Newspaper Clips
March 7, 2012

Hindustan Times ND 07/03/2012   P-7

IITian Parrikar set for third stint as CM

HT Correspondent
■ letters@hindustantimes.com

PANAJI: The first IITian to become the chief minister of a state in 2000, Manohar Parrikar's entry into politics was a masterstroke in talent spotting by the late Pramod Mahajan.

The IIT Bombay graduate in metallurgical engineering caught Mahajan's eye while working on a project for the BJP.

After initial reluctance, Parrikar took the plunge and is credited with raising the BJP's profile and bringing it to power in Goa for the first time 12 years ago.

In a state known for fragile governments, he had to demit the CM post in early 2002. Parrikar returned to power a few months later, but had to quit in 2005 after a few MLAs withdrew support to him.

Parrikar, 56, now set for a third stint as CM, is known for

DECISIVE FACTORS

FOR BJP
- Clean image of its leaders, especially Parrikar
- No politics of kinship
- Hit campaign trail two months back; exploited mood for change

AGAINST CONGRESS
- Illegal mining and corruption in high places
- Politics of dynasty
- Many contenders for CM post.

his clean image, administrative skills and grassroots leadership.

During his stints as CM, he had brought the International Film Festival of India to Goa. In 2001, IIT Bombay honoured its 1978 passout with the Distinguished Alumnus Award.

In the run-up to 2012 polls, he was the face of BJP.

आईआईटी बने पर रहे बीएचयू की छाया में

वाराणसी, बीएचयू प्रतिनिधि : फेडरेशन ऑफ सेंट्रल यूनिवर्सिटीज टीचर्स एसोसिएशन के अध्यक्ष प्रो. गिरीश चंद्र त्रिपाठी ने शैक्षणिक संस्थानों पर सरकारी शिकंजे के खिलाफ सोमवार को आवाज बुलंद की। पराड़कर भवन में आयोजित प्रेस कान्फ्रेंस में उन्होंने स्पष्ट कहा कि सरकार की मंशा बताती है कि वह ख्यातिलब्ध विश्वविद्यालयों की महत्ता को खत्म कर विदेशी संस्थानों व विश्वविद्यालय के प्रवेश का मार्ग सुनिश्चित करना चाहती है। उन्होंने आईटी बीएचयू की आईआईटी में तब्दीली पर अपना नजरिया रखा और कहा कि तब्दीली तो होनी चाहिए लेकिन बीएचयू की छाया में। यह महामना की थाती है, इसे संजोने की जरूरत है अलग करने की नहीं उन्होंने आशंका जताई कि अगर इस तब्दीली से बीएचयू की परिधि से आईआईटी अलग होता है तो यह महामना की गरिमा के अनुरूप नहीं होगा। उन्होंने कहा कि बीएचयू में तानाशाही जैसी स्थिति है, ऐसे में भयभीत शिक्षक क्या पढ़ाएगा। नए-नए आईआईटी खोलने पर भी सवाल खड़ा किया और कहा कि पहले से स्थापित संस्थानों में पद

प्रो. गिरीशचंद्र त्रिपाठी

❀ विश्वविद्यालयों की स्वायत्तता खत्म करना चाहती है सरकार, यह गलत

रिक्त है, उन्हें भरने के बजाय सरकार गुणवत्ता पर ध्यान दिए बिना संस्थानों की संख्या बढ़ा रही है। इसके परिणाम अच्छे नहीं मिलेंगे। सरकार की नीतियों के कारण सरकारी एवं सरकारी सहायता प्राप्त विद्यालयों की दुर्दशा हो रही है और निजी शिक्षण संस्थानों के माध्यम से शिक्षा का बाजारीकरण हो रहा है। कहा कि यदि विश्वविद्यालयों को भी उचित संसाधन उपलब्ध नहीं कराएं जाएंगे तथा उनके स्वरूप को छिन्न भिन्न किया जाएगा तो इसका लाभ निजी क्षेत्र तथा विदेशी विश्वविद्यालय उठाएंगे ही। कहा कि हालात नहीं सुधरे तो भारत में उच्च शिक्षा मध्यम एवं निम्न समाज की पहुंच से दूर हो जाएगी। परिणाम स्वरूप भारतीय प्रतिभाएं कुंठित होंगी। उन्होंने सरकार से आग्रह किया कि विश्व विद्यालयों के स्वरूप से खिलवाड़ नहीं किया जाए, उचित संसाधन उपलब्ध कराएं जाएं ।

Navbharat Times ND 07/03/2012
P-15

IIT, IIM में महिलाओं का दम

लेकिन, इंडिया इंक की जरूरतें पूरी करने के मामले में अब भी पीछे

[ईटी ब्यूरो *नई दिल्ली, बंगलुरु*]

देश के शीर्ष बिजनेस, टेक्नोलॉजी स्कूलों ने हालांकि पिछले कुछ वर्षों में अपने छात्रों के बीच लड़कियों की संख्या में जबर्दस्त इजाफा करने में सफलता पाई है, लेकिन अब भी वे उद्योग जगत के दिग्गजों की मांग को उस हद तक पूरी नहीं कर पार रहे हैं।

आईआईटी में लड़कियों की संख्या पिछले 5 वर्षों में लगभग दोगुनी होकर कुल छात्रों के 11 फीसदी तक पहुंच चुकी है। इसी तरह आईएसबी हैदराबाद में यह 29 फीसदी और आईआईएम कोझीकोड में 36 फीसदी तक पहुंच चुकी हैं, जो कि हार्वर्ड बिजनेस स्कूल के 39 फीसदी आंकड़े के काफी करीब है। इसके बावजूद रीक्रूट करने वाली कंपनियों की शिकायत है कि वे कामकाज में लड़कियों का जो अनुपात बनाना चाहती हैं, उस लिहाज से उन्हें महिला ग्रेजुएट नहीं मिल पा रही हैं। दूसरे आईआईएम संस्थान, जैसे आईआईएम कलकत्ता (2013 की क्लास में 7 फीसदी), आईआईएम अहमदाबाद (2013 की क्लास में 10.9 फीसदी) इस मामले में पीछे हैं। आईसीआईसीआई बैंक के एचआर एग्जिक्यूटिव डायरेक्टर के रामकुमार ने कहा, 'हमारा बैंक शीर्ष स्तरों पर ज्यादा महिलाओं को जिम्मेदारी देने के लिए वचनबद्ध है।'

धीरे-धीरे घट रहा फासला

आईआईटी में महिलाएं (फीसदी)

2006 **6.21%**   2011 **10.94%**

आईआईएम	महिला स्टूडेंट	कुल का फीसदी
अहमदाबाद	41	10.90
बंगलौर	86	22.51
कलकत्ता	33	7.18
लखनऊ	80	19.80
कोझिकोड	118	36.00
आईएसबी हैदराबाद	165	29.00
हॉर्टन एमबीए प्रोग्राम	380	45.00
हार्वर्ड बिजनेस स्कूल	353	39.00

Dainik Bhaskar Raipur 06.03.2012 P-5

आईआईटी खड़गपुर का विस्तार केंद्र छत्तीसगढ़ में खुलेगा

रायपुर। देश के प्रथम भारतीय प्रौद्योगिकी संस्थान (आईआईटी) खड़गपुर का विस्तार केन्द्र छत्तीसगढ़ में जल्द प्रारंभ होगा। मुख्यमंत्री डॉ. रमन सिंह ने इसके लिए राज्य शासन की ओर से हर संभव मदद प्रदान करने का आश्वासन दिया है। इस संस्थान के जरिए प्रदेश के तकनीकी शैक्षणिक संस्थानों, राज्य सरकार की बड़ी परियोजनाओं और उद्योगों को विश्वस्तरीय तकनीकी मार्ग-दर्शन मिल सकेगा। मुख्यमंत्री अपने निवास पर भारतीय प्रौद्योगिकी संस्थान खड़गपुर के निदेशक प्रोफेसर दामोदर आचार्य से चर्चा के दौरान उन्हें यह आश्वासन दिया।

Hundred Billion and Counting

India's IT industry can continue to empower more people, but only if policies are favourable

KIRAN KARNIK
INDEPENDENT POLICY &
STRATEGY ANALYST

India's IT industry is set to cross a milestone: revenues will exceed $100 billion this year. This achievement is better appreciated when one recalls that just 20 years ago, its size was only about half-a-billion dollars. Now providing livelihood to about 10 million people (including 2.8 million directly employed), it is the largest recruiter in the organised private sector. It is also amongst the biggest foreign exchange earners for the country.

These figures convey the outstanding success of this sector; yet, its qualitative impact is, possibly, of even greater import. First, it has transformed the global image of India and Indians: today, both are seen as winners. Second, it has energised the country's higher education sector, especially in engineering and computer science. Third, it has contributed to social transformation by providing lucrative jobs to lakhs from small towns and even villages and gender equality, through its extensive employment of young women. Finally, and most importantly, it has brought hope to young people, who — thanks to the

opportunities in this sector — view the future with optimism. The IT industry has conveyed that success is driven by education and work, not by family background or 'connections'. In the context of what is happening in countries in our neighbourhood, the importance of such a message of inclusion and hope is obvious.

Looking ahead, it is clear that the Indian IT industry will face many serious challenges: technological, managerial and geopolitical. Competition from other countries will intensify, and supply-side constraints increase. Human resources, infrastructure and a comparatively adverse business environment — thanks mainly to unpredictable interpretation of tax laws by over-zealous, collection-driven officials — will pose problems. Yet, there are also growing opportunities: new areas of work, emerging markets, new technologies, innovation in product, process and business models. Amongst the most exciting of these are opportunities within India. Many of these have the potential of doing good while doing well, contributing to social benefit even as profits are made.

In this area of societal applications of technology, the possibilities in India are immense and limited only by imagination — and sometimes by regulatory barriers. The national e-governance programme (NEGP) provides many examples of how technology could be used, to bring greater efficiency, transparency and even
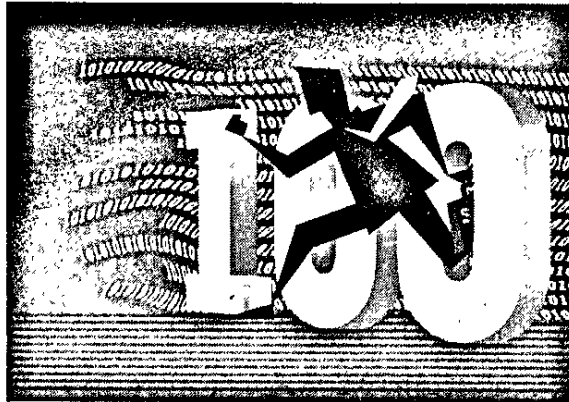
accountability in government activities, especially those related to citizen services. Birth and death certificates, land records, tax payments, passport issue and renewal, and a whole range of other services have been IT-enabled. Service delivery at doorsteps is facilitated through community computer centres in over 1,00,000 villages, and there is already action underway to roll out fibre-based broadband connectivity to 2,50,000 panchayats. More widespread access to citizen services will also be provided via mobile phones, whose availability will soon be near-universal.

Like the IT industry's $100-billion milestone, mobile telephony too will soon cross a landmark: of one billion cell-phones. India's mobile telephony services have witnessed a gravity-defying trajectory, with Indians taking to mobiles as they have to nothing else before. Users have themselves contributed to inventing new

ways of utilising the handset: from making it double up as a torch, to that unique Indian innovation of an intentional missed call.

Now threatened by seemingly thoughtless court judgments, high levies and a fixation on government revenues — as opposed to public good — growth was earlier driven by companies who crafted new business models and by supportive government policies. These resulted in the world's fastest-growing market and the lowest tariffs.

A plethora of start-ups are devising innovative applications to be delivered on mobiles. As the population of smartphones grows, an even larger number of interesting services and applications will be created. There are also many new ideas to make the mobile handset more versatile: for example, as a device for medical diagnostics and tests, with data being sent in real time for immediate analy-

sis. As the next generation of telecom networks are rolled out, transmission of data and pictures will be facilitated, opening up new possibilities for remote delivery of health and other services.

The biometric ID, a massive task undertaken by Nandan Nilekani and his team at UIDAI, opens up a range of services, driven by the capability of verifying a person's identity in near-real time. Location-based services now on cell-phones will provide a new impetus to developers, financial inclusion, cash transfers and verifiable service delivery.

Other initiatives include direct current-based systems that utilise solar power, being worked on by Ashok Jhunjhunwala and his team at IIT-Madras, which could save 25% energy, as well as cost, and new uses of social media for rural development and innovation, conceived of by Shekhar Kapoor and others from the National Innovation Council.

In the present gloom and doom, when mistrust, inaction or knee-jerk reaction, and low tolerance thresholds rule the roost, we need to celebrate these achievements of the tech community. The exciting prospects can provide huge social benefit and economic gain. For this, the technology sector needs strong policy and financial support, a conducive business environment and liberation from bureaucratic control. Government must move beyond paying mere lip service to the potential of technology, and leverage it to truly transform India.

ANIMISHA

What they don't teach you at Indian B-schools

Baba Prasad

In emphasising western theories and concepts, management education is curtailing innovation.
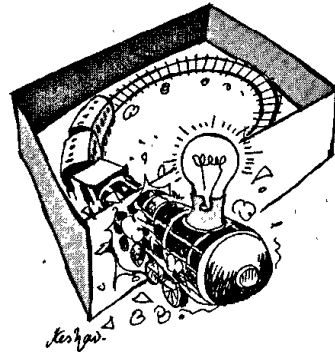
This last Sunday, I watched a show on CNBC called *Lessons in Marketing Excellence*. Essentially, it featured the final round of a competition for B-School students across India conducted by CNBC and Hindustan Unilever Limited. The four finalist teams were asked to address the problem of how to help the Indian Railways innovate. As the bright students in their dark suits made their presentations, they unwittingly offered several lessons for why we lack innovation and leadership in India. The show especially provided an ironic commentary on how the education we provide in Indian business schools and the general eco-system of Indian business are boxing us in and curtailing even a tendency to innovate.

Lack of original Indian thinking

Almost 15 years ago, I had just graduated from Wharton and was cutting my teeth as a young B-School professor at Purdue University. Pankaj Chandra (a fellow-alum of Wharton although many years my senior) who was at IIM-A (and is now Director of IIM-Bangalore), invited me to a conference on operations management that he was organising in India. I accepted but had to cancel out at the last minute. However, a senior colleague at Purdue went and, when he came back to the U.S., I asked him how it had gone. He told me that he was struck by the fact that both in methodologies and in applications, the conference was completely West-oriented. The only presentation that had Indian "roots," he said, was a paper that discussed how to optimise scheduling *idli*-cooker operations in a Bangalore Darshini restaurant. It is sad that more than a decade later, the same disease plagues our B-Schools and, consequently, our management thinking in the business world — a lack of original Indian thinking. I am hardly advocating a B-school version of Indian nationalist sentiment, but one must surely pause to ask if we are teaching our students to reject a language they know well and to instead put on a voice and idiom that they only half-know.

People and Colour

When one imagines India, the highlights are universal: People and Colour. Does it signify anything for our business world that the B-School students, including women, were without exception dressed in dark "business" suits? Where were the bright colours that India exudes? Dark business suits perhaps proclaim one's arrival into an elite club. But throttling ties and stifling suits are also metaphors for the dark state of management education and thought in India in particular, but generally all over the world. As we seek to close the door on such closeted-

thinking, Shashi Tharoor's Hindi-practising colonialists ironically present a solution: To say *"Darwaza band karo,"* they practised "There was a banned crow!"

Why do I call these presentations symptoms of the stifled innovation and struggling strategy that is dogging Indian business? One of the central questions of the Indian Railways case that the students analysed was: "How does IR innovate to generate revenues, build capacity and increase market share?" Or as the show host put it, "Suggest innovative strategies to increase revenues for the Railways." Look at the presentations and the solutions that the students put forth after one whole month of research. Why wasn't there even one bit of colour in what was supposed to be a marketing presentation? Of course, when I say colour, I use it symbolically to imply freshness in thought. Again let me make it clear — I do not hold only the students responsible for the wan thinking. In fact, we — management educators and stuffy sultans of strategy in the corporate world — are the ones who have brought this about. Did we see one video of a train compartment; hear one audio interview of a passenger, or an employee? No. These presentations evicted colour, but they also evicted the sense of people that is India. Instead of exploiting the aesthetic resonance of train travel, we heard long-winded statements in boring voices from behind tall podiums. Why? Because we have taught them that that's the way to be leaders. In this country, of all places, we seem to have forgotten the power of storytelling and the rich repertoires we possess. And we call these shows "Lessons in Marketing Excellence."

The solutions proposed also primarily fed

off the data in the case and worked at marginally increasing revenues from the operations. One team suggested that the addition of a new class between Second Class and 3-Tier AC would generate additional revenue because Second Class passengers would choose the newly introduced class that was higher-priced. The Railway officials on the panel of judges dismissed it saying that when they introduced 3-tier AC between 2-tier AC and Second Class, rather than Second Class passengers opting to go up to 3-tier AC, 2-tier AC passengers opted to go down. Another team proposed looking at three Indias — India-1, India-2, and India-3 — in terms of paying power, and suggested a focus on India-1. Promptly the Railway executives said that ignoring the largest and least wealthy India-3 category would not fit into the mission of the railways. In short, solutions like these kept bumping against the fact that the Indian Railways has both a social mission and a business vision. Such solutions focused only on milking existing operations, and consequently were only incremental. The point is that there was no demonstration of any out of the box thinking. While the team from FMS did propose a few refreshing, although small alternate streams of revenues, it is telling that they did not win the competition.

Alternatives

Ok, let's take a step back and ask ourselves another question: In what other way could the students have approached the Indian Railways case given to them? Let's start at the basics. What strikes me most about Indian Railways is the consistency with which they have maintained the design of the train and the architecture of the railway station. If Mahatma Gandhi came back and looked at the Indian train today, he would not find it very different from the ones in which he travelled across the country about a hundred years ago. And they certainly haven't changed much from the trains I used to take several decades ago as a young school kid going for the summer holidays from Mumbai to my grandparents' house in Tumkur, near Bangalore. How would it have been if the students had started with thinking about how to change the basic structure of the compartment? Not incremental recommendations about providing "pillows and blanket sets", but something more whole, more substantial. Could they have examined restructuring the bathrooms on the trains? For decades, with the help of the Railways, we Indians have been defecating across the face

of the nation. Can we change that, and perhaps monetise the solution? How about using the waste to generate fertilizers or energy? What are the pluses and minuses of that? Alternately, would a redesign of the compartments with lighter material lead to fuel savings? What could be the cost savings? What safety risks would the lighter compartment bring? Another thought: How about building better railway stations and creating a whole new, beautiful retail space in the station? Can we convert that precious space of the "railway station" which is mostly located in the central areas of the city into a "third place" to hangout — between office and home? What revenues could be derived from the retail stores that will populate the "new, cool railway station," the "third place"?

Straitjacketing approaches

The straitjacketing approaches we teach in B-School and promote in the Indian corporate world are not going to help pose or answer such questions. Innovation requires breaking bounds not just in application, but also — and more importantly — in thought. Paradigm shifts should not be just the effect, but in fact, should be — again more importantly — the *cause* for innovation. Would it be heresy to teach B-School students that Porter's framework and the concept of positioning is not all that there is in strategy, that the core-competence approach despite its brilliance has limited application, that Blue Ocean for all its attractiveness does not tell you what to do when your blue water is bloodied by lean and mean sharks? Would it be heresy to teach them that all these approaches to strategy are necessary but not sufficient conditions for strategic success? Would it kill us to teach them that we need to stop thinking of organisations and businesses as mere machines to which we apply formulas and frameworks, and instead think of the next frontier in strategy where we will have to work with organisations as if they are living, breathing, humans who have stories to create, live, and tell?

Till we find our self-confidence, our own voices, and brand Indian ways of innovation that go beyond the stereotypical *jugaad* that seems to be our only answer to innovation, we will have to remain content with aping others and making the same mistakes that the others made — others, who incidentally are not brighter than us. Till that time, no original innovation will come out of India.

It's now time to ban the crow-ness of B-Schools and executive cadres. It's now time to also proudly bring in the colourful finches, the macaws, the mynahs, the bulbuls, and the whatever. Are we ready?

(Baba Prasad is president & CEO, Vivékin Group & Visiting Professor of Management, IIIT-Hyderabad.)

US delegation visits IGNOU

A US delegation of 16 members headed by Dr Elizabeth Clark, Executive Director, National Association of Social Workers, US visited Indira Gandhi National Open University (IGNOU).

Addressing the delegation, Prof M Aslam, VC, IGNOU, stated that distance education is a modality that provides immense benefits not only to the learners but also to the whole society.

Prof Aslam said that social work is now a global profession. Even though social workers have common core values, yet social work is practiced differently in different countries. Across nations, there may be similarities in social problems, but the focus of concern can differ within borders. As a result, competency in social work requires an understanding of the global context of rights and social justice.

Prof Gracious Thomas, Director, School of Social Work, IGNOU said that School of Social Work aims to meet the education and training requirements in the areas of Social Work. The School has addressed certain areas of concern like HIV/AIDS, counseling, philanthropy and correctional social work by offering several programmes.

Publication: The Times Of India Delhi;Date: Mar 7, 2012;Section: Times Global;Page: 26;

Robot 'cheetah' sets speed record

Washington: A four-legged robot known as the 'Cheetah' lived up to its name on Monday, setting a new land speed record for legged robots by running at 18 miles per hour (29 kmph) on a treadmill at a laboratory in Massachusetts, its developer said.

The Cheetah, being developed by Boston Dynamics with funding from the US military's Defense Advanced Research Projects Agency, is part of a program aimed at achieving theoretical and experimental advances in the science of robotics.

The Cheetah broke a land speed record for legged robots that was set in 1989 when a two-legged robot at the Massachusetts Institute of Technology ran at a speed of just over 13 mph (21 kmph), Boston Dynamics said in a statement.

Alfred Rizzi, chief robotics scientist at Boston Dynamics, said the goal is ultimately to get the Cheetah running much faster and in an outdoor environment.

"We designed the treadmill to go over 50 mph (80 kmph) but we plan to get off the treadmill and into the field as soon as possible," Rizzi said in a statement.

"We really want to understand the limits of what is possible for fast-moving robots." REUTERS

MEAN MACHINE

Hindustan Times
Title : AIIMS SUICIDE: PANEL TO VERIFY STUDENT'S EXAM RESULTS
Author :
Location : NEW DELHI: T
Article Date : 03/07/2012

AIIMS SUICIDE: PANEL TO VERIFY STUDENT'S EXAM RESULTS

HT Correspondent
■ htreporters@hindustantimes.com

NEW DELHI: The All India Institute of Medical Sciences (AIIMS) on Tuesday constituted a committee to verify the test results of Anil Kumar Meena, a first-year MBBS student who had allegedly committed suicide due to repeated failures in exams.

The 22-year-old from Rajasthan's Baran district was found hanging in his hostel room on Sunday.

"The AIIMS director has constituted a group of senior faculty members to verify whether the result of Anil Kumar Meena had been prepared as per the prescribed rules," an institute statement said. "The group will scrutinise the entire record pertaining to his academic performance and submit its findings to the institute," it added.

Kumar had failed in the first year and internal examinations. Besides, he had low attendance. He also faced problems in following lectures in English.

Students, protesting against Meena's death, alleged that his exam results were not prepared in accordance with the prescribed norms.

Former UGC chairman Prof Sukhdev Thorat has been roped in to examine the extent to which the institute has implemented the Thorat Committee recommendations. He will identify the gaps and recommend short and long-term measures to be implemented in a time-bound manner. Besides, he will suggest measures for the welfare of undergraduate students, particularly belonging to the SC/ST and OBC categories. Thorat is likely to submit his recommendations within one month to the institute.

Kumar's suicide is the second death of a student in the institute for the same reason in the past two years.

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> STATEMENT BY AIIMS