों को नियुक्त किए जाने को मंजूरी दी गई है। मंत्रालय से मिली जानकारी के अनुसार इन आठ नए आईआईटी में अब तक 317 प्राध्यापकों को नियुक्त किया गया है। आईआईटी हैदराबाद में 57, आईआईटी पटना में 45, आईआईटी जोधपुर में 21, आईआईटी भुवनेश्वर में 46, आईआईटी गांधीनगर में 43, आईआईटी रोपड़ में 40, आईआईटी मंडी में 29 और आईआईटी इंदौर में 36 प्राध्यापकों को नियुक्त किया गया है।

देश में 15 आईआईटी (सात पुराने और आठ नए) में शिक्षकों के 4712 मंजूर पद हैं। इनमें से 3148 पद पर ही अभी नियुक्त है जबकि 1564 पद खाली हैं। अधिकारी ने बताया कि आईआईटी में शिक्षकों की कमी को दूर करने के लिए प्रवासी भारतीयों और भारतीय मूल के शिक्षाविदों को नियुक्त करने को मंजूरी दी गई है और कुल मंजूर पदों के 10 फीसद पर इन्हें नियुक्त करने को मंजूरी दी गई है। उन्होंने कहा कि इस दिशा में अमेरिका, ब्रिटेन, कनाडा, आस्ट्रिया, इटली और जापान स्थित भारतीय उच्चायोग या दूतावास को विज्ञापन भेजे गए हैं और चीडियो कांफ्रेंसिंग व टेलीकांफ्रेंसिंग के जरिए साक्षात्कार की व्यवस्था की जा रही है।

अधिकारी ने बताया कि इस दिशा में महत्वपूर्ण प्रयास करते हुए उच्च शिक्षा प्राप्त करने वाले आईआईटी छात्रों को शिक्षक के रूप में तैयार करने की योजना शामिल है। इस दिशा में आईआईटी में पीएचडी पाठ्यक्रम में

छात्रों की संख्या को बढ़ाया जा रहा है। मंत्रालय ने कहा कि आईआईटी में शिक्षकों को बनाए रखने और उन्हें प्रोत्साहित करने के लिए भी प्रयास किए जा रहे हैं जिसमें विश्व स्तरीय वेतन पैकेज, आवसीय व चिकित्सा सुविधा आदि शामिल है।

लोकसभा में इस हफ्ते प्रौद्योगिकी संस्थान (संशोधन) विधेयक 2010 पारित किया गया। इसके तहत आठ नए आईआईटी स्थापित करने को मंजूरी देने और आईटी बीएचयू को आईआईटी बीएचयू का दर्जा दिए जाने का प्रावधान है। आईटी बीएचयू को आईआईटी बीएचयू के रूप में प्रोन्नत किए जाने पर कुछ संसदों और शिक्षाविदों ने एतराज जताया था। उनका कहना था कि इससे संस्थान का मान कम होगा। लेकिन मानव संसाधन विकास मंत्री कपिल सिब्बल ने इन आशंकाओं को दूर करते हुए कहा था कि पहले तीन साल तक आईआईटी बीएचयू के संचालक मंडल के अध्यक्ष बीएचयू के कुलपति होंगे जबकि इस अवधि के बाद बीएचयू के कुलपति संचालक मंडल के उपाध्यक्ष होंगे।