

# Newspaper Clips

**November 16, 2010**

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## Crown of thorns: Sibal faces new 'entrance test'

Shalini Singh | TNN

New Delhi: In a smart move, Prime Minister Manmohan Singh has handed the controversial telecommunications portfolio to education minister Kapil Sibal. While it is unclear whether this is a permanent or a temporary position, Sibal — a lawyer, parliamentarian and the media savvy face of the Congress — is probably best equipped to help with the immediate objective of defending the government.

Sibal takes over a controversial legacy. Since the beginning of telecom reforms, almost every telecom minister has left office amid controversy. Sukh Ram was charged with possessing income beyond known sources and Jagmohan was ostensibly removed because of his opposition to the National Telecom Policy.

Buta Singh was barely in office for a couple of months while Ram Vilas Paswan had to go following major industry opposition to his limited mobility proposals. Pramod Mahajan was removed after he made public comments embarrassing the government in the controversial limited mobility matter and Dayanidhi Maran lost his job under the most mysterious circumstances in mid-2007 to be replaced by A Raja. Even Arun Shourie, who oversaw the telecom ministry during 2003-2004, took serious hits to his reputation after being accused of favouring limited mobility operators.

Apart from this dark legacy, the ministry now faces an

### Telecom Advocate

**KAPIL SIBAL, 61**

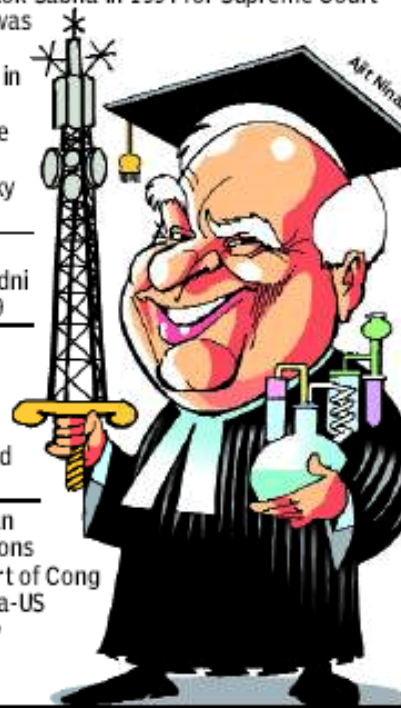
**Education** | MA (History), LL.M. Attended St Stephen's College. Alumni of Harvard Law School

**Legal Eagle** | One of Delhi's foremost advocates. Was the first lawyer to present case in Lok Sabha in 1994 for Supreme Court judge V Ramaswamy who was facing impeachment. Was additional solicitor general in 1989-90. Offered high court judgeship at age 36. Despite not holding law portfolio is regularly consulted on tricky legal issues by party brass

**Parliament** | RS MP in 1998-2004. Elected as Chandni Chowk MP in 2004 and 2009

**Portfolio** | Science and Tech and Earth Sciences in 2004-09. Now HRD minister with additional charges of Science and Tech and IT and Communications

**Assignments** | Led Indian delegation in Bali negotiations on climate change. Was part of Cong delegation negotiating India-US nuclear deal with Left. Now piloting major education reform bills



ongoing CBI investigation following a CBI FIR last year and a PIL in SC on CBI oversight and inaction. In addition, CAG report has not only indicted telecom ministry but actually cast a serious shadow on the integrity of several officers while describing the manner in which law, procedure and norms were circumvented to benefit private interests.

The mobile industry is also struggling with a slowdown in demand in spite of sharply declining ARPUs and wafer-thin

margins. Internet and broadband penetration remain at abysmally low levels and 2010, which was supposedly the year of broadband, has come to an end without even a basic policy in place. If the PIL in SC succeeds and based on CAG's findings, many new licences could be liable for cancellation because of submission of wrong information by private parties. It is in these heavy circumstances that Sibal's legal, policy and media-management skills will be tested.

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# Dieting of no help? Blame it on 'greediness gene'

**London:** Struggling to shed flab despite a strict diet regime? You may be carrying the "greediness gene", say researchers.

A new study by Oxford University and Medical Research Council in Britain has revealed the rogue gene, FTO, linked to obesity makes people fat by boosting appetite, a finding which could pave the way for drugs that take the edge off appetite. In fact, this deep-seated drive to eat could also explain why so many slimmers succumb to temptation, no matter how strong their initial resolve to lose weight, the Daily Mail reported.

For the study the researchers studied the FTO gene, which, when discovered in 2007, was the first widespread genetic flaw to be linked to obesity. Mice bred to have extra copies of the rogue gene were healthy but ate more and became heavier than normal rodents, the findings revealed.



**CHEW ON THIS:** A rogue gene makes people fat by boosting appetite, say experts. The finding could lead to new drugs to fight obesity

The researchers believe that the flawed version of FTO is more active than the normal one and "turning it down" could dampen appetite. Frances Ashcroft, co-researcher, added, "This work makes us confident that FTO is an important gene that contributes to obesity. Too much activity of this gene can lead to putting on

weight by overeating.

"We can now think about developing drugs that turn down the activity of the FTO gene as potential anti-obesity pills. That's a long way off and there's no certainty of success but it's an enticing prospect." The study was published in the Nature Genetics journal. ■

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# Tech hiring to hit record highs

Rajesh Chandramouli | TNN

Chennai: With campus recruitments by technology companies only weeks away, early indicators suggest this year recruitments may touch a historic high, as top Indian tech majors, including TCS, Infosys and Wipro, will alone recruit close to one lakh engineers, if not more. Back-of-the-envelope analysis, coupled with stated recruitment plans of the IT biggies, shows that December-January will be action-packed at engineering college campuses, not to mention the impact that MNC biggies like Accenture and IBM will have.

"According to our original plans, we were to recruit 30,000 people this fiscal, but we will close the current year with 50,000 persons added. For the next fiscal, we could hire as much as this year, if not more," N Chandrasekaran, CEO and MD of TCS, which has a total employee headcount of 1.77 lakh people, said. TCS follows a policy where it recruits 70% of its annual intake from campuses. The company recruited 24,000 persons in the fiscal ended March 2010.

Nasscom, the industry body for software compa-



**RIGHT CLICK FOR JOBS**

nies, has laid down ground rules for campus recruitments under which member-companies are allowed to enter campus only at the beginning of the eighth semester of engineering. Going by recruitment data and growth projections, most tech majors began 2010 with conservative estimates of manpower required but gradually scaled up their targets as the year progressed.

At the beginning of this fiscal, Infosys had said it would recruit 30,000 but hiked the figure to 40,000 by September-end. The annual report of Infosys says in the previous year (2009-10), the company interviewed 61,000 people and made 26,200 job offers. As of March 2010, Infosys and its subsidiaries had an employee strength of approximately 1,13,800 employees, of which 1,06,900 are technolo-

gy professionals, including trainees

Shankar Srinivasan, chief people officer, Cognizant, told TOI, "In the last one year (from October 2009 to September 2010), we saw a net addition of over 27,500 employees. We continue to be active in campuses as well as in the lateral market (hiring of experienced professionals). We ended the September 2010 quarter with approximately 95,600 employees globally."

"A 20% growth rate in the industry will lead to total demand of around 310,000 employees. Part of this will include employees joining from fields like MBA and accounts, and some employees will be hired locally onsite," Ashish Chopra, analyst with Motilal Oswal, said.

On the assumption that Cognizant, Wipro and HCL Tech will recruit as much in the forthcoming recruitment season if not more than they did in 2009-10, there are bound to be fireworks at engineering colleges. "We have never seen such large scale recruitment numbers. This is clearly the highest levels that I have seen in the past 10 years of campus," a campus recruitment watcher told

TOI. Placement officers and institutional administrators in Tamil Nadu too are upbeat that IT majors such as TCS and Infosys have revised manpower projections for the coming year.

"This is fantastic news. I am excited at this (revised HR projections). This is something that must keep not just placement officers, students, job seekers and job providers happy but the nation as a whole as the job sector is looking up," says Jayakumar, former deputy registrar (placements and training) at the Indian Institute of Technology (IIT Madras). However, pay packages at campuses might not witness any significant uptick despite the surge in recruitments. An entry-level engineer is likely to get Rs 3 to Rs 3.25 lakh as a starting offer, while a post-grad engineer may get an additional Rs 20,000. Likewise, professor S Gowri, registrar of Anna University of Technology, to which over 150 engineering colleges are affiliated in Chennai and surrounding regions, says while it is appreciable that the job market is looking up, much will depend on the kind of jobs they provide.

*(With inputs from D Suresh Kumar)*

Hindustan Times, ND 16-Nov-10 p-7

# 'Hizbul militant' nabbed near IIT

## SHOOTOUT Police said he was in city to start a sleeper cell; wanted by J&K police in 12 cases

**HT Correspondent**

■ htreporters@hindustantimes.com

**NEW DELHI:** A 30-year-old alleged militant of Hizbul Mujahideen (HM), who the police claimed was on the run for the past 10 years, was arrested after a shootout at a park near the Indian Institute of Technology (IIT) on Sunday night.

The accused, identified as Mohammad Abdullah Chechi alias Abdullah Inquilabi, was wanted by the Jammu and Kashmir police in more than 12 cases, including the killing of 25 Hindus in the Pir Panjal range.

Police said Inquilabi was trying to shift his base as he had fallen out with his sympathisers and bosses both in Pakistan and Jammu and Kashmir.

In the recent past, Inquilabi had helped the police arrest some alleged HM militants by leaking information about their whereabouts, the police said.

On some occasions he had also double crossed the police and was responsible for the death of police personnel, the police added.

**During one of the interceptions, we heard Inquilabi giving directions to someone about his location in the city.**  
A POLICE OFFICER

### 14-day police custody for accused

A Delhi court on Monday sent a suspected Hizbul Mujahideen terrorist, who was arrested by the Delhi Police, to 14-day police custody.

Abdullah Inquilabi, a Pakistani national, was produced before a Metropolitan Magistrate, who sent him to police custody for two weeks.

Magistrate Sandeep Garg passed the order after holding an in-chamber proceeding in which the police sought custodial interrogation of the alleged terrorist. Inquilabi was caught by Delhi Police's Special Cell on Sunday night from Deer near IIT campus soon after he alighted from a bus.

**HTC, NDELHI**

He was reportedly in Delhi for the past 20 days to set up a sleeper cell for future operations.

Inquilabi was known as "Mr Surrender" as he used to contact senior police officials with a proposal to surrender, the police said.

"Our team is in Delhi to interrogate Inquilabi," said Ashok Kumar, Inspector General, J&K police.

Police said Inquilabi, who came to Delhi on October 27, was not carrying any mobile phone and was continuously shifting base.

"During one of the interceptions, we heard Inquilabi giving directions to someone about his location. He was referring to an engineering college from where someone from his village had recently graduated. The person took the name of IIT Delhi and we swooped into action," said a senior police officer.

The police claimed Inquilabi was arrested after a shootout at Rose Park near IIT Delhi, but no one in the vicinity had heard any gunshots.

There were no records of a police control room (PCR) calls either. The local police denied any knowledge about any shootout.

Police said Inquilabi was indoctrinated by a maulvi at age 19 and was later trained by a self-styled leader of the disbanded Pira Panjal regiment-Masood Sarfaraz.

Police said he had stayed at various locations in east and west Delhi.

"We would be raiding his hideouts but it is not necessary whether these people were aware about his terrorist activities," said a senior police officer.

A joint team of intelligence bureau and military intelligence would be interrogating the accused.

**Hindustan Times, ND**  
**16-Nov-10**

p-5

**D U R O W O V E R**

# Delhi HC upholds semester system

**HT Correspondent**

■ [htreporters@hindustantimes.com](mailto:htreporters@hindustantimes.com)

**NEW DELHI:** Students studying in 13 undergraduate science programmes in Delhi University heaved a sigh of relief on Monday as the Delhi High Court upheld the implementation of semester system in the current academic year.

Ending months of uncertainty, the court directed teachers in 31 colleges, where semester system is being implemented to take classes from Tuesday under the new system.

This means that the teachers who were against the system now have no choice, but to teach in the semester mode.

Any teacher abstaining from taking classes will be marked absent and appropriate action can be taken by the colleges concerned.

“The rule of law has to prevail

and teachers are bound to follow the instructions of the university administration,” the court observed.

Students stand to benefit the most from the judgement. Till now there was no clarity on whether the first semester examination would be held or not as the teachers continued to strike work despite a Delhi University Teachers’ Association assurance to the court on October 29 that they are withdrawing the strike.

To help students prepare for the examinations, the court has given the university a free hand to postpone the first semester examination further, which had to be rescheduled from November 20 to December 6.

Since most colleges have not covered the syllabus prescribed under the semester system, principals felt that a further postponement of examination was on the cards.

Hindustan Times, ND  
16-Nov-10 p-11

## IIMs PLAN TO ATTRACT NON-ENGG STUDENTS

**HT Correspondent**

■ letters@hindustantimes.com

**KOLKATA:** IIM chiefs are planning to change the pattern of the common admission test to reduce the number of engineering graduates in their classrooms, besides changing the gender ratio to bring in more girl students.

The IIMs are also targeting more students from the humanities, medicine, law, agriculture and commerce streams.

Addressing the IIM directors' conclave at IIM Calcutta (IIM-C) to celebrate the institute's golden jubilee year on Monday, IIM-C director Shekhar Chaudhuri said, "Most of the IIMs have only about 10% girl students."

While IIM-Ranchi has just one girl student this year, IIM-Kozhikode and IIM-Bangalore bucked the trend by admitting 30% and 20% girl students respectively. The rest of the eight IIMs have not been able to breach the 14% mark.

Chaudhuri said, "The B-schools that do not take students through the CAT have about 40% girl students. We need to change the way CAT is conducted to usher in a healthy gender ratio."

"CAT is an efficiency driven exam and gives emphasis on quantitative aptitude, and hence the IIMs mostly have students from engineering," said N Ravichandran, director of IIM Indore.

But Devi Singh, director of IIM Lucknow, said, "We are tired of explaining to our governors why do we have so many engineers in a batch."

Also the fact that most IIMs have about 90% students from engineering also meant that the classrooms lacked diversity.

He said, "To address this, we changed our admission criteria, but that did not work well. Now we feel we need to change the way CAT is conducted."

Chaudhuri, however, said that the change would not happen in CAT 2011. "We need some more time."

Hindustan Times, ND 16-Nov-10 p-14

# Good start to IIM summer jobs

## HT Correspondents

■ letters@hindustantimes.com

**THIRUVANANTHAPURAM:** Reflecting buoyancy in hiring, the summer placement at IIM-Kozhikode had a flying start on Monday with 130 firms including Deutsche Bank and Colgate Palmolive making 340 offers in all.

The highest stipend offered was ₹1.5 lakh a month and the average allowance saw an increase of 80% over that of the previous year.

Summer placement is a two-month internship (April-May) done in various companies by management students. The companies that take on first-year students for this sometimes offer to absorb them.

Sales and marketing made the highest number of internship offers — 25%.

**This is a good sign  
for students who hope  
to secure challenging roles  
and profiles of their  
liking for internships**

**G SRIDHAR,**  
chairperson IIM-K

“This is a good sign for students who hope to secure challenging roles and profiles of their liking for internships,” said G Sridhar, chairperson (placements), IIM-K. Global giants such as Deutsche Bank, JP Morgan, Johnson and Johnson, HSBC and Colgate Palmolive are some of the firms that came to the business school.

Banks and financial services firms accounted for 22% of the

offers. First-time recruiters included Daimler, Bharti Airtel, Apollo Hospitals and HT Media. “The level of enthusiasm among students is high,” said Sajiv Nair, HR manager with ITC.

The Indian Institutes of Management in Bangalore and Kolkata too have got a good number of jobs this season.

While IIM-B got 375 offers in the five-day session and bagged 70% more than in the previous year, IIM-C received more than 100 internship proposals in slot zero — the most coveted first two days of the season.

In Ahmedabad, where placements began on Friday, the response has been “fantastic”, said Saral Mukherjee, chairperson of the placement committee.

*With inputs from Kolkata, Ahmedabad and Bangalore*

Times of India ND 16/11/2010 P2

# DUTA falls in line, students are sceptical

Manash Pratim Gohain | TNN

New Delhi: The academic deadlock that continued for four months over the semester issue got a breather on Monday after the Delhi high court asked Delhi University teachers to teach according to the semester mode. Factoring in the loss of studies, the court has also directed the university to defer the semester exams scheduled from December 6 and practicals scheduled from January 21 next year in consultation with the University Grants Commission.

The DU principals' association welcomed the decision and DU Teachers' Association (DUTA)—which has been at loggerheads with the administration over the introduction of semester system at undergraduate level—appealed to teachers to abide by the

verdict. The student leadership, however, was critical in its view, questioning whether the university will be able to complete the 180-days calendar schedule on such short notice.

DU introduced semesters in 13 BSc programmes offered in 31 colleges. According to the university administration, 11 colleges were teaching in the semester mode while the rest, including Kirori Mal and Ramjas, continued with the annual mode.

Welcoming the decision, KMC principal Bhim Sen Singh said: "With no ifs and buts, this is the right decision at the right time. Otherwise the university was moving towards one of its worst academic crisis. Now, to do justice to the interests of the students, the university should cancel or

shorten the winter breaks at least in those colleges which were teaching in annual mode and teachers should take extra classes even on Saturdays and Sundays."

Meanwhile, DUSU president Jitender Chaudhary is not optimistic—both about the ability of the university

administration to finish the syllabi and the willingness of teachers to work as

per semester system. Chaudhary said, "We have to wait and see if teachers agree to teach as per the semesters. Another concern is whether it will be possible to complete the syllabi. After all, this is a completely new system and the university should first ensure the students are comfortable with it."

The university administration

stated that it is bound by the court's directives and will comply with the same. DU vice-chancellor Dinesh Singh said: "I am yet to receive a copy of the order. The university will comply with the court's order. We will start a proper consultation process to serve the interest of the students on an urgent basis."

Though DUTA has asked the teachers to abide by the directives, DUTA president Aditya Narayan Mishra said: "We respect the court's directives. But we will reiterate our stand that the university had blatantly violated the provisions of the DU Act, Statutes and Ordinances in implementing the semester system and semester-based science courses during the final disposal on December 13."

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## SEMESTER ROW



Times of India ND 16/11/2010

P5

# Placements at FMS set a new record .

16/11/17

Neha Pushkarna | TNN

**New Delhi:** Summer placements at Delhi University's Faculty of Management have broken all records this year. All 235 students from two MBA courses got placements for two months in 91 companies in just five days.

There was an increase of 150% in the highest stipend this year with an investment banking firm offering Rs 2.5 lakh to two students. In fact, the average stipend this year is Rs 85,000, which is an increase of almost 42% from last year.

Professor A Venkat Raman, placement convener, FMS, said: "We are satisfied with the summer internship offers this year. Apart from roles in finance and marketing which have been the traditional strongholds, we also witnessed significant diversity in the profiles offered." According to FMS, a record number of 145 companies had confirmed their presence in the placement drive this year, though 91 finally visited the campus.

"The rest could not visit the campus as all students had already been placed. This year the response of the companies and the offers they made have been much better. We also got companies which haven't been coming for summer placements for the last couple of years," said Nagraj Chandrasekar, media coordinator, FMS.

"This time, we had more private equity firms which are known to pay more. This explains the steep rise in the stipends this time," he said.

Chandrasekar said coveted profiles like treasury, HR and risk management were offered, besides the traditional ones. No wonder, students are upbeat about the placement scene this year. According to them, summer jobs help companies discover the best talents on campuses.

Times of India ND 16/11/2010 P15

# Birth of 'mini star' on Earth could solve energy crisis

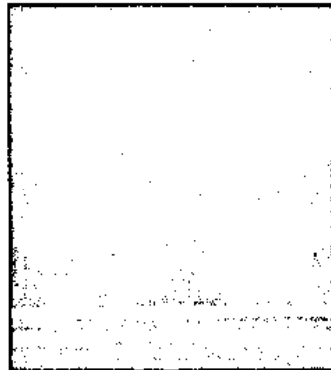
## Plan To Build First 'Sustainable Fusion' Reactor

**London:** In a bid to solve Earth's energy woes, scientists are contemplating building the world's first "sustainable fusion" reactor by creating what they claim is a miniature star on our planet.

Fusion is the process by which atoms combine releasing large amounts of energy – it can produce the equivalent energy of 300 gallons petrol from just a gallon of seawater and fuel equivalent of two tons of coal from 50 cups of water.

Following a series of key experiments over the last few weeks, the 2.2-billion-pound project has inched a little closer to its goal of igniting a workable fusion reaction by 2012, the 'Daily Mail' said. A team at the National Ignition Facility in Livermore, California, has fired up the 192 lasers beams at the centre of the reactor and aimed them at glass target containing tritium and deuterium gas.

The resulting release of energy was of a magnitude of 1.3 million mega joules, which was a world re-



In a test run, experts fired up 192 lasers beams at the centre of the reactor and aimed them at a glass target containing tritium and deuterium gas. The energy released was of a magnitude of 1.3 million mega joules, a world record

cord and the peak radiation temperature measure at the core was approximately six million degrees Fahrenheit, say the scientists.

For a direct comparison, the temperature at the centre of the sun is 27 million degrees Fahrenheit. The scientists estimate that a prototype power station version of the fusion reactor could be operational by 2020 and that by 2050, almost a quarter of the US energy could well be supplied by fusion power.

"The results of all of these experiments are extremely encouraging. They give us great confi-

dence that we will be able to achieve ignition conditions in deuterium-tritium fusion targets," NIF Director Ed Moses said.

Added a spokesperson for the facility: "Fusion energy is very promising as a long-term future energy source, as the fuels required to generate it are relatively abundant on Earth and the creation of energy is safe and environment friendly. A fusion power plant would be carbon free, as well as produce considerably lower amounts and less difficult-to-store radioactive byproducts than current nuclear power plants." PTI

## **A new material that prevents ice formation**

**D**rawing inspiration from mosquitoes and water striders, scientists have developed a new ice-prevention method which they say could lead to new type of coating on planes and roads, reducing icing-related accidents. The Harvard University researchers who created the new nano-materials that prevent ice formation by repelling water droplets, said their findings can be used to develop a new type of coating that can be directly integrated into various materials and commercialised in the near future.

## **12 more Sphinx statues found:**

Egypt's antiquities department says archaeologists have unearthed 12 more sphinx statues along the ancient avenue connecting Luxor and Karnak temples. The discovery was made in a newly excavated section of the Avenue of the Sphinxes, most of which is buried beneath the modern city of Luxor in southern Egypt. The sandstone section of road dates back to 380-362 BC.

## **One-way trip to Mars to be reality?**

Invoking the spirit of 'Star Trek' in an article entitled 'To Boldly Go', two scientists contend human travel to Mars could happen much more quickly and cheaply if the missions are made one-way. They argue that it would be little different from early settlers to North America, who left Europe with little expectation of return. They propose the missions start by sending two two-person teams, in separate ships, to Mars.

## **Primates' spinal cord heals itself:**

Scientists have found an unexpected natural recovery of spinal cord injury in primates, a discovery which they say could lead to the development of new treatments for patients with such injuries. Researchers found that primates recover almost by 60% within 24 weeks after mild spinal cord injury. Although regeneration after severe brain and spinal cord injury is limited, good functional recovery following milder injuries are also very surprising, according to the team.

Times of India ND 16/11/2010 P15

## Vending machine that reads faces, suggests drinks

**Tokyo:** For you sir, a canned coffee. And for madam, perhaps a nice cold tea.

A new Japanese canned drink vending machine uses facial recognition technology to "recommend" drinks based on the customer's age and gender — and sales have tripled over those from regular vending machines as a result. The machines use large touch-panel screens with sensors that allow the machine to determine the characteristics of an approaching customer.

"Recommended" labels will then appear on specific drink products. Suggested products may also change depending on temperature and time of day. "If the customer is a man, the machine is likely to recommend a canned coffee drink, since men tend to prefer these. If the customer is in their 50s, though, that recommendation is likely to be green tea," a company spokeswoman said.

"A woman in her 20s will be recommended a tea drink or slightly sweeter product, since market research has shown that they prefer these. We thought it would make it a lot more fun for the customers to have this kind of interaction with our machines," she added. REUTERS



**A TOAST TO TECH**

## This smart phone app lets you 'scan & taste' beer

**Melbourne:** Australia's oldest existing brewery, Cascade in Tasmania, has developed a world-first iPhone application that allows beer-lovers to scan and get tasting notes on nearly 500 beers, as well as track what beers their friends are drinking and where.

The leap into 21st century social marketing is a bold move to create the ultimate guide to the amber fluid and cash in on generation Y's twin obsessions with mobile phone applications and social networking, reports News.com.au. The Carlton & United Breweries brand has been working on the application with ad agency Droga 5 for several months and has listed nearly 500 beers.

The Brewer's Nose app lets users scan a beer's barcode using iPhone's camera, bringing up a description of the beer, a video explanation of one of the 32 different styles from a brewer and a video suggesti-

on from an independent chef on food matches. Drinkers can add their own tasting notes and post them on Facebook. The application also lets them geo-tag where they tasted the beer and at what time — potentially revealing the depth of some people's affection for the fluid. ANI

## Financial Chronicle NDp-10 16/11/2010

### IBM research teams up with IITs

IBM has signed an agreement with IIT Madras and IIT Kharagpur to develop power grid solutions.

Times of India ND 16/11/2010 P19

## Set To Be Premji's Co-Investor In Edu Group

# Murthy's Catamaran eyes Manipal stake

Boby Kurian | TNN

**Mumbai:** Three decades after N R Narayana Murthy and Azim Premji failed to find common ground to work together, co-founder of Infosys may soon be a co-investor with his information technology peer and Wipro chairman in an education venture. Catamaran, a proprietary venture capital fund of NRN, is prospecting a potential investment in Manipal Universal Learning, in which PremjInvest infused \$42 million almost two years ago. Catamaran is evaluating a deal even as Manipal, an Indian cross-border education story, is mulling a big-ticket initial public offering (IPO), possibly within the next 18 months.

The discussions pertaining to a possible investment are still in early stages and the details remain sketchy even though sources familiar with the situation said Catamaran could invest up to \$10 million. While PremjInvest has a committed corpus of nearly \$1 billion, Catamaran is a smaller \$129 million fund, tracking venture investments. The possibility of having NRN and Premji as investors could well be a coup for Manipal, which is looking at the capital market.

Before Murthy founded Infosys, he had a meeting with Premji for heading Wipro's then nascent IT business. The meeting, obviously, went nowhere, with Premji later dubbing the encounter as just a drink at Wellington Club, and finding Murthy "too high-powered for us" and Murthy very happily admitting, "He rejected me. But I am very grateful to him for that."

Global success and billions later, the two might come together at Manipal Universal Education. However, Catamaran's investment head Arjun Narayan said the fund will not comment on speculation as a



Murthy and Premji

matter of policy, while Manipal Education MD Ranjan Pai said, "There is nothing as of now". Manipal Universal Learning is part of the Rs 2000-crore Manipal Education and Medical Group (MEMG), which is a strategic player in education and healthcare services. "There is an intent on the part of Catamaran and Manipal to strike a deal, but it depends on how the IPO story develops," another source added.

Pai declined to comment any further stating that his company's board will have to meet and discuss on IPO and then go in for formal discussions with bankers. However, informed sources said Manipal Education could be looking at \$1-1.25 billion valuation for its public offering, which could be launched in the second-half of FY12. Informal discussions have been under way with bankers, they added.

Manipal's education revenues could touch \$250 million by FY12. Its revenue is equally split between India and overseas operations, which include a large acquired campus in the Caribbean island of Antigua. The other international campuses are spread across Dubai, Malaysia and Nepal. In January this year, NRN's Catamaran made its maiden investment in a pre-IPO deal with SKS Microfinance, where it invested Rs 28 crore for a 1.3% stake. Catamaran picked up the stake at a steep discount to the issue price as SKS looked at roping in marquee investors ahead of the IPO.

Last year, Murthy sold shares worth Rs 174.3 crore, or \$37 million.

## New Silk to invest \$70m in Chaitanya edu group

Boby Kurian | TNN

**Mumbai:** The \$1.4 billion New Silk Route (NSR) Private Equity is close to investing Rs 325 crore or roughly \$70 million, in Hyderabad-based Sri Chaitanya Educational Group, one of the country's largest network of private schools and junior colleges, at least two persons familiar with the development said.

This could be till date among the biggest foreign investments in India's education sector that is beginning to see a robust deal flow. NSR is an Asia-focused PE fund spearheaded by ex-McKinsey honcho Rajat Gupta, a former global head of Citi Victor Menezes and Parag Saxena.

The fund has issued a term-sheet (a document guiding legal counsel to a final agreement) and is in the midst of due diligence. The transaction, which will see the fund picking up between 33% to 49% stake, could be clinched within the next 45 days, said one banking source who declined to be identified since talks are private.

Sri Chaitanya runs around 160 institutions, mostly in Andhra Pradesh, including 116 schools and junior colleges. The 25-year-old group had mandated Ernst & Young to raise funds after spurning buyout offer from a large southern corporate house with interest in education. A senior official at New Silk Route declined to comment. "Nothing yet. We will let you know when something happens," said YLV Sridhar, finance director at Chaitanya when contacted.

Times of India ND 16/11/2010 P19

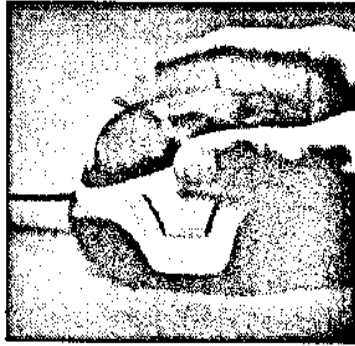
# Tech hiring to hit record highs

Rajesh Chandramouli | TNN

**Chennai:** With campus recruitments by technology companies only weeks away, early indicators suggest this year recruitments may touch a historic high, as top Indian tech majors, including TCS, Infosys and Wipro, will alone recruit close to one lakh engineers, if not more. Back-of-the-envelope analysis, coupled with stated recruitment plans of the IT biggies, shows that December-January will be action-packed at engineering college campuses, not to mention the impact that MNC biggies like Accenture and IBM will have.

"According to our original plans, we were to recruit 30,000 people this fiscal, but we will close the current year with 50,000 persons added. For the next fiscal, we could hire as much as this year, if not more," N Chandrasekaran, CEO and MD of TCS, which has a total employee headcount of 1.77 lakh people, said. TCS follows a policy where it recruits 70% of its annual intake from campuses. The company recruited 24,000 persons in the fiscal ended March 2010.

Nasscom, the industry body for software compa-



RIGHT CLICK FOR JOBS

nies, has laid down ground rules for campus recruitments under which member-companies are allowed to enter campus only at the beginning of the eighth semester of engineering. Going by recruitment data and growth projections, most tech majors began 2010 with conservative estimates of manpower required but gradually scaled up their targets as the year progressed.

At the beginning of this fiscal, Infosys had said it would recruit 30,000 but hiked the figure to 40,000 by September-end. The annual report of Infosys says in the previous year (2009-10), the company interviewed 61,000 people and made 26,200 job offers. As of March 2010, Infosys and its subsidiaries had an employee strength of approximately 1,13,800 employees, of which 1,06,900 are technolo-

gy professionals, including trainees

Shankar Srinivasan, chief people officer, Cognizant, told TOI, "In the last one year (from October 2009 to September 2010), we saw a net addition of over 27,500 employees. We continue to be active in campuses as well as in the lateral market (hiring of experienced professionals). We ended the September 2010 quarter with approximately 95,600 employees globally."

"A 20% growth rate in the industry will lead to total demand of around 310,000 employees. Part of this will include employees joining from fields like MBA and accounts, and some employees will be hired locally onsite," Ashish Chopra, analyst with Motilal Oswal, said.

On the assumption that Cognizant, Wipro and HCL Tech will recruit as much in the forthcoming recruitment season if not more than they did in 2009-10, there are bound to be fireworks at engineering colleges. "We have never seen such large scale recruitment numbers. This is clearly the highest levels that I have seen in the past 10 years of campus," a campus recruitment watcher told

TOI. Placement officers and institutional administrators in Tamil Nadu too are upbeat that IT majors such as TCS and Infosys have revised manpower projections for the coming year.

"This is fantastic news. I am excited at this (revised HR projections). This is something that must keep not just placement officers, students, job seekers and job providers happy but the nation as a whole as the job sector is looking up," says Jayakumar, former deputy registrar (placements and training) at the Indian Institute of Technology (IIT Madras). However, pay packages at campuses might not witness any significant uptick despite the surge in recruitments. An entry-level engineer is likely to get Rs 3 to Rs 3.25 lakh as a starting offer, while a post-grad engineer may get an additional Rs 20,000. Likewise, professor S Gowri, registrar of Anna University of Technology, to which over 150 engineering colleges are affiliated in Chennai and surrounding regions, says while it is appreciable that the job market is looking up, much will depend on the kind of jobs they provide.

(With inputs from D Suresh Kumar)

# Placement rush at IIMs

## Most summer jobs at iBanks, PEs, VCs, strategy consultants

SREERUPA MITRA

Bangalore

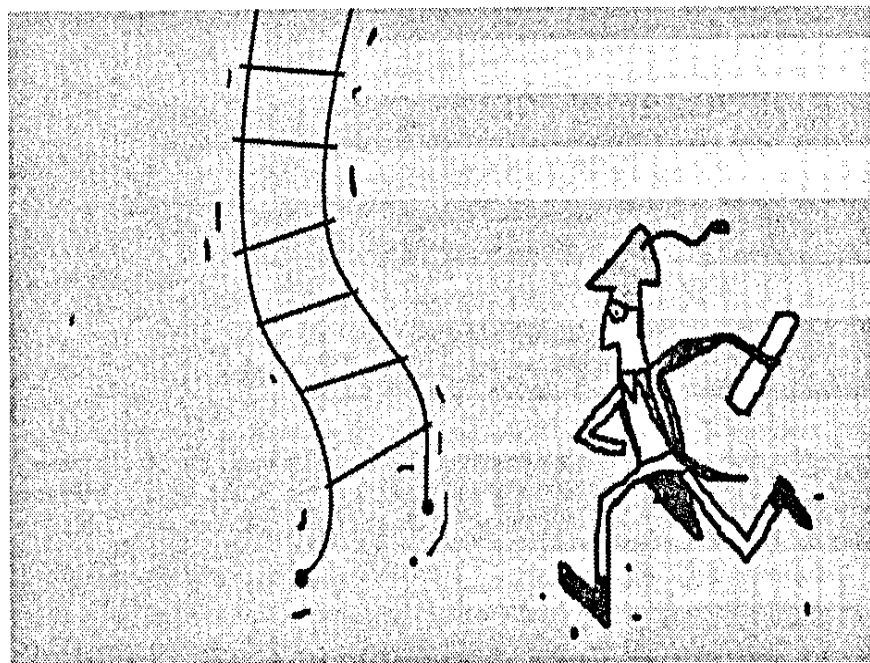
THE verdict is in. This year, it is the international investment banks, global strategy consulting and private equity, venture capital and investment management firms lapping up the management students during the summer placements at the Indian Institutes of Management (IIMs).

After two years of gloomy placements, the budding management graduates are breathing a sigh of relief. The process, which is still ongoing in some of the IIMs are seeing no dearth of interest from the top recruiters.

According to PD Jose, chairperson, placement, IIM Bangalore, "While the summer placements at IIM-B this year were a clear testimony to the revival of the industry, a lot of the credit can also be attributed to the diversity of the batch."

"Many firms that came to campus were willing to hire in much larger numbers as compared to the previous few years", he added, reaffirming market trends as well as the acceptability of the students at IIM-B.

A total of 180 companies were invited for the placements this academic year, of which 127 companies



Sapth Kumar

lapped up the entire batch. Nearly one-third of the batch was placed on day zero itself.

"Each firm on an average increased the number of offers 26 per cent as compared to the previous year. Significantly, the top consulting firms recruiting on the first day of the placement process made 70 per cent more offers than the previous year. Companies that visited the campus this year included BCG, McKinsey and AT Kearney in the consulting segment and Goldman Sachs, Morgan Stanley, RBS, Nomura and Standard Chartered amongst the investment banks," an IIM-B

release said.

IIM-Ahmedabad, which began its summer process last Friday, saw its first cluster students bagging offers from Bain & Company, JP Morgan as well as first time recruiters such as T Rowe Price. Of the total 380 students participating for the summers this year, over 100 students were selected by finance firms that dominated the day one. Royal Bank of Scotland (RBS) recruited the largest number of students from IIM-A.

Speaking about the placement process, Saral Mukherjee, placement chairperson said, "A few stu-

dents had chosen to work with political parties in 2008-09, leading to speculation that this move had more to do with the economic recession, rather than with individual passion. Today, with four students having already opted out of placements to join non-profits before the start of the placement process, even though the job market is significantly buoyant, we are happy to have put such speculation to rest."

The scene was no different for IIM-Calcutta. The slot-zero for the batch of 2010-2012 took place over two days. Day 1 saw firms

including Credit Suisse, B&A and Merrill Lynch hire students, while the second day had companies like Hindustan Unilever, Procter & Gamble and Diageo offer marketing, general management and finance profiles.

More than 60 per cent of the batch got placed already. This year, IIM-C witnessed over 200 offers being made in the first two days, which is higher even than the pre-recession slot-zero figures of 2007.

The students at IIM-Lucknow were no where behind the top three institutes. The business school saw over 417 offers being made, an increase of 75 per cent over the previous year. A total of 151 firms including Wolff Olins, Dubai, Samara Capital, Milestone Capital and Walden International.

Meanwhile at IIM-Kozhikode, over 130 firms participated for the placement procedure, including behemoths such as HUL, P&G, Deutsche Bank, ITC, Deloitte, PwC, Arthur D Little, Colgate-Palmolive, Johnson & Johnson, PepsiCo. The highest stipend offered this year was over Rs 1.5 lakh, while the average stipend rose by over 80 per cent from the previous year.

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Mail Tody ND 16/11/2010 p-8

# DU told to change its semester exam dates

By **Naziya Alvi** and  
**Ritika Chopra** In New Delhi

The Delhi High Court on Monday directed Delhi University (DU) to reschedule the first semester examinations in consultation with the principals of its colleges and the University Grants Commission (UGC). The university had earlier scheduled semester examinations from December 6.

The HC has also sought the postponement of practical examinations scheduled from November 21.

Further, the court has directed faculty members to teach under the semester system until the issue is amicably resolved.

The court, while flaying teachers for resorting to strikes, directed the DU to mark teachers involved in such activities as "absentees" and make alternative arrangements to ensure that students did not suffer. It added, however, that teachers returning to duty in the next 48 hours would have their pay cuts — as part of the DU's no-work, no-pay policy — revoked.

"They (teachers) are taking the law into their hands by going on

## DUTA agrees to follow semester system

strike. The rule of law must prevail and teachers are bound to follow the instructions of the university administration," said the division bench of justices Dipak Misra and Manmohan. They asked the parties to appoint a committee headed by a well-known educationist to resolve the issue.

Slamming the teachers for the way they chose to register their protest, justice Misra said: "You (teachers) did not come to us, you are instead here as respondents. We are very disturbed with the way the teachers have behaved.

"We are here to help law-abiding



The Delhi University had scheduled to conduct semester exams from December 6.

## COURT SAID

- Reschedule semester examination (practicals too)
- Faculty must start teaching under the semester system
- Agitating teachers be marked as 'absentees'
- Make alternative arrangements to teach students
- Appoint a committee headed by an educationist to resolve the issue
- Teachers did not come to us. We are here to help law-abiding citizens



AT RECEIVING END: DUTA was flayed for striking work.

- The matter of validity of DU ordinance can be dealt with at a later stage
- The final verdict will be delivered on December 13

citizens. If you want to fight by going out on the streets, let the police handle you."

The high court decision has left the Delhi University Teachers' Association (DUTA) with no choice but to embrace the semester system. DUTA office-bearers could not be reached for comment but the association issued a joint press statement late on

Monday asking teachers to abide by the high court orders.

"I will start teaching in the semester mode. But I would like to add that our agitation against the semester system was carried with the intention of benefiting students in the long run and not to harm them as it has been observed by many," said Abha Dev, a physics professor of

Miranda House, a teachers affected by pay cuts.

Meanwhile, DU vice-chancellor Dinesh Singh said examinations will be rescheduled, though no date was decided till late on Monday. "We are bound by the verdict and all that has been asked of us will be done," he said.

At the hearing, the university counsel told the court that 21 out of the 31 colleges in which the semester system was introduced have already given their consent for implementation and that only a handful of teachers were against the system.

The court also took note of DUTA's argument that it "would like to complete this semester as per previous system" as there were "practical problems in implementation". DUTA also said it had a problem with the way the semester system was implemented and not with the system itself.

In response, the court said the matter of validity of the ordinance passed by the DU can be dealt at a later stage. "At this juncture, it would be more appropriate to pass an interim order," it said. The high court will give its final verdict on December 13.



## Business Standard ND 16/11/2010 p-18

# IIM faculty, alumni do some navel gazing

*Not enough quality research,  
students pursuing money...*

BS REPORTER  
Kolkata, 15 November

**A**t the golden jubilee celebrations of the Indian Institute of Management here, the oldest of the IIMs, managers and academicians termed the pursuit of money a sure road to failure. A bit of a paradox, given that the IIM dream centres around the phenomenal salaries its campus recruitments can offer. At the event, where the teachers of the Indian wealth creators spoke like apologists for producing managers and not humanitarians, "creation of managers with right values" was outlined as a major goal for the IIM system.

Directors from IIM-Lucknow, IIM-Bangalore, IIM-Indore and IIM-Ranchi debated at the Director's Conclave a set of issues described by the IIM-Calcutta director, Shekhar Chaudhuri, as being the primary set of challenges the IIM system faces.

"Movement in focus from teaching to research-based excellence, a general scarcity of resources, the issue of achieving gender balance in student profile and faculty augmentation," were listed by Chaudhuri as areas where IIMs need improvement. The IIM representatives outlined the factors that

explained these shortcomings. While unanimity characterised the discussion on quality research being the mark of a world-class institute, a benchmark the Indian management czars do not fulfill, there was diversity in explaining why this had not taken place. "Research

has not been demanded of the IIMs," said IIM-Bangalore director, Pankaj Chandra.

IIM-Ranchi director, M J Xavier, was the lone dissenting voice amidst a

cophony of conformity on how the IIMs are short of resources. "There is no dearth of resources in the IIM system," said Xavier, who is also an IIM-Calcutta alumnus. "Resources are available if we look for them. IIM-Ranchi has asked for a ₹100-crore interest-free loan from the Union ministry for human resource development," he said, explaining that IIMs can raise funds by being innovative.

Of the many debates around IIMs, one that drew attention was about the absence of diversity, in that 98 per cent of the students are engineers with three to four years work experience. While they were not categorical on the issue, the directors today agreed that the Common Admission Test was a quant-based one, favouring the engineers.

**'CREATION OF  
MANAGERS WITH  
RIGHT VALUES'  
was outlined as a  
major goal for the IIM  
system**

Mint, ND 16-Nov-10 p-1



**Paying the price:** A. Raja, who resigned from his post of telecom minister in the wake of corruption charges in the allotment of 2G spectrum.

## CORRECTIVE MEASURES

# Congress asserts itself, retains telecom

By LIZ MATHEW  
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NEW DELHI

The Congress on Monday asserted its dominance of the ruling United Progressive Alliance (UPA) by handing over charge of the telecom ministry to human resource development minister and Congressman Kapil Sibal, a day after forcing the hand of its partner Dravida Munnetra Kazhagam (DMK) to get its member A. Raja to quit the job.

Sibal's appointment is seen by analysts as part of a larger game plan by the Congress to rebuild its image, which has taken a severe beating follow-

ing a rash of allegations over graft in public projects. On Monday, the Central Bureau of Investigation arrested T.S. Darbari and Sanjay Mohindroo, two former officials of the Commonwealth Games (CWG) organizing committee and aides of Congress leader Suresh Kalmadi, who was the chairman of the committee, for alleged irregularities in executing the Queen's Baton Relay in London ahead of the event.

TURN TO PAGE 2

ALSO SEE

>ED to step up probe against Radia >P2  
>Views: Enforced exit in New Delhi >P22

# HRD minister Sibal takes over telecom ministry

► FROM PAGE 1

Last week, the party sacked Kalmadi from a key post.

According to a cabinet minister, who did not want to be identified, Sibal will be in charge "till there is a cabinet reshuffle". This person added that Sibal, a well-known lawyer with a clean image, will handle the ministry during the ongoing winter session and also prepare the department of telecom, under fire for alleged irregularities in allowing new entrants into the second generation (2G) telephony business in 2008, for its legal battles.

Prime Minister Manmohan Singh is expected to stick to the tradition of a head of government not reshuffling his council of ministers while Parliament is in session.

Although Congress claimed that the replacement was done to ensure smooth functioning of Parliament, which has been disrupted by the Opposition ever since the winter session began on 9 November, two senior leaders of the party admitted that it was "keen to take charge and improve its tarnished image".

They said that DMK leader and Tamil Nadu chief minister M. Karunanidhi was not willing to let someone from another party hold the communications portfolio. The DMK has retained the telecom portfolio since 2004 as part of its deal with the Congress, the dominant member of the UPA, of which both parties are constituents.

T.K.S. Elangovan, a DMK

member of Parliament, said this arrangement was intact and his "party will propose a name when the actual reshuffle (of the cabinet) happens".

Meanwhile, the Bharatiya Janata Party-led Opposition and some allies of the government have not been appeased by Raja's departure and continue to ask for a probe by a joint parliamentary committee into allegations of corruption over the organization of CWG and the allotment of 2G spectrum. Finance minister Pranab Mukherjee, who is also the leader of the Lok Sabha, rejected this demand.

Political analysts say that the Congress move to punish the corrupt is a good beginning. "I think the image loss is an immediate effect because the party has been maintaining a clean image and there is a short-term gain over its decision to sack the leaders," said Vindu Varma, a professor of political science at Jawaharlal Nehru University.

The party last week had sacked Kalmadi from his post as Congress parliamentary party secretary. It also sacked Maharashtra chief minister Ashok Chavan, who had been accused of corruption in the allotment of flats in the Adarsh Housing Cooperative Society in Mumbai, meant for the benefit of those who fought in the 1999 Kargil conflict.

Former Union minister Prithviraj Chavan has taken over as the new chief minister of Maharashtra and is yet to expand his cabinet.

Commenting on the Congress' efforts to cleanse the political system, analyst T.V.R. Shenoy said: "It's a good beginning, but it all depends on the follow-up. So far corrupt leaders have paid the price by giving up the post. No politician has gone to jail for corruption in independent India's history... Unlike in the past, the general public wants to see action against corruption."

Varma added that the Congress can still recover lost ground in terms of image because leaders such as the Prime Minister and Congress president Sonia Gandhi are not involved in any of the controversies.

A representative of the Samajwadi Party in the Lok Sabha said Raja's resignation won't change anything. "The country has lost ₹1.76 trillion. There has to be a proper investigation," said Neeraj Chandrashekar. The number has been arrived at by the Comptroller and Auditor General of India as the notional loss to the government arising from the entry of new companies into the 2G business on favourable terms in 2008—a process overseen by Raja.

Elizabeth Roche contributed to this story.

**DMK's Karunanidhi was not willing to let someone from another party hold the telecom portfolio**

## BRANSON SPEAK

RICHARD BRANSON



Your comments and queries on this column, which runs every week, are welcome at [feedback@livemint.com](mailto:feedback@livemint.com)

## SPACE INDUSTRY, THE FINAL FRONTIER

For a long time, the terrible Space Shuttle Challenger disaster of 1986 appeared to have ended our dream of space flight's ever expanding beyond the preserve of government-funded missions and a few highly trained explorers.

While people of my generation, who grew up in the 1960s, believed that the moon landings had signified the beginning of a great expansion of space travel—just as the trans-Atlantic records set by John Alcock, Arthur Whitten Brown and Charles Lindbergh marked the beginning of the era of air travel—those dreams were shattered by the deaths of the six crew members and Christa McAuliffe, a school teacher who was the first non-astronaut to join a space mission.

At last, technology is about to change all that.

Virgin Galactic and a small group of privately funded rivals are on the brink of launching a new space age. Together with Scaled Composites, our engineering partners, we are developing a low-energy access system that will be capable of propelling ships into space for a fraction of the current cost.

By launching ships from the atmosphere rather than from the ground, we will minimize the impact on the environment, and someday make the trip into space as commonplace as crossing an ocean is now.

Most industries have gone through tremendous changes in the last 40 years, and space travel is long overdue for a similar overhaul. A shuttle launch costs around \$1 billion (₹4,510 crore). Even launching a small, 400-pound satellite (the size of a washing machine) costs at least \$30 million. This is limiting our ability to access space for industrial purposes.

This barrier to the development of industry in space is important, as the continued exploration of space and development of related technologies will be key to humanity's survival over the next hundred years. Satellites that monitor changing weather patterns and their impact will help us to deal with problems caused by overpopulation and climate change, such as food shortages—earlier warnings to farmers in affected regions would help to save crops and conserve resources. While some first steps have been made in this area, there is a great deal of work ahead.

Today, we have the capacity to use off-planet solar panels to generate power, which can be used on the planet below and

**COLUMN** also to power industry in space—server farms, for example, and some factories and manufacturing plants. An industrial revolution of this nature would help us in the battle against climate change, removing both the need to generate power and some significant sources of heat and pollution. Sadly, this advance has been delayed by our reliance on expensive, nonreusable launch systems designed half a century ago.

This is where space tourism comes into the picture. In its pioneering days, it is providing companies with the impetus to develop new systems such as our own, which will increase the safety of the trip to space, as well as lowering the cost and the environmental impact. Our 380 customers have already made over \$50 million in deposits, providing part of the justification for our likely investment of more than \$450 million in developing Virgin Galactic's unique system of air-released space planes.

Our astronauts come from all walks of life. Ranging from artists and scientists to entrepreneurs and financiers, they share one dream: seeing the planet and experiencing weightlessness while helping to pioneer a new approach to space travel.

This is not an easy project.

To aid the effort, in 2004 the Bush administration enacted legislation to set up a regulatory framework that will ensure we develop safety standards that inspire the confidence of the world. In time, other governments will do the same.

Scaled Composites is not the only company designing new launch systems. Elon Musk, chief executive and chief technology officer of Space X, is currently developing a new ground-based rocket that will be capable of revolutionizing the economics of shuttling to the International Space Station.

Boeing, in partnership with Space Adventures, has announced similar plans, partly relying on space tourism to help fund its venture. Other companies may enter the market in order to fulfill the need to protect the environment by moving industry off-planet.

Space travel isn't just the stuff of science fiction or something that might happen in the distant future. It will help us to develop practical solutions for some of the biggest problems humanity faces, and that, combined with our innate curiosity, will inspire all of us to someday reach for the stars—I hope, almost literally!

BY NYT SYNDICATE

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Richard Branson is the founder of the Virgin Group and companies such as Virgin Atlantic, Virgin America, Virgin Mobile and Virgin Active. He maintains a blog at [www.virgin.com/richard-branson/blog](http://www.virgin.com/richard-branson/blog). You can follow him on Twitter at [twitter.com/richardbranson](http://twitter.com/richardbranson).

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**Talent hunt:** Students in front of the IIM-Calcutta auditorium.

## 100 IIM-C students receive internship offers at i-banks

BY MANISH BASU  
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KOLKATA

**T**he Indian Institute of Management-Calcutta (IIM-C) has concluded summer placements this year in just five days, with around 100 of its 360 first-year students receiving internship offers from investment banks—the highest in many years.

Last year, only 70 IIM-C students received internship offers from investment banks, which are the most sought-after employers among business school students.

Some 150 companies made internship offers this year, said Samyukkhta Thirumeni, a second-year student and a spokesperson for IIM-C. She added this was much higher than 2009, but couldn't provide last year's figure.

Royal Bank of Scotland made 15 offers—the maximum by any company—followed by Swiss bank UBS, which made around 12 offers. Other investment banks that made offers were **Goldman Sachs, Morgan Stanley, Credit Suisse, JP Morgan Securities Inc.** and Macquarie Securities.

Summer internships are important as most students eventually receive full-time job offers from companies they intern with.

Companies pay for the eight-week internship. The average stipend offered to IIM-C students last year was ₹600,000-700,000; the best offer was ₹1.38 million. Figures for this year were not disclosed.

Business Line ND 16/11/2010 p-4

# House panel pulls up HRD Ministry on NITs

## Delay in putting in place norms for setting up institutes

### Our Bureau

New Delhi, Nov. 15

A House panel report has rebuked the Ministry of Human Resources Development (HRD) for the delay in putting in place requisite guidelines for the setting up of the Indian Institutes of Science Education & Research (IISERs) and the proposed 10 National Institutes of Technologies (NITs).

In its 226<sup>th</sup> report tabled in Parliament on Monday amid melee over the spectrum licence issue, the Committee said the first statutes of each NIT were envisaged to be framed by the Government at the earliest after the NIT Act was enacted on June 6, 2007. But these statutes relating to crucial matters like methods of appointment and service conditions of teachers/officers of

NITs, formation of departments, establishment and maintenance of halls/hostels could not come into force till April 23, 2009.

"A gap of almost two years for bringing in place all the requisite formulations/guidelines, the most essential components for the running of national institutes cannot be considered an ideal proposition," it said, adding that all the statutes for IISERs and the new 10 NITs need to be framed at the earliest after the enactment of the proposed legislation".

The House panel, headed by Mr Oscar Fernandes, studied the National Institutes of Technology (Amendment) Bill, 2010, and came out with a set of recommendations. It said that with the massive expansion of higher education both in the

government and private sector along with new specialised courses emerging in the recent years, "acute shortage of qualified teachers is showing an increasingly disturbing trend". It has also cast its own doubts about the status of faculty at the existing 20 NITs.

It warned that "by simply declaring these NITs also as institutions of national importance through a statutory mechanism, they cannot acquire the status of a premier institute in the real sense". For achieving this, it said, the need is to have qualified and motivated faculty and this problem area should be tackled "in a mission mode". It has also sought a review and revision of the eligibility criteria for admissions in IISERs.

The Committee also pointed out differences in the composi-

tion of the Board of Governor of NITs and IISERs and sought a change in the pattern in the composition of board of governors for IISERs to render them more expert-specific in line with the mandate of IISERs. It also pointed out that instead of five, there should be four Secretaries nominated to the IISER Council on the pattern of NIT Council.

Finally, it said that the interdisciplinary knowledge regime as indicated in the department is not clearly spelt out in the Bill and asked the Department to strive seriously towards "flexibility for freedom and research environment within interdisciplinary regime so that the students could practically move seamlessly from one area to another".

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Business Line ND 16/11/2010 p-9

# IBM signs research deal with two IITs - to improve power grid efficiency

### Our Bureau

Bangalore, Nov. 15

IBM has signed a research collaboration agreement with IIT-Madras and IIT-Kharagpur to develop systems that will help power grids become more efficient and resilient.

The systems will analyse power grid data for predictive insights. They will also improve grids to enhance productivity and reduce inefficiencies in power consumption, said the company.

### SYSTEM DESIGNS

IBM Research-India will work with these two institutes to develop open system designs that can boost the potential of Phasor Measurement Units, a new type of sensor on power grids. IBM researchers and the students will develop network archi-

▶ *"By helping power grids become more efficient, the project will also contribute to the efforts of creating sustainable energy generation systems."*

tectures to collect and process data to provide information to grid operators.

The knowledge and insights gained from this collaborative research work will be made publicly available, to allow governments and businesses around the world take advantage of the technology, a company statement said.

According to the International Energy Agency, the global demand for electricity is expected to increase significantly during 2006 to 2030 - 1.1 per cent per year

on average in the Organisation for Economic Co-operation and Development countries. In comparison, increases are 7.6 per cent in China and about 6 per cent in India per year.

This rising demand increases stress on grids, thereby growing the chances of power outages. To prevent such outages and their impact on productivity, it is important to make the grid more intelligent by adding sensing, control and communication components, the release added.

"With exploding world population and the increased demand for clean and cheap energy there is a pressing need for making the power grids efficient, intelligent, and secure. The collaboration among IBM Research-India, IIT-Madras and IIT-Kharagpur aims at reducing inherent inefficiencies of power grid technologies and make them optimally productive," said Dr Manish Gupta, Director, IBM Research-India, and Chief Technologist, IBM India/South Asia. "By helping power grids become more efficient, the project will also contribute to the efforts of creating sustainable energy generation systems."

IIT-Kharagpur will be primarily involved in developing the new power system applications and software

systems for the project and IIT-Madras will focus on the networking architecture to ensure that the data collected from various locations is appropriately transmitted to one location. A test bed will be developed to connect IBM Research labs and both the institutes to emulate a smart grid network.

### COLLABORATIVE RESEARCH

The project is part of IBM's Open Collaborative Research programme, an initiative to foster innovation through university-industry research collaboration.

The partnerships with the institutes are the fourth engagement of its kind in India. IBM recently announced its collaboration with IIT-Bombay. This year IBM also announced a project with National Institute of Design.

Tribune ND 16/11/2010 P12

# Stop churning out job seekers

**D. S. CHEEMA**

INDIA is changing its education system at a very fast pace so that it fits in her strategy of development and growth. Today's brighter and better informed students, on one hand, are lucky to be experiencing the exciting period of transition from tradition to modernity, but they are unfortunate to have been trapped in a poor quality education system which does not help them earn their livelihood, even after getting certificates and degrees from universities.

According to a recent study by the National Association of Software and Services Companies (NASCOM), only 10 percent of graduates from B-schools and less than 25 per cent students from engineering institutes are actually employable, while the rest are "unemployable". Figures for international employability of our pass-outs will of course be much lower. This is also a reality that there is a gap between the demand and supply of MBAs and engineers, but the point is what quality of such material is needed.

In fact, there is a widening gap and mismatch between education and employment. The education system is churning out job seekers in such a large number that employment of the educated has assumed monstrous proportions. The percentage of unemployed youth getting jobs is decreasing every year. In 1971, 9.9 per cent youth, who had registered in employment exchanges, were absorbed. However, by 1998, this percentage had reduced to nearly 4.3, and today, the figures must be much lower.

It has now been decided to expand and enlarge the education system to meet the demands of educated, trained and skilled manpower. Experience shows that whenever any system moves at such a velocity as is being witnessed in our education

system, it inherits the problems of poor quality. Growth always entails problems, such as the system becoming unwieldy and succumbing under its own weight.

Roughly, 16,000 colleges are affiliated to approximately 400 universities (excluding deemed and self-financed universities) aided by Central and state governments. Most of the states are opening up establishment of private universities to plug the gap between the need and availability of institutions for higher learning. It is well known that barring a few exceptions, our universities are not universal in nature. Most of the universities only co-ordinate the functioning of colleges affiliated to them and act as examination conduct and degree distribution centers.

There is need to revamp the entire university system and define the size, scope and operation of universities very clearly. Recent tendency by most of the universities to add programmes with the aim of generating more funds must stop. There is no point in having scores of affiliated colleges and a couple of lakh of students, if the university cannot design, develop, conduct and monitor quality education. Better functioning and effective universities is, no doubt, the need of the hour. The governance of the university should be such that decisions are taken in the shortest possible time. The systems should be transparent and the authority delegated so that each officer of the university can take decision and be loyal to that decision.

That our universities are standard is a foregone conclusion known to one and all. It is really a pity that during the past more than 60 years, hardly anything has been done to improve them. The Shanghai Jiao Tong University's 2010 edition of Academic Ranking of World Universities (ARWU) has just two of our institutions — the Indian Institute of Science, Bangalore and the




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**There is no point in having scores of affiliated colleges and a couple of lakh of students, if the university cannot design, develop, conduct and monitor quality education.**

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Indian Institute of Technology, Kharagpur. It is a very poor reflection of our universities, more than 480 in number, knowing that the Indian education system has produced some of the finest brains in the world, who are doing wonders in their respective fields.

Many affiliated colleges follow the unethical practise of linking the remunerations of their temporary faculty with the number of students they get enrolled in the college. Employers obviously don't touch the pass-outs of such universities as they carry the poor name of that particular university. The inference is plain and simple; they are headed by political appointees on the basis of anything but merit. Most of the Vice-Chancellors are misfit in the task and they keep struggling with

the routine, get caught in trivia and yet thrive because they have the support of some political party. Quality of education, tapping and nurturing the best talent by creating the right academic environment and paying the faculty handsome remuneration to retain them or promoting research, etc., are not their priorities; survival for first term and extension for another term is their only agenda. The selection of Vice-Chancellors should be done in a transparent manner. In addition to this, the universities must be completely autonomous at the administrative, academic and the financial levels.

Therefore, the HRD Ministry should do something concrete to improve the existing system of our universities, simultaneously while moving on with its ambitious plans.

Tribune ND 16/11/2010 P12

# Lecture hall courses may soon be passe

HELENA POZNIAK

**D**ISTANCE-learning via video conferencing has been described as about as inspiring as watching bad TV. So, when universities and colleges vie to promote their use of technology in teaching, you might be forgiven a sceptical sneer.

In fact, educational technology has moved on, in both quality and availability. It's no longer about merely transferring information to digital form. Institutions are getting to grips with its vast potential for collaborative learning; from interactive "real-life" medical emergencies to revision chat rooms, live "webinars" with worldwide experts and online personal tutorials. Students who've never known life without technology now have the access and aptitude to adapt to flexible learning.

"Education has shifted emphasis; we've realised what a great resource student/teacher collaboration is," says Professor Andrew Middleton, senior lecturer and part of Sheffield Hallam University's academic innovation team. "We're using technology to encourage that interaction."

While more adventurous tutors might use virtual environments such

as Second Life to engage students, bringing round more entrenched academics to the value of new technologies can be a challenge, not to mention expensive, says Middleton. But almost every college and university has already rolled out a virtual learning environment (VLE); an online interactive space shared by tutors and students, rich with resources and interactive content. After 10 years of experience, institutions have grown more adept at exploiting their potential; from collaborative projects, peer reviews, tracking work and assessments and much more. They even allow tutors to check for plagiarism.

Further education becomes less daunting with clever use of technology, educationalists agree. Studies report that disengaged students feel more motivated when using mobile technology. Many universities, the Open University (OU) in particular, contribute to resources such as Apple's iTunes U, which offers free educational material for downloading. "We are trying to make the jump to formal education less formidable," says the OU.

But it's distance learning in particular that is pushing boundaries and benefitting from improved delivery and scope; the OU has seen an

unprecedented rise in young distance learners this year. Traditionally, remote students used to be more likely to drop out than those on campus; their studies lacked a social dimension.

Now, several UK universities are investing in the latest collaboration technology, and entire new campuses are being built around a remote learning module. Distance learning is cheaper and more accessible, says James Quarles, general manager of the public sector at Dell, which provides education-specific technology to UK universities; almost all students have access to computers and increasingly, webcams. "Field specialists can teach at more than one institution at once when the classroom is virtual, and students can watch a lecture via laptops or mobile phones."

"We're giving students what they need as individuals, when they need it," says Duska Rosenberg, Professor in information and communication technologies at Royal Holloway, University of London. She's currently piloting a video technology from Cisco Tandberg enabling collaborative research and learning. "Full-time students will become a rare breed. We're wasting huge potential if we

don't seek to engage people from a broader base. We need technology sophisticated enough to be able recognise each other, like each other. laugh together, do all the things you'd do face to face."

Some universities are even considering whether they can eliminate large lecture hall courses entirely, says Quarle, replacing them with online content and smaller group sessions: "Students will come to expect that education is a holistic open experience, tailored to their own requirements," he says.

— *The Independent*

## ADMISSION DEADLINE

From now, more information on Admission Deadline will be available online. Please visit *The Tribune* website at: [www.tribuneindia.com](http://www.tribuneindia.com) and click on "Education" in the "Weekly Specials" section to get details.

— Pervin Malhotra,

[www.careerguidanceindia.com](http://www.careerguidanceindia.com)

Economic Times ND 16/11/2010

p-17

# IIM-C may set up new campuses

**Kolkata:** Indian Institute of Management Calcutta is mulling several options to reach out to other locations, both in India and abroad. Besides proposals from various state governments, the institute, which became the first in the IIM system to kickstart its golden jubilee celebrations from November 14, also has offers from other countries in South Asia to set up campuses, said IIM-C dean (programme initiatives) Sougata Ray. "It will take around 6 months to one year to reach a decision. But we are hopeful of support from the MHRD," Prof Ray told ET. It hasn't been decided yet whether the new location will see an extension of the parent institution or a full-fledged campus. He added: "It all depends on the resources provided. We cannot compromise on quality or excellence. We can get into a collaboration where the land and money are provided to us." —Our Bureau

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# IIM-K wraps up summer placements

Our Bureau

KOLKATA

INDIAN Institute of Management, Kozhikode (IIM-K) has wrapped up the summer placements process for its 2010-12 PGP batch, with a highest stipend of Rs 1.5 lakh and an over-80% increase in the average stipend from the previous year. The selection process saw participation from over 130 firms.

As many as 60 new firms which include Saint Gobain, Daimler India, Onida, Cinopolis, Grasim, GSS Infotech, Reubro International, UST Global, Astro All Asia Networks Plc participated in this year's process. VC firms/Incubators like Headstart Ventures, Indian Angel Network, Signal Point Partners also participated for the first time.

Sales and marketing emerged as the most preferred sector with 25% of the total offers made in this vertical. HUL, ITC, Marico, Colgate-Palmolive, PepsiCo, Asian Paints, Johnson & Johnson among others were part of the summer intern hiring process. Companies from the telecommunication industry like Bharti Airtel and Idea also recruited from the campus. Banks and other financial services extended offers to around 22% of the batch. These included Deutsche Bank, JPMorgan Chase, HSBC, Standard Chartered Bank, American Express, Elara Capital, ICICI Bank, Axis Bank, Singhi Advisors and UTI Mutual Funds.