

Newspaper Clips

November 3, 2011

Economic Times ND 3/11/2011 P-4

Abhijit Bhaduri's take on the academic quality debate

Learning or Test Taking

There was a lot of hue and cry over the remarks that Mr Narayan Murthy made about the slump in the quality of education in IITs. He talked about the need to overhaul the selection criteria for students seeking admission to these institutions. He said, "Thanks to the coaching classes today, the quality of students entering IITs has gone lower and lower." Let us look at the import of the three statements.

The first idea is about the slump in the quality of education. How should we measure the quality of education provided by an institution of higher learning? Is it based on the kind of jobs that the industry or academia offers to the students when they complete their educations or should we view the careers of the alumni over a period of time to answer that question? Is the purpose of education limited to just employability or is it also about being a game changer? Education has two possible outcomes. One lies in the employability or the tangible value of the knowledge and skills. This is more short term driven. The other is more intangible and can be measured by the impact made by alumni in society. This measure has to be long term. On both the criteria the alumni of IITs stand tall. They boast of several well known entrepreneurs, bureaucrats and leaders of institutions not just in India but all over the world. We need to view the contribution of the current crop of students over time before we reach conclusions about their caliber.

The second issue about overhauling the selection system is to me the heart of the issue. Any system of testing produces a set of coaching institutes. This is a natural process that happens all over the world. Hackers actually make our software better because they expose the vulnerabilities of the code. In a connected world, there are hundreds of sites dedicated to coach people on how to write resumes and answer technical questions in an interview. The Wikipedia itself has all the ten cards of the Rorschach inkblot test that psychologists use to judge personality and thought disorders. The site also gives what are the most common responses. There are sites on the web that tell you how to fake the inkblot test. There are coaching classes to teach three year olds how to get into the elite schools of the neighborhood. There are coaching classes for aspiring ac-

Intangible Opinion



tors. Yet every actor who graduates from the acting school does not become a superstar.

Every aspirational opportunity gives rise to a coaching class. The test designers need to ensure that they are able to test what it takes to succeed in that profession. If we want engineers to be analytically superior, then the test must check that. If we want them to be great communicators, then the test must focus on sifting students on the basis of their written communication and presentation skills. So, the onus of designing the right test is on the institutions. The question to ask is whether the current entrance exam is testing the right behavior?

To design the right test we have to look at what behaviour helps a student succeed AFTER they have graduated

The entrance exam must test not just the ability of the applicant to successfully meet the academic rigor of the institution, but also to be able to perform the demands of the profession.

The role of the teacher is not about dispensing information; it is about building a mindset that makes the student a lifelong learner. The students are only as good as the professors they learn from. Think about it.

Abhijit Bhaduri (<http://abhijitbhaduri.com>) is a bestselling author. He works as the Chief Learning Officer of Wipro. The views are personal.

Times of India ND 03-Nov-11

P-16

IIMs to share info on admissions

TIMES NEWS NETWORK

New Delhi: Failing to evolve consensus on having a common counselling for admission, the IIM council on Wednesday decided that the institutes would share their admission information and coordinate their counselling systems.

For the first time, IIMs have decided to go beyond the world of finance and business management and begin courses in areas like energy management, academic institution management, health management, agriculture management, etc. A taskforce for establishing the contours of such programmes has been set up. In a bid to attract foreign students, so that IIMs have a

more diverse mix, the council decided that IIMs should have a roadshow abroad.

The older IIMs after completing their counselling session would share information about those who have not been able to make it and the other IIMs — mostly the new ones — would be free to take students from that pool. However, other IIMs would be free to have their own counselling sessions. "Admission policy of each IIM is sacrosanct. In order to ease pressure on students and assist the new IIMs in admission processes it was decided that institutes would share their admission information and coordinate their counselling systems," the Union HRD ministry said.

Indian Express ND 03-Nov-11

P-7

External review of each IIM every 3 yrs

EXPRESS NEWS SERVICE

NEW DELHI, NOVEMBER 2

THERE will be an external review of each Indian Institute of Management (IIM) every three years as a check on the premier B-schools that are set to enjoy greater autonomy.

This was decided at a meeting of the IIM Council chaired by Union Human Resource Development Minister Kapil Sibal on Wednesday.

On the decision to conduct reviews, Sibal said that although the government did not want to interfere in the functioning of IIMs, it should "have powers to interfere in cases of aberrations".

A revised Memoranda of Association and Rules — that will give greater autonomy to the institutes — has been finalised for the IIMs in Ahmedabad and Indore while a revision for three other IIMs — in Bangalore, Kozhikode and Lucknow —

is underway. Two IIMs are still to get back to the HRD ministry, sources said.

Greater autonomy would mean the IIMs would have flexibility in hiring or reviewing salaries. Five IIMs have agreed to sign the new memoranda, which is based on a report on reforms submitted by the Bhargava panel in 2010.

At the IIM Council meeting, it was also decided that the institutes would share admission information among them and post individual admission criteria in their websites to ensure that no seat in the new IIMs remains vacant and to ease the pressure on students.

Sibal said the move would ensure reduced pressure on the old IIMs in matters of admission and equal distribution of candidates. The meeting reviewed the progress made by five recently opened IIMs — in Ranchi, Rohtak, Raipur, Trichy and Udaipur — in terms of setting up their campuses.

FINANCIAL EXPRESS ND 3/11/2011 P-4

External review of IIMs on cards

fe Bureau

New Delhi, Nov 2: In a first-of-its-kind move, the prestigious Indian Institutes of Management (IIMs) will be subject to an external peer review every three years, which would look at their performance and make them more accountable to the government.

"The peer review will be discussed at the IIM council meeting as it is the best way of (ensuring) accountability. This will be a social audit to see the quality of output of the IIMs," said Union HRD minister Kapil Sibal after meeting the chairpersons and directors of the 13 IIMs.

Reviewing the process of investing greater autonomy on IIMs, Sibal said that the revised Memoranda of Association (MoA) of IIMs at Ahmed-



Kapil Sibal said the government should ultimately have the power to intervene in case of aberrations, but will not interfere in the academic and administrative decision-making of the IIMs

abad and Indore have been finalised, while the process of revision of MoAs of Bangalore, Lucknow and Kozhikode are under way.

"There was a consensus that the government should ultimately have the power to intervene in case of aberrations

and take corrective steps, but we will not interfere in their academic and administrative decision-making," Sibal added.

On the issue of a common admission policy, Sibal said that to ease the pressure on students and assist the new

IIMs in their admission processes, the big IIMs would share their admission information and coordinate their counselling systems with the small ones.

The contentious issue of the number of classroom teachers hours remained, with Sibal saying that the IIMs had agreed to 180 hours, more than the government's proposal of 160 hours. The IIM directors, however, denied it.

"We didn't agree with this proposal," said a director from one of the old IIMs. P Rameshan, director of the new IIM at Rohtak said: "Some faculty members are already doing more than 180 hours and those doing good research were getting a relief from the mandated classroom teaching hours."

Financial Chronicle ND
03/11/2011 P10

IIM-K to cut tuition fees by Rs 30,000

PRESS TRUST OF INDIA

Kochi

AIMING to protect its students from 'additional burden', Indian Institute of Management-Kozhikode has decided to roll back tuition fees by Rs 30,000 from the 2012-13 academic year for its post-graduate programme and introduce scholarships for high achievers.

"This unprecedented move will result in the loss of revenue of Rs 1.2 crore to IIM-K. This is a pro-active move to support higher education in the country," said Debashis Chatterjee, director of the institute. To offset the reduction in income, IIM-K plans to increase its post-graduate programme intake to 400 students from the present 340 from the next academic year.

Rise of the post-Fordist university

UNIVERSITIES today, in India and elsewhere, are built on the industrial or "Fordist" organisation principles that Henry Ford employed to manufacture his Model T cars in the early 20th century.

Fordist organisations are geared to the production of standardised products. It may be relevant here to remember what Mr Ford had famously said: "Any customer can have a car painted any colour that he wants so long as it is black." These organisations work on the principle of economies of scale: costs reduce as the volume of production and the volume of inputs used increase. Work is broken down into different elements conducted by different classes of workers. Management is hierarchical; decisions are made at the top and passed down a line of command.

Similarly, universities the world over conduct standardised entrance tests to take as input a standardised student, use standardised textbooks and standardised "board exams" or "university exams" to grade the student.

Post-Fordist organisations, on the other hand, have a set of "core" workers, who are highly educated and reasonably well paid. But non-core workers and functions are outsourced. The products of these organisations are adaptable to the needs of customer segments. Also, rapid feedback is used to modify products and accompanying services. Work

is accomplished by decentralised, empowered teams of workers. These organisations depend extensively on partnerships and alliances with other organisations with complementary competencies. Silicon Valley technology firms are archetypes of this form of organisation.

The Indian Institutes of Management (IIMs) in India are organised on post-Fordist principles. Faculty members are loosely grouped along expertise clusters such as Behavioural Sciences, Finance and Marketing. Management activity is conducted through "programmes", some of which are organised around the main courses offered. For example, the Post-graduate Programme offers the flagship two-year, full-time residential course; and the Management Development Programme comprises short-term training programmes for working managers. Other activities are organised along classical line functions such as admission and placement. People heading these "programmes" are faculty members who carry on with their teaching and research activities even as they "chair" these programmes. They occupy these positions on a voluntary basis for a two-year spell, after which they go back to their teaching and research engagements. They



AJIT BALAKRISHNAN

a chairperson of an activity area acquire the expertise needed to manage it than he reaches the end of his two-year term. The next chairperson, often a faculty member with no prior managerial experience, has to start the learning cycle all over again. Some of these programmes are quite large-scale. For example, the person chairing Management Development Programmes has to help create, market and run several dozen courses that train 3,000-4,000 managers a year.

Observers often ask: by rotating management, are you not foregoing the performance enhancement that comes with the experience of managing the same function for a long period of time? What about the role of financial incentives? Why will people take on additional responsibilities if they are not paid more than what they usually get?

Despite defying all such management theories, the IIMs continue to flourish.

don't get paid extra for doing these "management" jobs.

Successful senior managers from industry and government serving on IIM Boards are driven to their wits' end when they watch the IIMs function as described above. No sooner does

Applicants flock to enter them, students love the time they spend there, recruiters from the world's top companies snap up a class of 400-odd graduates in no time. And to top it all, many of the IIMs deliver a 25 per cent profit-to-revenue ratio, a profitability level achieved by only a minority of companies listed on the Bombay Stock Exchange.

What explains this paradox?

The answer perhaps is that by trial and error, the IIMs have evolved an organisational system that may be the prototype of post-Fordist organisations. Such organisations may be the norm in the Information Society, into which the world is gradually sliding. In this new arrangement, work is not de-skilled by excessive division of labour; all workers are assumed to be multi-skilled. No permanent class of people is designated as "leaders" and others as "followers". Like a cricket team, everyone gets to bat. It is important to be reasonably well-paid, but extra performance is not achieved by extra pay alone; rewards are more intrinsic: approbation from peers, satisfaction from contribution to institution building and so on.

The early IIMs were founded based, in part, on grants from the Ford Foundation. So, watching IIMs defy his management philosophy, would the great pioneer of modern management, Mr Ford, be turning in his grave?

ajitb@rediffmail.com

Asian Age ND 03-Nov-11 P1

UK student visa rules tougher from April

PRASUN SONWALKAR
LONDON, NOV. 2

Delighted that new stringent student visa rules were "beginning to bite", the UK home office on Wednesday said a further tightening of the system was on the cards from April even as British universities said the rules were damaging their reputation

abroad. Immigration minister Damian Green expressed satisfaction that the "changes we have made are beginning to bite", and announced that further measures to tighten the student visa regime were due in April 2012.

The changes from April will include the closure of the post-study work visa, which allows students from

India and elsewhere to work in the UK for two years after completing their course of study.

From April, those wishing to stay and work will need to apply under the skilled workers visa route.

There will also be new time limits on student visas and tougher rules on work placements, the home office said.

However, Universities UK, the representative organisation of all British universities, warned the government that Britain could not afford to make the "same costly mistakes" as the United States and Australia which curbed overseas student numbers and then dropped the policy when they realised it had seriously damaged the

international competitiveness of their higher education sectors.

The home office said over 11,000 non-EU students could not come to the UK this year after over 450 education providers were barred from sponsoring and enrolling non-EU students because they did not meet the standards of a new inspection regime. — PTI

Global consulting firms make a beeline for IIM-B students

Our Bureau

Bangalore, Nov. 2

Consulting firms have started making Pre-Placement Offers (PPOs) to students of Indian Institute of Management, Bangalore (IIMB), with still four months to go for final placements.

According to a press statement, the Class of 2012 has received 71 and requests for 37 Pre-Placement Interviews (PPIs) so far, ahead of the lateral placements scheduled in December and the final placements scheduled for March next year.

Consulting firms including A.T. Kearney, Bain & Co, Boston Consulting Group and McKinsey & Co have made offers in substantial numbers.

Other major consulting firms that have made PPOs so far are Booz & Co, Global e-Procure and Hay Group.

HIGHER CONVERSION RATE

"This year the conversion rate (number of interns being offered jobs) for consulting firms was in excess of 90 per cent," Prof P.D. Jose, Chairperson, Career Development Services - IIMB, said in the statement.

GLOBAL LOCATIONS

Global financial firms including Blackstone (London), Barclays Capital, Deutsche Bank (Global Markets, Lon-

don), Goldman Sachs, JP Morgan, Morgan Stanley, Nomura, RBS, Standard Chartered (Global Markets) and UAE Exchange have extended offers to IIMB students.

Most of these offers have been made for international locations such as Abu Dhabi, Dubai, Hong Kong, London and Singapore.

General management conglomerates such as the Ad-

itya Birla Group & TAS, FMCG majors including HUL, P&G and Pepsi along with Microsoft, American Express and Philips have also made pre-placement offers.

B-School's plan to make summer internships optional falls flat

Sushma U.N.

Bangalore, Nov. 2

The scheme permitting students with some work experience to opt out of the summer internships has found only a few takers at the Indian Institute of Management, Bangalore (IIM-B).

The institute recently announced that students with work experience of over 34 months have an option to work on other projects in campus or outside, or pursue other plans during April-May, the period when students usually take up summer internships "but very small number has opted out of internships so far", Ms Sapna Agarwal, Head - Career Development Centre at IIM-B, told *Business Line*. "Students with prior work experience still want to do

summer internships," she said.

This is the first year this option has been given to them and we have given them time to decide, and we might have a few more opting out, but "there aren't too many," she said.

Those who opt out do so because they have other plans like ideate a start-up, or work on a project, and those who have been associated with start-ups might go back there to contribute, Ms Agarwal said. About 25 per cent of the 375 students in the current batch have work experience of over 34 months.

Summer internships, for eight weeks during April-May, are otherwise compulsory for all first-year students pursuing the post-graduate programme at

IIM-B. They form an important part of the postgraduate programme as several students are made pre-placement offers by the companies they have interned in.

The summer placement for the students of the first year of the post graduate programme begins on November 9. This year, IIM-B has seen more companies - about 150 - registering for the summer placements, with about a 100 having already completed the pre-placement-talks.

Also, this year, companies from the online marketing sector and several start-ups have come to campus for placements along with companies in the management consulting, finance, healthcare and retail sectors.

HindustanTimes

Title : DECODING FOOD CRISIS Scientists crack pulses mystery

Author : Zia Haq Zia.haq@hindustantimes.com

Location : NEW DELHI:

Article Date : 11/03/2011

DECODING FOOD CRISIS

Scientists crack pulses mystery

Zia Haq

■ Zia.haq@hindustantimes.com

NEW DELHI: Scientists are not known to provide cures to food inflation, but, sometimes, they can help in ways number-crunching economists can't.

Indian researchers have for the first time mapped a plant genome, that of arhar, a commonly consumed lentil. Arhar's demand is soaring but yields remain so low that the country has to rely on costly imports worth ₹7,000 crore a year, which drives up retail prices.

To cut a long story short, scientists now have a clear idea of how many chromosomes the arhar plant has, along with its full DNA makeup, a breakthrough being seen as agriculture's equivalent of putting man on the moon. This information will help scientists precisely identify which genetic components need to be tweaked to raise yields.

The humble pigeonpea, grown across India, is a staple of millions. Its soaring

prices are one of the reasons why Indians are paying the highest food prices in a decade.

Arhar is a key source of protein for the poor and also vegetarians.

Farmers, who cannot grow enough owing to low yields, have often looked to scientists to bail them out. But a breakthrough could have come only from a clear picture of arhar's full genetic composition.

The eureka moment came when a team of 31 scientists from the Indian Institute of Agricultural Research, a bunch of state agricultural universities and the Banaras Hindu University sequenced the entire plant genome of arhar after struggling on it for four years.

Lead scientist Nagendra Kumar Singh from the National Research Centre on Plant Biotechnology says faster development of high yielding, disease-resistant varieties of arhar — a distinct possibility now — can end India's reliance on costly imports.

Business Standard ND 3/11/2011 p-8

Google to offer free websites to small enterprises

BS REPORTER
New Delhi, 2 November

TO bring small and medium businesses (SMBs) in India to the online space, internet search giant Google today launched an initiative to offer free website, domain and hosting services to SMBs.

The initiative, dubbed 'India, Get Your Business Online', would provide Indian businesses tools and resources to establish a website, find new customers, and grow their businesses. India is the nineteenth country where Google has launched the service.

With this initiative, Google plans to introduce 500,000 SMBs to the online world in the next three years. "The initiative aims to break the barriers that stop small businesses from going online by offering quick, easy and free tools to set up and host a website," said Rajan Anandan, managing director and vice-president (sales & operations), Google India.

On how Google would benefit from this initiative, Nikesh Arora, senior vice-president and chief business officer, Google India, said, "We recognise India as a high-growth and high-potential internet market and we are committed to play the role of a catalyst to bring the benefits of the internet economy to SMBs in India."

According to Google, India is home to an estimated eight million SMBs, but only about 400,000 have websites.

The move has been widely cheered by the local advertising and online communities.

Arnab Mitra, national director, Starcom MedisVest Group, said, "Empowering SMBs is the need of the hour. I believe the growth of the internet, if it comes, would come from the 'already-not-in' community, be it business or consumers. And, if that is true, who can do it better than the most known, once a SMB of the Silicon Valley, and now the biggest business of the world, Google."

Indian SMBs can log on to www.indiagetonline.in to register for the initiative and get their free domain name. They would, however, need to furnish an identification document, either a permanent account number, or a tax deduction account number or a corporate identification number.

SMBs would be allowed to use the tool to get a free, easy-to-build website and web hosting for one year, and this would be powered by web host firm HostGator. HostGator is partnering Google for the initiative. The web firm would also offer free support in creating, hosting and managing the website for a year without any cost, through its toll-free call centres. "Businesses often believe that getting online is too complex, costly and time-consuming. This perception prevents many SMBs from taking the first step towards building an online presence. Google India and HostGator plan to change that through this initiative," Anandan said.

After the first year, SMBs would have to pay a nominal charge if they wish to renew their domain name.

Amar Ujala, ND 3/11/2011 P-7

मेट्रो के आश्चर्य को पढ़ेंगे इंजीनियरिंग छात्र

नई दिल्ली। मेट्रो के आश्चर्य को देशभर के इंजीनियरिंग छात्र पढ़ सकेंगे। फेस-दो में 125 किमी के निर्माण में आई कठिनाइयों और चुनौतियों का जिक्र व उस पर विजय से संबंधित एक पुस्तक तैयार की गई है। 300 पन्ने की इस पुस्तक में तीन दर्जन से अधिक सीनियर इंजीनियर्स के आर्टिकल शामिल किए गए हैं। दिल्ली मेट्रो प्रोजेक्ट इम्प्लीमेंटेशन हैंडबुक, फेस-दो के नाम से प्रकाशित इस किताब में रिकार्ड

फेस-दो के 125 किमी के निर्माण पर आधारित पुस्तक प्रकाशित

टाइम में 125 किमी का निर्माण करने के तरीके, प्लानिंग, निर्माण और परिचालन शुरू करने का विस्तृत विवरण दिया गया है। डीएमआरसी अधिकारियों के अनुसार, जितने भी मेट्रो कॉरिडोर

तैयार हुए हैं सब में अपनी-अपनी किस्म की चुनौतियां और रुकावटें सामने आई हैं। किताब में उनका जिक्र करने के साथ टेक्निकल डायग्राम और फोटो सहित समाधान का जिक्र अलग-अलग अध्याय में किया गया है। यह किताब न सिर्फ उन संस्थाओं के लिए सहायक होगी जहां भविष्य में ऐसे प्रोजेक्ट आएंगे, बल्कि इंजीनियरिंग की पढ़ाई कर रहे छात्रों के लिए लाभदायक रहेगी। इंजीनियरिंग महाविद्यालयों को यह

किताब मुफ्त में दी जाएगी। फेस-दो का कॉरिडोर निर्माण भारत में हुए इंजीनियरिंग प्रोजेक्ट में चैलेंजिंग रहा है। 125 किमी का निर्माण साढ़े चार वर्ष में पूरा किया गया। मूलचंद के पास बनाए गए सिग्नेचर ब्रिज, ओखला में रेलवे लाइन के ऊपर बने 100 मीटर लंबे स्पैन, धौला कुआं पर ऊंचाई से निकाली गई लाइन, राजीव चौक के नीचे बनाई गई सुरंग की बारीकियों का जिक्र किताब में किया गया है। ब्यूरो

अब पहाड़ पर भी पहुंचेगी रेलगाड़ी

श्रीगोपालनारसन

रुड़की, 2 नवंबर। आपको यकीन न हो लेकिन यह सच है कि पहाड़ पर रेल चढ़ने वाली है। पहाड़ पर रेल चढ़ाने को रेल मंत्रालय की हरी झंडी मिल गई है। आईआईटी रुड़की के प्रोफेसर पहाड़ पर चलने वाली रेल के लिए तकनीकी शोध पूरा कर चुके हैं। इसके निष्कर्ष के मुताबिक पहाड़ पर रेल धीमी गति से नहीं बल्कि 100 किलोमीटर प्रति घंटा की रफ्तार से दौड़ेगी। यानी जिस पहाड़ पर बस या कार से 20 से 30 किलोमीटर प्रतिघंटा की गति से ही जाया जा सकता है। वहां रेल की तेज गति की संभावना के चलते उत्तराखंड के लोगों की बांछें खिली हुई हैं।

पहाड़ पर रेल ले जाने की मांग अंग्रेजों के जमाने से ही शुरू हो गई थी। चमोली निवासी विक्टोरिया क्रॉस विजेता सैनिक दरबान सिंह नेगी ने सन 1919 में सबसे पहले पहाड़ पर रेल चलाने की मांग उठाई थी। इसके बाद अंग्रेज सरकार हरकत में आई। उसने 1923 में पहाड़ पर रेल लाइन के लिए सर्वे कराया। लेकिन किसी निष्कर्ष पर न पहुंच पाने के कारण अंग्रेज सरकार ने एक बार फिर 1935 में भी सर्वे कराया। लेकिन रेल पहाड़ तक नहीं पहुंच पाई। देश आजाद होने पर पहाड़ पर रेल का मामला ठंडे बस्ते में पड़ा रहा। देवगौड़ा सरकार में जब पहाड़ से सांसद सतपाल महाराज रेल राज्य मंत्री बने तो उन्होंने इस ऐतिहासिक मांग को जायज

मानते सन 1996 में कर्णप्रयाग तक रेल पहुंचाने का सर्वे कराया। उन्होंने रुड़की से मुजफ्फरनगर रेल लाइन का सपना पूरा करने के लिए भी सर्वे कराया, जो अब पूरा होने वाला है। सतपाल महाराज के ही प्रयास से मनमोहन सरकार ने इसी साल पहाड़ पर रेल ले जाने को वार्षिक बजट में मंजूरी दी। इससे पहाड़ पर 12 रेलवे स्टेशन, 81 टनल और 123 किलोमीटर की रेल लाइन के कार्य को हरी झंडी मिल सकी। उत्तराखंड में इस ऐतिहासिक काम का शुभारंभ यूपीए अध्यक्ष सोनिया गांधी के हाथों किया जाएगा।

रेल विकास निगम के माध्यम से पांच साल में पूरा होने वाले इस रेल प्रोजेक्ट का श्रेय लेने की भी होड़ मच गई है। भाजपा इस उपलब्धि का श्रेय लेकर चुनावी लाभ प्राप्त करने के मूड में है जबकि कांग्रेस ने किए गए प्रयासों का हवाला देकर पहाड़ पर रेल की पहुंच का श्रेय स्वयं बटोरा है। पौड़ी से सांसद सतपाल महाराज ने देहरादून में अपनी उपलब्धियां भी गिनाईं। उनका दावा है कि सब कुछ ठीक-ठाक रहा तो रेल के इस प्रोजेक्ट को उत्तराखंड के अंतिम छोर माना तक ले जाया जाएगा ताकि भगवान बद्रीनाथ तक रेल सेवा पहुंचाई जा सके।