

Newspaper Clips

November 22, 2010

Times of India ND 22/11/2010 Education Times

Master your rules

KNOW WHERE STUDENTS WIN AND LOSE IN THE CAT GD IN ORDER TO ARRIVE AT YOUR OWN RULE BOOK, SAYS SHIVA KUMAR

THERE are no fixed set of rules that can teach you what to do and what not to do during a group discussion. This is because group discussion is essentially a process to assess a candidate's personality. The same set of rules do not apply to every individual. What becomes important in such a scenario is to understand the 'why' and 'what' of a group discussion and arrive at your own rules unique to your personality.

First things first — Why a group discussion?

B-schools conduct group discussions because they are not looking to recruit walking dictionaries or logarithm books. They want to assess a person's true worth in terms of opinions and analytical ability. In short they want candidates who can be trained and polished to be managers.

What is a group discussion?

A group discussion is generally a 20-to-30 minute process. The broad objective is to select those candidates who have the ability to perform in a team. In most of the group discussions you are made to sit in a semi-circle and discuss a given topic. The topic can be as general as 'Women make better managers' or as specific as 'India-US nuclear deal'. What matters in group discussion is your stand on the topic, your ability to analyse the given topic, your awareness about the topic and the way you present the topic. One person from the group is asked to introduce the topic after which the discussion ensues.

The focus is on leadership and decision making. The end result of the group discussion is not always to reach a consensus but to assess the people skills of the participants.

Group discussion is essentially a process to assess a candidate's personality. The same set of rules do not apply to every individual

Who wins?

Those who have:

Good listening skills: If you have good listening skills, you will be able to keep a track of where the group discussion is moving. You will know different points that have already been raised and remember to bring in a fresh point.

Knowledge of the topic: You are also weighed on how analytical and aware you are in terms of your surroundings. Analysed facts presented in a structured form hold the key to success in a group discussion.

Confidence: If you have all the knowledge and good listening and analytical skills, but lack in confidence to assert what you are saying, you lose your edge.

Introduction: When the group discussion begins, everybody starts speaking and your view may not be heard but when you are asked to introduce the topic, you can take the situation forward. Explain the topic and do not read what is written. Give a brief introduction to the topic and what you think of it. People think that taking a stand in a group discussion might go against them. But you are expected to give your point of view.

Who loses?

Those who speak a lot: Speaking too much and not speaking at all are both discouraged. It is more important to give valid points. If you try to grab the attention of the panellists, cut other people short, it shows that you are not a team worker.

Those who become emotional: There are topics that involve some sensitive issues. You have all the valid points to support that women make better managers, but bringing in the element of argument and accusing others in the group will only help you in getting rejected.

Those who over-dominate: Cutting short somebody who is making a valid point and asking the silent one to speak, can actually cut your points.

(The writer is director, academics, Career Launcher)

A ROADMAP FOR COLLABORATION

RADICAL EDUCATION REFORMS, A DECADE OF INNOVATION AND A GROWING ECONOMY HAS MADE INDIA THE MOST SOUGHT-AFTER ACADEMIC DESTINATION IN RECENT TIMES. PROYASHI BARUA AND AADITI ISAAC REPORT

At a time when the country is making its presence felt on the global map, foreign universities are taking an increasing interest in India. From radical education reforms to an emerging market economy and a decade of innovation (2010-2020), India is today the most sought-after destination globally.

University of Southampton's Winchester School of Art (WSA) is a case in point. It is offering a limited number of scholarships for highly qualified Indian students. Ed D'Souza, head of department of graphics, Art and Media, Winchester School of Art, University of Southampton, said, "Involving Indian students is a way of engaging students from both institutions in the pursuit of shared research of the highest quality and international in focus."

Talking about the growing need for international partnerships, Kapil Sibal, minister of human resource development, said, "India has the youngest population in the world and by 2030, we shall have about 40-45 million students for higher education. We have to ensure that the education that we are providing accrues to the diverse needs of this target 45 million. I hope that our partnerships with foreign universities will help in diversifying our portfolio of course offerings and thereby enable us to cater to students."

University of Cincinnati (UC) is offering a scholarship of US\$ one million to deserving undergraduate Indian students for September 2011 admissions. On their choice of India as the first recipient country, Jonathan Weller, director, international admissions, University of Cincinnati, said that they have a strong Indian connection. "For the third consecutive year, a dozen of



Brimming with new prospects: A snapshot of students of Delhi University

our honours students will be coming to India in December to Thiruchuli, a village in Tamil Nadu."

Ontario College of Art and Design (OCAD), on the other hand, is building strategic research and development opportunities in India with academic institutions and private sector partners. According to Sara Diamond, president, OCAD, "Collaborations such as these promote research, student and faculty exchange, joint academic conferences while giving students an exposure to the industry."

Continuing from the past decade there have also been several landmark forays of US and Canadian education institutions in

India through course/research collaborations and student and faculty exchanges. Recently, the bilateral relations between India and Canada grew stronger with the signing of a Memorandum of Understanding (MoU) between Association of Universities and Colleges of Canada (AUCC) comprising 15 colleges and six Indian colleges at the President's Round Table, held in the Capital.

Talking about the broad areas of convergence in education, Paul Davidson, president, AUCC, informed that out of the 15 universities present, six are involved in research. "Others will provide great opportunities to students through new initiatives."

Davidson said that the scholarships range from graduate to PhD level.

As part of the series of India-specific initiatives, under the Globalink Canada-India Graduate Fellowship Programme, new scholarships and funded institutional partnerships will take place. The programme will provide up to 51 awards valued at more than CAN\$3.5million for Indian students who have participated in the MITACH's Globalink programme in 2010.

"US universities are setting sights on research collaborations particularly in the domain of high-end technology, medicine and biotechnology," shares Jaishankar Ganesh, dean and professor of marketing, Rutgers University, who was present at the USIBC (US India Business Council) forum on US-India academic partnership.

Academicians and education stakeholders in India and US are broadly of the view that apart from the routine scholarship and course benefits US and Indian universities can mutually benefit by sharing practices of governance and administration. "For instance, US universities can learn from Indian universities about the concept of space utilisation given the fact that Indian universities accommodate a far greater number of students (compared to US universities) in a given campus," says Mark Erdly, principal, Canon Design Inc.

"Indian universities, on the other hand, can learn from their US counterparts about the concept of integrating library resources with other teaching aid," he observes. "Strengthening linkages of universities to the ecosystem that influences learning and learners, transdisciplinary learning and design thinking education are areas of experience sharing," concludes Ganesh.

Times of India ND 22/11/2010 p1

India in top 4 among B-school destinations

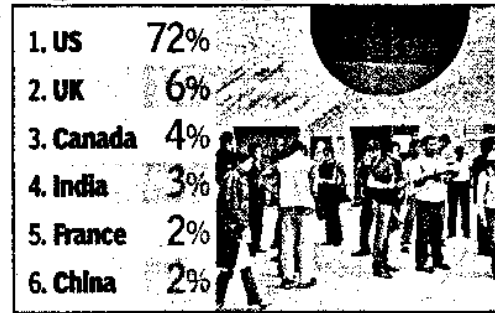
Anahita Mukherji | TNN

Mumbai: That the US and the UK are the most popular destinations for management studies is not big news. But the findings of a survey conducted by the Graduate Management Admission Council (GMAC), which conducts GMAT, a B-school entrance test used globally, have thrown up some surprises. Number 4 on the list of the Top 10 preferred destinations for B-school aspirants is India, with Canada at no. 3. Israel and Spain are the other surprise entrants.

According to experts, India's foray into the elite league has a lot to do with the emergence of institutions such as the Indian School of Business, Hyderabad, which was ranked no. 12 globally in the Financial Times (London) Global MBA rankings earlier this year. The IIMs, which use GMAT as an entrance test for their executive MBA programmes, are also responsible for India's popularity.

"B-school aspirants are looking at a

Big On Biz Appeal



return on their investment, and with the investment being lower for management education in India when compared to the US and the UK, the returns are higher," said an expert. Many feel that India can soon emerge as a hub for management studies amongst Asian countries such as Singapore and the Philippines as the country will be a far less expensive destination than western giants.

► Making a beeline for Canada, P 11

Indian students making a beeline for Canada

► Continue from P 1

Although making it to the US has, for long, been the great Indian dream, it is not the only North American country that's attracting desi students. Many are now making a beeline for Canada, which not only has a robust economy and liberal visa policies but also promises good job prospects. "In testing year 2010, India was the top foreign country that sent score reports to Canadian graduate management programmes," reveals GMAC's survey.

According to the report, 78% of full-time MBA programmes in Canada received the largest number of foreign applications from Indians. Not surprisingly, all Canadian management programmes that recruited foreigners targeted India, as did 44% of European programmes that undertook special recruitment efforts to attract overseas candidates.

Times of India ND 22/11/2010

As sea level rises,^{P8} Chennai areas face submersion threat



THAT SINKING FEELING

R Vasundara | TNN

Chennai: Imagine a Chennai city where well-known, low-lying residential areas Velachery, Madipakkam and Kotturpuram may permanently be submerged by sea water. The Napier bridge may be seen rising directly out of the sea, while the mouth of the river Cooum is pushed inland to open into the sea before the Napier Bridge. Island Grounds may cease to exist. This is a picture painted by environmental experts on the grim scenario that might confront Chennai if the sea level rises by one metre.

With over 70% of the population living along the coast, the displacement of human population may be massive. Says Professor J S Mani of the Ocean Engineering department in IIT Madras: "The only

solution is that the government must plan well in advance and decongest the coastal areas."

There is a general consensus among ocean scientists that the sea level may rise by as much as one metre in the next 50 years. While the reports vary in their projections of the speed of the rise, it is commonly concluded that a significant rise in the sea level would occur during the later years of the 21st century.

Experts point out that Chennai, as a low-lying area with an average height of 2 metres above mean sea level, is likely to face several changes. The Coromandel coast comprises a series of sand dunes along the shoreline after the beach. This area is of higher elevation. The elevation decreases further inland.

Times of India ND 22/11/2010 P10

1L students to take AIEEE online

Manash Pratim Gohain | TNN

New Delhi: The All India Engineering/ Architecture Entrance Examination (AIEEE) goes online from next year. One lakh student will get the opportunity to appear for the first online AIEEE to be conducted in April 2011 as a pilot run. According to CBSE officials, the idea is to scale it up to a complete online examination in a year or two. This will make AIEEE world's largest online examination.

AIEEE is conducted by CBSE for admission to various National Institute of Technologies (NITs), Indian Institute of Information Tech-

The pen and paper test will be conducted on April 24 across 84 cities in India as well as in Dubai and Riyadh. The date sheet for the online test is yet to be prepared

nologies (IIITs), deemed universities and for a few state institutions. Last year, over 12 lakh students appeared for the examination, making it the world's largest entrance test.

According to CBSE officials, the pen and paper based

test will be conducted on April 24, 2011 across 84 cities in India as well as in Dubai and Riyadh. Meanwhile, the date sheet for the online test, which is going to be conducted across select 20 cities in India, is yet to be prepared. Though sale of information bulletins will start from December 15 from various branches of banks, institutions and regional offices of CBSE, those willing to apply online can submit online applications from November 23, 2010. Each select 20 cities will conduct the online exam for 5,000 students.

Speaking to TOI, CBSE chairman Vineet Joshi said: "The exam will not be con-

ducted over internet and it will be a Computer Based Test (CBT) in line with the likes of CAT. Like the CAT, the online exam will be conducted over a period of time, the datesheet for which is under preparation and we are waiting for the completion of registration of online applicants. But unlike CAT, the online option is not compulsory and the first 1 lakh who opt for it will be allowed to take the test online. The rest of the students will have to appear as per our conventional method."

"We want to assure all aspirants and security aspect is a priority which is why we are doing a pilot run," Joshi said.

Times of India ND 22/11/2010 P13

Top varsities improve scores on R&D front

May Get Higher Grants From Dept Of Science & Tech

D Suresh Kumar | TNN

Chennai: Most of the top 50 Indian universities have remarkably improved their H-index scores in latest ranking by Delhi's National Institute of Science, Technology and Development Studies (NISTDS). H-index is a parameter used to assess performance of researchers and institutions based on number of times published research paper has been cited by peers or other researchers. The improved H-index scores indicate that quality of research pursued in many Indian universities has improved.

Many state universities, including some of the well-established ones in Hyderabad, Delhi, Kolkata, Chennai and Pune, can now look forward to higher grants from the department of science and technology (DST) under its flagship Promotion of University Research and Scientific Excel-

BRAINS TRUST

University	H-Index
Univ of Hyderabad	62 (54)
Univ of Delhi	61 (56)
Banaras Hindu Univ	58 (42)
Jadavpur Univ	55 (43)
Univ of Panjab	55 (40)
Univ of Pune	47 (44)

*Source: NISTDS letter to DST. Figures in brackets indicate 2008 scores. Top 5 universities based on H-Index (provisional).

lence (PURSE) programme.

In the latest H-index (provisional) sent by NISTDS to the DST in October, the University of Hyderabad has unseated the Delhi University from the number one position, which the latter held in 2008. The University of Hyderabad which occupied the second position with an H-index score of 54 has

now secured 62 points against Delhi's 61. Earlier, the Delhi University boasted of an H-index of 56. Banaras Hindu University has climbed up from sixth position to the third with an H-index of 58, while Jadavpur University is ranked fourth, as opposed to its earlier fifth rank. The University of Panjab has slipped from the third position to the fourth (tied with Jadavpur). University of Pune is now placed one step down at the fifth position.

Down south, the University of Madras has retained its seventh rank but significantly improved its H-index from 37 to 44. Universities were able to improve their H-index scores because of increased citations by peers/research scholars. For instance, if a researcher had published, say, 40 papers but his/her papers were cited in other studies or papers only 15 times, then his/her H-index would be only 15 and not 40.

Times of India ND 22/11/2010 P15

3rd I: A camera implanted on the back of one's head

NY Univ Prof To Stream Captured Images Live To Museum

London: It may soon be possible to literally see what is happening behind your back.

An Iraqi-born professor and artist is having a camera implanted in the back of his head and broadcasting everything he "sees" to the public.

Wafaa Bilal, professor at the New York University, is to undergo surgery in the next few weeks to have the camera installed, reports the Daily Mail.

The project, called "The 3rd I", will involve the camera taking pictures at one-minute intervals with the images being streamed live to a new Qatari museum called Mathaf: Arab Museum of Modern Art.

The thumbnail-sized camera will be affixed to his head through a piercing-like attachment.

Bilal said that the project is "a comment on the inaccessibility of time, and the inability to capture memory and experience."

However, the bizarre idea has sparked anger among Bilal's students at the university who feel having their movements filmed on his head camera is an invasion of their privacy.

© ImageZoo/Corbis



REAR VIEW: The project has sparked anger among Wafaa Bilal's students at the NYU's Tisch School of the Arts, who feel it is an invasion of their privacy

So, Bilal has agreed to cover the camera with a black lens cap while at the university campus, according to the Wall Street Journal.

Bilal is likely to get the camera installed by December 15. Bilal has launched a website connected to the project.

The site, www.3rdi.me, displays a counter ticking down the time remaining until December 15, when Bilal intends to activate his head-camera. It also shows a small graphic depicting a torso topped by

a camera lens.

"I have had the idea for the project in the back of my head and am delighted to now see it come to reality," he said in a statement issued through a spokeswoman, Mahdis Keshavarz.

Bilal said he hopes "The 3rd I" project will "raise broader social, aesthetic, political, and technological questions."

Bilal, an assistant professor in the photography and imaging department of NYU's Tisch School of the Arts, acquired the site on November 1, according to the domain registration.

He plans to broadcast a live stream of images from the camera to monitors at the exhibit in Qatar, scheduled to open on December 30 at Mathaf. Whether a live feed of those pictures will also appear on his website remains unclear. Meanwhile, the Tisch School is still determining what rules it will set for the professor and the project.

For his 2008 project, "Virtual Jihad", Bilal hacked a video game and inserted an avatar of himself as a suicide-bomber hunting then president George W. Bush. AGENCIES

Times of India ND

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This skyscraper will have floating observatories

London: It could have been straight out of a Star Wars film or science fiction video game, but is actually a design for a futuristic skyscraper that will come up in Taiwan.

Called Floating Observatories, it won the first prize in a recent design competition, and will be built in Taichung, Taiwan's third largest city.

The main building resembles a tree, with eight floating observatories that move up and down like leaves on its branches, reports the Daily Mail.

Each observatory will function like a lift to carry 80 people at a time and will be designed in the shape of the island nation.

According to the architects, the observatories will glide on a vertical track positioned within a strong electromagnetic field and will be built using a space-age lightweight material.

The tower will contain offices, restaurants, a museum and an 'urban park'.

Romanian architect Stefan Dorin, who designed the

The building in Taiwan will look like a tree, with eight floating observatories that move up and down like leaves on its branches

tower, said: "We have designed eight spatial leaves in the form of Zeppelin-like elevators which glide up and down the 'tree trunk' and serve the purpose of observation decks."

At just under 1,000 ft high, the Taiwan tower will still fall short of being the tallest building in Taiwan.

Construction is expected to begin in 2012, and will be funded by the Taiwanese government. Dorin said: "Even though the floating observatories design was influenced by the sci-fi computer gaming culture they are feasible and play a major role for the pathway of the tower's museum by adding a new vertical dimension." IANS

P15
**Glue from
bacteria can
'knit' cracks
in concrete**

London: British scientists have developed a genetically-modified bacteria which they say can knit together cracks in concrete structures by producing a special glue.

The microbe, created by a team of researchers at the Newcastle University, has been programmed to swim down fine cracks in the concrete.

Once at the bottom, it produces a mixture of calcium carbonate and a bacterial glue which combine with the filamentous bacterial cells to "knit" the building back together, the researchers said.

Ultimately hardening to the same strength as the surrounding concrete, the "BacillaFilla" — as it has been aptly named — has been developed to prolong the life of structures which are environmentally costly to build, said the researchers who designed it as part of a science competition in the US.

Project instructor Jennifer Hallinan said: "Around 5% of carbon dioxide emissions are from the production of concrete. Finding a way of prolonging the lifespan of structures means we could reduce this environmental impact." ■■

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India hunts among PIOs, NRIs to fill faculty posts

Mathang Seshagiri & Hemall Chhapla | TNN

Bangalore/Mumbai: A weak Western economy has raised the hopes of top Indian institutions scouting to fill faculty positions. Even as the setting up of a government fund to attract academic superstars from abroad is in limbo, Indian embassies and high commissions have been roped in to sell the dream of a classroom called India, to young PhD fellows.

Interestingly, the embassies have also obliged and set up video conferencing facilities for heads of Indian institutes to connect with Persons of In-

dian Origin and Overseas Citizens of India interested in moving back to teach. India, which is constantly paralleled to China, has probably not been able to empty out Ivy League institutes of their Nobel laureates and top-notch professors,

BACK TO ROOTS

but is finally seeing some success in persuading fresh PhD graduates to return home.

Probably hence, the IITs have designed bright advertisements and sent them to Indian embassies and high commissions in the USA, the United Kingdom, Canada, Italy, Austria and Japan. Come back, they

say, back to where you belong.

Tech schools, which have been perpetually plagued by faculty shortage, are receiving a flood of applications. "There is currently an overflow of applicants wanting to teach in our institutes, as employment opportunities for PhD fellows in the US and Europe are not very bright," said IIT-Delhi director Surendra Prasad. In fact, IIT-Delhi has been conducting interviews with prospective candidates on Skype, and has been able to draw some bright Indians back home. None of the eight new IITs set up in 2008 and 2009 have been able to fill their sanctioned faculty posts.

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'Chinese policy researchers know little about the outside world'

Sixteen independent policy research institutions from South Asia have been selected for the Think Tank Initiative, a global, multi-donor programme, that will invest \$110 million to enable better research to inform and influence policy decisions in the region. Zhang Linxiu, professor and deputy director of the Centre for Chinese Agricultural Policy of the Chinese Academy of Sciences, one of the beneficiaries, talks to Divya A about the importance of engaging with policy makers, seeing them as allies and not obstacles:

■ Where is the need to strengthen independent policy research institutions when governments keep collating data from time to time?

When governments collect data, they only use it to represent the trends rather than to analyse the "cause" and "effect". Before implementing any gov-

ernment policy, there is a need for an external organisation to assess and evaluate whether the goals can be achieved and if the needs of all could be addressed. Also, before any new policy formulation, you need to have some research-based information to support the basic design of policy framework.

■ What are the innovations and challenges in the policy research environment in South Asia?

I believe there are many. The major challenge, I feel, would be how to cope with the globalisation/regionalisation since most of the organisations are domestically focussed. The other challenge would be how to draw the best and most talented people to work in this field when there are many more attractive jobs good people can easily find.

■ And what are the chal-



lenges in China?

China's policy research challenge is about how fast you can come up with concrete ideas that government can easily pick up and implement. There is political will in China and there is no dearth of resources. The problem is China is piloting almost all the new policies without properly evaluating them beforehand. The other challenge is domestic policy researchers

know very little about the outside world. In this age of globalisation, one country's policy could not be made in isolation.

■ Can institutions from India and China – the two powerful nations in South Asia – partner together in influencing policy formulation for the entire region?

The most immediate and practical way for Chinese and Indian researchers to have regional influence is through comparative and collaborative research on common themes and policies. At the same time, involving other researchers from some smaller countries (only referring to population size) would be a good idea. But it has to be a commonly identified theme area.

■ What do you think is the most ignored field in terms of policy making in the region?

I personally think that policy research related to trans-

boundary issues is important. This again needs cross-country team research.

■ Since your institution works in the area of agriculture, what do you think could be done to strengthen agriculture in the South Asian region?

We focus on both commodity-oriented policy research (agricultural technology, production, distribution, trade and environmental policies) and factor-oriented policy research (land, labour and capital policies, public goods and services, social protections, healthcare and human capital development policies). Therefore, I believe that policies that can serve both production and farmers' needs (e.g. agricultural technologies, credit service) as well as the well-being of people and society (poverty alleviation, social protections) should be on the research agenda for the region.

e-paper

Hindi ND

22.11.10

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⚡ IIT plans to curb Internet access

KANPUR: Apparently rattled by student suicides, IIT authorities here are planning to cut Internet access after midnight, saying hostel inmates were not sleeping enough, leading to stress.

Eight students have committed suicide over the past five years at the prestigious institute. A 22-year-old B. Tech final year student from Andhra Pradesh, Madhuri Sale, took her life last week.

"Hostelers keep surfing the Internet throughout the night. When they attend classes, they are tired due to lack of sleep and are unable to concentrate which leads to stress," IIT Registrar Sanjeev Kashalkar told PTI.

"There are 5000 students in IIT and it is not possible to check whether one is asleep or on the net after midnight. That's why authorities are considering to stop the Internet server after midnight till 8 a.m. so that students can rest," he said.

The restriction would come into force after the ongoing exams with the help of the counselling cell, once the proposal was approved by the students' senate and the faculty, he added. — PTI

Hindustan Times, ND 22-Nov-10 p-15

IPS officers to get world-class training

NEW COURSE Experts from Cambridge will conduct training programmes for police officers

Satya Prakash

■ satya.prakash@hindustantimes.com

NEW DELHI: Often accused of using outdated policing techniques and ignoring the needs of a modern democratic society, Indian Police Service (IPS) officers are all set to get world-class mid-career training by experts from the Cambridge University, UK and its Indian partner OP Jindal Global University, Haryana.

The Ministry of Home Affairs awarded the contract for training of mid-career IPS officers to the Cambridge University and the OP Jindal Global University, following an agreement signed at the Sardar Vallabhbhai Patel National Police Academy, Hyderabad in March 2010.

"The first-ever such training will begin at the National Police Academy, Hyderabad on Monday, November 22, 2010 and will continue for six weeks," OP Jindal Global University vice chancellor professor C Raj Kumar told the Hindustan Times.

"It will be followed by the second leg of the training programme at the Cambridge University for two weeks," Kumar said, adding that a separate agreement had been signed between OP Jindal Global University and Cambridge University to execute the training programme.

"One hundred and twenty IPS officers from 1991 to 1994 batch are taking part in the phase-IV training programme aimed at enhancing their professional and leadership skills by exposing them to the best international practices in the



■ From right: OP Jindal Global University vice-chancellor prof C Raj Kumar; director, Police Executive Programme, University of Cambridge prof Lawrence Sherman; former director of National Police Academy K Vijay Kumar after signing an agreement for training of IPS officers.

THE FIRST-EVER SUCH TRAINING BEGINS AT THE NATIONAL POLICE ACADEMY, HYDERABAD ON NOV 22 AND WILL CONTINUE FOR 6 WEEKS

field of policing." National Police Academy director Rajiv Mathur told HT on phone from Hyderabad, adding "human rights also forms part of the training."

Kumar said: "The partnership between OP Jindal Global University and University of Cambridge is a unique and historic partnership that will pave the way for conducting training programmes for senior police officers at the level of IGs and

DIGs of police for the next three years."

Prof Lawrence Sherman, director, Police Executive Programme, University of Cambridge said, "Developing criminology in the world's largest democracy by integrating knowledge and practice on a broad scale at the highest level of the police institution was a major step forward in the history of criminology."

Kumar said the government's decision to ask Cambridge and Jindal universities to train mid-career IPS officers underscored the importance of institutional collaboration "that commits itself to rigorous teaching, research and capacity building on issues relating to policing and criminal justice, with international and comparative perspectives."

Cherchez la femme

Despite B-schools' best efforts, women are still woefully under-represented on MBA programmes

WOMEN have outnumbered men on college campuses around the world for the past five years, according to Unesco's latest *Global Education Digest*. In Europe and North America, there are a third more women than men enrolled in university, and in a number of countries, such as Hungary and Uruguay, there are at least two female graduates for every male. Women are gaining in Master's degree programmes, too. In American medical schools, for instance, they represent half of all students; in law school it is 47%. And yet they remain a distinct minority at business schools. Women represent under a third of students enrolled in the schools covered in *The Economist's* ranking of full-time MBA programmes, a figure that has barely changed since our first ranking in 2002 (see chart).

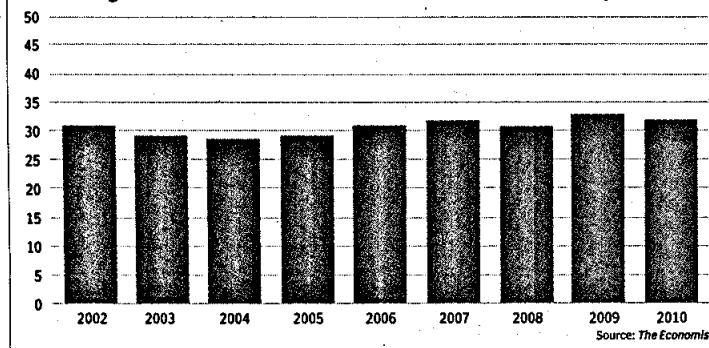
It is a disparity that B-schools have tried hard to rectify—from easing up on work-experience requirements and establishing special scholarships for women, to sponsoring conferences and admissions events targeted at them—with varying degrees of success. But as the ranks of working women grow, and some countries push through laws forcing public companies to employ more women managers, B-schools face pressure both to train women for leadership roles and prepare men for a world in which women represent half the professional workforce.

Earlier this year, Deutsche Telekom introduced a quota system to ensure that women will hold 30% of its upper- and middle-management positions by 2015. At the moment, they hold just 13%. Since 2008, Norway has required that women hold at least 40% of directorships at publicly listed companies. Spain, the Netherlands and France have passed similar laws.

"Society as a whole would benefit by having a higher percentage of women with top-level responsibilities in companies," says Professor Valter Lazzari, director of the MBA programme at SDA Bocconi in Milan. "They are more analytical, reflective, and more cautious. They are less prone to the problem of overconfidence. I am pretty sure if we had more women in charge of banks, the financial crisis would not have happened in the same way."

It is a viewpoint that is commonly ad-

Percentage of women students at Economist-ranked schools, 2002-10



vanced by business-school faculty. Women also, it is suggested, tend to have superior communication skills and are better at consensus building and multi-tasking. Male business students benefit from the experience of working side-by-side with women as colleagues in the classroom, and also gain insight into women as potential customers in the real world.

The main reason that business programmes have difficulty attracting women is that most MBA programmes require 4-5 years of professional experience—a prerequisite that creates a tricky timetable for a young woman planning to start a family. Other professional degrees, like law and medicine, do not require work experience and so many women enroll directly after university. To overcome this, several leading schools have lowered that work requirement, and set their sights on recent college graduates and early career professionals with only a couple of lines of experience on their CVs. Some, like Pennsylvania (Wharton), have begun recruiting undergraduates, including at all-women schools.

In 2007, Harvard Business School launched a deferred MBA admissions programme for undergraduate students that

guarantees college students a place in a future HBS class contingent upon their graduation and the completion of two years of approved work experience. Attracting more women to the school wasn't explicitly the reason for the programme, but it has had that effect.

A second obstacle is the large financial investment an MBA programme involves. One of the attributes that apparently

makes women distinctive managers—their risk aversion—also makes them less likely to take themselves out of the job market with an uncertain return, according to admissions officers.

"Pursuing an MBA can be expensive, and it is a considerable time commitment," says Mary Miller, assistant dean of admissions at Columbia Business School in New York. "We've found that

women in particular want to be sure they're making the right decision." Columbia, in common with several schools, has created special scholarships for women. And dozens more have partnered with the Forté Foundation, a consortium of corporations and schools that promote women in business, to offer fellowship opportunities to women pursuing MBAs.

A third impediment B-schools face is

Women students at Economist-ranked schools, 2010

Top 5	%
Monaco	67
Wits	50
Hong Kong University	48
EDHEC	47
George Washington	45
Bottom 5	%
Bradford	9
IIM (Ahmedabad)	15
Ashridge	20
Iowa (Tippie)	22
Macquarie	22

the perception that MBA programmes cater to overly competitive, Type A personalities. Schools are responding by hosting networking events and special seminars to demonstrate to prospective female students that B-schools offers a supportive community, rather than a male-dominated, ruthless one. New York (Stern), for example, sponsors an annual conference featuring a female CEO as the keynote speaker with the goal of providing applicants with a positive role model; last year Andrea Jung, head of Avon, gave the address. The final challenge is that high finance and management consulting, still the top career choices for newly minted MBAs, tend to appeal more to men. In a bid to woo more women, admissions staff have augmented their marketing techniques to highlight that the degree is useful in a variety of functions and industries, as well as in the non-profit sector. John Fernandes, president of the Association to Advance Collegiate Schools of Business, says, "As B-schools begin to round out their emphasis of teaching from profit-maximisation to one which addresses a broader social benefit and engagement, I think more women who are not interested in working on Wall Street might consider an MBA to further their careers."

History suggests that we should not hold our breath.

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**Political &
Business Daily ND
22/11/2010 P4**

IIT-Kanpur mulls internet blackout after midnight

KANPUR, NOV 21

APPARENTLY rattled by student suicides, IIT authorities here are mulling cutting internet access after midnight, saying hostel inmates were not taking adequate sleep which was leading to stress.

Eight students have committed suicide over the past five years at the prestigious institute. A 22-year-old BTech final year student from Andhra Pradesh, Madhuri Sale, took her own life just last week.

"Hostelers keep surfing the internet throughout the night. When they go for the classes, they are tired due to lack of sleep and are unable to concentrate which leads to stress," IIT registrar Sanjeev Kashalkar told PTI.

"There are 5000 students in IIT and it is not possible to check whether one is asleep or on the net after midnight.

That's why authorities are considering to stop the internet server after midnight till 8 AM so that students can rest," he said.

The restriction will come into force after the ongoing exams with the help of the counselling cell once the proposal is approved by the students senate and the faculty, he added.

The institute has two psychiatrists, a yoga centre and a counselling centre for students to deal with the problem of stress. There are playing grounds and other means of entertainment for the students to de-stress, he said. —PTI

CSIR & Mahindra Aerospace join hands for small plane

By Savita Verma in New Delhi

DESPITE hiccups with its transport aircraft projects, the National Aerospace Laboratories (NAL), a Council of Scientific and Industrial Research (CSIR) lab is proceeding with the development of a five-seater multi-mission aircraft in collaboration with Mahindra Aerospace.

"The first test flight of the aircraft is expected by June 2011. All parts of the aircraft have been designed and fabricated. The next step is integration," Shyam Chetty, project director from NAL said.

A scale model of the plane named NM5-100 is on display at the India International Trade Fair where CSIR is displaying its various technologies.

NM5-100 is a low-cost five-seater aircraft that is not available in the market. The all-metal aircraft is made of aluminium alloys and can take off and land on non-paved runways that have fixed landing gear. It requires a short take-off and landing area of 300 meters in comparison with about four kilometers for the

big aircraft. The weight of the aircraft is 945 kg and it can carry a load of 580 kg. The total cost of the aircraft is around ₹2 crore.

According to scientists, there is a market for this kind of aircraft.

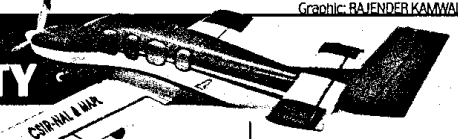
The team thinks that the aircraft can be an ideal flying vehicle for executive travel. It can also be used as air ambulance with a provision for two stretchers. Patients can be airlifted from remote areas. In addition, the aircraft can be used in the tourism sector, for example, in mountainous areas.

"The manufacturing of the aircraft is now done in Melbourne, Australia. The aircraft would also be certified by the Australian civil aviation agency. There are plans to set up a manufacturing unit in Bangalore," Lingappa, design engineer, Mahindra Aerospace, said.

The aircraft would have to undergo a rigorous certification procedure by the director general of civil aviation (DGCA). All the designing processes and the parts of the aircraft would be certified, Chetty said.

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Graphic: RAJENDER KAMWAL



WINGS OF OPPORTUNITY

DIMENSIONS		WEIGHT	
Overall length	8.8 m	Max take-off weight	1,525 kg
Overall height	3.1 m	Empty weight	945 kg
Wing span	10.9 m	PERFORMANCE	
		Take off distance	500 m
		Landing distance	450 m
		Max level speed	296 km/hr

Multi-mission: Air taxi, training, tourism, cargo & air ambulance

Airframe: All metal construction with composite cowling and fairings

Power plant: Lycoming IO-540 engine, 300 bhp @ 2,700 rpm and three-bladed constant speed propeller

Pioneer ND 22/11/2010 P7

Super-30's Kumar to meet Cameron

AMARNATH TEWARY ■ PATNA

The man who has founded the widely-appreciated Super-30 coaching institute for poor students preparing for IIT entrance examinations, will now share the dais with veteran Hollywood producer and director James Cameron.

"Yes, I've got the invitation to share the platform with the veteran Hollywood personality at Lavasa, Maharashtra, next month," mathematician Anand Kumar told *The Pioneer*. Cameron has made films such as *Titanic*, *Avatar* and *The Terminator*, among others.

The two-day programme to share ideas from December 10-12 will be held in association with Technology, Entertainment, Design (TED) — a global set of conferences aimed at promoting innovation in diverse fields.

"It is an honour for my State too where I grew up and started my institute," said Anand, adding that it was a matter of great pride that a teacher like him was given an opportunity to speak before such distinguished personalities.

Event organiser Deepti Nair said, "There is going to be a large number of people from all over the world, who are coming to see and hear these great personalities." Entry fee for the international conference will be ₹1 lakh, with Cameron being the star attraction.

Nair also said Kumar was seen as a hero, not only in India, but also abroad. "He is viewed as a person who despite not being able to go to Cambridge due to financial constraints, did not give up and instead,



ANOTHER FEATHER IN CAP: Anand Kumar



AUGUST COMPANY: James Cameron

became a ray of hope for the talented students from poor sections of the society. He is bringing about a social change," she said.

Kumar had started Ramanujam School of Mathematics in 1992 and has, since then, been winning accolades from every corner of the globe.

Pioneer ND 22/11/2010 P5

IIT-K mulling to discontinue internet after midnight

PIONEER NEWS SERVICE ■
NEW DELHI

The recent suicide of an IIT student in its Kanpur institute seems to have rattled the authorities who are now mulling to discontinue internet access after midnight, pointing out that the hostel students were not taking adequate sleep which was leading to stress. As many as eight students have committed suicide during the past five years at the prestigious institute.

The incident was related to a 22-year-old BTech final year student from Andhra Pradesh, Madhuri Sale, who was found hanging in her room last week. While a three-member committee has been set up by the IIT administration to probe into her death it was not immediately known why she took the extreme step.

The student had a very good academic record and there was nothing to suggest that she was suffering from depression. However, sources have not over ruled stress as the immediate cause.

“Hostellers keep surfing internet throughout the night. When they go for the classes, they are tired due to lack of sleep and are unable to concentrate which leads to stress,” felt the sources in the management.

There are 5,000 students in IIT and it is not physically possible to check whether one is asleep or surfing the net after midnight. Hence, the authorities are considering to stop the internet server after midnight till 8 am such that the students can have the full quota of rest,” they added.

The restriction will come into force after the ongoing exams with the help of the counselling cell once the proposal is approved by the students senate and the faculty, they pointed out.

Meanwhile, the institute has two psychiatrists, a yoga centre and a counselling centre for students to deal with the problem of stress. There are playing grounds and other means of entertainment for the students to de-stress, the students.

HARVARD MULLS PAN-INDIA MANAGEMENT TRAINING

Will offer courses to train faculties so that they can reach out to more students

KALPANA PATHAK
Mumbai

US-headquartered Harvard University may offer more to Indian education institutions from its bouquet of programmes.

The Harvard Business School (HBS) has already been offering programmes in India since 2008. "Because of India's prominence, geo-politically and economically, Harvard University has a huge commitment. We are likely to see more programmes being offered across Harvard University. We are working with Vice Provost for international affairs and India is a big part of our conversation," professor Rohit Deshpande, Sebastian S. Kresge Professor of Marketing at Harvard Business School told *Business Standard*.

Deshpande was in India last week for conducting the Global Colloquium for Participant-Centered Learning (GCPCL) that saw the participation of around 24 faculty members from various B-schools in India.

"We are trying to build a national infrastructure in management training in India and we wish to touch large number of Indian students through their faculty members. Looking at the shortage of faculty in India and the high demand for management education, we would like to train faculty members so that they can reach out to more number of students.

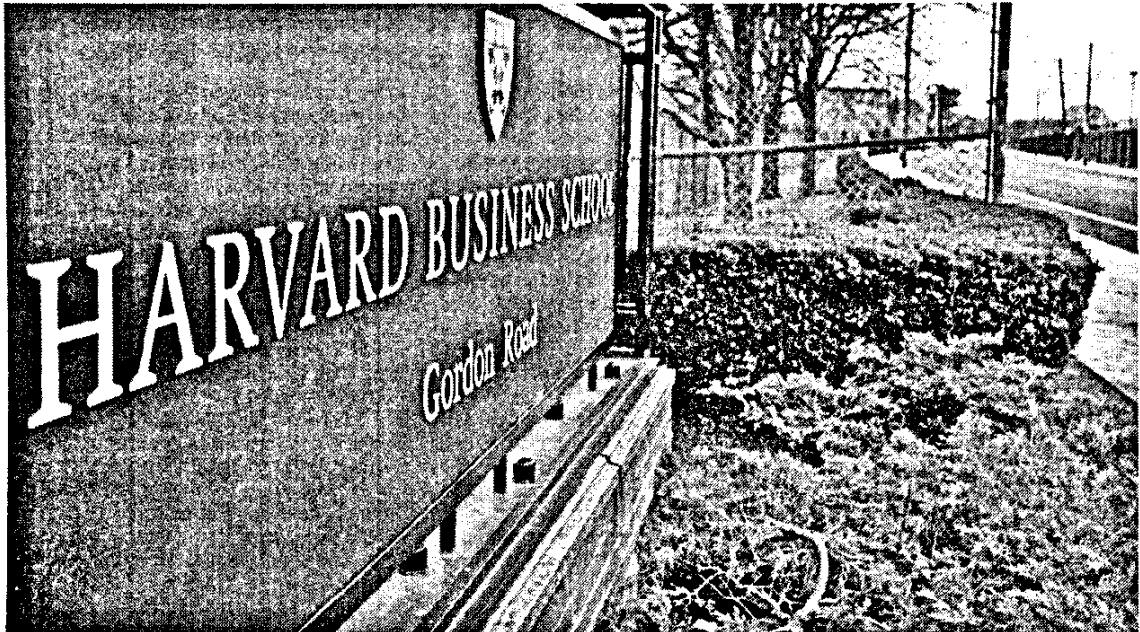


PHOTO: BLOOMBERG

Using the case method of teaching, the School has trained tens of thousands of leaders in business, government, and academia," said Deshpande.

Harvard Business School might hold several sessions of the programmes in future. The business school had opened its Indian Research Centre in Mumbai in 2006 and has since conducted six executive education programmes. It has developed various case studies and is looking for a classroom space. The centre would introduce three more programmes in India between January and May 2011.

Richard Ivey to offer courses in India

Canada-based University of Ontario's Richard Ivey School of Business will set up its India office in February 2011. The school plans to offer executive education programmes in the country beginning next year.

Ariff Kachra, Professor of Strategy of Richard Ivey School of Business, and Eric Morse, Associate Dean - Programmes, told *Business Standard* that the institute plans to expand its presence in India and offer degree programmes after the Foreign Edu-

ational Institutions (Regulation of Entry and Operation) Bill is cleared by Parliament.

"India is an important market and we need to have a presence here. We wish to build our brand here, similar to what it is in Canada. Our first entry into India will be through the executive education programmes," said Morse.

The B-schools said it is the largest producer of cases in Asia with a target of 500 cases in the next five years in India.

"Our programmes are about direct training of executives. Development is more critical to us. You will see more tailored programmes offered in India. There is a limit we can touch people that way, create network and develop more case studies," added Deshpande.