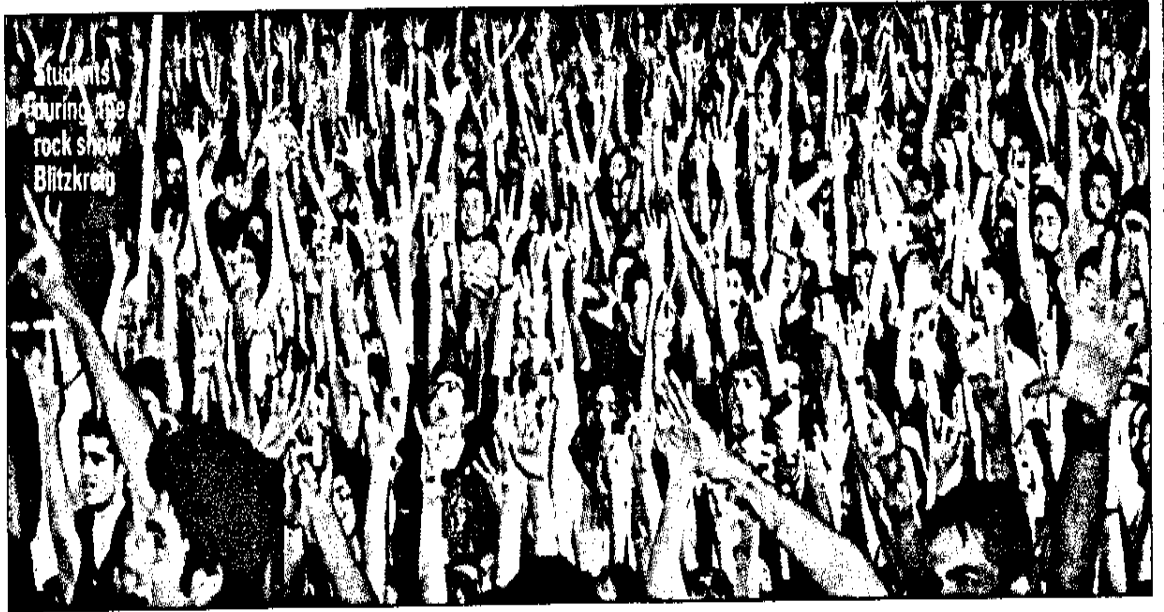


Newspaper Clips October 27, 2010

Hindustan Times ND 27/10/2010 p-14 HTcity



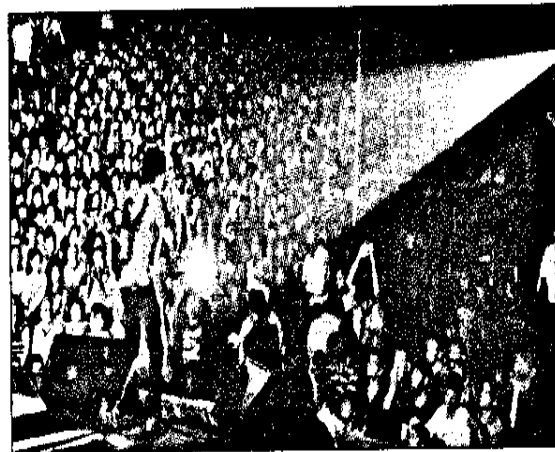
Singer KK Menon



Students during the rock show Blitzkreig

Rocking like never before

IIT Delhi's annual festival Rendezvous 2010 was bigger than ever, with big names from Bollywood and the music industry enthraling the audience. HT City gets you a glimpse of the fest



Performance of Texture during the rock show Blitzkreig



Vicor Zamora during Confluence



Maria Anadon from Portugal during Confluence

Battle strategies for D-day

Staying focussed and calm, taking special care of your state of mind by getting to the centre on time are just some softer, last-minute strategies for cracking CAT

The most awaited day has finally arrived. CAT examinations start today. Let's discuss the last-minute, test-taking strategy for this exam. Keep in mind these points to give your best shot to everything while taking the test.

Avoid discussions

Ever had someone sit next to you in an exam who always asks you about the topics you did and didn't cover, just before the exam? Suddenly all those topics you thought trivial the night before start seeming so very important. Remember that sinking feeling in the pit of your stomach? We definitely don't want that happening before the CAT. Do not discuss what you left out or didn't focus on. It's useless and unproductive. Instead, focus on doing your best and fostering self-belief.

Steer clear of tensions

Before any paper, you find test takers huddled together gravely discussing how the test is going to be and end up feeling unprepared. Confidence is crucial for performance. Thus, make it a point to avoid these 'tension groups' like the plague. And if you don't find anyone with a similar, positive approach, you are better off alone.

Be early, be calm

If you're rushing to the CAT centre with one eye on the road and the other on your watch, don't be surprised to find your nerves fried by the time you reach the test centre. Be there early, with plenty of time to relax and get used to your surroundings. Find out well in advance where you will be seated, and double check your admit card and stationery supplies. In case you are late, close your eyes for a few moments and take a few deep breaths to calm yourself.

Know what you can carry

Carefully sift through the guidelines in the admit card and make yourself aware of the rules and regulations for CAT. Be aware of what you can and can't carry in. There have been innumerable cases where students thought they were allowed to carry a certain kind of equipment and



Group psyching: Discussing what you haven't covered is sure to perturb you and shake your confidence. Avoid it like the plague

had to face a lot of problems at the centre. The CAT is a serious affair and you can expect the invigilators to be strict.

Stay alert throughout

Do not relax till you are done with all the questions and have revised your answers. The war is not over till the last battle is won. Once the bell rings and you start with the paper, do not hold back. Whether you do well, or not, your focus should be to give it your best. Many people from the IIMs that we have spoken to have later confessed that they really thought they had made blunders in their paper. Many a time, it's just paranoia.

Maintain your centre

Sometimes, we get tense just by watching anxious people. Do not pay heed to any remarks that a fellow test taker might make after seeing the questions.

When you are in the exam hall, keep your eyes on the paper and ears preferably closed.

Stay focused. Consider earplugs, maybe even cotton balls (it worked for me when I took the exam). But be sure to check with your centre in case they have any reservations against that.

Points to keep in mind on the day of the test

- Keep all necessary documents with you. Candidates will need to bring their CAT 2009 admit card, voucher, a valid document as proof of SC/ST eligibility (if applicable) and one photo identification to the test centre. Acceptable forms of photo identification are driver's license, passport, PAN card, voter ID, college ID, employee identification card, or a notarised affidavit with photo, signature, date of birth and residential address
- Report at the test centre on time. For example, if you have registered for Session 1 (morning session), check-in will commence at 8 am. Candidates are required to reach the test centre no later than 8:30 am. The test will begin at 10 am and end at 12:30 pm. If you have registered for Session 2 (afternoon session), candidate check-in will commence at 1:30 pm. Candidates are required to reach the test centre no later than 2 pm. Testing will begin at 3:30 pm and end at 6 pm
- Follow the test tutorial very carefully, because the demo provided by the IIM on their website is indicative at best and does not really give a fair idea of how to take the actual test
- Do organised rough work so that if needed, you are able to refer to it during the course of your online test. Otherwise, you may end up wasting time either searching for the working of a particular question or reworking the whole thing again

Stick with the familiar

Stay focused on what you know. This is what will get you into the IIMs. Your core competence is what will get you ahead of the pack. Besides, the CAT is no time to experiment. Make sure you attempt all the questions you are confident about, disregarding or giving lower priority to even those questions

that may appear simple but you are not very familiar with.

There are enough options

The CAT was designed to be too lengthy for an average student to complete. Some may feel pressured thinking about this. But it really is a blessing in disguise, since there are enough questions

and variations to provide you with a considerably greater opportunity to fare well. Think what it will be like if there were just four questions, and you knew the answer to only one of them. Get the point?

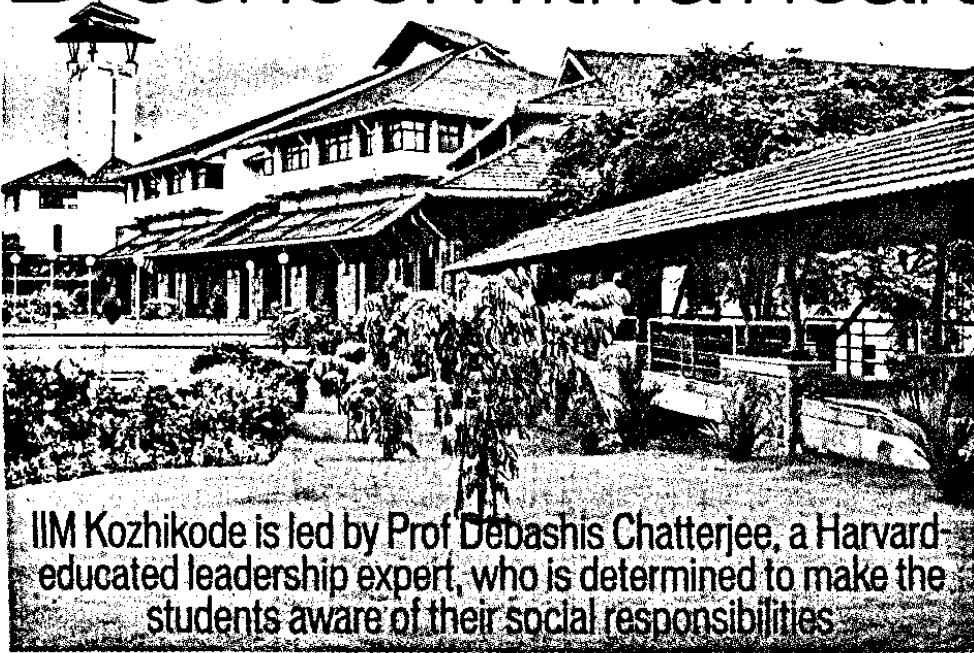
Focus on your strengths

Keep your eyes peeled for questions that fall in the areas that you are most confident about. Only those questions that you've cracked several times before are worth a little extra time. Do not take a chance by letting your mind wander on to any other question, no matter how tempting, until you are sure that you have tackled all the questions that lie within your areas of strength first.

Stay positive

Focusing on negative thoughts during the paper, such as "what if I don't do well", is not going to help anyone. You will be losing out on time, energy, and confidence. Instead, keep your thoughts focused on the paper, the question you are tackling at that time, and your time management. Take care to put in your best efforts and let the rest take care of itself.

B-school with a heart



IIM Kozhikode is led by Prof Debashis Chatterjee, a Harvard-educated leadership expert, who is determined to make the students aware of their social responsibilities

HT Horizons correspondent

Debashis Chatterjee is a man with a vision. When he talks, everyone — from a bunch of students in their twenties to school principals in their 40s or 50s — listens.

“If you have to win a war, first learn to lose a battle,” is Chatterjee’s motivational mantra for 46 leaders of schools located in different corners of the country.

In fact, it is the director of IIM Kozhikode himself, who injects a dash of humour and energy by smartly bringing up references of interesting personalities such as Kapil Dev or the Mahabharata’s Arjun in an otherwise technical discussion revolving around the effective teaching pedagogies to be followed in

classrooms.

The school leaders have gathered for a workshop — one of the many held at the 100-acre IIM campus nestled between the beautiful hills of Kozhikode.

What makes this institute different is its approach to management education. While every other B-school is bent on producing money churners, IIM-K has an inclination for social responsibilities. “We want to produce business managers who not only manage business entities, but do that while following certain values. They should think about business and society at the same time. They should aim to establish institutions which can withstand multiple cycles of economic growth or turbulence. We teach

them to contribute to the making of great institutions, and not just make money,” says Chatterjee.

Isn’t business all about making money? “That is because we are told this way. It’s like saying (Karl) Marx was right. Yes, the Russians used to think it,” he adds.

Chatterjee’s socially-oriented vision has started influencing his students too. Dhiraj Tiwari, a final year student of the PG programme, believes that social participation is the next big thing for future managers. He has no doubts about what Chatterjee propagates because that is what the economy also demands. Referring to a recent news report that new bank branches were to be opened up in the Indian hinterland, Tiwari

says, “We must understand the needs of the society. It is mandatory for all management students.”

Another student, Rahul Bhaskar, is working on an organic farming project in Wayanad. “This is a two-year project and we are trying to assess the hurdles farmers face owing to bureaucratic red-tape. Every student is mandated to work on one such group project which aims to help a section or group in the surrounding area,” says Bhaskar.

Besides the project, the institute also has a special course in ‘social transformation in India’ in the first year, which touches upon topics such as gender, caste and politics viewed through the prism of the business world.

Diversity in classroom is another striking feature of IIM-K. In its 2010-12 batch, there are 30 per cent girls in the PG programme. There is an author, a theatre artiste and a singer also in the batch.

Chatterjee aspires to build a unique institution of sorts. “We don’t believe in what IIM Ahmedabad does. First we find out what they are doing. Then we come back and do exactly the opposite,” he adds.

In one of his endeavours to be different, he is currently reaching out to Chinese companies and academia. IIM-K is looking eastwards while the other B-schools emulate the West for expansion.

The institute has also hired teaching faculty from a Chinese university and the director has recently visited China to enter into partnerships with the varsities and companies there.

Study mates

A provincial government in a Western country wants to admit more students from India but is hamstrung by the sheer diversity among local education boards and applicants. For example, many schools are not familiar with what foreign institutions look for in a recommendation letter. ("They would simply hand over a sort of character certificate," says an education consultant.)

Another country wants to participate in the revival of an ancient university in India, or set up a network of professional colleges. It wants to outsource the multifarious tasks involving the writing of its mission statement and complying with bylaws for the construction of campuses and installing microscopes in laboratories.

How do these entities achieve these varied goals? They rope in education consultants, who don't just advise them on the right thing to do, but start with the conceptualisation and

take the project right up to the implementation stage.

Maria Mathai, former head of the erstwhile Canadian Education Centre, India, is one such professional. Currently running her own firm - MM Advisory Services - in Delhi, this postgraduate in botany and a qualified educator (BEEd) advises the Canadian government and institutions on how to further their goals in India.

"It is such a dynamic market. The Class 10 exams becoming optional, the new semester system (being implemented) at the Delhi University and the Foreign Universities Bill are just three of the important developments in India," says Mathai.

The change in the public examination system and the variation in marking at different levels (Class 11 vs Class 12) and the board examinations mean "everybody (Canadian institutions) has to figure out how to grant admissions. This is especially important for scholarships," adds Mathai. It's her task to decipher



Gyaan catalyst: Maria Mathai finds India's education landscape immensely exciting and vibrant

Education consultants act as guides and enablers for nations and organisations which want a slice of India's education sector pie, writes Rahat Bano

PHOTO: AMIT HASNA

such developments for her clients.

"My role is to advise institutions on how to improve their relations with India and streamline their admission process."

There are any number of governments, organisations, trade bodies and companies wanting a share in India's

education sector pie, which is going through momentous changes. Education consultants are guides, catalysts and enablers in many endeavours here. Their services can range from simple insights delivered through PowerPoint-based presentations, taking principals of Indian institutions on famil-

iarisation tours of overseas universities, to installing all machinery and manpower to help institutions hit the ground running.

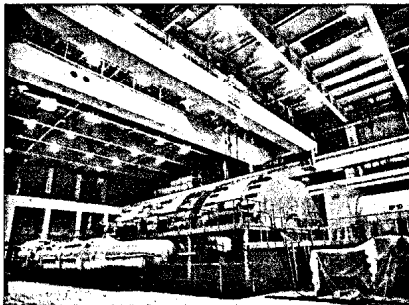
Noida-based Educational Consultants India Limited (EdCIL), a mini-ratna public sector enterprise, offers numerous services to clients at home and abroad. It

reported a rise in turnover of 22 per cent in 2009-2010 and earned the Ministry of Human Resource Development a dividend of ₹150 lakh.

"Our turnover is up from ₹23 crore in 2004-05 to ₹68 crore in 2009-10. We are targeting ₹85 crore this year and ₹100 crore in 2011-12."

Iran fuels first N-reactor

UNWELCOME MOVE The nation's nuclear programme has spread deep concerns in the West



■ An interior view of the Bushehr nuclear power plant. Iran began loading fuel into the core of its first nuclear power plant on Tuesday. MAJID ASGARPOUR / REUTERS PHOTO

The New York Times
■ letters@hindustantimes.com

TEHRAN: Iran said on Tuesday that it had begun loading the first of 163 fuel rods into the core of its first nuclear reactor, set to go into operation early next year, and vowed to pursue nuclear activities "in other areas."

Iran's nuclear programme has spread deep concerns in the West because governments, including the United States, believe Tehran has ambitions to build a nuclear weapon and do not accept its denials.

The US once opposed the Russian-built Bushehr plant in the south of the country but dropped its objections after

(We will also pursue our peaceful nuclear activities in other areas)

RAMIN MEHMANPARAST,
Foreign Ministry spokesperson

Russia provided assurances over the fuel supply and the disposal of spent fuel rods that can be used to make weapons-grade plutonium. Russia has agreed to take back spent fuel.

The plant is supposed to be supervised by inspectors from the International Atomic Energy Agency (IAEA) the United Nations nuclear watchdog based in Vienna. It was not clear if IAEA inspectors were present when the fuel-loading

began.

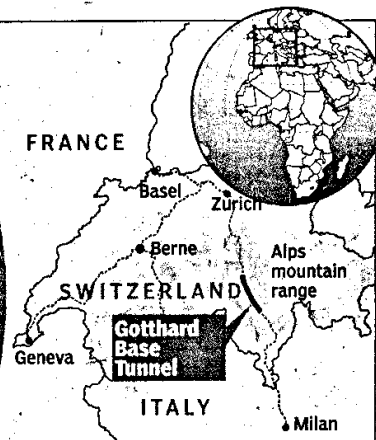
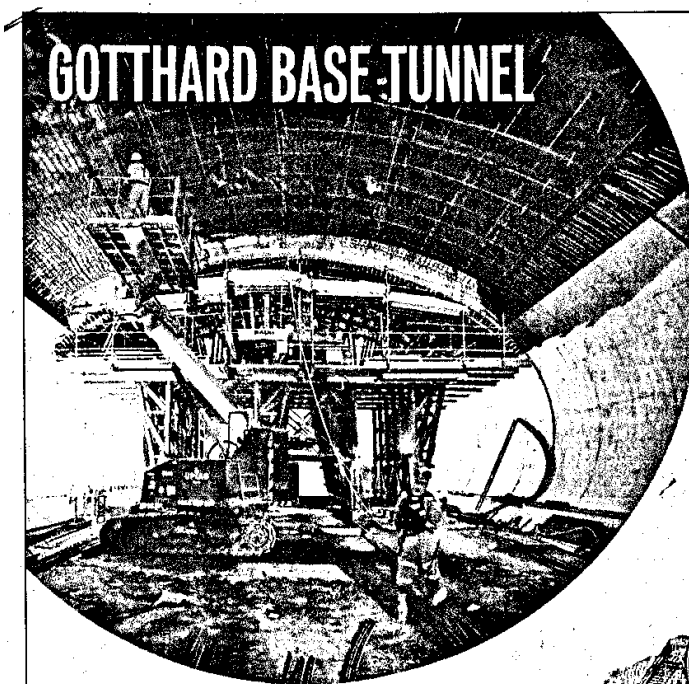
Ramin Mehmanparast, a Foreign Ministry spokesman, said on Tuesday: "Political pressure and sanctions have not prevented Iran from proceeding with its peaceful nuclear activities according to schedule."

"The Bushehr power plant is a major project which will help us to take one step toward future alternative energy supplies," he said, according to the semi-official IRNA news agency. "We will also pursue our peaceful nuclear activities in other areas." He did not give details.

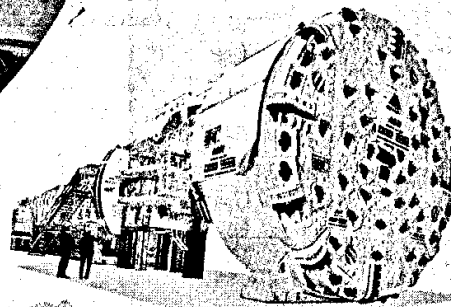
The loading of fuel at the reactor was initially supposed to begin soon after fuel was transported there in August, but was delayed by a leak.

Speaking to workers at the plant, the head of Iran's Atomic Energy Organization, Ali Akbar Salehi, said the Bushehr facility "is the most exceptional power plant in the world and it is right now at the critical stage of transferring fuel into the core of the reactor which is the last stage of the process." Salehi said that the plant would begin to feed the national power grid within three months.

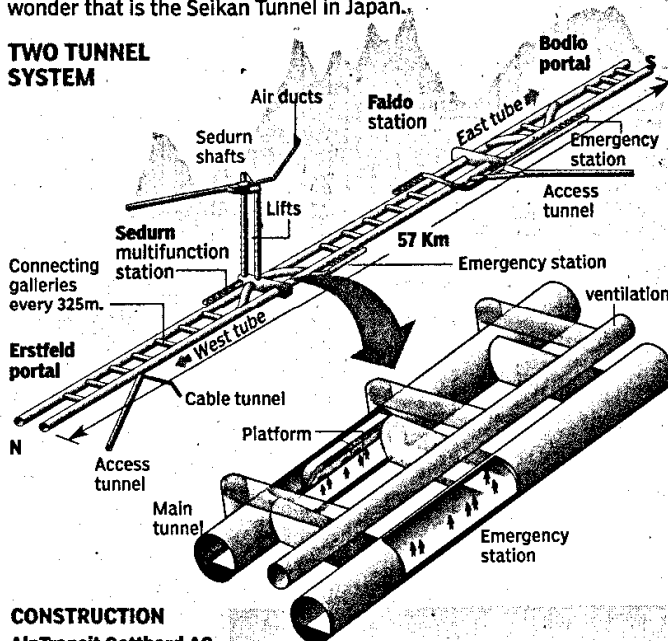
IAEA inspectors would oversee the final processes of fuel-loading and then seal the core of the reactor to prevent tampering. The reactor is also supposed to be kept under surveillance by closed circuit television cameras that would detect any movement of fuel.



Beneath the Alps in Switzerland lies the world's longest railway tunnel – **Gotthard Base Tunnel (GBT)**. Stretching across 57 km it surpassed the undersea wonder that is the Seikan Tunnel in Japan.



TWO TUNNEL SYSTEM



Tunnel Boring Machine (TBM) also known as a "mole", is a machine used to excavate tunnels with a circular cross section through a variety of soil and rock strata. They can bore through hard rock, sand, and almost anything in between. Tunnel diameters can range from a metre (done with micro-TBMs) to almost 16 metres to date.

4 Numbers of tunnel boring machines used in Gotthard

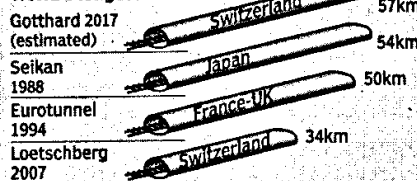
GBT FACTBOX

- 152 km** Total length of all tunnels and shafts
- 1996** Start of construction
- 2017** Commissioning (prospectively)
- 250 km/h** Max. train speed
- > 200** Trains per day
- Present Travelling time**
3h 40 min: Zurich - Gotthard - Milan
- Future Travelling time**
2h 40min (further reductions conceivable)
- Present Freight traffic capacity**
20 million tonnes per annum
- Future Freight traffic capacity approx**
50 million tonnes per annum
- Peak altitude**
550 m above sea level*
- cost**
\$10.22 billion (as of Oct. 2010)

CONSTRUCTION

AlpTransit Gotthard AG is in charge of the construction of the GBT. It is a subsidiary of the Swiss Federal Railways. To cut construction time in half, four access tunnels were built so that the tunnel could start at four different sites simultaneously.

World's longest tunnels



* At the same level as the city of Berne. For comparison, the peak altitude of the existing mountain line is 1150 m above sea level.

Hindustan Times ND p-9
27/10/2010

CAT begins on Oct 28

NEW DELHI: Around 2.06 lakh applicants, 37,000 less than last year, will appear for the Common Admission Test (CAT) across the country this year that begins from Wednesday for admissions into the prestigious B-schools. The tests will be held over a 20-day testing window till November 24.

A total of 19,931 candidates from Delhi will take the CAT at eight centres. Last year, the examination went online for the first time but corruption of softwares due to virus attacks and other technical glitches resulted in chaos and confusion for students.

Prometric, the agency responsible for holding the tests, have assured that adequate measures have been

taken this year to prevent any such problem. There will be 78 testing centres compared to last year's 104. The agency claims to have tested all the computers that will be used to conduct the CAT 2010.

Students too are sounding positive. "I am pretty confident that adequate steps have been taken this year to ensure that the exams go smooth. I have taken many mock tests online and it seems to be fine," said Faheem Akhtar, who will appear for the test on Wednesday.

The duration of the examination is of two hours and 30 minutes including the initial 15 minute tutorial. There will be about 60 questions in the test.

HTC

Leviathon on the desktop

Powerful X-Rays that needed kilometre-wide facilities can now be made on a computer screen, says s ananthanarayanan

X-RAYS, those ultra-high frequency light waves that can pass through bone, concrete and metal, changed the face of the earth in the last century. The first X-Ray guns were rudimentary arrangements, barely able to create this marvel radiation, but as the science gained importance for technology, to say nothing of medicine, more efficient and sensitive generators became necessary. High ingenuity and great investment were brought together to generate X-Rays of a range of intensities and penetrating capacity.

But a persistent problem has involved the arrangements, involving high voltages and currents, being large and unwieldy. Now researchers from Imperial College, London, the University of Michigan and the Instituto Superior Técnico, Lisbon, report in the journal *Nature* of a new, handy and compact arrangement for producing well-directed beams of high energy X-Rays.

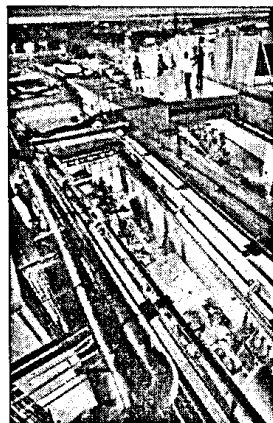
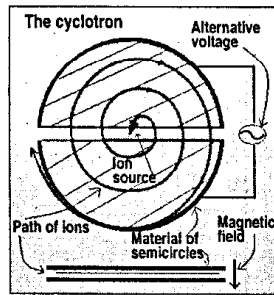
The simple X-Ray gun is an electron beam that smashes into a metal target. Electrons are produced by heating a metal coil that is given a negative charge. As electrons are also negatively charged, these are repelled and can be accelerated towards a positively charged attractor, generally of tungsten, molybdenum or copper.

When high voltages are applied, the electrons smash into the metal target at high speeds and expend their energy mainly as heat, but also, about one per cent, in the form of radiation. The radiation has two sources. One is that electrons in the atoms of the target material would get knocked to higher energy levels due to the bombardment. When these electrons de-excite, they release energy through radiation at frequencies characteristic of the material. The other source of X-Rays is a property of any charged particle that is accelerated.

Charged particles emit radiation when they accelerate. Even simple radio waves from a station antenna is a case of radiation from the alternating current that flows in the antenna. More dramatic are instances of high-energy cosmic ray particles that make sudden turns as they pass heavy atoms in the atmosphere. The change in direction, or speed, is acceleration and the particles give off high-energy photons of radiation at very intense frequencies. This effect, of radiation when particles are suddenly "braked", is called *bremstrahlung*, German for "braking radiation".

In the same way, when high-energy electrons in the X-Ray gun come to a rapid stop in the target, they give off radiation because of the sudden turns and the rapid braking. As the voltage

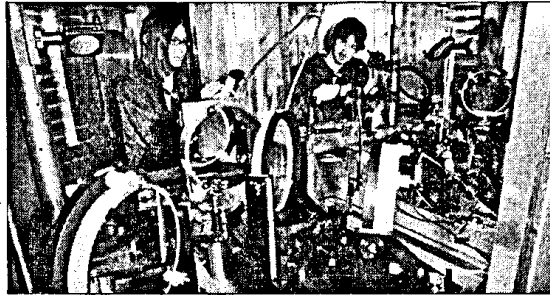
of the arrangement is increased, both the maximum speed of the electrons, and hence the hardest X-Rays, as well as the frequency at which most of the X-Rays are produced inches higher. The voltage applied, as well as the current through the arrangement is thus the tool for controlling the penetrating power and the quantity of X-Rays. In practice, there are also filters that can absorb lower frequencies, which help narrow the spatial and the frequency spread of the



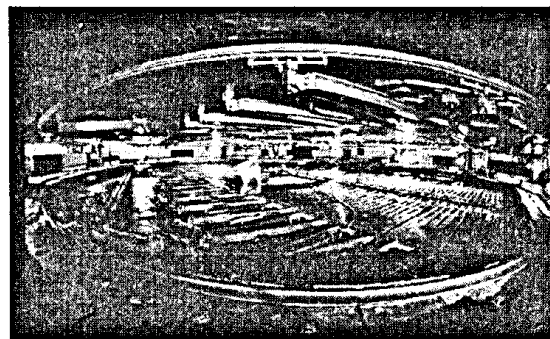
Inside a synchrotron establishment

X-Ray beam for more precise application, both in medicine as well as in industry.

For many years, hence, the industry was dominated by equipment for generating the high voltages for the X-Ray gun, along with arrangements for insulation, and to cool the target when more than a momentary flash was required. A change was seen only as an offshoot of arrangements in nuclear physics research that involved accelerating charged atomic particles to the energy of an electron in fields of millions or even trillions of volts. In these arrangements, where the objective was the high-energy particle, the generation of X-Rays by the speeding particles was seen as a nuisance that "bled" the particles of



Sabrina Nagel and Stefan Kneip (Imperial College London) setting up an electron acceleration experiment in the target chamber of the Astra Gemini dual-beam PW laser facility at the Central Laser Facility in Rutherford Appleton Laboratory, UK.



Nowadays cyclotrons take a variety of forms and sizes, the world's largest being at TRIUMF, Canada's National Laboratory for Particle and Nuclear Physics. In this image, a worker is checking the accelerator vacuum chamber for worn or damaged components. The diameter of the machine is about 18 m, and during the course of their acceleration in the machine, as they spiral outwards, protons travel a total of 45 km to reach maximum energy (520 MeV).

energy and it was only in specialised facilities that X-Rays were the main objective.

Accelerators

The earlier of the high-energy particle accelerators was the *Cyclotron*, where charged particles move in circles under the effect of a magnetic field. As a moving charged particle amounts to an electric current, a magnetic field will push it in a direction at right angles to its motion. As the particle turns, under this force, the force also changes and the result is motion in a circle, like a satellite. Now, in a cyclotron the charged particles are contained in a sandwich of two semicircular, oppositely charged discs with a magnetic field in between.

Thanks to the magnetic fields, the particles move in circles within the sandwich. As the semicircles are charged, there is a voltage difference across the gap and the particles get a short burst of acceleration when they cross over. This makes a particle speed up, but it keeps going in a circle, only a slightly larger one. The charge on the discs is managed so that when the particle comes round to the next gap, the voltages are switched and the particle gets another "kick", and so on

allows the path to be much longer. As the control of switching and field can take care of relativistic effects, very high speeds, approaching the speed of light, are possible.

Both these particle accelerators were basically designed for pushing charged particles faster and the emission of X-Rays was a by-product, at best. But in the case of the synchrotron, where the particles are at nearly the speed of light, relativistic effects leads to X-radiation in a narrow and intense beam and the arrangements have good features, even as a source of X-Rays. There have, thus, been X-Ray synchrotrons, set up mainly for generating very high-power beams, with rings from 100 to 1,000 metres long.

Reduction in size

The development by the group at Imperial College, etc, amounts to making use of a synchrotron-like effect that can be created within ordinary dimensions by flashing intense laser pulses through a small jet of helium plasma. The effects of the laser pulses on helium at the atomic scale create very intense electric fields over short distances and lead to rapid acceleration of electrons, which does the same thing as a synchrotron. In a helium plasma, the gas has been so energised that the electrons and the nuclei are separated and the gas consists of charged particles. Now, if a laser pulse shoots through, the electrical part of the pulse would push the positive and negative ions in the plasma apart as it rushes on. The helium nuclei, being heavy, would stay put, but the electrons would get drawn, as a group, apart. As the pulse passes, the group would fall back, overshoot, bounce outward again, etc, creating a wave of charge separation that moves at almost the same speed as the laser pulse!

A charged particle, like an electron, introduced into this "moving bubble of charge" would then be rapidly drawn forward and experience intense acceleration and wavy motion, leading to high-energy X-Ray pulses. The technique had become interesting in 2005, with the work of Victor Malka and others at Ensta, France, and has now been developed in a more practical way.

"Extraordinarily, the inherent properties of our relatively simple system generates, in a few millimetres, a high quality X-ray beam that rivals beams produced from synchrotron sources that are hundreds of metres long. Although our technique will not now directly compete with the few large X-Ray sources around the world, for some applications it will enable important measurements which have not been possible until now," says Dr Stefan Kneip, lead author on the study.

The writer can be contacted at simplescience@gmail.com

Times of India ND 27/10/2010

P-23

Ancient insects show India wasn't island 50m yrs ago

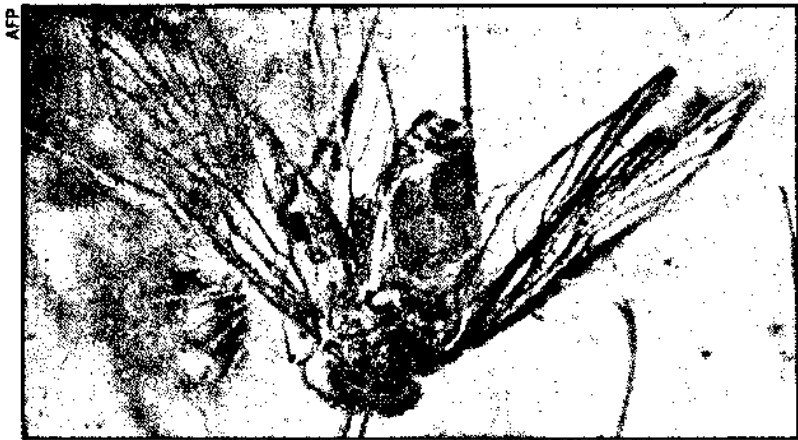
Washington: Discovery of perfectly preserved insects in amber from a lignite mine in Gujarat has challenged the assumption that India was an isolated island continent about 52 million years ago.

A team of German, Indian and US scientists have found a trove of insects in a newly-excavated amber deposit from the Vastan lignite mine, 30km northeast of Surat, in a geological zone called the Cambay Shale.

The arthropods — bees, termites, spiders, and flies — found in the Cambay deposit are not unique as would be expected on an island but rather have close evolutionary relationships with fossils from other continents, said the scientists detailing their findings in the journal *Proceedings of the National Academy of Sciences*.

It has long been assumed that India broke away from Africa about 150 million years ago and didn't join up with another landmass — Asia — until about 50 million years ago.

Thus, the scientists were believing that the insects found in the amber would dif-



SHEDDING NEW LIGHT: A Psocoptera specimen found in the Cambay amber deposit of Gujarat. Insects entombed in a newly excavated amber deposit are challenging the assumption that India was an isolated island-continent 50 million years ago

fer significantly from those found elsewhere in Asia. But, to their surprise, the organisms in the amber were found to be closely related to other species found in northern Europe, Australia, New Guinea and tropical America.

"The amber shows, similar to an old photo, what life looked like in India just before the collision with the Asian continent," said coauthor Jes Rust, professor of Invertebrate Paleontology at the Bonn University in Germany reporting the findings in the journal.

"The insects trapped in the fossil resin cast a new light on the history of the sub-continent," Rust said.

The similarity in the insects means Asia and India collided a few million years earlier than geological evidence suggests, says David Grimaldi, curator in the Division of Invertebrate Zoology at the American Museum of Natural History. Or it could support the theory that there were small islands connecting the continents, allowing species to "hop" across, he added. P71

Publication: The Times Of India Delhi; Date: Oct 27, 2010; Section: Editorial; Page: 22;

A New Story Of The Universe

Henryk Skolimowski

The destiny of the human being is inexorably woven into the destiny of light, because he is realised as a part of the Self-realisation of light. The Self-realisation of light, on the other hand, is accomplished through the unfolding potentialities, capacities and powers of all beings in the universe.

The double helix of light and human genius are the two strains in the unfolding of the spiritual self-realisation of the universe. This is a new story of the universe, which Thomas Berry has anticipated and postulated some time ago. In this story light is the central axis and can be seen as the new myth of humanity. Although new to our linguistic sensitivities, the myth has ancient roots.

All religions are disguised embodiments of this myth and none could have existed without it. In ancient religions that were most articulated, such as Egyptian and Zoroastrian, light, sun and fire were worshipped as the highest deities, and sometimes they intertwined with each other.

The nature and power of every religion is determined by the quality of its light. The more lucid the light the more enlightened the religion. Human beings are luminous. Which means, we are made of light. Yes, we are also made of physical substances. But more fundamentally, we are made of light.

An expression of the genius of light is photosynthesis. Because of this, green plants can live on light alone. All those creatures, which eat green plants, are nourished by light – whether grazing animals or carnivorous animals.

All living beings, nourished by light, are ultimately made of light. Light is the proto source of everything and the nourisher of all. Fundamentally, we are made of light and so we are luminous. Plants emanate an aura too –

as demonstrated by Krilian photography.

Human beings who see the aura of light around other human beings are not fantasising. They are particularly sensitive to these subtle lights, which we are all emitting, sometimes dimly, sometimes strongly. Ancient seers and shamans, who were especially attuned to the various manifestations of light in the cosmos, were not fantasising either.

The universe is throbbing with light in so many manifestations. The more attuned and the more sensitive we are to these manifestations, the more we can see in the large sense of seeing.

All great works of art are made of light.

Those who are sensitive enough can see art as a manifestation of light. Those who are sensitive to universal Logos can see all knowledge as light. Those who are spiritually sensitive can see all religions and religious symbols as manifestations of light. To luminous beings, art, knowledge and religion are all manifestations of light. Through light we are all fused into one.

Many myths have aided and guided humanity through millen-

nia. We need new, sustaining and energising myths – to guide and inspire us. We need large and cosmic myths, for we are cosmic beings. Small stories, telling us that our journey is a thorny path from dust to dust, do not appeal to our imagination any more. The story that we are part of the immense unfolding of Light, which is on the way to its stupendous Self-realisation, appeals to us because we feel this Light throbbing in our bones, singing in our hearts and interpenetrating our souls.

henryks@umich.edu



THE SPEAKING TREE

To subscribe to THE SPEAKING TREE Sunday weekly paper priced at Rs 2, SMS STREE to 58888 or e-mail to crm.delhi@timesgroup.com or call 011-39898090 or contact your newspaper vendor.

Bullet@350kph: China trains gather pace

Shanghai: Two bullet trains glided silently out of a gleaming new station on Tuesday to inaugurate China's latest high speed rail line, as officials boasted of setting world records using domestic technology.

Many, but not all, of the trains plying the new railway between Shanghai's western suburb of Hongqiao and Hangzhou will travel the 200 kilometers in 45 minutes, which is about half the time trains usually take to make the trip at their fastest speeds.

The China-made CRH380 train has been clocked at almost 420 kilometers per hour, a world speed record, though it will usually operate at a maximum speed of 350 kph. China already has the world's longest high speed rail network. It aims to have 13,000 kilometers of high speed rail in operation by 2012 and 16,000 kilometers by 2020.

The efforts to develop China's own ultra high speed rail technology are a showcase project nearly on a par with the country's space program in terms of national pride and importance. Railway officials recently announced they were working on technology to boost speeds to over 500 kph.

Railway ministry spokesman Wang Yongping said that all the technology, design and equipment of the CRH380 is China's own, though he acknowledged that the program began in cooperation with Japan and several other countries.

"Beyond speeds of 250 kph it is all our own proprietary technology," Wang said. "Now other countries hope to cooperate with us." Chinese firms are vying for projects overseas, including in the US, which leads the world in freight railway technology but has almost no highspeed rail expertise. AP

Three Gorges Dam filled to capacity

Water rose to the maximum level at China's Three Gorges Dam on Tuesday, driving electricity output to full capacity at the world's largest hydropower plant for the first time since it began operating two years ago, its operator said. That marks the culmination of the mammoth \$23 billion project on the upper reaches of China's longest river, the Yangtze. Construction of the 660-kilometer long reservoir began in 1993 and it began storing water in 2003, but the dam was only finished in 2006. Its water level hit its peak height of 175 meters at 9 am on Tuesday, according to project operator, the China Three Gorges Project Corp. AP



ON FAST TRACK: China rolled out high-speed trains on Tuesday which will traverse the 200km between Shanghai and Hangzhou in 45 minutes instead of 80 minutes earlier



Publication: The Times Of India Delhi; Date: Oct 27, 2010; Section: Times City; Page: 4;



Dinesh Singh to be new VC at DU

Akshaya Mukul | TNN

New Delhi: Mathematician Dinesh Singh, pro vice-chancellor of Delhi University, is all set to become the new vice-chancellor of DU. Sources in the Rashtrapati Bhavan said that President Pratibha Patil, who is the university's visitor, will give her assent to Singh's appointment to take over as the 20th vice-chancellor of the prestigious university over the next few days.

Sources said Singh's name has met the approval of Prime Minister Manmohan Singh also. It is believed what went in favour of Singh is his academic credentials and the manner in which he, as director of DU's South Campus, turned it into a prestigious centre for science.

Singh will become VC at a time when DU teachers have been on strike on one pretext or the other. Earlier the teachers were opposing the semester system and now they are striking against VC Deepak Pental for allegedly staying in office illegally.

"His (Singh's) first priority should be

to end the strike, as a better part of the first semester is already lost," a senior DU official said, adding that Singh will have to deal with DUTA with an iron hand.

An alumnus of St Stephens College, Singh is a doctorate from Imperial College of Science Technology & Medicine, London. Director of the Mathematical Sciences Foundation, Delhi, Singh is also adjunct professor in mathematics at University of Houston, Texas. He began his career as a lecturer in his alma mater fol-

lowed by stints in IIT, Delhi, and Indian Statistical Institute, Delhi.

Singh's research interest include functional analysis, harmonic analysis and operators and function theory. Singh has co-authored and edited three books on mathematics. Three others who were shortlisted included Meenakshi Gopinath, principal of Lady Shriram College; Seyed E Hasnain, VC of University of Hyderabad; and BS Chimni, professor of the Centre for International Studies, JNU.



Dinesh Singh



READY FOR NEW ORDER: Officials says dealing with Duta will have to be new VC's priority

New oral vaccine may eradicate polio in 3 years

Kounteya Sinha | TNN

New Delhi: A single oral vaccine that protects against two deadly strains of polio — P1 and P3 — could eradicate the crippling disease from the world in the next three years.

Scientific analysis of the vaccine - bivalent oral polio vaccine (BOPV), presently being used in India and Nigeria, two of the world's poliovirus hotspots, has found that it induced a significantly higher immune response — 30% more than other trivalent or monovalent vaccines. Publishing their findings in the British Medical Journal "The Lancet", Nigel Crawford and Jim Buttery, researchers at Australia's Murdoch Children's Research Institute, said the effectiveness of the new vaccine was already evident in India, which has recorded only 32 cases so far this year as compared to 260 in 2009.

World Health Organization's Dr Bruce Aylward says scientists are more optimistic today, thanks to the study. "There's been the largest ever year-to-year drop in polio cases following the use of BOPV," he said.

Nigeria has seen a 98% drop in polio cases from over 400 cases this time last year to just nine so far in 2010. India, too, has seen a 90% drop during the same period.

The scientists — in their study conducted between August and December 2008 — analysed data from 830 newborn babies from three centres in India. The infants received either the monovalent, bivalent or trivalent vaccines in two doses — once at birth, and the other after 30 days. Blood samples were then taken at different stages of the vaccination to measure the rise in antibody levels.

The findings showed the superiority of BOPV compared with TOPV. India launched BOPV in January.

Times of India ND

27/10/2010 P-23

Space station to shift orbit to dodge flying junk

AP



AVOIDING DAMAGE

Russia's space command on Tuesday ordered the International Space Station to change its orbit slightly to avoid collision with a piece of floating debris that could cause serious damage, officials said. Officials ordered that rockets be fired for 180 seconds at 1025 GMT to shift the orbit by 700 meters, mission control said in a statement. The new orbit will allow the unidentified object to pass 1.5km away from the station. Three Russians and three Americans are on board the station, a \$100 billion project involving 16 nations. The US says it has catalogued over 15,000 items floating in space.

Times of India ND 27/10/2010 P-13

DNB degree-holders can now teach medicine

Move Will Increase Faculty Pool By 3,000

Kounteya Sinha | TNN

New Delhi: Doctors with a Diplomate of the National Board of Medical Examinations (DNB) degree can now teach in medical colleges.

In a major decision, the Union health ministry has approved the Medical Council of India's (MCI) proposal to allow doctors, who have a DNB degree, to teach just like those with a MD/MS degree.

The move will help in inducting to 3,000 new medical teachers who obtain a DNB degree in 54 subjects. Till date, DNB was never recognized on a par with other PG medical degrees like MD/MS.

The latest rule will allow those DNB degree-holders, who have been teaching for several years to be automatically recognized as faculty members. Those doctors who pass out with a DNB degree from a medical college will get the same status.

However, DNB degree-holders who have passed out from private or non-MCI recognized medical colleges will have to have experience of an additional year of senior residency in a teaching medical institution to be on a par with a qualified MD/MS candidate.

Dr Gautam Sen, MCI board member, told TOI, "This is primarily because those with MS/MD degree from a medical college have the experi-



DNB degree-holders who have passed out from private or non-MCI recognized colleges will have to have experience of an additional year of senior residency in a teaching medical institution to be on a par with a MD/MS candidate

ence of teaching undergraduate students when they are senior residents. A DNB doctor does not have such a teaching experience." Dr Devi Shetty, another MCI board member, added that the new rule would increase India's pool of medical teachers in a big way. "The ministry has been wanting to allow DNB doctors to teach. However, earlier the MCI board didn't approve it. DNB doctors can not only start teaching but also perform surgeries soon after passing out," Dr Shetty told TOI.

Dr K Srinath Reddy, president of the National Board of Examinations (NBE), which grants DNB degrees, welcomed the ministry's decision. However, he harbours a few concerns. He told TOI from Boston that "while an additional year of senior residency has been recommended for a DNB doctor passing out of a private or non-MCI recognized

medical colleges, it is difficult to envisage how medical college hospitals will offer such a limited period of senior residency when they would prefer to select candidates for a full three-year period.

Further, candidates, who have done DNB in super specialities like cardiology or neurosurgery, are unlikely to go in for an additional year of senior residency." With regard to teaching and research experience, Dr Reddy added that DNB now has a compulsory thesis while DNB training hospitals do not usually provide their candidates with undergraduate teaching experience.

"There are also several medical colleges which don't have UG component such as SGPGI, Lucknow, and PGI, Chandigarh. Therefore, absence of an UG teaching experience should not be a disqualifier," Dr Reddy said.

DU seeks KMC principal suspension

Neha Pushkarna | TNN

New Delhi: The first possible casualty of the ongoing struggle against semesters in Delhi University is likely to be Kirori Mal College principal. Though semesters haven't been implemented in many colleges yet, the governing body of KMC may consider suspending its principal for failing to carry out the orders of the university.

In a letter dated October 23, DU has written to KMC's governing body to hold a meeting immediately "to consider placing Dr Bhim Sen Singh under suspension." After the college allegedly failed to inform the university about the status of semesters, a report was sought from the principal. After receiving the report on October 20, the university is believed

to have decided that Singh faltered. The governing body meeting of the college is now scheduled for November 2.

"The reply received from the principal shows that he has not made any effort to organize teaching as prescribed by the university. The situation was therefore reviewed and the assessment of the university on situation prevailing in Kirori Mal College is that Dr Bhim Sen Singh has failed to act as expected from a principal of the university maintained college," the letter read.

Highly-placed sources in the university said that Singh had simply replied that his teachers were not listening to him. This was despite the chairperson of the governing body, Vijender Jain, directing the college on October 4 to strictly implement the circu-

lars of the university. "It may sound drastic but Singh seems to have mixed up his respon-

In a letter dated October 23, DU has written to KMC's governing body to hold a meeting immediately to 'consider placing Dr Bhim Sen Singh under suspension'

sibilities in the college. When the governing body asked him to follow the university's order, he should have made it clear that he could not do it or that he was under pressure from teachers. Instead, he just sent a one-liner in his reply," the source said.

Though Jain was not available for comment, Singh confirmed that a meeting had been called to discuss the matter. "I will reply to these allegations only when the time is right. I have always followed all decisions of the governing body and there is no case against me," Singh said.

KMC is one of the colleges where teachers have observed complete strike in the last many days and all science courses had been taught only in the annual mode so far.

According to the university's letter signed by the registrar, "The acts and omissions on part of Dr Bhim Sen Singh is unbecoming of a principal of the college run and maintained by the university and has set a bad precedent for other colleges."

neha.pushkarna@timesgroup.com

Hindu ND 27/10/2010

p-1

South Campus Director may be new Delhi V-C

Aarti Dhar

NEW DELHI: With Meenakshi Gopinath, Principal of Delhi's Lady Shri Ram College and one of four candidates short-listed for the post of Delhi University Vice-Chancellor, opting out of the race, chances of Prof. Dinesh Singh, Director of Delhi University's South Campus, making it have brightened.

Prof. Singh is a distinguished mathematician and a self-taught painter. A St. Stephen's College graduate, he got his Ph.D., D.I.C from Imperial College of Science Technology & Medicine, London.

The panel of four names recommended by the search committee has been received by Rashtrapati Bhavan for fi-



Delhi University Vice-Chancellor Deepak Pental (right) with his likely successor, South Campus Director Dinesh Singh. - FILE PHOTO

nal selection by the President by virtue of her being the Visitor of Delhi University. The other two names in the panel include Syed Hasnain, Hyd-

erabad Central University Vice-Chancellor, and Prof. B.S. Chimni of Jawaharlal Nehru University's Centre for International Legal Stud-

ies. However, Prof. Chimni and Prof. Hasnain have both headed only unitary universities whereas Delhi University is an affiliating university. Dr. Gopinath could have made history by becoming the first woman Vice-Chancellor of the 90-year-old University.

The search committee comprised Justice (Retired) V.N. Khare, former Planning Commission member Yogendra Alagh and eminent scientist R. Chidambaram.

Since the University is going through difficult times with a heated controversy over the newly introduced semester system for undergraduate classes and the Delhi University Teachers' Association on the warpath, several academicians are hesitant to inherit a troubled leg-

acy.

The present Vice-Chancellor, Prof. Deepak Pental, whose term ended on August 31, will demit office as soon as the name of his successor is formally announced.

Another search committee is engaged in shortlisting a panel of names for the new Jawaharlal Nehru University Vice-Chancellor. The term of the incumbent, Prof. B. B. Bhattacharya, got over in June.

Eminent space scientist K. Kasturirangan is the President's nominee to the search committee for selection of the new Vice-Chancellor.

The two other names are Indian Institute of Science (Bangalore) Director P. Balaram and economist Nitin Desai.

India wasn't isolated island 50mn yrs ago

WASHINGTON, OCT 26

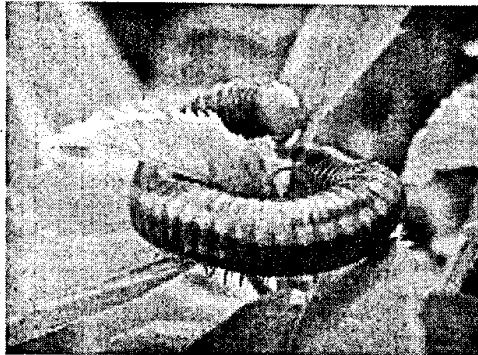
DISCOVERY of perfectly preserved insects in amber from a lignite mine in Gujarat has challenged the assumption that India was an isolated island continent about 52 million years ago.

A team of German, Indian and US scientists have found a trove of insects in a newly-excavated amber deposit from the Vastan lignite mine, 30km northeast of Surat, in a geological zone called the Cambay Shale.

The arthropods -- bees, termites, spiders, and flies -- found in the Cambay deposit are not unique as would be expected, on an island but rather have close evolutionary relationships with fossils from other continents, said the scientists detailing their

findings in the journal Proceedings of the National Academy of Sciences.

Thus, the scientists were believing that the insects found in the amber would differ significantly from



It has long been assumed that India broke away from Africa about 150 million years ago and didn't join up with another landmass -- Asia -- until about 50 million years ago.

those found elsewhere in Asia.

But, to their surprise, the organisms in the amber were found to be closely related to other species found in northern

Europe, Australia, New Guinea and tropical America.

"The amber shows, similar to an old photo, what life looked like in India just before the collision with the Asian continent," said coauthor Jes Rust, Professor of Invertebrate Paleontology at the Bonn University in Germany reporting the findings in the journal.

"The insects trapped in the fossil resin cast a new light on the history of the sub-continent," Rust said. Amber from Broadleaf trees is rare in the fossil record until the Tertiary, or after the dinosaurs went extinct. It was during this era that flowering plants rather than conifers began to dominate forests and developed the ecosystem that still straddles the

equator today.

David Grimaldi, curator in the Division of Invertebrate Zoology at the American Museum of Natural History, said: "We know India was isolated, but when and for precisely how long is unclear. The biological evidence in the amber deposit shows that there was some biotic connection."

The similarity in the insects means Asia and India collided a few million years earlier than geological evidence suggests, Grimaldi said.

Or it could support the theory that there were small islands connecting the continents, allowing species to "hop" across, he added. The new amber and amber from Colombia that is 10 million years older indicate that tropical

forests are older than previously thought.

In the research paper, Grimaldi, Rust, and colleagues described the Cambay amber as the oldest evidence of tropical forests in Asia. "The evidence is beginning to accumulate that tropical forests are ancient," Grimaldi said. "They probably go back to right after the K-T boundary," between the Cretaceous and Tertiary periods 65 million years ago, when non-avian dinosaurs went extinct.

The team plans to return to Gujarat in January to collect more samples, and the work in the lab is only beginning, the researchers said.

"We're still discovering all sorts of cool stuff in this amber," Grimaldi said. "Every day." --PTI

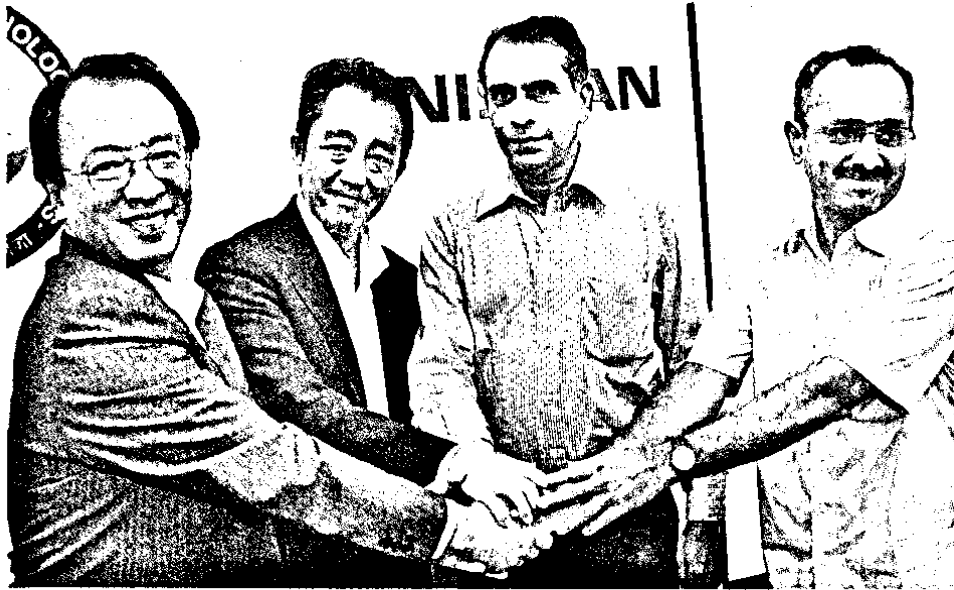
Financial Chronicle ND p-10

27/10/2010

Nissan signs MoUs with IIT-Madras

Carmaker Nissan has signed two agreements with IIT-Madras to offer research scholarships.

Business Line ND 27-Oct-10 P-2



(From left) Mr Haruyoshi Kumura, Director of Nissan Science Foundation; Mr Hiroshi Nagaoka, Senior Vice-President and Director, Renault Nissan Technology and Business Centre India Pvt Ltd, Nissan Operations; Dr Job Kurian, Dean, Industrial Consultancy and Sponsored Research, IIT Madras; and Dr K. Ramamurthy, Dean, Academic Courses, IIT-Madras, at the signing of an MoU for a comprehensive research co-operation between Nissan and IIT-Madras, in Chennai on Tuesday. — Bijoy Ghosh

Nissan R&D centre begins work on battery research

Company signs two MoUs with IIT-Madras

Our Bureau

Chennai, Oct. 26

Renault Nissan Technology and Business Centre India Pvt Ltd has begun research work in the area of battery. The centre, housed in the Mahindra World City Industrial Zone near Chennai, will work on developing technologies in lead acid and lithium batteries, Mr Haruyoshi Kumura, Director, Nissan Science Foundation, told journalists here on Tuesday.

The centre supports Nissan and Renault (which are associate companies) in a variety of activities, including product development. With 1,500 technical people working in it, the centre works in the areas of advanced computer aided engineering, electronics and ba-

► *One MoU was to pave the way for a 'research support scheme,' under which Nissan would fund research initiatives "without any obligations."*

sic research. It is in under the third category that the centre has begun work on batteries.

The work done at the centre, which was set up with investment of Rs 65 crore, is used by the Nissan-Renault system worldwide.

Mr Kumura was here in connection with the signing of two memoranda of understanding with the Indian Institute of Technology, Madras, here. One MoU was to pave the way for a 'research support scheme,' under which Nissan would fund research initia-

tives "without any obligations." The Nissan Support Scheme will invite proposals from the faculty of IIT Madras each year for research work in identified areas. After a joint review of Nissan officials and the IIT, about five projects would be chosen for funding each year.

The other MoU leads to the Nissan Foundation Scholar initiative under which selected students would be provided financial aid and a short training at Nissan headquarters in Japan.

Raising investment in higher education

Unless we find creative ways to massively increase investment in higher education, India's potential demographic dividend may fail to translate into a real dividend, says Arvind Panagariya

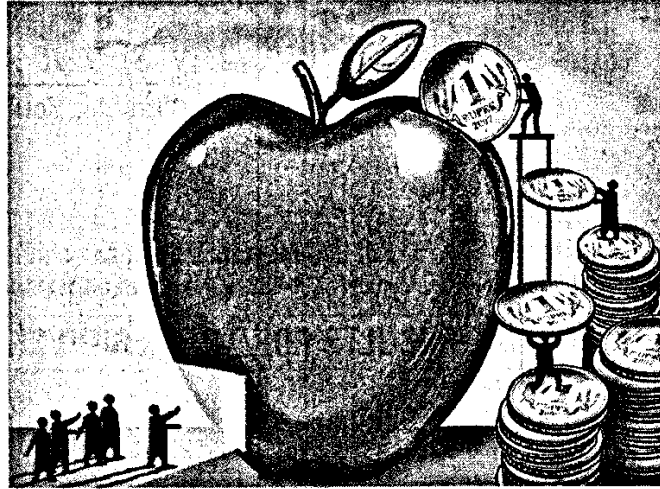
WHILE the university system in England is far from broken, in the last several decades, the more dynamic and competitive US universities have relegated it to the second position worldwide. Abandoning the traditional destinations in England, 100,000 Indian students today study in American universities.

Aware of the decline, the British authorities have been reforming the system in the last 15 years. The latest step in this direction is the report of the independent panel headed by Lord Browne. The panel was asked to make recommendations to increase investment in education, ensure that the quality of teaching is world class and make higher education accessible to anyone with the talent for it. While the ailments of our higher education system are wider and deeper than those of the British system, there are useful lessons for us in the Browne report.

Consider first the access issue. In 2000, the gross enrolment ratio in higher education, which measures the number of individuals going to college as percentage of college-age population, was 8% in China and 10% in India. By 2008, the ratio had shot up to 23% in China but crept up to only 13% in India. College and university education remain off-limits to many talented Indian students.

On the quality front, consider the QS World University Rankings, which are designed to assess the all-round quality of universities across all disciplines and levels. Two Chinese universities found listing among the top 100 universities in the 2010 rankings, with the University of Peking ranking 47th and Tsinghua University 54th. Sadly, not a single Indian university made it to the list. No doubt, we have institutions of excellence in teaching in the IITs and IIMs. But they are not full-fledged universities. Universities of Hyderabad and Delhi that earn the top spots in the national ranking do not make to the QS list of the top 100 universities.

This comparison with China is especially telling since Mao Zedong had almost entirely wiped out China's higher



SHAILESH WARANG

education system during the Cultural Revolution of 1966-68. In contrast, India has had an uninterrupted history of modern universities since 1857 when the Universities of Calcutta, Mumbai, and Madras were founded. Soon after the independence, our university system was strengthened but it has languished during the last three decades, precisely the period during which the Chinese have been rebuilding theirs.

To be sure, financing is a key problem facing our higher education system. With tight central and state government budgets and pressures to cut fiscal deficits at all levels, the government lacks the resources necessary to expand access to all who deserve. With salaries rising in the private sector, universities also find it difficult to retain and recruit top-quality teachers essential to good teaching. It is here that we could put the experience of England and the advice offered by the Browne report to good use.

Until 1997, college and university students in England paid no tuition fees whatsoever. With public expenditure on higher education stagnating, expenditure per pupil fell by 36% between

1989 and 1997. On the recommendation of the Lord Dearing Committee, which reported in 1997, a fee of £1,000 was introduced, but it proved inadequate. The Higher Education Act, 2004, which came into effect in 2006, raised tuition fee further, but placing a cap on it at £3,000. The government had expected that only the best universities will hit the cap but all institutions have come to charge £3,000 today. As a result, there remains no further scope for increased investment to improve access or quality. The reform introduced by the Higher Education Act, 2004 has fallen well short of its objectives.

THIS is where the Lord Browne report picks up the matter. It proposes to eliminate the tuition cap altogether with two key provisions to ensure access. First, student will pay no fees upfront, with the government footing the entire bill up to £6,000 per student. Institutions charging more than £6,000 will be required to pay a progressively rising tax on the margin. The tax will be used to finance grants to students from low-income background to meet the

living expenses. Second, after graduation, students will be required to begin paying back the costs paid by the government as soon as their incomes rise above a threshold, currently recommended at £21,000.

The Browne report rightly argues that this package will force greater competition among universities since it will allow them to charge higher fees for better education. With no fees to be paid upfront, it will also give students greater choice and access. They will be free to join the institution that offers the highest returns net of costs to them. Above all, the package will stimulate the much-needed increase in investment in higher education.

Browne report notes that as a consequence of compelling evidence in favour of substantial private gains from higher education, "it is not surprising that the argument for a private contribution to higher education has been made — and won — ... in countries with a wide range of political values such as Australia, New Zealand, the United States, Canada, Japan and Korea." It also states, "Throughout the range of submissions that we have received, there is broad agreement among groups with an interest in higher education that those who benefit directly from higher education as graduates ought to make a contribution to the costs." This is a sea change from the past rounds of reforms that saw many advocating free university education.

With the growth rate at 8% or more, the Indian economy today offers large private returns to higher education. But our universities are unable to hire top-class faculty for want of resources. Our leaders, especially when visiting abroad, tirelessly refer to the impending demographic dividend. Yet, sadly, little thought is being given to harnessing the younger population: unless we find creative ways to massively increase investment in higher education, the potential dividend may fail to translate into real dividend.

(The author is a professor at Columbia University and Non-resident Senior Fellow at the Brookings Institution)

Telegraph Kolkata
26.10.10 p-6

Drink rap on IIT Delhi team

Kanpur, Oct. 25 (PTI): A group of IIT Delhi students who had gone to participate in IIT Kanpur's annual fest were disqualified from the event because of their alleged drunken behaviour.

Antaragni, the Kanpur institute fest, was held from October 21-24. Teams from various engineering colleges, including one from IIT Delhi, participated.

On the night of October 20, some students of IIT Delhi consumed alcohol and behaved inappropriately, according to registrar of IIT Kanpur Sanjev Kashalkar.

He, however, denied reports that the students of the Delhi institute misbehaving with any girls on campus.

Kashalkar said the condition of one of the girls from the Delhi IIT deteriorated as she had apparently consumed too much alcohol. She was admitted to a nursing home, he said.

On October 21, the whole team was disqualified and sent back to Delhi, he said.

Mail Today, ND 27-Oct-10 p-15

High on producing techno-savvy leaders

IMS Ghaziabad is emerging as a premiere B-school in the region with the mission to churn out global leaders in the field of management and technology

Established in 1990, the Institute of Management Studies (IMS), Ghaziabad has emerged 2nd in U.P. and 8th in top B-Schools of Excellence in All India as per the CSR-GHRDC Survey (Nov. 2010 issue). The key reason for such sterling performance are the core strengths: highly qualified and experienced faculties, high quality students and structured Corporate Resource Centre (CRC), which is a symbol of academia – industry interface.

Faculty

At IMS, the faculty members have conducted and organised various programmes with the national and international professional bodies like CII, FICCI, PHD Chambers of Commerce & Industry, Association of Indian Management Schools, ASSOCHAM, AIMA, DMA, GMA, NASSCOM and others. Besides consultancy and research, faculties are zealous in organising EDPs and MDPs from time to time, for the benefit of academia and industry.

Infrastructure

IMS is fully equipped with modern infrastructure and technological support to facilitate quality teaching, learning and personality development of its students. The state of the art infrastructure developed over the years includes spacious, furnished, air-conditioned lecture halls, equipped

with latest audio-visual aids and multimedia technology. There is a fully air-conditioned auditorium with a capacity to accommodate 500 people at a time. The Institute lays heavy emphasis on producing 'techno-savvy' leaders. It is a known fact that technology is at a premium these days. So the entire Institute Of Management Studies campus is Wi-Fi enabled, so that the students can harness the knowledge of the web; 24x7.

Programmes

Introduction of compulsory modules, like Foreign Languages and PPSP (Professional & Personnel Skills Programme), tremendously enhances acceptability of future managers by the industry. Even the new entrants to IMS are exposed to glimpses of changing paradigms in the business world through an 'Induction Programme' held at the beginning of each session. Each student is guided by two mentors; faculty mentor and industry mentor. Summer Training Project (STP) plays a crucial role by providing a first hand industry experience to their emerging managers. The real measure of quality management education lies in forecasting the role of future managers and equipping them with the necessary tools to make a mark for themselves in the course of their careers. That is the reason why IMS, Ghaziabad is a coveted seat of learning.

Asian Age ND 27/10/2010 P11

We've to hire more in US to quell anti-outsourcing sentiment: NRN

AGE CORRESPONDENT

BENGALURU

Oct. 26: It will be sweet music US President Barack Obama's ears: Infosys Technologies chairman N.R. Narayana Murthy on Tuesday said that perhaps the only surefire solution to the rising anti-outsourcing sentiment in the US is to hire more local talent in that market rather than to hire Indians here and send them over there.

"Somehow, our youngsters have assumed that getting into the IT sector is all about going to the US to get H-B visas and Green Cards and settling down there. That assumption is totally wrong and it is preventing our senior management from hiring local talent in our global markets, just so that they can satisfy the aspirations of these youngsters", Mr. Murthy said while speaking at a conference, 'India: Knowledge and professional services hub to the world -- the next decade', "Our biggest problem today is that 70-90 per cent of our workforce in global markets is people of Indian origin. This is bound to raise discomfort in the governments in these markets. We have to make sure that we are not very visible in those markets."

Mr. Murthy's colleague and Infosys CEO Kris Gopalakrishnan said the \$60 billion Indian IT sector is expected to grow at a faster rate, in fiscal 2010, than the conservative 13-15 per cent projected by Nasscom, which had based its estimate on the impact of the global recession. Mr. Gopalakrishnan based his more opti-



Infosys CEO Kris Gopalakrishnan and Chairman N.R. Narayana Murthy during a conference on "India: Knowledge and Professional Services Hub to the World — The Next Decade" organised by the All India Management Association in Bengaluru on Tuesday.

— R. SAMUEL

mistic projection on the fact that two of the top five IT outsourcing companies had clocked double digit growth rates in the second quarter.

"After the recent Q2 results of IT companies, Nasscom is bound to revise growth estimates for the sector, which will be much higher than 13-15 per cent", Mr. Gopalakrishnan said, adding that "the industry will recruit 1.2 lakh to 1.5 lakh fresh college students over the next 12 months, of which Infosys alone will recruit 25,000."

Stating that over 50 per cent of the new jobs in seven urban areas in India are

directly or indirectly a result of hiring by the IT sector, he said the industry will touch \$71 billion in revenues this year. Even if it grows at just 10 per cent over the next 10 years, it will cross \$150 billion by 2020, and will employ some four million people, double the current two million it employs. The use of mobile technology for applications, pervasive computing and cloud computing will drive this growth, he said.

Listing out the top five challenges that the IT industry will face going forward, Mr. Gopalakrishnan said, "Technology shifts like

cloud computing will change existing business models; talent supply constraints will result in IT companies migrating to other parts of the world to create delivery centres; improving the engineering curriculum in Indian universities and colleges; the emergence of new competitors; the effects of the double-dip recession and the increased levels of anti-outsourcing policies in mature markets".

Mr. Murthy said that while the BPO sector is growing at a faster pace than the software sector, providing jobs to the youth, the per capita

Invest in R&D

India's growth will depend on investments made in innovation and R&D, the head of Microsoft Research India Dr. P. Anandan said. "Currently, most of the R&D spend comes from the government. Indian companies must take decisions on how to grow through long-term R&D spend, like Microsoft which spends \$9 billion annually on R&D, does. India must produce more PhDs in computer science than the 80 PhDs per annum currently. Contrast this with the US which produces 1,500 PhDs, of whom 300-plus are of Indian origin. A good model for R&D investment in India is a public-private partnership model," he added.

productivity and margins in BPO are lower than in the software sector.

"India's strength lies in software development and we must make good on it in the short term while simultaneously working on creating intellectual property (IP) in products over the long term. Our success in services will give us enough money to invest in creating IP and our customers must be comfortable with us in order to buy the IP that we create", he said. "At Infosys, 30 per cent of our revenue comes from consulting, 60 per cent from software development and allied services and only 10 per cent from BPO."

Asian Age ND 27/10/2010 P11

On way out, Ozzie tells MS to move to 'post-PC' world

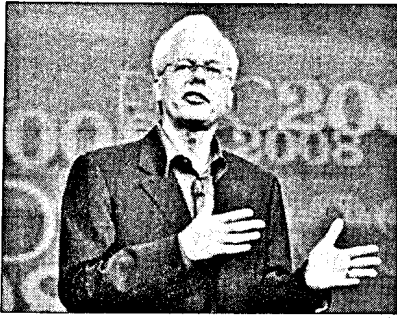
BILL RIGBY

SEATTLE

Oct. 26: Microsoft Corp's resident visionary and departing software chief has urged the company to move on from its Windows and Office roots and imagine a "post-PC world" of simple, global Web devices.

Five years after Ray Ozzie made his mark with his "Internet Services Disruption" memo — regarded as Microsoft's manifesto for Internet-based "cloud computing" — he is again calling on the software giant to envision a future where simplicity is key.

Ozzie's emotional call to arms comes alongside what some analysts say is a watershed moment for the third largest company on the Standard & Poor's 500, which in November will see the first of a new generation of smartphones driven by its operating system hit store shelves, in a belated attempt to become a major player again in the booming wire-



Microsoft Corp's resident visionary and departing software chief Ray Ozzie. — Reuters

less devices market.

"Let's mark this 5-year milestone by once again fearlessly embracing that which is technologically inevitable," Ozzie said in a personal blog post addressed to executive staff and direct reports.

"The next five years will bring about yet another inflection point — a trans-

formation that will once again yield unprecedented opportunities for our company and our industry catalyzed by the huge and inevitable shift in apps and infrastructure that's truly now just begun."

That world, Ozzie argues, will be one where users access always-available services through "devices

that are fundamentally appliance-like by design, from birth. They're instantly usable, interchangeable and trivially replaceable without loss."

The call from Ozzie, who announced his retirement from Microsoft last week, is meant to galvanize the company, which has fallen behind Apple Inc and Google Inc in the rapidly growing phone and tablet computer sector and has been surprised by phenomenon such as social network Facebook.

"Close our eyes and form a realistic picture of what a post-PC world might actually look like, if it were to ever truly occur," wrote Ozzie in a memo posted on his personal blog on Monday. "Those who can envision a plausible future that's brighter than today will earn the opportunity to lead."

Shortly after joining Microsoft, Ozzie wrote his now famous "Internet Services Disruption" memo in which he evangelized now-

"Close our eyes and form a realistic picture of what a post-PC world might actually look like, if it were to ever truly occur."

common cloud computing, where data and software are supplied over the Internet rather than installed on machines.

In Monday's blog, Ozzie said some of the goals he envisioned five years ago "remain elusive and are yet to be realized."

He goes on to praise competitors for "seamless fusion of hardware and software and services," which appears to be a nod to Apple's iPhone and Google's Android phone system and application marketplaces, which are proving more popular with consumers than Microsoft's own offerings.

"Their execution has surpassed our own in mobile experiences," said Ozzie.

Microsoft's new phone software will be available on handsets in the United States next month and a slew of Windows-powered tablet devices are expected next year.

Instead of a tech world founded on PCs and software — which Microsoft's Windows operating system and Office suite of programs essentially created — Ozzie urges Microsoft to think about "cloud-based continuous services that connect us all and do our bidding" and "appliance-like connected devices enabling us to interact with those cloud-based services."

Such devices could be at home, in the car, controlling elevators or highways, said Ozzie.

"Today's PC's, phones and pads are just the very beginning," said Ozzie. "We'll see decades to come of incredible innovation from which will emerge all sorts of 'con-

nected companions' that we'll wear, we'll carry, we'll use on our desks and walls and the environment all around us."

If accurate, that represents a long-term threat to Microsoft, whose core Windows and Office units make up more than half of the company's \$62 billion annual sales and 80 percent of its operating profit.

Ozzie, 54, is working on some of Microsoft's entertainment projects before retiring from the company in several months. He took over the role of Chief Software Architect from co-founder Bill Gates in 2006.

Gates started the tradition of the "call to action" internal memo, his most widely read being the "Internet Tidal Wave" memo in 1995, which urged the company to put the Web at the center of all its efforts.

Chief Executive Steve Ballmer said there are no plans to appoint a new chief software architect when Ozzie retires. — Reuters