

Newspaper Clips

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आईआईटी को 34 लाख का चूना

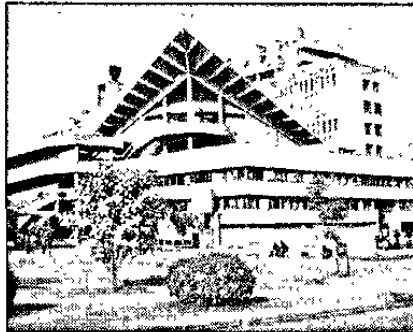
जाली चेकों से हुई धोखाधड़ी, दो बैंकों के अधिकारी जांच के घेरे में

पंकज त्यागी ॥ हौज खास

जालसाजों ने आईआईटी दिल्ली को 34 लाख 40 हजार रुपये का चूना लगा दिया। यह धोखाधड़ी जाली चेकों से की गई। पुलिस केस दर्ज कर दो बैंकों के अधिकारियों के रोल की जांच कर रही है।

आईआईटी के डिप्टी रजिस्ट्रार एम.के. गुलाटी ने पुलिस को बताया कि आईआईटी का अकाउंट केनरा बैंक की सफरदरजंग डिवेलपमेंट एरिया की ब्रांच में है। पिछले दिनों किसी ममता सिंह ने गाजियाबाद में बुलंदशहर रोड इंडस्ट्रियल एरिया स्थित बैंक ऑफ इंडिया की ब्रांच में आईआईटी की ओर से जारी दर्शाया गया चेक जमा किया। क्लियरिंग के दौरान उसे केनरा बैंक ने आईआईटी का चेक मानकर इसमें दर्ज 9,75,000 रुपये ट्रांसफर कर दिए।

आईआईटी दिल्ली को इसकी जानकारी मिली तो जांच में पता चला कि इस नंबर का चेक पिछले साल चार अक्टूबर को मैसर्स वॉचर्स एंड कोपर्स



- ▶ आईआईटी के कैंसल किए चेकों के नंबर से ट्रांसफर किए 34 लाख 40 हजार रुपये
- ▶ गाजियाबाद और आईजीआई स्थित बैंक से फर्जी चेकों से निकाली रकम

को जारी किया गया था, जिसमें अमाउंट 1,79,163 रुपये दर्ज था। वह चेक बाद में कैंसल भी कर दिया गया था। तहकीकात में तीन बातें संदिग्ध नजर आईं। बैकग्राउंड में लिखा जाने वाला केनरा बैंक फर्जी चेक में नदारद था। चेक पर बाईं ओर तिरछा लिखे जाने वाले अकाउंट पेई ओनली की जगह ऊपर से नीचे की ओर पेई अकाउंट लिखा हुआ था। आईआईटी के चेक कंप्यूटर प्रिंटेड होते हैं, लेकिन फर्जी चेक पर टाइपिंग की गई थी। इसके बावजूद केनरा बैंक ने चेक पास कर दिया।

गुलाटी ने पुलिस को बताया कि आईआईटी ने केनरा बैंक से यह रकम वापस आईआईटी के अकाउंट में जमा करने और पुलिस में रिपोर्ट दर्ज कराने के लिए कहा था, लेकिन बैंक ने ऐसा नहीं किया। इसके बाद आईआईटी ने गाजियाबाद स्थित बैंक ऑफ इंडिया की ब्रांच से ममता सिंह के खाते के बारे में रिकॉर्ड देने के लिए कहा। बैंक ने रिकॉर्ड आईआईटी को देने से इनकार करते हुए बताया कि रिकॉर्ड पुलिस या केनरा बैंक को ही दिया जा सकता है। दोनों बैंकों से निराश होकर अब आईआईटी ने वसंत

विहार थाने में एफआईआर दर्ज कराई है।

आईआईटी के साथ दूसरा फर्जीवाडा एयरपोर्ट पर हुआ। तरीका ठीक वही था, जो जालसाजों ने केनरा बैंक में अपनाया था। कस्टम क्लियरिंग के लिए आईजीआई एयरपोर्ट स्थित पंजाब नेशनल बैंक की ब्रांच में आईआईटी का अकाउंट है। इस खाते के लिए आईआईटी सिर्फ कस्टम क्लियरिंग के लिए चेक जारी करती है। पिछले महीने इस अकाउंट से तीन चेकों से 24 लाख 65 हजार रुपये निकाल लिए गए। इन नंबरों के दो चेकों से आईआईटी ने वास्तव में 1,325 और 1,850 रुपये ही जारी किए थे, जबकि इनसे क्रमशः 9,75,000 और 7,75,000 रुपये निकाल लिए गए। तीसरा असली चेक आईआईटी ने कैंसल कर दिया था, जबकि इसके नंबर वाले नकली चेक से 7 लाख 15 हजार रुपये निकाले गए हैं। इस धोखाधड़ी की एफआईआर भी आईआईटी ने दर्ज करा दी है। पुलिस के मुताबिक, बैंकों के कुछ अफसरों के रोल की जांच की जा रही है।

Times of India Kolkata 05.11.2011 P-2

IIT BRAINS LOSE SPARK

More and more IIT students are walking into counselling centres as depression stalks some of our best brains. As parents and teachers grope for answers, **Jhimli Mukherjee Pandey** tries to get to the bottom of the matter

What does cracking the IIT-JEE mean? Heady euphoria, celebrations and finally, getting ready to enter the hallowed portals of the IITs, the country's premier tech schools. The biggest, oldest and arguably the best institute in the IIT chain, IIT Kharagpur is facing a serious problem — a sizeable number of its students is suffering from severe depression. They do not attend classes and spend their time cooped up in their hostel rooms, playing video games with similarly depressed students, or chat for hours. If you talk to them, you will find that studies and earning a BTech degree is nowhere on their list of priorities.

The situation is an antithesis to what you have known and believed all your life. You thought that each student here is brilliant, ready to take on the biggest tech challenges and that IIT-Kgp classrooms are a conglomeration of cutting-edge brilliance. The reality is that a majority of those who attend classes regularly do not have the IQ to assimilate what the teachers have to teach. Worse still, teachers feel that many do not have basic knowledge of the subjects that they were tested on in IIT-JEE and it's quite strange that they managed to crack what is dubbed as the world's toughest entrance test.

As you delve deeper into the crisis, you come

Cracking IIT-JEE, in most cases, is a 'trick' that is instilled in you through constant grilling by coaching centres for an average duration of four years for every student

across startling revelations, the summation of which is that cracking IIT-JEE in most cases is a "trick" that is instilled in you through constant grilling by coaching centres for an average duration of four years for every student.

There are some coaching institutes which you join for IIT-JEE coaching alongside your school studies, where you are not required to leave your home, like FIITJEE, Akash Institutes, Resonance, Career Point, etc. The maximum number of students who get into the IITs is, however, from residential coaching institutes like Bansal classes and Insight of Kota.

As you read this story, there are at least 10 sets of parents who are camping at the institute, trying to counsel their children to get back to classes. Helpless teachers have called them in, in a last ditch effort to save their careers from getting ruined. Alarmed at the rising number of students who are at varying stages of depression, the institute has had a knee jerk-reaction and activated its "counselling centre" by bringing in full-time psychologists, visiting psychiatrists and doctors, to talk to students with mind-related issues.

If numbers are anything to go by within a span of three months from July to September, more than 200 students walked into the counselling centre on their own. "This is much smaller than the actual number needing help. While there are the obvious ones who keep themselves confined to their rooms, there are many who do not show such apparent signs. Take the case of the most recent suicide on campus. The boy was actually improving his grades but he was lately keeping to himself, his friends later revealed. It is at this stage that intervention is needed," said Soubhik Bhattacharya, dean of students' affairs, at the institute.

Take the case of Prakash Saxena (name changed) from Mathura, who is studying industrial engineering at IIT-Kgp. Immediately after his Class-X boards, his parents sent him to a coaching institute at Kota for IIT-JEE coaching. The coaching institute got him enrolled in a school for his Plus Two boards just in name and made him solve IIT-JEE test papers for at least 12 hours a day. He did crack the entrance test somehow, but when he entered the classroom at IIT one among the 300 boys in class, he just couldn't make out what was being taught. This continued for days and with every passing day he slipped even further. He finally stopped coming to class. "At the institute in Kota, there were 5,000 like us following a study routine. It was tough, but the personalised attention we got each time we slackeden, pulled us up. Like man-machines we worked at maths, physics and chemistry and did nothing else. Naturally, such effort did bring its re-



Many a times, students resort to alcohol and drugs to cope with pressure of studies

sults. We were happy that we could fulfil our parents' dreams. Here professors teach at a level that is beyond the comprehension of the average student. I have completely lost interest and have decided to talk to my parents about dropping out of engineering and taking admission in a core science subject," Saxena said haltingly.

Rishi Mehan, a chemical engineering student, who hails from Dehradun, confesses that he would have been much happier if he did a bachelor's and then a master's degree at either Delhi University or JNU. "I loved commerce but my parents dreamt IIT for me. So here I am and I am trying to do my best. But yes, I do see how many around me are suffering, especially those who went to the residential coaching centres like those at Kota where you are literally spoon-fed. Naturally that is missing here and those who are not exactly brilliant, slip," Mehan said.

Akhilish Kumar, (name changed), a student of mining engineering spends most part of the day in his hostel, playing games like Counterstrike. "There are 22 boys in my group. Yes, we often bunk classes. But we hope to make up for the lost time. Actually, we are relaxing a bit. Most of the boys in our group have worked like robots trying to learn the tips to crack IIT. Since Class VIII onwards we have coached, without paying any attention to even board exams. We have just decided to let our hair down a bit now," Akhilish said.

A big cause of depression among a large chunk of

students is the fact that their IIT-JEE ranks did not get them the covered stream. Most prefer the core engineering streams but are often pushed to the "less preferred" streams like Architecture, Mining, Geophysical Engineering, Metallurgy and Industrial Engineering. "Ask any student in these streams and you will see that he will say he is unhappy. Imagine having to study hard for a subject that you do not like? Depression will automatically set in. Getting the IIT stamp is not everything," explained chemical engineering final year student, Anmol Chopra from Delhi.

He heads a team of students who have recently been given the responsibility of helping institute authorities identify depressed students and take them for counselling. "Depression comes in all forms here. There are some severe cases of substance abuse also. You will find boys doing drugs and alcohol both in their rooms and outside campus as well," said a boy in the team. Such boys are being reached out to.

Coaching centres are, however, not ready to take the blame. "It is easy to blame coaching centres for pressuring students. But despite both the MHRD and the IITs getting together to say that they will evolve a system that will root us, strangely that system is yet to be discovered. At a time when the MHRD is going on opening new IITs and increasing seats, it certainly cannot do away with the MCQ system. To be successful in answering IIT-JEE, you need to develop a certain skill set. That is exactly what we equip students with. The trouble is that while the MHRD is diluting Plus Two board exams, it has not done anything to reduce IIT-JEE load. Do you know that most of our teachers are either retired IIT teachers or IIT passouts?" said a spokesperson of Akash Institutes.

Coaching institutes are not ready to take the blame. Spokesperson of a coaching institute feels that MHRD has done nothing to reduce IIT-JEE load



'Coaching tricks' don't help at IITs

Jhimli Mukherjee Pandey | TNN

Most students crack IIT-JEE by learning techniques at coaching centres to solve a pattern of questions, but those do not help them in the long run. A recent survey conducted by IIT Kharagpur suggests this practice does not help in understanding the subject and at least 10% of the freshers at the institute can't even follow class lectures.

According to teachers, many students stretch themselves to the maximum and burn out by the time they step into the IITs. Of 10,000 students entering the IITs, only the first 1,000 rankholders are a little different, feel teachers. "They are really brilliant and have their fundamentals clear. The problem is with the rest. Some of them just stare at us blankly since they don't follow what is being taught. These are products of coaching institutes who can absorb no more," said Siddhartha Sen, a senior faculty member.

Faculty members feel the way coaching institutes flood students to deliver is completely faulty. "Day in and day out, you are taught certain techniques to arrive at the right answers. I call this nothing but a trick. Such tricks do not help students in serious studies that involve their capacity to analyse," said GP Rajashekhar, a senior maths faculty member.

Rajashekhar cited the instance of his own nephew in Vizag, who has started attending an "IIT foundation" coaching class from Class IX onwards and practices IIT-JEE questions for at least five hours a day. "After so much practice, they know by instinct which answer is right in a multiple-choice question. But give them to solve a mathematical problem step by step, they will fail to do it," quipped Rajashekhar.

Faculty members said it becomes impossible for most students to understand class lectures since their basics about physics, chemistry and maths of the Plus Two level was not clear. "We just cannot go down to that level and teach. Naturally, frustration creeps into the students, the first step towards depression. At least 10% students start off by failing," said I Sen, faculty member of the computer science and electronics engineering department.

Many blame the present multiple-choice question pattern for the plight of the IIT students. "Till the 90s, students had to get their fundamentals right to attempt a question because ticking the right answer was not enough. All that the coaching centres do now is teach students a method of elimination and make them memorize formulae so that they are able to, by instinct, tick on the right answer," said director of the institute, Damodar Acharya. In the process, their reasoning skills go for a toss and students perform miserably in mechanics, mathematics and electronic technology — three compulsory subjects in the first year.

Psychologists at the institute say at least 50% students do not have any knack for engineering and they have landed in an IIT to fulfil parents' dreams. "There is no denying that they are bright students, but they are in a situation where they will be forced to study an advanced engineering for which they don't have the aptitude. It's one thing to take science at the Plus Two level while it's a completely different thing to study engineering at IIT, if you don't like it," said Sangeeta Das

Bhattacharya, doctor and faculty coordinator at the institute's School of Medical Science and Technology.

In most cases, psychologists are trying to listen to students' problems. "We are telling them that all is not lost even if they have a backlog of papers. IIT-Kgp offers a maximum of eight years to every student to clear all the papers and if they try hard, they will succeed," said a counsellor.

WHAT OTHER IITs HAVE TO SAY

I really feel sorry for the students. It's a pity seeing their miserably, completely drained out faces. Can you imagine a situation where day after day they are coached not to face an exam, but to 'crack' it? No one tries to find out whether these students have the aptitude for the engineering stream. We need to modify IIT-JEE. **SANJAY GOVIND DHANDE** | DIRECTOR, IIT KANPUR

The problem is so grave that we have quite a sizeable student population that needs immediate help. It's time to look at the IIT-JEE structure and see if this can be modified to suit the present day demand. At IIT Delhi, we have made 10 hours of counselling compulsory to help depressed students. One such boy has just gone home and is happy. **SHASHI MATHUR** | DEAN OF STUDENTS, IIT DELHI

I think the problem lies in the fact that an artificial scarcity is created with too few seats at the IITs and a sea of students taking the IIT-JEE. Most children say they are pressurised into sitting for the exam though they have no interest in engineering. In this way we are destroying our bright children.

M MURTHY | SENIOR MOST FACULTY MEMBER AT IIT DELHI

At the IIT classroom, faculty members teach the subjects from an advanced level and a student can grasp that if he/she has his basics clear. At the coaching institutes, most are spoon-fed and that kind of training cannot suffice if a student has to perform reasonably well within the IIT system.

SUBASH BABU | FACULTY MEMBER AT IIT MUMBAI

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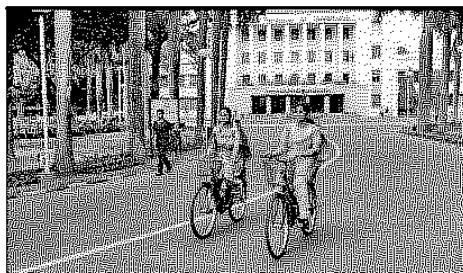
Enquiry process at IIT-Kgp draws flak

Akshaya Mukul | TNN

New Delhi: The Indian Institute of Technology, Kharagpur seems to have come up with innovative ways to deal with suspended employees. Flouting the norm about different enquiry officers being required to deal with each separate case of suspension, the premier institute has a one-member standing committee of justice (retired) Ronojit K Mitra who enquires into all disciplinary cases raising serious questions about bias.

Mitra, appointed in April, enquired into the disciplinary case against former registrar D Gunasekaran, faculty member AK Ghosh and suspended professor of computer science, Rajeev Kumar. Each hearing costs the institute Rs 9,750 and that is multiplied several times over since Mitra handled three cases till recently — each with several hearings. IIT-Kharagpur registrar TK Ghosal refused to comment. “We do not comment on an enquiry when it is ongoing,” he said.

The HRD ministry has turned a blind



eye to the way Kumar's suspension is being handled by the institute. Even Supreme Court's laudatory remarks about Kumar have not helped matters what with the ministry refusing to change its views.

The apex court said it was Kumar's efforts that had “helped in making the merit ranking process more transparent and accurate”, adding that “IITs and the JEE candidates who now participate in the examinations must, to a certain extent, thank the appellants for their effort in bringing such transparency and accuracy to the ranking procedure”.

HRD minister Kapil Sibal, who is also the chairperson of the IIT Council, has

refused to intervene. Kumar's representation to Sibal was turned down on the grounds that the IITs enjoyed administrative autonomy and hence no intervention was feasible.

However, the ministry has made an exception for IIT-Kharagpur director Damodar Acharya and is refusing to take action against him in the AICTE scam, despite CBI's recommendation.

Sibal's hands-off approach is against the IIT Council's own resolution, arrived at in 2009, in which an appellate/steering committee of chairpersons belonging to the board of governors of IITs Delhi, Roorkee and Guwahati was formed to look into the grievances of students and employees of the institutes. RP Aggarwal, former education secretary and current chairperson, board of governors, IIT Delhi, is the convener of the appellate/steering committee.

While Sibal did not refer Kumar's representation to the appellate committee, the suspended employee's separate plea to the panel has also not met with any response.

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05.11.2011 P-13

IIT-Kgp has only 1 panel to probe all suspensions

Akshaya Mukul | TNN

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The HRD ministry has turned a blind eye to the way Kumar’s suspension is being handled by the institute. Even the Supreme Court’s laudatory remarks about Kumar have not helped matters, with the ministry refusing to change its views. The apex court said efforts of Kumar “helped in making the merit ranking process more transparent and accurate”, and “IITs and the JEE candidates who now participate in the examinations must, to a certain extent, thank the appellants for their effort in bringing such transparency and accuracy in the ranking procedure”.

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Asian Age ND 6/11/2011 P-13

Over 89,000 appear in CAT till Saturday

New Delhi, Nov. 5: The ongoing Common Admission Test (CAT) for admission to the IIMs and other B-schools has so far been taken by more than 89,000 candidates, with 12,163 sitting for it on Saturday.

"A total of 89,979 candidates had registered to be tested within the first 10 days of the 20-day testing window. This accounts for 43.8 per cent of the total number of registered candidates for CAT 2011," said a statement issued by Prometric, which is conducting the computer-

based exam on behalf of the IIMs.

As many as 2.05 lakh candidates have registered this year for the test which began on October 22 and will conclude on November 18.

"We are nearing the 50 per cent mark of our total registered candidates, and are pleased that the test is being conducted in a manner that is consistent with our global standards and procedures," the statement said.

The test has so far been conducted smoothly, Prometric said. — PTI

TRIBUNE ND 6/11/2011 P-24

CAT grants relief to thousands of pre-2006 pensioners

Slams babus for apathy and errors

VJAY MOHAN
TRIBUNE NEWS SERVICE

CHANDIGARH, NOVEMBER 5
Coming down heavily on government officials over their apathetic attitude in interpreting rules and directives, the full Bench of the Central Administrative Tribunal (CAT) has granted relief to central government pensioners who retired before 2006. It has allowed their petition seeking parity of their pension with that of similarly placed employees who retired in 2006 and after.

Anomalies in pay and pension fixation consequent to implementation of the Sixth Pay Commission had resulted in pre-2006 retirees drawing pension lower than post-2006

retirees. The CAT decision affects thousands of central government employees.

The CAT has held that the term "minimum of pay in the pay band" would mean minimum of pay corresponding to the scale held at the time of retirement and not minimum of the entire pay band itself as interpreted and implemented by the government through a clarification.

The Sixth Pay Commission had created four broad pay bands. Each band had, within it, several different scales corresponding to the rank and grade of an individual.

The trouble had arisen when the pension of the individuals concerned was fixed at the minimum of the entire pay band instead of the minimum of the scale corre-

sponding to his rank.

"The CAT judgment is on the same lines as the decision of the Chandigarh Bench of the Armed Forces Tribunal in the SS Matharu Vs UOI case," Maj Navdeep Singh, a local lawyer dealing with service matters said.

"It would go a long way in bridging the gap between pre-2006 and post-2006 pensioners," he added.

CAT observed, "What is worse is that there is no application of mind even at the level of Director and Secretary, who merely sign the note and the clarification is issued after obtaining finance concurrence and approval of Minister of State (PP), without going back to the Cabinet for such a modification."

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The business of being human

Money and compassion have seldom come so well together. It's no wonder then that a growing breed of young professionals is taking up CSR as career and calling

Subhabrata Guha | TNN

There's a new career on the block, and Indians are giving traditional jobs a miss to venture into this hitherto uncharted territory. It's time, folks, to say hello to CSR — corporate social responsibility. With salaries that can go up to Rs 10 lakh per annum for a fresher, salary, too, comes as the right bait for beating hearts. It doesn't hurt CSR job hunters that companies are increasingly realising the importance of expanding their base and moving beyond philanthropy to bring more and more people within the ambit of economic growth and prosperity. So, "the latest cool thing to do", as an industry insider puts it — the whole business of doing business with a conscience — is also the latest hot thing to do.

But first things first. CSR is not philanthropy. While philanthropy involves making a donation to an organisation engaged in charity, CSR, or corporate sustainability (CS), as it is sometimes called, has a symbiotic relationship with the environment in which a corporation operates. It is aimed at the triple bottom-line of people, place and profit, and is meant to create an impact in the operating environment as well as within itself.

"Businesses in India and across the world have started understanding the need to go beyond philanthropic, risk-mitigating investments in community development, to devise new ways to do core businesses differently, with inclusion as a driving force," says Malini Thadani, head, group communications (public policy and corporate sustainability), HSBC India.

Young, educated and motivated people are joining CSR because it is also increasingly economically viable, adds Mangesh Gupte, head, CSR, ACC Limited. "However, it should also match and align with one's aspiration. It should be emotionally satisfying as CSR is different from routine philanthropy since it creates value for society as well as business," says Gupte, an M Tech in environmental science and engineering from IIT-Bombay.

No wonder educational institutions have started offering courses

meant to groom CSR professionals. Students of MBA (business sustainability) can get an annual salary of up to Rs 10 lakh, says Rajiv Seth, registrar of TERI University (Delhi), which offers such courses. "There is a huge potential as PSUs and corporates have realised the importance of having a sustainability policy for their business," says Kaushik R Bandyopadhyay, director, MBA programmes, at TERI.

CSR, according to experts, can be a key in accelerating the process of overall development. Accordingly, several companies have taken up CSR as part of their core business models though they are in various stages of understanding regarding engagements outside their core businesses. "The de-

INCLUSIVE GROWTH

Some of the initiatives taken by corporates

1 GOING GREEN AT HOME
The Bayer Material Science, a part of German major Bayer Group, has built its first eco-commercial building in Greater Noida to reduce carbon footprint



2 SHARING ENERGY
The India Business Support Centre of Hitachi has adopted a project to develop a shared energy centre in Neemrana to provide low cost electric power



3 REDUCING CARBON FOOTPRINT
ITC has managed to reduce its carbon footprint, saved a lot in terms of water consumption, successfully recycled its waste and generated sustainable livelihood opportunities for five million people



gree of satisfaction that I have been enjoying in my current assignment is much more than what I had experienced before in the corporate sector," says Madhavan Satgopan, CEO, Cognizant Foundation, the CSR arm of IT major Cognizant. An IIM-Ahmedabad alumnus, Madhavan shifted to CSR after a 40-year stint with corporate jobs. Thadani, a former IRS officer, echoes similar sentiments. "Even a small impact in this space makes a huge difference, and therefore the satisfaction is enormous."

But, there are challenges too. For CSR to come good, it is important for all stakeholders such as donors, governments and civil society to collaborate. The trick, then, for corporates is to align and partner with the government. For the government, it is to do rigorous stock-taking of what qualifies, or doesn't, as CSR.



SHAKESPEARE IN BUSINESS

The introduction of liberal arts courses in premier B-schools in the country may just be the breath of fresh air that management students need

*Let me tell you, Cassius, you yourself
Are much condemn'd to have an itching
palm - 'Julius Caesar' by Shakespeare*

Shobha John | TNN

Ambition and greed have brought down many a man. Be it during the Bard of Avon's time in the 17th century or now as Rajat Gupta, former head of McKinsey, is arrested for sharing boardroom secrets with billionaire hedge fund manager Raj Rajaratnam. Even the 'Occupy Wall Street' protests are a reaction to this. It comes as little surprise then that humanities and the liberal arts are now being introduced in the mecca of management — IIMs — to temper the tide. And IIM-Kozhikode has already made a beginning. But what use can the so-called 'soft' subjects be in the cut-throat world of management? "The art and science of management is the art and science of decision-making," explains Debashis Chatterjee, director of IIM-K. "But good decisions are not linear; they come from a larger social context. In that sense, liberal arts opens up the mind, brings in values of humaneness and subtleties of perception. A competent head with a compassionate heart makes for a good manager." Incidentally, Chatterjee too did liberal arts from JNU.

Management, too, is all about human beings and their behaviour, says Anupam Das who teaches one of the liberal arts courses at IIM-K. "In marketing and finance, one needs to know about clients, how they buy, how they invest... liberal arts is no different." No wonder the Massachusetts Institute of Technology started a humanities course years back, and Goldman Sachs stopped taking only MBAs as they found them too clogged with data and statistics, says Chatterjee.

At IIMs, the majority of students are engineers. Their view of the world is in black and white. "Everything is like a formula for them," says Das. "But life is different. If I am asked, 'Will you steal?' I will say, 'It depends on what there is to steal — your money or your heart.' Life, like this answer, has shades of grey and liberal arts will help future managers realize that."

For Indira Parikh, former dean of IIM-Ahmedabad, IIMs are all about professionalism. But she adds that it's also important to look at human factors and delve into mythology and folklore to see the dilemmas faced by human beings. "Engineering students are logical but their decisions are based more on the head, less on the heart," she says.

In fact, it's through the liberal arts that the history of people in a particular time comes alive, says N P Ashley, assistant professor of English at St Stephen's College and staff adviser of its Shakespearean Society. "Shakespeare's knowledgeable quotes such as 'Brevity is the soul of wit' and 'Don't borrow money and don't lend it', taken from *Hamlet*, should be applied to management."

The humanities in management course at IIM-K, for instance, has four sections — managerial communication, social transformation in India, business law and ethics in business, and inferences are drawn from Shakespeare's *Othello* on how treachery and politics are used by those in power to achieve their ends. "Students are taught how power

can be used for the good of others," says Das. *The Merchant of Venice* shows that too much greed is bad. While one can't avoid taking interest to run a business well, students are told not to be like Shylock, the Jewish moneylender who lost all perspective and demanded his pound of flesh.

Similarly, Rabindranath Tagore's philosophy of life and his poem *Where the mind is without fear* is being used to inspire students. Tagore was a universalist, says Chatterjee. "He says that 'what's true for the large is also true for the small'. Students can glean so much from these larger-than-life

The humanities course at IIM-Kozhikode draws from Shakespeare's 'Othello' on how treachery and politics are used by those in power

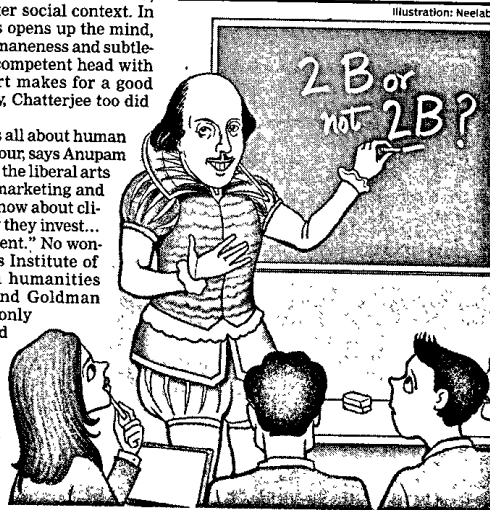


Illustration: Neelabh

figures." They're also shown movies such as *Erin Brockovich*, where an unemployed single mother brings down a California power company accused of polluting a city's water supply. The class then indulges in discussions on morality on Facebook, says Das.

IIM-Bangalore, too, has a course, 'Business government and society', which delves into society at large and how it impacts management. "But it's not a sociology course," stresses Prof Ishwar Murthy, chairperson, PGE, IIM-B. "Any liberal arts course should be in the context of business and managers, not just be a stand-alone programme."

For Tathagat Tripathi, an IIM-K student, the liberal arts course has been an eye-opener. Engineering students, he says, are good at analytical skills but can't express themselves as well as those from other disciplines. "The philosophies of great thinkers give us a different perspective. So, be it liberalism or modernism, it's a whole new world for us."

Also, non-verbal forms of communication such as skits and presentations have helped engineers like Tanya Singh come forward. "Be it Aristotle or Amartya Sen, ancient India or Greece, these philosophies have helped us understand societies," she says.

Asian Age ND 06/11/2011P-4

Scientists develop model to boost power

RASHME SEHGAL
NEW DELHI, NOV. 5

Indian scientists have developed a hydrological model that can help estimate just how much hydropower can be generated in India in the coming decades.

The model developed by Dr Sharad K. Jain of IIT Roorkee and his team comprises a "general circulation model" and "hydrological models" which will help compute river flow in all the rivers in India in

order to estimate how much hydro power can be generated despite the impact of climate change.

"This methodology will be applied to India's 4,500 dams in order to determine their power generation capacities," Dr Jain said.

"The Indian government needs to build storage based dams given that India receives a lot of water during the monsoon months," said Dr Jain, who believes the only way forward is to reduce India's energy deficiency by step-

The new model will help compute flow in rivers in order to estimate how much hydro power can be generated

ping up hydropower generation.

Given India's precarious domestic fossil fuel

reserves, Dr Jain warned that "all easy options for the government in terms of energy sources". "Coal and fossil fuel have become scarce while the option of nuclear energy has not taken off in the manner anticipated by the Department of Atomic Energy," he added.

Speaking at the National Research Conference on Climate Change organised by IIT Delhi, Dr Jain maintained that hydropower remained a relatively clean option. "It has its draw

backs and there is opposition to it on the ground but solar is an expensive option and wind power remains intermittent."

Dr Jain regretted the decision of former MoEF minister Jairam Ramesh to shut down operations at Lohari Nagpal given that the entire construction activity had come to a halt. "The way around the situation was to have shut down operations during the lean summer months and not imposed a blanket ban," he said.

एजुकेशन. सबसे कठिन परीक्षा के फार्म भरने शुरू हो गए हैं 31 अक्टूबर से, 9618 सीटों के लिए परीक्षा देंगे 5 लाख से भी ज्यादा छात्र

आईआईटी के लिए करो 12 हजार घंटे पढ़ाई

दो साल दिन-रात मेहनत। कम से कम 12 हजार घंटों की पढ़ाई। कोचिंग पर लाखों रुपए खर्च। देश की सबसे कठिन परीक्षा पास कर वे आईआईटी में आए। बेहतरीन टेक्नोक्रेट बने। लेकिन जब तनख्वाह की बात आई तो आईआईएम के जरिए बने मैनेजर बाजी मार रहे हैं। छात्रों, शिक्षकों और एक्सपर्ट्स से बात कर हमने जाना कि ऐसा क्यों?

त्रिभुवन . नई दिल्ली

दिल्ली आईआईटी में रिसर्च कर रहे आरंगनादन नीलमघम आईआईटी की तैयारी के लिए घंटों नहीं, कई-कई दिन सिर्फ दो-दो घंटे सोकर ही पढ़ते थे। गुवाहाटी आईआईटी के सुरेशचंद्र जब सातवीं कक्षा में थे, तभी तैयारी शुरू कर दी थी। गौरव शर्मा के पिता ने तो उसकी आईआईटी में एडमिशन की खातिर कोचिंग के लिए खुद का तबादला ही कोटा करवा लिया था। रोहतक की मीनाश्री कायस्थ की पढ़ते-पढ़ते न आंखें धकती थीं, न कम खाने और लगातार जागने से कोई तकलीफ हुई। वह आर्ट ऑफ लिविंग के कोर्स कर अपनी ऊर्जा सहेजती थी।

अब वह दिल्ली आईआईटी में है। इन जैसे लाखों छात्र आईआईटी के लिए ऐसी यंत्रणा सिर्फ इसलिए सहन करते हैं ताकि वे बेहतर इंजीनियर बनें। अच्छी सैलरी मिले और परिवार की भी बेहतर परखरिश कर सकें। लेकिन आईआईटी से बाहर निकलने के बाद मालूम होता है कि उनसे कहीं ज्यादा बेहतर पैकेज मिल रहा है आईआईएम के जरिए बने मैनेजरों को। आईआईटी से निकले इंजीनियर का औसत पैकेज 8 से 10 लाख रुपए है तो आईआईएम से बने मैनेजर का इससे दो से तीन गुना ज्यादा। इसीलिए आईआईटी से निकलने के बाद इंजीनियर आईआईएम का रुख करते हैं।

शेष पेज 2 पर

आईआईटी वालों के लिए पैकेज का रास्ता आईआईएम से ही



1.7 लाख
इंजीनियर वे चुके हैं आईआईटीज अब तक देख को. इनकी मांग दुनियाभर में है

आईआईएम का मंत्र
लीडर्स और धितकों का ऐसा अंतरदार समूह जो दुनिया में अलग पहचान बनाए।

आईआईटी का मूल मंत्र
ऐसे वैज्ञानिकों और इंजीनियरों का निर्माण, जो टेक्नोलॉजी के आधार पर राष्ट्र में आर्थिक-सामाजिक तरक्की लानें।

आईआईएम सीट्स	2,750
संयोजक	2,05,000
आईआईटी सीट	9,618
संयोजक	4,85,000

1 000 आईआईटीयन्त पीएचडी करते हैं प्रतिवर्ष	1500 आईआईएम में चले जाते हैं प्रतिवर्ष
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समय में नहीं बांध सकते मेहनत
आईआईटी राजस्थान में पढ़ रहे शिवांग घोषरी कहते हैं कि दो वर्ष तक पढ़ने की लय नहीं टूटनी चाहिए। स्कूल के समय के अत्याव 6 घंटे पढ़ना जरूरी है। या कोचिंग के अत्याव 6 घंटे की सेल्फ स्टडी। हर हफ्ते में 16 घंटे रोज यानी दो साल में लगभग 12 हजार घंटे की पढ़ाई से मिलता है आईआईटी में नाखिला।

आयी रात को जगा सकते हैं
वरिष्ठों के बाद आईआईटी कैम्पस में छात्र दोगुनी मेहनत करते हैं। आईआईटी दिल्ली के प्रो. एसएन मर्पती बलते हैं कि उनके यहां साढ़ी रात लाइब्रेरी खुली रहती है। ज्यादा फोकस रिक्ल डकल्पमेंट पर है। कोई भी छात्र किसी भी शिक्षक को अच्छे काम के लिए कभी भी डिस्टर्ब कर सकता है।

वेतन बढ़ोतरी भी आईआईएम से आयी
आईआईएम कोलकाता के अनुसार हर साल प्रबंधकों के वेतन में 20 प्रतिशत बढ़ोतरी हो रही है, जबकि इंजीनियरों की औसत बढ़ोतरी इतनी आयी है। पिछले साल का किसी आईआईटी पासआउट को सबसे ज्यादा सैलरी पैकेज 1.6 करोड़ रुपए मिला। जबकि देश में 75 लाख और औसत 15 से 32 लाख रुपए।

इलाहाबाद : कानपुर से मुख्य उपचार्य, इंदौर से अमित भंडवर्मा, जोधपुर से मनोज पुरोहित और कोटा से अरविंद

आईआईटी के लिए करो 12 हजार घंटे पढ़ाई ...

आईआईटी शिक्षकों ने भास्कर से साफ कहा कि यह रुझान आईआईटी शिक्षा को बर्बाद कर देने वाला है। इस वजह से देश के लिए तैयार होने वाला बेहतरीन वैज्ञानिक या मेधावी इंजीनियर सिर्फ पैकेज के चक्कर में वित्तीय संस्थाओं और मार्केटिंग ऑरिएंटेड अंतरराष्ट्रीय कंपनियों की राह पर दौड़ने लगा है।

जैसे पी. मोहनदास का ही उदाहरण लें। उन्होंने चेन्नई से कोटा आकर तैयारी की। आईआईटी में सिलेक्ट हुए। फाइनाइल वॉल्यूम एवोल्यूशन पर काम किया। वास्तविक जीवन में आड़े आने वाली समस्याओं को हल करने के लिए गणित का यह अद्भुत अनुसंधान चल रहा था। यह संगीत को ज्यादा सुरीला बनाने से लेकर बाइ रोकने तक कितने ही चीजों में काम आ सकता था। लेकिन आईआईएम के पैकेज के आकर्षण के चलते अब पी. मोहनदास सिंगापुर की एक फाइनेंशल कंपनी में बड़े पद पर हैं।

आईआईटी इंदौर के सीनियर प्रोफेसर डॉ. नरेंद्र चौधरी कहते हैं इंजीनियर का काम है आइडिया से लेकर प्रोडक्ट तक पहुंचाना। इसके लिए उसे एक सिस्टम की जरूरत होती है। उस सिस्टम को जो मैनेज करता है वह मैनेजर कहलाता

है निश्चित तौर पर मैनेजर उसे अपने जूनियर या सबऑर्डिनेट की तरह ही लेगा। जहां तक पैकेज की बात है शुरुआती दौर में यह अंतर नजर आता है लेकिन 10 साल, 20 साल बाद आईआईटी ग्रेजुएट बेहतर स्थिति में ही रहेगा।

कोचिंग की राजधानी कोटा में ऐसे होती है जेईई की तैयारी-

- यहां तैयारी कर रहे छात्र 2 साल में फिजिक्स, केमिस्ट्री और मैथ्स के 20 हजार से ज्यादा सवाल हल कर लेते हैं।
- संस्थानों में होने वाले वीकली टेस्ट जेईई के टेस्ट पेपर से भी मुश्किल होते हैं।
- औसत छात्रों को मेथनी छात्रों की तुलना में कई गुना ज्यादा मेहनत करनी पड़ती है।
- हर टेस्ट के बाद छात्रों की परफॉर्मेंस का फीडबैक देखकर उन्हें थुं पूरा करने का मौका दिया जाता है।
- हर संस्थान में रिसर्चिंग में तैयार होता है स्टडी मेटेरियल।
- डेली प्रैक्टिस प्रॉब्लम (डीपीपी) कोटा कोचिंग का संकेत प्रभावी टूल है, जिसमें बच्चे रोज क्लास में प्रॉब्लम पर गुप डिस्कशन करते हैं।