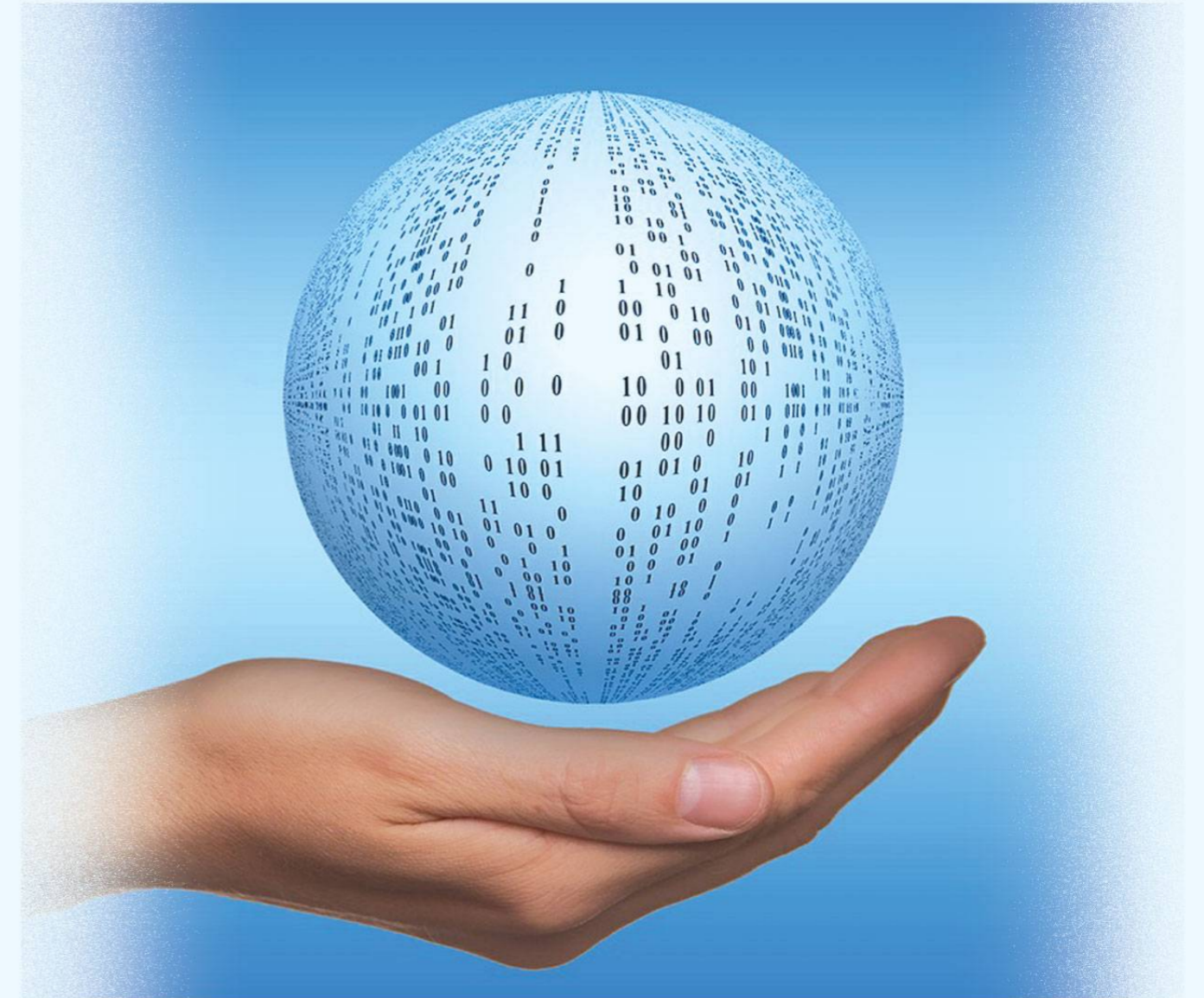


Digital Transformation is here



Transforming
the next generation for the digital world.

CEO INSIGHTS

Overcoming the Manpower Challenge Facing India's Digital Transformation Economy

By Rahul Patwardhan, CEO, NIIT Limited

Headquartered in Gurgaon, Haryana, NIIT Limited (NSE: NIITLTD), with a market cap of INR 1,590 crores, is a leading Skills and Talent Development Corporation that is building a manpower pool for global industry requirements. With a footprint across 40 nations, NIIT offers training and development solutions to Individuals, Enterprises and Institutions.

The Digital Transformation (DT) wave is upon the world and 'go Digital' has become the chant for proactive organizations keen to survive and thrive in the emerging Digital age.

From the cup of tea that reaches thirsty lips to 'communicating refrigerators' that inform users about milk running out, to hospitals that remotely monitor the health of their patients—its Digital everywhere. Interestingly, this Digital Transformation is no longer confined to the horizon-watching IT sector, but has drawn into its fold organizations across all industry verticals. No matter where you are, whether in the icy landscape of Antarctica or the sizzling Sahara desert, you are unlikely to escape the impact of Digital Transformation.

DT, which is considered synonymous with state-of-the-art technologies such as Mobility, Cloud, Social, Analytics, Artificial Intelligence (AI), Internet of Things (IoT), Robotics, Automation, Big Data and what have you, has become an imperative for organizations the world over, including India. To exist and succeed in the global economy, DT simply has to be embraced and adopted.

Companies that ride the DT wave have the best chance to be market leaders and achieve sustainable success. In fact, according to industry analysts, Digitally Transformed organizations are 26 percent more profitable than their industry competitors!

What is even more important is the fact that global spending on Digital Transformation technologies is ex-



pected to cross USD 2.1 billion by 2019 and by 2020 almost 50 percent of IT budgets will be tied to Digital Transformation initiatives. All these factors indicate that Digital Transformation is going to drive the next phase of growth of both the IT and non-tech indus-

tries. The process has already begun in India and is rapidly accelerating, with large corporations and smaller companies scrambling to taking the path of DT and working to overcome the challenges they are facing as they move in this direction.

Grappling with the Skilled Manpower Challenge

Probably the key problem that Indian firms are dealing with as they initiate Digital Transformation on their turfs is the acute shortage of relevant skills.

Most organizations are therefore working to nurture skilled people who can envision, design, manufacture, operate, service and support Digital Transformation. The ultimate competitive advantage that organizations can develop, and in fact, India can develop, will be determined by the speed at which both are able to create the right range, quality and quantity of skills in the workforce.

The skill development task however, is a mammoth, multi-layered, multi-dimensional and multi-generational one and will require a variety of professionals. The new DT industry's workforce will be made up of five layers:

- A digital innovator layer
- A digital developer layer
- A digital shaper layer
- A digital worker layer
- A digital citizen layer

Digital Innovators (DI) are the scientists and innovators who work in basic and applied R&D to create a continuous stream of new DT-based products and services. The skills they require will be a very high end set of mathematical as well as technological skills across various application domains, as well as product life cycle management skills. They will also need high-end



collaborative creative skills, as most path-breaking innovation will require an intense level of cross-disciplinary collaboration.

Digital Developers (DD) are the high skilled workforce who will support Digital Creators to help them build DT products and services; as well as to implement, maintain, modify, enhance and operate the same. The skills they require will be around product manufacturing and software development methodologies and technologies; as well as implementation, services and support of these core product or software components.

Digital Shapers (DS) are the leaders and managers in government, institutions and businesses, who will have to envision the potential future for their organizations and transform their organizations and business models through the leveraging of newer and more complex and sophisticated DT products and services. They would need training to develop the requisite ability to lead and chart a course of Digital Transformation for their organizations.

Digital Workers (DW) are the rest of the work force in the organizations and businesses in the DT economy. They would need relevant new basic

functional literacy skills to operate effectively in the new Digitally transformed organizations.

The Multi-Dimensional, Multi-Generational Focus

The skills needed for workers in the new Digital world, will be multi-dimensional and cross-disciplinary, across subjects and disciplines. The future workforce (constituted by professionals from different generations), will need to be equipped with core technical skills, industry domain skills and people and interpersonal skills. To build these skills, India will require an innovative K-12 education agenda, a university and professional skills agenda that will also encompass a revamp of the educational models, curricula and teaching-learning methodologies at all levels.

In summary, India has the opportunity through a planned Digital Transformation strategy, to reach full development status as an economy and society, by ensuring it takes a leadership position in the emerging Digital economy. The most critical factor to ensure success is having the right nation-wide skill development strategy and executing it to perfection. **FR**

CXO INSIGHTS

How to raise your digital quotient?



Rajan Venkataraman

By Rajan Venkataraman,
Chief Technology Officer, NIIT Limited

The wave of digital transformation is steadily gripping the world and will embrace it fully in the coming decades. All industries have started to evaluate, identify, and develop digital maturity within the organization to stay competitive in the digital era. And in between the hot and trending is 'digital quotient' or 'DQ'. It may sound like a jargon to many, but those who understand it well, don't define it as a new thing; it's just about doing things in a new way. In simple words, digital quotient represents a person's digitization ability as compared to the expected growth and potential of the digital market.

As digital transformation strides into industries, the young and aspiring professionals are expected to bridge their knowledge gaps. They need to learn and practice consolidated business and technology skills in order to survive in the current enterprise scenario. Companies have already started to measure the digital potential of their businesses and expect the same from their employees. According to a survey conducted by the Technical

University of Munich (TUM) in collaboration with SAP, 42 percent respondents confirmed that the companies they have worked for have already established a vision of digital future and 35 percent already have a clearly defined digital strategy.

So how do you build your digital quotient?

There are certain outcomes that drive the digital performance within an organization and among professionals. And it requires effective digital strategy and determining the best approach to building a powerful digital quotient. Successful digital professionals build up their DQ with the help of continuous learning. It is important to keep learning by doing things digitally. This type of learning helps you to look back and outline the progress and outcomes you've achieved by applying new management and technical skills.

Another aspect is to acquire new, digitally relevant skills. You'll require a new set of skills to work in the digital age. The existing skills are necessary but need improvements and add-ons to meet the present and future requirements. Though the digital revolution is still in its early stage but the companies have lofty ambitions to leverage it fully and achieve maximum annual growth through digital initiatives. Therefore,



as a young professional, you need to develop your skills and understanding to keep standing firmly in the digital blow. According to TUM report Companies deem the following skill set important to compete in a scaling digital world:

- Business Networks: 79 percent of the people agreed with this as a necessary skill to learn.
- Digital Security: It was recorded as the most important skill in the digital business network. More than 86 percent of respondents have marked it as must-have.
- Business Change Management – Around 84 percent of the respondents agreed that change management skills are very important for raising digital quotient.
- Big Data Analytics: Big data is a futuristic way to utilize business intelligence in a broad manner with the large set of the database. 72 percent of respondents think of it as an important digital quotient skill.
- Internet of Things: The new buzz in the digital market and also the crucial one. It defines the way the internet is dominating the digital world. 66 percent respondents agreed to this as a new thing to learn in order to achieve digital transformation.

Along with these some other important skills that can help sharpen your digital quotient

include Mobile Technologies, Cloud computing, Social Media, inMemory database, Entrepreneurship and Novel interfaces.

Impact of digital quotient on digital economy

Digital economy is an important catalyst to innovation and growth. It is increasing at a rate of 10 percent annually. With such a lightning advancement, if professional don't adapt a digital quotient, there will be an estimated shortage of 8 lakhs plus skilled professionals

across all sectors. To meet the market demands, companies, as well as business professionals, need to equip themselves with the skills required to embrace innovation and future of digital transformation. To be successful in today's global economy candidates must have advanced entrepreneurship skills and digital competencies.

Conclusion

Understanding your digital quotient is extremely important to embrace the future opportunities proactively. Clearly defining the best suited digital strategies is also important. For a real digital success, organizations and individuals must have the capability to scale, make data-empowered decisions, stay connected and have the will to learn. FR

The young and aspiring professionals need to learn and practice consolidated business and technology skills in order to survive in the current enterprise scenario

ADVANCE WITH TECHNOLOGY

As technology takes over most of the menial jobs, there is a need for the engineering graduates to be employable and trained in contemporary technologies like data analytics, big data, data science, robotics, artificial intelligence and virtual reality, says **PRAKASH MENON**

Automation is reducing the need for people in many jobs. We are facing a future of stagnant income and worsening inequality," opines Erik Brynjolfsson alarming about how technological advances are likely to replace human element in many jobs. The IT space is increasingly adopting technologies like artificial intelligence, be it IBM's Watson or Wipro's Holmes. And if experts are to be believed, this digital transformation wave will bring a major shift in talent demand in the next five to seven years. IT companies will be seeking upskilled engineers in niche areas. And simultaneously there will be a decrease in the demand for engineers for low-level jobs like coding, app testing, app maintenance etc. Companies will be under paramount pressure to employ engineers who can deal with smart systems. For low-wage and manual operations they have machines!

ROBOTS — REPLACING ENGINEERS SINCE 2015

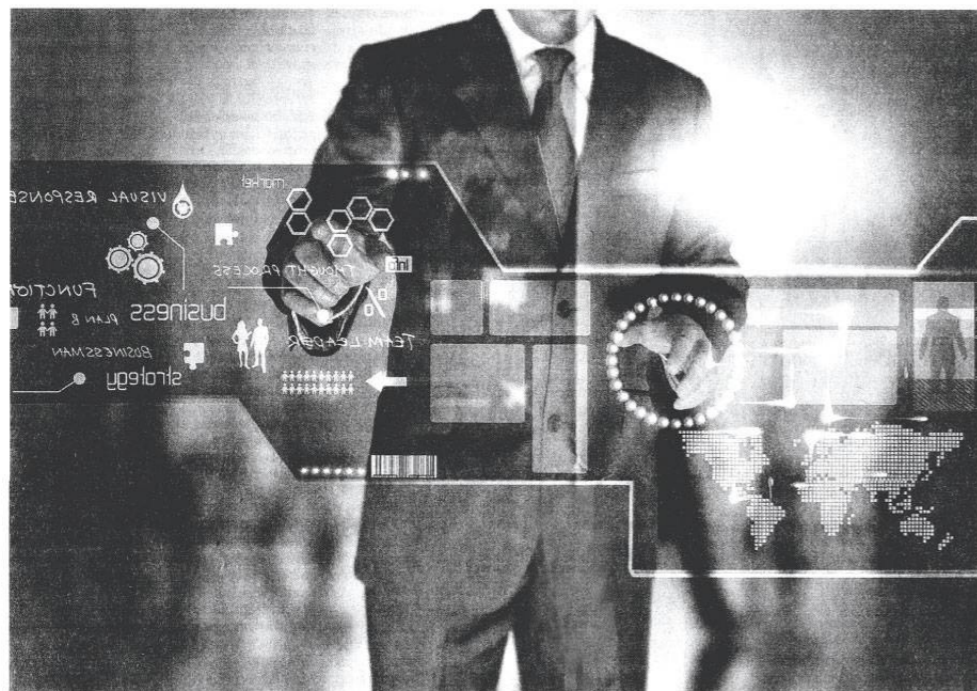
The IT sector witnessed a turnaround in recruitments in the fourth quarter of Financial Year (FY) 14. There was an unexpected jump in the employment rate. However, this didn't last long. After the third quarter of FY15, it started receding gently. To date, this graph is receding. In the year 2015, the top five IT companies hired only 77,625 employees. That is 24 per cent lesser than the number of recruitments in the same period, last year.

The IT sector contributes 7.5 per cent to the GDP of the country and is lauded by the Prime Minister Narendra Modi for creating employment for the vast talent pool of educated unemployed (the sector is likely to create 2.5 lakh new jobs this year). However, now it is also following in the footsteps of major private sector players worldwide and employing automation to improve profitability and reduce redundancy. This year in June, Wipro announced that it will free 3,000 software engineers from their 'mundane' software maintenance jobs, and save the company about \$46.5 million. Therefore, at a time when the Government is dreaming to create a Digital India so as to generate fifty million additional jobs, Indian IT companies are planning their own future, without their engineering workforce.

ENGINEERING TALENT IS GOING DIGITAL

It's a fact that engineering firms are struggling to recruit fresh graduates right out of college. A fifth to a third of the million students graduating out of India's engineering colleges run the risk of being unemployed. Reason? The business model has changed. Customers ask for more and IT companies are looking at hiring skilled individuals who can meet this demand. Companies need graduates who are trained in digital skills. A threatening issue of skills mismatch faces both graduates and recruiters.

"IT infrastructure of the future will be



managed not by people but by smart systems. Engineering 'chores' will be automated and technologists will focus on creativity and innovation," says Chetan Dube, founder and CEO of AI systems maker IPSoft.

With the world of work evolving to digital transformation trends like automation, big data and analytics, and artificial intelligence, companies are changing their recruitment strategy. Not many companies are willing to train fresh graduates in the digital technologies they work with, citing budgetary constraints. And this story is largely being played out across the engineering sector. The need of the hour is for the engineering graduates to be digitally trained and consequently employable, so that they don't have to settle for jobs in other sectors.

GRADUATION NOT ENOUGH TO GET JOB

Gone are the days when parents would tell their children to "earn a university degree to get a good job". With approximately 1.5 million



THE NEED OF THE HOUR IS FOR THE ENGINEERING GRADUATES TO BE DIGITALLY TRAINED AND CONSEQUENTLY EMPLOYABLE, SO THAT THEY DON'T HAVE TO SETTLE FOR JOBS IN OTHER SECTORS

lion engineering students passing out every year, competition for jobs is at an all-time high. What's more? We are also facing credential inflation. At the same time, as college students increase the number of enrolled students, the average wages of fresh university graduates continue to decrease.

As technology takes over most of the menial jobs, there is a need for the engineering graduates to be trained in contemporary technologies like data analytics, artificial intelligence, big data, etc. However, only a few graduates are investing in training themselves in these new technologies and largely depend on their employers to do so. Companies, on the other hand, do not wish to invest time and money to make fresh recruiters "employable".

This presents an opportunity to the IT training solutions to bridge the prevailing gap and train graduates in contemporary digital skills. Under the DigiNext portfolio, NIIT will gradually shift the whole general IT education and training modules towards futuristic technologies like Dev Ops, big data, data sciences, robotics, IoT, virtual reality, artificial intelligence and machine learning etc. The programme will help groom engineering students aspiring for software engineering careers to achieve their career aspirations, because just an engineering degree is not good enough anymore.

(The writer is president, Global Skills and Careers Group, NIIT Ltd.)

STREET SHOPPING Stocks to Buy in 2017

After the demonetisation chaos, the government is expected to be proactive in terms of policy actions – both in and outside the Budget. The Indian economy is expected to be back on the recovery path from the second half of 2017 as the liquidity crunch wanes and the pent-up demand comes back to the fore. Most market participants say Indian equities will perform well in 2017, and the Nifty, which gave negative returns in the past two consecutive years, has the potential to scale new lifetime highs. Here are some of the best picks for the next year from leading brokerages

—Compiled by Rajesh Mascarenhas

● IIFL

Maruti Suzuki Target ₹6,100
We are bullish on Maruti Suzuki on account of strong volume growth despite demonetisation. Significant waiting period, enhanced capacities along with new product launches will ensure continued volume outperformance. Low dealer inventory will lead to higher wholesales vs. retail sales. At our target price, the stock is trading at 22x FY18E.

City Union Bank Target ₹156
We believe City Union Bank is an outperformer in terms of capitalisation, asset quality and returns (ROA). This is driven by its niche business model (working capital lending), healthier margins, superior non-interest income and lower cost ratio that resulted in healthier ROA compared to its peers. We are expecting the PAT to grow at 20% CAGR over FY16-18E while ROA and ROE to be at 1.5% and 18%, respectively. The stock is currently trading at 2x PB FY18E.

Navneet Education Target ₹135
Navneet Education is one of the most profitable education companies in India. Supported by above-average monsoon, we expect a recovery in sales from the contribution of Maharashtra business. The stationary business is expected to improve due to focus on export business. Considering the high ROE and strong growth going forward, we expect strong earnings growth in FY18. At our target price, the stock is trading at 18x FY18E.

● Motilal Oswal Securities

Tata Motors Target ₹610
JLR volumes and revenues expected to grow at CAGR 12.5% and 15%, respectively over FY17-18E, driven by new product launches. This coupled with mix improvement and full benefit of forex would drive realisations and revenues. JLR's EBITDA margins expected to improve sharply from Q2FY17 levels of 10.3% to 17% by FY19 driven by realisation of forex benefit, mix improvement, benefits of modular platform and operating leverage.

ICICI Bank Target ₹337
Strong capitalisation (CET1 of 13%), significant improvement in granularity of the book (92% retail and SME), sharp improvement in liability profile (CASA ratio of 40%) is helping ICICI Bank to build a low-risk business without much impact on core earnings. On asset quality, high proportion of incremental disbursement to A and above rated corporate and recognition of actual stress on balance sheet will reduce concerns over asset quality in FY17.

Loftin Homes Target ₹2,260
Low cost funding from NCD/CP/public deposits is expected to increase to 60% by FY18E from 35% in FY16. This is expected to translate into expansion of spreads from 3.23% in FY16 to 2.9% in FY18E. It has set a

target of achieving loan book of ₹35,000 crore by 2020 which translates to a 33% CAGR in loan book, which is much higher than the 20-22% growth expected for its peers. We estimate Loftin's loan book to compound at 28% CAGR over FY16-18E.

ONGC Target ₹230
We are bullish on ONGC as ramp up in production from the redevelopment projects in Mumbai High (North & South) will help in volume pick. Benign crude prices will ensure minimal or zero under-recoveries. We believe that the net realisations will rise in FY18 leading to decent out-performance going forward.

Sterling Tools Target ₹1,207
The company has started work on the phase-I expansion for a new plant in Gujarat. Total capex for the project will be ₹50 crore, likely to be commissioned by September 2017. Conductive macro factors like good monsoons, 7th pay commission roll out, passage of GST, increasing localisation by OEMs will propel the company on growth path, going forward. We expect earnings growth of 20% over FY16-18E. We value the company at 20 times FY18E EPS with a target price ₹1,207.

APL Apollo Tubes Target ₹1,248
We expect the domestic ERW pipe market to grow at a CAGR of 9% over FY16-19E to 10 million tonnes by FY19E. The bulk of the growth will come from the construction and infra segments (airports, mall & prefabricated structures) using the structural pipes followed by demand from traditional applications. APL is planning to expand its capacity further to 2 mt by Q1FY18. We value the company at 15 times FY18E EPS of ₹83.2

Centrum Broking Target ₹1,290
DCL has 50 years of limestone reserves, 18%W of CPPs (~70-75% captive) and easy access to fly-ash and coal. Its manpower and capital costs are one of the lowest in the industry. Its well-diversified sales across entire south and Maharashtra region helped DCL generate higher EBITDA/MT and a steadier EBITDA margin compared to its peers. Its return ratios are currently among the best in the industry and are sustainable on its continued strong OCF/FCF. DCL has used its strong FCF to de-lever its balance sheet.

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● Techno Electric

Target ₹445
Our inference of average RoE of 35% and RoCE of 86% in the EPC business. The company's debt/equity is among the lowest in the industry. Its strong niche in substitution EPC works and ability to compete with large MNCs has helped the company win contracts and deliver on profitability and growth.

Fiem Industries Target ₹1,475
Over the years, FIEM has reported robust top-line growth and best-in-class margins. Further, the company has not only gained traction with existing clients but has also been adding new clients and products. Extensive R&D set-up has enabled FIEM to offer superior design and development capabilities to its customers. FIEM is the first company in India to have an NABL accreditation for photometry lab to test automotive lamps.

IFGL Refractory Target ₹220
There is a strong opportunity for IFGL to gain steady market share

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Geojit BNP Paribas Target ₹770
Pidilite Industries is a pioneer in consumer & speciality chemicals in India having a dominant position in the adhesive and sealants business in India with market share of 70%. Robust distribution network and continuous focus on developing new and innovative products will further aid in augmenting market share and strengthen its brand equity. As a result, Pidilite is a strong play on recovery in discretionary spending and thus, we recommend buy.

Havells India Target ₹388
Havells is a leading player in electrical consumer goods with key verticals include switchgears, cables & wires, lighting fixtures and consumer appliances. Though the current liquidity crunch is expected to impact the company's consumer durables segment in H2FY17, but given the long-term benefit of shift from unorganised to organised segment, the future prospects are positive.

HDFC Bank Target ₹1,387
HDFC Bank has a proven track record of higher than industry growth rate with best in-class asset quality and high profit margins in the past five years. We expect HDFC Bank to continue outpacing industry credit growth rate and factor 19% CAGR in advance-

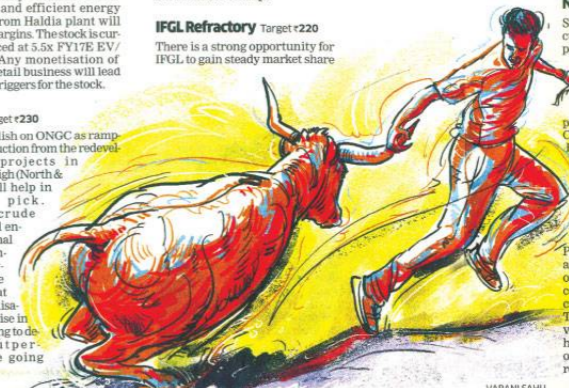
globally with its strong FCF generation and low leverage with consistent payouts. It has well-funded asset base providing large incremental growth opportunity at very little capex.

Mirza International Target ₹119
Mirza intends to grow Redtape business by aggressive marketing and increasing focus on online business. It is also planning to foray in the affordable segment under a new brand, Bondstreet, in the domestic market. It intends to penetrate this segment by offering quality products at competitive price to its competitors. MIL has a fully integrated model and has a track record of generating 20% plus RoCE and positive operating cash flows, based on robust margins and control over working capital.

Mold Tek Packaging Target ₹260
Mold Tek Packaging is a leading manufacturer of high-quality rigid plastic packaging products and a pioneer in Inject Mold Labelling (IML) for lubricants, paints and FMCG industry. Mold Tek Packaging stands to gain in the coming years from the increasing share of IML. The stock trades at 12.5x FY18E earnings, and on EV/EBITDA, it trades at 7.5x FY18E.

Natco Pharma Target ₹750
Strong R&D capabilities and focus on creating a niche product portfolio sets Natco apart from its peers. For the coming years, we expect both US and domestic formulations to further lead the growth and enable the company in posting 58% revenue CAGR and 67% PAT CAGR over FY15-18E. The stock we believe will continue to trade at higher multiples given the events lined up over the next 6-12 months.

PNC Infra Target ₹142
PNC has track record of timely and before schedule completion of projects and received early completion bonus. It has robust current order book of Rs.62.2bn. This gives high revenue growth visibility for the next 2-3 years. It has consistently enjoyed margins of about 12-14%, which is good for road-construction company



● Kotak Securities

NIIT Target ₹102
The initiatives taken by the new management have led to consistent improvement in revenue growth and earlier-than-expected benefits on margins over the past six quarters. We remain optimistic on the prospects of NIIT. NIIT has launched new programs in S&C business and added new clients in CLS, which should support future growth.

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VARANI SAHU

An oasis of green learning

NIIT University offers a case study on how an academy can shrink its carbon footprint, writes **Chitra Narayanan**

About a decade ago when learning management company NIIT first got a piece of land from the Rajasthan government to set up a university, its chairman and co-founder Rajendra Pawar met with sympathetic looks. For this was terribly sandy terrain. The land was uncultivable, heavily contoured, deeply fissured, and located in an area where temperatures soared past 45 degrees in summer, with water hard to come by.

Today, NIIT University at Neemrana, Rajasthan has emerged as one of the greenest campuses in the country, self sufficient in water and highly energy efficient with a unique cooling system that uses very little electricity. Ringed by the billion year old Aravali hills, the university that delivers B.Tech, M.Tech and Biotechnology courses, is an oasis of green learning. The rule is that nobody who visits can leave the campus without planting a sapling.

Two 80-year old trees of the *Salvadora Oleiodes* species at the entrance of the campus articulate the story of NU's connect with nature. Rather than cut the *Jaal Pilu*, as the locals call them, a protective wall was built around them and the road was built around it. "I issued a warning that anyone who cuts even a branch of the tree will have to donate a thumb," says Pawar.

Looking back on the tough days of construction, Pawar says that when he

surveyed the 100 acres of land, the drama in the setting appealed to him. His brief to the architect - Professor Vinod Gupta of Space Design Consultants, who created India's first intelligent building, the CMC office in Mumbai - was not to flatten the land but to integrate the contours into the buildings. As you tour the university, you see how basements have been fitted into the fissures, amphitheatres crafted in natural bowls, and multi-level courtyards with interesting plays of light created.

Although the architectural firm was engaged first, it was not allowed to start work until a master-planner was hired. "This was advice given to me by a college mate from IIT. He said just like a city, a campus should have a master plan. And that has made all the difference," says Pawar. London-based firm YRM Consultants, who not only had experience in university design but had also worked in hot arid zones, were chosen.

The master-planners, the architects, landscapers (Shaheer Associates from Delhi), and the NU's own project management team led by Air Commodore (retd) Kamal Singh worked together to create the zoning, indicative footprints, and phasing strategy. Their brief was that the final Master Plan should adhere to the NU core principles of seamlessness and sustainability, while creating a blueprint for a campus

that could potentially accommodate 7,500 full time students, two-thirds of whom would be resident, 600 academic staff and roughly 175 administrative staff.

Actually, when they did hydrological testing of the area, it showed a far lower number of people could be accommodated due to lack of water availability. To overcome the challenge, NU invested in water recycling and harvesting. Bunds were created to harvest and store water from nearby hillocks. Extensive tree planting was done. Kamal Singh points to narrow canals where run-offs from roofs and buildings are captured and flow.

Today, seven years after the university launched, there are 1200 students on campus. The way things are progressing Pawar is confident it will be able to accommodate 12000 students at some point. "Our buildings are continuously learning and evolving. The green cover is expanding. We had started the project with an undertaking to the government that we would green a few hundred metres of forest land. Now, I am confident we will be greening 1,000 acres including the hillocks," he says.

Green air-conditioning

The stand out feature of the university is its geothermal cooling system that draws air from under the earth. As Singh explains, 12 feet beneath the earth, temperatures remain a constant 24 degrees, so why not harness the cool air there. So, all along the campus you will see little towers sticking out. These are where air enters the intricate network of earth tunnels (nearly 16 km long) and is cleaned and circulated. They are then



At the campus, it's green everywhere

washed with water in a system akin to the desert coolers. "Tunnels bring the air temperature down by 12 degrees, the water washing reduces it a further 14 degrees so in all 26 degrees air temperature is taken away," says Singh.

The impact is further boosted by clever architectural features in Gupta's building design. The large glass windows are all East-West oriented to trap maximum sunlight even as fresh air comes into the rooms through L-shaped shafts, keeping out the dust. Gupta has also relied on traditional features like *jharokhas* (enclosed balconies that jut forwards), verandahs

and ventilation chimneys to keep buildings cool.

There are water chillers on campus but these are used only during the humid season. "The rest of the year we rely on elementary ways by using water and earth and we have shown it's possible to find comfort in innovative ways," he says.

The campus is "pedestrian only" with cars restricted to the parking bay at the entrance. From there one has to navigate the campus on foot via the "spine" - a central lane - that meanders through various building blocks and seamlessly unifies the campus.

To create a further feeling of seamlessness, there are no boundary walls in the campus. Instead landscaping innovations like 'Ha-Ha' (this is a sort of trench, the inner side of which is vertical and faced with stone, with the outer face sloped making it like a retaining wall) create a natural barrier while keeping views intact.

Finally, as Singh points out, thanks to all these measures, indoor air quality is really fresh. "Our spaces where we live and work do not have recycled air. Students have lived here and enjoyed the freshness. It gives them a hearty appetite."

BW BUSINESSWORLD

'We Inspire Our Students To Become Job Creators'

Companies of today are looking for innovative researchers and educational institutions will have to be responsible for it, says Rajendra S Pawar, chairman of NIIT Group.



Rajendra S Pawar is the Chairman and co-founder of the NIIT Group and the founder of NIIT University, a green university. Through the NIIT's innovative franchising model, he unleashed a wave of entrepreneurship around the world. Pawar has been a member of Prime Minister's National Council on Skill Development, Planning Commission's Task Force on Skill Development and International Business Council of the World Economic Forum. He was a founder member of NASSCOM and has been actively involved in Indian Chambers of Commerce. He is popular for industry-academia alliance and is closely associated with India's well known educational institutions such as IIT Delhi, Indian School of Business and the Scindia School, Gwalior.

Pawar talks about his education mission in an interview:

What are the four core principles of the NIIT University?

Our four core principles stand to be Industry Linked, Technology Driven, Research Driven and Seamlessness. In fact, seamlessness is deeply rooted to our motto and is termed as 'Anadi Anant' on our emblem of a mobius ring.

Why do you think the need of 'research and innovation' is increasing by the day?

There is a reason why research did not flourish in a closed economy. The times and circumstances generate the need. Before 1990, during the license raj, research was limited to PhD students which went up to the stage of publishing a book. In order to convert research to a commercial activity, you needed to have that part of the system functional. Enterprise seeking new ideas was not a part of the license raj, which was rather appropriate at that point in time. Meanwhile the world started moving towards an open economy but we remained closed till 1990. After we decided to open our economy in 1990, we didn't need a permission to manufacture. People could make anything. The situation thereafter arose where capacity was more than demand leading to more choices. Nowadays, when to go for shopping, we are finicky about what we buy because we have a lot of choices which we didn't have in the earlier days. So, this opportunity of making choices by the consumer forces competition which in turn forces innovation. With enterprises valuing the superior or quality products leading to comparison, more and more application of mind was required and the logical flow therefore was research.

We are working very hard to change the character from great teaching institutions to institutions who also have to research. Now more than need, there's a compulsion for research. Companies of today are looking for innovative researchers and educational institutions will have to be responsible for it.

Do you think in today's time all students must hone their entrepreneurial skills?

We inspire our students to become job creators than job seekers. However, this also depends on the inclination of the student. If the student is completely tilted to the technical side and not comfortable with taking risks, we completely support them. On the other hand, we make sure to provide all opportunities to evoke and hone all the necessary skills for students with slightest inclination towards entrepreneurship. Students are offered crash courses in finance, banking and other entrepreneurial skills along with their core technical course. Ultimately, it is the responsibility of the educational institutions to identify the skills and give every opportunity to nurture them. If it comes to them, they're job creators.

Choosing the right student with the right mindset is primary to the success of an education institution. Is there any specific filter that you use for choosing the apt student for your university?

Well, this is a huge point of departure from other institutions. Although there were lots of debate around 'how', we all agreed that the social capability of the students must be assessed. While written exams, school records are quite easy to test the technical skills, how would we test social sensitivity, innovativeness in a student? Personal interview was a ready choice for us but it has its flip side too. After lots of debate and discussion, a very senior professor suggested to tape record every interview. If needed at any time, we can justify the reason behind admitting a student. We are happy to give one-third of the total weightage to social capability, however, we do plan to give it half the weightage.

<http://www.businessworld.in/article/-We-Inspire-Our-Students-To-Become-Job-Creators-/08-12-2016-109419/>

BWDISRUPT
DISRUPTION IN ENTREPRENEURSHIP



Gavin Dabreo

Gavin Dabreo is the Chief Executive Officer of MindChampion Learning Systems Limited (MLSL)- NIIT's K-12 school learning subsidiary. An MBA from the Manchester Business School, UK, Gavin has extensive work experience of 25 years across - education, transportation, telecom and consumer product industries.

[More From The Author >>](#)

Harnessing Technology to Improve K-12 Education in India

The student-teacher ratio in India is 1:35 which leads to a one-size-fits-all approach. The result? A frustrating experience and poor learning outcomes for the students.

25 NOVEMBER 2016: Do you realize how a 10-year-old today is more adept at handling an iPad than we were of handling a bat at the same age? Children love tech and are more proficient at using it than we realize. Keeping in view this reality, we utilize children's natural curiosity for all tech things to transform how they learn.

Today, India has more than 250 million students enrolled in schools. The need for quality primary and secondary (K-12) education is growing. Besides, there is an ongoing hustle to create a technology-based digital nation (Digital India). Couple this with social readiness (the Right to Education Act) and willingness of the Indian middle class to pay for good education and India emerges as the perfect laboratory to experiment technology-led learning. In fact, the Government has been diligently working to utilize low-cost computer and internet technology to take education to the masses. Initiatives like National Digital Literacy Mission, Vidyanjali, Web-based School GIS and ePathshala are making optimum use of technology and human resources to take school education in India to the next level. Private players are also making the most of this opportunity. E-learning, information and communications technology, and smart-class platforms are gradually becoming mainstream. However, is this enough?

The Gaps in Indian K-12 Education System

While the government and the private players are doing their part of revolutionizing education in the country, India's K-12 education system consistently ranks low in all global assessments. Reason? The following gaps that are making the system hollow -

- **Lack of Personalization** - The student-teacher ratio in India is 1:35 which leads to a one-size-fits-all approach. The result? A frustrating experience and poor learning outcomes for the students.
- **Lack of Access to Good Teachers** - Rural as well as city schools and colleges have failed to recruit quality teachers. This has led to the rise of numerous coaching classes and private tuitions.
- **No Love for Learning** - K-12 Students in India are taught to memorize concepts and shown the fear of examinations. Love for learning is a non-existent concept.
- **Indifferent Content** - Textbooks re-run age old concepts which are far-flung from realities of the classroom. There are no efforts to customize content to make it timely and relevant.

In addition, there are concerns like duplication of pedagogy (after-school tutoring) and wastage of investments in technology that doesn't deliver (many smart-class products). To address these concerns, we must define ways to make digital an integral part of the education system, rather than it playing a supportive role.

Technology - Giving K-12 Education in India a Facelift

Tech provides access, democratizes quality availability, and enriches the experience; it is hygiene, and no longer a 'bells & whistles' factor. In the near future, digital education will become mainstream and technology will be a key aid for teachers. It will play a significant role in rendering better learning experiences for students and expanding the horizons for teachers. It brings in the required flexibility to education, making content customized, relevant, and on-demand. Plus, the rate of internet penetration in India is on a rise. Thus, there is a huge potential of using smartphones, tablets, and other connected devices to improve learning. In fact, today the Indian market for e-learning based products and services is growing leaps and bounds and its annual turnover is expected to touch \$40 billion by 2017. This indicates a huge shift in the way students and teachers experience education.....and More>>

Making Technology Mainstream in the Indian Education Environment

In India, to enable tech to make a profound change in the system, we must look at the bigger picture. The need of the hour is to use technology to address the prevailing gaps in the education system.

Digital platforms shouldn't be used for mere learning. Schools must harness their data-generation ability to provide real-time feedback on the effectiveness of education programs and customize content to reflect reality in textbooks. Technology-based tools must be used at the micro level to gather information about the academic performance of students.....and More>>

<http://bwdisrupt.businessworld.in/article/Harnessing-Technology-to-Improve-K-12-Education-in-India/25-11-2016-108817/>

Advanced learning

The NIIT, a global leader in skills and talent development, unveiled a cutting edge programme on Mastering Angular 2 to be delivered through the *Training.com* learning platform, an NIIT initiative for advanced career programmes. Angular 2, recently unveiled by Google, is a complete rewrite of the Angular framework that would enable higher productivity in building modern web applications with dynamic improvement in performance and responsiveness.

The comprehensive Angular 2 course will be delivered by expert faculty in instructor led, immersive online mode through *Training.com*. Angular 2 aims to simplify development and testing of web apps. The powerful features and capa-

bilities of Angular 2 allows a developer to create complex, customisable, modern, responsive and user friendly web applications.

The course is designed in such a manner that it puts the learners in demand, in the modern web development industry.

The programmes are designed for learners, who want to raise their career graph through advanced courses in technology, management and finance. These programmes are delivered live by industry experts in an immersive and interactive online mode, combining instructor-led classrooms with the convenience of accessing the training sessions from anywhere. All the programmes come with verified certificates from top tier institutions.

Pioneer, New Delhi, October 12, 2016

DATA ANALYTICS

NIIT, a global leader in skills and talent development, has launched Big Data with Hadoop — a futuristic programme in data analytics under the DigiNxt Series, designed to optimise data usage and leading to better decision making. The admission to this 14-week long programme is open.

Those who are interested to apply should be graduates and undergraduates in STEM (Science, Technology, Engineering and Mathematics) with more than 60 per cent score in their Class X and Class XII.

On successful completion of the programme students will be offered placement assistance by NIIT. The first batch commenced from September 26, 2016 and those who wish to apply for the second batch can log on to www.niitdiginxt.com.

NIIT has recently ventured into Digital Transformation to offer programmes aligned to the manpower requirements of the emerging digital economy. Through this significant move NIIT aims to totally re-align the skills and career group to the changing future-skill-sets requirement of the industry and emerge as a leader in the digital learning space.

GROWTH

The University of Virginia Darden School of Business' massive open online course (MOOC) — Grow to Greatness— will be starting from October 24, 2016. Led by Edward H Hess, Professor of



business administration and Batten executive-in-residence, the two-part course will provide students and small business owners the opportunity to learn more about the challenges of growing a private business.

This course has already seen over 54,500 enrollments in Part I and 22,750 in part II.

Available on-demand, registration is open to anyone with an internet connection. Participants who successfully complete the course requirements can earn a course certificate, or students can audit the course for free.

For more information on this course, log onto <https://www.coursera.org/learn/smart-growth-strategy-1> to register.

The course complements the School's portfolio of online courses taught by Darden faculty available on the Coursera platform:

- Design Thinking for Innovation
- Fundamentals of Project Planning and Management
- A five-course specialisation on Business Strategy
- A five-course specialisation on Agile Software Development
- New Models of Business in Society.

Pioneer, New Delhi, October 19, 2016

INITIATIVES IN DIGITAL LEARNING

With a strong focus on becoming the leader in the digital learning world and to further accelerate NIIT's own growth and profitability, the Company has charted a two-pronged business strategy:

First, an internal initiative addressing the digital transformation of its entire business model to drive growth, value and profitability; and Second, an external initiative focusing

on training and consulting of individual and corporate customers to enable them to succeed in the digital world.

To this end, NIIT has entered into a partnership with US-based OpenMatters LLC, the leader in Business Model Science. Under this partnership, NIIT will bring the content and expertise developed by OpenMatters for Wharton's SEI Center,

Knowledge@Wharton, and Harvard Business Review to the India, China and emerging markets.

Speaking on this significant development Rahul Patwardhan, CEO NIIT Ltd., said: "This two tiered partnership leveraging the exciting new-age digital technologies that are impacting every industry and company and their business model."

Pioneer, New Delhi, October 19, 2016

New distance learning courses

Indian School of Business Management and Administration (ISBM) recently introduced five new specialisation courses across different sectors. These include : Interior Management, Textile Management, Aviation Management, Air Transport Management, and PathologyLab Management.



Online courses for job skills

Online education provider Coursera has launched over 60 affordable courses and specialisations that would teach a wide range of career-related skills, from data analytics for business, to user interface design, to beginning Chinese. Learners who complete a Specialisation will receive Specialisation Certificates from world-renowned schools like Stanford University, Yale University, Columbia University, University of Pennsylvania, University of Michigan, and Rice University. Some of the courses are:

Computer Science: Functional Programming in Scala,

École Polytechnique Fédérale de Lausanne

Data Science and Analytics: Applied Data Science with Python, University of Michigan

Business & Management: Engineering Management Certificate, Part 1: Leadership, Rice University

Personal Development: Learn Mandarin Chinese, Shanghai Jiao Tong University

Angular 2 course

NIIT recently unveiled a programme on Mastering Angular 2 to be delivered through the Training.com learning platform. AngularJS is the

leading framework for web apps development. Angular 2, recently unveiled by Google, is a complete rewrite of the Angular framework that would enable higher productivity in building modern web applications with dynamic improvement in performance and responsiveness.

The comprehensive, Angular 2 course will be delivered by expert faculty in instructor-led, immersive online mode. Angular 2 aims to simplify development and testing of web apps. The programmes on Training.com are targeted at learners, who want to raise their career graph through advanced courses in technology, management and finance.

Tribune, New Delhi, October 12, 2016

Art of teaching kids about self-learning

Ayesha Banerjee

ayasha.banerjee@hindustantimes.com

Years ago, while working with IT training company NIIT in Delhi, he made a hole in a wall and put a computer in it. Soon, curious children from slums close by walked up to the machine and within days learned how to use it, creating what's called a self-organised learning environment (SOLE) for themselves.

Prof Sugata Mitra, a professor of educational technology at Newcastle University, recently opened the ninth SOLE research lab (a tiny 15-foot room) in one corner of a rural school's playground in Dasghara, near Kolkata. Part of the funds for this initiative came from the \$1million TED Prize Mitra won in 2013 for his SOLE idea. Why Dasghara? Because it's near his mother's ancestral home

and the lab is in a school that was funded by his grand uncle and aunt.

Mitra feels children do not have to go to school and can choose to learn what they want to through computers. He has also created a Granny Cloud for senior women to mentor children on Skype.

"To start a SOLE one needs a computer, internet connection, and students who are ready to learn. They are given the freedom to learn collaboratively using the internet about subjects that interest them. An educator poses a big question and students form small groups to find an answer," says Mitra, a PhD in solid state physics from IIT-Delhi.

The children are "all curious. They are more interested in things that we don't know as opposed to the things that we do know. The ques-



■ Prof Mitra supervises children at a SOLE class in West Bengal.

tions to which no one has an answer, as yet," says Mitra, who has been influenced by Schrodinger, Heisenberg and Freud in childhood and now by Tagore and Darwin.

To critics who say his experiments have not been cited in prominent journals

or been peer reviewed or endorsed by scientists, he responds: "I am interested in how learning happens. There is a bit of physics there that we don't understand yet. I am interested in that. If that interest helps children, I would be more than happy."

Hindustan Times, Jaipur, November 30, 2016

India Gets Greater Say on Net in Icann

Neha Alawadhi
@timesgroup.com

New Delhi: In a historic move on Saturday, unknown to a vast majority of Internet users, the US government gave up the oversight of how the Internet works and functions, leaving its management to the non-profit called the Internet Corporation of Assigned Names and Numbers (Icann).

The move from a US-based control and oversight to a more inclusive "multistakeholder" model could be an opportuni-

ty for India to have a greater say in how the Internet is governed, several people ET spoke to said. "The transition ends the contractual obligation Icann had to the US government," said Ajay Kumar, additional secretary, Ministry of Electronics and IT.

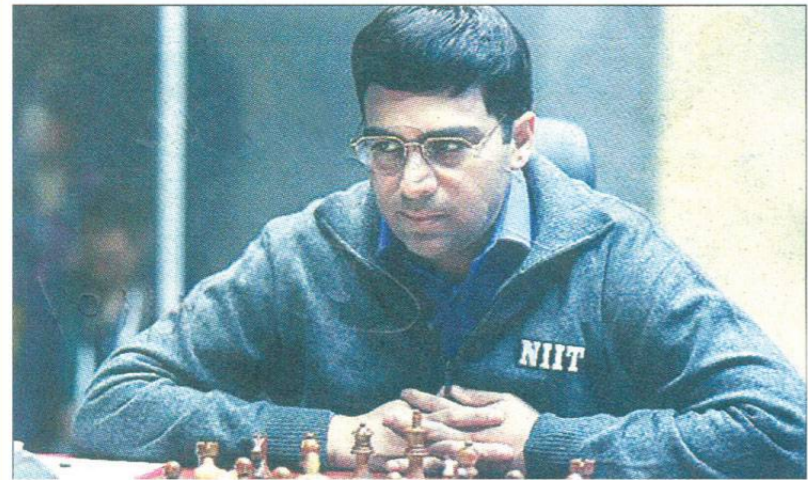
"To that extent, that makes Icann free from the legal contract. Given that we (India) are now playing a significant role in the internet space of the world, it gives us an opportunity to actively engage with Icann," he added. Icann matches domain names with appropriate IP addresses.

The fact that Icann operated under a US Department of Commerce licence has been a source of resentment for India and China, which account for bulk of internet traffic and IP addresses. On Saturday, US finally ceded control of Icann, which will now operate in a multi stakeholder model, which India also agreed to support last year. "While everyone talks of the next billion Internet users coming online from this side of the world, we also need to make sure they are adequately represented," said Kamlesh Bajaj, mentor professor, NIIT University, Neemrana.

Hands off

- US govt gave up the oversight of how the Internet works
- India sees opportunity to vie for board positions on ICANN
- India's engagement has grown in the last five years
- Lack of skilled resources a challenge
- Next ICANN meeting in India in Nov, first after transition to multistakeholder model

The Economic Times, Kolkata, October 05, 2016



Anand has bounced back wonderfully after the slip-up against Kramnik.

Anand has an easy outing against Tomashevsky

India's Viswanathan Anand played out an an easy draw against Evgeny Tomashevsky of Russia in the sixth round to remain static at the third spot in the 10th Tal Memorial Chess tournament, here. What turned out to be a dull game by Tomashevsky, Anand was in complete control right through and the Russian lived up to his solid reputation too. This was the only drawn game of round six as players with white pieces ruled the roost in the sixth round. Armenian Levon Aronian opened the tournament after tormenting Dutch Grandmaster Anish Giri in a fairly one-sided game while Russian Ian Nepomniachtchi was in his element to eke out a fine victory against Shakhriyar Mamedyarov of Azerbaijan.

The Times of India, New Delhi, October 04, 2016

NIIT Q2 PROFIT TICKS UP TO ₹21.6 CR

NEW DELHI: Skill and talent development firm NIIT on Wednesday said its net profit for the September quarter has grown marginally to Rs 21.6 crore on the back of strong growth in its corporate learning business. Its net profit after associate profit (including contribution from NIIT Technologies and other ventures) was at Rs 20.8 crore in the year-ago period. At the operational level, the company's net profit was up 43 per cent at Rs 8.7 crore in the reported quarter, from Rs 6.1 crore in July-September 2015.

Its revenue grew 10 per cent to Rs 298.4 crore in the second quarter of 2016-17, from Rs 272.5 crore in the year-ago period. "We have continued to grow revenue for the sixth consecutive quarter. This comes on the back of a robust growth of 23 per cent year-on-year this quarter in our corporate learning business and a strong profit improvement in our skill and career business," NIIT CEO Rahul Patwardhan told reporters here. This quarter, NIIT also reduced net debt and made substantial improvement in working capital management, he added. The company's net debt came down 30 per cent from the previous quarter to Rs 91.7 crore. PTI

Millenium Post, New Delhi, October 20, 2016

NIIT Q2 standalone net up 89%

New Delhi, October 19

NIIT has reported an 89 per cent increase in its standalone net profit at ₹13.88 crore for the second quarter (July-September) of financial year 2016-17, against ₹7.33 crore recorded in the corresponding quarter of the previous financial year (2015-16). The total income from operations on standalone basis fell marginally to ₹104.03 crore in the second quarter of financial year 2016-17, as against ₹108.12 crore in the corresponding quarter of financial year 2015-16. The company's shares ended ₹3.68 per cent lower at ₹91.55 at the Bombay Stock Exchange on Wednesday. OUR BUREAU

Hindu Business Line, New Delhi, October 20, 2016

JM Financial has a buy on **NIIT** with a target price of ₹120 as lower contribution from NITEC is negated by improved net-debt position and a large CLG deal win will be a key trigger. NIIT's balance sheet continues to strengthen with better collections – reflected in lower DSO as well as net debt, said the brokerage. NIIT stock declined 2% to ₹89.65 on Thursday.

*The Economic Times, New Delhi
October 21, 2016*

Programme for top management

Training.com — a multi-modal learning platform by NIIT, in collaboration with IIM Calcutta has launched an exclusive programme called LEAD (Learn Enhance Aspire and Deliver). The programme is specifically designed for professionals seeking to update their business knowledge, managerial capabilities and sharpen their leadership acumen. It will be delivered through a combination of online and offline modes. The live online expert-led component will be delivered through training.com. In addition, the programme will also have 40 days campus visit components at IIM Calcutta.

Senior executives in industry-leading enterprises as well as for proprietors of growing businesses can opt for this programme. The applicants should be working professionals with minimum 15 years of experience in a position not more than two levels below the CEO of the organisation or may be proprietor/director of large corporations that has a turnover above ₹500 crore.

For more information, visit: <https://www.training.com/management-online-courses/lead-leadership-development-programme>.

Tribune, New Delhi, December 28, 2016

New course

The United Bank of India and NIIT Institute of Finance Banking & Insurance Training Ltd. (IFBI), a subsidiary of NIIT Ltd., have entered a strategic tie up to launch a 12-month Post Graduate Diploma in Banking and Finance at NIIT University campus, Neemrana. The course will help the newly recruited probationary officers with robust skills sets and vital insights needed to undertake various roles as versatile banking professionals.

It aims to develop and empower professionals with necessary skills and knowledge in context of modern-day banking and financial services by developing competencies in four dimensions — domain knowledge, technology, application and customer service. Under this partnership, NIIT IFBI and NIIT University will provide training to candidates, organise academic sessions in specialised areas of banking and finance, provide opportunity to learn banking software— Finacle. On successful completion of the programme, the probationary officers will join United Bank of India.

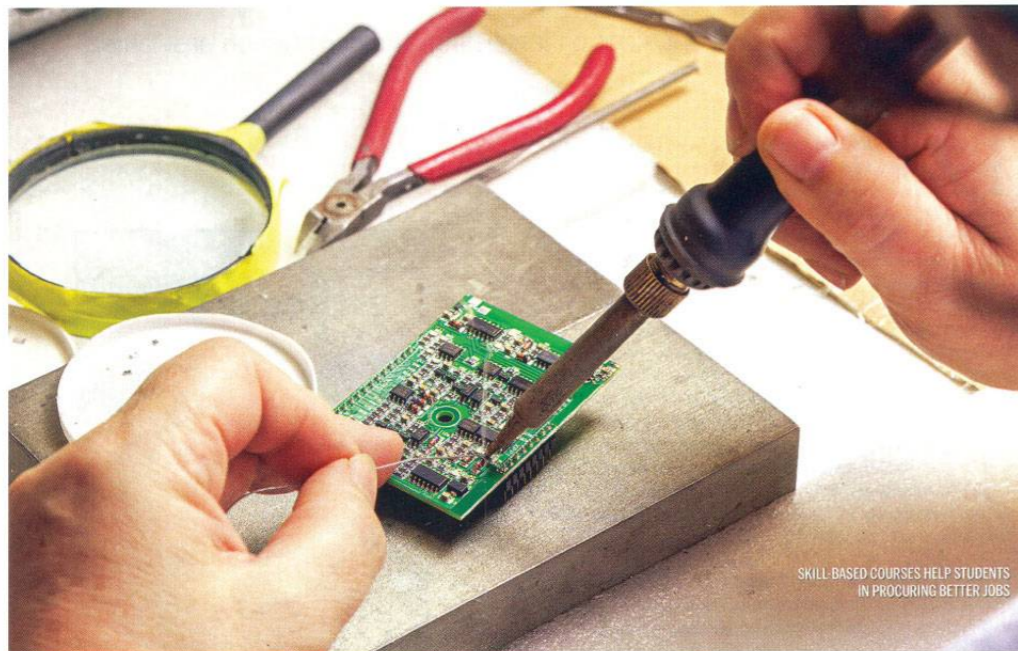
The probationary officers will undergo nine months of class work at the NU campus and three months of internship at the bank's branches. The first batch has commenced at NU. United Bank invited applications from eligible candidates and selection for this programme was done through IBPS examination and interviews

Pioneer, New Delhi, November 02, 2016

TRENDS

A STEP TOWARDS SUCCESS

Think out-of-the-box, opt for skill-based courses and know what it takes to make it big



SKILL-BASED COURSES HELP STUDENTS IN PROCURING BETTER JOBS

SHUTTERSTOCK

Honing Skills

Prakash Menon

Bangalore-based president of Global Skills and Careers Group, NIIT, on why skill-based courses are becoming popular



These short-term courses supplement the primary courses students are pursuing, giving them a chance to utilise theoretical learning in real life.

Vocational courses are customised for industries and offered in collaboration with industry experts, making students employable and industry-ready.

Given the practical nature of these courses, students get the chance to work in real time and gain hands-on experience for a particular skill they may need.

Training in industry-specific skills increases chances of employment. Students can start working right after completing their course.

There's a big demand for skilled talent in the organised sector. Organisations prefer such employees since they are aligned better to their internal processes.

Such courses can be driving forces for the socio-economic growth of the country. According to a report by the *International Journal of Social Science and Humanities Research*,

during 2009-2014, 85 per cent of students were employed in skill-based sectors.

These courses are aligned with the latest technology, helping students stay ahead of competition. Institutes are coming up with courses that train students in skills such as artificial intelligence, analytics, and data analytics.

Certification in specific skills helps individuals get better wages as per their calibre. Without appropriate skills, they end up doing odd jobs and settle for lower wages.

Telecom Trends



Satyendra Malik
Head, Group HR at Intex Technologies, based out of Delhi, on essential skills needed to be successful in the telecom industry

Speed and precision are important. Think, plan and hit the bull's eye in no time. Delays can cost you heavily. A person's swiftness in making quick decisions highlights his effectiveness.

Thinking out-of-the box and coming up with innovative concepts is the key to excel. This is one trait that managers in every sector look for. Success can elude you if you fail to come up with ideas.

Don't just come up with ideas, but execute them well before they become a thing of the past. It is at the execution stage that your real skills will actually come into use.

Be ready to adapt and mould yourself to changing trends and culture. One needs to accept redundancy of thought, embrace change and be ready to adapt to the new situation without wasting time.

Effective analytical and research skills are very important. Ability to assess a situation, seek multiple perspectives, gather information, and identify key issues makes a well-rounded employee.

A customer-centric approach is the secret to success. One should know what the customer wants and deliver even before the demand arises. It is important to cater to the customer's needs in order to stay ahead in the business.



Interview Tips



Jatin Bhandari
Delhi-based entrepreneur and founder, Pythagurus and Interview Ninjas, on top reasons that cause students to fail their MBA interviews

Creating a convincing storyline is the biggest challenge. A storyline is the set of connecting questions that tells interviewers about your skills, weaknesses and goals. Inability to answer clearly and objectively can lead to rejection.

Students answer situational and behavioural questions ambiguously, leading to rejection. When the interviewer asks about your accomplishments, he wants to know why they are meaningful to you.



Applicants can often fail to create context for the interviewer. They forget that the listener might belong to a different background and might not understand what you are saying unless you provide a background or context.

An applicant's inability to drive the interview and highlight important accomplishments can lead to rejection. Find a way to discuss achievements while being down-to-earth. Emphasise on things you want to highlight in a way that they want to hear more.

Not knowing your resume is a big turn off. Make a resume that you know and be prepared to answer details about every point. If you are unsure of something, remove it completely.

Poor time management can lower your chances of selection. Taking six minutes to answer a question or failing to answer all questions due to paucity of time can be held against you. Remember this always during the interview.

UBI, NIIT Institute join hands

New Delhi, October 30

United Bank of India and NIIT Institute of Finance Banking and Insurance Training (IFBI), a subsidiary of NIIT Ltd, will offer a 12-month post-graduate diploma course in banking and finance. The course, offered at NIIT University, will equip newly recruited probationary officers with robust skill sets and vital insights needed to undertake various roles as versatile banking professionals, NIIT IFBI said in a release. PTI

Hindu Business Line, Bangalore, October 31, 2016

NIIT unveils new course

NIIT unveiled a cutting-edge program on mastering Angular 2 to be delivered through training.com, a learning platform. Angular 2, recently unveiled by Google, is a complete rewrite of the angular framework that would enable higher productivity in building modern web applications with dynamic improvement in performance and responsiveness.

Indian Express, Bangalore, October 17, 2016

NIIT's workforce multiplier

NIIT.TV – A DISRUPTIVE innovation of the Delhi-based NIIT Ltd – celebrated its first anniversary on October 6. During the past year, NIIT.tv has registered over 500,000 users from 172 countries for over 20 skills-based training programmes in IT, banking and finance, retail and management. These live and on-demand courses are offered free-of-charge to school and college students and working professionals in several languages including English, Hindi, Tamil, Oriya, Malayalam, Gujarati, Marathi, Kannada, Bengali, Telugu and Assamese.

“In NIIT, our mission is to create skilled workforces across multiple sectors to meet the trained manpower requirements of our economy. Today, as NIIT.tv completes one year of success-

fully empowering learners, as India's largest MOOCs platform we reiterate our belief that this initiative is a potent technological and pedagogical force multiplier that will help us create a digitally savvy workforce,” said **Rahul Patwardhan**, CEO, NIIT Ltd, speaking on the occasion.

Education World, National, December 2016

NIIT in Top 20

NIIT Limited, a leading provider of managed training services announced it has been selected as a 2016 Top 20 IT Training Company for the seventh year by TrainingIndustry.Com, which monitors the training marketplace.

Financial Chronicle, New Delhi, *November 08, 2016*

UBI and NIIT IFBI enter into exclusive partnership

United Bank of India and NIIT Institute of Finance Banking and Insurance Training Ltd. have launched a 12-month postgraduate diploma in Banking and Finance. The course, will help the newly recruited probationary officers with skills sets and vital insights needed to undertake versatile banking professionals roles

The New Indian Express, Chennai, *November 07, 2016*

NIIT ramps up Myanmar presence

New Delhi, September 30

NIIT has strengthened its presence in Myanmar. The company will now offer futuristic programs like DigiNxt MMS, Big Data, Java Enterprises Apps with Dev Ops and Digital Marketing. Rahul Patwardhan, CEO of NIIT Ltd, who is currently visiting Myanmar, unveiled NIIT's flagship training centre and dedicated it to the youth of the nation to empower them for exciting global opportunities. Speaking on the occasion, Rahul Patwardhan, CEO of NIIT Ltd, remarked: "NIIT has pioneered the category of IT training with a vision to create a manpower pool globally, to empower the IT industry." ANI

Hindu Business Line, New Delhi, *October 01, 2016*

NIIT to hold annual lecture

NIIT University is hosting the 8th Annual Lecture at 11 am on Sunday, November 20 at NU Campus, Neemrana, Rajasthan. This year's lecture will be on the many dimensions of peace by Dr Karan Singh, MP, Chairperson, NU. The not-for-profit NIIT University was set up in 2009 with the vision of being the leading centre of innovation and learning in emerging areas of the Knowledge Society.

Indian Express, Bangalore, *November 14, 2016*

Anand's super show in Champions Showdown

CHESS / Finishes first in the elite tournament featuring four top players

ST. LOUIS: Age, to some people, can be merely a number.

Viswanathan Anand proved that yet again, with his splendid show at the Champions Showdown chess tournament in St. Louis, United States, on Monday night. The genial chess giant from Chennai, who will turn 47 next month, finished first in the elite tournament, featuring four of the world's top players.

Since it clashed with the World championship title match between Magnus Carlsen and Sergey Karjakin in New York, it did not get as much media attention as it would have under normal circumstances.

The current World championship title match, by the way, is the first one that is being played without Anand for a decade. The World No. 7 made up somewhat for that with his



Viswanathan Anand.

— FILE PHOTO

superb effort in St. Louis.

It is an achievement he can be proud of, for, he pushed behind two of the strongest players in the world at the moment — Hikaru Nakamura and Fabiano Caruana, both of the United States. Caruana, 24, is

ranked No. 2 in the world, while 28-year-old Nakamura is the World No. 8.

Anand would also be pleased about the fact that he triumphed in an event that featured all the three time controls in chess — classical, rapid and blitz. He finished with 15 points, one point ahead of runner-up Nakamura.

Caruana was third with 11 points. Bulgaria's Veselin Topalov, whom Anand had defeated in the 2010 World championship title match, could only garner eight points to finish last. Anand also became richer by \$60,000, while Nakamura took home \$40,000. The tournament had a total prize fund of \$150,000.

The standings:

1. Viswanathan Anand (Ind) 15 points, 2. Hikaru Nakamura (US) 14, 3. Fabiano Caruana (US) 11, 4. Veselin Topalov (Bul) 8. — Sports Bureau

The Hindu, Kolkata, November 16, 2016

VISWANATHAN ANAND CHESS GRAND MASTER

Aiming for strong 2017 after steady show in 2016

Siddharth Vishwanathan

— siddharth.vishwanathan@hindustantimes.com

NEWDELHI: Viswanathan Anand had high and low points in 2016. He won the Leon Chess Rapid Masters and had solid performances in the Sinquefeld Cup in St Louis, Tal Memorial and in the London Chess Classic.

The low point was the Candidates tournament where, despite beating eventual winner Sergey Karjakin of Russia, Anand ended up joint second. He finished fourth in the 2016 Grand Chess tour, resulting in him not securing direct qualification for the Grand Chess tour of 2017.

Another low point for Anand in 2016 was the death of Tamil Nadu chief minister, Jayalalithaa, on December 5. The five-time world champion had a good rapport with the actress-turned-politician. Her biggest contribution to chess was ensuring Chennai hosted the 2013 FIDE World Championships, the first time

the World Championship was held outside Europe, Russia or the United States.

Anand, who will play the World Rapid and Blitz championship in Doha on December 25, spoke about his performances, his memories of Jayalalithaa and the challenges for 2017.

How would you describe your performances in 2016?

It was a stable year. Except for the start, I did well in most of the tournaments where I managed a score of +1. I had success in rapid tournaments. There are positives to take out from 2016.

A talking point in the London tournament was your innovation against winner Wesley So. Can you describe it?

Queen's Gambit declined, which I used against Wesley (Filipino GM playing for US), is an old move. There is a variation with the bishop which makes this move different. I had prepared well for this. I



■ Viswanathan Anand

used the same against Vaseelin Topalov to secure the win.

Magnus Carlsen and Wesley are dominating the chess circuit. How would you describe their style of play?

Both play effortless chess. Wesley, in particular, never seems to be breaking into a sweat while playing.

Were you surprised Karjakin stretched Carlsen into the tie-

breaks in the recent championship clash?

Karjakin put in a solid effort. He went for a conservative approach and executed it well. It was an exciting contest from a sporting point of view. However, from a point of view of new ideas, it was not a good championship.

What are your memories of Jayalalithaa?

She had a very humble nature. Every time I won, Jayalalithaa would congratulate me. I shared a wonderful rapport with her.

What was Jayalalithaa's contribution to the growth of chess?

Her personal efforts were instrumental in Chennai playing host to the 2013 FIDE World Chess championship match (Carlsen beat Anand). India had bid in 2010 and 2012 but on both occasions, we lost. Jayalalithaa's insistence ensured the event came to Chennai.

Hindustan Times, Mumbai, December 25, 2016


 BusinessLine

'Corporate learning market growing fast'

NAVADHA PANDEY



Company budget allocation for corporate training is rising steadily

NEW DELHI, OCTOBER 21: Indian companies are fast cashing in on the growing demand for corporate learning. Online education platform Coursera has entered this space.

B-schools such as ISB are witnessing more takers and executive education provider Northwest has also seen a growth rate of over 30 per cent in enrolments over the last five years.

According to industry estimates, the global corporate learning market is pegged at over \$30 billion. The market consists of executive education providers, skilling and training companies, as well as business schools offering courses to mid-career professionals.

Demand from governments

"An interesting trend is the growing demand from the various departments of the Central and State governments. The Centre for Executive Education at ISB has been offering custom designed programmes for departments such as the Ministry of External Affairs, State Police Departments, Higher Education, and the Railways, apart from some leading PSUs," a spokesperson from ISB told BusinessLine.

ISB's flagship Post-Graduate Programme in Management (PGP) has witnessed a 28 per cent increase in applications this year as against the previous year. PGP's class size has increased from 128 students in 2002, to 905 at present.

Apart from business schools, even Coursera has sensed a business opportunity. While it will soon tie up with an Indian IT company to re-skill engineers in data science, it has partnered with LG Electronics in South Korea, L'Oréal in Europe, and BNY Mellon and BCG in the US to impart training.

"We believe that in three years, corporate learning market will be a significant part of our revenue. The number of learners in this space will be lower but it is a big revenue opportunity for the company," Nikhil Sinha, Chief Business Officer, Coursera, said recently.

Enrolment

Northwest Executive Education, which engages with individual learners looking to enhance their knowledge, skills and expertise and growth in their careers, is currently serving markets in India, West Asia, and South Asia but is already enrolling participants for its programmes from the US, Europe and Africa etc.

"Including all available programmes from top tier universities being offered in India, more than 10,000 executives currently ask about the prospects of joining a programme. Over 2,000 executives are currently enrolling in some programme every year, and this number is growing at a very fast pace, with a growth rate of 30-50 per cent over the last five years," said Mohit Jain, Co-Founder, Northwest Executive Education.

According to NIIT's financial results for the second quarter of financial year 2016-17, its Corporate Learning Group (CLG) recorded net revenues of ₹178.6 crore, up 23 per cent year-on-year. Managed Training Services (MTS) continued to grow, contributing 94 per cent to the total CLG revenue.

Higher budget allocation

This is on the back of increasing company budget allocation towards corporate training. Global expansion of businesses and gearing up for domestic as well as global competition have been major growth drivers for the market.

"Company budget allocation towards corporate training has seen a five-year high since the beginning of this year as it has proved to be a strategic tool for enhancing employee retention. Training programmes have evolved from being just a tool for employee skill upgradation to a medium for developing strategic initiatives for streamlining business goals," Sanjeev Duggal, CEO and MD, Centum Learning said.

(This article was published on October 21, 2016)

<http://www.thehindubusinessline.com/news/corporate-learning-market-growing-fast/article9252360.ece>


 iamwire

Surviving the Digital Disruption



PRAKASH MENON

As the President, Global Skills & Careers Group, NIIT Limited, Prakash Menon is responsible for the turnaround of the China; Emerging markets business, and for the Skills; Careers business in India. Having seen various facets of the organization as a veteran NIITian since 1985, and with global experience in the fast moving Chinese market since 1997, Prakash has been instrumental in driving new models of Educational Technology to enable successful digital transformation of the China business.

The dark clouds of automation are looming large over the future of teeming millions looking for a job in the times to come. Moving from the role of mass job creator, automation has hit the IT industry hard. The sector and the allied partners have been left gasping, leaving little room for the regular job opportunities in the future.

The axe is hanging on the "low-skilled" lot that is likely to face the major brunt of automation. A recent US study has predicted a loss of 6.4 lakh low-skilled jobs to the growing presence of automation in the IT sector in the coming five years. By 2021, the headcount in the sector would see a dip by 9 per cent, the report further suggests. According to a NASSCOM report, 260 mn jobs will be replaced or augmented by technology globally.

Concerns ahoy!

The growing divide between the demand and supply of job seekers and available jobs are getting wider. At the present rate, year 2025 will see an addition of 80 million new job seekers, majority of them to be unskilled. And with approximately 30 million jobs to be created, the rift in the job canyon is a growing concern.

The exponential growth by technology (read Artificial Intelligence or AI) over last several years along with immense advances in the hardware capability has made deep learning grow exponentially. AI systems are running experiments, driving vehicles, getting into image recognition and outsmarting skilled humans as well.

The advent of personal digital assistants like Google Now, Siri, Echo and Cortana are using technology to their benefit and perform an array of complex tasks, giving a new facet to the traditional role. While technology is lowering the access point with each growing step, it's the human jobs that are at the receiving end of this growth. The sci-fi inspired scenarios are not far away when machines will become more intelligent than humans, reaching technological singularity, outsmarting and not even needing humans. Whether AI assumes the role of a man's best friend or replaces their presence, the race between man and machine is gathering pace, faster than ever.

The Bailout

The pertinent question arising in the minds of decision makers and industry drivers is how to tackle the growing menace of technology, leaving humans redundant and jobless in the near future. Massive skilling and reskilling is what can counter this unprecedented AI growth and bring man at par with technology to walk in arms with the changing tech times.

The demographic dividend if not given the treatment of skills may simply turn into a demographic deluge. The imbalance between the too few skilled workers and fewer jobs for the medium and low-skilled workforce is pointing towards the impending disaster. And it is here that we at NIIT play a significant role in bringing about a paradigm shift in the IT skilling landscape.

Another pertinent need that is gaining strong momentum is to overhaul the education system. Against the 4.9 per cent global average of government spending in education as percentage GDP, India has only been spending about 3.5 per cent of its GDP to impart education to its children and youth. There is a startling disconnect between the GER, which is going north and the quality of education in terms of student takeaways.

And not just spending in terms of money that is needed but efforts are also needed to be made in getting all the stakeholders on one platform. The curriculum at the school level need to inculcate and make students explore skill learning with practical experience. China follows the policy of developing a third of its curriculum by schools in consultation and association with local enterprises. The challenge is of governance and multi-stakeholder coordination that we need to get a hold on.

Information is the key

While grass-root modifications continue at their own pace, what can also aid to tackle the tech deluge is by smart usage of data analytics. As stated by Dave Coplin in the book, The Rise of the Humans: How to outsmart the digital deluge, "Big data is not about handling the data but interpreting it properly instead." While there is no denying the role and breakthrough big data has forayed into the human lives, what is needed is to accept and use the data dynamics for our own benefit. And to do that, as Coplin suggests, Big Data economy will require new skills, tools and ideas that do justice and help organizations channel and harness ideas and the power of digital deluge.

It is these underlying principles of leveraging and harnessing those technology trends and capabilities that are going to play a pivotal role for organizations to counter the growing machine menace. Using information to its hilt, organizations will have a chance to bring in customer service improvements, productivity improvements, and streamline their processes. The only way to survive and maintain a job in this world of digital disruption is to harness their creativity and keep them up-skilled to outsmart the machine as it claws the bottom of the IT workforce pyramid.

<http://www.iamwire.com/2016/11/surviving-the-digital-disruption/145315>

NIIT #EdTech The future is here

<https://twitter.com/NIITLtd>

NIIT Limited has been awarded for 'Innovation and Technology' by Franchise India, India's leading Franchising publication at the 14th Franchise Awards 2016.

Massive open online courses (MOOCs) and other forms of #onlinetraining have created a platform for video learning #EdTech

More than 90% of learning takes place visually and a combination of video and audio demonstrates an effective way to learn tasks.

Prof. VS Rao, President, NIIT University shares his views on the strategic tie up between United Bank of India & NIIT IPFI

In line with our commitment to offer industry-linked education in the emerging area of the knowledge society, we are happy to join hands with United Bank of India and IPFI to impart the cutting-edge training programs in banking & finance at our University campus in Noida.

NIIT Ltd announced that it has been selected as a 2016 Top 20 #Gamification List Company for 3rd consecutive yr by TrainingIndustry.com

NIIT Named to TrainingIndustry.com's Top 20 Gamification Companies List

Rahul Patwardhan, CEO, NIIT Ltd talks about how NIIT caters to the trained manpower requirements of our economy. niit.com/india/training ...

At NIIT it is our mission to create skilled workforce across multiple sectors to cater to the trained manpower requirements that our economy needs.

Sapnesh Lalla, Group President, Corporate Learning Group (CLG), NIIT Limited, on #NIITQ2 results. Read more on: niit.com/india/training ...

During the quarter, NIIT's Corporate Learning Group continued to deliver strong profitability, recording an EBITDA of Rs 20.5 Cr. up 21% YoY. The overall CLG revenue visibility stood at USD 219.3 Mn up 15% YoY

Prakash Menon, President, Global Skills & Careers Group, NIIT Ltd on the performance of SNC Grp during Q2. niit.com/india/training ... #NIITQ2

During the quarter, SNC focused on driving high margin, high potential DigiNet, Banking and Management portfolio together with Source-Train-Hire contracts for corporate clients, and NIIT-in-Campus engagements with colleges and universities, to add significant incremental growth opportunities to the existing NIIT own and partner centre network.

Gavin Dabreo, CEO of MSL on the performance of MindChampion Learning Systems Limited (MSLS) during Q2. niit.com/india/training ... #NIITQ2

Am pleased to report that our asset-light go-forward business with private schools grew 13% YoY this quarter compared to 4% and 5% in last two quarters, indicating steady acceleration of the business.

NIIT #EdTech The future is here

<https://twitter.com/NIITLtd>

Sapnesh Lalla, President, Corporate Learning Group, NIIT Limited shares his views on NIIT's IT training. niit.com/india/training ...

IT training is in our DNA. We provide technology customer education for the world's leading companies and we want to focus on consistently delivering innovation, scalability, and value to this continuously evolving industry.

The skillsets of the future job market are set to be redefined due to #automation. Read more on: bit.ly/2dRaM9F

By 2020 more than a third of the core skillsets of most occupations will be made up of skills that are not considered crucial to the job today

Udai Singh on #DigitalTransformation while addressing a session on #DigitalEducation @ #HE52016 @ficci_india @ficci_hes @udais #EdTech

The Digital Transformation will require working professionals to take charge of their own learning with the help of their organization. It is inevitable that they will get to earn master degree while learning on the job.

Devenderjit Chadha, Senior VP, Learning Delivery and Operations at NIIT shares his views on the IT industry. niit.com/india/training

We are honored to be among the Top 20 IT Training companies for the seventh year. This is a very dynamic industry and we constantly monitor market needs and trends to deliver the most innovative, cutting-edge, and cost-effective IT training services for our customers

Dr. Neeraj Sharma shares his views on the announcement of Advanced Program in #SupplyChainManagement. niit.com/india/training ...

The Advanced Program in Supply Chain Management from IIM Calcutta will help professionals in developing their ability to create greater value for their organizations, thus helping build a pool of competent professionals for the industry.

Global Text-to-speech Education Technology market to grow at a CAGR of 8.63% during the period 2016-2020.

Here's how Vijay K. Thadani, Vice Chairman & Managing Director, NIIT Limited wished NIITians on the #NIITFoundationDay.

The journey to building a Global Skills and Career Development ecosystem has been our collective responsibility. We are proud to have achieved this milestone in NIIT's 40th anniversary. We will continue to work towards the goal of providing a world-class education to all our students.

Your continued commitment, dedication and exemplary execution of our business strategy has been instrumental in our success. We are proud to have achieved this milestone in NIIT's 40th anniversary. We will continue to work towards the goal of providing a world-class education to all our students.

Here's how Rahul Patwardhan, CEO, NIIT Ltd wished NIITians on the #NIITFoundationDay.

It is a pleasure to personally wish you that as the world goes digital, NIIT has already identified the path it is going to go and is beginning to take the right steps to reach for the goal.

Thank you for supporting NIIT all these years. Your efforts and hard work have been instrumental in our success. We are proud to have achieved this milestone in NIIT's 40th anniversary. We will continue to work towards the goal of providing a world-class education to all our students.