

Newspaper Clips

September 15-16, 2013

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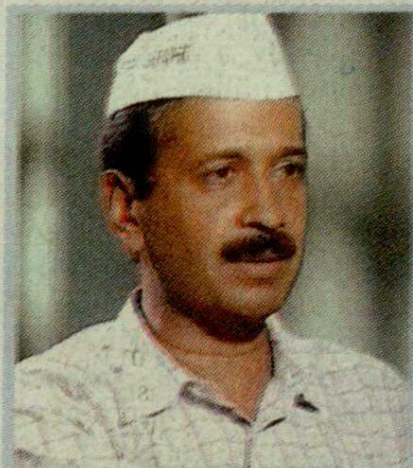
AAP ki kasam, Arvind Kejriwal exhorts IITians to rid nation of graft

STAFF REPORTER ■ NEW DELHI

The Aam Aadmi Party convenor Arvind Kejriwal on Saturday addressed students at IIT Delhi. Kejriwal emphasised on the role of youth in rebuilding India through corruption-free politics. He said the youth of the country have the responsibility to change the country, and it is time for them to join politics.

The AAP has given ticket to Somnath Bharti, an IITian from Malviya Nagar Assembly seat under which IIT Delhi campus falls. Kejriwal also urged students to campaign for AAP and help win the Assembly seat. Somnath Bharti, a reputed lawyer, has also served as president of Delhi IIT Alumni Association.

Addressing students, Kejriwal said, "The biggest problem that modern-day India faces is corruption, which is the root cause of all problems. The quality of education, healthcare, roads are in a sorry state due to corruption and politics. The fate of the country would change only when politics of the country changes."



The AAP has given ticket to Somnath Bharti, an IITian from Malviya Nagar Assembly seat under which IIT Delhi campus falls

He added, "We struggled for two full years to get the Jan Lokpal Bill passed, but the politicians were oblivious to it. It was only then that Aam Aadmi Party was floated. It has been made to change the face of politics. And you as youth have a big role to play in this."

Navbharat Times ND 15/09/2013

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आईआईटी स्टूडेंट बने आप के वॉलंटियर

प्रमुख संवाददाता ॥ नई दिल्ली

आईआईटी दिल्ली के 425 स्टूडेंट्स आम आदमी पार्टी के वॉलंटियर्स बने। क्या भारत सुपर पावर बन सकता है सब्जेक्ट पर डिस्कशन के दौरान स्टूडेंट्स ने आम आदमी पार्टी नेता अरविंद केजरीवाल से कई सवाल पूछे। जिसके बाद वह पार्टी वॉलंटियर्स बने।

केजरीवाल से पूछा कि एजुकेशन की हालत कैसे सुधर सकती है। केजरीवाल ने कहा कि हमारी प्राथमिकता एजुकेशन

और हेल्थ है। अगर हमारी सरकार बनती है तो हम इसका पूरा ख्याल रखेंगे। चाहे कितना भी पैसा खर्च करना पड़े, कितने ही स्कूल बनाने पड़ें, हम सुनिश्चित करेंगे कि दिल्ली के हर बच्चे को मुफ्त में वर्ल्ड क्लास एजुकेशन मिल सके।

उन्होंने कहा कि भारत सुपरपावर बन सकता है। लेकिन पहली शर्त यह है कि राजनीति को भ्रष्टाचार से मुक्त करना होगा। बाहर बैठकर यह काम नहीं कर सकते। स्टूडेंट्स को राजनीति में आना होगा।

● LATHA SHASHIDHAR

IT has done more harm than good

Revolution in technology has resulted in hefty salary, enhanced purchasing power, erratic work schedule, work pressure and ailments

The last decade of the 20th century saw phenomenal growth in science and technology.

Besides chanting the mantra of LPG (liberalisation, privatisation and globalisation) of the then Central government, the country made rapid progress in Information Technology and India earned the name of IT centre of the world. No doubt, IT has changed the lives of many Indians but it has done more harm than good.

First and foremost, the IT sector started paying hefty salaries. A father's retirement salary is no match for his son's first pay cheque and, naturally, the respect for money has diminished. Family relationships have suffered and a father who supported 4 or 5 children with his meagre salary in the 1970s and 1980s cannot expect for much support from his children with fat salaries these days.

Secondly, the purchasing power of the people is beyond the sky. There are no families without a mobile or a vehicle now. If the Buddha were born again and wished to collect mustard seeds from a house where there is no mobile/vehicle, he would sure return empty-handed. Traffic in all the cities has reached the saturation level and, day in and out, new models of vehicles are flooding the market and all cities are clogged.

The working of the IT sector has thrown out of gear the traditional office timings of 10-5 or 9-6.

Days are longer and the employees are suffering from stress and overwork. People have become slaves to machines and this is taking a heavy toll on their health. The tolerance level is at an all-time low and the hire and fire policy is common in all offices.

Many a time, we will not get any explanation for deficiency in services in State/Central departments. All we hear are "Technical problem," "System breakdown," "server is down," "Data corrupted," etc.

In the manual environment, all offices were using ledgers/books/registers/files/folders for data storage which were found to be clumsy. Hence they were forced to computerise their operations for a paperless office. But, in reality, the IT revolution has increased usage of paper manifold and paperless offices are a distant dream in India, because here everything goes by "record" and

not by "system." Further, there is change in software/hardware every 2-3 years and offices have to dump old systems. The disposal of the old systems is a daunting task, causing damage to ecology. In the name of computerisation, all departments have reduced their staff strength and are facing an acute shortage of staff, both skilled and unskilled.

During our childhood days, vacations were spent on outdoor games. Now a majority of the children are happy sitting in front of a computer playing video games and chatting online with friends. With no physical activity, obesity and diabetes in children are increasing.

In the medical field also, various diagnostic tests are done and doctors are experimenting with patients. No doubt, the longevity has increased but conditions of living are miserable. As technology is advancing, a number of ailments, unheard of hitherto, are surfacing.

In the entertainment industry, films, barring a handful, are full of graphics and leave nothing to raise our curiosity. The films of yesteryear, notably by Vitthalacharya, were certainly a viewer's delight and people were watching them with bated breath.

Frauds and crimes are happening at the drop of a hat and are just a "click" away. The specially created departments like cyber cells are not able to assess the modus operandi in many cases. The origin of virus attacks is a mystery and we are made to believe that it is a set of instructions which makes the system go haywire.

I am not against IT or our younger generation getting fat salaries and enjoying a "good life." But I am worried that many employees in this sector as well as in banking, insurance, railways, the State and Central departments are looking beyond their age under pressure of work. The IT sector, which should have reduced the work pressure, has failed miserably and this is taking a heavy toll on the health of the employees.

Many couples are childless and divorce rates are rising. Society is in turbulence and care, compassion, humanity, affection, attachment and concern have all taken a back seat. The IT revolution has made the people across the globe connect "electronically" but failed to connect them "emotionally." The various avenues in this sector have made the present generation "able to read" but unable to distinguish what is "worth reading." The IT revolution has made one thing certain: "To err is human but to really mess up things, it just requires a computer."

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e-pa

Yes we scan: Radiology hottest draw

Seethalakshmi S | TNN

At his plush diagnostic centre in central Bangalore, Dr S Suresh and his staff of 10 conduct X-rays, CT scans etc for eight to 10 hospitals across the city. After 5pm, it's time for teleradiology services, where another team of 10, armed with radiology diplomas, interpret test results for hospitals across the US.

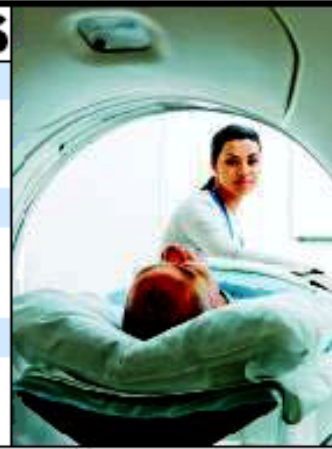
Six years earlier, Dr Suresh's parents had paid a capitation fee of Rs 1.5 crore to enable their only son to pursue his masters in radiology at a prominent college in Bangalore. They have no regrets — within three years, they got

SCAN THE STATS

Tamil Nadu	Capitation fees for MD Radiology	₹4cr
	No. of seats (private & govt):	43
Karnataka	Capitation fees for MD Radiology	₹3cr
	No. of seats (private & govt):	49
Maharashtra	Capitation fees for MD Radiology	₹1.5cr
	No. of seats (private & govt):	104

their money back, given that Dr Suresh's practice makes Rs 8 lakh per month.

A recent TOI report on a postgraduate seat in radiology



commanding a staggering Rs 4 crore capitation fee in Chennai has surprised some, but medical professionals are quick to point out that radiology is one

of the most sought-after specialties across the country.

In Maharashtra, a radiology PG seat fetches a capitation fee of around Rs 1.45 crore; in Bangalore, colleges with just one or two seats charge up to Rs 3 crore. With

► Banking on scan, P 18

only 268 medical colleges across India offering PG radiology, shortage of seats raises the price. "Out of 49,418 medical students across India, only 688 get to do radiology every year," said L P Thangavelu, president, Indian Medical Association's Tamil Nadu chapter, citing MCI figures.



Education should go from bricks and mortar to bits and bytes

Anant Agarwal, president, EdX, believes the blended classroom is the future – a classroom that will benefit from a rich array of online courses and the vitality of interpersonal communication. EdX, a massive open online course (MOOC) platform that offers university-level courses from professors around the world was founded by MIT and Harvard University last year. It is now in talks with Indian universities on hosting and distributing courses. He talks to Padmaparna Ghosh about the role a virtual screen can play in education

FOR THE RECORD

EdX recently tied up with an Indian employment assessment company. Do you see MOOCs playing a role in bridging the skill gap?

Any student with the will to learn and an internet connection can take a course for free and get a certificate for passing it — a credential. And India is a credential hungry nation. And you get these certificates even if you don't have admission in a university such as MIT, Harvard or IIT Bombay. That is a big deal — the brand.

We have 1.2 million students from every single country across the world. We have 1.5 lakh students from India. Aspiring Minds (AM) will offer this test that enables stu-

dents to pinpoint their skill gaps and tell you what EdX course you need to fill those gaps. They can pass the course, they get a certificate which they can post that certificate on AM, that connects employers to applicants. **Do you think self-learning will be a big thing in India where we learn to a purpose – a job, a degree?**

When you pass a course, you get a certificate and you get jobs. One of the stories is Amol Bhave from Jabalpur who took an EdX course, and did really well. He applied to MIT and his doing well in that course was a key feature in him getting admission. Students are seeing results. Others tell us about promotions.

Do you see a healthy participation of Indian universities in MOOCs in the future?

We are talking to a number of IITs. IIT Bombay is the first one on board. I have been very impressed by the demand on EdX by Indian students who are second in numbers after the US. This is the web, so I guess we will find out soon about the value of and demand for Indian courses. For instance, Tsinghua University is now offering courses in Chinese. Indian universities can do the same with Hindi. I also think students from around the world would love to have content from India.

Don't dropout rates from online courses bother you?

Different students take these courses for different reasons. Many just take it for knowledge. Some people may complete half the course and feel that that is enough for them. But that is not a negative. With EdX and MOOCs, there is no admission process. Look at IITs, they admit only 1 per cent of the applicants. Now with the MOOC I taught, Circuits and Electronics, only 5 per cent passed the course. But there were no admissions. But even that 5 per cent were able to do well in an MIT

hard class, I think it is good.

How would you judge a course's quality then?

We need to figure out the impact. We could do a survey of learners on what value they got from the course or would they recommend it. Looking at students who successfully passed a course, we could also look at what proportion of active learners (who attempted at least two problem sets) passed the course. But difficulty levels differ from course to course, so we will need different metrics to judge, like Net Promoter Score.

How do professors/teachers maintain a course with thousands of students, with papers, student questions and classes?

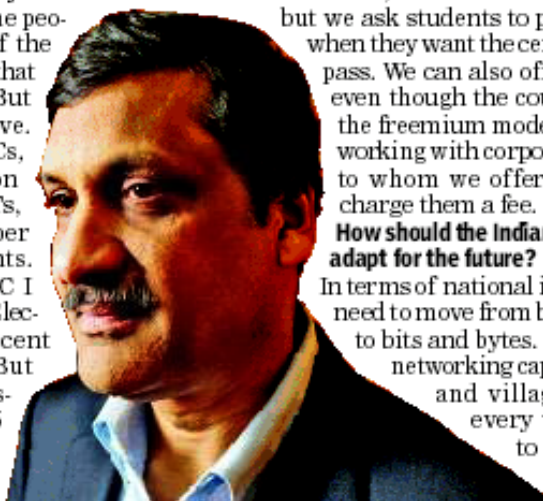
I taught the first course on EdX. We had 1,55,000 students taking the course from 162 countries. It is not overwhelming because we use a fair degree of automation. Second, when students ask questions, they ask on a discussion forum. As an instructor, I have to directly tackle only a few questions. In my course, for instance, I may have answered five questions a week. The kinds of questions we answer are the policy level sort of questions that students cannot answer. Even with students' answers, I can go and see which one is the best and recommend it as a "staff recommended answer". Even tests and grading are all online.

What would you say is a sustainable revenue model for a MOOC?

We have been investigating many revenue models. So, one is that our courses are free but we ask students to pay a nominal fee when they want the certificate once they pass. We can also offer some services even though the course can be free — the freemium model. Second, we are working with corporations and NGOs to whom we offer courses but we charge them a fee.

How should the Indian education system adapt for the future?

In terms of national infrastructure, we need to move from bricks and mortar to bits and bytes. We need to create networking capabilities in towns and villages. I also think every university needs to embrace online technologies.



September 16

Hindustan Times ND 16/09/2013 P-11

IITs panel to look into online JEE modalities

HT

Vanita Srivastava

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NEW DELHI: The Indian Institutes of Technology (IITs) have decided to form a high level committee to look into the modalities of having an online Joint Entrance Exam (JEE) for admission to these institutes. But the change suggested will only come into play after 2014.

While next year's exam will be conducted in the traditional paper and pen manner, the Joint Admission Board (JAB) for IITs which met in Delhi on Sunday decided to form a committee to look into the pros and cons of having an online admission test.

The committee that will consist of academicians from various areas, including representatives from different IITs,

is likely to be formed this year. IIT Bombay will take a lead in forming the committee.

"The committee will take a look into all parameters for having an online exam. But if the change takes place, the students will be notified almost a year in advance," official sources said adding, "If approved it could be enforced from 2015 or 2016."

The JAB meeting on Sunday further endorsed the decision made in its last month's meeting that there should be no change in the 20 percentile eligibility criteria for next year. The same has to be, however, ratified by the IIT council which meets on Monday.

Meanwhile the CBSE has proposed to conduct JEE Mains twice a year. The final decision will be taken at a meeting of the JEE apex body on September 17.

HT Mumbai

No online exams for JEE advanced 2014

MUMBAI: The IIT's Joint Admission Board (JAB) has decided not to conduct the JEE advanced 2014 exams online. The idea of online exams for the JEE advanced 2014 exams was mooted by some IIT directors earlier. Citing lack of time and planning, the board will set up a committee to check the viability of conducting exams online, the Chairman for JEE 2014, confirmed. **APOORVA PURANIK**

HT Indore

IIM librarians' consortia meet ends



Indore: IIM, Indore organised the 14th annual consortia meet of all the librarians of the IIMs on September 12-14 on its campus. IIM library consortia are a collective activity of all the 13 IIM libraries towards a common goal of sharing resources. With the availability of the state-of-the-art information technology solutions and the web revolution, the IIM libraries in India are now better off in terms of easy access to a wealth of information through meaningful co-operation among themselves.

जोधपुर आईआईटी का निर्माण अटका

जोधपुर । आईआईटी जोधपुर का निर्माण कार्य पर्यावरण संबंधी अनुमति (एनवायर्नमेंटल क्लियरेंस) नहीं मिलने से अटक गया है। आईआईटी प्रबंधन की ओर से राज्य स्तर पर गठित विशेषज्ञों की मूल्यांकन कमेटी में आवेदन पेश किया गया था। प्रो. टीआई खान की अध्यक्षता वाली कमेटी ने आवेदन में खामियां होने के कारण इसे खारिज कर दिया। अब तीन माह में नए सिरे से आवेदन करना होगा। तब तक किसी भी तरह का निर्माण नहीं हो सकेगा, जबकि इसकी पूरी तैयारियां हो चुकी हैं। वर्तमान में आईआईटी की भूमि पर चारदीवारी का निर्माण हुआ है। निर्धारित प्रक्रिया के तहत क्लियरेंस के आवेदन के बाद प्रक्रिया में तीन माह लग गए थे। अब फिर से आवेदन करने के बाद भी कम से कम तीन माह तक निर्माण कार्य नहीं हो पाएगा।

The 'yes' that may lead you to a mess

Management students must remember that trying to close a deal quickly may help them get a 'yes' from the other party but it can never inspire others to sincerely carry out those agreements where both the parties need to work together

KAMAL K JAIN

NEGOTIATION is the art of war. Right? Wrong. That is fighting. Negotiation is about outwitting and outsmarting your opponent. Right? Wrong. That is deceit. Negotiation is about talking fast. Right? Wrong. That is simply speaking that no one understands. Negotiation is about knowing the weakness of your opponent. Right? Wrong. That is a sting operation. Negotiation is about creating a relationship. Right? Right. Negotiation is connecting with another person, coming up with a solution, and resolving differences to satisfy the needs of both the parties. That is why making another person say yes to your request is not, and should not be, your goal. Signed contract is not an end in itself. In many cases like an outsourcing deal, mergers and strategic alliances, agreement between union and management, contract with a supplier etc, a signed contract is only the beginning. Everyday people negotiate all kinds of deals. They are wholly and completely engrossed on getting the deal done by whatever means possible. And when they do so, they proclaim victory and celebrate. Ask yourself—should they rejoice? Recall the feeling of victory you had on a number of occasions when you could get a yes from the other party in a difficult situation. Recall the feeling of frustration you had when the other party refused to cooperate or withdrew his whole-hearted support to make the deal work. You know that you were the loser.

Roger Fisher and William L Ury in their best-selling non-fiction book *'Getting to Yes: Negotiating Agreement Without Giving In'* stated that the success of an agreement should be judged by three criteria—it should produce a wise agreement if agreement is possible; it should be efficient; it should improve or at least not damage the relationship between the parties.

Deceptive behaviour, aggression, use of force and power, tactfully making someone not a party



to negotiation who makes you feel uncomfortable by asking difficult questions, trying to close the deal as quickly as possible etc, may help you getting a yes from the other party but it can never inspire others to sincerely and faithfully carry out those agreements where both the parties need to work together for the success of the deal. This kind of behaviour never allows you to have a benefit of doubt from the other party when problems arise, or to speak good about you, or to do business with you again should circumstances warrant so. If you do not establish an effective governance mechanism, if you do not put the tough issues on the table, if you do not pay attention to how you are going to work together, you will never be able to fructify strategic partnership. "Outsmarting or outmanoeuvring your counterparts at the table could well be pointless if in order to benefit, you have to work together after the deal is signed. There is no point to negotiation victories that can not be implemented," observed Danny Ertel and Mark Gordon in their book *'The Point of the Deal: How to Negotiate When Yes is not Enough'*. The pursuit of immediate gain with no focus on the long-term consequences is a recipe

for disaster. Recent economic collapse, collapse of giants like Enron, Worldcom, Satyam are good enough examples of this mindset. If you think that by getting signature on a piece of paper from the other party, money will keep flowing to you and you are sure to succeed—we hope you will not mind if people call you shortsighted. You don't need great wisdom to realise that the most expensive deal is the one that fails. Why then most negotiators remain focused on getting a deal? The answer is clear. Usually we offer more incentives to the participants to reach an agreement than not to reach an agreement. In practice, negotiator fees scales tend to reward agreements. Often negotiators are paid a percentage of the final settlement. Negotiators are paid substantially lower transaction fees for negotiations that do not result in a fruitful agreement. Cover pages of business magazine need heroes who have done deals worth billions of dollars.

The tendency to equate successful negotiations with producing agreements has several undesirable consequences. Idalene F Kesner and Debra L Shapiro, in their article "Did a 'Failed' Negotiation Really Fail", have given some examples: First, it puts pressure on

the negotiators to close deals as quick as possible, even in the face of less than optimal conditions. Throwing surprise becomes a usual tactic under the assumption that the other party may commit to something they might not have committed otherwise. When producing no agreement is considered a failure, then even a bad deal is better than no deal. Second, it discourages an in-depth review of critical issues. Negotiators have little incentive to raise difficult issues as these could become hindrances in reaching an amicable agreement. Often, such overlooked issues emerge after the deal is done, and create substantial difficulties for the companies. It is assumed that as long as the other party commits to my demands, my objective is achieved. If the other party is not able to deliver afterwards, it is their problem. The final undesirable consequence of equating negotiation success with reaching an agreement is that it encourages misleading views of costs. Under the pressure to produce an agreement, negotiators may tend to prefer a short-term view of costs rather than a long-term view.

Think of those situations when you adopted above mentioned tactics to get a deal signed and found

yourself in a mess. Here are some examples and if they sound familiar we sympathise with you!

During her doctoral studies, a candidate works as research assistant to a professor. After her doctorate, she gets an offer from a respected business school. In the interview she is asked about her salary expectations. Considering her stipends during her doctoral period and being excited about this dream job, she with great nervousness says, "₹50,000". She gets the job. Elated about her job, she puts in her best efforts and works long hours. Suddenly, one fine morning, she learns that many of her colleagues with similar background and qualifications, and, in some cases even lesser qualifications than her, were being remunerated somewhere around ₹60,000. She feels hurt and is mad at herself. No one lied to her. Others asked for more. So, why feel bad, you may argue. However, if you think that you will continue to receive her support and commitment on the job, you are in for a big surprise.

Assume an airline company decides to acquire another company (for the sake of convenience, let us call them Alpha and Beta) where the tax liability is not disclosed and thus becomes a fighting point later on. Acquiring company does not pay the instalments on time. Acquired company does not transfer the assets. Bookings are cancelled by the passengers resulting into a loss of millions of rupees.

Don't get us wrong! We are not saying that you have to be nice or make lots of concession to build a relationship. Neither are we saying that the other party will appreciate your effort to put on the table all the possible hurdles that may surface at the time of implementation of the deal. We are only saying that in the deals that require continued support of all the parties for its success, no one can win if not everyone wins. We are only saying that you may live and survive without others, but you may find it difficult, if not impossible, to grow and prosper without each other!

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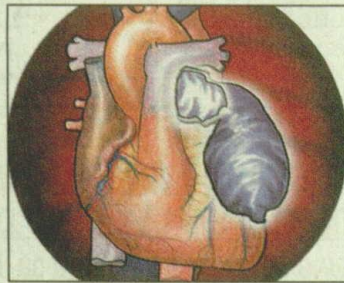
India's heartache: Only 250 cardiologists pass each yr

Low Number Of PG Seats In Prime Subjects Hits Healthcare

Sruthy Susan Ullas | TNN

Bangalore: In the world's second most populous country, diseases of the heart are the biggest killers. But the bigger tragedy is that the number of cardiac specialists graduating every year in India is a meagre 250.

The concern among medics today is not just the limited number of postgraduate seats available in the country's 381 medical colleges, it's also the skewed distribution of seats between subjects. The number of seats in clinical subjects that deal with patients directly is low, though they attract the most number of students. In the end, those who don't make it to these



seats make do with para-clinical seats. It's worse for diabetics. Even when the country is heading to becoming the diabetes capital of the world, we have only 50 PG seats in endocrinology. Not to forget that uncontrolled diabetes leads to kidney failure, heart failure and stroke. The US, on the other hand, has 250 PG seats in this subject.

While the World Health

Organization (WHO) puts tuberculosis as the sixth highest contributor to the number of deaths in India, we have only 307 specialized doctors graduating in pulmonary medicine every year. If cancer is the most feared disease in recent times, India has set apart 48 seats for specialization. In contrast, the US has 508 seats.

While a mother dies every 10 minutes in India, we have only around 1,400 obstetrics and gynaecology seats. There are around 93 seats in gastroenterology, as against 433 in the US, even when diarrheal diseases are the second highest contributor to deaths in India.

On the other hand, there are 5,833 para-clinical PG

seats in the country. Pathology tops with 1,201 MD seats, Microbiology has 724 and Community Medicine 736, Biochemistry has been allotted 481 seats, Physiology 672.

"Non-clinical subjects don't deal with patients directly. The younger generation is not attracted to these subjects unless they have a scientific bent of mind. Most doctors who graduate would want to treat patients. Thus, the market value of these non-clinical degrees remains very low. They are the least preferred and taken up only if students don't have a choice. Sometimes, they remain vacant," said Dr Devi Shetty, former member, board of governors, Medical Council of India.