

# Newspaper Clips

November 4, 2011

Business Standard ND 04-Nov-11

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## IIT hostel friends pool money to bail out 'Kejri'

### KEJRIWAL'S FRIENDS: CONTRIBUTIONS



**₹3.5 lakh:** Subrato Saha: Chemical Engineer, batchmate, hostel mate from IIT Kharagpur.

**₹3 lakh:** Harish Hande: Energy Engineer, one year junior from IIT Kharagpur and hostel mate.

**₹1.15 lakh:** Rajiv Saraf: Civil Engineer, batchmate, hostel mate from IIT Kharagpur.

**₹62,000:** Atul Bal: IIT Kharagpur

**₹50,000:** Vikas Gangal: Energy Engineer, one year junior from IIT Kharagpur, hostel mate.

**₹50,000:** P Srinivas: Batchmate from Tata Steel

SREELATHA MENON  
New Delhi, 3 November

ARVIND Kejriwal, Magsaysay winner and one of the members of Anna Hazare's anti-corruption movement, can now leave behind the controversy surrounding his dues worth over ₹9 lakh to the Indian Revenue Service, where he was an employee. Five former hostel mates from IIT Kharagpur, which includes this year's Magsaysay awardee and social entrepreneur Harish Hande and a former colleague, pooled money to help their old friend 'Kejri' in his difficult time. "We pooled in money to help him out. One of our hostel friends suggested and we all started pitching in," said Hande.

"We were particular that it should be from the hostel guys and not from any outside sources, to ensure that we all had PAN numbers and other details — so that there is no trouble after that," says Hande, who has built a movement of solar electric power in hundreds of villages in South India and Gujarat, providing employment and power at the same time. Kejriwal today sent a cheque of ₹9,27,787 along with a letter to Prime Minister Manmohan Singh, asking him not to "trouble" his six friends, including Magsaysay winner Harish Hande, who had given him an interest-free loan to settle his dues.

Government has claimed that the 43 year old activist had violated bond rules by quitting his job before completing three years of service, after going on a study leave on full pay. However, Kejriwal said he quit after serving bond conditions. Recalling old times with friend 'Kejri' who was a year senior to him in IIT Kharagpur and lived in the room below his, Hande says that they used to debate whether poverty or corruption was the bigger problem.

"Kejri always maintained that corruption was the greater evil. I said that if poverty was removed, corruption would go on its own." Hande laughs at the coincidence that both friends managed to tread their chosen path. Kejriwal's own affection and concern for his friends is evident in his letter to the Prime Minister, in which he pleads that the Government should not harass his friends, who have helped him with interest free loan to pay his dues to IRS.

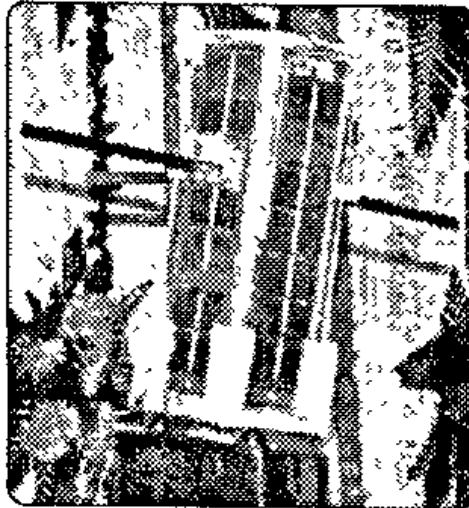
Hande denies that Kejriwal is arrogant or intolerant though he can get carried away like the way he did at Hissar. He used to lock himself inside the hostel room to prepare for exams, recalls Hande. "He used to rag me when I came in the first year, but during the remaining three years, I used to rag him. I have more ammunition against him than Digvijay Singh does, he says laughing.

He adds, Kejriwal is cushioned from the attacks of politicians by his friends from IIT. "We have a good support system. When it gets really vicious we call him and ask him to relax." Meanwhile, Kejriwal while returning the money insisted that he was doing so in protest and, it did not mean he has accepted any mistake.

Sentinel Guwahati 31.10.2011 p-7

# IIT-Kanpur team burnt midnight oil to script Jugnu's success

**LUCKNOW, Oct 30:** The successful fabrication and launch of nano satellite Jugnu showcases how a band of enthusiastic IIT-Kanpur students burning the midnight oil pulled off the rare feat with their sheer hard work and sacrifices. The team of 50 students worked around classes, assignments and exams, toiling at their lab, some well past 2 am. "We were initially torn between Indian Space Research Organisation's (ISRO) 'right way' of doing things and a more practical approach. Eventually, we decided to go ahead, taking cues from other nanosats built around the world," Chintalagiri said, a budding physicist. "We would never have been able to achieve the size reduction we did by blindly following ISRO specifications. It helped that we were able to take greater risks, since we were operating at less than one percent of the cost of a regular satellite. All our individual experienc-



es before the project gave us the foundation necessary to do this," adds Chintalagiri. As ISRO does not have ejection system for satellites below 10 kg, so designing one for Jugnu was a real challenge. Ultimately, Amrit Sagar, who designed it, did the nation proud. It is a complex piece of technology that makes space missions possible by separating the satellite from the launch vehicle and placing it in a precise orbit. The mechanism went through dozens of rigorous tests before certification by the Vikram Sarabhai Space Centre, said IIT-Kanpur sources.

"The credit of the success of the mission goes to the student team . . . from various disciplines of engineering and science, who worked tirelessly to bring Jugnu to life," said Jugnu project leader N Vyas, professor and head, mechanical engineering department, IIT-Kanpur. (IANS)

Times of India Kolkata 03.11.2011 p-13

# IIT-B boost to entrepreneurial spirit

Yogita Rao | TNN

**Mumbai:** IIT-Bombay has hit upon an idea that could boost the spirit of entrepreneurship among its students. Its placement cell is weighing the option of helping students whose start-ups have not fired to be placed in jobs after two years of experimenting with their ideas.

As part of the scheme, students keen on their own start-ups will be assigned mentors after graduating. These experts—either people who have successfully floated their own companies or those with enough exposure to new busi-

nesses—will evaluate their ideas to see if there's any potential. Once the ideas are approved, students can float their own companies. After two years, if a start-up fails to take off, the student-entrepreneur can participate in the regular placement process and get a job.

Ravi Sinha, professor in charge of placements, said the idea, which is at a nascent stage, can give students the assurance

to float their ideas without hesitation. "Very few start-up ideas on the campus turn out to be successful ventures. Often, many good ideas are not commercially-viable. So, students are apprehensive about floating their ideas," added Sinha.

"If such an option is made available, many students would be forthcoming with their ideas. If their ideas have merit, they will flourish. In case they fail,

they will know it's better to shut shop in the early stages. We plan to give them two years as companies also would be hesitant to hire such candidates after a long period," the professor said.

"We have been working on the initiative for a couple of months. If it works out, student-entrepreneurs will be reasonably assured of getting a job through the institute's placement office," said Sinha.

Times of India ND 04-Nov-11

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# China's first unmanned space docking a success

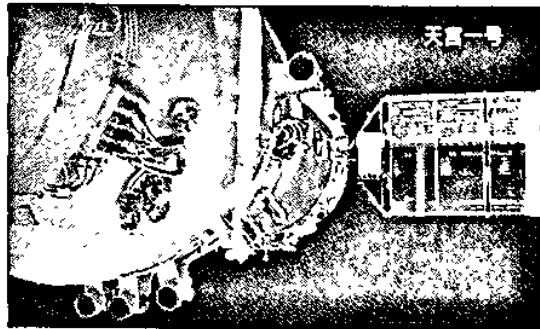
**Beijing:** As two of its unmanned spacecraft successfully docked for the first time high above the Earth, China on Thursday termed it as a major technological breakthrough in its ambitious programme to establish a manned space station by 2020.

The Shenzhou-8 spacecraft which was launched two day ago silently coupled the Tiangong-1 module, sent into space last month more than 343 km above Earth, in a manoeuvre carried live on state television.

The assembly already has orbited Earth six times with onboard instruments working normally, Wu Ping, spokesperson of the China's manned space programme said.

The success of the docking procedure makes China the third country in the world, after the United States and Russia, to master the technique, moving the country one step closer to establishing its own space station.

Shenzhou-8 and Tiangong-1 will fly together for about 12 days and then conduct another space docking at an appropriate time, Wu said. After that Shenzhou-8 would return back to home on November 17.



**BIG LEAP:** A video image shows the docking of the Shenzhou 8 craft with the already orbiting Tiangong 1 module on Thursday

China plans to send a manned mission next year in which a woman astronaut could take part to attempt similar docking.

President Hu Jintao, who is in France for the G-20 summit, sent a congratulatory message on the success of the country's first-ever space docking. "Breakthroughs in and acquisition of space docking technologies are vital to the three-phase development strategy of our manned space programme," Hu said. 卍

# The need to regulate private B-schools

**T**he Indian Institutes of Management (IIMs), being important public institutions, frequently have their governance examined and discussed. The Government of India's Bhargava Committee Report (2010) is the result of a recent such examination. Private business schools are not held to account in the same way. That business schools are in fact educational institutes and to that extent perform a public service is often overlooked.

The recommendation is that private business schools should also have their governance periodically inspected by a neutral regulatory body. Initially, the effort can be limited to the private business schools rated among the top thirty in the country by the better known ranking agencies. The lack of governance at even these business schools will be an eye-opener. Most of these business schools struggle to obtain suitable directors. This problem is often exacerbated by the fact that the promoters of private business schools do not have the time to search for appropriate directors.

The next blunder that is often made at private business schools is the bestowing of the director with sweeping powers. Lack of directorial ability and excessive powers then combine into a heady cocktail.

## COTERIE AROUND DIRECTOR

What then happens is the creation of politically-charged work environments within private business schools. Faculty members vie with each other to be part of the coterie around the director. The coterie that succeeds in becoming the director's

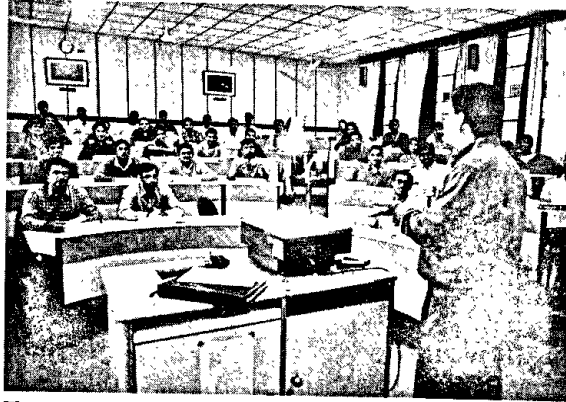
inner circle then seeks to influence the dispensation of favours. Thus rewards are often based on proximity to the director rather than on performance.

These directors are frequently professors from the older IIMs/tier-I private business schools, who are lured for two-year periods with gargantuan salaries. One such director of a leading private business school was a low-profile professor at an IIM, and had never held an administrative post there. Overnight, he was placed at the centre of power by being made a director. What does he do to compensate for his lack of experience? He embeds himself among the faculty members who speak his mother tongue, or belong to his caste. This group quickly constitute themselves into a pressure group. They become his champions and protectors.

This situation generally leads to poor governance as a director of limited abilities has to spend time defending his turf. That becomes a reason for him not to engage in any teaching or research. And yet, he evaluates the performance of his peers. In the final analysis, his faculty members are his peers, not his subordinates. And they should evaluate his academic performance as well.

This would require him to assume academic responsibilities and delegate some of his administrative ones. Both his powers and the supernormal part of his salary will have to be shared with his faculty body. He would then have to descend from his pedestal and stand on terra firma.

This would then set the ground for distributed leadership and participative governance.



The governance at many private business schools leaves much to be desired.

This arrangement, however, could lead to the anomalous situation where oppression by one (the director), is replaced with oppression by a group. Or it may give rise to the formation of several groups which are internally cohesive, but opposed to each other. The result would be gang warfare minus the physical brutality. The meek would get crushed. This would not be good governance. Hence it is necessary to have an external regulatory body which can ensure fair play.

## OVEREMPHASIS ON PLACEMENT

An oft-used argument advanced in favour of private business schools being left alone is that placement acts as a winnowing out device, separating worthwhile private business schools from the worthless ones. If students have not mastered management tools and techniques at the private business school they studied in,

they will not get jobs. However, just because students have mastered management tools and techniques does not mean that they will be ethical, civic-minded, and caring citizens. Instead, many private business school graduates focus on making money by any means. All that matters is that if foul means are used, they should not be found out.

An indicator of this is the extent of rampant plagiarism found in private business schools. Usually the top management echelon is aware of this malaise, but prefers to look the other way. Faculty members are reluctant to bell the cat since tackling plagiarism will result in their "teaching feedback" getting eroded.

When Harvard Business School (HBS) was founded, it kept in mind the needs of the business community. Its philosophy was aligned with the American culture as it was then and continues to be aligned with

American culture as it is now. America has a very individualistic culture. Hofstede's seminal research (2001) notes that the Americans are the most individualistic people on earth. Hence, a business school philosophy which emphasises individuals aggressively pursuing their own goals without thought being given to what happens to other people in the process may be alright in a culture where most people are hardy and few people are severely disadvantaged.

But the Indian culture is different. We are not that individualistic. Hence, the business school philosophy used in India produces a cadre of managers who strive to be individualistic when it actually goes against the grain, culturally speaking.

## MANIPULATIONS GALORE

In order that business schools have credibility, it is imperative that they practise what they preach. MBA students should be able to refer to their alma maters as blueprints of what transformational organisations look like. But usually, MBA students do not see a supportive work environment at their alma maters. What they actually see is faculty members plotting their colleagues' downfall.

Clearly, civil society stands to lose if young minds are exposed to political manipulations at the very MBA institute which should teach them how to be professional.

Hence, civil society needs to get involved in the creation and conduct of a regulatory body overseeing private business schools, even if it proves to be an onerous task.

*(The author is an academician in the area of business administration.)*

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# It's official: Girls just not interested in technology

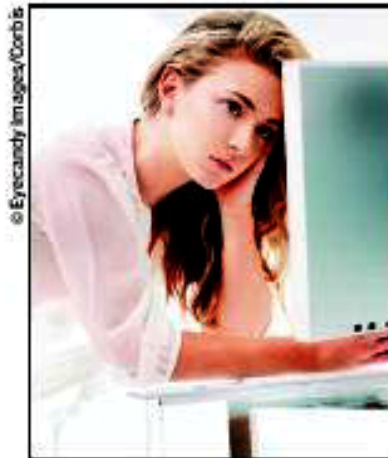
**London:** Girls score worse in technology as they are not really interested in the subject, but can adapt to the same skills as their male counterparts if required for a job, a new study has claimed.

Researchers at the University of Iowa found that female students score worse in technology tests compared to males in schools, but their poor show has nothing to do with their intelligence and has no impact on job performance. Young women, according to the researchers, simply aren't interested in the tests, but can adapt to the same skills if required for a job, the Daily Mail reported.

Workplace performance is purely based on intelligence — smart people are better at any job, as they're better equipped to learn the requirements, they said.

"The factors that are measured by specific aptitude tests don't make any contribution to job performance," study author professor Frank Schmidt said.

Schmidt, who wanted to



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## NO TECHNO GEEKS

know why women and men score differently on technical aptitude in particular, found that at all intelligence levels women score lower on technical aptitude than men at the same intelligence level. This difference stems from sex differences in interest in technical pursuits, he suggested. People who are more interested in technical things — such as dismantling a bike — are led to acquire technical experience, which in turn increases technical aptitude scores. **PTI**

HindustanTimes

Title : ht SPECIAL - Better, faster Aakash-2 to be launched in Feb 2012

Author : Chetan Chauhan chetan@hindustantimes.com

Location : NEW DELHI: a better

Article Date : 11/04/2011

# Better, faster Aakash-2 to be launched in Feb 2012

**ht SPECIAL**

**Chetan Chauhan**

■ chetan@hindustantimes.com

**NEW DELHI:** Come February 2012, a better and more efficient Aakash-2, the world's cheapest tablet computer, will be available at the price of version 1 — ₹2,276 or \$49.

IIT-Rajasthan has finalised improvements in the Aakash-1 launched on October 5. "We expect to launch the new version of Aakash by January-February next year," said HRD minister Kapil Sibal, who has been overwhelmed by international response to Aakash. He had showcased it as a device for "children of the world" at a recent United Nations conference in Paris.

The Aakash-2, based on feedback from over 500 users of Aakash-1 in IITs and other institutions, will have a new microprocessor of 800 megahertz as compared to the 366 megahertz processor. It will speed up the tablet computer and enable downloading of videos from YouTube.

The Random Access Memory



■ File photo of Aakash-1 launch.

**AAKASH-2 WILL HAVE A NEW MICROPROCESSOR, WHICH WILL SPEED UP THE TABLET AND ENABLE DOWNLOADING OF VIDEOS FROM WEB**

of the new version will be enhanced to one gigabyte from 256 megabytes in Aakash-1, which restricted multi-tasking.

A senior IIT-Rajasthan professor, who is heading the Aakash team, said the changes will increase the "functionality of the tablet" and will be more "competitive" to existing tablets in the market.

To make Aakash-2 attractive,

the institute has also decided that the new version will have an in-built camera on the front for online video chatting and a better seven-inch touchscreen.

This comes after the IIT students, who are testing Aakash-1, cited overheating within 30 minutes of usage, frequent system freeze, poor sound quality, absence of support for all formats and inability to install free software available online as some of the problems with the device. "Aakash is much below our expectations," said an IIT student, who has used the device for a month.

Although the better Aakash will be ready by February 2012, its manufacturing to meet the government's inspirational target of providing the tablet to two million students is still a challenge. "We have to evolve an ecosystem of several vendors and its testing by IITs and other institutes to provide an Aakash to each child by 2017 (end of 12th plan)," a senior HRD ministry official said.

As in the case of Aakash-1, where three firms — London-based Datawind, India-based Quad — came together; the government believes that Aakash-2 will see a bigger collaboration.