

EDUCATIONPLUS

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John J. Kennedy

A significant development in Indian higher education has not yet found a place in public discourse. A steady stream of young Ph.D.s, who once dreamed of spending their lives teaching, reading, and thinking, are quietly walking away from universities. Many shift to think-tanks, NGOs, Edtech firms, or corporate research units while others prepare for the civil services. Some others drift into unrelated work, unsure of their next step, but clear about one thing: academia no longer feels like a viable or meaningful future. This slow exit raises a question: why are the people trained to become scholars choosing not to pursue a scholarly career?

Change in character

The answer lies in the changing character of the university. Over the past decade, the institution that once promised intellectual freedom, community, and the luxury of deep thinking has turned into a compliance-heavy and metric-driven workplace. What was once a profession rooted in curiosity has become a maze of checklists, rankings, and deadlines. Young academics are realising that the intellectual life they imagined bears little resemblance to the institutional life they now face. Nowhere is this more visible than in the way research is treated. In theo-



ry, research is the heart of academic life. But, in reality, it has been reduced to an administrative task. Appraisal systems and accreditation demands mean research matters only after it can be counted. A publication is valued not for its argument but for its appearance in a Scopus-indexed journal. A citation counts not because it shapes debate but because it boosts a metric. Young scholars quickly learn that they must publish constantly, whether or not they have something meaningful to say. They chase citation-rich topics, trendy areas, and quick-turnaround journals. They

prioritise speed over depth and visibility over substance. All this while managing heavy teaching loads, committee work, mentoring responsibilities, accreditation preparation, and, often, contracts that may or may not be renewed. The irony is obvious. A system claiming to promote research excellence now encourages scholars to produce superficial, hurried, and formulaic work. The more we try to measure quality, the more we end up distorting it. Metrics now dominate every corner of university life. National Assessment and Accreditation Council

(NAAC) scores, National Institutional Ranking Framework (NIRF) rankings, Academic Performance Indicator (API) points, impact factors, citation counts, revenue targets, student satisfaction surveys ... all these numbers govern what faculty do, how they spend their time, and what they prioritise. Metrics were introduced for accountability, but they have grown into an ideology. They determine whether teaching "counts", which activities are "productive", and how academic time should be allocated. Inevitably, teaching suffers. When promotions depend on research and

documentation, young teachers often rush through classes so they can return to tasks that earn points. However, the real crisis for young academics is not workload but precarity. Many early-career faculty work on contractual or ad-hoc appointments, with low pay, no security, and the constant need to reapply. This is a built-in aspect of how institutions operate, relying on a rotating pool of inexpensive teachers. For young scholars, this uncertainty is crippling. It makes long-term research difficult, disrupts personal decisions, and turns an aca-

demical career into a gamble.

Emotional cost

There is also an emotional cost that is rarely acknowledged. Many young academics enter the university for the love of ideas, but soon find themselves spending more time uploading documents than reading, writing, or teaching. They seek meaningful engagement, but face endless compliance work; they want to contribute to knowledge, but end up chasing deadlines. Bureaucracy slowly drains their enthusiasm. Institutions so consumed by performative activity end up draining the intellectual life out of the very people who sustain them.

This shift matters far beyond individual careers. A country cannot build a knowledge economy if its best minds feel pushed out of the institutions meant to nurture them. Universities cannot claim excellence while treating young scholars as expendable. If India hopes to be an innovation hub or a global academic destination, reform must start with supporting the people who produce knowledge by reducing dependence on crude metrics, providing more stable positions, and offering genuine time and autonomy for research. Ultimately, we must decide whether we want universities that generate documents or ones that generate ideas.

The writer is a former professor and dean, Christ University, Bengaluru.

SCHOLARSHIPS

MynVidya: Myntra Cares Scholarship

An initiative from Myntra  
**Eligibility:** Minimum 60% in Class 12 in any stream and pursuing a full-time graduation course at a recognised university and from a family of full-time garment workers or artisans and an annual family income of less than ₹5,00,000.  
**Rewards:** ₹20,000 a year for three years.  
**Application:** Online  
**Deadline:** February 15  
www.b4s.in/edge/MVMCSP2

Newcastle University Vice-Chancellor's Excellence Undergraduate Scholarship

Offered by the Newcastle University, the U.K.  
**Eligibility:** International students with an offer of admission for an eligible, full-time UG degree who

demonstrate exceptional academic achievement and have achieved grades equivalent to AAB or higher at A-level or their international equivalent.  
**Rewards:** Up to 50% reduction in tuition fees  
**Application:** Online  
**Deadline:** February 26  
www.b4s.in/edge/NUVC1

University of Auckland India High Achievers Scholarship

Offered by the University of Auckland, New Zealand.  
**Eligibility:** Indian passport holders living outside New Zealand at the time of application who have received a conditional or unconditional offer of admission or has enrolled in a full-time PG Diploma, UG, PG or UoA programme.  
**Rewards:** Up to \$20,000 towards tuition fees.  
**Application:** Online  
**Deadline:** April 2  
www.b4s.in/edge/UAIS3

Courtesy: buddy4study.com

KRUU GRASP 2026

KRUU, in association with the American Society of Mechanical Engineers, has launched the KRUU GRASP 2026, a national AI hackathon.  
**When:** February 6 to February 8  
**Eligibility:** Open to UG and PG students across Engineering, Science, Healthcare,

Management, Design, and interdisciplinary programmes.  
**Themes:** AI for Social Good, AI for Education, AI for Medicine, and Applied engineering.  
**Supported by:** The Capital Goods and Strategic Goods and Strategic Skill Council and Information and Communication Technology Academy of Kerala (ICTAK).  
Details at https://cllc.getkruu.com/



OFF THE EDGE  
Nandini Raman

I am in the third year of BSW. How can I balance academics, fieldwork and UPSC prep? Should I focus on completing this degree, pursue an MSW before taking the UPSC or take a gap year? Aishwarya

Dear Aishwarya,  
Focus on completing BSW now, as that is a prerequisite for your UPSC exam. Prepare when you have time after the coursework and fieldwork. Fieldwork will help build social awareness and provide exposure, which is extremely useful for UPSC interviews and the Ethics paper. I would recommend delaying the pressure of juggling MSW and UPSC prep. Give yourself a cut-off time for the attempts you want to take to crack your UPSC. Take a gap year if necessary. If this does not work, consider an MSW only if you want a strong academic grounding in social work or plan to work in the policy or NGO sector. You could also start working in NGOs and prep alongside after your BSW.

I am in Class 10 and want to pursue higher education in Maths. However, I do not want to study Physics, Chemistry, and Biology in Classes 11 and 12. What do I do? Palash

Dear Palash,  
For higher education programmes such as B.Sc. Maths, B.A. Maths, B.Stat., or B. Math, the only essential subject is Maths at the 10+2 level. Many top Indian institutions allow students to take Maths with any combination of non-Science subjects such as Economics, Computer Science, Statistics, or even Humanities. Physics, Chemistry, and Biology are only needed if

Rate your priorities  
Uncertain about your career options? Low on self-confidence? This column may help



you plan to study Engineering, Medicine, or Pure Sciences. Your focus should be on Maths and one complementary subject (Computer Science, Statistics, Economics) that aligns with your interests.

However, the ideal combination is Maths and Computer Science for the B.Sc. Math, B.Tech (if you change your mind later) or Data Science. You could also consider Maths and Economics if you are keen on mathematical economics, finance, or statistics. This opens doors for B.Sc. Economics, B.Stat, B. Math (Hons), Maths and Statistics are ideal for data analytics, statistics, and actuarial science. It will help prepare for exams like Actuarial, SSC, Banking, and Data Science careers.

Maths and Humanities or Social Science, if offered by your school, can open doors for a B.A. Maths or applied mathematics in Social Sciences.

I chose English Literature as my UPSC optional and have written the Mains, but I find parts of it boring. My true interest lies in Physics (B.Sc. in Physics and Maths, M.Sc. in Electronics). I am conflicted between pursuing Physics, which

excites me but demands more effort, and continuing with English Literature, which is easier but less engaging. Syed

Dear Syed,  
This is the classic 'comfort vs. passion' conflict. Are you committed to UPSC as your primary career path or do you find a Science/Tech career more luring? Are you willing to invest 3-5 years learning Physics and Maths for long-term satisfaction? Or do you want to pursue UPSC now to complete your current cycle? How important is immediate career progress vs. long-term passion?

You need to think about all this deeply, honestly, and sincerely because this is not just about UPSC but about deciding a long-term career choice that you enjoy and are motivated about. Rate your priorities, your passion, ease, career security and financial stability.

I would recommend that you give UPSC a shot first, given that you have already written Mains. Then decide and evaluate your options if Physics/Maths is worth a career shift.

I appeared for NEET but did not clear it. I am doing a B.Sc. (Hons) Community Science at a state

university. What are the career options for this? Should I switch to Microbiology or Biochemistry for a Master's? Suhani

Dear Suhani,  
Clarify your career interest. Do you enjoy field/community work? Then stay in Community Science. Does a lab/research-heavy Science career excite you? Then switch to Microbiology/Biochemistry. Community Science is an interdisciplinary course that offers exposure to Nutrition and Dietetics, Public Health and Community Development, Human Development/Psychology, Food Technology and Quality Control, and Family and Consumer Sciences. You can consider an M.Sc. in Nutrition, Dietetics, Community Health, or Human Development and look for internships in NGOs, hospitals, health programmes, or the food industry.

Career options include dietician, nutritionist, health educator, community health officer, programme coordinator, research assistant, or in quality control, product development and food analysis.

You can also consider teaching roles by taking the TGT after graduation or PGT after postgraduation. Other options include government exams such as the UPSC, state PSC and health department. Microbiology/Biochemistry offers more lab-based, research-heavy career options in Biotechnology, Pharma, Molecular Biology, and Clinical Research.

Disclaimer: This column is merely a guiding voice and provides advice and suggestions on education and careers.

The writer is a practising counsellor and a trainer. Send your questions to eduplus.thehindu@gmail.com with the subject line Off the Edge.



From blueprints to boardrooms

Why engineering students need management skills

Phani Madhavi Talasila

Today, technocrats play a pivotal role in shaping the future. From designing smart cities to developing sustainable energy solutions, the journey requires a new breed of engineers equipped with strong management and leadership skills. Higher education has yet to fully acknowledge, embrace, and integrate this significant evolution. The gap between technical expertise and management skills needs to be addressed due to the increasing demand for manpower who can wear multiple hats. How can we do this?

Interdisciplinary courses: Integration of knowledge from multiple domains such as Civil, Mechanical, Electrical, and Computer Engineering and Social Sciences can equip the students with analytical versatility essen-

tial to handle complex, real-world problems. Courses such as Technology and Innovation Management equip students with tools to lead product development, manage R&D projects and understand market dynamics. Construction Management prepares students to plan, coordinate, and execute projects.

Environmental/ Green Management ensures that every student, irrespective of their area of study, gains an understanding of sustainable development, ecological balance, and environmental ethics and of sustainable practices, eco-friendly innovations. Sustainable Engineering enables students to integrate sustainability principles and ethical design practices into diverse engineering and non-engineering fields.

Engineering Economics integrates the principles of finance and management

to help engineers assess project feasibility, cost, and resource optimisation. Systems Engineering fosters the ability to analyse, design and manage complex systems by blending Mechanical, Electrical, and Software Engineering knowledge. Human-Centred Design and Product Innovation emphasises design thinking and user experience, ensuring solutions meet human needs effectively. Entrepreneurship for Engineers develops business acumen. Business Communication and Leadership Styles and Strategies equip students with essential skills and foster a culture of initiative, innovation, and accountability. By integrating these courses into engineering management education, students gain a comprehensive skill set that blends technical proficiency with leadership, strategy, and creativity.

Experiential learning: Rather than relying solely on theoretical instruction, students should be involved in real-world activities, live projects, and simulations that mirror professional challenges. This enables them apply classroom knowledge to practical scenarios, enhancing a solution-oriented mindset, creativity, and critical thinking. By engaging in project-based learning, leadership simulations, and sustainability-driven initiatives, students gain a strategic and inclusive understanding of engineering management.

Mentorship: Fostering connections between students and industry leaders offers personalised guidance and insight into the multifaceted nature of engineering management and professional development pathways. Learning from those who have successfully transitioned from technical roles to executive positions can inspire and prepare students for their own leadership journeys. Through structured mentor-mentee relationships, students can learn from the experiences of engineers, managers, and entrepreneurs, enabling them to navigate complex technical and Business complexities with confidence.

Beyond individual growth, the structured mentorship programmes cultivate a collaborative culture and enhance professional networks, encouraging students to engage with diverse perspectives and cross-functional teams. By embedding mentorship into Engineering Management education, institutions equip graduates not only to excel in technical roles but also to assume leadership responsibilities.

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