

# Newspaper Clips

## November 13-17, 2012

### November 13

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## Hasnain tops list of five tipped for UGC chair

Manash Pratim Gohain | TNN

New Delhi: The search-cum-selection committee for the chairman of the University Grants Commission has short-listed five names. While the two contenders, who were already being named in the earlier list, namely Seyed E Hasnain, former vice-chancellor of Hyderabad University, and Pankaj Chandra, director of the Indian Institute of Management, Bangalore, remained the frontrunners, the new names included in the list are director of Prof. S Parasuraman of Tata Institute of Social Sciences, Mumbai, chief statistician of India TCA Anant and the officiating chairman of UGC, Ved Prakash.

According to sources from the ministry of human resource development, the committee expanded the list to five candidates instead of two. While Hasnain remained the first choice of the committee closely followed by Chandra, the others in ascending order are Parasuraman, Anant and Prakash.

While the choice of the rest of the candidates were easy, there was dissent among members on the selection of Prakash as he had faced allegations of fraud and intimidation which had later been junked by the HRD. The search committee's list will now be forwarded to the HRD and then to the PMO for the final approval.

In September, the Delhi high court issued notice to the central government to respond to a petition seeking direction to fill the seat of UGC chairman which has been lying vacant since February 2011 after Prof. Sukhadeo Thorat completed his term as chairman.

Earlier, the search committee in February 2012 short-listed Hasnain as its top choice for the post followed by Chandra but the HRD ministry selected Chandra and forwarded it to the PMO for approval. The PMO questioned why the first choice has been ignored and referred it back to the HRD. The committee had to start the process all over again and this time came up with five options for the post.

# It's raining jobs at IIT-B this year, average salary may rise

**MORE EMPLOYERS** Around 300 companies have registered for placements compared to 262, last year

**Bhavya Dore**  
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PHOTO FOR REPRESENTATIONAL PURPOSE

**MUMBAI:** Salary packages are set to rise by between 10% and 20% compared to last year at the Indian Institute of Technology Bombay where placements begin on December 1.

The categorisation of salary slots has also moved upwards. For instance, the top slab has been revised from Rs9.5 lakh and above to Rs10 lakh and above and similarly for other slots this time.

"It is not very significant but it is an upward trend," said Avijit Chatterjee, professor in charge of placements at IITB. "Companies are looking for good manpower and are prepared to go the extra mile."

Around 300 companies have already registered for the placements, higher than the 262 who had visited last year.



Placements will begin on December 1, and mark the beginning of the placement season, which will continue in institutes until March.

A mix of foreign and Indian companies will be visiting, including a few more new foreign companies. Jobs on offer will include the usual mix of

core engineering as well as managerial positions.

Unconfirmed reports claimed that the highest offer made to a graduating student at IITB last year was Rs63 lakh per year.

There were 322 offers in the Rs9.5 lakh and above annual salary bracket. In the second

highest bracket too, for 2011-12 there were more offers compared to the previous year. The placement report for the last year was released in July.

Pre-placement offers and interviews to students this year ahead of the full-fledged recruitment season have also signalled a promising season

ahead, despite the uncertain economic conditions.

At IITB, there were more of both this time, though exact figures were not available. Chatterjee had earlier said that, it was possible because more people were doing internships and these had fructified into more offers.

# Skewed sex ratio takes its toll on IIT-B boys

## DNA Correspondent

Niwedan S, a student of IIT-Bombay (IIT-B), admits that life on the campus can get socially stifling. "We lack a social life... The rule of allowing students of the opposite sex in hostels only between 10am and 7pm is not practical," says the 19-year-old computer science student, who agrees the institute should have its reasons for the rule.

With a skewed male-female student ratio on campus, IIT-B students have rued the lack of social life on campus, according to a survey conducted by IIT-B students' online publication, Insight. Presently, of 8,000-odd IIT-B students, 30 per cent are girls. Of the 8,000 students, 400 were interviewed for the survey.

The survey has thrown up that only 1 in 5 students is in a relationship. And more than half the respondents to the survey have said the 10am-to-7pm rule is inconvenient; half of them want such restrictions done away with.

A member of the Insight editorial team, Saideep Sudi, said that the survey had been conducted to get a view of students' social life on the campus. "There was no hypothesis where we could say social life is observed to be unsatisfactory. In fact, we wanted to get the real pic-

ture," said Sud.

Only 4 of 10 students said they step out of the campus about twice a week for a bit or a drink. Despite several hang-out options, most students chose to hang out at hostels.

The skewed sex ratio on the campus gave only 20% of the respondents an opportunity

 **Recently, we decided that girls can be allowed at boys' hostels till reasonably late in the night, but only in common areas not on residential premises**

—Prof Urjit Yagnik, dean of student affairs

to be involved in a relationship. Of the small number of girl students, only 1 of 20 felt they were being objectified by male students.

Dean of student affairs at IIT-B, professor Urjit Yagnik, laughed off the survey findings. "The skewed sex ratio on campuses not something the institute can do much about," said Yagnik, adding that they are not rigid about the 10to7 rule. He added: "Recently, we decided that girls can be allowed at boys' hostels till reasonably late in the night, but only in common areas not on residential premises."

**NEWS ALERTS**

**THE Northern Regional Institute of Printing Technology alumni association organised its second meet at Vasundhara, Ghaziabad, this past week. The alumni discussed new printing technology being used by media and printing houses. The speakers included A.K. Sinha, Director, Printing and Stationery, Government of India, S.K. Khurana, President, All India Printing Technology Association, and Ground Bharyana, President, All-India Federation of Master Printers. The institute's retired principal, K.C. Kapoor, released a telephone directory of the alumni.**



**DATE ALERTS**

**NOV 25** THIS is when the entrance exam for the Indian Institute of Foreign Trade (IIFT), Delhi and Kolkata, will take place. The online admit card link will soon be available on <http://www.iift.edu/enl>. Candidates who do not receive the card can download it by giving their name and date of birth. The final selection will be based on the written test, group discussion, essay and interview. The test will be administered in 20 centres across India.

# DELHI-NCR'S

MDI Gurgaon has topped the fourth Mail Today-Indus Learning B-School Survey, the only one of its kind to focus on Delhi-NCR. The survey re-emphasises the high quality of management education in and around Delhi



By Sangeeth Sebastian

**M**ISSED the ticket to the IIMs? Chill. Delhi-NCR has enough good options to make you not regret the setback. The fourth Mail Today-Indus Learning B-School Survey, the only one of its kind to focus entirely on Delhi-NCR, is out with its list of Top 15 B-Schools in and around the national capital that offer students the right education to meet the demands of the corporate world. Carried out by Indus Learning Solutions among 60 B-Schools shortlisted after an awareness survey (Delhi-NCR has 138 management institutes), the survey makes one thing abundantly clear. Delhi-NCR's B-Schools have the right mix of faculty members with relevant industry and academic experience; collaborations with leading international universities; well-stocked libraries, qualified visiting faculty members from corporate houses and institutes abroad; specialised and market-relevant programmes in tune with the demands of sectors such as management, finance and marketing; and sufficient networking with the industry to ensure jobs to their students at the end of the programme.

Based on the methodology and parameters described in the accompanying story, the survey ranks MDI Gurgaon at No. 1. The 39-year-old institution has also topped five out of the seven parameters, including course curriculum, faculty, placements, industry interaction and infrastructure. IMT Ghaziabad, which came second in overall rankings, was adjudged the best B-School with networking potential, and third-ranked Indian Institute of Planning and Management (IIPM) retained its No. 1 position in offering international exposure to its students. The fourth and fifth positions went to the Department of Management Studies (DMS), IIT-Delhi, and Indian Institute of

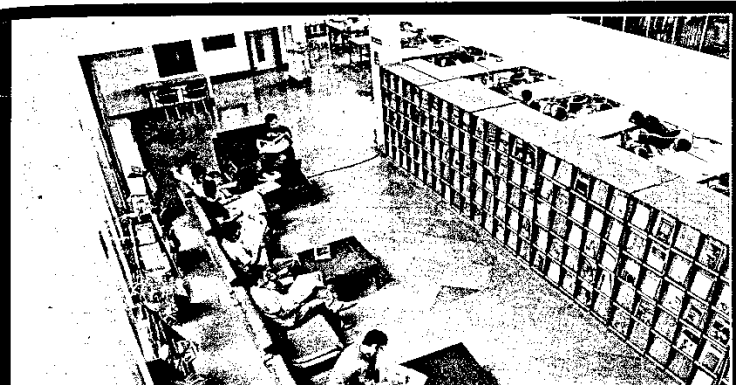
Foreign Trade, New Delhi. MDI Director Mihal Gupta says the institute nurtures a vision to be a truly global business school. "We recognise this talent can be sculpted only with the help of a blend of global business awareness and discovery," says Gupta. "We regularly invite faculty members from some of the top business schools and universities and industry professionals from across the world," Gupta added. "Taking advantage of MDI's proactive international exchange programme, one out of every five students enrolled for its flagship post-graduate programmes in Management and Human Resource Management go abroad each year. The sheer number of research papers published per faculty member in national and international journals of repute places IIT-DMS among the top five B-Schools in the Delhi-NCR. It goes to the credit of DMS that its Journal of Advances in Management Research is one of the few department journals to be published by Emerald, one of the top publishing houses in the UK. And the department head, Kanika Bhal, writes a realistic note for students who can't think beyond IIMs. "It is wrong to assume that it is the end of

## TOP 15 B-SCHOOLS OF DELHI-NCR

Here's the fourth Mail Today-Indus Learning B-School Survey's Top 15 judged on seven parameters (listed to the right) and based on a combination of the data presented by the institutions and a market perception study. The Top 15 Delhi-NCR B-Schools have the academic resources and infrastructure to impart students with the kind of skills their prospective employers will be looking for in every freshly minted management graduate.

- Management Development Institute (MDI), Gurgaon <http://www.mdilac.in/>
- Institute of Management & Technology (IMT), Ghaziabad [www.imt.edu](http://www.imt.edu)
- Indian Institute of Planning & Management (IIPM), New Delhi [www.iipm.edu](http://www.iipm.edu)
- Department of Management Studies, IIT-Delhi <http://www.dmsiitd.org/>
- Indian Institute of Foreign Trade (IIFT), New Delhi <http://www.iift.edu/>

# B-SCHOOL LEADERS



A view of IMT-Ghaziabad, ranked No. 2 in the survey. Top B-Schools score high on both intellectual capital and campus infrastructure.

<p>■ <b>FORE School of Management, New Delhi</b> <a href="http://www.fsm.ac.in/">http://www.fsm.ac.in/</a></p>	<p>■ <b>G.L. Bajaj Institute of Management and Research, Greater Noida</b> <a href="http://www.glitm.org/">http://www.glitm.org/</a></p>	<p>■ <b>Accurate Institute of Management and Technology</b> <a href="http://www.accurate.in/">http://www.accurate.in/</a></p>
<p>■ <b>Jagan Institute of Management Studies, Rohini</b> <a href="http://www.jimsindia.org/">http://www.jimsindia.org/</a></p>	<p>■ <b>IMS Management College, Noida</b> <a href="http://www.imsnoida.com/">http://www.imsnoida.com/</a></p>	<p>■ <b>Management Education &amp; Research Institute (MERI), Janakpuri</b> <a href="http://www.meri.edu.in/">http://www.meri.edu.in/</a></p>
<p>■ <b>Galgotias Business School, Knowledge Park II, Greater Noida</b> <a href="http://www.galgotiaschool.in">www.galgotiaschool.in</a></p>	<p>■ <b>Manav Rachna International University, Faridabad</b> <a href="http://www.mriu.edu.in/">http://www.mriu.edu.in/</a></p>	<p>■ <b>Dept. of Management Studies, Jamia Hamdard</b> <a href="http://www.jamiahamdard.edu/dep_ms.asp">http://www.jamiahamdard.edu/dep_ms.asp</a></p>

**THE SEVEN PARAMETERS**

- Course Curriculum & Intellectual Capital
- Faculty
- International Exposure
- Placement
- Industry Interaction
- Infrastructure
- Potential to Network

**138**  
The total number of B-Schools across Delhi-NCR

**120**  
Number of B-Schools invited to take part in the survey

**450**  
The total number of respondents (350 students & 100 corporate recruiters)

the road for students who do not get into IIMs," says Bhal. "Every institute has its own legacy." For IMT Ghaziabad, pursuing quality education to maintain its position is not a challenge but a mission. The institute has just launched a DBA (Doctor of Business Administration) programme in association with the Grenoble Ecole de Management, France. "The programme will begin in France in May 2013 and it will have 10-20 students with eight years of experience," informs Bisek Banerjee, IMT's Director. Like most of the other institutions in the Top 15, IMT is strong on industry interaction. "The future success and growth of management institutes, in fact, will be driven by the depth of their links with industry."

P. Rajendran, Chairman, CII's National Committee on Higher Education, and Co-Founder and COO, NIIT Ltd, points to the future direction of such tie-ups when he says, "There are immense possibilities of linkages in areas such as curriculum redesign, teacher reorientation, new laboratory setups, joint research and taking the outcome of research to the market." Delhi-NCR's B-Schools, as is clear from the survey, are ready to grab such opportunities and help their students go places.



"We recognise that talent can be nurtured with a blend of global business awareness and discovery. Our vision is to become a truly global B-School."

—MUKUL GUPTA, Director, MDI



"It is wrong to assume that it is the end of the road for those who don't get into IIMs. The students should aim at doing better than what they are doing now."

—KANIKA BHAL, HOD, IIT-DMS



"There are immense possibilities of industry-academia linkages in areas such as curriculum redesign, teacher reorientation and new laboratory setups."

—P. RAJENDRAN, COO, NIIT Ltd

**The future success and growth of management institutes will be driven by their links with industry.**

## Rankings based on fact files and market survey

Delhi-NCR. The survey was followed by institute visits by the survey team. The Indus Learning team generated individual scores for the institutes based on the seven parameters using the facts provided by the shortlisted institutes in the questionnaire circulated among them. The final ranking was prepared by combining the data from the perception survey and the fact-file scores.

"We follow a 360-degree approach to the survey by looking at both hard facts and market perceptions," Ankush Bansal, CFO and Head of Strategy, Indus Learning Solutions, said. "The perception of the market is never far away from an institute's performance," he said.

"We also went into details such as the quality of articles and research papers that have been published by the institutes, the kind of industry interaction they had and their placement records," Bansal added. Institutions were also required to submit proof of their claims. For instance, any institute that boasted of an excellent track record in placements had to vindicate its claim by furnishing copies of

offer letters along with salary details. The survey also took into account the number of Ph.D. holders, the faculty-student ratio, awards and recognitions won by faculty members, male-female ratio on campus and the number of companies visited the campus for recruitments every year. In short, the survey answers every question that potential students or their parents could ask.

**"We follow a 360-degree approach by looking at both hard facts and market perceptions. The perception of the market is never far away from an institute's performance"**



—ANKUSH BANSAL, CFO & Head of Strategy, Indus Learning Solutions

By Education Mail Bureau  
FOR the next four years, Indus Learning Solutions, a Delhi-based company specialising in educational products and services, has been conducting the Mail Today B-School Survey focusing entirely on management education institutions in Delhi-NCR. This year, too, Mail Today partnered with Indus Learning Services, which invited 120 B-Schools to Delhi-NCR to take part in the survey. To pare this number down to a more manageable 60, Indus Learning conducted an aware-

ness study among 100 respondents, including MBA aspirants and parents, recruiters, alumni and industry experts. It was then that the second stage of the exercise took off with a detailed perception survey conducted among potential and existing students, their parents, alumni and corporate recruiters. These included 350 students in the age group of 20-25 and 50 top corporate recruiters in



# Delivering Aakash

## A promising new model

**I**T began with a dream of equipping students all over the nation with tablets that would cater to their basic computer needs. These tablets would have to be affordable, and to get these within the reach of lakhs of students, the government would subsidise them. The dream soured a bit when the first Aakash tablets were delivered; the company got bogged down in a dispute and the device got a negative reception. Yet, it did not die. Even the lack of success of Aakash, in its first incarnation, showed that it was possible to deliver the tablet at a price that left the world wondering. The basic decisions regarding software and hardware were fine but it needed a boost. With the help of IIT Mumbai, the company behind it delivered Aakash 2 that was launched by President Pranab Mukherjee on National Education Day.

The new device, with the latest (almost) Android operating system, a good screen, a capacity to expand its memory and four hours of battery life, is what was expected of the original Aakash and more. Soon it would be in the hands of some college students and, as production ramps up, lakhs of them. The device is not cutting edge, but then it is inexpensive, largely because the HRD Ministry buys it from the manufacturer at Rs 2,263 per tablet, and sells it to students at Rs 1,130. The not-for-students commercial version of the tablet comes at Rs 3,500.

India stands very low internationally in internet penetration figures, even as recent numbers have shown an increase in the rural sector. For Indian students to be truly a part of the global village, both cheap Internet devices like the Aakash tablets as well as good Wi-Fi connectivity are imperative. Former HRD Minister Kapil Sibal took the plunge, his successor must take it forward so that young Indians who lack the means to buy computers and laptops are not only acquainted with the cyber world, but also use it for improving their future prospects.

# Quickfire Summer Placements at IIMs Raise Hopes

Rise in stipends, global postings as recruiters, ranging from Barclays and Rothschild to the rural development ministry, jostle for space; World Bank hires for the first time

DEVINA SENGUPTA & SHREYA BISWAS  
BANGALORE | KOLKATA

Summer interns were hired in record time and stipends saw a nearly 20% increase at the country's premier Indian Institutes of Management this year, bringing some relief into an uncertain jobs scenario.

Old recruiters as well as new ones jostled for space while stipends and international postings saw an increase. Hires ranged from Barclays and Rothschild to the rural development ministry. Global brand consultant Wolff Olins and the World Bank hired for the first time ever from IIMs this year.

"We had companies hiring in larger numbers than expected and as a result, had to turn away 30-40 companies, which has never happened before," says Nitin KV, placement coordinator for IIM Lucknow. Nearly 453 students at the institute saw a 20% increase in stipends on an average and a

similar increase in international postings, with Unilever and P&G being the usual hirers for postings abroad. This time round, Aditya Birla Group too picked up students for international exposure. At IIM Kozhikode, placements were completed in record time. This year, the institute placed 366 students within 25 days compared with 308 students in 43 days last year. Stipends went up to ₹30,000 per month from ₹27,000 per month, with the highest being offered by an investment bank for a London position at ₹1.5 lakh.

IIM Calcutta (IIM-C) saw private equity firms like Macquarie Infrastructure Fund recruiting exclusively from campus. "The numbers that we see this year are on a par with last year. This is a good indicator, given the current market scenario," says Krishanu Rakshit, chairperson placement, IIM-C.

Despite the hiccupping economy, the management institute placed 466 students in four days compared with last

## IIM Placement Scenario

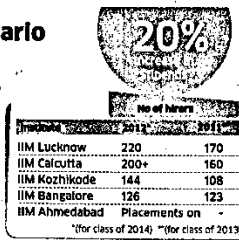
Some Cos that offered Int'l postings

- Unilever
- P&G
- Aditya Birla Group



An off-beat recruiter

Parikrama Incorporated, which owns rock band Parikrama, hired 3 students from IIM-K. The new recruits will be responsible for putting the band on the international festival map.



year's five days for a smaller batch. Over 470 offers came in from 200-plus companies this year compared with 443 offers from 160 firms in 2011, says a placement coordinator at the institute.

The World Bank visited the IIM-C cam-

pus for the first time ever, and offered three students a position in its financial instruments and treasury departments. It's a first for any IIM too.

The institute received more than 230 offers in the first two days with consulting

majorities such as BCG, Bain & Co, and AT Kearney hiring in large numbers. BCG extended the most number of offers, recruiting 12 students for their summer internship programme.

Together they gave a total of 43 offers. A change in summer placement method could have propelled both IIM Calcutta and IIM Bangalore to meet their record numbers as well, but both institutes have opted for polar-opposite forms of placement. While IIM-C this year shifted from spot offers to slot offers, IIM Bangalore moved towards spot offers from the traditional slot system.

In the spot offer method, a student has to accept the job offered to him or her while in a slot system, he or she has the choice to mull over options till the end of the day.

IIM-B opted for spot offers this year which, besides being faster, prevented job losses caused by student refusals in earlier years, says Sankarshan Basu, chairperson, Career Development Services. Although the number of companies that

came in last year were marginally higher in number, some of the first-timers included Facebook, eBay, Tata Steel, Yahoo, Flipkart, Wipro and Synergy Consulting.

Basu added that hires expected to work from Indian offices were also assigned a few weeks of international postings. IIM-A refused to comment on the total number of companies that have visited the campus till date as the placement season is still on and it is against the institute's policy to give out numbers. Among the other institutes, XLRI Jamshedpur's students too were given better roles this time round and more offers were seen from sectors like pharma, operations and supply chain, says placements chairperson Rajiv Mishra. And among the off-beat recruiters, Parikrama Incorporated, which owns rock band Parikrama, picked up three students from IIM-Kozhikode who will have to understand how rock bands function, the business and music management behind it all.

# Studying in US: Indians lose the race to Chinese

## OPEN DOORS IN US



	India	China
2011-2012	100,270	194,029
2010-2011	103,895	157,558
2009-2010	104,897	127,628

### HOT PICKS

Field	India	China
Engineering	36.7%	19.6%
Math, Comp Science	21.7%	11.2%
Business/Management	21.7%	11.2%

Total number of foreign students in 2011-2012: **764,495** (5% rise from 723,27 in 2010-11)

Top five countries sending students to US: **China, India, South Korea, Saudi Arabia and Canada**

**Saudi Arabia records 50% surge;** the number of its students going up from 22,704 in 2010-2011 to 34,139 in 2011-2012

Chidanand Rajghatta | TNN

Washington: Fewer Indian students are studying in the US these days. The number of students from India in the United States dropped for the second successive year even as there was a surge of Chinese students amid an overall increase of foreign students coming to America.

The annual "Open Doors" survey of international students in US released this weekend showed 100,270 Indian students in the US in 2011/2012, a 3.5% drop from previous year, after the number peaked at around 105,000 in 2009. Meantime, number of students from China shot up from 157,558 in 2010/2011 to 194,029 in 2011/2012, a 23% increase.

The study says factors behind the decline in the numbers from countries such as India and Japan may include global and home country economic issues, growing higher education opportunities at home, and stronger employment opportunities at home after graduation.

Overall, the number of foreign students in the US in 2011/2012 was 764,495, up from 723,277 the previous year, a 5.7% increase, as US universities strove to attract more international students in what is now said to be a

50% surge, the number of its students going up from 22,704 in 2010/2011 to 34,139 in 2011/2012. After trailing China for much of the 1990s, the number of students from India overtook the number of Chinese students in early part of last decade, but China has surged ahead since.

The survey reveals that California, New York, Texas, Massachusetts, and Illinois are the top five states for foreign students. The top five universities, each hosting more than 8,000 international students, include University of Southern California, Los Angeles; University of Illinois, Urbana-Champaign; New York University, Purdue University; West Lafayette; & Columbia University, NY.

Nearly 50% of foreign students in the US study business and management (21.8%), engineering (18%), and math and computer science (9.3%). Humanities and agriculture are at the bottom of the list. Nearly 60% of students Indian students in US are in engineering (36.7%) and math and computer sciences (21.7%) fields. The corresponding number for China is 19.6% and 11.2%. Surprisingly, there are twice as many Chinese students (28.7%) pursuing business/management as Indian students, 14.1% of whom are in

\$100 billion business.

The top five countries from where the US is hosting international students are China, India, South Korea,

US B-schools.

This 2011/12 data marks the sixth consecutive year that Open Doors reported expansion in the total number

# Hostels their favourite place, IIT-B students want no curbs on visitors

MIHIKA BASU

MUMBAI, NOVEMBER 13

Six out of 10 IIT Bombay students have given the thumbs down to the restriction on entry of members of the opposite sex in hostels. They say it makes "hanging out with friends" inconvenient.

Most (75 per cent) are otherwise happy with their social lives, reveal separate online surveys conducted by Insight, the student media body of the institute.

The results will be published in the next edition of the Insight online magazine.

Over 800 stu-

## A CAMPUS LIFE

75% of survey respondents said they were happy with their social life

34% said there was little scope for boyfriends/girlfriends

40% eat/drink out once/twice a month

55% discuss placement/future, 8% fashion/shopping

75% do not give much thought to clothes

80% like hanging out in hostels

60% found 10 am-7 pm rule in hostels for entry of opposite sex inconvenient

dents responded to the surveys — 'Social life at IIT' and 'Restriction on entry of opposite sex in hostels'.

Around 70 per cent who were part of closely-knit groups said striking conversations with people outside was not difficult, but they were "too lazy to make the effort". The remaining 30 per cent found talking to new people awkward.

While 20 per cent said they were in relationships, 34 per cent wondered where the scope for relationships at IIT was.

Hanging out in hostels was the choice of 80 per cent, while 72 per cent counted wingmates/hostelmates as their closest friends

"Not surprisingly, the results reveal that almost all groups have zero girls in their closest group," said a student.

Despite a skewed sex ratio in IITs, "girls/guys" were not a priority in discussions.

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**ANCHOR**

DNA Indore 14-11-2012 P-1

# IIT-B mulls ivory towers for freshers to prevent ragging

Pallavi Smart • MUMBAI

Isolation, according to the Indian Institute of Technology-Bombay (IIT-B), is the best way to nip ragging in the bud. It is mulling over accommodating all first-year students exclusively at a 15-storey hostel.

While two such will be ready for occupation by the end of this academic year, the plan for another is still in the pipeline.

Prof Urjit Yagnik, dean of students affairs at IIT-B, says most freshers are likely to be put up in a single

hostel to avoid any incident of ragging. "But a final call has not been taken on whether the new hostels will be set aside only for them."

The new hostels will be the largest on campus, each capable of accommodating over 1,000 students — equivalent to the combined strength of three hostels at present. With the addition of the three, the number of hostels at IIT-B will go up to 17.

One of the two new

hostels which are almost ready will temporarily house girls from another hostel that will be replaced by the third tower, says Yagnik.

But not everyone on campus is see the authorities' reasoning behind such a move.

Indicating that the arrangement will fall flat on its face, a third-year mechanical engineering student argues, "It will keep apart the freshers from the seniors, who can give

first-year students much insight of campus life given the substantial amount of time they have spent on the premises."

A first-year student from the computer science department says much ado has been made over nothing. "There isn't much ragging on the campus. There are generally icebreakers between freshers and seniors. Mostly, freshers and seniors living in the same hostel develop healthy relationships in terms of friendship and mentoring."

pallavi.smart@dnaindia.net





**Business Standard ND**  
**15/11/2012 P-1**

**IIT-MADRAS STUDY**

# Smaller city start-ups need capital support

**BS REPORTER**

Chennai, 14 November

Though a majority of incubators in the country are located in non-metro regions, start-ups based in metros account for almost 80 per cent of angel investments, according to a study by Indian Institute of Technology-Madras (IIT-M).

Measures have to be taken to ensure risk capital is available and accessible to the vast majority of entrepreneurs in smaller cities, said the India Venture Capital and Private Equity Report 2012, released by the institute.

Business incubation is a business support process that accelerates entrepreneurs with an array of targeted resources and services. Companies that get such support are called incubatees. An investor who provides financial backing for small start-ups or entrepreneurs is an angel investor. While around 83 per cent, or 874 of the total 1,058 incubatees selected for the study, were from non-metro regions, 149 angel investments of the total 185 selected happened in metros.

"There is a gap in location, where a majority of incubators and incubatees are in non-metros, while a majority of the companies that received support from angel investors were from metros," said Thillai Rajan A, associate professor, Department of Management Studies, IIT-M, who coordinated the study. It was seen that 70 per cent of the incubation facilities are located in non-metro regions. Entrepreneurs located in non-metro regions face several additional challenges, in terms of access to capital, human resources, top class facilities, to name a few.

Bangalore has the largest proportion of angel investments, accounting for more than one-third of the investments in metro cities. Of the 149 companies that got angel investments in the six metro cities, 50 were in Bangalore, while Mumbai saw 42 companies bagging investment, Chennai 22, Delhi 21, Hyderabad 13 and one in Kolkata.

The study says one in South India accounted for around 86.47 per cent of the angel investment distribution.

## IIM-Calcutta ties up with CEMS for global expansion

BS REPORTER  
Kolkata, 14 November

In a bid to expand its global footprint, Indian Institute of Management-Calcutta (IIM-C) has become the first institute in India to tie up with CEMS, an international alliance of management institutes across 28 countries in the world.

"This is part of the internationalisation strategy by IIM-C. We will become the only school in India to be a part of this alliance. We are going to sign a memorandum of understanding with CEMS, through which our students will have the opportunity to get masters in management (MIM) degree from CEMS," said Ashok Banerjee,

dean, new initiatives and external relations, IIM-C.

CEMS currently includes 28 academic institutions from Europe, North and South America, Asia and Australia. It also has about 70 companies and some non-governmental organisations as its partners.

"Based on the agreement, we will have a three-year exclusivi-

ty with CEMS in India. Our students will be able to study in the best global institutes and in exchange, the students there will be coming to IIM-C. This will also help us in getting rated among the best management institutes in the world," said Banerjee.

The CEMS MIM is a post-graduate degree open to a selec-

tive group of students enrolled on a master's programme in one of the 28 listed institutions. The course will be available for IIM-C students from 2013-14.

CEMS, formerly known as the Community of European Management Schools and International Companies, had gone on a globalisation strategy opening up to institutes in Asia,

Australasia, and North and South America since the middle of the last decade. The last country to be a member of CEMS was China in 2011.

Hong Kong University of Science and Technology Business School and IIM-C are becoming the 27th and 28th destinations of CEMS, according to its website.

Times of India ND 15/11/2012

P19

# Man becoming less intelligent?

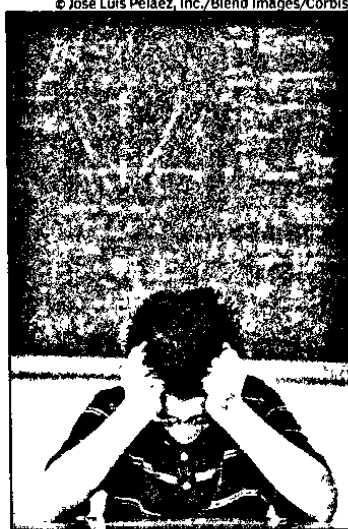
## Brain Power Diminishing As It Is Not Needed For Survival Anymore

© Jose Luis Pelaez, Inc./Blend Images/Corbis

**London:** Humans are losing intellectual and emotional capabilities because we no longer need intelligence to survive, a new study has claimed. Researchers from Stanford University claim the intricate web of genes which endows us with our brain power is particularly vulnerable to mutations — and these mutations are not being selected against our modern society because we no longer need intelligence to survive.

However, we shouldn't lose any sleep over our diminishing brain power — as by the time it becomes a real problem — technology will have found a solution making natural selection obsolete, the 'Daily Mail' reported.

"The development of our intellectual abilities and the optimisa-



MIND MATTERS

tion of thousands of intelligence genes probably occurred in relatively non-verbal, dispersed groups of peoples before our ancestors emerged from Africa," said Gerald Crabtree, lead author.

In this environment, intelligence was critical for survival, and there was likely to be immense selective pressure acting on the genes required for intellectual development, leading to a peak in human intelligence.

It was downhill from there on in as, from that point, it's likely that we began to slowly lose ground, researchers claim. According to researchers, with the development of agriculture, came urbanisation, which may have weakened the power of selection to weed out mutations leading to

intellectual disabilities.

Based on calculations of the frequency with which deleterious mutations appear in the human genome and the assumption that 2,000 to 5,000 genes are required for intellectual ability, Crabtree estimates that within 3,000 years — about 120 generations — we have all sustained two or more mutations harmful to our intellectual or emotional stability.

Recent findings from neuroscience suggest that genes involved in brain function are uniquely susceptible to mutations, the report said. Crabtree argues that the combination of less selective pressure and the large number of easily affected genes is eroding our intellectual and emotional capabilities. ■

# Aakash's Cost Advantage Sees Rivals Crying Foul

Clever design, in-house manufacturing, right sourcing help tablet sell ₹1,500 cheaper, says co

**SHELLEY SINGH**  
NEW DELHI

It's a ₹1,500 divide that will shape how a ₹1,300-crore government order for low-cost tablets pans out. DataWind is supplying 1,00,000 Aakash-2 tablets, launched on November 11, to the government at a price of ₹2,263 per piece, about ₹1,500 cheaper than the base manufacturing cost of low-cost rivals like Micromax, Pantel and Wish Tel.

In the months to come, the government will decide on whether Aakash-2 makes the cut, after its first version, launched about a year ago, fizzled out and sent DataWind back to the drawing board. With that assessment being crucial in deciding the modalities of the government's follow-on order of 5.86 million tablets, expected in early 2013, this ₹1,500 divide is where the debate—pivoting on the trade-off between price and performance—will run.

The first salvos are being fired. "It is not possible to give a tablet below \$50 (about ₹2,700)," says Vijender Singh, managing director, Pantel Technologies, a rival manufacturer. "I'm not bothered what rivals say," retorts Suneet Singh Tuli, chief executive of DataWind. He said his company is not only giving a tablet at \$40, but is also making a "gross margin of 10%" on it.

Tuli, 44, attributes his cost advantage, in virtually every component of a tablet, to clever design, in-house manufacturing of the LCD screen and right sourcing of components.

"I have a perfectly functioning tablet, at a lower cost than what the competitors sell with the same specs," says Tuli, who last week was named by Forbes magazine as one of the "15 education innovators" using disruptive technologies to reinvent education for students and teachers globally.

According to Tuli, the main savings come from the Aakash-2 design, which aims to integrate several components, thus saving on the cost of connectors used to stitch up the parts. He cites the example of the printed circuit board,

## How Aakash-II Undercuts the Market

	Market	Aakash-II
LCD + touch screen	22	15
PCB with chip	20	16.50*
WiFi module	5	4.50**
Power circuits	5	
RAM (512 MB)	4	
Casing	4	1
Battery	4	2.5
Camera	2	1
Other components	1	0
<b>Total</b>	<b>67</b>	<b>40.5</b> ₹

\*Combined price for PCB with chip, WiFi module & power circuits as Aakash integrates them on a single board; \*\*Includes 4 GB flash memory

Source: DataWind (for Aakash-II) & industry (for market)

(Fig \$)

**"I am not bothered what rivals say...I have a perfectly functioning tablet, at a lower cost than what the competitors sell with the same specs"**

**SUNEET SINGH TULI,**

Chief Executive, DataWind

which comes embedded with a chip, RAM, flash memory, power circuits and the WiFi module. So, while his peers pay \$30 for all this, Tuli says his cost works out to \$16.50.

Admitting that design can influence cost, Milind Shah, managing director of Wish Tel, points out it also determines performance, especially in supporting multiple applications. "Two tablets with the same chip can perform differently, and this gap is due to design. The system will hang if not designed well," says Shah, whose company was the second-lowest bidder in the government's low-cost computer project and lost out to DataWind.

Entry-level models of Wish Tel and Pantel sell at ₹5,000 and ₹4,000, respectively. By comparison, DataWind is selling Aakash-2 to the government for ₹2,263. The government, in turn, is giving Aakash-2 to students at ₹1,130, after providing a subsidy of ₹1,133. DataWind sells the same model in the open market, under the brand name UbiSlate, for ₹3,499.

The difference in sale price is partly because Aakash-2 enjoys two big tax wai-

ers: namely 12.5% customs duty on imported components, mostly from China, and 6% excise duty on the final product. Also, since the government is buying all the 100,000 tablets in the first lot and giving them onwards to students, DataWind does not have to incur any sales or marketing expense on Aakash-2 "That knocks off about one-fourth in costs," says Tuli.

The typical operating model of low-cost tablet makers is to have it designed in China or a southeast Asian country, import components in a semi-knocked down form and assemble it and brand it in India. For example, Zync, which has tablets in the range of ₹4,000 to ₹11,000, says it has a joint venture with Hong Kong-based GoldWise and has a 20-member R&D team in China.

With rising demand, component prices have been falling in the past year—chips by about 75%, LCD screens by 40% and touch panels by 55%. "Vendors are importing and assembling very low-cost tablets," says Vishal Tripathi, research analyst, Gartner. "They are able to strike deals through high-volume purchases of components, keeping overall costs low."

Besides design, taxes and marketing, Tuli says his cost of components is lower than the competition. This is partly because of making the LCD screen inhouse—DataWind has a 30,000 units per month facility at Amritsar, and this, adds Tuli, halves its cost of procurement to \$3.

This is also partly because of product choices. For example, Tuli says the Aakash-2 casing costs \$1, while both Wish Tel and Pantel pay \$4.

"Quality, make, finish and performance will be compromised if you cut costs too much," cautions Shah of Wish Tel. He cites the example of plastic casing, which can cause a device to heat up, reducing its ability to withstand a fall. The norm, he says, is rubberised and ergonomically designed.

"It has to house very sensitive parts, and should be capable of absorbing heat and shock."

In the days to come, Aakash-2 will be scrutinised on all those counts, and more. "After the first one lakh tablets are delivered by DataWind, the government should look at new specifications (with upgrades) and have multiple vendors," says DB Phatak, professor, IIT Bombay, which is DataWind's technology partner for Aakash-2. How Aakash-2 scores will determine how that 5.86-million tablet order is carved out.

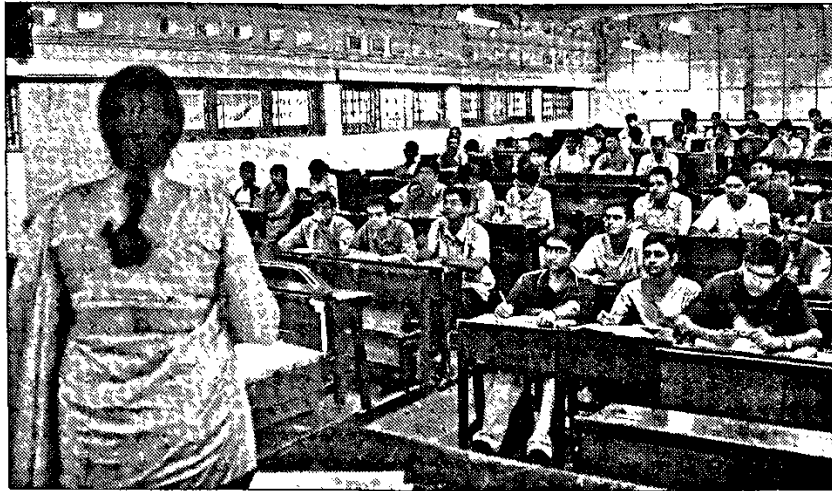
# Vocational education and training

**A**t present, a majority of European countries are passing through low economic growth. Their industries and businesses are facing global competition and their major worry is acute shortage of skilled human power. Increasing Europe's competitiveness while preserving the European social model, coping with population ageing, reducing unemployment, tackling labour-market skill needs and shortages and improving enterprises' economic performance is enormous pressures on vocational education and training (VET), pushing for its modernisation. The search for models of good governance in VET is an effective policy response to the increasing degree of uncertainty for economies and individuals that characterise our times. It allows VET to become more responsive to the changing labour market and individual needs along with being flexible enough to address skills imbalances and shortages.

VET should be an attractive option for young people and adults to foster the acquisition of professional qualifications and updating it throughout their working life. Professional competences and skills delivered through VET should be a model of excellence, while being transparent to relevant parties at individual, company and State levels.

The recent and the fourth report by the European Centre for the Development of Vocational Training (Cedefop), which is an agency of the European Union, focuses on VET research in Europe and analyses the pressures for VET modernisation. Research also underlines the key role of VET itself in addressing

Arun Nigavekar



**THE WAY FORWARD:** It is important that a vocational educational qualification framework is in place that allows cross mobility of standards and their absorption in industry with certain skills gained over a period of time

these socioeconomic challenges. VET, therefore, not only reacts to change, but is also a driver of success and competitiveness for European economies and societies. Throughout this publication, Cedefop has gathered evidence of the role VET plays in sustaining economic development, promoting active ageing, ensuring adequate skill supply, supporting corporate innovation capacity, growth and productivity, combating social exclusion and improving social cohesion. Synchronised and modern VET is not only an aim, but also a means of addressing the challenges that lie ahead. The report is of importance to India as it has talked on two key aspects for policy action to modernise VET at institutional and professional levels. One relates diversification of VET offer, opening of routes for lower-ability students, modularisation, options to return to general education at secondary

and tertiary level, making the choice for VET reversible and the modernisation of VET system governance (quality assurance, qualification frameworks, partnerships). The other touches teacher and trainer competences and its effectiveness, which requires not only up-to-date teaching and training professionals, but also education systems and governance experts, who are aware of and understand the implications of new institutional arrangements (quality assurance, qualifications frameworks, recognition of competences and prior learning, among others) as well as dialogue with industry and the local community for their practice.

We, in India, have a lot to learn from these observations. Only in recent time, the government is seriously pushing the vocational education & training programme (VET) through creation of National Skill Development Council

(NSDC). NSDC is a not-for-profit company set up by the ministry of finance, under Section 25 of the Companies Act. It has an equity base of Rs 10 crore of which, the private sector holds 51 per cent, while the government controls 49 per cent. NSDC supports skill development efforts, especially in the unorganised sector by funding skill training and development programmes. It also engages in advocacy and training programmes, in-depth research to discover skill gaps in the Indian workforce and developing accreditation norms. All India Council for Technical Education (AICTE), the apex body for making and maintaining the norms of technical education in the country has framed a National Vocational Education Qualification Framework (NVEQF) for the polytechnics and engineering colleges. The government introduced NVEQF in order to formally integrate vocational

education across school and higher education space, along with their current conventional educational streams, for providing incentives to students to explore a large universe of opportunities.

It is important that a vocational educational qualification framework is in place that allows cross mobility of standards and their absorption in industry with certain skills gained by workers over a fixed period of time, or their seamless integration into higher learning that enables them to acquire a formal degree and higher skill, so that they perform higher level jobs in the industry. One has to realise that the fundamental education for knowledge and its integration with vocational skills should be done in a very clever and innovative way. We should adopt credit-based modular structures with a very flexible academic structure. This would allow students to move freely from one qualification to another. We should allow such a structure that allows even ITI students to first consolidate their core education and then move towards advanced level diploma, which should allow one to get an associated degree. Eventually, a good worker after getting experience in the industry should be able to expand the degree base and be able to work for doctorate degree. Today, in India we have very few universities with such flexibilities. The government needs to welcome and support such initiatives and we hope that such flexibly structured universities come in picture.

*(The writer is former chairman of UGC, former vice-chancellor of University of Pune and founder director of NAAC)*

SUCCESS FORMULA ROBERT S KAPLAN, PROFESSOR, HARVARD BUSINESS SCHOOL

# Leaders should walk the talk

Debobrat Ghose

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Management guru Robert S Kaplan, credited with innovative practices — ranging from Balanced Scorecard to time-driven Activity-Based Costing — says the most challenging time for a leader is when things go bad. The Marvin Bower Professor of Leadership Development — Emeritus, Harvard Business School (USA) speaks to HT on leadership development. Excerpts.

**Your Balanced Scorecard is a success. Do you think it's still relevant in 2012 and will be in the future as well?**

It has the permanent approval of managers and managements. Without Balance Scorecard (BS), companies have only financial reporting system. It was fine for 20th century enterprises, where values came from physical aspects such as inventories, retail etc. But companies today use intangible assets such as customers' loyalty, innovation etc for which we need to see beyond the financial system. There is a huge gap between the vision and strategy developed at the top and the people down in an organisation. There is a need to bridge the link between strategy and employee empowerment for continuous improvement. BS provides that link.

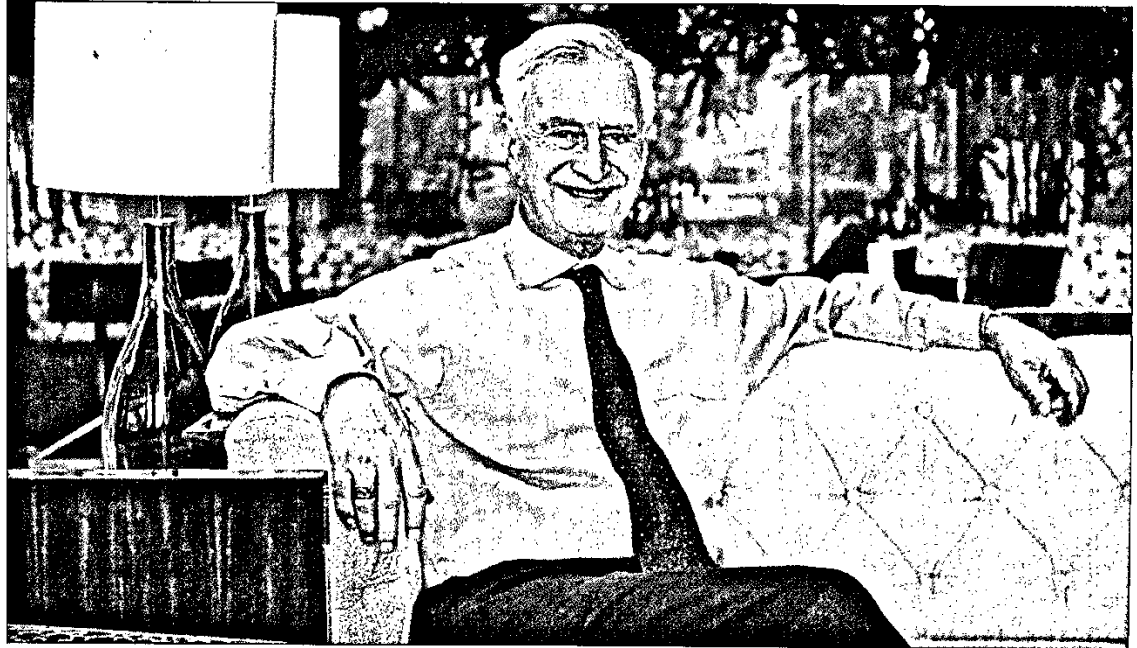
**Often, the most innovative ideas arise first in business and not in a business schools. How can this gap be bridged?**

There does exist a gap. The challenge before business schools is to identify innovative practices and capture them. However, business schools and universities are more into academics. The need is to break through the academic barriers.

**How important is the role of communication in leadership?**

Any leader has to be an effective communicator. If a leader wants to take an organisation ahead, or in the case of a leadership change where it is not natural for people often to accept the change — effective communication plays a crucial role.

**Often, leaders or frontline managers fail to develop a second line of leadership in an organisation. Why?**



Probably insecurity and fear are a part of human characteristic. A leader who fails to develop a second-line of leadership is not a good leader. The most important role is to develop a successor in an organisation. Leaders have to allow themselves to be vulnerable, but not weak. They should allow others to challenge them and should not take punitive action against those who challenge, because it helps in generating ideas.

**What basic qualities should a corporate executive have to be a future leader?**

Effective communication, accepting challenges, risk-taking ability, encouraging others to develop and authenticity. Leaders should be able to walk the talk — follow the principles he talks about and reinforce the message he gives to people.

**It is said, 'great leaders are born and not made.' Your take?**

Not true. Leadership qualities can be nurtured through training, through specific career assignments, new challenges, new businesses and new regions and culture. We have to reinforce the traits within people, teach them through cases, and influence their thinking.

**Can business schools groom leaders?**

A strong commitment is needed for that and depends on faculty members. For example, former chief executive officer (CEO) of Medtronic, William George, who penned *Authentic Leadership* joined Harvard Business School faculty after retirement. Within five years, the elective course he was teaching became the most popular one, with 75% students opting for it.

**How important is the role of a corporate leader during slowdown or chaos?**

The most challenging time for a leader is when things go bad. A great leader gives hope. If people find the leader discouraged, they stop working. A leader should be the one who is able to inspire others in adversities.

**What has been your best leadership decision?**

During one of my first assignments at Carnegie Mellon University, I was asked to teach accounts, which I didn't study. But, I could do it well and I realised that I had the natural gift for accounts and I was unaware of it. I used my quantitative skills in research and teaching. After 15 years when I switched over to HBS, the same was used to develop new practices in business research.

**And the worst?**

May be the decision to become dean at Carnegie Mellon for six years. My functioning was more administrative than scholastic. But it exposed me to business practices, which otherwise wouldn't have been possible.

**And your leadership mantra?**

I've a simple message. Measurement plays an important role in the management system and I devised it. Often frontline employees or middle managers don't understand what leaders communicate with them on high-level strategy and vision. A leader has to ensure that his employees understand the strategy better through measurable objectives, so that it can be translated into local action. And, take a position and do the work you love and don't regret it.

# In tiebreaker, IITs to pick girls over boys?

**Charu Sudan Kasturi**  
 ■ charu.kasturi@hindustantimes.com

**NEW DELHI:** The male-dominated IITs are looking at a controversial new proposal that picks girl candidates over boys if scores are tied in the entrance exam.

The HRD ministry has asked the IIT Joint Admission Board — the institutes' highest admissions-related body — to consider this plan for the 2013 two-tiered entrance test, top government officials have confirmed to HT.

The proposal — made by a panel set up by the ministry under former atomic energy chief Anil

Kakodkar to create a reforms blueprint for the IITs — aims to correct a severe gender imbalance at the premier engineering schools. Each year, girls form only about 10% of those admitted to the undergraduate programmes.

But the bold move — the first affirmative action attempt at the IITs not involving reservations — is also potentially controversial. Mumbai's Rahul Gokhale termed it "grossly unfair" and said, "Girls need a leg up, but this is no way. Will I be denied an opportunity to live my dream only because I'm a boy?"

The girls are all for it. For

Aditi Mukherjee, a class 12 student in Delhi, it would mean a better chance to follow in the footsteps of her father and three male cousins, who all went to IITs. No woman in her family has managed this feat so far.

Though the IITs have already released the prospectus for 2013, the board can issue a correction detailing the new policy. The first stage of the exam will be held on April 7 and the final test on June 2.

**CONTINUED ON PAGE 6**  
 For full story, go to [hindustantimes.com/little](http://hindustantimes.com/little)

## Girls over boys in tiebreaker?

**CONTINUED FROM PAGE 1**  
 Currently, the IITs decide tiebreakers by comparing the subject scores of the students. Physics, chemistry and math are tested in the entrance exam. Scores in the hardest subject that year — reflected in the worst average performance among the three subjects — are

compared first. If that doesn't break the tie, the next toughest subject is looked at.

Under the new proposal, in a group of students with the same total score, girls will automatically be ranked higher. The current formula will only be used to separate between girls, and independently, between boys.

### GENDER BENDER

**33.2%** Percentage of girl candidates in 2012 exam

**9.7%** Percentage of girls who made it to the IITs

#### How tiebreaker works

If B (boy) and G (girl) have same score, their marks in subject with worst average performance are compared

#### Under new proposal

G will be ranked ahead of B even if B's score in toughest subject is higher

## **IIT ropar bags top stop in Infosys Hashers contest**

BANGALORE, NOV 14: Infosys has announced the winners of the first edition of its Hashers Challenge, a programming contest to foster innovation and create a platform for collaboration with the future talent pool of the IT industry.

The inaugural edition of "Infosys Hashers" drew participation from 540 students from the IITs, IIITs and BITS Pilani.

The teams were put through two rigorous rounds to judge their programming skills and were judged on various parameters including accuracy, performance and flexibility of the solution, a company release said.

The finale held recently at the Infosys campus here witnessed 13 two-member teams competing for the top spot. They they built a website to find the best mobile service plan using the algorithm they created in Round One.

Abhishek Kumar Arora and Abhisar Sharma, from the IIT Ropar, were declared the winners with a cash prize of Rs one lakh.

A Guru Prakash and Devesh Yamparala from IIT-Chennai were the runners up and Venkata Sai Sriram Mahavadi and Bisen Vikrantsingh Mohansingh from the IIIT Bangalore took the third spot.

S Gopalakrishnan, Executive Co-Chairman of the company felicitated the winners. UNI

## BLASPHEMOUS ACT

# IIT-Mandi students apologise over Mahabharata episode

HT Correspondent

■ letterschd@hindustantimes.com

**MANDI:** As many as 43 students of the Indian Institute of Technology (IIT), Kamand, tendered unconditional apology in writing for their indiscreet performance and mocking at characters from the Mahabharata during a freshers' party in a local hotel at Mandi recently.

The students apologised in front of representatives of various religious organisations at a gathering organised in the conference hall of the deputy commissioner's office at Mandi on Thursday.

It is pertinent to mention here that as scenes from the party had gone viral on online video portal YouTube, it had led to public outrage. In the six-minute clipping, 12 IIT students are speaking in a filthy language over loudspeaker in their enacting of the holy-book chapter "Dropadi Cheerharan" in which Lord Krishna saves Draupadi from being humiliated in the palace of king Dhritashtra. Many girls were also present at the party when the incident occurred.

Later on, a number of social

**THE STUDENTS HAD MADE MOCKERY OF CHARACTERS FROM THE EPIC DURING A FRESHERS' PARTY IN A MANDI HOTEL RECENTLY**

and volunteer organisations, under the banner of Hindu Sanskriti Raksha Manch, had condemned the incident, organised a protest march, and submitted a memorandum to the President, Prime Minister, chief minister, and ministry of human resource development through the deputy commissioner to seek action against the students.

Meanwhile, the IIT management fined Rs 2,500 to each of the student and tried to hush up the matter, but acting upon the complaint of lawyer Sanjay Mandyal, the police started 'half-hearted' investigation into the matter and neither the police nor the IIT management tried to find out the possibility of it being a case of ragging.

From the day one, when the 'shameful' incident aired on

the network, the local administration and police showed 'soft' corner for the students of the IIT.

"Does it mean that anyone can disrespect our gods and goddesses and submit apology later on? How the students of IIT would learn that they have committed heinous crime against the faith of crores of people? Had the students disrespected holy characters of other religion then the Hindu religion, the situation would have been turned to worst," said Shrikant Sharma, a resident of the town, while ruing over the attitude of the representatives of religious organisations who first objected the indiscreet action of the IIT students and now accepted their apology.

Sanjay Mandyal, a lawyer at district courts in Mandi, who lodged the FIR against the IIT students, also showed soft corner and said, "A few sections of the law under which the FIR has been lodged are non-compoundable and the police have to submit investigating report in the court and it has to see later on that who actually taped the incident and aired the same on You Tube for public view."



# Aakash tablets for disbursement of subsidised grain, LPG

■ Gadget to ensure that person seeking subsidised goods is indeed eligible for benefits using UIDAI's biometric data

**Kirtika Suneja**  
New Delhi, Nov 15

**T**HE government plans to use the newly launched Aakash 2 tablets for disbursement of subsidised goods like grain and cooking gas to the intended beneficiaries. The tablets will be used to ensure that a person who seeks to buy goods at subsidised rates is indeed eligible for the benefit. This would be done by verifying the biometric data of the person with the database with the Unique Identification Authority of India (UIDAI).

This is a facility similar to the micro ATMs being rolled out for cash payments under various welfare and pension schemes. The Aadhaar-enabled unified payment infrastructure is already in place for payments under the rural employment guarantee scheme.

This is how Aakash 2 tablets will be useful for sale of subsidised commodities: There will be a biometric device — say, a fingerprint scanner — with every vendor connected to the tablet. The buyer will be asked to have his fingers scanned and also punch in his Aadhaar number on the tablet. If the two data sets match, he or she will be identified as eligible for the subsidy entitlement.

"We are developing a fingerprint scanner which directly hooks up to Aakash 2. The development and testing of these devices is on although it will take a while before large-scale rollouts are possible. There are other kinds of biometric interfaces also. An iris scanner is also being developed," said Suneet Singh Tuli, chief executive of Canada-based DataWind, the company that developed the Aakash.

This means that Aakash is the second device after micro ATMs that will run Aadhaar-related applications.

"The Aadhaar-enabled Aakash will have to be further integrated with other applications related to PDS and other schemes.

This is when the Aakash will be used for authentication and transactions done on the Aadhaar platform. The tablet can double up for micro ATMs also but not replace them," said RS Sharma, director general, UIDAI. Micro ATMs, which are operat-

ed by business correspondents, cost ₹10,000 each while the Aakash is priced at ₹2,263. The authority expects close to 1 lakh transactions per month through such ATMs and the device will not have any money, unlike regular bank ATMs, and the beneficiary would get the withdrawn amount from the business correspondent on the spot. As per estimates, the government will have to bear a burden of ₹1,000 crore to set up the network of 10 lakh interoperable micro ATMs across the country.

The government has already rolled out Aadhaar-enabled service delivery initiatives in 51 districts across the country for making pension payments, rural employment scheme payments, PDS distribution and scholarship payments, among others.

During the first phase of enrolment in the last two years, the

UIDAI with the help of its registrars and other stakeholders managed to enrol 20 crore residents, which made Aadhaar the world's largest biometric-based identity database. The UIDAI was given the mandate to enrol a further 40 crore enrolments by 2014.

However, the finger scanner will not be used to enrol people in the Aadhaar system. "We need a full-fledged computer for enrolments. Moreover, there are not so many USB slots in the Aakash," Sharma said.

Tuli added that the new tender for the second version of the Aakash floated by the ministry of human resource development had specifications for Aadhaar applications, which was not the case with the original contract.

"It was additional work and not an additional specification. The Aadhaar-related applications are being tested in the field," Tuli said.



**THERE'LL BE A BIOMETRIC DEVICE WITH EVERY VENDOR CONNECTED TO THE TABLET. THE BUYER WILL BE ASKED TO HAVE HIS FINGERS SCANNED AND ALSO PUNCH IN HIS AADHAAR NUMBER ON THE TABLET. IF THE TWO DATA SETS MATCH, HE OR SHE WILL BE ELIGIBLE FOR SUBSIDY**

# छात्रों में आत्महत्या रोकने को होंगे कारगर उपाय

जागरण ब्यूरो, नई दिल्ली : हाल के वर्षों में आइआइटी समेत दूसरे इंजीनियरिंग शिक्षण संस्थानों के छात्रों में बढ़ी आत्महत्या की प्रवृत्ति को रोकने के लिए सरकार नए कदम उठा सकती है। संकेत है कि आने वाले समय में छात्रों की प्रभावी काउंसिलिंग पर सबसे जोर दिया जाएगा।

इतना ही नहीं, टास्क फोर्स की सिफारिशों पर अमल हुआ तो आत्महत्या की घटनाओं व प्रवृत्ति की निगरानी के लिए नया तंत्र भी बनाया जा सकता है। भारतीय प्रौद्योगिकी संस्थानों (आइआइटी) में बीते वर्षों में छात्रों में आत्महत्या की बढ़ी प्रवृत्ति की मूल वजहों का पता लगाने और उसके निदान का उपाय सुझाने के लिए लगभग नौ महीने पहले प्रो. आनंद कृष्णन की अध्यक्षता में गठित टास्क फोर्स ने गुरुवार को यहां अपनी रिपोर्ट केंद्रीय मानव संसाधन विकास (एचआरडी) मंत्री डा. एमएम पल्लम राजू को सौंप दी। सूत्रों के मुताबिक, टास्क फोर्स ने पुराने आइआइटी समेत दो दर्जन से अधिक केंद्रीय इंजीनियरिंग शिक्षण संस्थानों

## • प्रभावी काउंसिलिंग पर होगा सबसे अधिक जोर

में बीते दो साल में दर्जनभर छात्रों की आत्महत्या का विश्लेषण किया है। साथ ही उसने विदेश में भी छात्रों में आत्महत्या की स्थिति पर नजर नजर डालते हुए इस प्रवृत्ति को रोकने के लिए सरकार से कई जरूरी सिफारिशें की हैं। इनमें सबसे ज्यादा जोर इंजीनियरिंग छात्रों की काउंसिलिंग पर है। इस मामले में उसने कानपुर, मद्रास और खड़गपुर स्थित आइआइटी और टाटा इंस्टीट्यूट ऑफ सोशल साइंसेज, मुंबई में होने वाली काउंसिलिंग के मॉडल को बेहतर बताया है। उसी क्रम में उसने योग्य फैकल्टी और छात्रों के साथ उनके व्यवहार की भूमिका पर भी रोशनी डाली है। साथ ही उसने एचआरडी मंत्रालय में एक प्रकोष्ठ (सेल) भी गठित करने की सिफारिश की है। यह सेल आत्महत्या की घटनाओं का विश्लेषण करेगा।

# Pioneer ND 17/11/2012

P-5

## IIT-Delhi Alumni body seeks Raju's intervention on 2-tier exam system

**PNS ■ NEW DELHI**

The IIT-Delhi Alumni Association on Friday met HRD Minister MM Pallam Raju and discussed the 'controversial' two-tier entrance format for the IITs.

According to the statement by the association, Raju promised the delegation to give afresh visit to the issues concerning IITs including changes inducted in JEE by his predecessor Kapil Sibal.

"He showed inclination to take actions which are in the

interest of all the stakeholders of IIT system. Without commenting, either way, on rolling back of the misdirected changes brought in JEE, he promised to give a patient hearing on the issues concerning IIT autonomy including JEE," said the statement.

Raju further accepted their request to speak in the upcoming PanIIT conference in Kolkata from December 7- 9.

The delegation was led by Somnath Bharti, president, IIT-Delhi Alumni Association Somnath Bharti.

# IIT-Delhi wants 'fresh' look into entrance test issue

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## OUR CORRESPONDENT

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**NEW DELHI:** The IIT-Delhi alumni association, which is opposing the new format of the IIT-JEE entrance test, met HRD minister M M Pallam Raju on Friday and said he has promised to look into the issue 'afresh'.

'The honourable minister after hearing the delegation promised to visit afresh the issues concerning IIT including the controversial changes inducted in the JEE by his predecessor,' said the alumni association in a statement.

The association claimed that the minister showed inclination to take actions which are in the interest of all the stakeholders of the IIT system.

It said they will be meeting Raju once again in the coming week to discuss the issue.

Aspirants to the IITs and other technical institutes like NITs would be appearing the IIT-JEE next year under a new two-tier format which also gives weightage to the class XII marks.

Despite initial objections, most of the IITs have given their nod to the format. shares from the sale proceeds,' the judge said.

## महिला उत्थान के लिए आईआईटी दिल्ली का सफल प्रयास

वीर अर्जुन संवाददाता  
नई दिल्ली। महिलाओं के उत्थान हेतु आईआईटी दिल्ली ने नारी चौपाल में महिला सशक्तिकरण का बाल विकास मंत्रालय के सहयोग से दिल्ली हाट में ऐसी नवाचार प्रौद्योगिकी का प्रदर्शन किया जिसमें स्वस्थ, पोषण व बचाव के तौर-तरीकों पर चर्चा करते हुए एक कठपुतली प्रदर्शन किया व फिल्म शो का भी आयोजन किया गया।

रसायन विभाग के प्रोफेसर डॉ. एचएम चावला ने फ्रूवाश प्रौद्योगिकी के बारे में बताते हुए महिलाओं को उनकी रसोई की ताकत के बारे में भी बताया, इस अवसर पर आरजी फाउंडेशन द्वारा फ्रूवाश के बारे में वहीं पडाल में प्रदर्शन कर महिलाओं व दूसरे आगतुकों को इस तरह पदार्थ के बारे में बताया कि किस प्रकार फल व सब्जी सड़ने व गलने से बच सकते हैं तथा यह एक स्वरोजगार जरिया भी हो सकता है। नारी की इस चौपाल में आईआईटी दिल्ली के ग्रामीण विकास प्रौद्योगिकी केंद्र के डॉ. सत्यावती शर्मा, डॉ. एसएन नाथक व उनके सौजन्य से लीयूपिन की ओमवती ने कृमि लकड़ी के दाने बनाने के मशीन को बाखूबी चलाकर दिखाया व



आईआईटी दिल्ली के प्रोफेसर नारी चौपाल में नारी उत्थान हेतु महिलाओं को सम्बोधित करते हुए।

महिलाओं के लिए एक अच्छे रोजगार के बारे में भी बताया। खुम्बी उत्पादन, महुआ से कई तरह के उत्पाद बनाना भी बताया गया। फ्रूवाश प्रदर्शन के बाद उपस्थित लोगों में फ्रूवाश तरल पदार्थ का मुफ्त वितरण भी किया गया जिससे लोग अपने घरों में स्वयं इसका इस्तेमाल कर फ्रूवाश को महिलाओं

का सच्चा साथी समझ सके क्योंकि इसके घोल में फल व सब्जी धोने से वह बिना फ्रिज के तरोताजा रहते हैं।

डॉ. चावला ने आलू व प्याज के अंकुरण के बारे में भी बताया कि किस प्रकार यह सेहत के लिए खराब होते हैं व इनसे कैसे बचा जा सकता है। डॉ. कमलेश सिंह, ह्यूमैनेटिक व

सामाजिक विद्वान की प्रोफेसर ने भी महिलाओं को मानसिकता को सुदृढ़ करने के उपायों पर चर्चा की। कार्यक्रम में धन्यवाद चन्द्रमोहन ने किया व उपस्थित लोगों का आभार प्रकट करते हुए महिला सशक्तिकरण व बाल विकास मंत्रालय के आयोजन की सराहना की।

HT Mumbai, Nov. 17

# IIT alumni discuss changes to JEE with new HRD minister

HT Correspondent

■ htmetro@hindustantimes.com

**MUMBAI:** The alumni of the Indian Institutes of Technology (IITs) met with the new human resources development minister M Pallam Raju in Delhi on Friday, in what was described as a “positive meeting”, to point out contentious issues in the entrance exam reforms.

The alumni had sought an appointment to raise the issue of the controversial changes to the Joint Entrance Exam (JEE) for entry into the IITs from next year. The alumni had contended that the changes went against previous court orders and that there were inherent flaws in the system.

The delegation that met the minister released a note after Friday’s meeting saying they would follow up in a week, adding that the minister had heard them out and promised to look into the issues.

“[He] promised to give a fresh visit to the issues concerning the IITs, including controversial changes inducted in JEE by his predecessor,” said the note from the alumni.

“He showed inclination to take actions which are in the interest of all the stakeholders of the IIT system. Without com-

## THE IIT DELEGATION

■ The delegation who visited on Friday included Somnath Bharti, coordinator of IITians for IITans’ Autonomy, Yogesh Andlay, past president of the IIT Delhi Alumni Association, HR Vaish, chairman PanIIT and YPS Suri of the IIT Kharagpur Alumni Association’s Delhi Chapter.

menting, either way, on rolling back of the misdirected changes brought in JEE, he promised to give a patient hearing on the issues concerning IIT autonomy, including JEE.”

In July, the IITs had agreed to a two-part exam and the use of board exam marks as an eligibility and not admission criterion. It was decided that from next year students would have to clear both exams and be within the top 20 percentile of successful candidates in their Class 12 board to get admission.

The alumni had vehemently opposed the ministry’s attempts at changing the JEE. Finally, a compromise formula had been reached, with the IITs agreeing to a two-part exam with board marks as an eligibility, not an admission criteria.

# Bid to check IIT suicides

**OUR SPECIAL  
CORRESPONDENT**

**New Delhi, Nov. 15:** A committee has suggested mandatory counselling in central educational institutions to check suicides after it found that failed relationships, poor academic performance, inferiority complex and drug habits were some of the reasons why students ended their lives.

The committee suggested that every institute must be mandated to have a well structured system to counsel students. Parents, students and faculty should be part of the counselling process.

The panel today submitted its report on Suicides in Centrally Funded Technical Institutions (CFTIs) to HRD minister M.M. Pallam Raju. The committee had studied the counselling practices in the Tata Institute of Social Sciences, IIT Kanpur, IIT Kharagpur and IIT Madras before preparing a model for the nearly hundred CFTIs and suggested that it should be extended to central universities as well.

"We identified several factors that prompted students to take the extreme step. The main factors are (failed) relationships, personality problems leading to inferiority complex,

being unable to cope with the academic pressure and drug habits," IIT Kanpur chairman M. Anandkrishnan, who heads the committee, said.

He said there should be an empowered committee to act as an apex forum, which will monitor the implementation of the counselling system in the institutes.

The committee had studied cases of suicide in 26 institutes. In the past two years, 12 students from these institutes had ended their lives. According to IIT Guwahati director Gautam Barua, all the IITs have in place their own counselling systems. But identification of students suffering from depression is a challenge. "Those students do not express their problems on their own," he said.

The counselling cells monitor the attendance of students and their performance in examinations to find out if they are in trouble. "But this approach is not enough," he said.

Anandkrishnan said the minister appeared positive about the recommendations.

"Now the ministry will take the recommendations to the IIT Council and NIT Council for approval for implementation," he said.

# IIT-M hosts astrologer, sparks row

**Chennai:** IIT-Madras, recently in the news for its alleged move to restrict the on-campus movements of girl students, is again in the spotlight: This time for inviting an astrologer to give a lecture on vedic science.

After Amanchi Balasudhakara Sastry, a 'naadi jyothisham' (a form of astrology) expert, delivered a lecture on Wednesday, professors said there was not a single peer-reviewed article by him. "And he delivers a lecture on nadi jyothisham and developing 'nano copper' using vedic knowledge claiming it is science," said a professor. The lecture triggered a debate between professors and the management on maintaining academic standards in science education. TNN



## IITs considering affirmative policy for women students in entrance exam

## Will improve diversity on campus

The affirmative action proposal, that seeks to pick girls over boys in the IIT entrance exam if their scores are tied, is a step in the right direction. Encouraged by the human resource development ministry, the IIT Joint Admission Board would do well to institutionalise this policy. There is no denying that admission to engineering colleges in the country is lopsided. This is best exemplified by the IITs themselves where women only form 10% of the total student intake for undergraduate programmes.

In fact, such a bias has conditioned girl students to treat engineering as a secondary choice of subject for higher studies. Neutralising the overwhelming dominance of men in engineering is vital to break this stereotype and promote the cause of gender parity in the workplace.

It must be noted that the affirmative action proposal under consideration is quite different from reservations. The latter impedes meritocracy by favouring below-par candidates. Unfortunately, the IITs are already hobbled by such constraints. However, the girls favoured under

the new proposal would not be lacking in academic merit, as they would have obtained the same score as the boys. Hence, the argument that the policy will further undermine meritocracy in the IITs doesn't cut

## ■ TIMES VIEW ■

ice. In fact, this principle could equally apply to favour men in those fields of study that see an overwhelming majority of women—let's say Montessori teachers' training programmes. Other things being equal, diversity is a value that institutions and workplaces should aim at.

Women's emancipation demands that women aren't locked into gender-specific career choices. The latter amounts to continuation of patriarchy. By instituting the affirmative policy, the IITs could incentivise more girl students to take up engineering. This in turn will enlarge the overall talent pool.



## Where will affirmative action stop?

This will turn out to be yet another case of jumbled gender reform that ghettoises women. Nobody can deny the need to recruit more women in IITs. Therefore, the intention here may be noble. But what's in

## ■ COUNTERVIEW ■

Meghna Roy

question is the judiciousness of such gender-based affirmative action and the long-term implications it might have for other institutions and sectors. It will turn out to be a Pandora's box, with men beginning to claim their right to similar affirmative policies in disciplines where they are under-represented, for instance in liberal arts. There would then be no end to special quotas, deprivation points and knee-jerk affirmative actions. The concept of meritocracy, already under attack, would be more vulnerable than before.

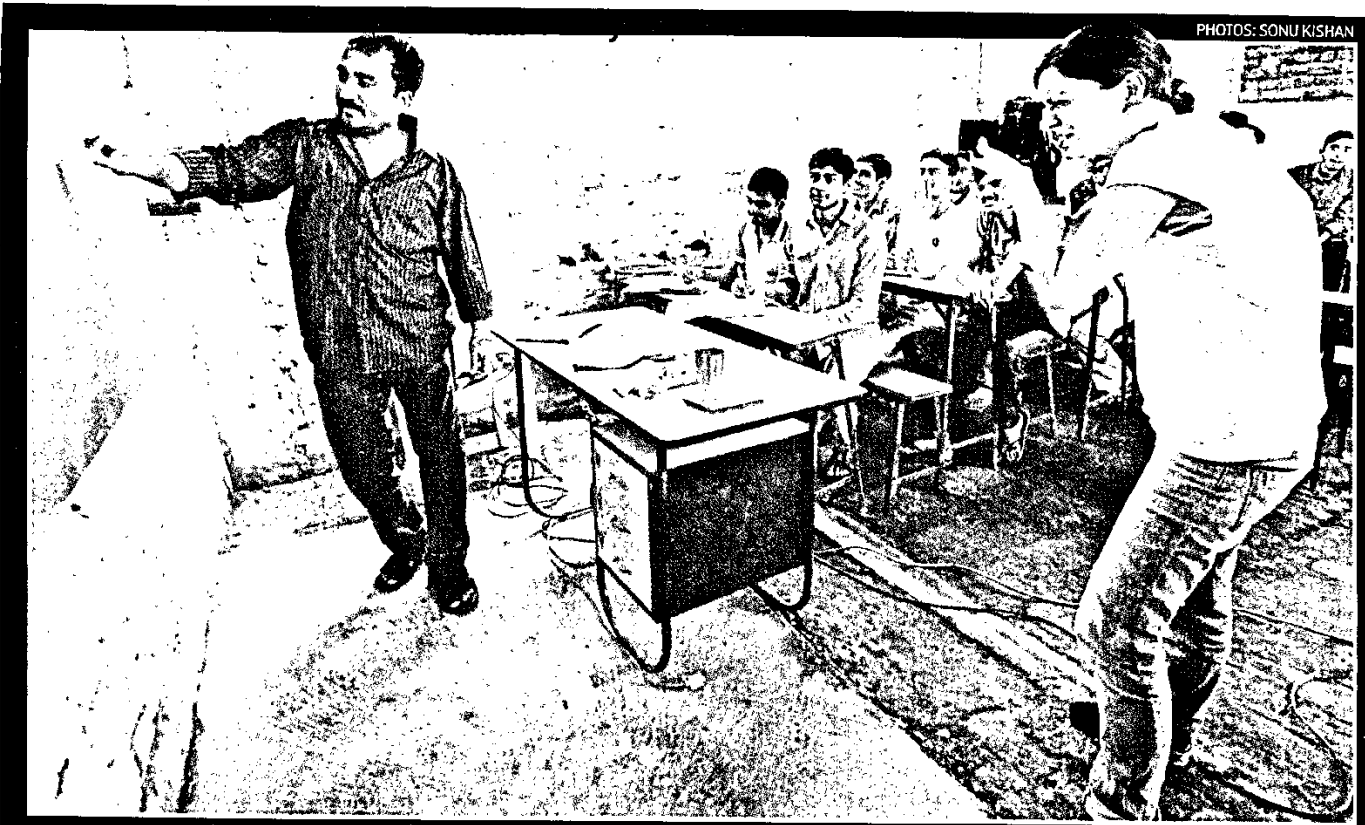
We already have an elaborate reserva-

tion policy in higher educational institutions. If accepted and implemented, the new gender-based policy would open yet another flank of affirmative action. Besides, the formula of giving more weightage to girls over boys if their scores are tied in the entrance examination isn't likely to make much of a difference to correcting the present gender imbalance. The fact is that poor representation of girls in IITs essentially

reflects the gender stereotyping we are so familiar with in our society. Multiple reasons have contributed to generally keep women away from 'masculine' disciplines like engineering. In many cases, parents do not want to send their girl child away from home. The real solution to the problem is for girls to be encouraged to take up careers in science and technology at the school level itself.

This is a much deeper social problem, which can't be dealt with by such a hastily considered hodgepodge policy, camouflaged as affirmative action. IITs stand or fall by the principle of meritocracy. Limitless extension of affirmative action will end up destroying the IITs.

PHOTOS: SONU KISHAN



By Giridhar Jha in Patna

AFTER winning acclaim for her pictorial portrayal of young Saudi Arabian girls in her book, *Jeddah Diary*, celebrated British photographer Olivia Arthur on Thursday turned her lens on Super 30, a pioneering coaching institute for underprivileged students in Bihar, to showcase change through real empowerment with an international exhibition of her photographs.

A recipient of several awards, including the Royal Photographic Society's Vic Odden Award and the Laureate Photographes of Paris, Olivia spent a day in Patna capturing the essence of the institute founded by young mathematician Anand Kumar that has helped 263 poor students crack the difficult IIT entrance exam over the last 10 years.

**Photos to showcase real empowerment**

The 32-year-old Olivia also went to shoot at the homes of two of the successful students, Anand Kishore and Satish Kumar, who made it despite the odds of extreme poverty stacked against them.

Kishore, who studies in the Indian School of Mines, Dhanbad, and Satish, who got into IIT-Guwahati, belong to very poor families. While Kishore's father is a vegetable vendor, Satish's mother is a widow. Both had two things in common — poverty and the ability to fight back against life's adversities.

"It was very positive to see how Super 30 helped these two students get into top-notch institutes. I have captured the poverty of their families with my camera. Their parents are very poor but they still have the rich-



(Clockwise from top) UK photographer Olivia Arthur trains lens on Super 30 founder Anand Kumar & the family of one of his students.

ness of hope, as their sons are studying in IIT. Even in poverty, they don't show pessimism," Olivia said.

Describing Super 30 as a unique and uncomplicated initiative, Olivia, who has a degree in mathematics from Oxford University and diploma in photo journalism

from London College of Printing, said it was a sort of movement that needed to be applauded and taken across the globe.

"I came here expecting something big and different. But the simplicity struck me straightaway. I wanted to capture the change Super 30 could make to

the lives of poor students and their families, and it was really a rewarding visit," she stated.

Olivia said she aimed at showcasing the change in society that 'real empowerment' could usher in through her photographs.

Anand's institute continues to attract widespread global atten-

tion even a decade after it was launched. However, for him, ensuring the success of his students is his only mission. "This is what keeps me going. I am happy that my efforts are being recognised by the people and the media. But the real credit goes to my students," he said.

# 'Superhero' of Super 30 framed

# After a month, Curiosity set to hit the road again

## To Trek Across Mars In Search Of A Rock To Drill Into

**Los Angeles:** After playing in the sand, the Curiosity rover is poised to trek across the Martian landscape in search of a rock to drill into, scientists reported.

The six-wheel rover has been parked for more than a month at a sand dune where it has been busy scooping up soil, sniffing the atmosphere and measuring radiation levels on the surface. Its next task is to zero in on a rock and that requires driving to a new location.

Mission deputy scientist Ashwin Vasavada expected Curiosity to be on the move in the "next few days". "It's the bedrock which really gives you the story of ancient Mars," said Vasavada of the Nasa Jet Propulsion Laboratory, which manages the \$2.5 billion mission. "The soil is a little harder to interpret because we don't know how old it is or where it came from."

The car-size rover touched down in Gale Crater, an ancient depression near the Martian equator, in August on a two-year mission to probe whether the landing site once had conditions capable of supporting microbial life. Armed with a high-tech suite of instruments, it's the most so-



**NEW MISSION:** Mars rover Curiosity

phisticated spacecraft to ever land on the red planet.

During the first three months, a weather station aboard Curiosity detected brief drops in air pressure, a sign of whirlwinds in the region. "These events are starting to occur more and more often,"

said Manuel de la Torre Juarez of Nasa JPL. "We expect to see more in the future."

Previous rovers have spotted and even recorded dust devils dancing across the Martian terrain, but scientists said Curiosity has not yet seen evidence that the swirling winds have lifted dust.

Curiosity's ultimate destination is a 5km-high mountain rising from the center of the crater floor that's rich in mineral deposits. Scientists had hoped to drive to the base before the end of the year, but that doesn't look likely after the extended stay at its current spot.

Google has updated its coverage of Mars with high resolution images from a Nasa satellite orbiting the planet, as part of their freely downloadable Google Earth app. The Google Earth app has showed Mars since 2009, but up until now most areas of the red planet could only be seen in low-resolution.

Google's Mars updated large amounts of the planet's surface with images from the Context Camera (CTX) on Nasa's Mars Reconnaissance Orbiter, with a resolution of around 20ft per pixel, the Daily Mail reported. AGENCIES

# Scientists decode why Einstein was a genius

**Press Trust of India**

■ letters@hindustantimes.com

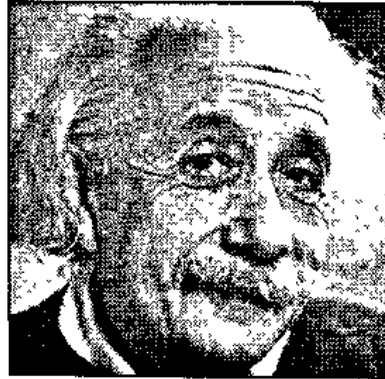
**WASHINGTON:** Physicist Albert Einstein's brain had an "extraordinary" prefrontal cortex — unlike those of most people — which may have contributed to his remarkable genius, a new study has claimed.

According to the study led by Florida State University evolutionary anthropologist Dean Falk, portions of Einstein's brain have been found to be unlike those of most people and could be related to his extraordinary cognitive abilities.

Falk and his colleagues describe for the first time the entire cerebral cortex of Einstein's brain from an examination of 14 recently discovered photographs.

The researchers compared Einstein's brain to 85 "normal" human brains and, in light of current functional imaging studies, interpreted its unusual features.

"Although the overall size and asymmetrical shape of Einstein's brain were normal, the prefrontal, somatosensory, primary motor, parietal, temporal and occipital cortices were extraordinary.



■ Albert Einstein

"These may have provided the neurological underpinnings for some of his visuospatial and mathematical abilities, for instance," said Falk.

The study was published in the journal *Brain*.

On Einstein's death in 1955, his brain was removed and photographed from multiple angles with the permission of his family. It was sectioned into 240 blocks from which histological slides were prepared.

The study also published the "roadmap" to Einstein's brain prepared in 1955 by Dr Thomas Harvey to illustrate the locations within his previously whole brain of 240 dissected blocks of tissue, which provides a key to locating the origins within the brain of the newly emerged histological slides.

# Brain photos reveal why Einstein was a genius

Washington: Physicist Albert Einstein's brain had an "extraordinary" prefrontal cortex — unlike those of most people — which may have contributed to his remarkable genius, a new study has claimed.

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**EXTRAORDINARY MIND**

its unusual features.

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"These may have provided the neurological underpin-

nings for some of his visuospatial and mathematical abilities, for instance," said Falk.

On Einstein's death in 1955, his brain was removed and photographed from multiple angles with the permission of his family. Furthermore, it was sectioned into 240 blocks from which histological slides were prepared.

A great majority of the photographs, blocks and slides were lost from public sight for more than 55 years. The 14 photographs used by the researchers now are held by the National Museum of Health and Medicine.

The study also published the "roadmap" to Einstein's brain prepared in 1955 by Dr Thomas Harvey to illustrate the locations within his previously whole brain of 240 dissected blocks of tissue. ■