

# Newspaper Clips

## November 15, 2010

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# Ragging cases still rising despite Aman

Sruthy Susan Ullas | TNN

Bangalore: Two days ago, four students were sentenced to four years' rigorous imprisonment for ragging fresher Aman Kachroo, leading to his death. But does Gen Y know that ragging is a criminal offence? Statistics from the national anti-ragging helpline set up by University Grants Commission shows freshers continue to be harassed and abused by seniors despite laws being in place.

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### ►Raj Kachroo plans to move SC against UGC, P 4

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The helpline (1800-180-552) received as many as 248 calls from students across the country in the past three months. And that is likely to be just a fraction of abusive ragging cases across campuses, since thousands go unreported.

Statistics for the same period in 2009 show 71 complaints in August, 62 in September and 49 in October, totalling 182.

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# 'Twitter joke' trial sparks online outrage

Manju V | TNN

After heading the slave uprising against Romans, inspiring several communist regimes in Europe and Latin America, Spartacus, one of the most famous gladiators in history is now leading the Twitterati in their global protest campaign against, what has been perceived as, the law enforcers' overzealous approach to aviation security.

In the last two days, "#IamSpartacus", has turned into the most tweeted line as thousands of protesters rallied behind Paul Chambers, a UK-based accountant whose tweet joke about blowing up

a lousy airport landed him in trouble as it found no humour with UK's law enforcers. Chambers' original tweet read: "Robin Hood airport is closed. You've got a week and a bit to get your \*\*\*\* together otherwise I'm blowing the airport sky high!"

Unlike Paul the Octopus, Paul the accountant could not foresee or calculate what was to come. A local court found the tweet "menacing in its content" and he was arrested, convicted and fined £3,000. The arrest cost him his job, but it earned him the support of fellow Twitter users who have since been retweeting the menacing tweet in an "IamSpartacus" (in the film Spartacus,

In the last two days, "#IamSpartacus", has turned into the most tweeted line as thousands of protesters rallied behind Paul Chambers of UK, whose tweet joke about blowing up a lousy airport landed him in trouble

that line is used by gladiators to show support to the protagonist) protest campaign.

If you thought only the English law was humourless and that in India doing a Chambers would not get one arrested, then you are wrong. "A threat is a threat, irrespective of the context it is made in," says Sanjay Pandey, IPS officer and an e-security expert lauding the action taken by the UK court.

India's Information Technology Amendment Act of 2008, Section 66 A says: "Any person who sends by means of computer resource or a communication device any information that is grossly offensive or has a menacing character shall be punished with imprisonment which may extend to three years with a fine." Pandey, like the UK judge, felt that the tweet was menacing and so the arrest well-de-

served. The only difference is that in India, the arrest would happen only if some one informs the police about such a post, tweet etc. "The possibility of picking such a message electronically in real time is remote," says Pandey.

Former International Civil Aviation Organisation (ICAO) security auditor, P Mohanan agrees. "We do not take any threat lightly," he says. "Suppose a bomb goes off or something, the security agencies would be hauled up for not taking note of the said tweet. Chambers would have faced far more harsher trial and punishment, though it was all just a matter of coincidence," he says.



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# India is a huge player in global order, says Deloitte CEO

As India emerges as a key economy globally, it is not only the manufacturing companies which are lining up fresh investments for the market but also professional services firms, considered the backbone of the corporate world. Deloitte Touche Tohmatsu, which has recently emerged as the world's largest private professional services organization, is keen to increase its spread in the market, something evident from the visit of James H Quigley, the global CEO of the firm. Despite his hectic globe-trotting schedule (he spent 760 hours while on air last year), Quigley is not new to India, a market he visits at least 23 times every year. In an exclusive interview with Pankaj Doval & Shubham Mukherjee, he outlines Deloitte's plans for the Indian market as well as the firm's views on a number of other areas, like the revival of the global economy and issues related to auditing reforms.

**Q:** The global economy is limping out of recession that hit in late 2008. What are the lessons learnt?

**A:** Well, the most important lesson that we need to realize is risk management. I think this needs to be a focus area and boards of directors and executive managers are re-visiting risk management.

**Q:** But with things limping back to recovery, new hybrid financial instruments could once again come up, which led to the economic recession in the first place. What are your views on such instruments?

**A:** That is not a correct approach. Not all risk is bad, and one should not be risk averse. On hybrid products, I think we will continue to see financial innovation, which is the product of a new cycle. It's fine as it is also important for job creation and economic growth.

**Q:** How do you react to charges that a host of financial experts, including consulting firms like yours, failed to read recession on time?

**A:** I do not agree with this

that only we were responsible for failing to see it coming. There were a whole bunch of people who can be blamed for this, including bankers, political leaders and even the media. Let us remember, we had an event that we had never seen before. Also, I refuse to accept that this financial crisis was an audit failure.

In fact, we stood strong in the wind.

**Q:** We are onto a new decade now. What transformations do you see during the next few years?

**A:** Technology and how we use it would be the big shift going forward. Our new tool—data analytics—would be a part of this technological change. There would be a new tone and tenor to regulation, which could get tougher so I see increased government role in the business of business. Besides, I also see more constructive partnerships, especially in the public-private space. The growth expectations will surely be lower and continued delev-

eraging will reduce growth risks. I also see a shift towards the east. India and China are the markets to be in. We feel, as much as 60% of the projected GDP (Gross Domestic Product) growth over the next five years will come from markets which are emerging.

**Q:** Now that you have mentioned India, what are the factors that would see its emergence in the global economy?

**A:** To quote what US President Barack Obama said recently, India has arrived. India is an absolutely huge player in the global economic order and its strengths are its demographic assets and its sustained GDP growth.

**Q:** And how do you think that Indian companies can go global?

**A:** Let us remember that markets have become global, enabled by technology. There is enormous opportunity for Indian companies to look at the world. However, I also feel that an economy should not be 100% export driven. It should be balanced between domestic and export demands.

**WORLD  
ECONOMIC  
FORUM**

Times of India ND 15/11/2010 (Education Times) p-1

**PURSuing A PHD CAN BE AN EXCITING OPTION. RUCHI CHOPDA TELLS YOU WHY**

Admit it, we all fancy a 'Dr' as a prefix to our names and the thought of doing a PhD has, even if vaguely, crossed our minds at some point of time. But then again, the number of years a PhD takes to be completed, going through hundreds of books in a library and writing a thesis bogs down our initial enthusiasm.

Adds Sanjay Mittal, professor of aerospace engineering and dean, academic affairs, Indian Institute of Technology Kanpur, "Most students look at education as a means to earn a good living and when a Bachelor's degree gets them a reasonable job, they take it up. Also, many students feel that an MBA/job experience may help them more in the long run compared to a doctorate."

Having said this, the number of Indians now enrolling for doctorates is on the rise. According to "Trends in Higher Education: Creation and Analysis of a Database of PhDs in India", a study conducted by Anitha Kurup, associate professor and co-anchor, Education Programme, National Institute of Advanced Studies, Bangalore, and Jagdish Arora, director, Information and Library Network Centre, Ahmedabad, "The number of PhDs awarded (in India) has doubled in the last decade." Kurup and Arora analysed the trends in higher education in the country from 1998 to 2007 in their study.

#### WHY A PHD

Of course, the first reason would be that it is the highest level of an academic degree one can pursue in India and most other nations. A PhD is an option you should consider if you are dynamic, self-motivated and wish to contribute to the nation's development. A country's progress has many a time been directly linked to the research — scientific, economic and even humanitarian — undertaken there. People pursuing their doctorates not only study past trends, but delve deeper into contemporary trends and problems and come up with relevant solutions, while creating new knowledge.

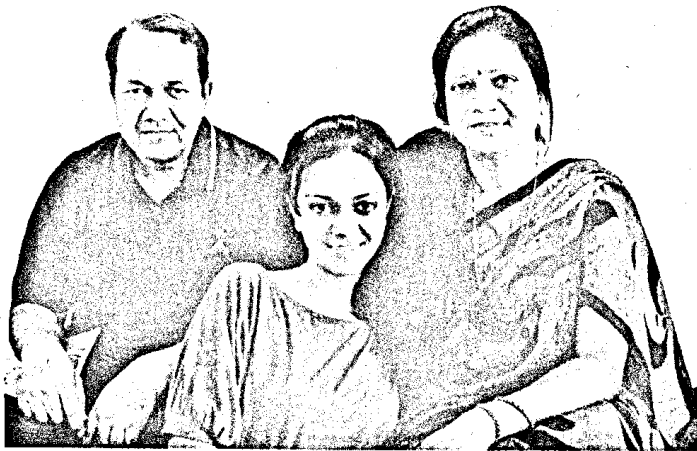
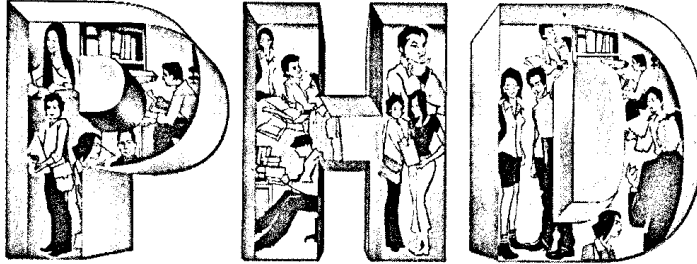
A common misconception that stops most people from doing a PhD is that it is a degree to be taken up if you want to get into academics. Though it's true that a doctorate is a more popular degree in the academia, the employment prospects for a PhD holder are not limited to academic institutions.

With the boom in the medical and IT sector in the country, a number of pharmaceutical and IT companies are now investing heavily in R&D functions. Doctoral graduates in other fields such as humanities are in demand in NGOs and research firms. Offers, Jane

PhD students develop analytical skills that allow them to investigate important and complex problems

— Jane Sherwood

# Pondering over a



Pooja Singhania, who is currently pursuing a PhD in food science and nutrition, with her parents, Ratan and Madhu Singhania

Sherwood, director of Graduate Admissions and Funding, Oxford University, UK, "Apart from academics, doctoral graduates can pursue successful careers in a variety of areas including journalism, broadcasting, education, public administration, law, medicine, finance, consultancy, IT, science, engineering and technology, as well as in the charity and NGO sectors."

Sherwood elaborates, "As well as developing high-level subject knowledge, PhD students develop strong analytical skills and independent thinking that allows them to investigate important and complex problems that may not have been tackled before. These are highly attractive qualities for employers in a wide range of industries and sectors and are skills that help build today's knowledge economy." Concur Mittal, "The industry hires PhDs to spearhead their research activities. In most research labs, a significant fraction of the work-force is employees with PhDs."

He adds, "Doctoral graduates are also employed in positions that call for specialised knowledge or jobs that require in-depth analysis and knowledge based decisions." Among the popular IT employers of PhD graduates include IBM, Infosys and Wipro. Additionally, PhD graduates,

working in both the corporate as well as the education sector, get frequent opportunities to travel abroad on various research oriented as well as visiting/ guest faculty assignments.

Graduates can expect to earn a salary of Rs 50,000 or above in such positions. Needless to mention the sixth pay commission awards special incentives to PhD degree holders in teaching positions.

#### THE RIGHT TIME

While many experts believe that the ideal time to pursue one's doctorate is after gaining a few years of work experience, there are others who believe pursuing a PhD right after one's Master's is a more viable option. Says Sujay Prabhu, a PhD in Communications student at the Michigan State University, "Enrolling for a doctorate after gaining a few years of work experience in your field of interest can help you understand your field better and identify what you really want to pursue your thesis in. A PhD is a genuine endeavour towards acquiring and creating more knowledge and you need to amass a certain amount of knowledge to determine what you actually want to study further." Pooja Singhania, who is currently pursuing a PhD in food science

and nutrition at the Department of Post Graduate Studies and Research in Home Science, SNDT Women's University, Mumbai, argues, "It's best to start soon after one's postgraduation because fresh postgraduates are more updated with latest developments in the field and have a great enthusiasm and zest for exploring newer avenues. At the same time, someone who has gained enough experience through years of practice may be able to better identify and resolve long standing lacunae existing in the field."

#### WHERE TO GO

According to a survey 'PhD Survey— Student's Perspective on Doing a PhD in India', conducted by IITD, on students from IITD, IITB and IITK, a significant percentage of students shied away from doing a PhD in India because they believed that doing a good PhD in India is not possible as research work here is poor.

No wonder then, a large number of students prefer to go to the US or UK to do their doctorates. Prabhu too justifies his decision of doing his doctorate from the US, "Communication as an academic discipline is at a very nascent stage in India whereas in the US, communication as a discipline emerged in the 50s, so the bank of knowledge there is much more advanced than in India. Apparently then pursuing my PhD in the US was a better option."

#### THE PROCESS

Owing to a high amount of malpractices in the process of getting a PhD, the University Grants Commission last year made an entrance exam mandatory for PhD and MPhil aspirants.

Informs Jayanti Ghose, a career counsellor, "You must now qualify an entrance test which will be followed by an interview where aspirants will discuss their research area. After admission to PhD, students will have to do course work for at least a semester. The course will be treated as pre-research preparation and universities will fix the minimum qualifying criteria to proceed with writing of dissertation."

#### WORD OF CAUTION

As per the study of Kurup and Arora, of the total number of students who enroll for a PhD only 50% end up completing their thesis. Thus, it is important that you make a thoughtful decision before enrolling for a doctorate.

Warns Ghose, "Students many a time want to go up another notch on the qualification ladder and expect it to happen fast and have direct employment benefits. This is totally wrong. When you are doing a PhD, you need to be sure about why you are doing your research, and keep in mind that there can be no set time limit for completing it."

Concludes Singhania, "Choosing a good mentor/guide for your PhD is a crucial factor. Make sure your guide is equally passionate and well-versed in the topic you choose to pursue your research in. Faced with innumerable obstacles, logistic problems, lack of funds, opposition, critical reviews from peers and experts, the only thing that keeps you going is the deep-rooted passion and unshakable conviction in your research and its direct or indirect benefit to the society at large."

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# **UK FEE HIKE**

**TIMES NEWS NETWORK**

**THE UK government's plans to increase tuition fees for undergraduate study have triggered off student protests and unrest among the British academic community.**

However, the hike is only meant for home (British) and EU (European Union) students and will not affect international students, including Indians. At an average, home and EU students pay around £3,000 for an undergraduate course. A spokesman from the British High Commission said that the UK government anticipates that university fees for British students would be at a basic level of £6,000, up to £9,000 in exceptional circumstances.

David Cameron, British Prime Minister, is firm on his decision and has said that there will be no going back on the stand of increasing tuition fees. In fact, Cameron reportedly said that the fee hike for home/EU students would reduce the burden on international students paying high fees.

Jaideep Prabhu, Jawaharlal Nehru Professor of Indian Business and Enterprise at Judge Business School, University of Cambridge, added that the proposal to hike fees has been in discussion since 2000. "It is a well-known fact that for several years now, the higher education system in the UK has been offering subsidised education to home/EU students. The recession further added to the already grim situation, which is why the fee hike."

Commenting on the issue, Phil Baty, deputy editor, *Times Higher Education* (THE) magazine, UK, said: "While in 2001, a top-up fee of £1000 was introduced at the undergraduate level, in 2006, it was capped at £3000." Talking about the student-protests, he added that the anger has also got to do with the drastic reduction of public spending in education.

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# Job strain is bad for women's hearts

## Work-Related Stress Doubles The Risk Of Heart Attack & Other Cardiac Problems

**Washington:** Women with high job strain are 40% more likely to suffer from cardiovascular diseases, including heart attacks and the need for procedures to open blocked arteries, a new study has claimed.

Job strain is a form of psychological stress defined as having a demanding job with little to no decision-making authority or opportunities to use one's creative or individual skills.

"Our study indicates that there are both immediate and long-term clinically documented cardiovascular health effects of job strain in women," said Michelle Albert, the study's senior author and



**OCCUPATIONAL HAZARDS:** The study says that job strain has both immediate and long-term effects on cardiovascular health

associate physician at Brigham and Women's Hospital, Boston.

"Your job can positively

and negatively affect health, making it important to pay attention to the stresses of your job," she added.

According to the researchers, who presented their findings at the American Heart Association's scientific sessions 2010 in Chicago, apart from the stressful conditions, job insecurity, or the fear of losing job, was also associated with risk factors for cardiovascular disease.

However, it's not directly associated with heart attacks, stroke, invasive heart procedures or cardiovascular death, the researchers said.

For their study, the researchers analysed job strain

in 17,415 healthy women who participated in the landmark Women's Health Study.

The women were Caucasian health professionals with the average age of 57 who provided information about heart disease risk factors, job strain and job insecurity.

They were followed for more than 10 years to track the development of cardiovascular disease and researchers used a standard questionnaire to evaluate their job strain and insecurity. It was found that women who reported high job strain had 40% higher risks of heart attacks, coronary artery bypass surgery or balloon angioplasty and death. ¶11

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## **‘UK will run out of web addresses by 2012’**

**London:** Vint Cerf, the so-called “godfather of the internet”, has warned that Britain would run out of internet addresses by 2012, unless governments, businesses and ISPs embrace the new IPv6 protocol.

The Telegraph quoted Cerf, a Google vice-president credited with inventing the modern internet, as saying that the “unbelievable” trend could prevent UK businesses from communicating with their customers around the world and in the UK, and hold back the development of a new wave of connected devices.

He added that Britain was a long way behind many other European countries including the Czech Republic.

The final tranche of web addresses will be allocated between the organisations that provide them to individual customers in spring next year, and that they would all be used up “sometime in 2012”.

The bulk of internet is currently based on a protocol called IPv4. A new version, IPv6, is already established, but majority of ISPs are yet to turn it on. British users of IPv4 will either need new equipment or a software upgrade. ANI

# Times of India ND

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### **SHORT CUTS**

## **Twitter boosts students' grades, says study**

**A** study has suggested that using social networking sites like Twitter as a tool in university courses can help increase student engagement and also boost their grades. The research was carried out by Rey Junco of Lock Haven University, Greg Heiberger of South Dakota State University and Eric Loken of The Pennsylvania State University. "Thanks to Twitter, students are able to engage with faculty regularly in short exchanges," Heiberger, coordinator of pre-health professional programs in SDSU's department of biology and microbiology, said.

### **Poor sleep leads to higher inflammation:**

Not getting sufficient sleep? Beware, you may have increased levels of inflammation — a risk factor for heart attacks and strokes, claims a new study. Researchers at Emory University School of Medicine in Atlanta found that those who get less than six hours of sleep a day have higher levels of inflammation. The researchers, who looked at 525 middle-aged people that participated in a public health survey, found that those who reported six or fewer hours of sleep had higher levels of three inflammatory markers: fibrinogen, IL-6 and C-reactive protein.

### **Robot that makes morally right decisions:**

Two researchers have programmed a robot to behave in an ethical manner, so that it makes morally sound decisions. Based on certain facts and outcomes, the robot must weigh a decision and make choices about what to do, reports Discovery News. Philosopher Susan Anderson and her research partner and husband Michael Anderson, a computer scientist, created the robot based on an approach to ethics developed in 1930 by Scottish philosopher David Ross.



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# India loses top spot in US univs to China

Hemali Chhappia | TNN

**Mumbai:** A popular wisecrack goes that Indian students — particularly engineers — catch a flight to the US for higher education immediately after their graduation ceremony. There's always been some truth in that humorous exaggeration; from 2000, particularly, there have been more Indian students on US campuses than from any other country. But in 2010, China seems to have upstaged India on campus.

In the late '90s, Chinese students dominated the foreign student population in the US before being overtaken by Indians. This year, data released by the Council of Graduate Schools reveals that after a year of zero growth, when US universities saw no rise in the number of foreign students, international enrollments are up marginally. But the largest contributor has been China.

In fact, this year, the UK has issued 57,500 visas to Indian students, almost double the 32,000 visas issued by the US.

► Indian students now prefer UK over US, P 11

## Catching Up

Number of foreign students on US campuses

Year	INDIA	CHINA
2009	1,03,260	98,235
2008	94,563	81,127
2007	83,833	67,723
2006	76,503	62,582

► This yr, the UK issued 57,500 visas to Indian students, the US 32,000

(Source: IIE)

# Now, Indian students favour UK over US

► Continued from Page 1

**T**he CGS data shows that in 2009 and 2010, fresh enrolments from India fell sharply. This year, the United Kingdom seems to have replaced the US as the favourite education destination for Indians; the UK issued 57,500 visas to Indian students, which is almost double the 32,000 visas issued by the US.

Findings on fresh admissions reveal that both offers of admission to prospective students from India as well as admissions have fallen in 2010, the former by 5% and the latter by 3%. The council's findings on fresh annual enrollments are different from those released by the International Institute of Education — the latter maps all the total international students on campuses in the US, irrespective of their year of arrival. But it is CGS's figures that give the real indication of annual student movement to the US. According to CGS, China, India, South Korea and the Middle East, and Turkey, in that order, now make up the key student-sending countries to the US.

"While first-time graduate enrolments declined 3% for both South Korean and Indian students in 2010, the free fall that occurred last year has slowed," the report notes. But even after three consecutive years of decline in first-time enrolment numbers from India, there are more Indian students in US graduate schools today than there were in 2005.

In fact, the dropping enrolments forced the IIE to conduct a survey on Indians' perceptions of the US as an educational destination. The weaknesses listed included the soaring cost of tuition, cost of school application process and the fact that the US was further from home as compared to the UK.

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# JNU community takes green pledge on foundation day

**Manash Pratim Gohain | TNN**

**New Delhi:** Hundreds of students and faculty members of Jawaharlal Nehru University (JNU) turned up at the administrative block late afternoon on Sunday. This time, they were neither protesting, nor was there any general body meeting. On the university's foundation day, the JNU community organized a cycle rally in which all participants pledged to make the campus more green and eco-friendly.

The university was established on November 14 thirty years ago and the JNU community marked the occasion by urging people to adopt an environment-friendly way of living. The university also launched its eco-club on the occasion as hundreds of students, teaching and non-teaching staff joined the rally in front of the statue of Jawaharlal Nehru. The rally culminated at its starting point

where participants were given certificates.

Earlier, students and teachers on their own had decided to mark the university's 31st year as "Green JNU year". The initiative was kick-started on the day of Diwali when the JNU community planted trees on the campus.

According to Dr Abhijit Karkun, JNU faculty, "For outsiders JNU is already very green. But we want to make it greener and eco-friendly. The cycle rally is an awareness programme. As far as strategic initiatives are concerned, we are trying to reduce our carbon emission on the campus. Our objective is to make JNU the greenest educational campus."

The 1,000-acre campus is on the Aravali hill range, parts of which still have a dense forest and are a birdwatcher's paradise. Small wild animals are also found in the jungles of the university.

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# Kachroo to move SC against UGC<sup>1</sup>

Manash Pratim Gohain  
& Tanushree Roy Chowdhury | TNN

New Delhi/Gurgaon: Rajendra Kachroo, father of Aman Kachroo, is now planning to move the apex court against the University Grants Commission (UGC). Despite his best efforts and a Supreme Court judgment in May last year to set up a central crisis hotline and anti-ragging database, Kachroo alleged that mismanagement on the part of UGC has resulted in a complete failure. He has accused both the UGC and HRD ministry of violating SC's anti-ragging directives.

Kachroo has made three independent complaints to India's apex vigilance and audit agencies and legal officer against the UGC and MHRD. Kachroo further alleged that the terms of reference and objectives of the SC-appointed Raghavan Committee on ragging are outdated and the committee should be reconstituted.

Aman Kachroo was brutally beaten up in his hostel during a ragging incident at Dr Rajendra Prasad Tanda Medical College in Himachal Pradesh and succumbed to his injuries on March 8, 2009. On November 12, a local court in Dharamshala sentenced the four accused to four year's rigorous imprisonment. Kachroo has been carrying out a nationwide anti-ragging movement.

The SC directives on anti-ragging measures included setting up of a cen-



ANTI-RAGGING CRUSADE: Rajendra Kachroo

tral crisis hotline, an anti-ragging database created out of affidavits submitted by students/parents and information of all colleges across the country.

Speaking to TOI, Kachroo said: "None of these has been implemented in true spirit. MHRD forwarded the responsibility to UGC and started the call centre with the help of a private company in June 2009. There is no agency to monitor the complaints, which are lying in the basement of the UGC. The college database is not even 5% complete, while the students database is non-existent."

"The call centre was inaugurated in June last year by HRD minister Kapil Sibal, but has been reduced to a mere token gesture for publicity," claims

Kachroo. The idea behind building a central database was to launch an awareness campaign against ragging.

Kachroo said the SC order mentioned setting up a website or two where students could download and submit the affidavit. While the suggested plan was both cost and time effective, the UGC-appointed consultant (Educational Consultants India Limited, a PSU under HRD ministry) had its own alternative. "As per EdCIL, colleges were to collect hard copies of affidavits from students and then type in the details on websites making it complicated, expensive and time-consuming," asserted Kachroo.

"I have asked if EdCIL comes under the purview of the CAG and CVC and my question to Solicitor General Gopal Subramaniam is whether MHRD is exempted from SC directives?" said Kachroo. "Despite the SC order of immediately engaging an independent monitoring agency through nomination, the HRD ministry called for tenders. A private company, Development and Research Services Limited was appointed. Instead of monitoring the complaints, DRSL came up with the idea of sampling 10% of the listed 20,000 institutions across the country with a questionnaire," added the aggrieved father.

While MHRD sources said that all the SC guidelines have been adhered to, UGC chairman, Sukhadeo Thorat, was not reachable for comment.

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# Stall processing DNA in minutes hit with crowd

Risha Chitlangia | TNN

**New Delhi:** Imagine taking home a sample of your DNA as a souvenir. That and many other things are on offer at the ongoing India International Trade Fair (IITF). The Council of Scientific and Industrial Research (CSIR) has organized a technofest in which Institute of Genomics and Integrative Biology (IGIB) — a part of CSIR— has put up a stall where the human DNA is processed within minutes.

“People don’t know much about DNA. This is a fascinating experience for them as we process the sample before their eyes

Sanjeev Rastogi



**SAMPLE THIS:** Institute of Genomics and Integrative Biology has put up a stall where human DNA is processed within minutes

and also tell them about the procedure. Our aim is make science interesting for youngsters and involve them in the field of research,” said Dr Mitali Mukherji, senior scientist, IGIB, Delhi.

All one has to do is spit in a container and in minutes the sample is processed in a small machine. “Our stall is getting

a lot of visitors. We are giving those visitors their DNA in a small vial which can be preserved,” said Dr Samir Brahmachari, director, CSIR.

This is the first time CSIR is presenting its work to the public. Inaugurated by science and technology minister Kapil Sibal, the fest showcases CSIR’s work in diverse fields from drug development to technology for the Indian industry.

CSIR labs have been successful in isolating proteins enzymes which can be used by the leather processing industry in order to bring down the pollution levels. “Enzymes like Protease, amylase and lipase can be used by the leather industry and can bring down the use of lime and sulphite. The two chemicals are responsible for 60-65% pollution in the leather processing units. The technology was developed by CSIR,” said G Sivaraman, who works in a petrochemical industry which deals with enzymes.

Apart from this, several drugs discovered by CSIR labs were also on display. The Institute of Microbial Technology lab, a part of CSIR, has developed a clot buster drug. “The present set of clot busters available in the market have been discovered by foreign labs. This is the first indigenous clot buster. Similarly, we have also discovered an immuno-inhibitor which will prove beneficial in transplant cases. This will further bring down the cost of immunosuppressants in the country,” said Dr Girish Sahni, director, IMT, Chandigarh.

With special focus on aerospace and strategic sector, the fest also showcases latest advancements in the minerals and materials; chemicals, petrochemicals and energy; ecology and environment; healthcare and food; agriculture and floriculture; engineering infrastructure and mining sectors. “From chappati-making machines to drug discovery, CSIR is involved in a lot of research work. The products based on CSIR technology for display in the exhibition are equipment, healthcare products, water purifiers, chemicals and petrochemicals among others,” Brahmachari said.

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# IIT-M team wins gold at MIT event

Karthika Gopalakrishnan | TNN

**Chennai:** For five Indian Institute of Technology-Madras (IIT-M) students, an international competition has helped broaden their perspective on engineering, convince them that lab work can be fun and see firsthand the recognition that come from good work.

Fresh from winning a gold medal in the 'Food or Energy' track at 'iGEM - 2010' (International Genetically Engineered Machine), a competition conducted by the Massachusetts Institute of Technology, the team members are busy with their course work.

"We spent the entire summer conceiving the idea for the project. While there were others on campus who did the preparatory work, the real experiments with DNA started mid-August. We worked on it throughout; so much so

that when we landed in the US, we didn't feel jet lagged because we had gotten used to working on their time," said fourth year Biotech student Harsh Nagpal.

The synthetic biology competition, which expects students to design components that can be used to build biological systems and operate them in living cells, has grown

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## GOING PLACES

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in scope and difficulty since it began in 2003.

In its project, the IIT-M team aimed at engineering pro-biotic lactic acid bacteria, used to make yogurt and buttermilk, to produce Monellin, a sweetening protein as well. If carried out, it could lead to production of dairy products which are low in polysaccharide-based sweeteners, thereby radically reducing their calorific content.

**Times of  
India ND p-13  
15/11/2010**

## **J'khand board<sup>LS</sup> toppers' answer papers on net**

**Ranchi:** Rocked by allegations it was favouring children of the rich and powerful, the Jharkhand Academic Council has uploaded answer scripts of all state toppers on its website with an aim to bring transparency in the merit list of Class X and XII board results.

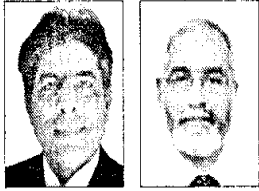
Answer papers of the state toppers of Class X and Class XII - arts, science and commerce - can now be seen on the council's website, [www.jac.nic.in](http://www.jac.nic.in).

Governor M O H Farook on Sunday launched the link (<http://jac.nic.in/topper.htm>) on the council's website that shows answer papers of the toppers.

The decision to display the scripts of the topper was taken by the council after frequent allegations that wards of influential people manage to get good marks and place in the list of rankers.

"It was often seen that wards of influential people, including principals of schools and intermediate colleges, got good marks. Once it was also noticed that marks were altered in favour of some students, which ensured them place in rankers," said an official. **TNN**

HAMID JAFARI &amp; J.M. DESHPANDE



THE development and testing of the bivalent oral polio vaccine (bOPV type 1 and 3) in India and its introduction in polio campaigns from the beginning of this year, has been a significant milestone and could be key in enabling complete polio eradication in this country and globally.

The introduction of the bivalent oral polio vaccine in polio campaigns has demonstrated very promising results. Building on the strong foundation laid by the monovalent polio vaccines, bOPV has helped further curtail polio cases to an all time low this year. So far a total of 39 polio cases have been reported in India compared with 498 cases reported during the same period in 2009. The number of type 1 polio cases is at record low; 16 so far this year, with Uttar Pradesh not reporting any case and Bihar reporting only three cases; there has concurrently been a sharp decline in type 3 cases. A total of 23 type 3 cases have been reported in 2010 compared with 432 during the same period in 2009.

Globally, more than 700 million doses of bOPV have been adminis-

tered so far in 2010. Around this time last year 793 type 3 cases were reported globally, while this year only 72 type 3 cases have been reported, with significant overall reductions in Nigeria and Afghanistan. Compared with 2009, there has been a more than 90 per cent reduction in polio cases in India and Nigeria during 2010.

India's efforts to eradicate polio brought quick results by rapidly reducing the geographical spread and the number of polio cases. By 2002 most of India was free of polio except for Uttar Pradesh and Bihar. Though the programme continued to make steady progress, a combination of risk factors such as overcrowding, large birth cohorts, sub-optimal sanitation and hygiene enabled poliovirus to thrive in pockets within the two states, challenging the strategies which had worked successfully elsewhere in the country.

These uniquely favourable conditions for persistence of poliovirus in Uttar Pradesh and Bihar have challenged the programme to continuously innovate, to address the two fundamental elements of the programme: tactics for reaching all children and deployment of more effective vaccines to stop polio.

Tactical innovations have enabled the programme to identify areas and populations at the highest risk of polio and to reach all newborns and children living in access-compromised areas of Bihar and the mobile populations who are particularly vulnerable to polio and whose movement facilitates the spread of poliovirus. India has set the global standards and shown the way in enhancing the intensity and quality of polio vaccination

the type 1 and type 3 vaccine components in development of immunity against type 1 and 3 polio. The type 2 poliovirus was eradicated in 1999. The programme has therefore been exploring options for vaccines that would rapidly boost immunity in young children against the two remaining poliovirus types.

India switched to the more efficacious monovalent vaccines against type 1 or type 3 in 2005. Pri-

bOPV, developed and tested in India, is the product the eradication programme was searching for.

The magnitude and complexity of India's eradication programme with its multi-sectoral collaboration and mobilisation of a large force of vaccinators to simultaneously administer polio vaccine in frequent mass vaccination campaigns supported by high quality poliovirus surveillance remains unmatched. However, the most important lessons we have learned in this long fought battle are these: first, the epidemiologic challenges to polio eradication in India cannot be under-estimated and second, the resilience of wild poliovirus and its capacity to evade extinction can be humbling.

It is crucial that the current progress is sustained. Now that eradication of polio in India appears within sight, this is the time to further intensify the attack on the virus and not allow it any respite or sanctuary from where it may re-emerge to paralyse our children.

*Dr Hamid Jafari is project manager of the WHO national polio surveillance project. Dr J.M. Deshpande is director of the Enterovirus Research Centre, Mumbai*

# Polio vaulting

## A new vaccine has reduced polio cases by more than 90 per cent

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### THE EPIDEMIOLOGIC challenges to polio eradication in India cannot be under-estimated and the resilience of wild poliovirus can be humbling.

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campaigns around the world.

A major challenge in the two endemic states has been the sub-optimal effectiveness of the traditionally used trivalent oral polio vaccine (tOPV) which protects against all three types of polioviruses type 1, type 2 and type 3. The high rates of diarrhoea and other intestinal infections among children in these areas affect the uptake of the orally administered vaccine. Moreover, the type 2 component in the tOPV is more immunogenic and out-competes

ority was given to building immunity of children against type 1 polio which was causing 95 per cent of the polio in the country. The monovalent type 1 vaccine administered in a series of mass vaccination campaigns helped to substantially curtail type 1 polio, however, type 3 polio began to resurge in 2007. It was clear that the programme needed a vaccine that could concurrently protect against both poliovirus types with the effectiveness comparable to that of the monovalent vaccines. Finally,

## **Beefed-up Sibal in new session**

**F**OR all the flak he received during the last Parliament session, with own partyman publicly taking him on and calling him a “first rate file pusher”, Human Resource Development (HRD) Minister Kapil Sibal can hope for a less stormy innings this session. The minister has just been allocated additional charge of the Department of Science & Technology — an assignment he very enthusiastically worked on in his last stint in the Cabinet — and this is being seen as an endorsement of him by the PM and Congress high command. Prithviraj Chavan, who held the portfolio, has moved to Maharashtra as the new Chief Minister. However, what is perhaps still troubling Sibal is that the HRD Ministry’s key legislations are still held up with the Parliamentary Standing Committee.



Mint, ND 15-Nov-10 p-w3

**SUSTAINING GROWTH**

# Teaching skills will be the key challenge

BY SANJIV SHANKARAN  
[sanjiv.s@livemint.com](mailto:sanjiv.s@livemint.com)

NEW DELHI

**I**mparting skills to India's young is the biggest long-term challenge to keep the economy growing fast, while the size of the fiscal deficit and rate of inflation present short-term challenges to policymakers, a panel of industrialists and economists said at the World Economic Forum's India Economic Summit.

According to Sunil Mittal, chairman and group CEO of Bharti Enterprises Ltd, the government's overarching aim of making economic growth more inclusive is good for industry too.

Mittal's observation was placed in the backdrop of the size of India's young population. Around 320 million children between six and 16 now will need jobs over the next 10 years. If the economy was unable to absorb them then "you

will have trouble," he said.

Mittal, Hari Bhartia, co-chairman and managing director, Jubilant Bhartia Group, Rajat Nag, managing director-general, Asian Development Bank, and Gita Gopinath, an economics professor at Harvard University, participated in a panel discussion on the economy's outlook.

Mittal and Bhartia said India's challenge of skilling its work force spanned all stages of education: from primary school to university level.

According to Bhartia, India's challenge at the school level

was to send a higher proportion of school students to college. About 90% of school students enter the work force directly. The aim should be to soon enhance the proportion of students going into college to at least 25%, he added.

Mittal, Bhartia and Nag were disappointed by the low level of attention paid to the quality of school education. Though the

government had stepped up spending on education in the recent past, there has been little debate on the quality, Bhartia said.

"The fundamental issue is of governance and accountability," Nag said, explaining the flaw in the current system is absence of attention on the processes involved. Bhartia and Mittal made a pitch for greater involvement of the private sector in the skilling process. "The key challenge the government faces is execution," Bhartia said. "At this level, the private sector has to be involved."

Mittal said global demographic trends pointed to India in the next decade housing a work force which served not just the domestic economy, but also that of the world.

The promoters of HT Media Ltd, which publishes *Mint*, and Jubilant Life Sciences, a Jubilant group company, are closely related. There are no promoter cross-holdings.

[WWW.LIVEMINT.COM](http://WWW.LIVEMINT.COM)

## EDUCATING INDIA

Mint's Sanjiv Shankaran says the focus of the opening session was on educating a new generation of Indians for the jobs of tomorrow.

[www.livemint.com/  
educatingindia.htm](http://www.livemint.com/educatingindia.htm)

**Business Standard ND** P18  
**15/11/2010**

# IIMs failed to meet demand, says govt

**BS REPORTER**

Kolkata, 14 November

**T**he Indian Institutes of management (IIMs) came under attack today when Minister of State for Human Resource Development D Purandeshwari said the institutes had failed to keep pace with the demand.

She raised the issue of inclusiveness, saying the IIMs, with a combined strength of just 1,600 seats, had not been able to keep up with the demand for management education, which had increased "leaps and bounds".

"The syllabi of management education need to respond to the challenges faced by Indian companies", she added.

She also criticised the 'excellence unto itself' culture which characterised the IIM system, leaving out other man-

agement institutes.

"The IIMs have to play a more catalytic role in upgrading the education provided by these institutions" she said.

Deepak Nayyar, professor of Economics at Jawaharlal Nehru University, echoed: "Placement salaries cannot be an appropriate index for success."

## **IIM-C to partner Paris firm**

Indian Institute of Management, Calcutta, or IIM-C, has announced a slew of management and research initiatives as part of its golden jubilee celebrations, which started here today.

In a first-of-its-kind initiative, IIM-C will partner with Paris-based ESCP Europe, the oldest management institute in the continent, for a student partnership programme.

Business Standard ND 15/11/2010 P17

# DESTINATION INDIA FOR GLOBAL UNIVERSITY FUNDS

*Harvard has a \$27.6-bn endowment followed by Yale University's \$16.7 bn*

KALPANA PATHAK &  
ASHISH RUKHAIYAR  
Mumbai

**I**nternational university endowment funds have stepped up their presence in the Indian stock markets to cash in on the high returns. Data from the Securities and Exchange Board of India (Sebi) show that the number of such funds investing in the Indian market has gone up three-fold to around 20 this year, against six in 2008.

Several of these international university endowment funds have also increased the target asset allocation towards emerging markets in 2010.

President and fellows of Harvard College, for instance, have doubled the target investment in emerging markets to 10 per cent for 2010, against five per cent in 2005. Harvard, the richest US school, has a \$27.6 billion endowment, followed by Yale University's \$16.7 billion.

University of Washington's consolidated endowment fund has increased allocation to emerging equity markets to 17 per cent, from 12 per cent last year. The consolidated endowment fund consists of 3,100 separate endowments, according to the university's website.

The Board of Regents of the



The Widener Library at Harvard University in Cambridge. PHOTO: REUTERS

University of Texas System at Austin, as per its general endowment fund investment policy, will allocate a maximum investment target of 25 per cent in emerging markets, against the minimum target of 10 per cent for the financial year 2011.

The universities park their money - locally and internationally - with public and private equity, stocks, real estate, commodities and bonds, among others. University En-

dowment Funds are registered as Foreign Institutional Investors (FIIs).

Other registered endowment funds include: The Duke Endowment; Cornell University; Emory University; The John Hopkins University; The Ohio State University and Massachusetts Institute of Technology Basic Retirement Plan.

"Many universities have increased investment allocation

from their endowment funds to the emerging markets and they are long-term investors in the market. Between India and China, India is a more liquid market," said Siddharth Shah, head, funds practice, Nishith Desai Associates.

Harvard Management Company (HMC) did not divulge details of what portion of its investment is directed to the Indian market. "The management company does not dis-

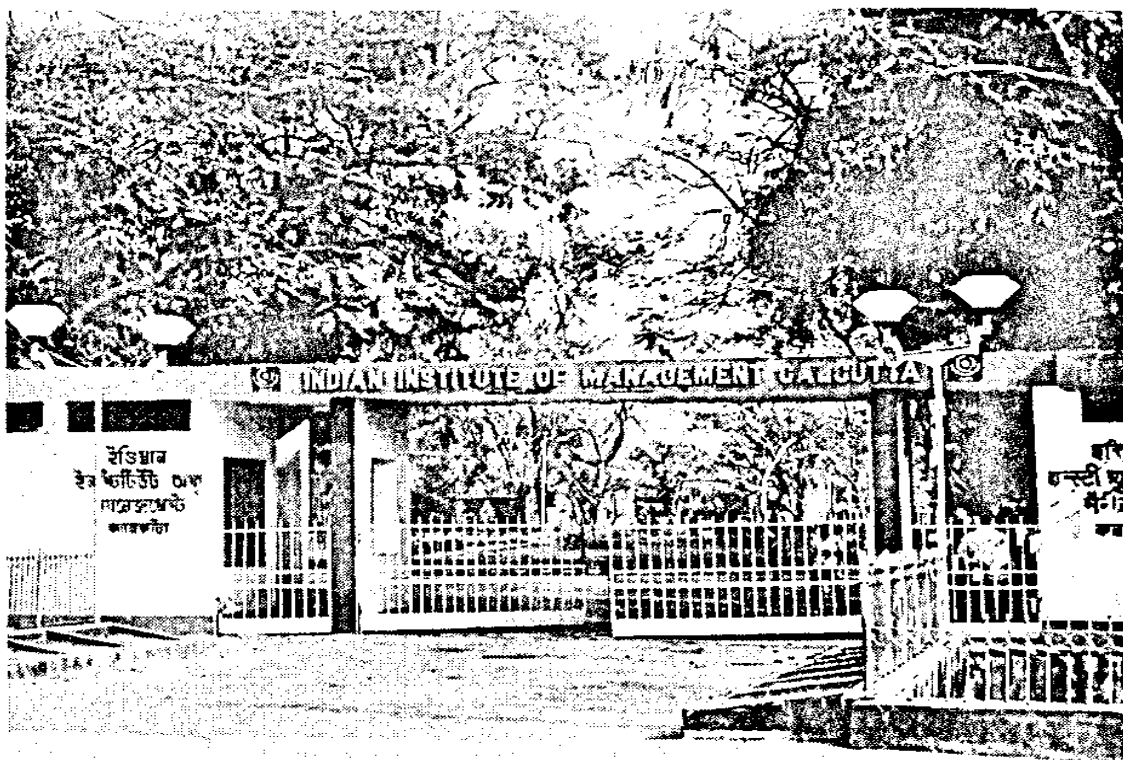
cuss its investments or investment strategies publicly other than what is reported in their annual reports," John Longbrake, senior director of communications, HMC told Business Standard in an emailed statement.

Industry insiders said endowment funds have an internal allocation which they either use by making direct investments or engage fund managers to manage funds.

This year so far, FIIs have infused a record ₹28,562 crore (\$6.4 billion) in October, nearly one-fourth of the total inflows in the stock market. The total net investment by FIIs now stands at \$24.79 billion - the highest in a single year.

Market experts said overseas funds inflow from these universities will only increase. "We will see many more universities registering with SEBI in days to come. Emerging economies like India and China will provide an opportunity of better rate of returns to these universities," said a senior manager from a Mumbai-based private equity firm.

For instance, HMC in its annual report said that its emerging market equities and high-yield returns were strong at 17.6 per cent and 19.6 per cent, although they did not beat their benchmarks.



# IIM-C mulls setting up another campus

GOUTAM GHOSH  
Kolkata

**I**ndian Institute of Management Calcutta (IIM-C), the oldest IIM in the country, is considering setting up another campus.

The institute, which is celebrating its Golden Jubilee this year, has received proposals from various state governments for setting up campus.

Sougata Ray, dean, IIM-C, told *Business Standard* that the authorities had, however, not decided if the campus would be an extension of the parent institution or a full-fledged campus.

IIM-C had been modelled on Massachusetts Institute of Technology's Sloan School of Management and has academic collaborations with 48 institutes. They are working on getting a few more on board.

However, the institute, like other IIMs, is facing challenges of a faculty crunch. "We enjoy the liberty to appoint teachers but the supply pool is limited. We are in talks with the government and they may allow the older IIMs at Ahmedabad, Calcutta and Lucknow to pay their faculty liberally," said Ray.

The IIMs have been reeling under faculty shortage for quite some time and mentoring of newer IIMs by the older ones has not helped things either. Now, IIMC has a sanctioned faculty strength of 104 of which 86 posts have been filled. Over the past three years the institute

has added about 20 faculties.

IIM-C will fully operationalise the OBC quota by 2011-2012 when the student strength in the institute will be 462 per batch. The Supreme Court had ordered that the OBC quota Bill was to be implemented in phases without disturbing the number of general quota students which was 232. Subsequently, there has been an effective increase of 54 per cent of seats.

"After the full implementation of the quota, our sanctioned strength will also go up. We are working on war footing to recruit more faculty members," said Ray.

M G Parameswaran, IIM-C alumni and MD and CEO of DraftfcB Ulka Advertising said: "IIM-C will have to increase its intake of students, explore new ways of imparting management education and make sure that the research and academic focus is not diluted. The opening up of international schools in India will further increase the demand for faculty and it is critical that IIM-C through its programmes provide a better stream of new management scholars who can evolve into learned professors."

As part of its Golden jubilee celebrations, IIM Calcutta, over the next two years, plans to hold international conferences and bring out several publications. IIM-Ahmedabad is another institute that has kicked off its 50 years of celebrations this year.

Business Standard ND 15/11/2010P17

# Boom time for IITs: Job offers continue to pour

VINAY UMARJI  
Ahmedabad

**P**re-placement offers (PPOs) at Indian Institutes of Technology (IITs) continue to pour in. As the IITs prepare for the final placement process beginning December, companies are making pre-placement offers for final-year students.

IIT Madras has bagged 15 PPOs across departments but still expects over 10 offers. "Pre-placement offers from sectors like FMCG, IT and oil & gas have already been made. However, we are expecting 10 more PPOs to come over the next one week, including offers from manufacturing and finance sectors," said Anurag Nallapati, student placement in-charge at IIT Madras.

The buoyant pre-placement scenario is visible through Singapore-based Barclays Bank offering a salary package higher than last year's best (₹ 22 lakh) for one of the candidates.

"Since PPOs are continu-

ing to pour in, we expect better offers in the coming days. The response from companies, especially from the core engineering sectors and banking & IT, have been very good. Things are definitely looking brighter than last year," Sunil Srivastava, head of training and placement, IIT Kharagpur had told *Business Standard* earlier. The institute received over 40 PPOs.

Response from firms across sectors has also improved this year as far as PPOs are concerned.

"While PPOs should have been over by now, firms are still coming in and that is a good sign. The response from firms has been very good with over 220 firms registering this year with the institute. Last year the figure was 130 companies. Also, regular sectors from the pre-2008 times in-

cluding IT and finance are back to the campuses this year," Nallapati added.

Over 160 companies have visited IIT Kharagpur and the institute expects the number to rise close to 200.

**The improved scenario is significant as placements at IITs had slumped during the global financial crisis**

The improved scenario for PPOs is significant because IITs and other higher education institutions had hit a low in placement offers during the global financial crisis in the last couple of years.

So much so, that while students at some of the IITs had received regret letters from companies, a few major banking and finance recruiters did not participate in the placements, resulting in a dip in salary offers.

While in 2008, 3,031 students from seven IITs were recruited by MNCs through campus placements, in 2009 the number had dipped to 1,606.

Business Line ND 15/11/2010 p-6

# B-schools at the crossroads

From adopting integrative curriculums to placements that look beyond plum positions, B-schools have to reorient themselves to meet the demands of tomorrow.

Arun Pereira

(The second and concluding part of an article that looks at the changing face of management education and the agenda that the B-schools of tomorrow need to pursue to meet the changing expectations of MBA graduates.)

## INTEGRATIVE, INTERDISCIPLINARY CURRICULUM

The curriculum in B-schools continues to be silo-like, functionally focussed. Not surprisingly, the mantra that has echoed in the halls of B-schools in the recent past has been "integrative thinking". Although that is vital, tomorrow's B-schools will fail in their mission if they are focused on facilitating integrative learning of the business functions only; these functions are obviously critical, but they may not be sufficient for successful business leadership.

To help produce the type of transformative leaders discussed in the first part of the article published last week, B-schools should provide students access to non-traditional knowledge areas. For example, the training one needs to run a successful financial institution goes beyond the knowledge of business functions and likely includes an understanding of public policy, law, and politics.

The importance of New Delhi to Dalal Street or Washington to Wall Street is more critical than we think, and the distance between them is shorter than one would imagine, if you are trying to succeed in business.

We can expect tomorrow's MBA aspirants to seek out B-schools that offer flexible curriculums to help them succeed in diverse industries, and to enable them to navigate through the fundamentally different cultures and processes seen in public institutions, private-public partnerships, multinational corporations and entrepreneurial ventures.

Students will expect variety in curriculums that could range from subjects such as the environment, energy, and public policy to healthcare and design. Equally important, there will be a need to integrate these topics within traditional business courses; for example, students working on assignments should not simply measure the impact of a business decision on say, market share, but possibly, analyse its short-term and long-term impact on say, the environment.

Further, tomorrow's curriculums in B-schools will have to break free of the legacy of Western business education and focus on the unique needs of the vast growth markets of tomorrow — that include Prahalad's insights on the "bottom of the pyramid."

Success in these markets imply overcoming challenges in the context of consumer literacy, communication, and distribution, all of which call for content that will need to diverge from traditional, Western approaches to business education.

Thus, for example, tomorrow's curriculums must include a focus on enabling innovations in emerging markets and methods



to tackle its associated challenges. These challenges, including new financial instruments that cater to developing markets, be it methods to identify credit-worthy customers among unorganised labour or expanded microfinance products such as micro-lease, micro-insurance, micro-pensions and the like. Also, new methods of marketing research for the "bottom-of-the-pyramid" require creative approaches to survey and measure key issues such as customer needs, preference and choice because of hurdles such as customer illiteracy or semi-literacy. These methods are being developed and can be expected to become a part of curriculums in the successful B-schools of tomorrow.

## PLACEMENT REDEFINED

Jack Welch, the famed former CEO of General Electric, once said that MBA schools had become glorified placement agencies, rather than the place where great business leaders are born. Although that remark may have been made tongue-in-cheek, Welch was making an important point about the misplaced attention given by students, the media, and many B-schools to placement statistics of graduating students.

The B-schools of tomorrow must convey the relevance of the MBA as the starting point for lifelong learning that goes hand-in-hand with a growing career.

In this model, students who forego traditional placement for entrepreneurial activities are valued as much and may be, even more, than those choosing traditional placement. Thus, not-for-profit social entrepreneurs and traditional entrepreneurs who have the potential to make an impact on society and the economy should be celebrated as much as those who get the immediate rewards of a high-paying consulting job.

The often talked about notion of "it's a marathon, not a sprint" with regard to post-MBA success should become an important priority for the B-schools of tomorrow. To

do so, B-schools will have to provide resources to help guide such a "marathoner," be it in the form of stipends and incubation facilities that reward, say a far-thinking social entrepreneur with a vision, or provide alumni access to mentoring and opportunities for continued education, so that "lifelong" learning is not a hollow promise, but a real differentiator between excellent and mediocre B-schools.

## CONCLUSION

Today, management education is at a crossroads. There are unique opportunities emerging from the changes, challenges, and expectations shaped by technology, market needs, the public's perception of business, and discerning MBA aspirants.

The B-schools that excel tomorrow will likely be those that grab these opportunities by modifying existing curricula to address the public's expanded expectations of business leaders and cater to new priorities in emerging markets.

Further, these schools will need to make available to their students areas of knowledge outside traditional business functions, and facilitate life-long learning for their alums by providing access to modern knowledge from faculty involved in cutting-edge research, and offering these faculty incentives to be involved in beyond-the-classroom teaching and mentorship.

This is a high order; however, the B-schools that pursue such an agenda will likely emerge as true catalysts of change in the personal growth of budding business leaders, and through them, in the growth of corporations and communities of tomorrow.

(Concluded)

(The writer is a Clinical Associate Professor of Management Education and Head, Initiative for Excellence in Teaching and Learning at the Indian School of Business. This article was published in ISB Insight, the journal of the ISB.)

**The MBA ... the starting point for a lifelong journey of learning.**

— Mohammed Yousuf

Business Line ND 15/11/2010 P-13

# Call to improve quality of biz studies

## Purandeswari inaugurates IIM-C golden jubilee celebrations

**Our Bureau**

*Kolkata, Nov. 14*

The Union Minister of State for Human Resources Development, Ms D. Purandeswari, has stressed the need for improving the quality of management education in the country by increasing the strength of faculty in business schools.

Inaugurating the golden jubilee celebrations of the Indian Institute of Management-Calcutta here on Sunday, she pointed out that there was a shortage of around 5,000 management teachers. The shortage is usually filled up with visiting or adjunct faculty - retirees from industry or working managers, who take short career breaks for teaching assignments.

### NEW COURSES

IIM-C is planning to introduce three new courses, including a management teacher training programme, in its curriculum from the next academic year.

While one of the student programmes is a double degree course, provided jointly by the IIM-C and a French institute - Ecole Supérieure de



**Golden logo:** The Union Minister of State for Human Resources Development, Ms D. Purandeswari, with Prof Deepak Nair, Professor of Economics, Jawaharlal Nehru University, and Prof Sougata Ray (left), Dean, IIM-Calcutta, unveils the logo of the golden jubilee celebrations of the institute that began in Kolkata on Sunday. - A. Roy Chowdhury

Commerce Paris (ESCP) - the other one is an online general management certificate programme. The Institute has also applied for an international accreditation from the Association to Advance Collegiate

Schools of Business (AACSB). The dual degree programme, a first of its kind, will enable a student to get a degree from both the IIM-C and ESCP, its French partner. The course duration will be of two

years and will involve student exchange programmes between the two institutes.

Mr Sekhar Chaudhuri, Director, IIM-C, while speaking at the golden jubilee celebrations of the institute, said:

"The Board of Governors has cleared the proposals for introduction of the three new courses. We plan to introduce them within the next academic session. The process of getting an international accreditation is also on."

"We have not decided yet on the date of signing the memorandum of understanding (MoU) and the fee structure," the Director said. The teacher training programme has been introduced keeping in mind an acute faculty shortage in the country's management institutions and B-schools, he added.

### TEACHER TRAINING

The teacher training programme at the IIM-C is designed to suit people who do not have any experience in teaching, Mr Chaudhuri explained.

The other new course will be an online management certificate programme specifically designed for those who do not have an easy access to management courses.

The time period of the course, which may vary from one year to 18 months, and the fee structure is yet to be decided upon, he added.

Pioneer ND 15/11/2010

P-4

# Gurukul students do *yajna* to cleanse PSC babus' minds

**PNS ■ DEHRADUN**

The dispute between Uttarakhand Public Service Commission and Gurukul Kangri University in Haridwar over the construction of a gate continued on the second day on Sunday.

Students and faculty members of the university conducted a 'budhi sudhi yajna' ostensibly to cleanse the minds of State public service commission officials. The rituals were conducted at the entrance of Uttarakhand Public Service Commission.

Yoga Guru Ram Radev, too, extended his support to the university and condemned the police lathicharge on students and staff members. Many local politicians and savants participated in the yajna.

Following the ceremony, university vice-chancellor Swatantra Kumar said the land upon which the commission has been constructing the gate belongs to the

university. On Saturday, over two dozen students and faculty members of the university were injured after police resorted to lathicharge when they were protesting the construction of the gate by the commission. The students' union president, Manish Chauhan, suffered serious injuries. He has been receiving treatment at Himalayan Hospital in Jolly Grant.

The construction of a brick wall at the disputed side began on Saturday morning in presence of police force. Initially, university employees opposed the construction with the V-C himself leading the protest. Later, hundreds of students reached the disputed area and tried to stop the construction.

First, a heated exchange of words took place between the students and the police. In order to control the situation, police resorted to lathicharge to disperse protestors. Gurukul students union pres-

ident Manish Chauhan, one of the most vocal among them, was specifically targeted. Chauhan was taken to hospital immediately and doctors there have referred him to another hospital.

V-C Kumar termed the lathicharge as "misuse of power by the administration". Terming the police behaviour as biased and stating that the wall constructed by the commission would block the pathway of residential colonies inhabited by university employees, he said, "The police action was atrocious and inhuman as they used violence to curb the peaceful protest by faculty members and students."

Uttarakhand Public Service Commission secretary Kunwar Singh said that the land on which the wall was being constructed belongs to the commission and the university had illegally encroached on it and occupied it.



Hindustan Times, ND 15-Nov-10 p-8

# DU students help change lives of rickshawpullers on campus

Joyeeta Ghosh

■ joyeeta.ghosh@hindustantimes.com

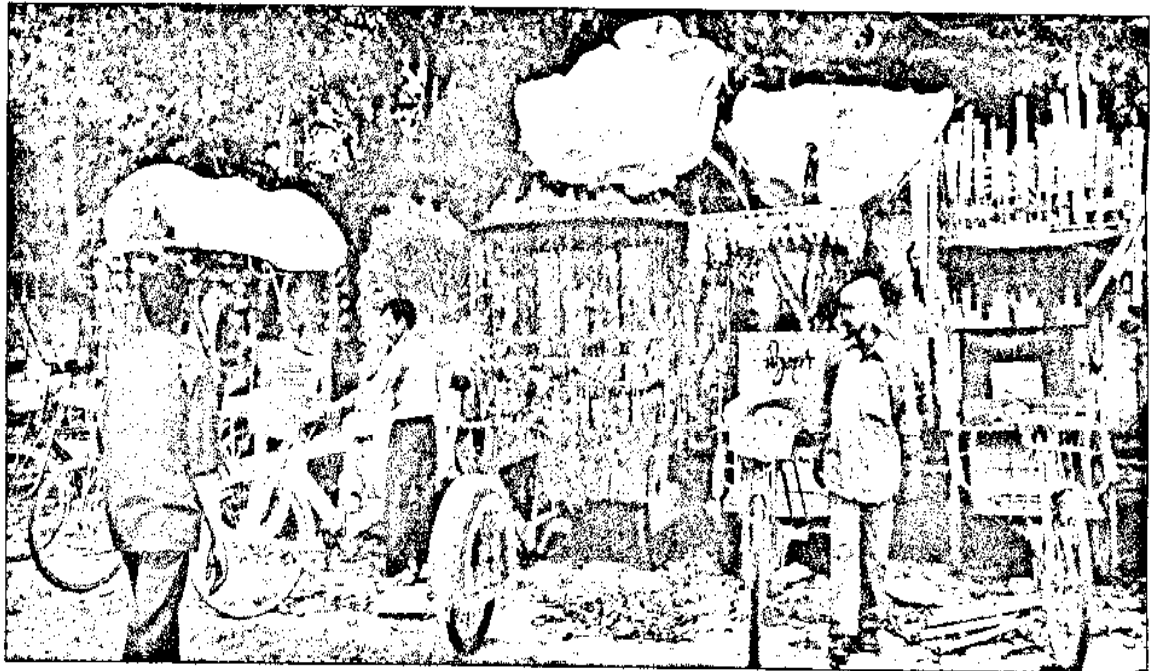
**NEW DELHI:** "Earlier, I used to be always worried about paying money to the *thekedar* (contractor). But now the money that I deposit in the bank every week will eventually help me own the rickshaw I ride," said Ram Siromani Nirankari, 45, one of the 100 rickshawpullers in the Delhi University area.

Nirankari's life, like others of his ilk, has transformed ever since his association with Shri Ram College of Commerce students' initiative 'Life on Wheels' started in December 2009.

The students of the college as part of the Students in Free Enterprise (SIFE) society, helped rickshawpullers in the university area open bank accounts and arrange for loans so that they could buy their own rickshaws.

Now, instead of paying the contractors, they pay the bank ₹250 per week as installment. Identity cards and uniforms were also given to them to lend them self-dignity and pride in the work they do.

A year on, the programme has spread into other areas such as health and education of these



■ Designer rickshaws will be given to rickshawpullers in the north campus area of Delhi University early in December after formal inauguration by chief minister Sheila Dikshit. JASJEET PLAHA/HT PHOTO

rickshawpullers and their families. On September 18, the college in association with Max India Foundation organised health check-ups for them.

An alliance with Larsen and Tubro ensured that the children of these rickshaw pullers get additional educational aids such as books, pencils and notebooks.

"A workshop and training in traffic rules in association with the route safety department of the government is also on the cards for them," said Abhay

**Being an alumni of the college, it was a good way to help the students.**

SUNIL SETHI, FDCI president

Kumar, assistant professor and faculty advisor SIFE.

The rickshawpullers have another reason to cheer. Their humble-looking rickshaws have been transformed into gorgeous pieces of art, courtesy the best designers of the country.

Around 35 designers from the Fashion Design Council of India lent their monetary and creative support to the programme by designing the rickshaws free of cost. The chief minister will formally inaugurate the designer rickshaws in early December before they start plying within the campus.

"Being an alumni of the college, it was a good way to help the students who are running such a good programme," said Sunil Sethi, president of FDCI.

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## ANTI-RAGGING HOTLINE PROJECT

## Did HRD Ministry flout CVC guides?

**ADITI TANDON/TNS****NEW DELHI, NOVEMBER 14**

In awarding the anti-ragging project through direct nomination to its own consultant, EdCIL -- a public sector undertaking -- the Ministry of Human Resource Development appears to have flouted the Central Vigilance Commission rules which mandate tendering process or public auction for the award of contracts by Government agencies. The logic behind CVC's July 23, 2007 rules is right to equality for all interested parties.

But the HRD Ministry, through the University Grants Commission on May 22, 2009, gave the anti-ragging project to EdCIL, which (five-year data in possession of The Tribune shows) has only worked on projects received through the ministry on nomination. Strangely, EdCIL has worked only with the HRD Ministry, which means that it has never proved its competence as a consultant.

Another major problem with

the way EdCIL functions is this: though as a consultant it is entitled to 10 to 15 per cent of the total project cost as fees, it actually raises the invoice to the HRD Ministry for the full amount of the project. EdCIL, thus, becomes both the consultant and the contractor.

A copy of one such invoice (in The Tribune's possession) from EdCIL to the UGC proves this practice. Dated March 4, 2010 and titled "Claim towards anti-ragging helpline project", the invoice shows EdCIL's fee is just Rs 13,44,855 but a sum of Rs 1,12,07,961 meant for MTNL and Caretel (to which EdCIL further subcontracted the helpline project) has also been transferred to the latter's account.

This sum of Rs 1.12 crore, thus, escapes the CAG audit under civil audit procedures because it has been shown as the revenue of EdCIL, which is a company and whose revenue can be audited only by a chartered accountant using commercial audit procedures.

**THE BIG MESS**

■ UGC ignored CVC guidelines prohibiting award of contracts through nomination; gave call centre project to EdCIL without calling for tenders

■ EdCIL disregarded other CVC guidelines, subcontracting the job to MTNL and MTNL to Caretel

■ UGC gave Rs 4 crore advance to EdCIL for a job that hasn't served its goal

■ EdCIL charged the UGC Rs 2.5 lakh for an Anti-Ragging Training Manual for call centre staff

■ Earlier, the UGC had declined Religare's call centre proposal of Rs 45 lakh saying it had no time to go through tendering process

■ UGC gave the job to EdCIL, which quoted five times the cost, drawing no formal contracts with EdCIL or MTNL to fix deliverables

It is important to note EdCIL's estimated annual turnover of Rs 80 crore. Its revenue casts a doubt, considering it has been raising invoices for full project costs instead of its own fees, which is fraction of the total project cost.

These and many more issues now form part of the detailed complaints which Rajinder Kachroo, the father of ragging victim Aman Kachroo, has submitted to the CVC and

CAG. Both agencies have promised to look into the matter, with the CVC even seeking a report from the HRD Ministry. "The MHRD has cleverly eliminated both the compliance as well as performance audit of CAG for all those funds that they have transferred to EdCIL and this amount runs into crores of rupees annually," the complaint states.

Its copies with The Tribune

show that they also ignored other CVC guidelines -- November 25, 2005 norms on appointment of consultants and October 20, 2003 norms on subcontracting on back-to-back basis. While the UGC gave the anti-ragging project (ignoring three software firms experienced in the sector who quoted five times less the cost) to EdCIL on May 22, 2009, the latter subcontracted the same to MTNL (on May 29, 2009) which gave the job to Caretel. Caretel, under limited supervision, did a poor job of the helpline (as analysed by The Tribune). This happened because the job of setting up the anti-ragging helpline was given to EdCIL, which had no expertise in the area.

Documents procured under the RTI Act show that EdCIL, as a consultant, told the UGC that EdCIL, as a contractor, had created the student database as required. The UGC, without monitoring the finished product, paid for it.

## Tribune, ND 15-Nov-10 p-11 Anti-ragging hotline a failure

From page 1

V-C or college postal address. E-mails were sent to college authorities but no phone calls were ever made to check if these e-mails reached the right people and if the complainants got justice. In over 70 per cent cases, the authorities' response was awaited as late as December last, months after the complaints were made. Call centre operators say that they don't have the power to make calls and so they make none, though they keep raising the matter with the UGC.

Justice is further being defeated by the bureaucratic approach to anti-ragging. EdCIL, the PSU which HRD Ministry has engaged to run the call center, forwards complaints on a weekly basis to the UGC, which makes files of them and then decides which case is fit for a written reference. The UGC in this age of Internet then sends letters through post (out of 300 complaints, it sent 180 letters) to colleges and universities for action. The action taken is not known because the call centre project approach that the SC approved never took off the way it was designed. The Ministry of Human Resource and Development simplified it because it was in a hurry to launch the helpline after Aman's death and the Supreme Court's order.

The Tribune has accessed minutes of the May 22, 2009, meeting in the UGC on anti-ragging where EdCIL chief Anju Banerjee admits: "Initially, the MHRD had directed EdCIL to prepare a project report for anti-ragging taking inputs from Dr Rajinder Kachroo. This mechanism, comprising an affidavit, data collection and call centre operation, would have ensured a feedback loop for complaint closure and would have enabled closed monitoring though it would have taken longer.

Later, on May 5, 2009, Secretary Higher Education (then RP Agarwal) desired that the helpline be made operational by June 15, 2009 and should be a simple system with a toll-free line. Accordingly, the system was simplified as the implementation of the earlier concept was expected to take longer. The new system allows speedy implementation but doesn't ensure complaint closure in an objective manner."