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**CLOUD - CHANGING THE FACE OF THE FUTURE AHEAD**

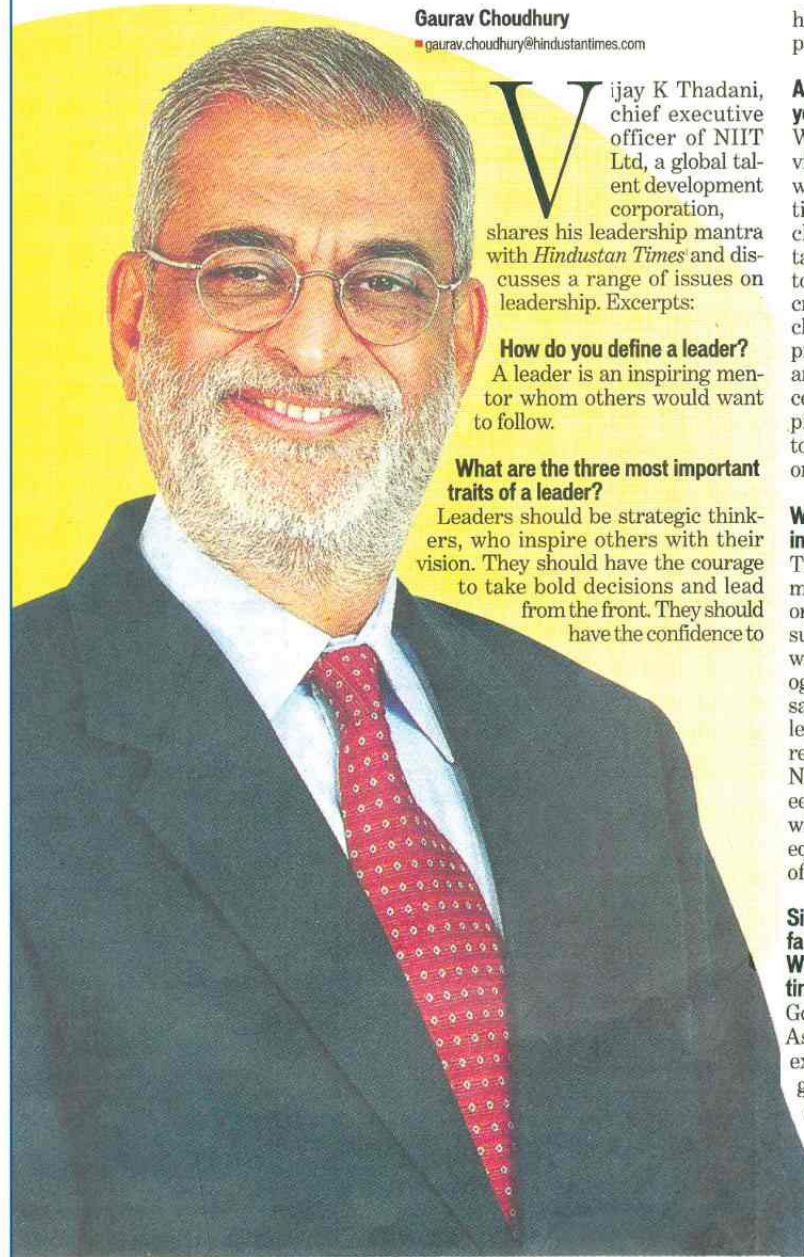
**NIIT University, Neemrana, MBA Programme 2013-14**





INTERVIEW VIJAY THADANI, CEO AND CO-FOUNDER, NIIT LIMITED

# “A leader should keep his head in the clouds, but feet on the ground”



Gaurav Choudhury  
gaurav.choudhury@hindustantimes.com

Vijay K Thadani, chief executive officer of NIIT Ltd, a global talent development corporation, shares his leadership mantra with *Hindustan Times* and discusses a range of issues on leadership. Excerpts:

**How do you define a leader?**

A leader is an inspiring mentor whom others would want to follow.

**What are the three most important traits of a leader?**

Leaders should be strategic thinkers, who inspire others with their vision. They should have the courage to take bold decisions and lead from the front. They should have the confidence to

hire people better than themselves and promote risk taking.

**As a leader of the NIIT group, how do you cultivate leaders?**

We start by enrolling people in NIIT's vision, values and beliefs. From there, we help them build their own aspiration and career path. We give them challenging goals and encourage mistake making as long as it contributes to their learning. We engage them in cross disciplinary teams, such as in our chairman's 'Quality Club' program, we provide lateral movement opportunities and finally we have formal leadership certification programs. This creates a pipeline of high caliber leaders aligned to NIIT's vision and values, for effective organisation building.

**What is the role of a professional leader in a promoter-driven company?**

The terminology, promoter-driven, is more suited to the industrial age. In an organisation of the knowledge economy such as ours, 'professional founders' would be a more appropriate terminology. The role of the leader remains the same i.e. to inspire with thoughts and lead by action. The owner-employee relationship is also redundant. In fact, at NIIT, we have banned the term 'employee'. We call ourselves 'NIITians', a term which creates a common alignment of equal stakes in the emotional ownership of the organisation.

**Since September 2008, the world has fallen into a maelstrom of serial crises. What is the role of a leader in these times?**

Good weather never made good sailors. As an organisation with 32 years of experience, with both good and not so good times, we have seen that successful leaders in times of crisis re-emphasise the values and beliefs of the organisation. They make courageous moves because they see crisis as an opportunity for them, to learn and prove their mettle.

**WE GIVE THEM CHALLENGING GOALS AND ENCOURAGE THEM TO MAKE MISTAKES AS LONG AS IT CONTRIBUTES TO THEIR LEARNING... AT NIIT, WE HAVE BANNED THE TERM 'EMPLOYEE'.**

**What has been the biggest leadership challenge you've faced?**

In the late 90's we were backing internet technologies and in 2001 the dot-com bubble burst. It was a wakeup call for revisiting our strategy set. We realised that in short-term, we would need to cut costs. The NIIT value system got exemplified with NIITians coming forward to take a voluntary pay cut rather than downsize the organisation. So, in many ways this crisis tested the tenacity of this organisation and strengthened our core belief that NIIT is about its people.

**Do you think the role of business leaders has come under cloud – globally and domestically – of late?**

Just as leaders get accolades when their teams and organisations do well, they also get the flak when it is otherwise. The global and Indian economy is volatile and business formulae in some of the sectors such as IT are changing. In times like this, when organisations struggle to find their S curves back, the role of a business leader does come under cloud. For great leaders, this is an opportunity.

**Leaders have to often carry the cross of other's wrong doings and inefficiencies, the global banking sector today, for instance. What role can good leadership play to counter balance this image?**

Being a leader is not about maintaining an image. It is about being driven by a vision, a cause: When leaders inherit a role, they have to accept all the baggage that comes with it. When they completely own the challenge, is when their turnaround success story begins.

**What is your one-line leadership mantra?**

Your growth is the derivative of the growth of each member of your team.

**Who are the leaders that have inspired you?**

I was fortunate to be born in times of great change, where I could see the contributions of many great social, literary and scientific leaders. I had the opportunity to be inspired by someone nearly every day. Even in my organisation, every now and then I discover a new trait of leadership that becomes my inspiration for the day.

**Who is a leader in your industry that you respect?**

Of the many that I hold in very high esteem, I have the highest respect for FC Kohli, the father of the Indian software industry.

**What is the biggest leadership lesson that you have learnt?**

Leaders should always keep their heads in the cloud but feet firmly planted on the ground.

**What is the best leadership decision you have taken?**

The best decision was to maintain a single identity for NIIT through our values and beliefs framework. Even when we transcended continents, products and business strategies, our values and beliefs framework is the bond that binds all NIITians together.

**What is the worst leadership decision you have taken?**

For the first 15 years, we thrived on innovation. However, as the scale grew, we felt the need to introduce a strong quality and process orientation. It was a very successful movement, but somewhere we lost the balance between process and innovation. In the last few years, we made course correction and introduced a series of innovative learning solutions, with NIIT Cloud Campus being the most recent.





14 | EDEX | THE NEW INDIAN EXPRESS | MONDAY APRIL 22, 2013



100th anniversary

favourite academic

I FIND SRINIVASA RAMANUJAN'S LIFE AND WORK INTRIGUING. HE WAS SELF-TAUGHT AND REACHED EXTRAORDINARY HEIGHTS IN HIS SHORT CAREER — ASHWIN S RAMESH, mechanical engineering student, VIT



# MARKET-WORTHY PROGRAMMES

Employability of students is a crucial benchmark for world-class institutes. India has recognised this but lots need to be done

DEEPSHIKHA PUNJ | NEW DELHI

We have woken up to the massive opportunity provided by our growing youth numbers. We also realise that if this opportunity is not leveraged, it will turn into a ticking time bomb of large unemployed youth energy —

**P Rajendran,**  
NIIT

**A**nkush Gupta\*, a 19-year-old BCom graduate from a university in Punjab harboured aspirations of joining the Indian Navy. But as destiny would have it, he was introduced to a skill centre by a friend and instead joined a food and beverage services course. Today, he serves as a trainee at 32nd Milestone Hotel, Sikanderpur Gurgaon, and will soon be employed at the hotel. Gupta secured a job before his batchmates. He attributes his success to the life-skill programme. But his success in the job market raises an important question about the availability and accessibility of skill development in higher education.

**Problems galore**  
According to the Indian Labour Report 2012 by TeamLease-ILJT, India's higher education system is a bottleneck, as one million people, who don't have adequate training will join the labour force monthly for the next 20 years. About 80 per cent of India's higher education system for 2030 is yet to be built and needs breaking the difficult trinity of cost, quality and scale — it needs massive innovation, investment, deregulation and competition.

**Changing mindsets**  
Ashok Reddy, managing director of ILJT and co-founder of TeamLease Services, says, "Given the demographic dividend of the country that has given us a huge young resource, it is essential to ensure that learning is structured to connect people to jobs. However, there has been a cerebral division that education is for a degree and vocational training is for a job. It is essential to ensure that this partition is removed and we move to creating platforms for acceptance and corridor effect of vocational training programmes. Vocational training should move from

certificate programmes to associate degrees that provide for a modular approach and on-the-job training credits," he says.

In fact, in 2009, the Indian Government set up National Skill Development Corporation (NSDC) to exploit the demographic dividend. It drew a detailed road map for skill training of 500 million by 2022. Quite a task! Dilip Chenoy, CEO and MD, NSDC says, "Our vision is to ensure that skills-related training should be outcome-based and linked with jobs for employability. Our mandate is that whenever you approve a project, the partners should have placed at least 70 per cent of the people. The second thing, when the partner says they train people for XYZ company, we also ask them to show us an evidence from the company that these people are being trained. NSDC approach is



**Dhilip Chenoy**

sectoral, where the employers put up with the national occupation standards."

**Need for competitive markets**

Chenoy adds there are two issues India has to address in terms of employability. "According to the skill gap survey by NSDC, industry requires between 244-347 million skilled people. There is a large body of youth that undergoes education and training and end up

with degrees and certification but are found to be non-employable. Also, the total number of seats for graduates and skill development are far less than the number of people that are joining the workforce each year. The number of people joining is significantly lower than what the industry wants. The industry has to be competitive, and if they have to compete in the global market, they need people with global skills," he says.

The other relevant issue in employability is that if industries do not hire such trained people, there is a likelihood of two events. "One, they would invest in capital and therefore there will be people who do not have access to a job or those employed will be negligible," he says.

**Lagging behind on several fronts**

Rajendran, however, feels we are far behind when it comes to skill development and employability. "Reports show that only five per cent of India's labour force in the age group of 19-24 are estimated to have acquired formal training while in developed countries, the same number ranges from 60 to 95 per cent," he points out.

But skill development and training has so far had different concoctions in the country. "To have social currency in India, the acceptable tags are of professions such as engineer, doctor, MBA, and graduates. Functional skills such as plumbing, masonry, automobile repair, and tailoring, to name a few, have little social currency," ob-

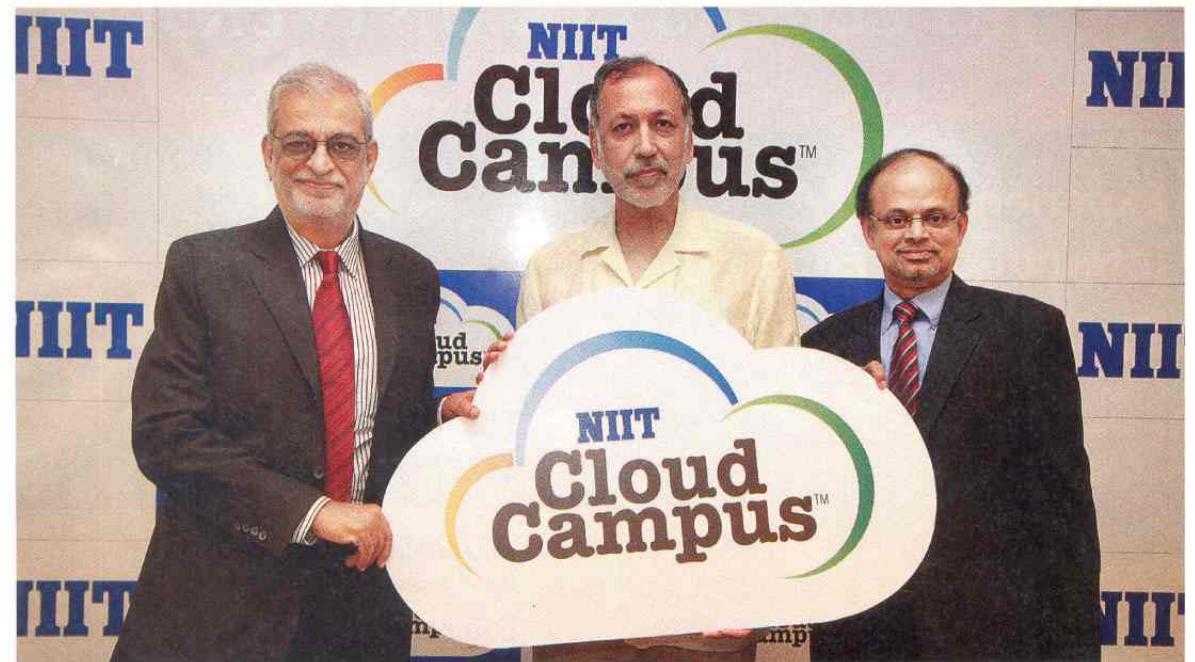
serves Rajendran.

**Vocational challenges**

This raises the question of challenges in the vocational sphere. Chenoy says that we are currently dealing with five major problems. "One, capacity is far less than demand. Second, employers and industry do not have sufficient say in determining the outcome of qualifications of people coming out of these programmes.



Vocational training should move from certificate programmes to associate degrees that provide for a modular approach and on-the-job training credits — **Ashok Reddy**



(From left) Vijay Thadani, CEO, NIIT Ltd, Rajendra S. Pawar, Chairman, NIIT Ltd and G. Raghavan, chief executive, career building solutions, NIIT Ltd

# HIGH UP IN THE CLOUDS

The NIIT Cloud Campus seeks to bridge the gap between technology and education. By **Mridu Rai**

**S**tudents today are seeking more out of education than just theoretical knowledge. From faculty to infrastructure, they don't want to limit themselves in any way. Knowledge, today, is sought irrespective of time or location," believes G. Raghavan, chief executive, career building solutions, NIIT Limited. Speaking at the launch of NIIT Cloud Campus, Raghavan pointed out that the education sector is being transformed by advances made in the field of technology with students demanding additional resources from institutes. Rajendra Pawar, chairman, NIIT Ltd, further asserted that, "While technology is changing at a rapid pace the education industry in the country still hasn't caught up. This has led to a big skill gap."

The objective of this new initiative is to provide students with greater mobility in terms of access to learning materials.

Through the Cloud Campus the entire course material will be available using just a netbook, provided there is Internet connectivity. "Cloud is undoubtedly the future of learning. It is a very technology intensive enterprise. Our intention through this programme is to provide new age skills in areas of information technology, banking, global finance, management, digital and social media marketing," says Vijay Thadani, chief executive officer, NIIT Ltd.

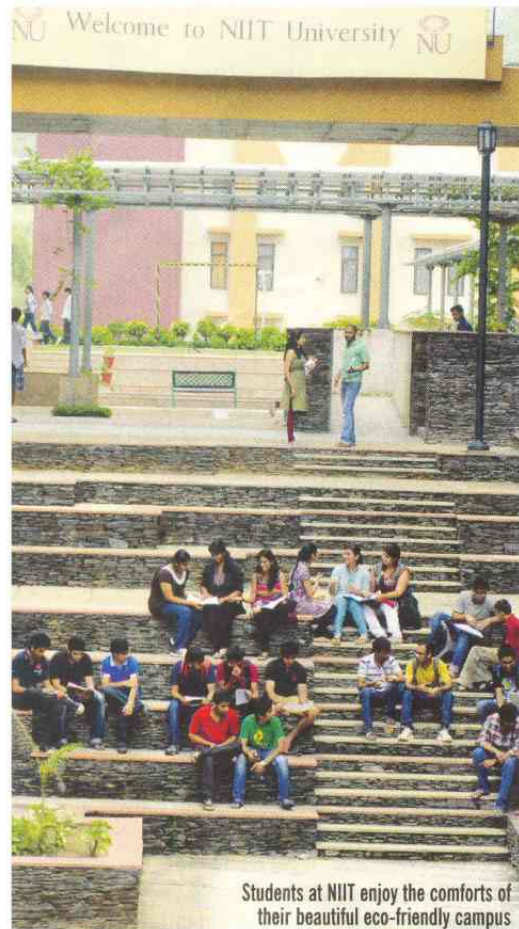
The Cloud Campus includes new age features like Cloud Classroom (where students are able to have immediate interaction with a faculty member irrespective of their location), Lesson on Demand (which ensures that the students can have access to an entire classroom lecture that they missed), Anywhere Lab (which provides 24x7 access for hands-on practical lessons) and BuddyNet

Learning (a feature that enables collaboration with peers as well as the faculty, making learning a communal activity). The cloud and collaborative platform puts the power to learn in the hands of the students by making learning with buddies and learning possible anytime and anywhere," explains Raghavan.

The Cloud Campus initiative comes at a time when smartphones and tablets are becoming more affordable and the number of people accessing the Internet through these devices is on the rise. According to a mobile survey conducted by IPOS and Google, Indian smartphone users are accessing the Internet more often than their counterparts in the US. The same survey also reveals that 36 per cent of all smartphone owners in India are in the age group of 18-29 years.

The NIIT Cloud Campus plans to expand to include 300 locations by the end of this year while reaching out to 500,000 students by 2014. While students of NIIT will have digital access to their entire coursework, they will still be provided the option of receiving print editions of the curriculum.





Students at NIIT enjoy the comforts of their beautiful eco-friendly campus  
PURUSHOTTAM DWAKAR / www.indiatodayimages.com

## NIIT GROWS BY LEAPS AND BOUNDS

Various academic partnerships help students at NIIT University stand out in a competitive job market

**N**IIT set up its university arm in 2009 to promote quality management education.

"The Government's target of achieving 30 per cent enrollment in higher education by 2020 cannot be reached through the traditional brick and mortar set-up. This can only be made possible through the aid and development of technology and academics," says Dr Rajendra Kumar Pandey, president of NIIT University.

NIIT University offers various undergraduate and postgraduate courses in engineering, technology and management. The university also runs integrated B.Tech and M.Tech courses.

Looking to keep their students updated with the latest academic trends, the university is also credited for having launched some innovative technology-based academic programmes in the country. These include two flag-

ship M.Tech programmes in Geographic Information Systems (GIS) and in education technology. ESRI California, a leading supplier of GIS technology, has recently provided scholarships to all the M.Tech GIS students last year at NIIT, thus acknowledging the importance of this new field of study.

"The university also aims to prepare its students for the corporate world from day one. Courses like MBA finance and banking are conducted in partnership with ICICI Bank. As soon as a student is enrolled in the course they are ensured of a mid-level placement at ICICI," adds Pandey.

With a sprawling campus that has already earned it the Greenest Campus award in 2012 at the INDIA TODAY Education Summit, a cutting-edge curriculum and strong industry relations, NIIT University has certainly set high standards in the world of academics.

India Today, National, April 8, 2013

## NIIT offers full-time MBA

Chennai, Apr 12: NIIT University, a leading centre of innovation and learning in emerging areas of the Knowledge Society, invites application for two years full-time MBA Programmes in Strategy & Leadership, Marketing, Finance, Operations Management, Human Resources and Information Systems.

Just off NCR, the picturesque 100-acre fully residential Green campus of NU is equipped with state-of-the-art technology-enabled teaching methodology that is backed by a strong research-focused curriculum.

Dedicated towards building great careers and ensuring excellent job opportunities to all its students, the NIIT University has been developed as an institute of excellence to provide exceptional education based on the four core principles that

make learning industry-linked, technology-based, research-driven and seamless.

The applicant must be a graduate (10+2+3/4 years of education) from a recognized and reputed Board / University in India or abroad with minimum 50 % and students appearing for final year examination are also eligible to apply.

The scholarships Scheme designed for NU MBA class 2013-2015 is offered to the candidates based on the merit points earned by him/her at the end of the Admission Process.

Applicants are required to submit the duly completed Admission Application form through online on the NU website: [www.niituniversity.in](http://www.niituniversity.in). Attach a scanned copy of the mark-sheets and recommendation letter, By post

or in person at the NU Admission Office at NIIT House, 85, Sector 32, Institutional Area, Gurgaon, 122001.

The MBA programme at NU demands and encourages the students to explore and connect with the multiple dimensions of today's business environment.

The 2-year programme comprises 4 semesters. The courses are categorized into Marketing Management, Organisational Behaviour, Human Resources Management, Economics for Managers, Market Research and Analysis, Production and operation Management, Communication And Professional Life Skills.

Last date for submission of forms is May 30, 2013. Course begins from July 20, 2013 at NIIT University, Neemrana.

Trinity Mirror, Chennai, April 12, 2013





## NIIT to execute ₹344-cr project at AAI

fe Bureau

Chennai, April 25: NIIT Technologies announced on Thursday it has signed a multi-year contract with the Airports Authority of India (AAI) for the implementation of Airport Operations Control Centers (AOCC) in partnership with SITA, the global air transport IT and communication specialist. The deal is valued at ₹344 crore.

The project will be executed within the next 15 months at the airports of Chennai, Kolkata, Ahmedabad, Pune, Thiruchirapalli, Thiruvananthapuram, Calicut, Mangalore, Guwahati and Jaipur. At the metro airports of Chennai and Kolkata, primary data centre and the disaster recovery data centre are also being established, respectively. The project has a provision for extending the solution to additional 25 airports in India.

The airport management system and resource management system will be implemented and integrated by NIIT Technologies, which has been supplied by SITA.

Arvind Mehrotra, president, Asia-Pacific & Middle East, NIIT Technologies, said, "AOCC will allow collaborative decision making for all the airport operators in the day-to-day operations. NIIT Technologies has leveraged its vast experience and solutions at 12 airports including Hong Kong, Singapore, Abu Dhabi for the project."

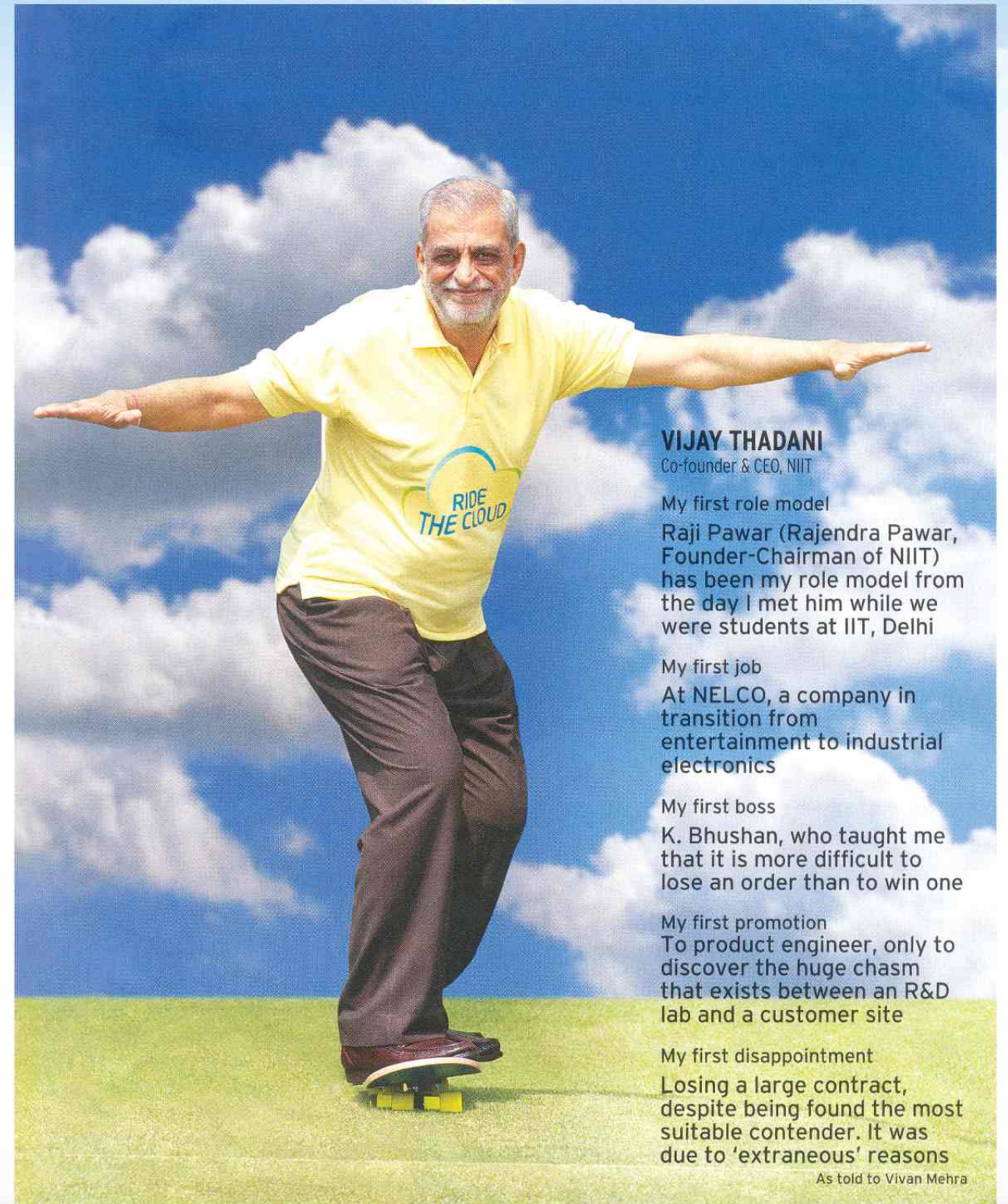
Financial Express  
Bangalore, April 26, 2013

### MTECH IN GIS

NIIT University invites application for its two-year MTech programme in geographic information system (GIS). The technology based and research driven GIS programme is offered with support from Esri Inc California and Esri India. The applicant should have secured 50% in class X/ class XII board examination/in relevant Bachelor's and Master's degree. Candidates are required to fill in the application form and also need to go through additional tests, presentations or viva that are part of the admission process. The interview parameters will include English — communication skill both written and oral, GIS awareness, computing experience and overall personality. Scholarships, covering full and partial portion of university fees, are available for meritorious students on a first cum first serve basis. Last date for submission of forms is June 30. For more, visit [www.niituniversity.in](http://www.niituniversity.in).

The Times of India  
New Delhi, April 29, 2013

## Leaderspeak



### VIJAY THADANI

Co-founder & CEO, NIIT

My first role model

Raji Pawar (Rajendra Pawar, Founder-Chairman of NIIT) has been my role model from the day I met him while we were students at IIT, Delhi

My first job

At NELCO, a company in transition from entertainment to industrial electronics

My first boss

K. Bhushan, who taught me that it is more difficult to lose an order than to win one

My first promotion

To product engineer, only to discover the huge chasm that exists between an R&D lab and a customer site

My first disappointment

Losing a large contract, despite being found the most suitable contender. It was due to 'extraneous' reasons

As told to Vivan Mehra

Business Today, May 12, 2013





# exam

ALERT



## NIIT University, Neemrana, MBA Programme 2013-14

**Institute details:** NIIT University Neemrana

**Course details:** MBA (Master of Business Administration)

**Eligibility:** The applicant must be a graduate (10+2+3/4 years of education) from a recognized and reputed Board/University in India or abroad with minimum 50% and students appearing for final year examination are also eligible to apply. Applicants are required to appear for the NIIT University Management Aptitude Test (NUMAT). Those who have appeared for the CAT/MAT/XAT/GMAT and have valid scores are exempted from appearing for the NUMAT; such candidates must enclose a photocopy of their score transcript along with their application. Applicants with work experience are preferred.

**Admission procedure:** Submit the duly completed admission application form. You can submit it online at the NU website: [www.niituniversity.in](http://www.niituniversity.in). Attach scanned copies of all the required documents as specified in the application form. You can send the printed copy of the form by post to NU Central Admissions Office at NIIT House, 85, Sector 32, Institutional Area, Gurgaon 122001. Scanned copy emailed to [mba@niituniversity.in](mailto:mba@niituniversity.in) along with the scanned copies of all the documents required. Printed copy of the form submitted in person to a duly authorized representative, details of which are available on the NU website. Within 24 hours of receiving the application, NU will send an acknowledgement of the receipt of the admission application form. Within 3 days of receiving the application, the candidates who have not appeared for the CAT/MAT/XAT/GMAT or those who do not have valid scores are requested to give the NUMAT. Selected candidates need to submit the admission acceptance letter duly signed within 5 working days of receiving the admission offer letter, along with the payment of non-refundable acceptance fee of INR 15,000 by cash or, electronic transfer or crossed demand draft, in favor of NIIT University, payable at New Delhi. The candidates who are found eligible for scholarship can either confirm acceptance of the scholarship by paying the first fee installment as per the selected payment plan and the scholarship offered.

**Last date:** 15th June, 2013

DNA, Jaipur, May 6, 2013

## Chennai cleared for Anand-Carlsen showdown



Viswanathan Anand will face Magnus Carlsen for the world chess title

By Mail Today Correspondent  
in New Delhi

AFTER days of uncertainty, Chennai was cleared as the venue for the World Chess Championship match between Viswanathan Anand and Magnus Carlsen, to be held from November 6 to 26.

The FIDE presidential board announced the decision after a meeting in Baku, Azerbaijan on Sunday.

Chennai pipped Paris, which made a substantial bid for the event. Defending champion Anand will thus take on Norwegian Carlsen in his own backyard and more importantly, in a city which is known for its affinity for the game.

The world body had earlier signed a Memorandum of Understanding (MoU) with the All India Chess Federation (AICF) and the Tamil Nadu State Chess Association for the event on April 19 but Carlsen had raised objections. FIDE's decision on

Sunday dispels all doubts about the event. AICF president J.C.D. Prabhakar said that they were a bit edgy regarding the meeting. "Now we are delighted with the outcome. There are no more blockades in Chennai's path to host the marquee event," Prabhakar told Mail Today.

### FIDE announces decision after meeting in Baku

"We were anxiously waiting for the meeting to get over. The credit goes to chief minister J Jayalithaa, as she backed our endeavour to host this prestigious match," he said.

But the AICF is yet to decide on the place where the showdown will be held,

although they have shortlisted four to five places. Prabhakar also said that Jayalithaa will be heading the organising committee of the event.

"We can't disclose the shortlisted venues but FIDE vice-president Israel Gelfer had inspected some during his visit to the city for the MoU signing. It is a matter of great pride that we are hosting the event, especially since the game has such a great following here," he added.

According to sources, the Chennai Trade Fair in Nandambakkam is in the running to host the contest. The organisers are also planning to hold events in the build-up to the event. Jayalithaa had earlier unsuccessfully backed a bid for the World Championship match between Anand and Boris Gelfand in 2011. This time her government's bid of ₹29 crore was enough for the world body to give the event to Chennai without any bidding, before Carlsen objected the move.

Mail Today, New Delhi, May 6, 2013





# Playing for world title at home long due for Anand

## OPINION

V. KRISHNASWAMY

**E**VEN as the Norwegian chess federation voiced its 'complaint' about FIDE awarding this year's World Championship match between Viswanathan Anand and Magnus Carlsen to Chennai, the French Federation has come up with a higher bid to host the clash.

A few years ago, an Indian claim would have been brushed aside, but not any longer. After India lost out the hosting rights to Moscow in 2012, FIDE promised that Chennai will be the "first option" next year.

One of the points being bandied around is that FIDE has not followed a 'bidding process' before arriving at Chennai as the venue. The same people are forgetting that Chennai had a better initial bid than Moscow in 2012.

In fact, it was magnanimous of both Anand and All India Chess Federation (AICF) to trust FIDE's word that for the 2013 World Championship match, Chennai

Chennai couldn't

host match in 2012

despite better bid

would be the first option. Venues have always been a sticky point in world chess. In 2012, when Moscow was allowed to edge Chennai out, FIDE had a big say in it, which gave Boris Gelfand a definite advantage.

Let it not be forgotten that Gelfand grew up in Russia and it was like home for him. I cannot forget how the Russians celebrated when Gelfand, playing under an Israeli flag, took lead in the match.

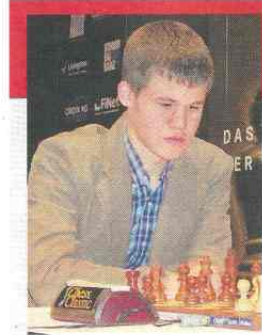
Many feel that FIDE has not always been a transparent institution but in this case, they have for once stuck to what they promised a year ago. They have also been smart as India is a good bet for chess in the long run.

FIDE understands that in an age, where finding big ticket sponsors is difficult, the support of a state government of the world's second most populous country cannot be overlooked.

FIDE for once seems to be doing something that may give Anand a decent and deserving atmosphere



Viswanathan Anand has faced unfavourable circumstances on numerous occasions while playing for the world title



## Carlsen says FIDE's decision on venue lacks transparency

**MAGNUS** Carlsen has accused FIDE of lack of transparency after the World Championship final was awarded to Viswanathan Anand's hometown Chennai.

"I'm deeply disappointed and surprised by the FIDE decision to sign a contract for the 2013 match without going through the bidding process outlined in the WC regulations, and for not choosing neutral ground. The bid from Paris showed that it

would be possible to have more options to choose from.

"The lack of transparency, predictability and fairness is unfortunate for chess as a sport and for chess players.

"The main thing now will be to come to an agreement with the Indian Chess Federation and FIDE regarding terms and conditions before and during the match," Carlsen said in a statement released on Monday. *Mail Today*

for a World Championship. Not since his first World Championship Candidates match — against Alexei Dreev in 1991 — has Anand played a match of this nature at home. In 1998, Anand was literally brought in a 'coffin'

after having played for more than five weeks in a Candidates tournament before he took on Karpov in Brussels and lost.

Big stars like Garry Kasparov, Anatoly Karpov and Vladimir Kramnik pulled out in 2000, when

Anand worked his way through a 128-man field in India and Teheran to win the World title.

A sizeable part of the chess community refused to acknowledge the world title. Seven years later when there was a 'unification' of

sorts, Anand went on to win a second world title in a tournament format in Mexico.

Within a year in 2008, he beat Vladimir Kramnik in Bonn, which was almost a second home for the Russian, whose manager was also German. In 2010, Anand virtually went into 'enemy' trenches in Sofia, Bulgaria to play Veselin Topalov. Despite flights being cancelled because of the Icelandic volcano ash, the Bulgarians refused to postpone the match.

Anand arrived in Sofia after a 40-hour road journey through five countries, lost the first game, but rallied to win the title.

In 2012, even though Chennai had a better bid, Moscow was chosen, but FIDE gave Chennai a carrot to hold. I shudder to think what would have happened if Anand had lost in Moscow. Believe me, India would never have been considered for another match!

But Anand, rallied from an early crippling loss to win the title once again. That gave FIDE a chance to stand by its word. And it has!

# A dress rehearsal in Norway

World champion Anand, challenger Carlsen part of a strong field in Supertournament

EXPRESS NEWS SERVICE

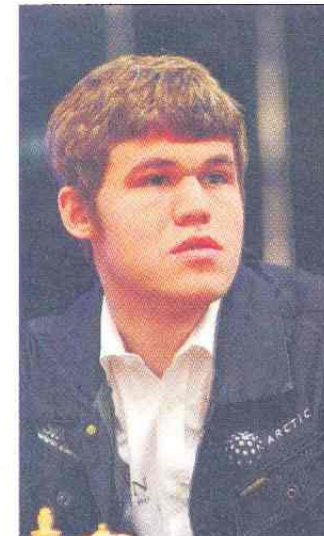
NEW DELHI, MAY 7

**N**ORWAY Chess 2013 will provide a preview of the World Championship final between Viswanathan Anand and Magnus Carlsen, with the pair, along with several other players in the top ten, participating in the supertournament.

The ten-player round robin event has one of the strongest fields in recent memory. Four of the five highest ranked players at present, and seven of the top-ten will be taking part. The event is Norway's first major chess tournament, and will go on from May 8 to 18 in the country's third largest city, Stavanger.

This is the first time that Anand and Carlsen will be playing each other after the Norwegian had won the Candidates tournament in April to become the official challenger for the world title. Neither Anand nor Carlsen will have begun serious preparations for the final, to be held in Chennai later this year, but both players will be careful not to reveal too much of their hand in Norway.

A large part of Anand's advantage in match-play is attributed to his extensive opening preparation, in getting an edge out of the early phase of the game with white and in neutralising white's natural advantage when playing with black pieces. Carlsen is considered a versatile player, who can deal with most positions without discomfort, and doesn't rely on the opening for an advantage.



This is the first time that Carlsen and Anand will be playing each other after the Norwegian had won the Candidates tournament

matches between Anand and Carlsen in the period have tended to be tightly contested affairs. The last six games between the two have thrown up five draws, but more significantly, it was Carlsen who won the one decisive game during the stretch.

## OTHER STARS

THOUGH the game between the two will be the most keenly followed of the tournament, there are several players in the sidelines who can make a mark. Levon Aronian, currently second in the rankings, is coming off a win at the Alekhine Memorial, a tournament in which Anand finished third. Veselin Topalov, a former World Champion, is also on a hot streak, having won the Zug Grand Prix a clear 1.5 points ahead of second place. Having dropped out of the top 10 for close to a year now, the Bulgarian has stormed back to World No. 4 on the back of some strong recent results.

The field also includes current US champion Hikaru Nakamura, six-times Russian champion Peter Svidler among others.

Classical time control will be followed, with 100 minutes for the first 40 moves, 50 minutes for the next 20, and then an additional 15 minutes till the end. Each move will add 30 seconds to the players' clock. The 'Sofia' rule, where participants cannot agree on draws before the 40th move, will be in effect. The draw will depend on the results of a Blitz event held before the tournament proper begins.

## PARTICIPANTS AT NORWAY CHESS 2013

PLAYER	COUNTRY	RATING	RANKING
1 Magnus Carlsen	NOR	2868	1
2 Levon Aronian	ARM	2813	2
3 Veselin Topalov	BUL	2793	4
4 Viswanathan Anand	IND	2783	5
5 Hikaru Nakamura	USA	2775	7
6 Peter Svidler	RUS	2769	9
7 Sergey Karjakin	RUS	2767	10
8 Teimour Radjabov	AZE	2745	14
9 Hao Wang	CHN	2743	16
10 Jon Ludvig Hammer	NOR	2608	197

In that sense, it will perhaps be Anand who will be more careful about what he reveals during the tournament. Then again, Anand has also had sufficient experience

in juggling between tournaments and matches, having done so since becoming the world champion in 2007. Despite Carlsen's high win-rate in the last two years or so,





## शिक्षा के क्षेत्र में बढ़ते एनआइआईटी के कदम

ऐकेडमिक साझेदारियों की बढ़ती एनआइआईटी के स्टूडेंट्स जॉब मार्केट की स्पर्धा में आगे रहते हैं

उच्च गुणवत्ता की मैनेजमेंट शिक्षा देने के उद्देश्य से एनआइआईटी ने 2009 में यूनिवर्सिटी की शुरुआत की थी। इस यूनिवर्सिटी के प्रेसिडेंट डॉ. राजेंद्र कुमार पांडे कहते हैं, "2020 तक 30 फीसदी स्टूडेंट्स को हायर एजुकेशन तक पहुंचाने के सरकारी लक्ष्य तक पारंपरिक ढांचे के जरिए नहीं पहुंचा जा सकता। तकनीक और ऐकेडमिक्स के विकास के जरिए ही यह संभव हो सकता है।"

एनआइआईटी यूनिवर्सिटी इंजीनियरिंग, मैनेजमेंट और टेक्नोलॉजी में अनेक अंडरग्रेजुएट और पोस्ट ग्रेजुएट कोर्सेज चलाती है। यहां इंटीग्रेटेड बीटेक और एमटेक के कोर्सेज भी उपलब्ध हैं। यह यूनिवर्सिटी स्टूडेंट्स को ऐकेडमिक्स के नए ट्रेंड्स से परिचित करवाना चाहती है। इसलिए उसने तकनीक आधारित ऐकेडमिक प्रोग्राम भी शुरू किए हैं। इनमें प्रमुख हैं जियोग्राफिक इन्फॉर्मेशन सिस्टम्स (जीआईएस) और

एजुकेशन टेक्नोलॉजी में एमटेक। जीआईएस टेक्नोलॉजी के प्रमुख सप्लायर इएसआरआई कैलिफोर्निया ने पिछले साल एनआइआईटी में एमटेक जीआईएस के सभी स्टूडेंट्स को स्कॉलरशिप दी थी। इससे इस नए क्षेत्र के महत्व का पता चलता है।

पांडे कहते हैं, "यूनिवर्सिटी का उद्देश्य है स्टूडेंट्स को कॉर्पोरेट के लिए तैयार करना। एमबीए फाइनेंस और बैंकिंग जैसे कोर्स आइसीआईसीआई बैंक के साथ साझेदारी में चलाए जाते हैं। कोर्स में प्रवेश लेते ही स्टूडेंट्स को आइसीआईसीआई बैंक में मिड-लेवल प्लेसमेंट मिलना तय हो जाता है।"

इस यूनिवर्सिटी के कैंपस को 2012 में इंडिया टुडे एजुकेशन समिट में ग्रीनेस्ट कैंपस (सबसे ज्यादा हरा-भरा परिसर) का पुरस्कार मिल चुका है। अत्याधुनिक करिकुलम और इंडस्ट्री के साथ मजबूत संबंधों के कारण एनआइआईटी यूनिवर्सिटी ऐकेडमिक्स जगत में निश्चित ही नए मानक तय कर रही है। ■

एनआइआईटी के स्टूडेंट्स इकोफ्रेंडली कैंपस का लक्ष्य उठाते हैं।  
पुरुषोत्तम दिवाकर/ www.indiatodayimages.com

India Today Aspire, National, May 2013

## Professional study kits distributed at NIIT



Archana Verma (extreme right) distributing study kits to beneficiaries in Chandigarh on Friday. DP

DP CORRESPONDENT  
Chandigarh

As many as 100 poor youth, belonging to weaker and vulnerable sections from slums and rehabs of Chandigarh, were distributed the professional study kits at NIIT Yuva Jyoti Limited, by State UPA Cell, Municipal Corporation, Chandigarh. Archana Verma, wife of Vivek Pratap Singh, Commissioner, Municipal Corporation, Chandigarh, distributed the professional study kits to the beneficiaries undergoing training at NIIT Yuva Jyoti.

In her address, she said, "The student should take up the skill training with honesty, hard work, dedication and integrity to excel in their retail career also she said that the youth must strive to become catalyst of change." The beneficiaries included 44 girls and 56 boys.

Vivek Trivedi, Social Development

Officer, SJSRY said the training in retail sector was a prominent skill these days in the market and was growing in an exponential way, thereby giving lots of job opportunities at various levels to the young generation looking for securing livelihood.

The group head Renu Saini from NIIT Chandigarh complemented the students for taking the first step towards building their career in the growing retail sector. She administered an oath of success to the students present of bringing about a change in the Indian work scenario.

NIIT Yuva Jyoti has been empanelled as one of the skill training institutions, under Skill Training for Employment Promotion Amongst Urban Poor (STEP-UP) Component of Swarna Jayanti Shahari Rozgar Yojana, to provide skill training in retail segment vis-à-vis showroom and fast food retail.

Daily Post, Chandigarh, May 25, 2013





# CLOUD – CHANGING THE FACE OF EDUCATION

A CONSUMER CONNECT INITIATIVE

## THE FUTURE AHEAD

Cloud has taken the world of technology by storm. Despite challenges and issues, it is all set to take the education sector to new heights, state experts



(L-R) Dr Deepak Phatak, Dr Shashi Tharoor, Rajendra S. Pawar and Dr Samir Brahmachari

DIPTI SRIVASTAVA

Technology is rapidly changing the way education is being delivered and absorbed. Cloud technology, in particular, is transforming the traditional methods of education and learning in India. Owing to its 24x7, any-time, anywhere availability, flexibility, ability to scale, and cost-effective payment model, Cloud Computing is proving to be a big boon for different industry segments, key among them being education. It is now possible to take high-quality education – including content and instruction – to the far reaches of the country using Cloud platform.

Since Cloud technology is the future of learning, how should the conventional classrooms gear themselves up to tap this new opportunity? Can Cloud be the answer to bringing

good quality education to the masses? What are the challenges and issues for making learning Cloud-enabled? Several such issues were recently discussed at an interactive session with Dr Shashi Tharoor, Minister of State for Human Resource Development, Government of India. The event was organised in the capital recently by NIIT on the occasion of the launch of their Cloud Campus.

Affirming the huge role technology is playing in enabling people to have access to education, Tharoor said that the basic scope of education in our country is vast and growing and we have come a long way from where we were when we got independence. "We are standing at the cusp of a huge demographic dividend. We can have a youthful, dynamic workforce, provided we equip it with the desirable skills and competencies required to take advantage of what we have to offer

not only to India but also to the whole world. If not, we will have a demographic disaster," he said.

But he also had some apprehensions about the reach of technology in Indian context. Due to cultural and demographic diversity, there are certain challenges like language, content, infrastructure, power problem, to name a few, that cripple the far-reaching benefits. But he felt that many of the challenges of education can be addressed by Cloud technologies.

One of the panelists, Dr Deepak Phatak of IIT Mumbai, who was instrumental in bringing computers in the banking sector, is now working on bringing computers in the education sector. He was of the opinion that we must train teachers in large numbers not only about a particular subject but also about how to teach and how to motivate students to

learn. "An empowered teacher engages his students in problem solving, in motivating and mentoring. Teachers will need to learn and understand much more to be effective. In the Cloud model, teachers will play a more important role," he said.

Dr Samir Brahmachari, Director General, Council of Scientific & Industrial Research (CSIR), who is working extensively on crowd sourcing, which is getting people on the net to start collaborating to do research, was very optimistic about the role of technology in empowering the people of India. "Where roads can't reach, trains can't reach, Cloud can," he asserted.

Earlier Rajendra S. Pawar, Chairman, NIIT, while making the introductory remarks, spoke about the company's journey in the field of IT training and how it had constantly leveraged technology to change the face of learning.

On the occasion, NIIT's Cloud Campus was also launched. While introducing the concept through an audio-visual medium, Uday Singh of NIIT explained the different tenets of the campus which is the future of learning. Through this new offering, NIIT aims to offer over 100 courses across 300 locations by the end of 2013, thus enabling a coverage of over 5,00,000 students by 2014.

NIIT Cloud Campus harnesses the power of Cloud technology to provide unique features – such as Cloud Classroom – where students can interact and learn from not only the at-location faculty, but more importantly from expert faculty from wherever they are; Cloud Courseware – the digital and dynamic courseware enables students to make notes, highlight and review at their convenience; Anywhere Lab – providing 24x7 access for hands-on practice on their devices; Lesson on De-

### GURU SPEAK



Cloud Campuses may just be what are needed to meet India's growing demand for quality education. The pedagogy, curriculum development, nature of classroom have to change to keep pace and maximize the advantages.

Dr Shashi Tharoor



Where roads can't reach, trains can't reach, Cloud can. We have realized that the youth of today has immense power. We can get the best of people if we are able to connect them through the net. A great teacher is one who only inspires and we need to change the mindset of teachers.

Dr Samir Brahmachari



Teachers will play an important role in Cloud-enabled education. A Cloud is essentially a container and if it has to function properly, it has to rain knowledge and that knowledge has to be absorbed by eager and thirsty learners.

Dr Deepak Phatak



NIIT will usher the next revolution in education through Cloud Campus. Collaboration is a powerful learning tool of pedagogy and through Cloud Campus we are transforming the way students engage with the faculty, content, labs and more importantly with each other.

Rajendra S. Pawar

mand – ensuring that students don't have to miss a lesson, even if they miss a class; Online Assessments – enabling students take practice tests besides taking industry-level assessments; Buddynet Learning – a learning feature that enables collaboration with other students as well as expert faculty, thus making learning a lot more fun.





## NIIT launches cloud education

### Our Bureau

New Delhi, May 7

NIIT Ltd, the leading IT education provider, has announced the launch of its Cloud Campus in New Delhi on Tuesday.

Rajendra S. Pawar, Chairman of NIIT Ltd, said cloud education, which allows students access to course, classroom lectures and labs anytime, is simply a new way of learning. He added that given the increasing dependence on new tools such as search engines, social networking sites and internet as a whole, the need to develop new-age skills is greater than ever before.

By the end of 2013, the company hopes to offer 100 courses across various disciplines

such as IT, banking, global finance, management, digital and social media marketing and others at 300 locations within the country.

Pawar added that by offering cloud education, NIIT would also be able to utilise its existing physical infrastructure better.

Vijay Thadani, CEO, NIIT Ltd, said this initiative is centred around the needs of students and will look at providing them convenience, flexibility and the opportunity to acquire diverse skills.

Thadani added that the education system in India was geared at and developed for the industrial sector and not the services sector, despite the latter providing more employment. "So, in the first 25



(from left) Vijay Thadani, CEO, NIIT Ltd; Rajendra S. Pawar, Chairman; and G. Raghavan, CEO, Career Building Solutions, at the launch of 'Cloud Campus' in New Delhi on Tuesday.

— Ramesh Sharma

years we trained people in IT. And, then we started trained people using IT. The new-age

skills go beyond IT into spheres such as banking, finance, design and many oth-

ers." He added that non-IT courses account for almost 20 per cent of NIIT's portfolio now.

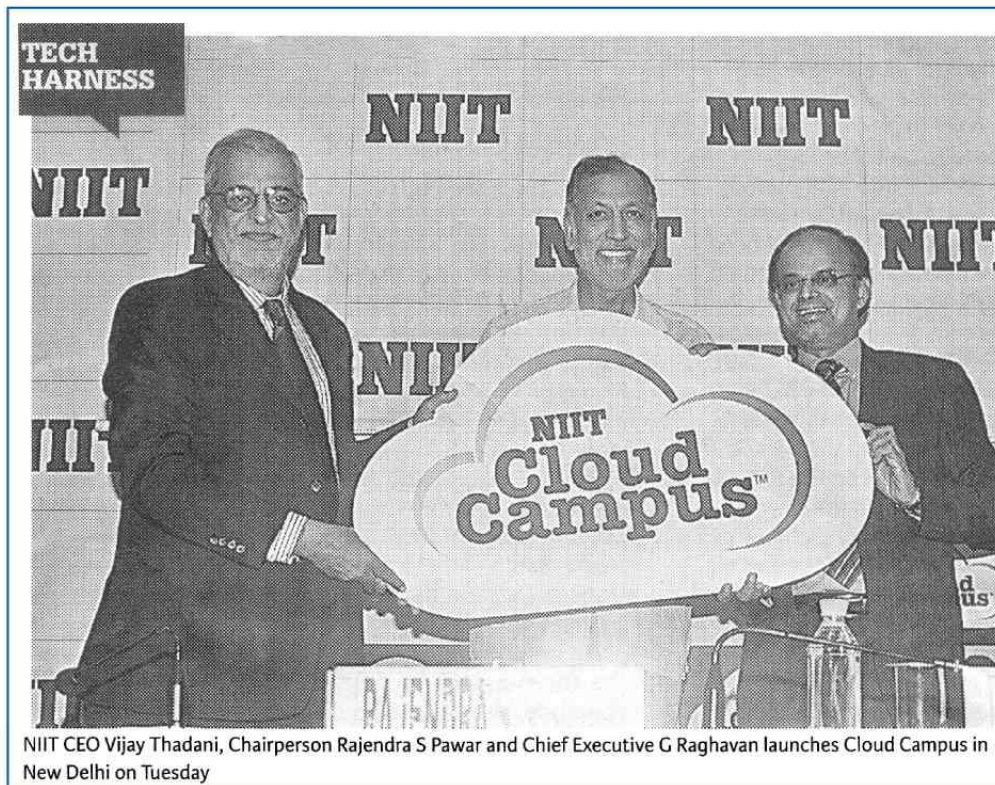
He said instead of seeking a bigger piece of the same cake (IT training), NIIT is now looking at increasing the size of the cake itself by incorporating modules in subjects that go beyond IT, such as banking, global finance, management education and digital marketing among others.

All these courses would now be offered through Cloud Campus.

Earlier, the company had offered some courses through cloud computing as part of its pilot project. It has now decided to offer all courses, across centres through cloud.

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Hindu Business Line, New Delhi, May 8, 2013



NIIT CEO Vijay Thadani, Chairperson Rajendra S Pawar and Chief Executive G Raghavan launches Cloud Campus in New Delhi on Tuesday

Financial World, New Delhi, May 8, 2013

## THE ECONOMIC TIMES

### NIIT launches 'Cloud Campus' targeting students, professionals

PTI May 7, 2013, 05:38PM IST

Tags: Vijay Thadani | Rajendra S Pawar | NIIT Ltd | Niit | finance | Cloud Campus

NEW DELHI: IT training firm NIIT Ltd today launched 'Cloud Campus', which offers latest training programmes in IT, banking, global finance, management, digital and social media marketing, and enabling access to programmes anywhere, anytime.

Through the programme, the leading leading IT trainer aims to offer over 100 courses across 300 locations by the end of 2013 and seeks to cover over 500,000 students by 2014.

"Through Cloud Campus, we are harnessing the latest in technology that cloud platform can offer in re-defining the way we study. It aims to make studying more interactive and fun," NIIT Ltd Chairman Rajendra S Pawar told reporters here.

That apart, it takes high quality educational programmes to the remotest corners of the country, addressing the problem of quality in education in India, he added.

Speaking on the target consumer, NIIT Ltd CEO Vijay Thadani said: "It is an answer to long term career programmes for college students seeking new-age careers, accelerated programmes in IT, banking and global finance for graduates."

Besides, new technology and advanced skills courses for working professionals in IT, marketing and general management will be offered through Cloud Campus, he added.

NIIT has spent about Rs 50 crore in the last two years in developing the programme, Thadani said.

It enables students to learn from the best teachers irrespective of their geographical location and also provides them to get hands-on practice through lab exercises in machine rooms at the NIIT centres.

It has an innovative 'Anywhere Lab' feature, which allows students to practice the application of concepts learnt in class, from any part of the globe, while chatting with experts to seek answers to their queries.

"Cloud Campus will be rolled out to 300 locations by end of 2013 and will reach over 5,00,000 students by 2014. We will offer almost 100 courses, including many new-age courses," NIIT Ltd Chief Executive (Career Building Solutions) G Raghavan said.

It not only caters to graduates seeking a career-ready education, but also helps working professionals looking for career advancement skills, he added.

<http://economictimes.indiatimes.com/news/news-by-industry/services/education/niit-launches-cloud-campus-targeting-students-professionals/articleshow/19932359.cms>





## Professional study kits distributed among underprivileged youth

HT Live Correspondent  
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**CHANDIGARH:** More than 100 youth belonging to the weaker section from slums and rehabs across the city, who are undergoing skills development in services sector from NIIT Yuva Jyoti under STEP-UP component of Swarna Jayanti Shahari Rozgar Yojana, were presented professional kits by State Urban Poverty Alleviation (UPA) Cell of the municipal corporation on Friday.

The kits were presented by Archana Verma, wife of MC commissioner Vivek Pratap Singh, at NIIT Yuva Jyoti office in Sector 32.

NIIT Yuva Jyoti has been empanelled as one of the skill training institutions under Skill Training for Employment Promotion Amongst Urban Poor (STEP-UP) component of Swarna Jayanti Shahari Rozgar Yojana (SJSRY) to provide skill training in retail segment vis-à-vis showroom and fast food retail.

In her address on the occasion, Verma exhorted the students to take up the skill training with honesty, hard work, dedication and integrity to excel in their retail career.

Vivek Trivedi, social development officer, SJSRY, was also present on the occasion.

Hindustan Times, Chandigarh, May 25, 2013

## एनआईआईटी ने लॉन्च की क्लाउड कैम्पस टेक्नोलॉजी वीसैट के जरिए हो सकेगी ऑनलाइन पढ़ाई

भास्कर न्यूज | चंडीगढ़



विजय कुमार थडानी

एनआईआईटी के इंस्टीट्यूट्स में अब में 'क्लाउड कैम्पस' से पढ़ाया जाएगा। यह घोषणा बुधवार को कंपनी के सीईओ विजय कुमार थडानी ने सीआईआई सेक्टर 31 में की। उन्होंने बताया कि इस टेक्नोलॉजी से सेंटर्स में पढ़ रहे करीब पांच लाख स्टूडेंट्स का फायदा होगा। एनआईआईटी के देशभर में 150 सेंटर्स में 50 कोर्सेज चल रहे हैं। इन सभी को इस नई टेक्नोलॉजी से जोड़ा जाएगा। वीसैट टेक्नोलॉजी का इस्तेमाल कर एक एक्सपर्ट टीचर क्लासरूम में लेक्चर देगा। संबंधित एक्सपर्ट देश के किसी भी कोने में बैठ सेंटर में स्टूडेंट्स को पढ़ाएगा। क्लासरूम में रेगुलर टीचर भी होगा और अगर एक्सपर्ट को लगेगा कि रेगुलर

टीचर संबंधित विषय को सही प्रकार से समझा सकता है तो उसे मौका दिया जाएगा। इसका फायदा यह भी है कि लेसन ऑन डिमांड होगा। स्टूडेंट चाहे तो अपने घर बैठकर संबंधित क्लास में हुए संबंधित लेसन को दोबारा देख सकता है। क्लाउड कैम्पस में बड़ी नेट नाम से भी सुविधा है। इससे किसी एक राज्य के कैम्पस में बैठा स्टूडेंट दूसरी जगह बैठे स्टूडेंट को दोस्त बनाकर सब्जेक्ट की जानकारी ले सकता है।

Dainik Bhaskar, Chandigarh, May 30, 2013





# India, China & Different Faces of Labour

The two populous countries are the world's biggest talent factory. But their workforces are very different – demographically & attitudinally



Malini Goyal

On virtually every count, China and India belong to two very different worlds.

China is a communist country. India is the world's largest democracy. At \$8 trillion, China is the world's second-largest economy (nominal GDP) and an economic giant. India, at close to \$1.9 trillion, is much lower occupying the 10th slot. China is the world's largest factory and the biggest exporter at \$2 trillion. India is a relative minnow at \$300 billion.

However, there is one count on which the two countries are very close and comparable – their people. India and China are the world's two most populous nations with 1.2 billion and 1.35 billion people, respectively. At 438 million and 761 million-labour force (people in the 15-64 years age bracket) respectively, India and China are also the world's two biggest suppliers of talent for companies of all hues.

But dig deeper, the dichotomy between the two workforces is stark. "The only thing similar about India and China is their population number," says Clint

Laurent, MD, Global Demographics. At virtually every level – demographically, economically, culturally, attitudinally and behaviourally – the two workforces are and behave very differently.

### Sharp Differences

China's workforce is older and better utilised with a substantially higher percentage of its population working. What is striking is its women workers – China leads the world with 71% of its women working. India's workforce is relatively younger and under-utilised. It falls poorly in getting its women to join the workforce with just 39% of its women working.

"Chinese workforce is operating at full capacity. Its working age population is declining. In India it is growing," says Laurent. Consider this – almost half of the Indian workforce in 2032 will have entered the job market after today. In comparison, China is ageing rapidly – today half its population is over 40 years.

The economic trajectories of the two nations also impact the

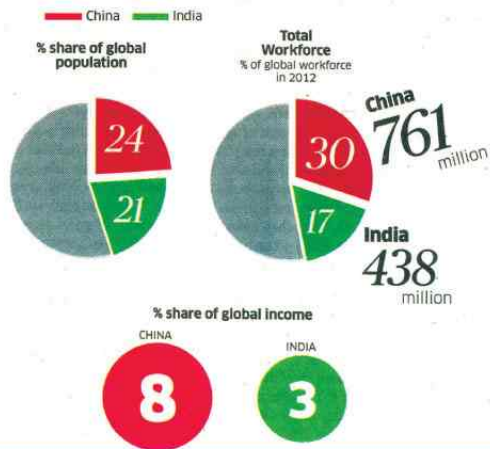
way their workforce is employed. India started its economic reforms much later than China; it lags behind in urbanisation and still has half its workforce deployed in the less productive agri sector. China does a lot better. It has been able to migrate millions of its farm hands into more productive manufacturing and services sectors and hence has just 33% of its workforce in agriculture.

Services sector dominates the Indian economy contributing 65% to GDP but clearly it isn't creating as many jobs and absorbs just 27% of its workforce. It is a different story in China. Services there contribute 44.6% to its GDP but are able to absorb 38% of the workforce.

These hard macro numbers reveal the picture only partly. Talk to executives in the two markets and you realise that the workers in the two countries are also wired very differently – behaviourally and attitudinally. We outline five important ways in which the two workforces are different:

## Big Workforce, Weak Wallet Power

India & China account for almost half of the world's population & half of workforce but their workers have poor income share



company would resume its quarterly guidance.

While besides Infosys, among the IT biggies, Wipro and Nasdaq-listed Cognizant Technology Solutions give quarterly guidance, Tata Consultancy Services and HCL Technologies do not make projections. Outside of the IT sector, very few companies like Larsen & Toubro and Sun Pharmaceutical Industries provide guidance, which is annual in both their cases. This is contrary to the norm in the US where 44% of companies give financial guidance and only 8% don't give either financial or non-financial guidance, according to a September 2012 study by the National Investor Relations Institute (Niri).

There have been arguments for and against the practice of guidance since slowly but steadily more and more big companies are shying away from the practice. Soon after he took charge as CEO of Unilever in January 2009, Paul Polman did away with earnings guidance.

Unilever joined the ranks of companies like Warren Buffett's Berkshire Hathaway Inc and Google Inc. If not altogether scrap guidance, companies are turning to annual guidance. "Among Niri respondents who do not provide quarterly earnings guidance, nearly three quarters refrain to focus on long-term company performance," says the study. At the height of the downturn in 2008-09, quarterly guidance by companies fell by a third, but has since recovered.

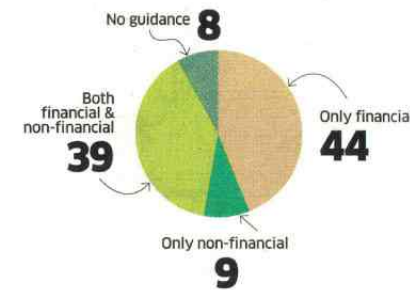
According to a US research paper titled "Is silence golden? An empirical analysis of firms that stop giving quarterly guidance", firms are more likely to stop giving guidance if its managers are certain that they will have bad news in the future. While the paper adds that there is no evidence that stoppage of guidance increases the stock's volatility or lowers analyst following, there is an increase in the variance of analyst forecasts and a drop in the accuracy of analyst forecasts.

### The Cockroach Problem

Shivaram Rajgopal, professor of accounting at Emory University's Goizueta Business School and also co-author of the paper, says quarterly guidance is like a treadmill, you can't get off. "Missing earnings guidance is like having the 'cockroach problem'. If you walk into a house and find a cockroach, you believe there are more hidden. Analysts believe the same when a company misses its guidance or stops guidance," he adds.

R Shankar Raman, chief financial officer of Larsen & Toubro, India's largest engineering and construction company, says it is with a lot of

## Listed Companies in the US are Guidance-friendly



Source: A September 2012 survey conducted among American companies by the National Investor Relations Institute. Figs are in %

## Notable Companies in the US that Don't give Guidance

- Unilever
- Google Inc
- Costco Wholesale Corp
- Berkshire Hathaway Inc
- AT&T

strain that the company gives annual guidance. "A guidance is not a commitment but markets take it as a commitment and hang organisations if they miss guidance. In times like this, giving guidance is like the meteorological department forecasting the weather," he adds. L&T gives annual guidance on revenues, order inflows and margins in some major engineering and construction segments.

Sun Pharma, on the other hand, guides analysts on consolidated sales growth, capital expenditure and research and development spends. "Most international pharmaceutical companies and branded generic companies routinely share guidance. Hopefully it reduces irrational assumptions by investors and analysts," says a company spokesperson. The company in 2009-10 suspended a guidance it had shared with analysts because the US Food and Drug Administration had banned manufacturing at a Sun Pharma subsidiary's plant in Detroit for alleged violation of norms. Sun Pharma's peers Ranbaxy Laboratories and Cipla also give guidance.

Lev Baruch, professor of accounting and finance at New York University's Stern School of Busi-



Missing guidance is like having the 'cockroach problem'. If you walk into a house & find a cockroach, you believe there are more hidden. Analysts believe the same when a company misses or stops guidance"

Shivaram Rajgopal, professor of accounting, Goizueta Business School, Emory University

ness, believes not every company should give guidance. "You should only if you can better predict than financial analysts. Most managers clearly know more than analysts," he says adding that guidance helps companies steer investors to reality when they are too optimistic. "The company cannot be sued if its guidance is wrong unless it has maliciously misled the market," Baruch adds.

### The Flipside

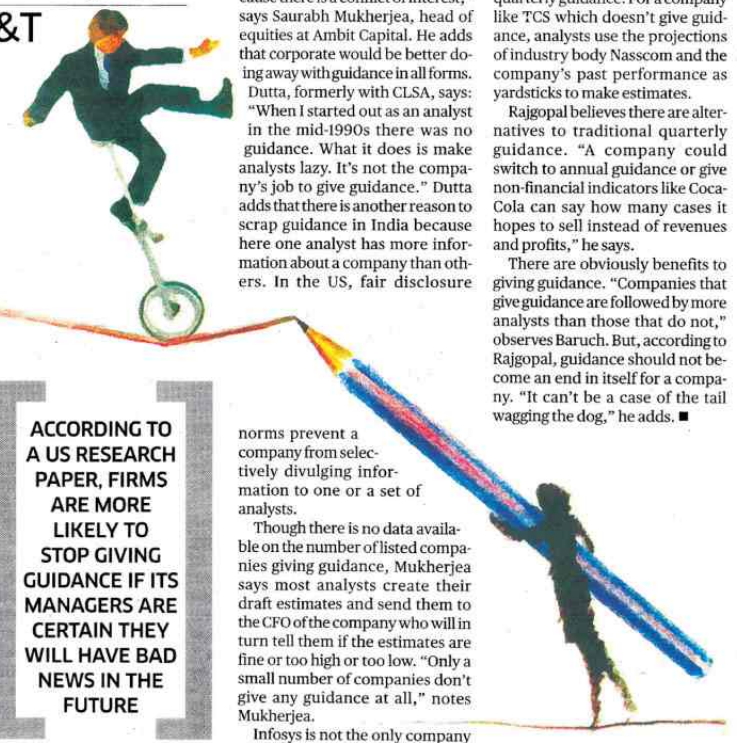
There is another school of thought, however, which believes there is something fundamentally wrong with guidance. "If you want reliable information about a company's profitability or the lack thereof, you shouldn't ask the management because there is a conflict of interest," says Saurabh Mukherjee, head of equities at Ambit Capital. He adds that corporate would be better doing away with guidance in all forms. Dutta, formerly with CLSA, says: "When I started out as an analyst in the mid-1990s there was no guidance. What it does is make analysts lazy. It's not the company's job to give guidance." Dutta adds that there is another reason to scrap guidance in India because here one analyst has more information about a company than others. In the US, fair disclosure

to be singled by its guidance lately. Wipro recently forecast negative to marginal revenue growth in April-June quarter, which caused its scrip to fall by 8%. Questions sent to Wipro remained unanswered. Dipen Shah, senior vice-president, Kotak Securities, believes guidance for IT companies used to make sense as most of their revenues come from overseas and it is difficult for analysts and investors to get information from different markets.

"But what is happening now is there is an increased uncertainty and companies are dealing with so many clients that it is becoming more difficult for them to forecast," says Shah. He says Infosys did the right thing by stopping quarterly guidance. For a company like TCS which doesn't give guidance, analysts use the projections of industry body Nasscom and the company's past performance as yardsticks to make estimates.

Rajgopal believes there are alternatives to traditional quarterly guidance. "A company could switch to annual guidance or give non-financial indicators like Coca-Cola can say how many cases it hopes to sell instead of revenues and profits," he says.

There are obviously benefits to giving guidance. "Companies that give guidance are followed by more analysts than those that do not," observes Baruch. But, according to Rajgopal, guidance should not become an end in itself for a company. "It can't be a case of the tail wagging the dog," he adds. ■



ACCORDING TO A US RESEARCH PAPER, FIRMS ARE MORE LIKELY TO STOP GIVING GUIDANCE IF ITS MANAGERS ARE CERTAIN THEY WILL HAVE BAD NEWS IN THE FUTURE

norms prevent a company from selectively divulging information to one or a set of analysts.

Though there is no data available on the number of listed companies giving guidance, Mukherjee says most analysts create their draft estimates and send them to the CFO of the company who will in turn tell them if the estimates are fine or too high or too low. "Only a small number of companies don't give any guidance at all," notes Mukherjee.

Infosys is not the only company

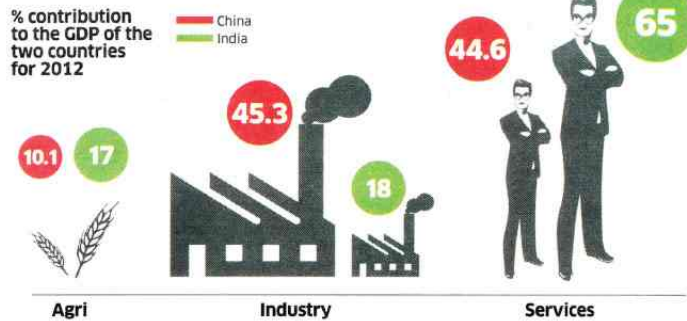




## Services vs Manufacturing

China is a manufacturing-driven economy while the services sector dominates in India. It has implications in the job market

% contribution to the GDP of the two countries for 2012



### Where the Workforce is employed

In India, half of them are agri-workers. Also while services drives the economy contributing 65% to the GDP, it is a poor creator of jobs at just 27%



Fig for 2011

### Optimism: Two Faces

What happens when an economy grows at an average of 10% for more than three decades? You have an entire generation of workers which has only seen good times and does not know what a downturn is or what layoffs are.

China has been on a growth marathon for the last three decades. Over the past two decades, Chinese economy has grown about 20 times – from \$409 billion in 1991 to \$8 trillion in 2012. India in contrast has grown rather slowly from under \$250-billion economy in 1991 to now almost nudging \$2 trillion mark. During the period Chinese GDP grew at an average of 10%. In contrast Indian economy barely averaged a 7% growth with at least three waves of economic slowdown that triggered layoffs and job market squeeze.

This plays out in the way the two workforces behave. Pratik Kumar, executive V-P of Wipro, has experienced it firsthand. The Wipro group employs over 2,000 people in China across businesses. "It is as if an entire generation in China is waking up from their slumber and wants to make the most of it," he says. So people are willing to change for even marginally more lucrative jobs. Loyalty and career-building are alien words. What you saw in India in the early days of IT boom is quite common in virtually every sector in China, even today. "In contrast, in India there is a slight sobering impact because of so many waves of growth and slowdowns," he says.

Prakash Menon, president, NIIT China, who has been in the country for close to two decades, offers another perspective. "China has a highly incentivised [monetary] work culture to push productivity. Money is worship. That is one of the biggest tools that companies use to push productivity," he says. In every job negotiation, the most important thing is the money on the table.

### Expat CEOs in China

This is the view from the top but it nevertheless reveals an interesting difference between India and China. Egon Zehnder International, a leading global search firm for senior management, conducted a top executive talent study for which they analysed corporate executives by country of origin. Of the top 1,000 executives in China, just 44% were of Chinese origin. In India, the picture is very different – 92% of the top 1,000 executives in India are ethnic Indians.

It is rare for MNCs in China to be headed by a Chinese CEO. Almost always, the top management is skewed towards expats. There are two important reasons for this. Until the 1980s, China had no corporate tradition and hence executives groomed in the corporate culture were almost absent.

Two, with Mandarin being the dominant language, communication in China is a big problem. "So you find ranks of senior expat executives in MNCs in China [who can relate to the headquarters] supplemented by a large number of local people who have talent and know English to manage operations," says Hong Kong-based Bill Henderson, a senior partner at Egon Zehnder International.

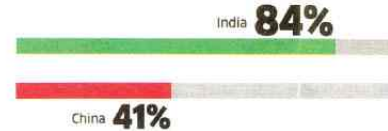
There is another reason that few executives will admit on record: MNCs in China worry about copyright and patent issues. This has some influence on how they staff their operations there.

But now, as overseas Chinese – with better communication skills and global exposure – return home seeking jobs, this dominance of expats in top management could well reduce.

This is in sharp contrast to India as the Egon Zehnder study revealed. Most MNCs in India are headed by ethnic Indians. In fact, some sectors and MNCs like Ford Motors in the automobile sector – which have traditionally had expat CEOs in India – are now replacing

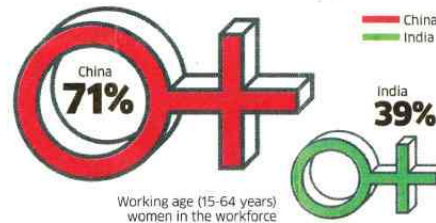
### Casual Workers Dominate

A shocking 84% of Indian workforce is in the unorganised sector with few basic rights



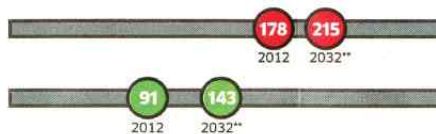
### Gender Bender

China leads the world in women work participation. India is among the worst



### Education Index\*

China's workforce is more educated than India's



\*Education Index reflects the number of years in education for the average adult in the workforce in the country on a scale 1-300  
\*\* Estimates

	Total	% employable
China	8,60,000	15% (1,29,000)
India	7,47,000	25% (1,86,000)
US	88,000	80% (70,000)

them with their Indian counterparts. "Indian executives are extremely qualified and sought after not just in India but even overseas in places like Singapore and Hong Kong. They have good communication skills and global exposure. This isn't the same with the Chinese in mainland China," says Henderson.

### Different DNA

Shanghai-based Clas Neumann, head of SAP Labs Network, spent 15 years in India before moving to China this year. And he has an interesting observation to share. In India, you find a highly skilled, well-educated workforce with good communication skills. "Indians often use trial-and-error methods very well and have a unique approach to finding solutions. This is something you will not find anywhere in the world. Perhaps to survive in India you need to be flexible and find solutions like this," says Neumann. In contrast, Chinese are more methodical and process-driven.

SAP uses its understanding of the two workforces to allocate work to the two countries. When it's a process-driven work, large or complex, China is the place to go. "From setting up mega laptop factories to scaling up production, nowhere in the world can you get that kind of scale that efficiently as in China," says Neumann. India is good with innovation, creating new blueprints or ideating from scratch.

There is another way the two workforces are different. Kumar of Wipro says when they do 'all-hands' meetings – kind of town hall meetings – with their senior management, the experience in India and China is very different. "In India we typically end up spending 1.5 hours answering questions. Colleagues in India are pleasantly irreverent," he says. It is different in China. "After the initial 10-15 minutes talk, it is a struggle to keep things going. Nobody will ask questions," adds Kumar. This plays out



"China's workforce is operating at full capacity. India has lot of scope to improve"

Clint Laurent  
MD, Global Demographics

"Indians are flexible and individualistic. Chinese work in team and are process driven"

Clas Neumann,  
Head, SAP Labs Network

"Unlike India, women are considered equal to men in China and most of them work"

Prakash Menon,  
President, NIIT China

in social settings as well where only senior guys will do the talking and others are expected to just listen and nod.

Arun Das Mahapatra, partner-in-charge at Heidrick & Struggles has experienced something similar at the executive search firm's global offices. "If 10 questions are asked at our global offices, you will find five – and intelligent ones – asked by the Indians but none by the Chinese. And I am talking about really senior-level colleagues," he says. Indian executives are a lot more individualistic and are proud and eager to stand out, he says.

In contrast, Chinese executives are very hierarchical and command-driven where following the boss – verbatim – and not questioning him is the norm. Standing out isn't something they want to do. This also means the Chinese workforce is lot more focussed. "They are far more disciplined, work with little distraction and do not like it when somebody points out that they have done a shoddy job," says Kumar. Neumann of SAP Labs agrees. He says typically when they say work is done in China it means it is 100% done. But in India it often means just 95%.

### Women Power

The women factor is perhaps one of the most significant ways in which the Indian and Chinese workforces are different. A global study on "Women in Senior Management" released by global consultancy firm Grant Thornton in 2013 reveals some interesting trends. China leads the world – 51% of the senior management in China is women. India is at the bottom of the heap with women constituting just 19%.

And this isn't just at the top. China also leads the world in having 71% of its working-age women employed in the workforce. India fares poorly at just 39%. "It is a common thing for the couple to work," says Beijing-based Xin Guo, president and CEO of Career International, a recruitment services firm. In his company of 1,000 staff, over 60% are women.

In a country where educated women are dropping out of the job market with alarming numbers and where gender equality still sounds remote, it is important to

### More Productive China

Every dollar spent on wage in China gives more, making its workers more productive...

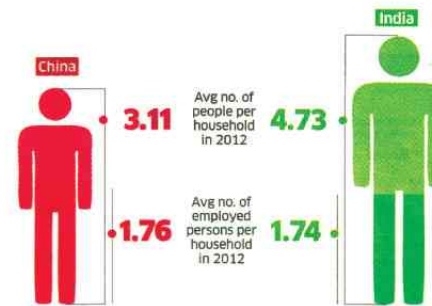


...BUT THERE IS A FLIP SIDE TO CHINA'S PRODUCTIVITY

Private consumption component of GDP in China is just 33% of GDP against around 50% in the case of India and 60% in many mature markets. This means that Chinese workers receive disproportionately small share (think longer work hours, depressed wages) relative to the size and growth witnessed by the Chinese economy

### Chinese Workforce is Better Utilised

Dependency ratio in China is low. This means more working hands per household & higher household income. In India, fewer members per household work. This dents household incomes



Source for all data: Global Demographics Ltd, Economic Survey, ILO, Zinnov

ask how did China manage this. "It started with Mao Zedong [the founding father of the People's Republic of China] who said 'women hold half the sky'," says Menon of NIIT. Chinese society considers women equal to men. From truck drivers to working with machines in factories, in China it is presumed that there isn't any job that a man can do which a woman cannot. "In fact women in China are more aggressive than men. And often in sales jobs, many companies prefer women," says Menon.

So how do working women in China balance their child-rearing duties alongside their career, something that women globally have struggled? It starts with the social psyche. In China it is a given that a woman must work. In a small way, the Chinese one-child policy too helps. "You have four grandparents hovering around one baby. They are fighting to take care of the baby," says Guo.

Menon of NIIT has seen it firsthand. All his women colleagues, with children, drop their kids at their parents in the morning and pick them up in the evening. In fact some have also opted for just the weekend pick-up.

### Hukou vs Free Movement

In India workers can seek out jobs where ever they like without any kind of regulatory restrictions. While language, culture and job openings may constrain their movements and at times fringe political parties may raise a bogey against migrant workers, employees in India – at all levels of the socio-economic strata – can move freely from city to city, seeking employment opportunities.

This isn't the case in China. The system of "hukou", or urban work permit, restricts the workers' movement. "There are only two ways a Chinese can shift cities – either when he gets an admission to a university or a job offer," says Menon.

Over the years, the rigour in implementing the hukou system has been relaxed and the Chinese government is working towards making it more liberal. But Chinese migrant workers with no work permits face challenges in big cities. Getting their children into school by paying hefty donation is just one of them. As a result many

Chinese workers prefer to leave behind their children in their villages with the grandparents to seek work in the cities.

What is interesting about this is that while the Chinese labour market is geographically restricted, it is fairly free for companies. They do not face any problem getting work permits from the city governments to recruit or transfer their employees from one city to another.

This has its implications. Economic development and migration in China is strongly directed by the government. Most industries so far have been located on the eastern coastal belt. This means a lot of workers – especially from central and western China – have migrated eastwards for jobs. "Every year, sometime in January-February

ACCORDING TO A STUDY, OF THE TOP 1,000 EXECUTIVES IN CHINA, ONLY 44% WERE OF CHINESE ORIGIN. IN INDIA 92% WERE ETHNIC INDIANS

[during the Spring Festival] some 200-million-odd migrant workers go on a holiday to their village to meet their families. It is the largest such movement in the world," says NIIT's Menon.

With such a government-directed movement, migration of labour in China is fairly concentrated. But this also means they are both better and more dispersed. Their employers typically are in charge of offering them everything, from food to lodging – a kind of 'home away from home'. But it also makes the migrant workers that much more dependent on their employers.

In contrast, in India, the development and migration is free, and more dispersed. Worse, a large percentage of them is employed as casual workers with little access to most statutory benefits and is largely left on their own to take care of themselves. ■





## 'क्लाउड कैंपस' करेगा हर संशय का समाधान एनआईआईटी ने लॉन्च किया अनोखा सॉफ्टवेयर

अमर उजाला ब्यूरो

चंडीगढ़। अब एनआईआईटी के छात्रों का हर डाउट क्लियर होगा और वे हर सब्जेक्ट के विशेषज्ञ से कभी भी कोई भी जानकारी हासिल कर सकेंगे। साथ ही अगर कभी किसी कारणवश उनका लेक्चर मिस होता है तो भी उन्हें पढ़ाई का नुकसान नहीं होगा और वे उस दिन का जो भी पढ़ाया गया उसे जान सकेंगे।



जानकारी देते सीईओ  
विजय थडानी।

हर क्षेत्र में तेजी से बदलते ट्रेंड को देखते हुए और विद्यार्थियों को हाई क्वालिटी एजुकेशन देने के लिए एशिया के सबसे बड़े आईटी ट्रेनर इंस्टीट्यूट एनआईआईटी ने

क्लाउड कैंपस टेक्नोलॉजी सॉफ्टवेयर लॉन्च किया है। इसे विद्यार्थी अपने एंड्रॉयड, टैब्स, लैपटॉप और आईपैड पर डाउनलोड कर ऑपरेट कर सकते हैं। इससे एनआईआईटी के विद्यार्थियों को पढ़ाई संबंधी कई सुविधाएं मिलेंगी और उनके सारे डाउट क्लियर होंगे। इस तकनीक वाले सॉफ्टवेयर का फायदा इंस्टीट्यूट के फैकल्टी मेंबर्स को भी होगा। बुधवार को सेक्टर-31 स्थित सीआईआईटी में प्रेस कांफ्रेंस के दौरान एनआईआईटी के सीईओ व फाउंडर विजय कुमार थडानी ने यह जानकारी दी।

विजय कुमार ने बताया कि उनकी संस्था पिछले कई वर्षों से

ये हैं फीचर्स :-

- क्लाउड क्लास रूम : छात्र चैटिंग कर सकते हैं। साथ ही फैकल्टी के अलावा कहीं से भी किसी भी सब्जेक्ट के विशेषज्ञ से सीख सकते हैं।
- क्लाउड कोर्सवेयर : डिजिटल और गतिशील पाठ्यक्रम, जो छात्रों को अपनी सुविधा अनुसार नोट्स बनाने, प्रकाश डालने और समीक्षा करने में सक्षम बनाएगा।
- एनीव्हेयर लैब : हाथों के लिए 24 गुणा 7 एक्सेस उपलब्ध कराता है और उनको डिवाइस प्रदान करता है।
- लेसन ऑन डिमांड : कक्षा मिस करने के बावजूद छात्रों को संबंधित लेक्चर के बारे में पूरी जानकारी मिलेगी।
- ऑनलाइन आकलन : छात्रों को उद्योग के स्तर के अलावा अभ्यास परीक्षण में सक्षम बनाता है।
- बडी नेट लर्निंग : एक सीखने का फीचर है, जो विद्यार्थियों और फैकल्टी में सहयोग बनाए रखता है, ताकि विद्यार्थी ज्यादा से ज्यादा सीख सकें।

इस सॉफ्टवेयर पर काम कर रही विषय की विस्तारपूर्वक थी। यह विद्यार्थियों को हर कोर्स के जानकारी देगा।

Amar Ujala, Chandigarh, May 30, 2013



Is there a full-proof strategy to mitigate risks when companies embark on expanding their presence globally, especially when venturing into largely untapped territories?

Risk management, risk strategies, and being in business are counter-intuitive. That said, when companies need to go global, they obviously need to study the market well, understand it and then see what "value" they can bring to that particular market. Let me explain: Companies and entrepreneurs often misunderstand "risk management strategies" as meaning "zero" or "no risk". But that would be missing the point completely because if there is no risk, there will be no return. The element of risk has to be there. It is as simple as that. What is needed, however, is a fine balance.

Taking risks in business, especially as companies expand to have global presence, has to be done in a manner that the return is totally worth it. The balance comes from the understanding of the business gamble is worth it. The innovations cannot stop, the growth plans for the company cannot halt — those have to continue. You can go armed with all the theoretical knowledge and understanding of the local market but, eventually, you will need to belong there. In fact, a lot of companies start doing corporate social responsibility (CSR) activities in various untapped markets even before they start full-fledged businesses just so they could be trusted well and accepted by the local consumers there.

While going global, more than thinking about the "math and physics" of the business, which is something most hard-core management thinkers do, the value creation for international companies comes when you talk and understand the "chemistry" of the place. Yes, what is needed is chemistry because at the end of the day you are creating a business relationship with another human being. What you do is unpeel the layers of culture, economy, religion, understanding all these aspects only to realise that your employees and business partners in the particular untapped market are the same. Human beings all over the world are the same.

On our part, whichever markets we expand our business in, we don't say, "We are a global player with a local presence". Our mantra is, "We are a local company with a global presence". So each of our entities is autonomous and we are proud that wherever we have expanded, we have always strived to genuinely be part of that society, that culture.

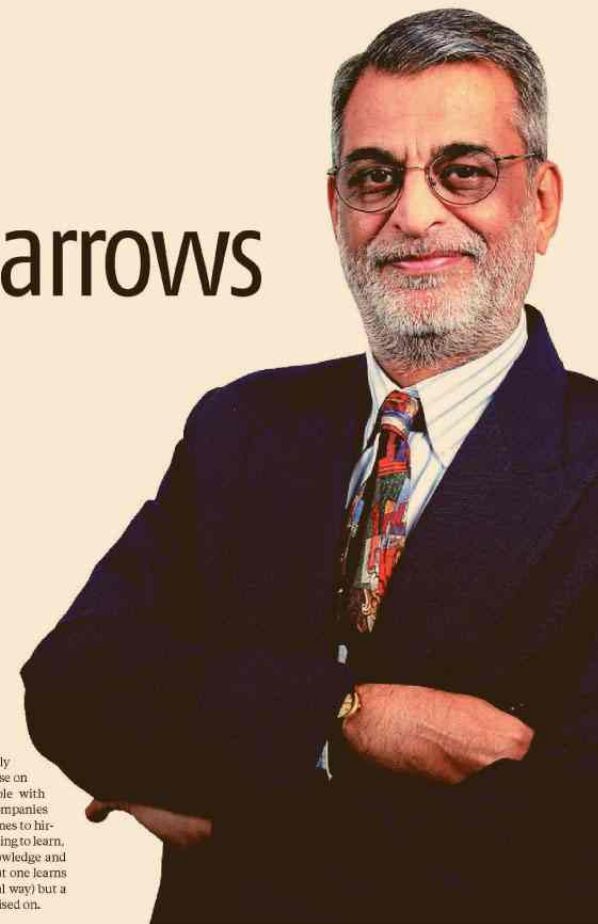
What are those top five capabilities all successful international companies have, or should put in place?

I think the first and foremost role should be to create something of value for the customer. If a company cannot create value, it should not be in business. For instance, we realised early on that education and industry don't talk to each other — they were like two islands with an occasional ferry service — and there was a gap that urgently needed to be bridged. We were happy to bridge that gap once we recognised that this was the value creation that was needed. The

VIJAY K THADANI | CHIEF EXECUTIVE OFFICER | NIIT

## "Pioneers are heroes with arrows in the back"

Leading companies have to create intellectual discontentment; they cannot rest on their laurels and feel elated, Thadani tells Abhilasha Ojha



### Democratising IT education

Vijay K Thadani, co-founder and chief executive officer of NIIT Ltd, India, is credited with taking IT education out of the confines of a few exclusive universities and bringing it to the masses.

Thadani has led the group's globalisation efforts since 1991, taking the NIIT flag to over 40 countries. As chairman of NIIT USA, and based out of Atlanta (1999-2003), he mentored NIIT's Strategic Alliance Programme that resulted in successful acquisition of leading technology companies to fill in critical technology gaps in NIIT's software solutions and knowledge solutions offerings.

Thadani's guidance helped NIIT's China (where the company began operations in 1998) operations expand in over 100 locations, across 25 provinces. He was honoured as "Economic Consultant" to Chongqing, the largest city in the People's Republic of China.

A distinguished alumnus of IIT Delhi, Thadani has lectured at prestigious institutions like University of Michigan Business School, J. Kellogg Graduate School of Management and Indian Institutes of Management.

delivered at scale. If it cannot be, it is a waste of intellectual capital. Successful international companies deliver with excellence on scale. For us, too, it is crucial even though education and scale are not always considered complementary.

Then, all this comes together only when companies don't compromise on hiring the right talent — people with immense potential. Successful companies have a winning streak when it comes to hiring people who are intelligent, willing to learn, with the right value system. Knowledge and skills can be compensated for (that one learns while going along the professional way) but a value system cannot be compromised on.

How should successful global companies, especially those who are leaders in their respective categories, continue on the path to innovation?

Well, as Jack Welch, former CEO of GE, famously said, either be at the top of the business or be out of the game. Pioneers, after all, are heroes with arrows in the back. If you are doing things that no one else has, obviously the risk will always be there. Leading companies then have to create what I call "intellectual discontentment". They cannot rest on their laurels and feel elated. Look at our own company. There have been instances when we have had some amazing ideas but because we didn't invest in those ideas, someone else snapped it and is raking in billions. But we cannot brood on the lost chances nor can we be complacent given that we have a 50-60 per cent market share in the business that we operate in. We were quick to capture the synergy between technology and education but given technology's rapid change, we knew it was crucial for us to evolve too. Our vision was to reach a billion people but even though we had achieved the target of 33 million, we knew we were on a slow track. While we were always capable innovators, our emphasis later (with more scale) was on strong quality and process orientation. Now with the NIIT Cloud Campus, an innovative learning tech-

nique that can teach millions of children on the net, we have been able to break the jinx. It is a bold step, which came about with discontentment with the current scheme of things.

Though companies do all kinds of research to arrive at well-considered decisions, sometimes they encounter a ground reality far removed from what they had originally envisioned. What are the skills a leader needs to hone to deal with such situations?

I personally think it is alright to make mistakes. It is okay to fall and rise again so making mistakes "early on" and not much later — when the stakes are way higher — is just fine. What is important is that no matter what happens, leaders need to have strong "values vision" for their company and employees. They need to keep thinking ahead of the curve even in that low phase. If that vision statement is strong, its essence will keep the employees' minds who in turn will only help the company grow.

Our vision statement was written in the mid eighties when we were giving a brand new start to our operations. Till date, our "mission" or our "vision" statement hasn't changed. Our business has changed from being "training in IT" to "training through IT" but our core value system mission.

How can companies grow within their area of specialisation? NIIT's emphasis on education, for instance, has expanded to being a global talent corporation...

Our growth is based on a series of "S" curves: basically starting the business gradually, gaining momentum thereafter and then tapering off. Before the tapering off begins, successful companies already start thinking of their next "S" curve. Among the major changes we recognised early on (while we were imparting IT education) was the need to expand globally.

After our initial public offering (1993), when our market cap was \$50-60 crore, we realised that we needed to reach billion dollars and for that a global footprint was essential. We had to think big, we had to think fast but we needed careful and intelligent planning too. We understood that franchising was essential and today we are also called the McDonald's of education. We continued building IT solutions, we got in touch with other organisations and realised we could tap our IT potential further by turning consultants directly to organisations and companies that needed to train their own people. So we kept increasing the size of the cake instead of just feeling happy getting a large share of the same cake. 🍪





## NIIT University

ESTABLISHED IN  
2009

### FOUNDER

NIIT chairman Rajendra S Pawar

### OFFERINGS

BTech programmes in computer science & engineering, biotech & electronic & communication engineering; MTech programmes in educational technology, geographic information systems, and bioinformatics; PhD programmes; and MBA

### PARTNERS

MTech GIS Programme in collaboration with Esri Inc; MBA (Finance & Banking) in collaboration with ICICI Bank; foreign university tie-ups include Qingdao University, China; Louisiana State University, US; Bradford University, UK; University of Houston, Texas, US among others

### FEE

₹3 lakh

per year  
(including hostel charges)

India's higher education system faces challenges on three fronts – expansion, equity and excellence. Given the size of the investment required, the private sector needs to play a much bigger role

RK Pandey, President, NIIT University



## Azim Premji University



ESTABLISHED IN  
October 2010

### FOUNDER

Azim Premji Foundation

### OFFERINGS

Two-year master's degree programmes – MA (Education) and MA (Development)

### PARTNERS

NGO Diganter Shiksha, Swami Vivekananda Youth Movement Mysore and TISS in India; and Michigan State University in US

### FEE

₹48,000

per year

(Over half of the students in the first two batches have been awarded full or partial scholarships covering tuition and stay)

We are probably the only university in the country functioning with the focus on social purpose

Anurag Behar, vice-chancellor, Azim Premji University

Apart from big universities... the standard of education in most govt colleges is at best spotty. Private universities can fill the gap

Dhiraj Mathur, Executive director at PwC

shift in the Indian education system. He hopes to see experimentation, competing models, three-year and four-year programmes along with non-rigid or set curriculum.

### Money Matters

If fees for the new age universities run into lakhs, that's because running high-quality institutes require resources. It's not inexpensive to maintain world-class labs and hire world-class faculty. "We cannot apologise for the fact that high-quality institutes require resources," avers Joseph. Yale does not derive the majority of operating income from students. It has an endowment of \$20-billion-plus. A new university in India does not have that option, he says.

Anurag Behar, vice-chancellor of Azim Premji University (APU), a Bangalore-based private university, acknowledges that education is an enterprise that is hard to sustain financially. But trying to recoup operating costs from fees is not feasible, he says. "One has to recognise that the enterprise of education cannot be sustained from those who benefit from it. Over a period of time, you have to have a fund-raising engine. The new age universities are smart enough to do that," explains Behar. He adds that one has to

"The fourth year is an option that I don't anticipate most students to take. In the US, only 30% of these students go onto their four-year degrees"

Manish Sabharwal, Chairman, TeamLease Services



have a "degree of patience and you need around 10 years to see shoots of success".

Established by the Azim Premji Foundation, APU is one of the few new institutes that is not in it for the money. "We should distinguish between two types of universities: one is philanthropic and the other has commercial intent," says Behar. "The fact is nowhere in the world is a robust education sustainable with for-profit capital," he claims.

For the moment, though, the new age private universities have other things to worry about. Pal lists out the three biggest challenges: autonomy, freedom from bad regulation and government control, and freedom to decide their own destiny. "All regulators seem bent on ensuring low-quality similar education all over India. They intend to cater to mediocre institutions that toe the line. Even the accreditation is input-based not output-based," says Pal.

### Global Network

To understand the damage caused by bad regulations and centralised control he cites an example. At the time of independence in 1947, Madras University, Bombay University, Calcutta University, Mysore University would have been among the

top 200 universities of the world. Today after 50 years of the University Grants Commission, the All India Council for Technical Education and government control through the Ministry of Human Resource Development, none of them figure in the top 200 and have only gone down, some into oblivion. "This is what centralised control and lack of autonomy have done to our universities," laments Pal.

SNU's Nikhil Sinha says the paucity of faculty has the potential to derail the best-laid plans of universities, new and old. "Like most institutes, we have fewer faculties than we want. We will not fill positions unless we have quality faculty," he says.

His wish list for dealing with this

scarcity is rather ambitious. He cites the example of China that has a programme for sending students abroad to do PhDs and come back and teach. They also send faculty abroad. "We need our government to think on those lines," says Sinha. Partnerships too can help. "Institutes like Yale can work in India. Research collaborations are important as are faculty-exchange programmes," adds the SNU vice-chancellor.

Ashish Dhawan, one of the co-founders of Ashoka University and founder and CEO of Central Square Foundation, an education-focused philanthropy fund, says building credibility by recruiting high-quality faculty and attracting talented students is the way to go. "We have access to world-class faculty and strong partnerships with globally renowned schools. For Ashoka, we will recruit from all over the world." At last count, Ashoka University had sent out two offers to "very renowned faculty in the US for English literature".

Faculty, however, can be a difficultiator up to a point. After all, as Sabharwal says, just like war is too important to be left to generals, education is too important to be left only to teachers. The onus is on the new age universities to create a comprehensive experience that will convince students that – to paraphrase Einstein – their education is no longer interfering with their learning. ■

## NIIT UNIVERSITY, NEEMRANA

# A new alternative for engineers of tomorrow

Nestled in the foothills of Aravali, in Neemrana, Rajasthan, NIIT University (NU) is truly the University of the Future. Just off NCR, the picturesque 100-acre fully residential Green campus of NU is equipped with state-of-the-art technology-enabled teaching methodology that is backed by a strong research-focused curriculum.

### Industry Practice (IP)

IP conducted onsite in the organization provides students with an opportunity to gain experience working in interdisciplinary teams on real-life. The duration of IP is six months (i.e. one semester). During IP, students are guided by a dedicated faculty mentor and a mentor from the organization. Besides technical skills, this semester helps build strong professional skills including planning, problem-solving, time management, written and verbal communication, cost management, team-work, meeting deadlines, initiative, confidence to complete a task, integrity and customer communication.

### THE FOUR CORE PRINCIPLES OF NU

The four core principles- Industry linked, Technology based, Research driven, and Seamless- define every aspect and activity at the University.

**Industry-linked:** To ensure that curriculum always stays relevant and current and aligned to what recruiters need in terms of skill sets, the faculty from industry interacts closely with students on a regular basis. The Incubation Centre at NU takes up R&D projects that can find commercial application, with easy patenting, licensing and technology transfer.

**Technology-based:** Whether it is the admission process, (where interviews are conducted over video conferencing), teaching-learning pedagogies, or campus Greening initiatives, NU harnesses the state-of-the-art technology to bring several benefits to all its stakeholders, especially students. Learners are equipped with the latest notebooks and can access extensive computing facilities across the campus. And, satellite-based learning technology enables NU to be the receiving center of knowledge from experts across the globe.

**Research-driven:** NU is focused on exciting the curiosity of students and evoking in them a desire for exploration.

At NU, students are encouraged to think beyond the obvious and look at new ways of resolving old problems. Students, irrespective of discipline, are given hands-on experience applying research methodology to a variety of problems. NU addresses the need for research-based approach by setting aside 25 acres out of 100 for incubators. This enables the faculty and the students to work within the same campus and build a bridge with traditionally segregated worlds of study and work.

**Seamless:** NU students have occupational, spatial and temporal freedom. What this means is that students majoring in say Educational Technology, have the option of enrolling for an elective in unrelated subjects – entrepreneurship, managerial economics, bio-informatics or history.

### THE GREENEST CAMPUS

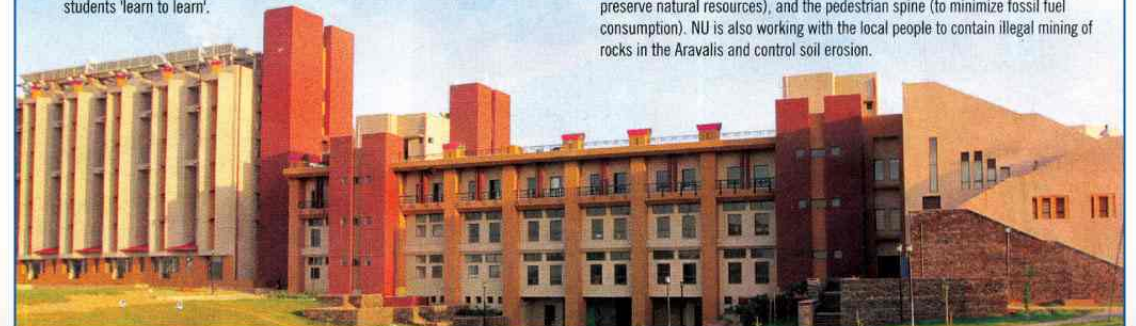
India Today Education Summit 2012 recognized NU as the Greenest campus. The green, sustainable campus, created to encourage closeness with nature, helps students remain empathetic to the landscape, and aware of important resources such as water. Various initiatives have undertaken at NU to ensure greenness, including the use of Drip Irrigation (to plant over 10,000 trees), Air tunnels (that minimize the carbon footprint of NU), rain water harvesting and water recycling (to preserve natural resources), and the pedestrian spine (to minimize fossil fuel consumption). NU is also working with the local people to contain illegal mining of rocks in the Aravallis and control soil erosion.

Set up in 2009 with the vision of being the leading centre of innovation and learning in emerging areas of Knowledge Society, the University is dedicated to building great careers and ensuring exceptional job opportunities to its students. The emblem of NU depicts a Mobius ring that symbolizes eternity and seamlessness. Similarly, the knowledge that NU imparts is the foundation for multifaceted careers, endless in their potential. NU draws from the legacy of NIIT, which has been a leading education provider for 30 years. The knowledge and experience of managing an education process that NIIT has built and more importantly the research in understanding best ways to learn, have been distilled in this not-for-profit university.

### ENRICHING B.TECH PROGRAMME

NU is committed to imparting knowledge in technologies of the future and offers B.Tech in three streams Biotechnology (BT), Computer Science And Engineering (CSE) and Electronics and Communication Engineering (ECE). The B.Tech programme at NU uses the university's core principles of providing industry-linked, technology-based, research-driven and seamless education as a foundation of its programme design. Through a transformational process involving courses, R&D project, industry practice and other co-curricular components, the programme seeks to create exceptional leaders trained to operate in tomorrow's complex technology-oriented business environment. The B.Tech programme at NU demands and encourages the students to explore and connect with the multiple dimensions of today's business environment.

The 4-year programme comprises 8 semesters. The courses are categorized into: The first four semesters are devoted to theoretical and hands-on laboratory training of Core and Mathematics & Sciences courses. This is followed by advanced courses spread over the next three semesters. Students undergo the Industry Practice (IP) working on real-life projects in the eighth semester leading to the completion of the programme. Thus, the B.Tech programme is the sum total of education measures undertaken to develop holistic responsible individuals for life-long learning. The over-arching emphasis, therefore, is to ensure that all students 'learn to learn'.







## एनआईआईटी यूनिवर्सिटी भावी इंजीनियरों का उत्कृष्ट विकल्प

राजस्थान के नीमराणा में अरावली पर्वत श्रेणी के आंचल में स्थित एनआईआईटी यूनिवर्सिटी (एनयू) यथार्थ में स्वर्णिम भविष्य का संस्थान है। एनसीआर से बाहर स्थित 100 एकड़ क्षेत्र में फैले, हरे-भरे वातावरण के बीच आवासीय परिसर के साथ एनयू सर्व सुविधा संपन्न उच्चस्तरीय शैक्षिक प्रणालियों से युक्त संस्थान है जहां एक स्तरीय अनुसंधान आधारित पाठ्यक्रम श्रेणी छात्रों के लिए उपलब्ध कराई गई है।

अध्ययन व ज्ञान के क्षेत्र में उत्कृष्टता के मापदंड स्थापित करने के उद्देश्य से वर्ष 2009 में स्थापित एनयू छात्रों के भविष्य को स्वर्णिम बनाने व उन्हें बेहतर रोजगार उपलब्ध करने में सर्वोपरि है। यह संस्थान बहु विशेषज्ञता रोजगार विकल्पों और असीम संभावनाओं का आधार तैयार करने में तत्पर है। एनआईआईटी से प्राप्त 30 वर्षों की प्रगतिशील विरासत को और आगे ले जाते हुए एनयू उच्च शिक्षा के क्षेत्र में कीर्तिमान स्थापित करने में कार्यरत है। इस गैर लाभकारी संस्थान का उद्देश्य गुणवत्तापूर्ण अध्ययन और अध्यापन के क्षेत्र में काम करना है। एनयू भविष्य प्रौद्योगिकी आधारित बीटेक कार्यक्रमों की धारा संचालित करने के लिए प्रतिबद्ध है। एनयू की बीटेक कार्यक्रमों की नौव उद्योग क्षेत्र आधारित, प्रौद्योगिकी उन्मुख, अनुसंधान चालित और असीम शैक्षिक संरचना के सिद्धांतों पर तैयार किए गए हैं।

संस्थान समग्र पाठ्यक्रमों को शामिल करते हुए परिवर्तनात्मक शैली के माध्यम से आर एंडी डी परियोजना, औद्योगिक कार्यकलाप और अन्य गतिविधि अवयवों के आधार पर भावी पेशेवर तैयार करने के लिए कार्यरत है। एनयू के बीटेक कार्यक्रम मांग में हैं और वर्तमान व्यवसायिक वातावरण के बहु-क्षितिजों से छात्रों को जोड़ने में सहायक हैं।

इंडिया टुडे एजुकेशन समिट 2012 में एनयू को सर्वश्रेष्ठ हरे भरे परिसर के रूप में मनोनीत किया गया था। प्राकृतिक संपदाओं के महत्व और शांत माहौल में अध्ययन का अनुभवात्मक हासिल करता है। परिसर को अधिकाधिक पर्यावरण मैत्री रखने के लिए प्रयास किए जाते रहते हैं जिसमें ड्रिप इरिगेशन (10,000 पौधों को उगाने के लिए), एयर टनल (जिससे परिसर में कम से कम कार्बन रहे), वर्षा जल संचयन और जल रिसायकलिंग (प्राकृतिक संसाधनों के संरक्षण के लिए) और पैदल पार पथ स्पाइन (अपशिष्ट ईंधन उपभोग कम करने के लिए) शामिल हैं। अरावली पर्वत श्रेणी में मृदा के अपरदन को रोकने के लिए एनयू स्थानीय लोगों की भी सहायता करता है।



India Today, National, June 2013

### EXECUTIVE PROGRAMME

NIIT Imperia, in collaboration with the Indian Institute of Management, Calcutta (IIMC), invites applications for its one-year-executive programme in applied finance. The executive programme in applied finance has been designed for professionals who wish to move ahead in their careers in corporate finance, executives in the banking and financial services sectors and for professionals working (or planning to work) as broking/security analysts, consultants, and chartered/cost accountants. Graduates (10+2+3) in any discipline with 50% marks and a minimum of two years of work experience (full-time paid employment) post completion of graduation can apply. For details, visit [www.niitimperia.com](http://www.niitimperia.com).

The Times of India, New Delhi, June 24, 2013

## NIIT HOLDS JOB FAIR IN CITY

DP CORRESPONDENT  
Chandigarh

A job fair was organised on Tuesday at the ITI for Women Campus by NIIT, the global IT services organization, which has been bringing people and computers together, successfully for over three decades.

NIIT has played a leading role in bridging the skill gap in the country by providing quality computer education and quality placements to

its students.

NIIT has been a frontrunner in organising on-campus interviews and job fairs for its students and also for students who have passed out of other engineering and non-engineering colleges.

As many as 23 organisations participated in the job fair. Eighty-two students were selected and 344 were short-listed across the domain of software development, technical support, technical writers, software

implementation, web designing, customer support and banking. A few of the organisations which participated were Tech Mahindra, IBM, HDFC, Expert Rating Solutions, Web Art Softech, IFBI, I-Mark Infotech, Recroitre.

A total of 642 students participated in NIIT's Job Fair-2013 and out of 82 selected students, 73 students got the offer letter on the spot.

Those candidates, who could not get through due to a skill gap, enrolled themselves for participating in the next job fair at Chandigarh planned in November.

Daily Post, Chandigarh, June 26, 2013





# THE ORDER OF MERIT

Check out these special university scholarships for Indian students that have their deadlines coming up next month. By **Mridu Rai**

## NIIT UNIVERSITY SCHOLARSHIP FOR M.TECH IN GEOGRAPHIC INFORMATION SYSTEM

The two-year M.Tech Programme in Geographic Information System (GIS), offered by NIIT University and supported by Esri Inc. California and Esri India, caters to those looking for a career in geo-spatial studies. The programme consists of core courses like remote sensing and image processing, GIS programming and advanced programming. To encourage industry-oriented research, the university also allows students to take paid internships in related organisations. Scholarships covering a full and partial portion of university fees are being offered but since the competition is high, the sooner you apply, the better are your chances at it

**Eligibility** Selection for the scholarship will be based on academic credentials and performance in GRE/GATE/NU Aptitude Test and interview process.

**How to apply** Applicants are required to submit the completed admission application form after which the university will notify eligible candidates about interview dates and location. The candidates will also have to go through additional tests, presentations or viva that are part of the admission process.

**Deadline** June 30, 2013

**Website** [www.niituniversity.in](http://www.niituniversity.in)

Aspire, June 2013

# Education: The way forward

The increase in literacy rate & enrolments at institutes of higher education in the last decade in Rajasthan is laudable. Now efforts should focus on ensuring high quality education...

Education is one of the basic activities of people in all human societies. The continued existence of society depends upon the transmission of culture to the young. Education is fundamental to the success of any modern society.

As per the census of 2011, the state has recorded literacy rate of 67.06 percent, which is a 28.51 percent increase during last 2 decades. In recent times, the education scenario of Rajasthan has changed and cities like Kota, Jaipur and Pilani have made their presence felt on education landscape of India. The higher education in Rajasthan has well been taken care of by various universities spread across the length and breadth of the state. As per the economic survey of Rajasthan in the financial year 2011-12, number of technical colleges have been growing at an average annual growth rate of 21 percent over last 2 years, with intake capacity growing at 58%. There are approximately 208,850 students enrolled in technical institutions across the state. This number has grown by 39% over the past two years.

Approximately 1,309 technical institutions are operating in the State, including 849 ITIs, 122 engineering colleges, 136 MBA institutes, 38 MCA institutes and 164 polytechnic colleges.

State government is running various attractive schemes to boost the overall education standards of the state with a clear focus on technical education. Sarva Siksha Abhiyan is strengthening the elementary education for students below 14 years, while government is working upon PPP model for boosting technical education segment in the state.

While the goals of universal literacy and enrolments are laudable in themselves, the achievements in these areas would remain hollow without ensuring quality higher education. To make the education sure at higher levels, government and local bodies are working upon various futuristic models.

Favourable government policies and initiatives such as fee buildings to private investors for establishing Women Polytechnic in the lagging district, are attracting patrons to invest their money in the education sector. This in turn, resulting in overall sector's growth.

The renowned NIIT has recently promoted a state-of-the-art NIIT University in Neemrana. Big groups like Amity, MNIT, NIFT etc. already do exist in the state. Opening of IIT at Jodhpur and IIM campus at Udaipur is a big move towards a promising education scenario of the state.

These developments have paved the way for future investment in the sector with more number of big groups coming in. And with this continuing growth trend, a bright future for the education sector in the state as well as for the alumni base of these institutes is pretty obvious.

No society can claim to be developed without education.

In Rajasthan one finds a plethora of schemes. In order to reap the fruits of education and also to take the state on more advanced level of development, authorized bodies are working hard to make technical education system even better in days to come.



DNA, Jaipur, June 20, 2013





# 'You will find continuous evaluation in FYUP'



Visitors with the representative of a Canadian admissions services provider at the fair at The Lalit hotel on Saturday



Aspirants checked out a wide variety of options offered by various universities and other institutes



Representatives from institutes abroad patiently answered the queries of visitors



The participants were Indian as well as international, representing a cross section of the higher education sector

The two-day HT Aspirations fair was a great hit with youngsters seeking guidance on academic and career matters



(Left to right) Inderjeet Dagar, principal, College of Vocational Studies; Pratibha Jolly, principal, Miranda House; Alok Jain, COO, CareerCo and Amitabha Mukherjee, professor, department of physics and astrophysics, University of Delhi, during a panel discussion at the fair

**HT Education Correspondent**  
#hteducation@hindustantimes.com

The clock is ticking away. The University of Delhi's admission cycle is all set to roll with the new four-year undergraduate programme, for and against which reams have been written. And last weekend's HT Aspirations fair in Delhi was where young people hopeful of securing a seat at Delhi University or exploring other options were headed.

While many students went by satisfied, having their queries answered, the advice given by counsellors gave others students ample food

for thought, especially when it came to deciding on a course of action for further studies

During a panel discussion on day one, in response to a question related to comprehensive and continuous evaluation (CCE) introduced in CBSE schools, panellist Pratibha Jolly, principal, Miranda House, spoke in favour of continuous assessment. Students even experience it in college now. You "will find a lot of it" in the four-year programme, she said. She also suggested that students should introspect as to what their strengths were and about their likely work profile.

Asked whether there will now be more seats for commerce honours, Inderjeet Dagar, principal, College of Vocational Studies, said, "The number of seats in honours (courses) will increase but all the seats may not be converted to commerce honours. It depends on the college. The seats may get converted to economics honours. Now everybody will get the chance to do honours."

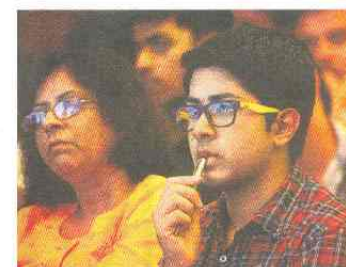
Other experts on the panel included Amitabha Mukherjee, professor, department of physics and astrophysics, DU and Alok Jain, COO, CareerCo.

The event was also an opportunity for visitors to

interact with counsellors from Careers Smart and CareerCo.

Besides, a number of institutions, counselling services providers and others took part in the exhibition. Among the 155-odd stalls were representatives of GD Goenka University, Republic of Belarus, NIIT, Amity, Manipal University - Dubai campus, Raffles Millennium International, TV Today Media Institute, Canadian University Application Centre, KR Mangalam University, JRE group, KCC Institute of Technology and Management, Ansal University and Bath Spa University (UK).

## Snapshots



Students and their parents thronged the huge hall at the Lalit Hotel where the HT Aspirations fair was held



The event was an opportunity for admission-hopefuls to pose questions to the experts as well as to attend counselling sessions







*Dignitaries observing different paintings during Inter-School Painting Competition in Jammu on Monday.*

## NIIT Jammu holds Inter-School Painting Competition

*Excelsior Correspondent*

JAMMU, June 10: NIIT Jammu organized an Inter-School Painting Competition on the topic 'Use of Computers in Daily Life', at Kala Kendra, here today.

A large number of students drawn from various schools participated in the Competition. The participating schools included Delhi Public School, Banyan International School, Maharishi Vidya Mandir and others.

According to a handout issued here over 3500 students took part in the competition.

In the final round six paintings were selected in each category and award was given to finalists in every category. The winners were Manavjot Singh of Class 5th of Banyan

International School, Kanupriya Sharma of Class 6th of Sainik Public School Jammu, Sanskriti Singh of Class 7th, Pranavi of Class 8th of Banyan International School, Ramanjeet Kour of Class 9th of Guru Gobind Public School and Jasleen Kour, Class 10th of Delhi Public School Jammu.

Renowned Artist, Prof Harsh Vardhan from Institute of Fine Arts and Music who acted as the judge was also chief guest in the Award Ceremony.

Speaking on the occasion, Rahul Sharma, Director of NIIT Jammu said that NIIT is made for exploring talent of the students, while Prof Harsh Vardhan advised the students and their parents to encourage their wards for taking part in such activities to explore their hidden talent.

Daily Excelsior, Jammu, June 11, 2013

## EXCHANGE4MEDIA IPRCC CONFERENCE 2013

exchange4media's India PR & Corporate Communications conference was held at The Leela Kempinski, Gurgaon recently. The conference saw an august gathering of the head honchos of the PR and corporate communications world in India. They discussed relevant issues and forecast trends for the industry in the coming year



From left to right: Pradeep Wadhwa of PepsiCo India, Prateek Chatterjee of NIIT Limited, Rathindra Basu of ESPN STAR Sports India, Sharif Rangnekar of Integral PR, Narayanan Madhavan of Hindustan Times, Ashwani Singla of Asia, Penn Schoen Berland



From left to right: Ashwani Singla, Pradeep Wadhwa, Prateek Chatterjee, Rathindra Basu, Roma Balwani, Sharif Rangnekar

IMPACT, June 16, 2013





GAME-CHANGERS E-SCHOOLING



Online learning is transforming India's primary education landscape through initiatives such as Hole-in-the-Wall, set up in Delhi and now available across 23 states

**THE BIG IDEA** E-learning Provides education opportunities to children who otherwise have no access or time to attend schools.

**No Pressure** Learning is made interactive, often in mobile classrooms, without fear of failure or punishment.

**Customised Subjects** Each child gets a chance to learn what he or she wants to from a seamless database, rather than study a generic curriculum.

**IMPACT OF E-LEARNING**

**Reach**  
E-learning is changing the way education is distributed, with 420,000 children benefiting from Hole-in-the-Wall alone.

**Retention**  
A study done by eCore in the US showed that retention rates for e-learning courses were 83 per cent, 20 per cent more than those for regular classes.

**Flat World**  
Enables connections with like-minded students in the global e-learning community.

# A HOLE NEW WAY OF LEARNING

In the remote village of Laya, Bhutan, two eight-year-olds, Sakyamuni Dorje and Chana, sit in front of a computer placed beneath a tree in the village, explaining key points of a Wikipedia entry on arthritis to a semi-nomadic yak herder. Two years ago, the two children couldn't read English and had never seen a keyboard. This computer is one of the 500 stations set up around the world by the Hole-in-the-Wall initiative (HiWEL), a branch of the NIIT Group. With no qualified teacher, these stations give 420,000 children a chance to teach themselves.

"The traditional system of schooling where each person is trained to read, write, do maths and not think independently, is obsolete today. We need a curriculum that equips children with skills they can actually use in the 21st century. In a world where calculators are available on every office desk, why do children need to mug up the 15-times table?" says Sugata Mitra, chief scientist emeritus at NIIT, who won the first-ever \$1 million grant from the TED Foundation to further his work and research in the field.

Mitra, 61, who teaches at Newcastle University, UK, set up the first HiWEL station on January 26, 1999 as an experiment to see what would happen if a computer was introduced to slum children with no guidance or supervision. "I cut a hole in the boundary wall that divided our NIIT office in Kalkaji, Delhi, from a nearby slum. A few days later I visited them and found the children teach each other how to read English and use the mouse," explains Mitra. He went on to replicate the same experiment across the country. "I watched slum children in Karnataka use a voice command software to learn an American accent, students in Tamil Nadu pick up basics of DNA modelling and children in Delhi teaching each other English nursery rhymes. I realised when children are given the means, they start thinking for themselves. They start learning instead of just studying," says Mitra. *by Sonali Acharjee*



CHILDREN AT THE HIWEL CENTRE IN MADANGIR, DELHI

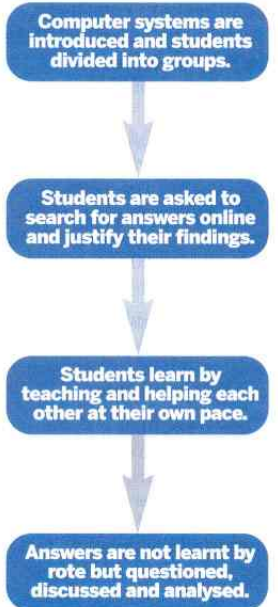
**“IF YOU LET CHILDREN THINK FOR THEMSELVES, THEY COME OUT OF THEIR SHELL AND START LEARNING INSTEAD OF JUST STUDYING.”**  
SUGATA MITRA  
HiWEL founder



**Sugata Mitra, 61**  
Creator of Hole-in-the-Wall; chief scientist emeritus, NIIT

Mitra is an academic who has been termed a polymath by the University of London for the range of disciplines he has worked on. A PhD in solid state physics from IIT, Delhi, Mitra set up India's first LAN newspaper publishing system in 1984, and went on to research in the areas of learning and memory, helping simulate neural networks that can help decipher the mechanisms of Alzheimer's disease.

## HOW E-SCHOOLING WORKS



## E-LEARNING FOR ALL

- Students** design their own path and pace of learning.
- Schools** save time and energy.
- Teachers** serve as motivators and not supervisors.
- Parents** save money on expensive after-school tuition classes.
- Companies** employ students who have distinct thought and analysis patterns.



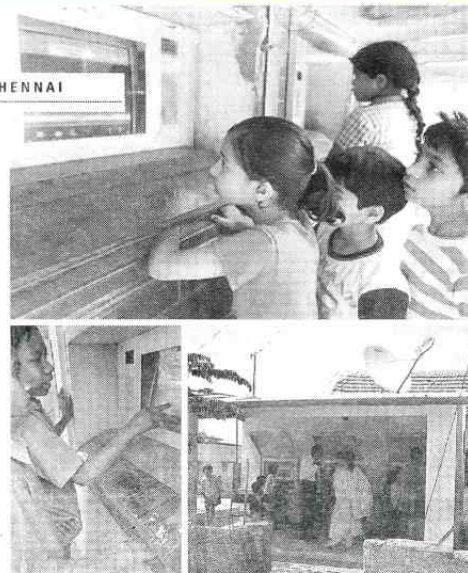


PREETHI ANN THOMAS | CHENNAI

Prof Sugata Mitra is a professor of Educational Technology at the School of Education, Communication and Language Sciences at Newcastle University, UK. He is drawn to self-organising systems, especially for primary education. He shot to the limelight with his Hole-in-the-Wall experiment (1999) at a slum in New Delhi, where a computer was installed and left for children at the slum to play with, and hopefully, learn something from. The results were startling and led to him being awarded the TED prize in 2013. What's more, this project inspired Vikas Swarup to write his debut novel that went on to become the Oscar winner in 2009 — *Slumdog Millionaire*. He is a PhD-holder in physics credited with more than 25 inventions in the area of cognitive science and educational technology and also chief scientist, Emeritus, at NIIT. With experience across many disciplines over 30 years, this 61-year-old is just getting started.

**What is your view of our school system?**

Data processing dates back to the middle of the twentieth century, when the only information and communication technology available were people. Therefore, data was written on paper, moved and processed by people, a system which was



# The Future of Learning

Sugata Mitra, 2013 TED winner, believes schools must allow children to learn on their own with the help of internet

perfect by the Victorians in the British empire. This robust system — networks of identical human computers, sitting in identical buildings across the continents — worked and created most of the world we live in today. Identical people are the key here — ones who would fit into the right place in the machine, anywhere on the planet. Schools were designed to produce these people. With identical curricula, pedagogy and assessment systems, they were designed to be efficient engines that would

convert children into identical people in about ten years. With reading, writing and arithmetic as predominant skills, knowledge would be contained in books and stored in human brains. Schools, therefore, would ensure the storage and retrieval of information, the salient points for which would be decided by the government, major religions and the military. This very concept was mimicked to make the digital computer, which was later connected to telephones. The Internet emerged and spread so rapidly, there was no time to dismantle old machinery. Schools continued to churn out identical products, parts for a gigantic human computer that no longer exists and is not needed.

**Where are we now?**  
Within a few decades of the Internet age, institutions began to dematerialise the banking sector, entertainment, money, etc, within the evolving Internet that is now called The Cloud — omnipresent and indestructible. In a few more decades, it will

probably be sentient, non-material and, therefore, eternal.

**Your experience with the Cloud?**

In 1999, I accidentally glimpsed The Cloud through an experiment often called 'The Hole in the Wall'. I found that groups of Indian street children would learn to use computers and the Internet by themselves, with little or no knowledge of English and having never seen or used a computer before. My experiments ran for five years and I learned that groups of children can educate themselves with the use of the Internet, if you would let them be. By 2009, it was possible to 'beam' teachers to places where they could not or did not want to go. I made a 'granny cloud' of retired school teachers who would encourage children to learn by themselves. By 2012, teachers around the world were using SOLEs, 'self organised learning environments', where children would group around Internet connec-

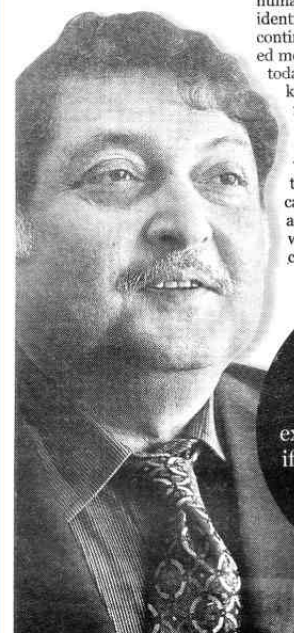
tions to discuss big questions. The teacher would merge into the background and watch as learning happens.

My favourite question to them is, 'Why do we have five fingers and toes on each limb? What's so special about five?', which I once asked a group of 10-year-olds in the little town of Villa Mercedes in Argentina. The answer would surprise you. Now, ask a child, 'How do you multiply two numbers? 'With my phone', he says.

**What do you think is the next step?**

We need a curriculum of Big Questions, a pedagogy of self-organised learning, examinations where children can talk, share and use the Internet, and new peer assessment systems. People don't need to be machines anymore. In the Age of The Cloud, schools have to become Schools of The Cloud. Governments may find this hard to execute, but teachers can, if they stand back and let the Cloud in. For more on the Hole-in-the-Wall project, visit [www.hole-in-the-wall.com](http://www.hole-in-the-wall.com).

— preethi@  
newindianexpress.com



People don't need to be machines anymore. Governments may find this hard to execute, but teachers can, if they stand back and let the Cloud in — Sugata Mitra



The New Indian Express, Bangalore, June 3, 2013

## TheNational

### 'Hole in the Wall' experiment transforms education

Mar 28, 2013

The spaceman on the computer screen shows 9-year-old Dolly Rajora four rows each containing eight mangoes. A blinking rocket nearby is ready to take off with the fruit and end the game.

4-3-2 ... Dolly gives up counting on her fingers and begins reciting multiplication tables.

"32! It's 32," she shouts to her brother, Sohan, 8, who looks on proudly as Dolly triumphs to play again, amid the clamour of other children keen to take her place. The computer on which Dolly played is one of six contained in bright yellow boxes built into a brick wall in an alley near her home in north-east Delhi's Madangir district. They were installed by Hole in the Wall, a private Indian company contracted by the federal government and some state governments to provide computer access to Indian children in low-income neighbourhoods.

With an annual budget of nearly 50 million rupees (Dh3.3m), Hole in the Wall operates more than 300 computer kiosks across India, including 23 in rural areas of the country.

The computer kiosks in Madangir, which are more than a decade old, are swarmed in the mornings and evenings as children play on them before and after school.

Tareef, 21, who goes by one name only, remembered when the computer kiosk first appeared in the alleyway leading to his house.

"I had no idea what this machine was," Tareef said. "I knew the word computer but I did not know what one looked like. I had never touched one before."

At first, Tareef and his friends thought it was a video game machine that required coins to operate, so they tried to insert them through the mouse.

Then an unexpected start-up menu appeared. "When I found out these were educational games, I thought, 'Fine, at least I'm having fun,'" Tareef said.

Now a student of computer science at a private college in Delhi he learnt English and improved his maths skills, "just so I could stay close to these computers," he said.

Standing near Dolly and her brother, Purmendu Hota, the senior manager for Hole in Wall's India operations, describes the transformation that occurs to children who are given access to the digital world.

"Their entire self-confidence changes. At first small kids are afraid to touch the computers, that something will go wrong. Once they start doing it, they gain immense respect among their peers," said Mr Hota, as children on their bicycles stopped at the kiosk and queued up to wait their turn.

Originally called "Minimally Invasive Education", the Hole in the Wall programme was the inspiration of Sugata Mitra, head of research and technology at the National Institution of Information Technology (NIIT), a private computer training company.

Mr Mitra was awarded the TED Prize in February, which is given annually to "an extraordinary individual with a creative and bold vision to spark global change", according to the TED (Technology, Entertainment, Design) website.

The prize is administered by the private Sapling Foundation, which organises conferences worldwide devoted to "ideas worth spreading".

It came with a grant of US\$1 million (Dh3.6m), which Mr Mitra said he would use to build "the School in the Cloud, a learning lab in India, where children can embark on intellectual adventures by engaging and connecting with information and mentoring online".

Mr Mitra's interest in computer education dates back to 1999, when he observed children of well-heeled parents teach themselves new skills on the computers with very little assistance from teachers.

"It was obvious that the same learning techniques could be applied to the poor. I thought since I can't make the poor rich, but I can at least give them a computer," he said.

So that year Mr Mitra built his first computer kiosk, set in a wall of the NIIT campus in New Delhi. The wires for the computers ran from the wall and into the building's basement.

"I didn't know if I was making a big mistake. I constantly had doubts," he said.

Many of Mr Mitra's friends and colleagues warned him that the most likely result of his bold experiment would be that the computers would be cannibalised and their parts sold off.

Instead, they watched as children from nearby slums curiously approached the computer then stood by, believing it was a television screen. One child became impatient, stepped forward and tried to start it up.

"Somebody clicked using the mouse and music started. Then the fellow understood that if he pressed a button, then something will happen and this continued," Mr Hota recalled.

"And we watched these children, many of whom had no grasp of English, figure out a computer."

The idea of computer kiosks in low-income neighbourhoods has been deemed so successful that it has been exported to other countries, including Cambodia, Botswana, Mozambique, Nigeria, Rwanda, Swaziland, Uganda and Zambia.

When asked about the future of the programme, Mr Mitra, now chief scientist at NIIT, said that it was "at its peaking moment".

"The next three years, we hope to crack the problem of reading comprehension," he said.

Mr Mitra believes that children who use computers regularly also learn the English alphabet. The next step is to see if they can learn to read and write the internet's lingua franca language with help of computers.

"A lot of children I work with cannot read even basic level of comprehension. Children from backgrounds of economic disadvantage are not reading at the level they should by age 8, compared to Spanish or Arabic-speaking children and English," Mr Mitra said.

"Our next step is to see if their reading comprehension also be improved through computers. Or do we go back to needing a good school and a good teacher?"



The computers were installed by Hole in the Wall, a private Indian company contracted by the federal government and some state governments to provide computer access to Indian children in low-income neighbourhoods.





## Developing global talent locally

NIIT is a leading global talent development corporation that builds a skilled manpower pool for global industry requirements.

The company was set up in 1981 to help the nascent information and communication technology (ICT) industry overcome its human resource challenges. Today it is among the world's top talent development companies, offering learning solutions to individuals, enterprises and institutions across 40 countries.

### Skills development

In 2009, the department of economic development of KwaZulu-Natal, the Confederation of India Industry, NIIT and the Moses Kotane Institute created a skills project called Global Talent Pool in ICT and Business Process Outsourcing in the province.

The vision of the project was to enhance the internal competitiveness of the province through improving in skills and service standards.

The project focused on setting up a training institute for software engineering and business process outsourcing to foster and accelerate ICT and ICT-enabled human capacity

building in the province.

Programmes were formulated to train 10000 learners, 5000 each in software engineering and business process outsourcing over the next five years and eight campuses have imparted knowledge to 4473 learners so far. In 2010, the successful first batch of interns from the project went to India for a one-year internship

### NIIT

- In 2009 Joined initiative with KwaZulu-Natal local government to form the Global Talent Pool in ICT and Business Process Outsourcing
- So far 4473 learners have been trained
- In 2010 first group of South Africans sent to India for one year internship
- Most recent contract with Free State local government will establish mathematics labs in 200 schools
- In 2012, first lab in Eastern Cape opened at Nxuba SP school

### Provincial maths labs

The Free State department of education, NIIT and its business partners Eagle Brothers signed a contract in August 2011 to establish mathematics laboratories at 200 schools. The contract also includes training more than 2000 maths educators, which will improve the academic skills of more than 200000 learners.

The first maths lab in the Free State was inaugurated by Premier Ace Magashule and presided over by the Free State MEC for education Tate Makgoe and the other dignitaries at Theha Setjhaba Primary School in Sasolburg.

After the successful implementation of maths labs at 200 schools, the Free State department of education signed an agreement to establish maths labs in a further 300 schools in the province as the second phase of the project.

In 2012 the project was extended to the Eastern Cape where NIIT donated its first maths lab in Nxuba SP school in Cradock, Eastern Cape to serve an under-privileged community. The lab was inaugurated by the director of the department's Cradock



Neotel CEO, Sunil Joshi and Ajai Lal, chief business officer, international education business from NIIT celebrate their partnership

office, EG Klaasen, in May 2012.

NIIT also donated six maths labs in KwaZulu-Natal to provide opportunities for educators and learners. MEC for education in KwaZulu-Natal Senzo Mchunu and the wives of Zulu King Goodwill Zwelithini inaugurated the maths lab at Nongoma Primary School.

On Valentine's Day 2013, Neotel and NIIT formed a partnership to address the skills shortage and

growing needs in IT, business process outsourcing, banking and insurance, finance and school solutions in South Africa and the Southern African Development Community region.

The objective of the partnership is to provide education and training programmes to individuals, corporates, communities, schools and other organisations to meet the demand for the maths, science and ICT-related skills.

Mail & Guardian, South Africa, April 19-25, 2013 issue

## Study & Scholarships

Scholarships, internships, study abroad programs and financial aid for Africa & Developing Countries

### NIIT Nigeria Scholarship for IT Training Programme (14th edition)

**Course(s) Offered:** Information Technology

**Course Level:** Vocation, Training

**Provider:** NIIT

**Country to Study in:** Nigeria

### Scholarship Description

The IT industry in Nigeria is estimated to be among the fastest growing IT industries in the world. The National Institute of Information Technology (NIIT) Nigeria chapter conducts the IT Scholarship exam every year to help identify meritorious students to join this industry and be a part of the global skilled IT Talent pool. Over the last 13 years, NIIT Scholarships have become one of the most awaited events in the annual events calendar of the country.

Asia's largest IT trainer, The National Institute of Information Technology – NIIT on Tuesday announced the 14th NIIT Nigeria IT Scholarship 2013, to enable meritorious students seek a career in the fast growing IT sector in the country. These students, post successful training, will go on to join the IT industry In Nigeria and become a part of global skilled IT Talent pool.

<http://www.studyandscholarships.com/2013/06/niit-nigeria-scholarship-for-it-training-programme.html#.UbXgxOfvuKk>

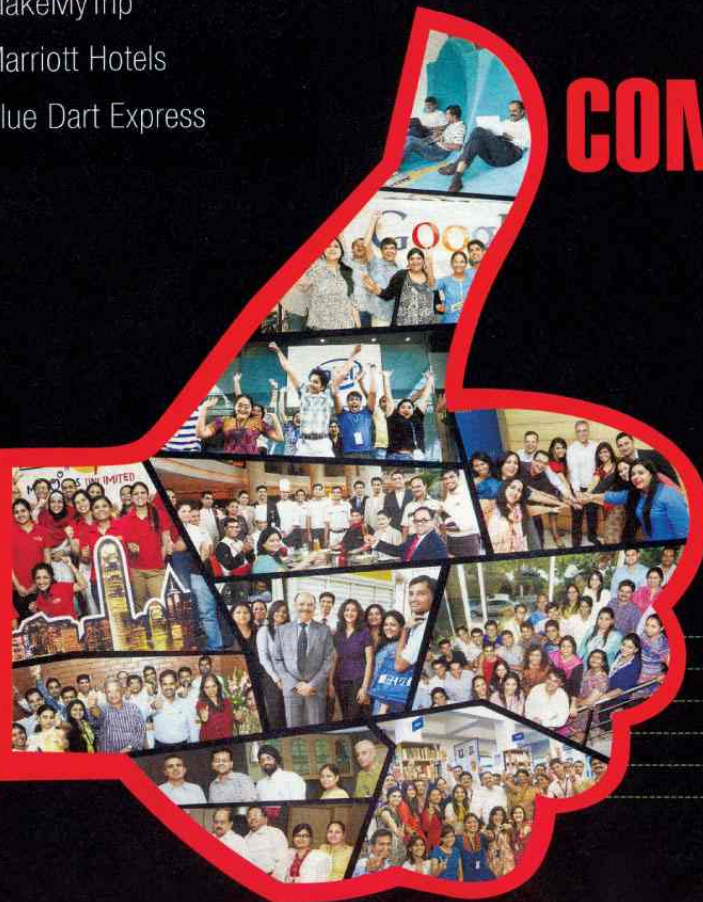




- 1 Google
- 2 Intel Technology
- 3 American Express
- 4 NIIT**
- 5 Forbes Marshall
- 6 NTPC
- 7 Ujjivan Financial Services
- 8 MakeMyTrip
- 9 Marriott Hotels
- 10 Blue Dart Express



# INDIA'S BEST COMPANIES TO WORK FOR 2013



## Special Category Awards

- 1 The Best Companies for Flexibility and Work Life balance**
1. Intel Technology India Pvt. Ltd.
  2. Intuit India
  3. CA (India) Technologies Pvt. Ltd.
  4. IndiaFirst Life Insurance Company Ltd.
  5. Indus World School

- 2 The Best Companies for Engaging Frontline staff**
1. Marriott Hotels India Pvt. Ltd.
  2. American Express India
  3. Ujjivan Financial Services Pvt. Ltd.
  4. Equitas Holdings Pvt. Ltd.
  5. Radio City 91.1

- 3 The Best Companies in Employer Branding Initiatives**
1. Whirlpool Of India
  2. Philips Electronics India Ltd.

- 4 The Best Companies in Developing People Managers**
1. Intel Technology India Pvt. Ltd.
  2. American Express India
  3. Philips Electronics India Ltd.

- 5 The Best Companies among Organisation Utilising Analytics to drive Great Place to Work® Initiative**
1. American Express India
  2. Intel Technology India Pvt. Ltd.

- 6 The Best Companies in Fairness in Performance Management System**
1. Intel Technology India Pvt. Ltd.
  - 2. NIIT Ltd.**
  3. Radio City 91.1
  4. American Express India
  5. Philips Electronics India Ltd.

## Best in Class

**Agro Based**

1. Monsanto India Ltd.

**Manufacturing & Production**

1. Forbes Marshall Pvt Ltd.
2. Classic Stripes Private Ltd.
3. Mahindra & Mahindra (Automotive & Farm Equipment Sectors)
4. Godrej Industries Ltd. (Chemicals SBU)
5. Whirlpool Of India

**Insurance**

1. HDFC Standard Life Insurance
2. Apollo Munich Health Insurance Company
3. SBI Life Insurance Co.
4. Canara HSBC Oriental Bank of Commerce Life Insurance Company

**Best Company in Large Organisations (more than 10,000 employees)**

1. NTPC
2. Taj Hotels Resorts & Palaces
3. HDFC Standard Life Insurance
4. Vodafone
5. Dr. Reddy's Laboratories

**Professional Services**

1. MakeMyTrip
2. Cactus Communications
3. Edelman
4. Indegene Lifesystems
5. ISS Facility Services

**Best Company in Public Sector**

1. NTPC
2. Indian Oil Corporation
3. RINL/Visakhapatnam Steel Plant

**ITeS**

1. Midland Credit Management (Part of Encore Capital Group)
2. ADP
3. EMC, India
4. Broadridge Financial Solutions
5. Concentrix Technologies

**Media**

1. Radio City 91.1
2. TV18 Broadcast
3. Groupm

**Transportation**

1. Blue Dart Express
2. InterGlobe Enterprises

**Biotechnology & Pharmaceuticals**

1. Dr. Reddys Laboratories Ltd.
2. Lupin Ltd.

**Electronics**

1. Philips Electronics India Ltd.

**Retail**

1. United Colors of Benetton
2. Lifestyle International
3. Titan Industries

**Auto Components**

1. Apollo Tyres
2. Rane Brake Lining

**Energy, Oil and Gas**

1. NTPC
2. Tata Power Delhi Distribution
3. Indian Oil Corporation
4. GAIL

**Education & Training**

- 1. NIIT Ltd.**
2. Koenig Solutions Pvt. Ltd.





Vijay K Thadani, CEO, NIIT (in deep blue shirt and specs) and Chief People Officer Shampi Venkatesh (leading the group in red saree) pose with fellow NIITians

## NIIT

### LEARNING SOLUTIONS

EMPLOYEES: 2,448

LOCATION: Gurgaon

YEAR OF INDIA OPS.: 1981

GENDER RATIO (F/M): 1:1.81

RANK 2012: 10

4

# FRESH LEARNING

At NIIT, compatibility and competence go hand in hand to strike a unique balance

Anumeha Chaturvedi

**'EMPLOYEE' IS A** taboo word at the Gurgaon-headquartered learning solutions firm NIIT. All professionals working with the company are referred to as NIITians. Chief Executive Officer Vijay K Thadani feels the company has consciously stayed away from using the terms 'employee' and 'employer' as they create a divide. "NIITian signifies an equality of some kind.

As a company, we look for compatibility in addition to competence in professionals. We

are a training company and can build competence. But what we cannot fill is a gap in compatibility," says Thadani.

And once the company does find its compatibility match in professionals, it is known to nurture them through numerous opportunities of career growth and a change of roles. Priti Arora, general manager of Information Systems Development, started working with the company in 1994.

She has thought of moving on at times but always stuck around because she was provided diverse roles. "Each time I felt I was getting

bored, my bosses were approachable. I could ask for a change and I may not have been given that immediately but it was planned in a structured manner," she says.

Sumit Mago, Development Head, Technology, School Learning Solutions at NIIT, was a part of the company's exalted Chairman's Club initiative last year.

The Chairman's Quality Club is a club whose members come through the most stringent selection process and are personally mentored by NIIT's chairman for special projects. "One gets to learn a lot by working with the chairman and other senior leaders," he says.

Mago started his career with the company in 1999 as a faculty member at one of their centres. Later, he got into school learning solutions and says the nitty-gritty that he learnt from each individual role, seems to have paid off well.

Over the past year, the company has also launched other initiatives like, 'To my leader with love', where team members voted for the leaders they love. "Leaders are the ones evaluating people but no one evaluates them and so an initiative like this creates an equilibrium," says Thadani. Likewise, 'Conversations with the CEO' is a forum, where employees can meet and chat with the CEO whenever they want.

The company also launched a 'Hats off' initiative, which allows performers to collect reward points and redeem them through products over a period of time.

NIIT's global leadership program, which is intermittently held three times a year, has also benefited professionals like Bhavna Kumar, who heads the soft skills division of one of the businesses.

"We are taught by the crème de la crème of India and are exposed to global best practices. It is positioned as programme for high achievers and is a huge acknowledgement of the work done by us," she says.

Thadani says every morning when he leaves home for work, he feels he is going for his first date. "It is a feeling that something good is going to happen and you'll be respected for what you are," he says.

Ironically, the company was also one of the first in the country to give dating allowances in the nineties targeted at their predominantly young workforce.

He says what makes NIIT a Great Place to Work is the company's principle of putting its employees first before customers.





The Top 10 HR heads on diversity versus performance, data versus human interface and attrition

# PEOPLE'S PEOPLE

INDIA'S LARGEST WORKPLACE STUDY



**SHARAD GOYAL**

**Designation:** Head of People Operations-Sales, Google  
**Present stint at company:** Little over 5 years  
**Previous assignments:** Yum Restaurants in India, Accenture, ITC.

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** To be very clear, I do not see an element of choice between diversity and performance. More diverse the workplace is internally, it is a representative of a diverse user-base. Therefore, it is not a choice and both have to go hand in hand.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

HR as a function has evolved over the years and is certainly not an end in itself. HR guys support business and know and understand business. At Google, there are HR specialists who look at coaching and business partnering. But we do not look for HR specialists only.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

It is not a 'versus' question because Google is an exceptionally data and analytically-driven company. There is no decision taken purely on intuition and whims. For everything, we need data and then we just customise.  
**D. HR will survive the next decade or will HR be replaced?**

I hope HR survives and do not think the function will be replaced. We have specialized teams that look into benefits, international relocation and recruitment specialists. Besides, we have councils that give interfaces to all these specialist teams and clients.  
**E. HR is HR department's job versus HR is a shared responsibility**

Human Resources in its true sense is a shared responsibility between the HR department and the business leadership and line managers as they strive to recruit and retain the best talent, develop their potential and manage an engaged, productive workforce.  
**F. According to you, what is HR's biggest dilemma?**

HR's biggest dilemma is to reinvent itself, given the challenges of supporting increasingly dynamic businesses and a changing workforce. This will mean for systemic changes in the HR function, systems, processes etc., some of which will be painful in the short-term.  
**The attrition rate in your own department is:**

The attrition within human resources is higher than that within the business.  
Did not answer.



**PREETHI MADAPPA**

**Designation:** HR Director, Intel South Asia  
**Present stint at company:** 11 years  
**Previous assignments:** Titan Industries (Tata Group Co), Warner Lambert India

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** Diversity of course! Time and again, studies have proven that performance is an outcome of having a diverse workforce. Diversity, whether from a gender perspective or broad-based to include all forms of diversity in general, ensures a richness of perspective and high performing innovative teams.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

To date, career human resources professionals have done a good job at HR. They bring the right knowledge, tools and concepts to the job that forms the baseline for the initial years of experience as a HR professional. A rotation into the business coupled with consulting skills helps increase the business acumen of these HR folks.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

HR requires the right data, policies and processes in order to measure progress, spot trends and chart out a course of action. However, human interface helps in providing an opinion and foresight requisite in assessing, supporting and growing talent and organisations.  
**D. HR will survive the next decade or will HR be replaced?**

HR will remain one of the important functions that ensures that an enterprise can operate cohesively. But as businesses and success models become more complex, HR will continue to transform from providing process support to strategic business partnership.  
**E. HR is HR department's job versus HR is a shared responsibility**

Talent management is a core leadership facet. It is a shared responsibility between HR and the leaders who are also responsible for getting work done effectively and meeting standards.  
**F. According to you, what is HR's biggest dilemma?**

As an HR department at any company we help develop an employee's journey in the organisation. However, there are times when we need to look deeper to define the impact of the services we offer on the organisation's goals and performance.  
**The attrition rate in your own department is:**

The attrition rate is lower than the overall organisation numbers.



**JYOTI RAI**

**Designation:** Vice President/Head Human Resources, American Express  
**Present stint at company:** 14 years  
**Previous assignments:** AF Ferguson & Co.

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** At American Express, all our programs and initiatives are focused on driving greater business performance. We believe it's about creating an empowering environment.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

From our perspective, both functions need to work in partnership for the growth of business.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

HR requires the right data, policies and processes in order to measure progress, spot trends and chart out a course of action. However, human interface helps in providing an opinion and foresight requisite in assessing, supporting and growing talent and organisations.  
**D. HR will survive the next decade or will HR be replaced?**

HR will remain one of the important functions that ensures that an enterprise can operate cohesively. But as businesses and success models become more complex, HR will continue to transform from providing process support to strategic business partnership.  
**E. HR is HR department's job versus HR is a shared responsibility**

Talent management is a core leadership facet. It is a shared responsibility between HR and the leaders who are also responsible for getting work done effectively and meeting standards.  
**F. According to you, what is HR's biggest dilemma?**

As an HR department at any company we help develop an employee's journey in the organisation. However, there are times when we need to look deeper to define the impact of the services we offer on the organisation's goals and performance.  
**The attrition rate in your own department is:**

The attrition rate is lower than the overall organisation numbers.



**SHAMPI VENKATESH**

**Designation:** Chief People Officer, NIIT  
**Present stint at company:** Chief People Officer since March 2011.  
**Previous assignments:** 25 years at NIIT

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus performance?** Performance, anytime. Diversity is a non-issue for us. Whether you are a man or a woman, there is nothing that stops you from getting a seat at the table as long as you perform.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

At a frontline staff level, you need qualified HR people with domain expertise but at a senior strategic level, I do not think it is required. In today's day and age, having a professional coming from business to head HR makes sense.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

You have to analyse data to come up with policies that are completely human interface-driven. HR is supposed to be empathetic, but the new HR looks at data to devise policies.  
**D. HR will survive in the next decade or will HR be replaced?**

HR will survive. A few decades back, it was about administration. It is a very critical part of any organisation now and goes beyond administration, policies, costs and getting the right talent at the right time. It is playing a critical role in talent management and is the primary concern of every CEO.  
**E. HR is HR department's job versus HR is a shared responsibility**

Responsibility for people, for their growth and happiness is a shared responsibility. It is a business responsibility facilitated by human resources.  
**F. According to you, what is HR's biggest dilemma?**

How do you take tough decisions on people numbers and costs to ensure there is productivity and how do you keep the morale and motivation levels high?  
**The attrition rate in your own department is:**

Almost the same as the organisation.



**BOBBY KURIAKOSE**

**Designation:** Director- HR, Forbes Marshall  
**Present Stint:** 23 years  
**Previous Assignments:** First job

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** I feel diversity brings in greater vibrancy into any organisation.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

This to me is a mixed bag. I find some of the career HR guys doing a great job in Human Relations and some of our line guys dealing with their teams in a much better way. It has to do a lot with some of the skills the individual possesses.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

The new generation HR professionals have started believing that data-driven HR is the way to go about handling human beings. To me, it destroys the core philosophy for which you exist. The essence of good HR is in the people connect.  
**D. HR will survive the next decade or will HR be replaced?**

This will depend on the HR fraternity and how they respond to the challenges which are being faced by the HR function. Organisations today have a much higher reliance on HR professionals in engaging their people.  
**E. HR is HR department's job versus HR is a shared responsibility?**

HR is just not the HR department's job. No great organisation can have a HR team handling its HR role without the involvement of line managers and this includes the senior leadership teams as well.  
**F. According to you, what is HR's biggest dilemma?**

It is the conflict between whether HR accountability is the career HR team's role or the line manager's. Most of the HR teams even today refuse to accept the fact that it has to be joint responsibility. The result is an organisation with a leadership team unhappy with the way HR is being handled and a set of disgruntled operational managers.  
**The attrition rate in your own department is:**

It is below 10% of the attrition levels at the company (10.3%).



**UMESH PRASAD PANI**

**Designation:** Director, HR, NTPC  
**Present stint at company:** 35 years  
**Previous assignments:** Head of projects in Katalgaon and Vindhyachal, Regional Executive Director, Eastern Region 1, Patna

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus performance?** Performance, anytime. In the present competitive scenario, if you are not able to perform, you will not be able to survive in the market.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

I have been a hardcore site professional and I have not been an HR professional from the start. Would not be able to answer this.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

Data analysis is required to implement your decision but human interface has its own importance. HR cannot be effective unless you see its human face.  
**D. HR will survive in the next decade or will HR be replaced?**

HR will definitely survive. Perhaps, one may not see hard-core professionals in this space. One might see more people like me entering this space. In any company, human resources is the biggest strength.  
**E. HR is HR department's job versus HR is a shared responsibility**

It is a shared responsibility and cannot be restricted to a water-tight department. You cannot have an isolated HR department to manage human resources.  
**F. According to you, what is HR's biggest dilemma?**

How to manage and meet the requirements of professionals of various generations and age groups in the company.  
**The attrition rate in your own department is:**

Lesser than the organisational numbers. Attrition in NTPC's HR department was 0.14% between April 2012-March 2013. Overall attrition in NTPC was 1.77%.



**VITTAL RANGAN S**

**Designation:** Head - Human Resources, Ujjivan Financial Services  
**Present stint at company:** 3 years  
**Previous assignments:** Birla Sun Life Insurance, Cholamandalam, Asian Paints

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** I believe Diversity & Performance go together. At Ujjivan, where 100% of our customers are women, diversity has always helped in getting the right balance on productivity, lower portfolio at risk and higher loan ticket size.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

HR is a practice backed by strong scientific research on human behavior. Career HR people add to the knowledge by bringing right HR Practices in business. However, HR is too important a job to be left only to career HR guys. Leadership of people is an honour. Leaders cherish this and not see this as bleak routine.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

In HR, context is as important as content. While analytics provide history and trends, the actual human interface will connect the right context. The value lies in how we apply what we make out of analytics.  
**D. HR will survive the next decade or will HR be replaced?**

Administrative HR will be replaced; Transformational HR that supports change effectively will survive & drive future businesses.  
**E. HR is HR department's job versus HR is a shared responsibility**

HR runs people processes which help managers take people decisions - a shared responsibility!  
**F. According to you, what is HR's biggest dilemma?**

Being objective and a trusted advisor of both business and employees. Bringing issues proactively to management decision-making rather than "what do we do now?"  
**The attrition rate in your own department is:**

Lower by 6%



**PURVA MISRA**

**Designation:** Sr. Vice President & Head HR, MakeMyTrip  
**Present stint at company:** Since January, 2012  
**Previous assignments:** Director HR, Max Healthcare APAC Regional HR Director, Aon Hewitt Principal Consultant, Hewitt Associates

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** Our commitment to global diversity and inclusiveness is absolute. It is the only way to achieve lasting success and meet our responsibilities to our associates, customers, owners and franchisees, suppliers and all stakeholders. It is essential in order to attract and retain the best talent available and forge the business relationships necessary to continue our dynamic growth and maintain our competitive advantage.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

People decisions are for business managers. People processes are for career HR people. They facilitate consistent thinking for managers, advice and are the guardrail for decisions.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

Process-driven HR delivered with a human face. An absolute must but also a tricky balance. With too much process, human resources is cold and bureaucratic. With too much human interface, HR runs the danger of being called biased, political, playing favorites!  
**D. HR will survive the next decade or will HR be replaced?**

Survive and thrive! The most complex business issues which face top management are talent-related and without HR, these cannot be tackled. Unfortunately, these issues cannot be dealt with excel sheets, formulas or templates. They require decision-making, which is the most premium skillset. Human resources is best positioned to support and advise this decision-making.  
**E. HR is HR department's job versus HR is a shared responsibility**

HR runs people processes which help managers take people decisions - a shared responsibility!  
**F. According to you, what is HR's biggest dilemma?**

Organisational politics, inadequacy of competencies and high attrition are most often results of misaligned structures than the so-called human nature - and HR has to grow from Time Office to Board Room.  
**The attrition rate in your own department is:**

10% low (overall) is 32%.



**GURMEET SINGH**

**Designation:** Area Director of Human Resources, Marriott Hotels  
**Present stint at company:** 14 years  
**Previous assignments:** Director of Human Resources of Renaissance Mumbai Hotel.

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** Our commitment to global diversity and inclusiveness is absolute. It is the only way to achieve lasting success and meet our responsibilities to our associates, customers, owners and franchisees, suppliers and all stakeholders. It is essential in order to attract and retain the best talent available and forge the business relationships necessary to continue our dynamic growth and maintain our competitive advantage.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

The role of HR is to help business solve its own unique problems by applying solutions that are suited to the organisation. The work of HR is less to engage in mere HR activities and more to drive business outcomes.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

Need to move from opinion-based HR to research-based HR. All HR processes must build and sustain the appropriate culture, given the business imperatives.  
**D. HR will survive the next decade or will HR be replaced?**

It is stating the obvious that business is resourced through the key components of Men, Money, Machine and Material. Within this, it is people (Men) who are the principal actors managing the other three. People hold the key to success and as such hold primacy to success. Thus HR will survive.  
**E. HR is HR department's job versus HR is a shared responsibility**

Though each person has specific needs, drives, aspirations and capabilities, at varying degrees of intensity, people's basic needs thus has to be like joint family.  
**F. According to you, what is HR's biggest dilemma?**

Organisational politics, inadequacy of competencies and high attrition are most often results of misaligned structures than the so-called human nature - and HR has to grow from Time Office to Board Room.  
**The attrition rate in your own department is:**

10% low (overall) is 32%.



**SMITA SAHU**

**Designation:** Senior Manager Talent Management & Organisation Development, Blue Dart Express  
**Present stint at company:** 1 year  
**Previous assignments:** HR Business Partner, Tata Communications

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** Diversity amongst employees can create a better performance than 'versus'. Traditionally, diversity meant simple demographics, such as colour, gender, age but at a higher level, it can also mean a person's knowledge, educational background, values and goals. Due to cross-pollination among employees, diverse organisations can benefit from the debate, constructive conflict and differing opinions.  
**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

Human relations and its in-depth understanding and the interplay they have on enhancing organisational performance is essential to manage human capital and keep it progressive and passionate.  
**C. Data/analytics-driven HR versus human interface-driven HR?**

Let's not veer too much on either side. A balanced approach is always recommended and ideal, we cannot disregard the power of either the emotional quotient or the analytical output. The head and heart both have to play their role in motivating, retaining and creating a productive culture.  
**D. HR will survive the next decade or will HR be replaced?**

As long as human beings would be working in organisations, HR will survive. HR has evolved over the past decade in progressive organisations to move from the daily tactical aspect to strategically contribute to achieving the business objectives of the organisation.  
**E. HR is HR department's job versus HR is a shared responsibility**

HR is a shared responsibility. Each and everyone have certain HR responsibilities in their team, with the team members. Every line manager should know how to handle the human aspect for better engagement to maximize productivity.  
**F. According to you, what is HR's biggest dilemma?**

Ensuring employees stay motivated and with high morale to ensure sustainability/profitability of business.  
**The attrition rate in your own department is:**

Lower than the overall organisation numbers.





INDIA'S LARGEST WORKPLACE STUDY

## Slow & Steady

How the downturn has honed innovative HR practices with a sharp focus on costs

Rica Bhattacharyya & Shreya Biswas

**MAKEMYTRIP, FOR THE** past two years, has been training its senior management to enhance their macroeconomic understanding along with big data and analytics to help them with more accurate business forecasting. To achieve high level of engagement, the company rewards exceptional performers with "hyper-performance" schemes, which gives innovative rewards, like overseas team offsites, for achieving short business goals.

"Moving away from structured compensation models helps in driving the right messaging and focus effort towards mission critical organizational activity," says Purva Misra, senior vice president and head of HR at MakeMyTrip.

The sustained tough economic environment, starting from 2008, which has posed companies with the challenge of cost rationalization while keeping up employee morale, has led to the role of human resources as a management function evolve from being merely transactional to a more strategic one. To tackle the slowdown, companies resorted to salary cuts and lay offs, which made it increasingly crucial for firms to keep the spirits of the employees high and guide them towards the future in order to retain valuable talent. Considering the demanding times faced by organizations as a result of the economic slowdown, companies like Blue Dart Express, Bajaj Finance, MakeMyTrip, NIIT, MindTree and Philips took up several initiatives like enhanced communication, career progression assistance, training programs, building leadership pipeline, structured framework for rewards and recognition, among others, to hold on to valuable employees.

NIIT put a greater focus on headcount, costs and productivity. In order to manage hiring better, for every new hire, the company studied the staffing norms with rigor and ensured that every unit was a lean and mean team. It also revamped sourcing strategy, focused on control of hiring costs, worked out innovative ways to manage entry-level salaries. It focused on right structuring with right people at the right positions and compensation parity.

On the other hand, it revamped goal setting for the organization. It brought in more rigor to business-wise goal setting and tightened the linkages and cascading effect on the individual goal setting processes. "We made sure that there was a much closer connect between the company and individual performances and did away with the Bell-curve approach to performance appraisals and linked the same to individual performance," says Shampi Venkatesh, Chief People Officer, NIIT.

"The slowdown impacted our people practices on

hiring, training, rewards & recognition and we reviewed the policies related to performance management & compensation-linked to the same," adds Venkatesh.

Also, to heighten employee engagement and boost morale, the company created a structured framework on rewards and recognition, recognising small successes as well as demonstrated behaviour in line with NIIT's values & beliefs. Appreciation, especially in tough times, can be a great source of energy. "We 'variabilised' (sic) compensation for all NIITians, linked to annual performance...earlier, this was restricted to middle to senior leadership and sales teams," says Venkatesh.

Blue Dart Express, India's largest transportation and distribution company, too had to tighten its belts and undertake some cost conscious activities, like putting a freeze on hiring and restricting recruitment to customer-facing functions only to sail through the tough times. At the same time, to mitigate the damage caused by loss of valuable employees, the HR proactively stepped in by engaging them in various projects where there is visible individual growth and helping them achieve their long-term goals while retaining existing talent. The company also enhanced its communication strategy and started initiatives, like team brief by managing director, which was cascaded to all the employees, open house in various branches and service centres to address concerns of employees, and in-house training programs.

"Considering the demanding times faced by organizations as a result of the economic slowdown, HR today must ensure right communication is cascaded to the bottom-most echelon of the organization. This should include communication on

company financials, impact due to slowdown and how can employees support the organization to meet its goals," says Anil Khanna, Managing Director, Blue Dart Express. Also, regular dialogue with employees to address their concerns and apprehensions, restore their faith in the organization and motivate them to contribute wholeheartedly, he adds.

Bajaj Finance too focused on communication to tide over the tough times. "HR professionals are depended upon to maintain the economic balance between organizational priorities and employee expectations and as such manage and regulate the communication or feedback, which occurs within the organization during these difficult times," says Deepak Reddy, Chief Human Resources, Bajaj Finance.

IT solutions company MindTree took efforts to develop effectiveness of mid-level managers and leaders. The company in-



roduced training programs to enable change management and trained employees to interact with Gen Y and customers to create a homogenous environment. All top 100 leaders underwent an analysis on various competencies and abilities and based on the results, a talent review was conducted and individual development plan was created.

"The change reflected over a period of time and it has shown positive results. The global business environment is changing, so are customers. They are looking for more value addition and expertise.

The employees had to be re-oriented to reflect to the needs of the customer. More interactions were encouraged so that customer and employee expectations could strike a balance," says Ravi Shankar B, Executive Vice President and Chief People Officer at MindTree.

At Philips, the HR function itself saw a transformation from value addition to value creation in business. It now focuses more on strategic partnering with business instead of doing transactional activities. "We create brands for attracting and retaining talent, we leverage social media to harness the power of digital age and are continuously finding new ways of creating value in business and though we have been very successful and results are evident - this transformation journey for us has been full of its challenges but we have enjoyed the journey," says Yashwant Mahadik, Senior Vice President, Head, HR Indian Subcontinent & Global Chief Learning Officer, Philips.

And employees too responded to the changes positively, claims the companies. Blue Dart Express says when it could not dole out big hikes it gave employees the biggest motivator - job security. The company has an attrition rate of 13-14%, much lower than the average industry attrition rate of about 24%.

The company also received innovative ideas from its staff on improving topline, rationalising costs and boosting margins, including the launch of new products, like COD (cash-on-delivery), rate reductions from all vendors, and improving staff productivities, among others.

"A high level of motivation existed, despite the constant burning of midnight oil - when overseas holiday trips were seen at the end of the three-month stretch project," says Misra of MakeMyTrip, explaining the premise behind the company's rewards programme. Agrees Shampi of NIIT: "Recognition of individual performance puts more responsibility of performance on the individual himself/herself. People appreciated the investment the organization was making to enable and propel individual growth."

And businesses that implemented these changes effectively grew well and did better than the previous two years in terms of order intake, collections, revenue, profitability and overall people retention, claims the companies. And this, despite meager hikes, limited job options coupled with downsizing.



The Economic Times, June 24, 2013

## Search Over for the Best Workplace

Google retains top spot, followed by Intel and Amex

### Wish You were Here?

#### BEST WORKPLACES

- 1 Google
- 2 Intel Technology
- 3 American Express
- 4 NIIT
- 5 Forbes Marshall
- 6 NTPC
- 7 Ujjivan Fin Services
- 8 MakeMyTrip
- 9 Marriott Hotels
- 10 Blue Dart Express



RICA BHATTACHARYA  
MUMBAI

Flying in from all corners of the country, braving lashing monsoon rains and snarly traffic jams in Mumbai, the HR chiefs and CEOs of leading companies queued up to a suburban hotel last Friday, with just one question in mind: How have they fared in that coveted list, India's Best Companies To Work For. And given that India Inc is in the throes of a grinding slowdown, talent management has become crucial for top managements as industries marshal resources against the tough times. So this year's The Eco-

nomic Times and The Great Place To Work Institute study had special importance. For some years, the study has provided the industry with a much-needed barometer to judge how the companies fare on the people front. The 2013 study, one of the largest in the world, covered 550 companies spanning across 22 industries, surveying a total of 98,998 employees as part of its in-depth research. So it was but natural for the 60 CEOs and some 300 HR chiefs, to wait with bated breath as the list was read out. In the end it was Google who took away the honours of being the best workplace in India, followed by Intel and American Express.

The Economic Times, New Delhi, June 24, 2013