

'I FEEL POSITIVE'

Asad motivated to take on Carlsen and reclaim mantle of world champion from the Norwegian

Asad Karim, a 16-year-old chess prodigy from India, has emerged as a strong contender for the world chess championship. He has defeated several top players in the recent Carlsen Chess Cup, including the reigning world champion, Magnus Carlsen. Asad's performance has been nothing short of remarkable, and he is now considered one of the most promising young talents in the world of chess. His victory over Carlsen is a significant milestone in his career, and it has earned him widespread recognition and admiration from chess enthusiasts worldwide.

Asad's success is a testament to his exceptional talent and hard work. He has spent countless hours studying chess and practicing his skills, and his dedication has paid off. His victory over Carlsen is a historic moment for Indian chess, and it has inspired many young players to take up the game. Asad's story is a true inspiration, and it shows that with the right talent and hard work, anything is possible.

Education is not a privilege

For about a thousand children, English and computer science are no longer funny or complicated, thanks to a few IT professionals of Bangalore

In a small, crowded room in Bangalore, a group of children are sitting at desks, looking at their computers. They are focused and engaged, and they are learning English and computer science. This is not a typical classroom, but a special program run by IT professionals in Bangalore. The program is designed to help children from low-income families learn English and computer skills, which are essential for success in the IT industry. The program has been a great success, and it has helped many children to improve their skills and to pursue careers in the IT industry.

The program is a testament to the power of education and to the commitment of IT professionals in Bangalore. It shows that education is not a privilege, but a right, and that everyone has the potential to succeed. The program has helped many children to improve their skills and to pursue careers in the IT industry, and it has shown that education can make a difference in the lives of children from low-income families.

THE UNIVERSITY OF THE FUTURE

NIIT UNIVERSITY, NEEMRANA - RAJASTHAN

NIIT University, Neemrana, Rajasthan, is a leading educational institution that is committed to providing world-class education and research. The university is known for its innovative teaching methods and its focus on practical learning. It offers a wide range of undergraduate and postgraduate programs in various fields, including engineering, management, and technology. The university is also known for its research and development work, and it has a strong reputation in the industry. NIIT University is a true leader in the field of education, and it is committed to providing the best possible education to its students.

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NIIT IN THE NEWS

NIIT Limited has announced the admission process for the sixth one-year executive general management programme. The eligibility requirements include a degree in any discipline with 50% marks (aggregate) and six years' of work experience as on June 1. Classes are held once a week at various locations.

NIIT has also announced the launch of new courses in Data and Business Analytics, and in Cloud Computing. These courses are designed to help students gain the skills and knowledge needed to succeed in the IT industry.

NIIT has also announced the launch of the 'Teacher Classes' programme, which is designed to help teachers improve their skills and to provide the best possible education to their students.

NIIT LAUNCHES GEN-NEXT COURSES

NIIT, a talent development organization, has announced the launch of 'Gen-Next' courses. These courses are designed to help students gain the skills and knowledge needed to succeed in the IT industry. The courses include Data and Business Analytics, and Cloud Computing. These courses are designed to help students gain the skills and knowledge needed to succeed in the IT industry.

TEACHER CLASSES

NIIT Limited will launch 'Teacher Classes' to support private/in-service teacher preparation for the forthcoming CTET. The classroom programme will be conducted at select NIIT centres and self-learning/online programme and test series will be offered across the country.

NIIT TO TAP TIER II & III CITIES FOR EXPANSION

NIIT Limited has announced its plans to expand its operations in Tier II and III cities. The company has identified several locations in these cities where it plans to set up new centres. This expansion is part of NIIT's strategy to provide world-class education and research to students from all parts of India.

The Future's in the Cloud

Cloud computing is the future of IT. It offers a wide range of benefits, including scalability, flexibility, and cost-effectiveness. Cloud computing allows businesses to store and access their data and applications from anywhere, at any time. This makes it easier for businesses to collaborate and to do business. Cloud computing is also more secure than traditional IT systems, and it is easier to manage. Cloud computing is the future of IT, and it is essential for success in the IT industry.

Chipheng Rigel: Spreading the light of IT in Bhutan

Chipheng Rigel, a young IT professional from Bhutan, is working to spread the light of IT in his country. He has started a program to teach children about IT, and he has helped many children to learn about the benefits of IT. Chipheng is a true leader in the field of IT in Bhutan, and he is committed to providing the best possible education to his students.

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'I FEEL POSITIVE'

Anand motivated to take on Carlsen and reclaim mantle of world champion from the Norwegian

Vijay Tagore
@timesgroup.com
TWEETS @Vijaytagore

Viswanathan Anand is back in India after a sterling performance in the Candidates tournament in Khanty Mansiysk, Russia, recently.

He will soon be challenging Magnus Carlsen for world title. He took question from Mirror on his present, past and future with chess. Excerpts from an interview...

What did you do differently in the Candidates?

I honestly have no idea. I simply went there with no expectations. Perhaps I did not feel the pressure of doing well so strongly. I just tried to go there and hoped for one good game and then another good game and like that 14 good games. I had a very limited objective. I played well obviously but don't know how well.

You were not considered among the favourites. Did you expect to win?

No, not at all. I told you I had no expectations. To be honest, I did not take the fact that I was not one of the favourites seriously. That is what I expected people to do. I did not pay attention to what was being said. I went there and was happy to play.

Was this the best result in the recent times, rather since the Gelfand match?

I won a tournament in between. It was quite a strong tournament. I had a plus-3 score after 10 rounds. Still, the Candidates is one level higher. I am very pleased with myself.

Experts say, you were dependent too much on openings and avoid complications.

I don't read the so called experts, so I don't have any idea what they say.

Is it not true that you were going for simplifications and draws?

These are the kinds of the sweeping



THE CHALLENGER: Indian Grandmaster Viswanathan Anand is greeted by fans upon his arrival in Chennai yesterday

statements people make once they know the result.

The point is made after the result is known. It is like predicting yesterday's stock market. What happened was I was not getting the positions I wanted and I had to find a way to get that.

Is it a case that your engagement with match play constricted your chess?

Look, you can't say what people said. Honestly, I did not follow any of that during the tournament. I tried to forget about everything and wanted to play a good game of chess. That was my focus.

You seem to have recovered quickly from the World Championship debacle.

I have no idea. I did not expect this. It came as a very pleasant surprise. I feel much more positive and energetic now. It is definitely a very good feeling.

As a challenger, how do you look at Carlsen?

So far I haven't really thought about this. The situation is more or less what it was before. The difference is that my outlook will be more positive. I will be more enthusiastic. A good result will give a lot of positive energy.

It is said that you will approach Carlsen game with lot more freedom.

Is it? I have no idea for that question.

Will you change your team?

I may or may not but I will not reveal that. I have some ideas what I'm going

to do and I'm going to implement that. But I will not be discussing this issue.

Will you engage with Kramnik for the match?

Again, I'm not going to discuss my team. Kramnik and me are quite good friends. It is quite normal that one day we decided to go for dinner. He definitely influenced me to take part in the Candidates on which I was not sure. But he was not the only person I spoke to. In the end, it was my own decision. But I found that it was quite helpful to talk to him.

Having won the world title five times, how much motivated are you for the sixth title?

This is such an unexpected chance that I am sure I will be motivated and excited enough about the contest.



'I really needed this win'

S. SUJATHA
CHENNAI, APRIL 2

Terming the Candidates win at Khanty-Mansiysk in Russia very close to his heart, five-time world champion Viswanathan Anand said that he would rank it on par with the Mexico world chess tournament victory in 2007. The Candidates win has rejuvenated the Indian, who had lost his world title to Magnus Carlsen without winning a single game in Chennai last November. Noting that losing the world title hurt him a lot, Anand told this newspaper that the mildly surprising Candidates win has helped him regain his confidence to take on Carlsen again.

Excerpts:

Q: Do you consider the win at Khanty-Mansiysk one of the highlights in your career? Which other tournament win do you rate higher than this event?

Yes. When you are really down and out and can pull up a result like this, then it really is a highlight and something to feel proud of. But I don't know. Obviously Mexico had a similar and identical format. Equal strength comparably. That was a world championship. But this is a result I really needed right now, and so it is very very special.

Q: You are now back to third place in world ranking. Where do you see yourself in rankings before challenging Carlsen in November?

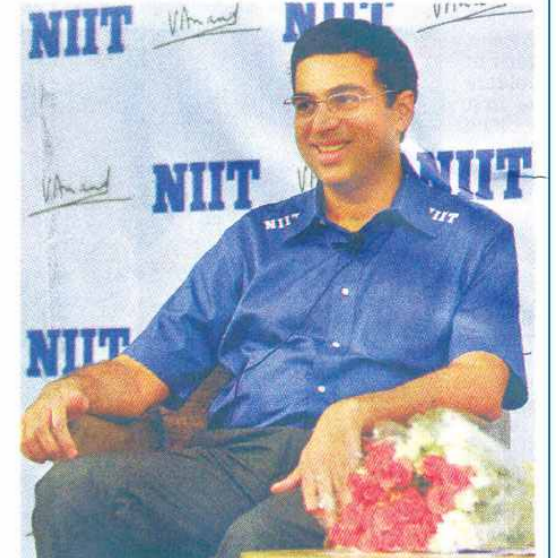
I would say that it is only



Viswanathan Anand's wife Aruna and son Akhil await the champion's arrival at Chennai Airport. —Ganesh

Carlsen and Aronian who have some cushion in the rating list. The rest of us can change five or six positions after every tournament. So I am happy that I am there. But, equally one good performance from Kramnik or Nakamura could alter the rankings. In Russia, I wanted a good result and I got a good result and that's it.

Q: What are your plans for the year ahead of the challenging task of



Viswanathan Anand at a press conference —JAISON G

time. How did it feel and what do you think went right at Khanty-Mansiysk?

My initial reaction was joy and satisfaction. I would also accept that I was mildly surprised to win. Further, the convincing win has done wonders to my morale. Actually other players were more nervous than me. I won the same number of games as three others, but I remained unbeaten.

Q: How did you overcome your setback in Chennai? What was your motivation to play in the Candidates?

The two days break before the closing ceremony in Chennai looked like two weeks. But I overcame the disappointment by playing with my son Akhil. Over dinner,

the former world champion Vladimir Kramnik motivated me to play in the Candidates stating that I had nothing to lose. After some more quiet time at home, I decided to play.

Q: Has anything changed for you after the world championship match in Chennai? Did you feel any pressure to perform?

I felt more comfortable at Khanty-Mansiysk, as there was very little expectation from me. I went there hoping to finish among top four. But I played steady chess and won the title. The win changed my outlook. I can't be giving excuses always, once in a while I should also give a good result for my fans to cheer.



IT SERVICES
RATING: INFOSYS:
NEUTRAL
TCS, HEXAWARE, NIIT
TECHNOLOGIES, TECH
MAHINDRA, MINDTREE,
HCL TECH, WIPRO:
OUTPERFORM

Never mind the slow start

Most companies to sound positive on 2014 outlook

OUTLOOK for the year remains positive. While the Mar-14 quarter is likely to be seasonally slow, Infosys' recent cautious stance and TCS' muted indications have prepared investors for this and we do not anticipate any negative surprise. We expect most companies to sound reasonably positive on the outlook for 2014. The cross-currency movement should also be in a narrow band for the quarter.

No specific trend in margins in March 2014. The average INR has appreciated marginally during the quarter, so that will not have a significant impact. Recent cost-cutting measures could help continuing margin improvement at Infosys despite muted growth.

Tech Mahindra is likely to be impacted due to the wage increases and the resetting of one of its contracts with BT (British Telecom).

HCL and Tech M could have the highest element of positive surprise (revenue), hedge losses could hurt Mindtree and Tech M earnings. Continuing strength in HCL's infra business and a possible pick-up in software could help its revenue. Further ramp-ups in Tech M's telecom business could offset the reset of the BT contract.

We believe street expectation for Infosys' FY14 revenue growth guidance is between 6% and 9% (assuming guidance is given)—a number lower than 6% will be a negative surprise. We have made slight changes to our estimates and a target price (Infosys to ₹3,650 from ₹3,800)

EXPECTATIONS FOR THE MARCH 2014 QUARTER

Client	Revenue date	Revenue growth (%) q-o-q	Revenue (₹ bn)	EBIT margin (%) q-o-q	EBIT margin (%) y-o-y	EBIT margin (%) annual	SP	SP	PAT	%
							q-o-q	y-o-y	(₹ bn)	q-o-q
HCL Tech	April 17	3.0%	84	2%	30%	23.0%	-70	350	15.9	6%
Hexaware	Mid-April	1.5%	6	1%	23%	19.8%	-110	230	1.0	-7%
Infosys	April 15	0.5%	130	0%	24%	25.5%	50	200	29.1	1%
Mindtree	April 16	3.0%	8	2%	31%	16.8%	-10	30	0.9	-2%
NITEC	May 2	3.0%	6	2%	12%	13.3%	-20	-10	0.5	-3%
TCS	April 16	1.8%	215	1%	31%	29.0%	-70	250	50.7	-5%
TechMahindra	May 14	2.5%	50	2%	32%	18.5%	-180	120	5.9	-10%
Wipro	April 17		117	3%	6%	20.6%	0	400	20.9	4%
IT services		2.8%	106	3%	24%	22.8%	-20	260		

*Note: Tentative. Source: Company data, Credit Suisse estimates

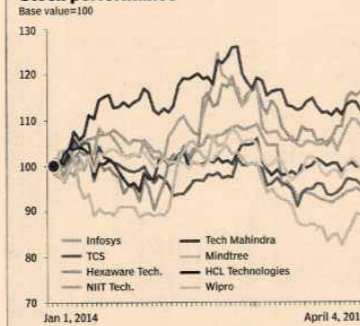
₹ HAS STAYED FLAT vs \$ IN THIS QUARTER

FX depreciation of %	Jan-13	Apr-13	Dec-13	Mar-14
\$	3%	11%	0%	0%
Euro	2%	13%	3%	0%
GBP	2%	12%	4%	2%

Source: Thomson Reuters



Stock performance



business has been witnessing good traction.

We expect Ebit margin to decrease 180 bp q-o-q. Key margin drivers are lower deferred revenue amortisation and wage hikes, offset partially by operational improvement. We have estimated a net forex loss of ₹1.5 bn, 18% of PBT in this quarter.

Wipro

The company had guided to 2.0-4.0% q-o-q revenue growth (constant currency) in its IT services business. We expect IT services revenue growth to be 2.8% q-o-q in USD terms.

Wipro had acquired Opus in early January—we estimate that this contributes to about \$10m of revenue in this quarter and organic growth is thus about 60 bp lower. The company has been showing some improving revenue momentum. We expect guidance for the June quarter to reflect a slightly higher range than that for the March quarter (in organic terms).

We expect Ebit margins to be marginally down q-o-q.

Currency impact

An INR appreciation impacts the P&L in three ways: (i) Ebit goes down, (ii) translation of current assets, mainly receivables, hurts net income, and (iii) gains on hedges help net income (depending on when the hedges were taken up). Companies usually pass the impact of translation of long-term loans through the balance sheet. A 1% INR change impacts Ebit margins by 25-50 bp for our coverage universe, but the quantum of gains/losses on hedges and receivables will determine the PAT (profit after tax) impact. The INR has been relatively stable in the March quarter on average.

We have assumed an exchange rate of ₹61.5/USD for the March 2014 quarter and ₹60 for future quarters.

—Credit Suisse

We expect a similar forex loss as the previous quarter, primarily due to translation losses on receivables.

TCS We expect the company to report a sequential revenue growth of 1.8% q-o-q in USD terms. Growth has been a bit muted due to seasonal slowness in international revenues and a cyclical downturn in the Indian market.

We expect margin compression of 70 bp q-o-q due to continued investments and a minor impact of the currency.

Tech Mahindra We expect revenue growth of 2.5% q-o-q in USD terms. Revenue growth would be impacted by lower deferred revenue amortisation (40 bp). The enterprise solutions

We expect the company to report a translation loss of ₹100m, 13% of PBT (profit before tax) in the quarter.

NIIT Technologies We expect the company to report 3.0% q-o-q growth in USD terms. This assumes that the company is able to book revenues related to the AAI (Airports Authority of India) project in this quarter. Separately, we understand that a large client in the travel vertical has cut back on IT spending temporarily. We expect this to negatively impact revenues as well.

We expect Ebit margins to decrease 20 bp q-o-q. Benefits from improving revenue mix are likely to be offset by cost overruns in some government projects.

We expect the company to

(assuming guidance is given)—a number lower than 6% will be a negative surprise.

For the March 2014 quarter, we expect a sequential revenue growth of 0.5% (USD terms). The management has indicated that revenue would come in at the low end of its guidance of -0.4% to +1.4% growth. We expect margins to increase 50 bp q-o-q as the company's cost-cutting measures continue to bear fruit.

MindTree We expect MindTree to report 13% q-o-q revenue growth in USD terms. The product engineering segment was impacted by furloughs in the previous quarter as in earlier years. We expect Ebit (earnings before interest and taxes) margins to stay flat q-o-q.

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THE ASIAN LENS Creating a new vision for Asia

Institutions of learning across Asia can and must lead the resurgence, reacquainting young people in the continent with their abounding traditions and customs



RAJENDRA S PAWAR

It is true that Asia, despite its ancient roots and rich legacy, has remained a quieter cousin of the West. The 19th and 20th centuries—a period when many Asian nations were colonised or otherwise subjugated by the West—have prevented Asia from taking centre stage.

Once a cradle of art, culture and learning, and home to the famous spice route, Asia and its nations accounted for a large part of global wealth and population. Everything changed, however, with the rise of Europe and North America, and as the balance of power gradually shifted Westwards.

The emergence of the West—based on its economic dominance and influence—has led to the creation of a powerful western lens, which has become the sole way of viewing the world. Asia, and in particular its young people, have become accustomed to this lens, even looking at themselves through this western perspective.

Therefore, instead of feeling a sense of pride in the resplendent heritage, ethos and histories of their nations, the youth of the continent are turning towards the West, blindly embracing its values and philosophies. The ubiquitous Western Lens has prejudiced many a young mind, preventing the creation of a strong Asian identity. Whether it is the issue of marriage, family ties, care for the elderly or focus



ILLUSTRATION: SHYAM

on learning, Gen Next is now increasingly veering towards the western thought process, setting aside the ethics and ideals it has grown up with.

There is clearly a need for an alternative lens, or should one say lenses, which can remove existing

distortions and provide youngsters in Asia with a distinct and precise notion of themselves and the countries they were born in.

Such lenses, blending the positives of western and Eastern thought, can sensitise the coming Asian generation about the richness and diversity of the continent. Such lenses are critical in

helping youth build a better understanding of their past. They are needed to establish a robust foundation on which Gen Next can build an aspirational future.

After all, Asia's tomorrow is in the hands of this young population. It is imperative, therefore, that this segment of society appreciates and values that it has inherited and revels in its 'Asian-ness'.

Young people need to know that Asian-ness is indeed in and gaining resonance in the world order. From North America to Europe, an Asian wave is visible which is washing ashore practices like yoga and ayurveda. Asian cuisines are increasing in popularity as is the simple, spiritual, oriental lifestyle. Today, many American universities offer programmes that give rich insights into Asia's history, economy and the road ahead, building greater awareness about a land that is as old as the hills and the fountain of civilisation.

The same role can be played by Asian universities. Institutions of learning across Asia can and must lead the resurgence, reacquainting young people in the continent with their abounding traditions and customs. Asian schools of higher education can emerge as beacons, providing students with a vision of an 'Asian 21st century'.

Indian universities have remained low-key as the crucial area of research, a prerequisite for nurturing studies like these, has largely remained neglected. Clearly, there is a need to revisit the Indian higher education sphere. We need to begin the

groundwork for building more ground-breaking universities.

Indian universities should play a proactive role in encouraging research and disseminate knowledge about challenges, achievements and roles of Asian societies in the globalised world. I hope that, going forward, this neutral Asian Lens will help study Asia through

INDIAN UNIVERSITIES HAVE REMAINED LOW-KEY AS THE CRUCIAL AREA OF RESEARCH, A PREREQUISITE FOR NURTURING STUDIES LIKE THESE, HAS LARGELY REMAINED NEGLECTED. CLEARLY, THERE IS A NEED TO REVISIT THE INDIAN HIGHER EDUCATION SPHERE. WE NEED TO BEGIN THE GROUNDWORK FOR BUILDING MORE AND MORE GROUND-BREAKING UNIVERSITIES

Asian eyes, enabling the people of this continent to play their rightful role in the building of a just and successful 21st century society.

Asian Lens will regenerate the concept of an Asian space that promotes the exchange of ideas and learning, laying the foundation for a platform that provides rich cultural, intellectual and scientific pickings for future generations of Asians and one from which even non-Asians can profit.

The author is chairman, NIIT Ltd, and founder, NIIT University



Viswanathan Anand says no to politics

HT Correspondent

■ sportslucknow@gmail.com

LUCKNOW: At a time when sportspersons joining politics has become a trend with the likes of footballer Baichung Bhutia, marksman Rajvardhan Singh Rathore and cricketer Mohd Kaif contesting the ongoing Lok Sabha polls, five-time world chess champion Viswanathan Anand comes as an exception as the ace grandmaster has no plans to apply his mind to anything else except chess.

"Politics is not my cup of tea and I am not going to join it even after calling it a day to the game of chess," Anand told HT soon after kicking off 'Future Smart' campaign by NIIT here on Tuesday.

The chess wizard also downplayed the talks of him being considered for Bharat Ratna especially after it was conferred on cricketer legend Sachin Tendulkar this year. "I am not the right person to comment on this. I am not going to lobby for myself for the award either."



■ Five-time world chess champion Viswanathan Anand poses with young chess players in Lucknow on Tuesday. HT PHOTO

On being asked about his strategy to regain world championship crown from Russian Magnus Carlson, Anand came up with a candid reply as to what went wrong with him last time and what he would need to do next time.

"My plans didn't work last time, but I have learnt many new things from that defeat. I am preparing well to challenge Carlson, when we play each other in the

next world championship this November," said Anand, adding, "I need to correct many things and I'm sure I would be able to give him a run for his money."

Discussing about his plans for the year before challenging Carlson for a re-match, Anand said that he would be playing a world rapid and blitz championship at Dubai, before taking part in an exhibition event and a prestigious rapid event

at Geneva. "This is what I have planned so far, besides chalking out a certain plan for practice."

He, however, accepted that his win at the Candidates Chess Tournament this year came as a big relief to him. "Certainly, it has given a big boost to my confidence. I was positive throughout the event as I believe you can achieve when you want when you are cool and composed during a game." "Undoubtedly, there were many tough rounds in the event, but I am happy to get the desired result at the end of the day."

THE CHESS WIZARD ALSO DOWNPLAYED THE TALKS OF HIM BEING CONSIDERED FOR BHARAT RATNA ESPECIALLY AFTER IT WAS CONFERRED ON CRICKETER LEGEND SACHIN TENDULKAR THIS YEAR

Hindustan Times, Lucknow, April 16, 2014

Anand says he is ready for Carlsen

Syed Saboor Ahmed | TNN

LUCKNOW: Five-time World champion Viswanathan Anand, it seems, has left behind his loss to World number one Magnus Carlsen of Norway and is ready to take him on again. The Indian defied all odds to emerge as the winner of FIDE Candidates 2014, held recently in Russia, with a round to spare. He has thus emerged as the 'challenger' to reigning World Champion Carlsen, with the title match scheduled sometime in November this year.

Interacting with media during his first visit to the state capital, Anand was positive about the rematch but admitted that he will have to change the strategy and do something different to overcome the Norwegian's dominance.

"As of now I don't have any plans for the World Championship match. First let the venue be decided and then we will chalk out strategies. But yes, I'll have to come up with something different to tame Carlsen," Anand said.

Talking about his stunning victory in Russia, Anand said: "At Candidates I was actually very relaxed and happy. That made things a bit easy. After my first round victory against Levon Aronian (top seed and pre-event favourite) it was walk in the park for me."

Anand was assisted by Sandipan



Viswanathan Anand addressing mediapersons in Lucknow on Tuesday

Chanda during the Candidates and the chess ace said that he is satisfied with his team of seconds. "Sandipan was very helpful in Russia. I trust all of them and would like to continue with the same team." Besides Sandipan, others who assisted Anand during the World Championship include Krishnan Sasikiran, Peter Leko and Radoslaw Wojtaszek.

Anand was here on an invitation from NIIT and was seen interacting with children with zeal and vigour. Commemorating Anand's win, NIIT unveiled a novel initiative aimed at motivating youngsters to overcome challenging circumstances and emerge victorious through determi-

nation, hard work and perseverance. The initiative titled "MindChampions like you, find new ways to win" has met with an encouraging response with youngsters sharing their own personal 'Vishy moment', a moment when they exhibited resilience to emerge a winner even in tough situations.

Anand was of the view that youngsters who aspire to take chess as profession should be very careful before taking the decision. "Playing chess is helpful in shaping the minds of youngsters. It trains the memory and if kids take up chess early in their career it also helps in decision-making process. But young people

should be very careful while choosing the game as profession. It requires a lot of time and travelling, which at times can be very bothering. When I was young I used to travel a lot playing tournaments at various places. That was very taxing and costly too.

"I know many who began their chess career with me but quit in their early twenties because they could not sustain the pressure of travelling. However, times have changed and chess is widespread in India. In my youth the game was restricted only to Maharashtra and Andhra Pradesh but now it's a national craze. There is a lot of money and glamour involved. Still, I would like to suggest to the youngsters to tread cautiously while choosing chess as profession."

Anand informed that before the rematch against Carlsen he would be playing a lot of rapid chess tournaments, including the upcoming ones in Dubai and Switzerland.

In his glorious career spanning over 25 years, Anand has taken Indian chess to great heights. Born in Chennai, Vishy is acclaimed to be the fastest brain in the world. He is the only person in history to have won a World championship title in all formats - match, knock-out and tournament. It is his success in the world chess arena that has made this ancient Indian game, a mass sport in the country.

The Times of India, Lucknow, April 16, 2014



'Candidates win felt like oxygen'

Rejuvenated Anand looks forward to World Championship rematch against Carlsen

AMIT CHAUDHARY ■ NEW DELHI

■ **How did you overcome the disappointment of last year's World Championship loss to Magnus Carlsen?**

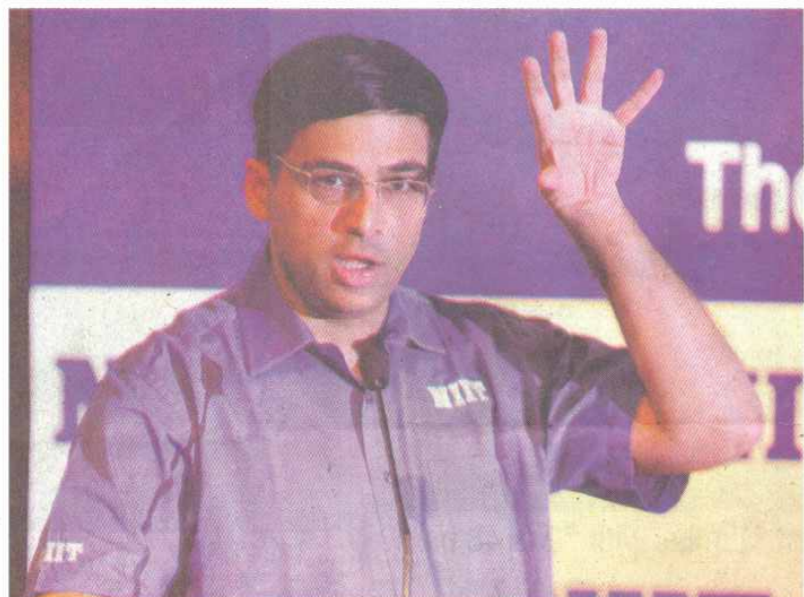
I'll be honest, these three months I didn't have time to sit and fix anything. I remember once long back, at the end of a tournament we (Anatoly Karpov and me) were talking about somebody who had a bad tournament. Karpov mentioned that he thought that the player would take much longer to recover from the bad result because he was really in love with chess and he didn't have anything which could take his mind off chess. So basically that's the strategy I followed because I thought that it was more important to recover emotionally. After all, a result like this knocks the stuffing out of you. So most of the time in December and January, I was trying to avoid chess rather than really get heavily into it because the closer I came to the tournament, it became unavoidable to do some work but most of the time I tried to get away from chess. I felt that it was more important to get back to desire than to fix specific issues. I had a short training camp in February but if I had felt more enthusiastic, I would probably have worked more. But as it was, I decided that was enough. The most important thing was to spend time at home, play with my son and meet some friends and wait for this hunger to come back.

■ **What went wrong in that match? You must have analysed your game after the loss.**

I think many errors had crept in my approach. I was becoming more reliant on computers and there were some mistakes coming up. I was not oblivious to it but I was not able to address the problem. I didn't have time to fix anything.

■ **You think because you were world champion, Carlsen had more knowledge of your style than you had about him?**

I would say we both brought different strengths and completely different situations to the match. Depending on the result now I can tell you which was more important. Unfortunately, his qualities turned out to be more important. I don't think there is too much of a world championship style and non-world championship style. I mean, in the end, you play the same thing. The only thing is that in my previous world championships I was much more focused. Perhaps, I always had a lot of focus on the match but even that kind of concentration didn't help very much last year. I mean sometimes



Viswanathan Anand speaks during a promotional event of NIIT's Business Analytics program in Delhi on Wednesday

Alwin Singh | Pioneer

some things go wrong, they simply go wrong. There is not much you can analyse afterwards. But I don't think I play differently in the World Championships than I do in other tournaments. Maybe I do it more intensely but there is nothing called World Championship experience. Perhaps there are more emotions involved in it because the attention level is much higher.

■ **What are the tournaments you are going to play this year?**

At the moment I am scheduled to play in Corsica in May. In June I will play World Rapid and Blitz Championships in Dubai and then I have got an event in Geneva in October. For the moment that's it. I might try and fit in something else but it depends on my training schedule. All this is assuming that the match (World Championship) happens in November. It is all kind of tentative. Anyway I am not playing anything in April. By the end of this month, if we have a clear direction when the match will happen, I can start

"I think many errors had crept in my approach. I was becoming more reliant on computers and there were some mistakes coming up. I was not oblivious to it but I was not able to address the problem. I didn't have time to fix anything"

Viswanathan Anand

planning things.

Corsica is an exhibition event. Dubai will be a five-day Rapid and Blitz and then Geneva again will be Rapsids. So this year a lot of Rapsids, which is nice because earlier I didn't get to play a lot of Rapsids. This year, I will compensate for the last year. It is nice to play Rapid chess again.

■ **How do you plan to win back the World Championship?**

I think I have a fairly good idea — I don't know if I am right or wrong — what I want to change and what I think went

wrong. So I have a rough idea of the kind of work I want to do. Now it's about implementation. So I will choose my team accordingly. But right now, I am not going to give any details of that.

Secondly, I'm simply waiting for the bid. The bidding procedure will finish by the end of this month. So I will have a clear idea of when and where the match is going to happen. It is roughly scheduled for November but I will like it to be confirmed.

■ **You will be facing Carlsen once again. Does it add to the pressure when you play someone to whom you lost the World Championship match?**

Obviously the previous match will influence our thoughts, our preparations and things like that but still it will be a very different match. At least I am going to try and change the course of the match and he is going to anticipate my move. So it's going to be a very different match.

■ **Did the venue make any difference?**

I don't think India had effect on it.

Perhaps you can only say is that it amplified the situation I was in but my problems were mainly my own. There were certain mistakes I was making and somehow I couldn't manage to correct them on time. So I wouldn't blame the location.

■ **Did this phase test you the most in your career so far? Was it the sort of rediscovery for you to win the Candidates?**

Yes, it was a very testing period. Even in 2013, there were good and bad events but I felt the bad moments more intense than the good ones, which is unfortunate because I got to look back at many positive things in my first six tournaments. But somehow what I kept remembering was watching the tournaments at the end and like that. And, that was the feeling I carried in the match.

There is no reason why I did well in the Candidates. I can't even pin point something and say that's why I did well. If there was such a thing, I would have applied much earlier. I think the most important thing before the Candidates tournament was the period where I simply stopped following chess for a while. So it was all about recovering emotionally rather than the chessboard.

■ **Last year you were defending champion and had everything to lose. But this time you are going to try and win it back. Does that make it psychologically easier for you?**

I hope so. For me, right now the dominant emotion is the buzz I have after winning the Candidates than anything else. I certainly hope that those things come into play. But I would only know afterwards if it was. Like I said, I needed a good result and this result felt like oxygen and I will stick by that and I think that's the most important thing I take from the Candidates; not just that I qualified but I got a good result.

■ **Is it going to be grudge match for you?**

It is inevitable that when you get closer, you remember some aspects and I won't be able to put away the whole match. To be honest, I have no reason to keep reliving that match. I really want to forget it and I will try and play it like a fresh match.

■ **Is it so easy to forget that?**

I didn't say I will succeed. I said I will try! (laughs) But you can't help it. Your mind will wander and it will eventually wander back. And you can't help these things completely. I simply believe it will be a new match and new things will happen. So that's what you should get ready for and not fighting the old war.



Break helped Anand for Candidates Tournament

NEW DELHI, April 16: Indian chess great Viswanathan Anand on Wednesday said the break following his World Championship loss helped him win the Candidates Tournament to qualify for a rematch against Magnus Carlsen.

"After the November World Championship I avoided chess. The three-month break was good as I spent time with my family. It was more about recovering emotionally. It was important to get back the desire and hunger. By February, I started feeling much lighter," said the five-time World Champion, who was here for a promotional event for his sponsors NIIT.

Anand, 44, won the right to challenge Norwegian Carlsen for the World Championship rematch, most likely to be held in November. Anand said the victory was one of the best results in recent times.

"The Candidates Tournament was one of the best results in recent times. I did not really work on anything. I had not prepared much though I had some short training camps in February. In the first match I beat Levon Aronian and it really

took off from there," said India's first Grandmaster.

The Tamil Nadu legend sounded confident about the rematch saying that he will be changing his course for the tie.

"I have a fairly good idea what I want to change regarding what went wrong. The previous tie will influence the match but it will be different altogether and new things will happen," added the Rajiv Gandhi Khel Ratna Awardee.

Talking about his plans this year, Anand said that he will be playing a lot of rapid tournaments before the Worlds.

"I will be playing in an exhibition match in Corsica in May followed by the World Rapid and Blitz Championships in Dubai and another Rapid event at Geneva in October. So I am playing a lot of rapid events assuming the World Championship is held in November," concluded Anand, who is the only person in chess history to have a World Championship in all formats — match, knockout and tournament. IANS



Five time World Champion and NIIT MindChampion Viswanathan Anand during a session on the relevance of chess in advancing analytics, in New Delhi.

Sentinel, Guwahati, April 17, 2014

Pioneer, Chandigarh, April 17, 2014



विश्वनाथन आनंद ने फ्यूचरस्मार्ट अभियान का उद्घाटन किया

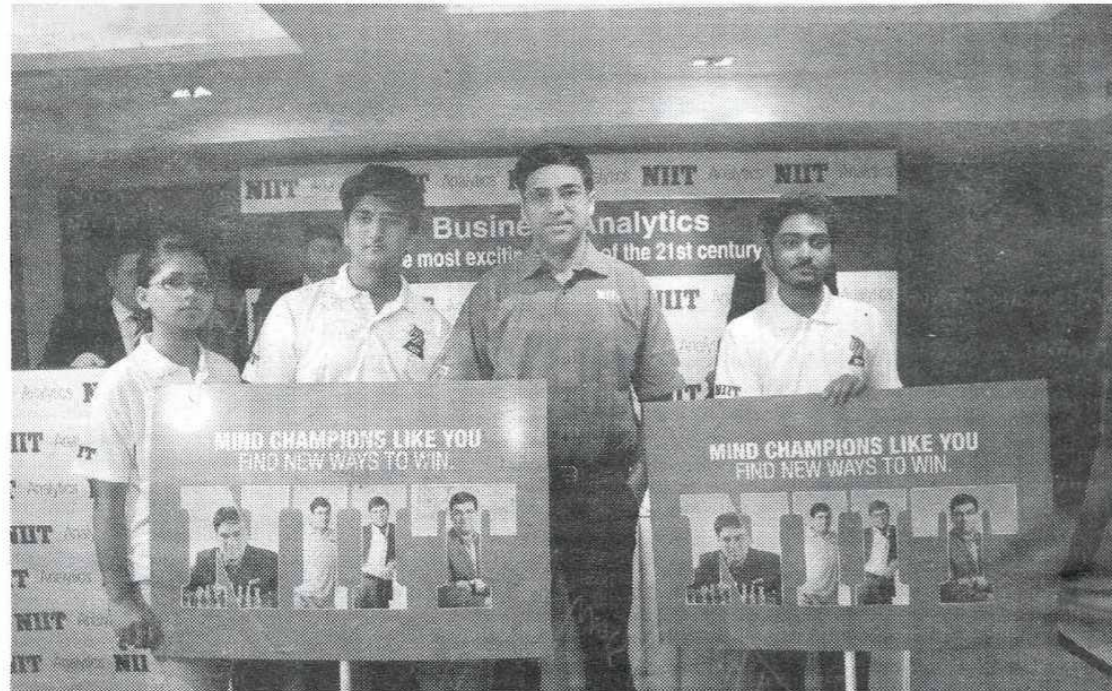
लखनऊ। पांच बार के विश्व
चैम्पियन तथा छप्पज्
माइंडचैम्पियन विश्वनाथन
आनंद ने एनआईटी द्वारा
डिजाइन किए गए एक अनूठे
अभियान - फ्यूचरस्मार्ट का
आज नगर में उद्घाटन किया।
इस अभियान का ध्येय ऐसे



छात्रों की सहायता करना है जो कक्षा 10 और कक्षा 12 की बोर्ड परीक्षाओं में शामिल हुए हैं और अपने कैरियर की भावी दिशा तय करने के नाजुक मोड़ पर हैं। आनंद ने इन नवयुवाओं से बातचीत भी की और इस बारे में अपने जीवन के अनुभवों को साझा किया कि किस तरह से रणनीतिक सोच, दृढ़संकल्प, तथा सही विकल्प चुनने के कारण उनको जीवन में एक चैम्पियन बनकर उभरने में मदद मिली। इस अवसर पर इंडिविजुअल लर्निंग सॉल्यूशन्स, छप्पज् लि. के उपाध्यक्ष विनोद कौल और इंडिविजुअल लर्निंग सॉल्यूशन्स, छप्पज् लि. के डीजीएम - मार्केटिंग विश्वास क्षीरसागर भी मौजूद थे। फ्यूचरस्मार्ट, ऐसे स्मार्ट छात्रों के लिए एक तकनीक-आधारित अम्ब्रेला प्रोग्राम है जो नए दौर के पाठ्यक्रमों का अन्वेषण करने के लिए उत्सुक है। उद्योग जगत के बदलते रुझानों पर आधारित फ्यूचरस्मार्ट को छात्रों को ऐसी कैरियर सलाहें और विकल्प सुझाने के लिए डिजाइन किया गया है जो उनके नजरियों के अनुसार सर्वोत्तम ढंग से उपयुक्त हों तथा उभरती ज्ञान आधारित अर्थव्यवस्था की जरूरतों के अनुकूल हों। यह प्रोग्राम, छात्रों को व्याख्यान संशोधित करने तथा लेसन ऑन डिमांड के साथ छूटी कक्षाएं पूरी करने और घर बैठे ही व्यावहारिक प्रयोगों में कुशल बनने की सुविधाएं भी देता है। समूह आधारित ऑनलाइन शिक्षण मॉड्यूल के उपयोग द्वारा सामूहिक अध्ययन भी प्रोत्साहित किया जाता है।

Spasth Awaz, Lucknow, April 18, 2014

MIND CHAMPION



Five-time world champion and NIIT MindChampion Viswanathan Anand pose with budding players during an event highlighting the relevance of chess in advancing analytics in New Delhi on Wednesday.

Asian Age, New Delhi, April 17, 2014



फरीदाबाद : एनआईआईटी का नया बिजनेस एनेलेटिक्स प्रोग्राम लांच

विकास भारत शर्मा / गुडगांव मेल
फरीदाबाद, 17 अप्रैल। पांच बार विश्व विजेता तथा एनआईआईटी माइंड चैम्पियन विश्वनाथन आनन्द ने सेक्टर-21 स्थित पार्क प्लाजा होटल में एडवॉसिंग एनालाइटिक्स में शतरंज की सम्बद्धता को उजागर किया जो कि आज के पतिसर्धात्मक कारोबारी परिवेश में सफल होने के लिए अत्यधिक महत्वपूर्ण है। आनन्द एनआईआईटी के बिजनेस एनेलेटिक प्रोग्राम के लांच अवसर पर उपस्थित हुए थे।

उनके अतिरिक्त इस मौके पर एनआईआईटी लिमिटेड के इंडीविजुअल लर्निंग सॉल्यूशंस के वाइस प्रेजिडेंट रोहित अग्रवाल, इंडीविजुअल लर्निंग सॉल्यूशंस के वाइस प्रेजिडेंट विनोद कौल, एनआईआईटी फरीदाबाद के निदेशक कैप्टन विरेन्द्र सिंह, डॉ. (प्रो.) प्रदीप कुमार, चेयरमैन, डीसीटीएम, राजीव चावला, चेयरमैन, आईएमएसएमई, डॉ. शरद कौशिक, निदेशक एनजीएफ तथा अनेक टेक्नॉलजी एक्सपर्ट एवं गणमान्य अतिथि उपस्थित थे।

इस अवसर पर उन्होंने कहा कि मौजूदा समय के दौरान कारोबार के लिए प्रस्तुत डेटा की बड़ी मात्रा का विश्लेषण करने के रूप में असीम अवसर उपलब्ध हैं, और विभिन्न सेक्टरों में एनालाइटिक्स पेशेवरों की



मांग में बढ़ोतरी हो रही है। सत्र के दौरान आनन्द ने इस बात पर बल दिया कि शतरंज में खिलाड़ियों को अनेक संभावनाओं पर विचार करना होता है, नए विचारों की खोज करनी पड़ती है, नई चालों के साथ प्रयोग करने पड़ते हैं तथा उनके परिणामों का पूर्वानुमान तथा अंदाज लगाने के लिए निष्पादन करने तथा एकाधिक डेटा सेटों का विश्लेषण करने का निरन्तर दबाव बना रहता है जिनका प्रयोग कारोबार से संबंधित महत्वपूर्ण निर्णय के लिए किया जा सकता है।

हर मिनट तैयार होने वाले बड़ी

संख्या में डेटा के कारण एनालाइटिक्स कौशल अब आईटी पेशेवर का केवल विस्तार ही नहीं रह गया है, वे उत्तरोत्तर कारोबार के लिए महत्वपूर्ण बनते जा रहे हैं। बिजनेस एनालाइटिक्स अपने अधिकार के साथ एक उद्योग के रूप में उभर रहा है।

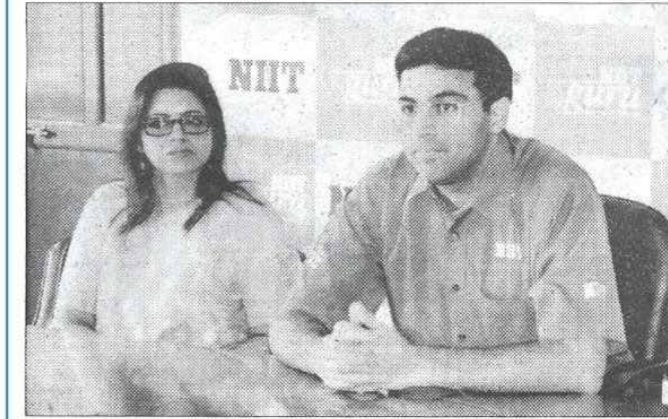
पांच बार विश्व विजेता एनआईआईटी माइंड चैम्पियन विश्वनाथन आनन्द ने कहा कि "शतरंज से आधारभूत मानसिक क्षमताओं का विकास होता है जो शिक्षण तथा सृजनात्मक विचारण का रेखांकित करती हैं जबकि

एनालाइटिक्स विचारण करने का तरीका होता है जिससे ज्ञान, टूल्स तथा तकनीकों का प्रयोग संभव होता है ताकि डेटा से बहुमूल्य अन्तर्निहित आशय प्राप्त किए जा सकें। इस पहल को "माइंड चैम्पियंस लाइक यू, फाइंड न्यू वेज टू विन" शीर्षक दिया गया है, तथा इसके प्रति युवाओं द्वारा उत्साहपूर्वक रूझान दिखाया गया जिसमें उन्होंने स्वयं अपने व्यक्तिगत "विशी मोमेन्ट" को साझा किया गया, वह क्षण जब उन्होंने प्रतिकूल परिस्थितियों में विजेता के रूप में उभरने के लिए प्रतिबद्धता दिखाई थी।

Gurgaon Mail, Gurgaon, April 18, 2014



'भारत की स्कूली शिक्षा फिर से परिभाषित होगी'



मीडिया से बात करते विश्वनाथन आनन्द और तूलिका सिन्हा। आज समाज

गाजियाबाद। विश्व चैम्पियन विश्वनाथन आनन्द ने कहा कि आईटी विजार्ड प्लस तकनीक द्वारा भारत में शिक्षा के भविष्य को नया आकार दिया जा रहा है। आईटी की दूसरे देशों में भी मांग है। इससे आईटी के क्षेत्र में जाने वाले छात्रों को लाभ मिलेगा।

क्योंकि टेक्नोलॉजी बढ़ रही है। जिससे भारत में स्कूली शिक्षा फिर से परिभाषित होगी। विश्वनाथन आनन्द गुरुवार को डीपीएस इंदिरापुरम में आईटी सॉफ्टवेयर की लांचिंग में पहुंचे थे। कार्यक्रम के दौरान आनन्द मीडिया

से रू-ब-रू हुए। तूलिका सिन्हा ने कहा कि आईटी अनुसंधान पर आधारित एक बेहतर सॉल्यूशन है, जिससे आईटी के क्षेत्र में अध्यापकों के सामने आ रही आधुनिक समय की चुनौतियों का समाधान करने के लिए विभिन्न स्कूलों में समय-समय पर निरंतर शिक्षण सल्यूशन प्रस्तुत करते हैं। इससे शिक्षण अनुभाव में बड़े पैमाने पर सुधार हो रहा है।

इस अवसर पर स्कूल प्रधानाचार्या मीता राय के साथ स्कूल शिक्षक उपस्थित थे।

Aaj Samaj, New Delhi, April 18, 2014



लॉचिंग एनआईआईटी का नया बिजनेस एनालेटिक्स प्रोग्राम लांच

डाटा एनालिसिस फील्ड में करियर बना सकेंगे युवा

हर मिनट तैयार होने वाले बड़ी संख्या में डेटा के कारण एनालाइटिक्स कौशल अब आईटी पेशेवर का केवल विस्तार ही नहीं रह गया है, वे उत्तरोत्तर कारोबार के लिए महत्वपूर्ण बनते जा रहे हैं। बिजनेस एनालाइटिक्स अपने अधिकार के साथ एक उद्योग के रूप में उभर रहा है।

खेमचंद गर्ग

फरीदाबाद। पांच बार विश्व विजेता तथा एनआईआईटी माइंड चैम्पियन विश्वनाथन आनन्द ने सेक्टर-21 स्थित पार्क प्लाजा होटल में एडवॉर्सिंग एनालाइटिक्स में शतरंज की सम्बद्धता को उजागर किया जो कि आज के पतिसर्धात्मक कारोबारी परिवेश में सफल होने के लिए अत्यधिक महत्वपूर्ण है। आनन्द एनआईआईटी के बिजनेस एनेलेटिक प्रोग्राम के लांच अवसर पर उपस्थित हुए थे। उनके अतिरिक्त इस मौके पर एनआईआईटी लिमिटेड के इंडीविज्युअल लर्निंग सॉल्यूशंस के वाइस प्रेजिडेंट रोहित अग्रवाल, इंडीविज्युअल लर्निंग सॉल्यूशंस के वाइस प्रेजिडेंट विनोद कौल, एनआईआईटी फरीदाबाद के निदेशक कैप्टन विरेन्द्र सिंह, डॉ. (प्रो.) प्रदीप कुमार, चेयरमैन, डीसीटीएम, राजीव चावला, चेयरमैन, आईएमएसएमई, डॉ. शरद कौशिक, निदेशक एनजीएफ तथा अनेक टेक्नोलॉजी एक्सपर्ट एवं गणमान्य अतिथि उपस्थित थे। इस अवसर पर उन्होंने कहा कि मौजूदा समय के दौरान कारोबार के लिए प्रस्तुत डेटा की बड़ी मात्रा का विश्लेषण करने के रूप में असीम अवसर उपलब्ध हैं, और



विभिन्न सेक्टरों में एनालाइटिक्स पेशेवरों की मांग में बढ़ोतरी हो रही है। सत्र के दौरान आनन्द ने इस बात पर बल दिया कि शतरंज में खिलाड़ियों को अनेक संभावनाओं पर विचार करना होता है, नए विचारों की खोज करनी पड़ती है, नई चालों के साथ प्रयोग करने पड़ते हैं तथा उनके परिणामों का पूर्वानुमान तथा अंदाज लगाने के लिए निष्पादन करने तथा एकाधिक डेटा सेटों

का विश्लेषण करने का निरन्तर दबाव बना रहता है जिनका प्रयोग कारोबार से संबंधित महत्वपूर्ण निर्णय के लिए किया जा सकता है। हर मिनट तैयार होने वाले बड़ी संख्या में डेटा के कारण एनालाइटिक्स कौशल अब आईटी पेशेवर का केवल विस्तार ही नहीं रह गया है, वे उत्तरोत्तर कारोबार के लिए महत्वपूर्ण बनते जा रहे हैं। बिजनेस एनालाइटिक्स अपने अधिकार के साथ

मौजूदा समय के दौरान कारोबार के लिए प्रस्तुत डेटा की बड़ी मात्रा का विश्लेषण करने के रूप में असीम अवसर उपलब्ध हैं।

एक उद्योग के रूप में उभर रहा है। पांच बार विश्व विजेता एनआईआईटी माइंड चैम्पियन विश्वनाथन आनन्द ने कहा कि "शतरंज से आधारभूत मानसिक क्षमताओं का विकास होत है जो शिक्षण तथा सृजनात्मक विचारण क रेखांकित करती हैं जबकि एनालाइटिक्स विचारण करने का तरीका होता है जिससे ज्ञान टूल्स तथा तकनीकों का प्रयोग संभव होता है ताकि डेटा से बहुमूल्य अन्तर्निहित आशय प्राप्त किए जा सकें। इस पहल को 'माइंड चैम्पियन लाइव यू, फाईंड न्यू वेज टू विन' शीर्षक दिया गया है, तथा इसके प्रति युवाओं द्वारा उत्साहपूर्वक रुझान दिखाया गया जिसमें उन्होंने स्वयं अपने व्यक्तिगत 'विशी मोमेन्ट' को साझा किया गया, वह क्षण जब उन्होंने प्रतिकूल परिस्थितियों में विजेता के रूप में उभरने के लिए प्रतिबद्धता दिखाई थी।

Virrat Vaibhav, New Delhi, April 18, 2014

Anand unveils IT Wizard Plus: Five-time World Champion and NIIT MindChampion
Viswanathan Anand today unveiled a world class learning solution introduced by NIIT NGuru - IT Wizard Plus at a function organized at Delhi Public School, in Ghaziabad. On the occasion NIIT MindChampion Viswanathan Anand spoke at length on how technology has brought about a huge transformation in the school education system.



Viswanathan Anand

The Statesman
New Delhi, April 19, 2014

EXECUTIVE PROGRAMME
The Indian Institute of Management, Lucknow, has announced the admission process for the sixth one-year executive general management programme. The eligibility requirements include a degree in any discipline with 50% marks (aggregate) and six years' of work experience as on June 1. Classes are held once a week at NIIT Imperia Centre for Advanced Learning.

The Times of India
New Delhi, April 28, 2014



ET Q&A

VISWANATHAN ANAND
WORLD CHESS CHAMPION

Analytics skills are no longer just an extension of an IT pro, they are becoming important for biz

How You Get There Also Determines How Well the Journey is, Says Anand

Winning strategy is about being clever and efficient in execution, both in chess and business. "Sometimes bravery is more important than playing with great understanding," say five-time World Chess champion **Viswanathan Anand** in an interview with **ET's Saumya Bhattacharya**. Anand was recently in New Delhi to launch NIIT's Program on Business Analytics. He talks about business, strategy, and worklife lessons from chess.

Edited excerpts:

How do you define chess – a clean, intellectual game, or a no-holds-barred battle?

When you start to play a game you start off with clean clinical preparation but by the fourth hour your only aim is to win. Essentially, you are trying to gain space advantage and slowly take over the board. In the heat of the game the spatial advantage is not restricted on the board as your position gets better; you get in your opponent's head which is most lethal and decisive. Even a tiny twitch or a drop of sweat can tell you much more of your opponent's position than the pieces on the board. Chess is a game of driving your enemy king into oblivion both on the board and in the opponent's mind.

How do you strategise for a crucial game? Is it an ongoing process?

Since the character of the game keeps changing almost on a daily basis your preparation almost mirrors that. The basic checklist remains the same; hours of preparation, physical and mental endurance-building. But what makes a winning strategy is being clever and efficient in execution.

If you can guess the one weak spot in your opponent's arsenal and aim for that in a veiled and clever fashion that would be the winning strategy. We try to study the opponent's games almost as it's being played and try to map it with our preparation. Even playing patterns and variations of people with similar styles get mapped. So, it's almost a 24x7 evolving process.

What are the lessons business leaders can



learn from chess?

Chess requires players to consider numerous possibilities, explore new ideas, experiment with new moves and try to predict and interpret their outcomes. In fact, the number of games in my database is over 10 million. A thorough analysis helps in standing up to challenges, thinking ahead of your opponent, being able to visualise the situation and adopting the right strategy.

Similarly, in the age of increasing competition, business leaders and enterprises are under constant pressure to perform and analyse multiple datasets to predict trends that can be used to take crucial business decisions. Given the large amounts of new data created every single minute, analytics skills are no longer just an extension of the IT professional, they are becoming increasingly important for businesses. Business analytics, which is assuming huge significance today as a function that helps business leaders make the right decision, draws a lot from chess.

Is it all about winning the game or playing the game has its importance, too?

When I play chess, having fun. You will never be able to win unless you enjoy the game.

What does chess teach about vision and foresight? How do you think many moves ahead?

In chess the first ten-twenty moves can be played on auto pilot. Therefore, while move 10 is being played most top-level players will be thinking of move 25 and its ramifications. The foresight depends on your preparation and the kind of position you get on the board. If it's a well-studied theoretical battle you may almost see 40 moves and then deviate on move 41. In chess the journey is also the destination. How you get there also determines how well the journey is.

How do you keep the psychological edge against your opponents?

It is important that you don't let your opponent impose his style of play on you. A part of that begins mentally. At the chessboard if you start blinking every time he challenges you then in a certain sense you are withdrawing. That is very important to avoid. In chess space advantage is both in the mind and on the board. Sometimes, the kind of move can signal that you are nervous and retreating and this can also mean that you suddenly turn fidgety. Sometimes bravery is more important than playing with great understanding. As Indians we have this great belief in destiny and sometimes just thinking of what will happen will happen and this kind of liberates you to play freely in the face of adversity. I almost try not to show emotions.

How do you recover from setbacks and strategise with a fresh mind?

After any setback it is important to sit back and rest your mind for a while. If you immediately start thinking of the next match then you don't give yourself any time to heal. I think through the issues, calm down, put the setback behind me and then take it step by step. I think it is important not to rush and do it in the right order.

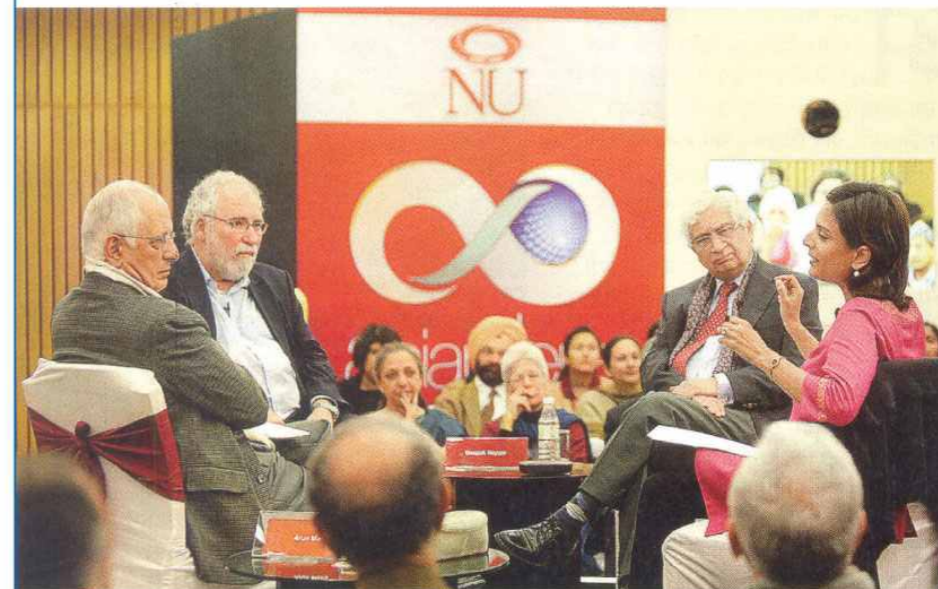
saumya.bhattacharya@timesgroup.com

The Economic Times, New Delhi, April 22, 2014



ताकि अपने समाज को हम पश्चिम की नजर से न देखें

एनआइआइटी यूनिवर्सिटी ने एशिया के बारे में समझ बढ़ाने के लिए शुरू किया फोरम. बता रही हैं मृदु राय



एशियन लेंस फोरम में एशिया के प्रति बेहतर नजरिया बनाने की कोशिश होगी

नई पीढ़ी को एशिया की समृद्ध और विविधतापूर्ण विरासत से परिचित करवाने के लिए एनआइआइटी यूनिवर्सिटी (एनयू) ने एशियन लेंस फोरम नाम

से एक नई शुरुआत की है. एनआइआइटी यूनिवर्सिटी के संस्थापक और एनआइआइटी के चेयरमैन राजेंद्र एस. पवार कहते हैं, "यह फोरम हम एशियाई लोगों को नई पहचान से रू-ब-रू

करवाने की एक पहल है. यहां इस विषय पर बातचीत होगी कि एशिया को बेहतर और समृद्ध बनाने के लिए क्या दिशा और दृष्टि होनी चाहिए." एशियन लेंस फोरम एनयू के फैकल्टी मेंबरों और छात्रों को ग्लोबलाइज्ड वर्ल्ड में एशियाई समाज की चुनौतियों, उपलब्धियों और भूमिका पर रिसर्च करने का मंच मुहैया कराता है."

ऐसे फोरम की जरूरत क्यों पड़ी? इस विषय पर जोर देते हुए पवार कहते हैं, "लंबे समय तक औपनिवेशिक शासन की जकड़बंदी में रहने के कारण इस उपमहाद्वीप के लोग अपने इतिहास को पश्चिमी लेखकों, इतिहासकारों और विचारकों के चश्मे से ही देखते रहे हैं." वे यह भी कहते हैं, "एशियाई सभ्यता को पश्चिमी औपनिवेशिक सत्ता ने क्षत-विक्षत कर दिया. पश्चिम का प्रभुत्व आर्थिक, सामाजिक और सांस्कृतिक हर क्षेत्र में पहुंच गया था."

पवार यह तो स्वीकार करते हैं कि नई सदी में एशियाई देशों में भी ऐसा विकास हो रहा है, जिससे वे पश्चिमी दुनिया के आगे सिर ऊंचा करके खड़े हो सकेंगे, लेकिन साथ ही वे यह भी कहते हैं कि एशियाई समाज की अब तक की हमारी समझ पश्चिमी नजरिए पर आधारित है. पवार कहते हैं, "एशिया में काफी विकास हुआ है, लेकिन इसके बावजूद एशियाई लोग अपने समाज को पश्चिम की निगाह से ही देखते हैं. इससे होता यह है कि एशियाई वास्तविकताओं की एक गलत तस्वीर पेश होती है."

यह कार्यक्रम विचारों के आदान-प्रदान का एक मंच है. इस मकसद से एशिया की भावी पीढ़ियों को अपनी समृद्ध सांस्कृतिक, बौद्धिक और वैज्ञानिक विरासत की जानकारी देना है. इससे गैर-एशियाई भी लाभान्वित हो सकते हैं.

India Today, National, April 23, 2014



भावी विश्वविद्यालय

एनआईआईटी विश्वविद्यालय, नीमराना - राजस्थान

नीमराना - राजस्थान में पहाड़ों के बसेरे अरावली में एनआईआईटी विश्वविद्यालय (एनयू) वास्तव में भावी विश्वविद्यालय है। राष्ट्रीय राजधानी क्षेत्र (एनसीआर) से कुछ दूर, एनयू का मनोरम 100 एकड़ पूर्ण आवासीय हर-भरा कैंपस नवीनतम प्रौद्योगिकी-सक्षम शैक्षिक कार्य प्रणाली से परिपूर्ण है जो मजबूत अनुसंधान-केंद्रित पाठ्यक्रम को अपनाता है।

एनयू एनआईआईटी विरासत को देन है जो 30 सालों से प्रमुख शिक्षा प्रदाता रह चुका है। शिक्षा प्रक्रिया का प्रबंध करने का ज्ञान और अनुभव जो एनआईआईटी को बनाता है और सीखने का बेहतर तरीका समझने में अधिक महत्वपूर्ण अनुसंधान इसमें मिल चुका है, यह विश्वविद्यालय के लाभ के लिए नहीं है। कम्प्यूटर साइंस और इंजीनियरिंग, इलेक्ट्रॉनिक्स और कम्प्यूटेशन इंजीनियरिंग और बायोटेक्नोलॉजी में बोटिक कार्यक्रम उद्योग संबंधी, तकनीकी आधारित, अनुसंधान चालित और समेकित शिक्षा प्रदान करने के मुख्य सिद्धांत प्रयोग करते हुए कर्टिंग एज पाठ्यक्रम के माध्यम से भविष्य की तकनीकियों का ज्ञान प्रदान करता है। हमारे छात्र भारत और विदेश में प्रसिद्ध संगठनों में इंटरशिप कर चुके हैं। साठ्ठा ही हमारे छात्र भारत और विदेश में विख्यात सेमिनारों में पुरस्कृत विजयी कागज प्रस्तुति भी दे चुके हैं।

एनयू में 2 वर्षीय आवासीय एमबीए कार्यक्रम बहु आयामों को खोजने और जुड़ने के लिए छात्रों को प्रोत्साहित करता है जो इन बहु कार्यक्षेत्र से छात्रों के जुड़ने और उनके साथ व्यवहार करने के लिए आज के प्रबंधन की आवश्यकता है। एनयू एमबीए कार्यक्रम की विशिष्ट विशेषताएं 'द मेंटोरशिप प्रोग्राम' और 'द इंटरनेशनल इमरशन प्रोग्राम' हैं। एनआईआईटी

विश्वविद्यालय में बोटिक, एम टैक आर एमबीए अपने कार्यक्रम डिजाइन की नींव के रूप में समेकित के प्रमुख सिद्धांतों और उद्योग-संयोजन के आस-पास बना है। पाठ्यक्रम, परियोजना, इंटरशिप, नेतृत्व अंतःक्रिया, समापन स्कूल और अन्य विशिष्ट पाठ्यक्रम कारक सहित एक रूपांतरण प्रक्रिया के माध्यम से, कार्यक्रम आज के विशिष्ट व्यावसायिक वातावरण में संचालन के लिए अपेक्षित प्रशिक्षित प्रमुखों को बनाने की कोशिश करते हैं। योग्य अभ्यर्थियों के लिए पहले आओ-पहले पाओ के आधार पर आकर्षक छात्रवृत्ति उपलब्ध है।

एनआईआईटी विश्वविद्यालय 2013 में एसोचैम द्वारा प्रदत्त शैक्षिक-सीख कार्य में प्रौद्योगिकी के प्रयोग में 'सर्वश्रेष्ठ निजी विश्वविद्यालय के लिए 'राष्ट्रीय शिक्षा उत्कृष्टता पुरस्कार' की विजेता है। एनयू राजस्थान सरकार 2010 के यू/ए 5 और यूजीसी अधिनियम के यू/एस द्वारा अधिसूचित है। एनआईआईटी विश्वविद्यालय परिसर : एनएच-8, दिल्ली-जयपुर हाईवे, नीमराना, राजस्थान



India Today, National, April 23, 2014



India's big university challenge

Fixing India's dysfunctional system of education should be top priority for the next government, but the task won't be easy



JEAN-PIERRE LEHMANN & CARLOS BRAGA

With the established western global powers facing irreversible relative decline, India has several important attributes that should enable it to become a global leader in the 21st century. But the country also has a major Achilles' heel: its dysfunctional system of education. Fixing this should be a top priority for India's next government, but the task will be huge.

Four big things should work in India's favour during this century.

One is its distinct demographic advantage over not only the western powers but also India's BRIC peers. Russia and China are ageing fast and, by 2040, will have populations with average ages of 46 and 44, respectively. India, with an average age of 35 in 2040, will retain a youth dividend of a decade. Thus, in the race between China and India, as Indians are fond of saying, "the Chinese may win the sprint, we will win the marathon". Furthermore, whereas Brazil's population will peak at 231 million in 2050 and thereafter decline, India's population is projected to continue growing till 2070.

Second, India is a democracy. And while many lament that its rambunctious nature hinders growth and development—compared to China, where top-down decision-making appears effective—history suggests that, in the long run, democratic regimes are more sustainable. One can quite confidently predict that, in



2050, India will still be a democracy, whereas what kind of regime China will have by then is an open question.

The third advantage is, taking the title of Amartya Sen's masterpiece, the culture of the "argumentative Indian", complemented by a very high degree of heterogeneity. India is a hotbed of creativity and ideas—though implementing them remains a challenge.

Finally, English is likely to remain the global *lingua franca* for decades—if only because there are so many millions of English language teachers on the planet. The fact that English is an Indian "native" language gives the Indian elites a significant advantage. Japan's global ascent, for example, was in part constrained by its linguistic limitations.

However, this vision of India as a global leader will be little more than hallucination without greater investment in human capital and a much more robust educational system.

THE NEW GOVT'S PRIORITY FOR EDUCATIONAL REFORM SHOULD BE TO DISMANTLE REGULATORY BARRIERS TO ENTRY IN THE SECTOR (REFORM INSTITUTIONAL GATEKEEPERS SUCH AS THE UGC) AND TO LIBERALISE TUITION FEES, A NECESSARY STEP FOR INDIAN UNIVERSITIES TO COMPETE IN ATTRACTING GOOD TEACHERS

These were key to the admirable accomplishments of the East Asian "miracle economies"—Japan, South Korea, Taiwan, Hong Kong, Singapore and more recent-

ly China. Illiteracy in these countries was, by and large, eliminated at an early stage of development. And their educational pyramid is solid, with inclusive and high quality primary and secondary education and a tertiary sector that caters to the needs of industry and the broader economy.

The Indian educational system stands out in quite shocking contrast. Public primary and secondary education systems are poor, and illiteracy rates, although declining, are still appallingly high. With an adult literacy rate of roughly 63%, India is an under-performer even compared to other lower middle-income economies. The base of the educational pyramid is weak and, as a consequence, the intake at tertiary level is mixed in terms of quality.

At the tertiary level there is a bit of everything: the outstanding, the good, the bad and the ugly. The best of the best schools produce some of the world's brightest brains, but given the lamentable

state of the rest of the education system, the chasm between the intellectual elites and the semi-literate or illiterate masses remains wide. In short, the first major challenge for the next government has to do with the overall quality of the Indian educational system.

In terms of sheer numbers, Indian universities churn out millions and millions of graduates, but gross enrolment ratios remain quite low (16%) and too many graduates are deemed unemployable. Moreover, no Indian university is classified among the top 200 in the world.

Since robust and competitive industries will be essential to ensure India's sustained growth and development, its universities need to provide graduates who meet these needs. As the numbers of college candidates swell in tandem with the Indian youth dividend, the challenge will become even bigger. Accordingly, the new government's other priorities for educational reform should be to dismantle regulatory barriers to entry in the sector (for example, by reforming institutional gatekeepers such as the University Grants Commission) and to liberalise tuition fees, a necessary step for Indian universities to compete in attracting good teachers.

The challenges in implementing such reforms are immense, but an Indian "miracle" would do wonders not only for alleviating poverty on a global scale, but also for unleashing new sources of ideas and innovation.

Jean-Pierre Lehmann is emeritus professor of International Political Economy at IMD, founder of The Evian Group@IMD, and visiting professor at the University of Hong Kong and NIT University in India. Carlos A Primo Braga is professor of International Political Economy at IMD and director of The Evian Group@IMD



Pros & Cons
OF
GRADUATING FROM
NIIT UNIVERSITY

CAN NIIT UNIVERSITY LEVERAGE ITS CONTENT & TEACHING LEGACY?

There was a time when IT coaching leader NIIT struggled with regulators like UGC for promoting programs like GradNIIT which was marketed like a degree. But today, NIIT Group has a university in its fold, that can award degrees on its own, in Rajasthan. Befitting the corporate leader it is - it has two listed companies NIIT Ltd and NIIT Technologies Ltd - the campus and facilities is nothing less than extraordinary. With NIIT co-founders like Rajendra S Pawar and Vijay K Thadani taking active interest and leadership roles in the university, the momentum is indeed there. Both had done their graduate engineering programs at India's famed IITs. NIIT University claims to be a not-for-profit institution, but it is not helping it to break away from the self-financing mould.

While a luminary like Dr. Karan Singh has agreed to be the university's Chairperson, the promoters have roped in reputed researchers like Dr. Rajendra Kumar Pandey, as President, Dr. Parimal Mandke as Vice President, and Dr. Sunil Khanna, as the other Vice President. Operations are made smooth by the presence of Air Commodore (retired) Kamal Singh AVSM as Advisor, and Major Gen Ashok Kumar Singh (retired) as Chief Operations Officer. But the biggest challenge will be whether NIIT University can leverage its strength in content development, teaching, software, and industry, to make the programs affordable enough for high-quality mainstream students.



Rajendra S Pawar

Vijay K Thadani



NIIT University - Feature Intro - Seasonal Magazine



When work is play

What makes an office a happy place? We speak to four companies that emerged tops in a survey on workplace satisfaction

By RASHMI MENON

PREETHI MADAPPA
Director-HR, Intel South Asia

RAJESH MADHAV
Co-Founder & CEO-India, MakeMyTrip

SHAMPI VENKATESH
Chief People Officer, NIIT

Google
Employees: 2,000
What keeps them happy:
- An informal work culture.
- Googlers, as employees are called, are empowered to take decisions.
- Non-hierarchical. Manager's job is to coach and get things done for the team and then get out of the way.
Raving review: Enabling women professionals to return to workforce after a break.
Feedback facility: The annual employee satisfaction survey, aka Googlegeist, is taken very seriously. It sets the tone of HR

Intel
Employees: 6,000 including subsidiaries
What keeps them happy:
- Hiring and integration: Has programmes like 'intern care' and 'employee referral campaigns'.
- Special employee referral programme aimed at improving gender diversity at workplace. Intel also offers Home to Office facility for professional women who want to join the workforce again.
Raving review: Sparks, a cross-site employee engagement programme that helps employ-

MakeMyTrip
Employees: Over 1,000
What keeps them happy:
- Grow, a learning and training curriculum, comprising activities that develop a 'tripper' for employees' current job and future role.
- Fun at work entails activities like salad-making competition, theme-dressing on Fridays, group yoga sessions and table tennis competition.
Feedback facility: The HR team tweaks existing activities depending on feedback.

NIIT
Employees: About 4,000
What keeps them happy:
- Everyone is addressed as an NIITian (in all formal and informal communication).
- NIITians are given freedom to think freely, innovate and take pride and ownership in their work.
- Hats off, a comprehensive, holistic reward programme.
- Annual appraisals do not follow the bell curve process. Individuals are appraised based on their performance without being compared to peers.
- A rigorous, clear goal setting process for every employee is put up on the internal employee portal.
Feedback facility: 'Working at NIIT poll' gives a perspective on whether initiatives are reaching everyone. If there is lack of communication on if new initiatives need to be taken to motivate people.

strategy for the year.

ees showcase extra-curricular talent besides improving de-stressing and bonding.

Feedback facility: After every event, employee opinion is sought, which helps programme managers improve.

Feedback facility: 'Working at NIIT poll' gives a perspective on whether initiatives are reaching everyone. If there is lack of communication on if new initiatives need to be taken to motivate people.

rashmi.menon@economictimesgroup.com



trends in trade

EDUCATION

NIIT to tap tier II & III cities for expansion

Leading Global Talent Development Corporation and pioneer in IT training, NIIT has plans to tap tier II and III cities for expansion in India. The brand has around 1000 plus centers including overseas. NIIT's training solutions in IT, Banking, Finance and Insurance, Knowledge Process Outsourcing (KPO), Business Process Management (BPM), Executive Management Education, Vocational Skills, School Learning Solutions and Communication and Professional Life Skills has impacted over 35 million learners since inception. In the next five years the brand hopes to increase their centers by 30 per cent both at national and international level. They will be focusing on tier II and III cities where they can set up the centers in 100-150 locations.

Franchising World, National, May 2014



Chiphen Rigpel: Spreading the light of IT in Bhutan

Contributed by Upasana Dahal

Thimphu - It is 4:00pm at the Youth Development Fund (YDF) and a group of small children between the ages of 5 to 11 are gathered around a small centre near the YDF entrance. This is a familiar sight across Bhutan in more than 130 locations. The children are drawn to the two yellow and red boxes located adjacent to the YDF gate. These are the Hiwel Playground Learning Stations or more simply put the PLS. Implemented under the Chiphen Rigpel project, these Playground Learning Stations are unique systems designed to educate young children by harnessing their natural enthusiasm for learning through playing.

The Hiwel Playground Learning Station, the result of a path breaking experiment pioneered by NIIT's R&D and financed by the International Finance Corporation, is an initiative which encourages natural learning through an innovative methodology - Minimally Invasive Education. The PLS is an activity based e-learning initiative for improving elementary education by offering exciting and effective education and learning experiences through novel technologies beyond the classroom.

One of the enthusiastic children from the group, Sonam Tenzin, a Class four student from Rinchen Kuenphen School says, "It is with the help of PLS that I learned how

to use a Computer". He likes to play Brain Games, one of the popular games at the PLS as it has lot of animation that children find exciting. Some of the other popular contents that the PLS offers to the students of Rinchen Kuenphen School are reading, mathematics, painting & science.

The PLS is an attractive set of computer kiosks which enquires about the age of the learners and provides them with age appropriate topics and games. The other parameters which the PLS uses are class and language. However, the PLS also provides children an opportunity to explore beyond the material provided by enabling them to select additional options. For example a student of Class 7 can not only explore materials related to his own age group but can also access additional materials meant for 8th standard kids.

Rigyel Younten, a Class 4 student shares his experience of PLS with us. He says that PLS has helped him improve his reading skills tremendously to the extent that his classmates who used to tease him in his reading skills now respect him for his improvement. "This has boosted my confidence and I now look forward to going to school every morning". Rigyel enthusiastically adds, "I have also learned mathematics and love doing multiplication, division, subtraction and addition with the help of PLS". Mr. Tek, NIIT Coordinator said,



Sonam and Rigyel enter the fun world of learning with Chiphen Rigpel's Playground Learning Stations

"PLS has made learning an exciting and enjoyable experience for children. Additionally learning along with their friends has helped improve their interpersonal skills."

Since inception, Hiwel Playground Learning Station has played a significant role in improving elementary education and life skills of children across India, Bhutan, Cambodia and countries in the African continent. Breaking the traditional confines of school, the PLS takes Learning Stations to the playgrounds by employing a unique collaborative learning approach that allows children to explore, learn and also enjoy themselves while doing so. With over 300 multimedia titles the PLS covers a range of subjects and has already been adopted by

many schools across Bhutan. The Hiwel PLS initiative is a part of the Chiphen Rigpel project, supported by the Government of India.

About Chiphen Rigpel Project

'Chiphen Rigpel - Enabling a Society, Empowering a Nation' - is the ambitious Human Capacity Building project introduced by The Royal Government of Bhutan in partnership with Government of India. Chiphen Rigpel has been designed to help Bhutan successfully transition to a modern IT Enabled Knowledge Society. The Government of India supported project was launched by the Prime Ministers' of India and Bhutan on April 30, 2010, on the sidelines of the SAARC

summit in Bhutan. NIIT is implementing the Project in Bhutan.

A wholly inclusive project that and reaches out to all sections of Bhutanese society, Chiphen Rigpel is expected to provide ICT skills to about a fifth of the population of Bhutan and help them become empowered citizens of an IT-enabled world. The programs offered under the project encompass training of the country's leadership in preparing for e-governance, bringing ICT and ICT enabled education to schools, training of teachers, training of youth with employable IT skills and creating minimally-invasive education opportunities for the unreached Bhutanese across the length and breadth of the country.

Nation Today, May 1, 2014



KUENSEL

THAT THE PEOPLE SHALL BE INFORMED

100,000 trained in four years

This is how the Chiphen Rigpel project quantifies its contribution to the society

Gyalsten K Dorji

More than 100,000 Bhutanese were trained under the Chiphen Rigpel project so far.

ICT

This was announced at an event marking the project's fourth year yesterday.

Chiphen Rigpel is a project designed to help Bhutanese society transition to an IT-enabled knowledge society.

Funded by the Indian government, it was launched in 2010. The Nu 2.05B project is scheduled to end next year.

The project has six components of bringing information communications technology (ICT) to schools, empowering teachers, enhancing employability, enabling e-governance, reaching the unreached and managing e-waste.

In the first component, project officials said more than 95,000 school students received an IT education since 2010. The project ensured that all students who complete secondary education in the country were "fully" IT literate, with a strong foundation of IT skills.

Besides providing IT training, educational tools that enable simulated science experiments, exploration of mathematical concepts and learning of geography have been given to each school.

ICT learning centres, it was said had been established in 168 government secondary schools.

Project officials also said

the students were examined on their skills twice a year and that 96 percent passed, while the average mark was 82 percent.

Coming to empowering teachers, more than 5,200 teachers were trained and seven teacher-training centres established.

The training program provided teachers with IT skills to help them integrate ICT in teaching and learning process.

In ensuring all youth entering the job market acquired the necessary IT skills, 16 IT learning centres were established to enhance their employability.

The centres were established in colleges, technical training institutes, Royal Institute of Management, and the Youth Development Fund. Over 19,000 youth have been certified through these centres.

More than 7,300 civil servants, including 300 monks, were trained and seven e-governance training centres established under the enabling e-governance aspect.

In efforts to bridge the digital divide, 131 playground learning stations were established under Reaching the Unreached project.

On e-waste, workshops and surveys have been carried out to develop rules and regulations and a guide manual for national e-waste management.

Speaking at the event, NIIT chairman Rajendra S Pawar said the project was now in transition. The government chose NIIT, an In-



Visible benefits: MOIC minister DN Dungyel and education minister Mingbo Dukpa watch a documentary some teachers made, thanks to Chiphen Rigpel

dian company, to implement the project.

He said it was important to now take stock of the project's impact. While quantitative targets were met, the qualitative impact of the project needed to be closely studied.

Speaking at the event, Indian ambassador VP Haran said the project was an "outstanding example of cooperation between India and Bhutan".

He said the project

brought together India's strengths in IT with the needs and resources of Bhutan.

However, the ambassador also pointed out issues that needed to be addressed. He said some of the playground learning stations were underused given their locations and he suggested they be relocated to schools.

He also said some IT learning centres that NIIT established lacked internet access and that it required

addressing.

Information and communications minister DN Dhungyel explained they were exploring relocation of underused playground learning stations.

He said the Chiphen Rigpel project had benefitted all sections of Bhutanese society.

He said the country was committed to providing ICT not as a facility, but as a right to the people.



Chiphen Rigpel family: Walking together on a path to an IT enabled society



The Chiphen Rigpel Family of - Lopen Tshering Dorji. Photo Created and provided by Lekzin Palden Lhamo

'Inclusive Growth' has now become a catch phrase and including all sections of the society in any development project is indeed the real yardstick of its success! Most Government initiatives and projects today are planned in a manner to include the entire society - irrespective of age, economic, cultural or educational background. It is indeed encouraging to note that the Chiphen Rigpel Project which has been designed to be a broad-based inclusive project has several such instances where people from across the society have benefited from its various programs. Perhaps the best example for this is where the entire family has become IT literate by undertaking training programs offered under the project. The Chiphen

Rigpel, as we all know, is the ambitious Human Capacity Building project introduced by the Royal Government of Bhutan in partnership with the Government of India with the aim to help Bhutan successfully transition to a modern IT-enabled Knowledge Society.

In one case, in a family of three - both the parents and the son underwent different training programs under the project, customized and tailored to suit their specific roles and needs. The mother, who is a teacher at a primary school, went through a 10-day training program especially designed for teachers. The father, who is a civil servant, went through a 5-day training program in Program Management for e-Governance. And the son, a middle school student, has been studying IT as part of the curriculum that has been

developed under the Chiphen Rigpel project, being implemented by NIIT.

It is also interesting to note that not only did they attend different courses, but they also attended training at different locations. The Chiphen Rigpel project has provided training at more than 200 locations across Bhutan to people from different walks of life including civil servants, teachers, schoolchildren, youth and the monastic body to ensure its avowed goal of bringing IT education to all sections of the

society.

The family of Lopen Tshering Dorji is another such family that has benefited from the Chiphen Rigpel project. Both parents who are teachers underwent the Teacher Training provided under the project and the two daughters who are in Class X and Class VII are also receiving training under the project. The mother, Kezang Choden, said, "This was a special experience for us as we were one of the first batches to receive the training that made a huge difference to

our confidence levels and removed our fear for computers. The training motivated us to buy a laptop for our whole family and we have also given our elder daughter a laptop. Thanks to Chiphen Rigpel we now use computers for a variety of tasks like making lesson plans in schools." The elder daughter Lekzin Palden Lhamo a student of Class X said "The Chiphen Rigpel training has taught me to use my laptop effectively. I now use internet to download information for my school projects."

In an interesting twist, the daughter Lekzin has now joined the school IT Club as a part of which she provides basic computer training to friends and poor children who cannot afford computers. In her own way she is giving back to the children the benefits that she received under the program. This is indeed an encouraging trend as it will go a long way in making the program sustainable, for the power now rests with Bhutanese population to enlighten and illuminate the newer generation!



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Bhutan Today, May 1, 2014



Offering a new lease of life through IT

Contributed by Upasana Dahal

Thimphu - Since its inception in 1999, Bhutan Youth Development Fund (YDF) has been working tirelessly to address the problems and needs of vulnerable young people afflicted by problems related to alcohol and drugs.

Through its 'Drop In Centres' in Bumthang and Thimphu and its Rehabilitation Centre in Serbithang, YDF provides both counseling and training programmes to help recovering youths get back to their normal lives.

In 2011, YDF introduced IT Skills Training Program, under the aegis of the Chiphen Rigpel project, undertaken by the Royal Government of Bhutan in partnership with the Government of India. The YDF Programme aims to come up with skill development programmes to help recovering addicts make their livings. The skill development programmes are offered at three IT Learning Centres spread across Bhutan, and are being implemented by NIIT.

According to Kinley Tenzin, YDF's Program Coordinator, the IT Learning Centres address multiple needs of recovering addicts. "At one level the programme acts as an extended phase of the therapy and engages the clients in productive activities preventing them from indulging in drug abuse."

"The focus is to help these youths regain their concentration, confidence and sense of self-worthiness. More importantly, the IT Skills Programmes play a key role in rehabilitating these youths into the mainstream society by providing them with employment skills. Many of our clients have got jobs after the completion of the programmes and in some cases; they have successfully started their own businesses."

Tashi Dema, 21, who was once a client at one of the centres is now a peer volunteer and speaks highly about Chiphen Rigpel's IT Skills Programmes. She recounts that when she first came in, she did not have any knowledge about computers.

However, today, she is at ease with computers and uses them for maintaining records, communication, and presentations. Dechen, a single mother of two, who is a client at the centre, did not even know how to switch on a computer. Today, she is learning MS Office and plans to open a shop after she finishes the programme.

She is confident that what she has learnt would help her immensely in running her shop. Like Dechen, all the clients at the Centre are very excited about their IT classes as they feel that these skills are very important in the modern world.

Kinley (name changed) is another such client who successfully completed her Chiphen Rigpel's IT Skills programme and got a job in a government agency. He says that the program really got him interested in computers, helped him acquire new skills and develop his confidence.

Kinley also knows several shopkeepers who had gone through the IT Skills programmes at DIC Bumthang and are now using Excel and Word for accounting and record-keeping at their shops. Loday Zangpo, Manager of the Rehab Centre says, the Chiphen Rigpel IT skills programme has proved to be useful in her life.

The skills provided by the IT Training Centres, give clients at the Rehab a sense of accomplishment and self-worthiness. This is, perhaps, the most important contribution of these centres, which are working tirelessly to help recovering addicts re-integrate into the mainstream society.

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Kinley (name changed) is another such client who successfully completed her Chiphen Rigpel's IT Skills programme and got a job in a government agency. He says that the program really got him interested in computers, helped him acquire new skills and develop his confidence.

Kinley also knows several shopkeepers who had gone through the IT Skills programmes at DIC Bumthang and are now using Excel and Word for accounting and record-keeping at their shops. Loday Zangpo, Manager of the Rehab Centre says, the Chiphen Rigpel IT skills programme has proved to be useful in her life.

The skills provided by the IT Training Centres, give clients at the Rehab a sense of accomplishment and self-worthiness. This is, perhaps, the most important contribution of these centres, which are working tirelessly to help recovering addicts re-integrate into the mainstream society.

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NIIT's Chairman, Mr. Rajendra S Pawar, receiving a token of appreciation from Her Majesty the Queen Mother Ashi Tshering Pem Wangchuck for the work done by NIIT at YDF under the Chiphen Rigpel project.

Bhutan Today, May 15, 2014



Multimedia content developed by schools to help learning go beyond the textbook



Pema Seldon
from Thimphu

Drukgyel higher secondary school in Paro stood first among five schools during the first local Multimedia Content Development Contest organized by Ministry of Education under the Chiphen Rigpel project.

The Drukgyel Higher Secondary School Principal Karma Tshering said their project was very interactive and it took months to finish the project, done after school hours. "One

of the most important content we had made was learning Dzongkha language in different ways and we made it very easy for students. They can learn it on their own without help from teachers," he said.

Tsaphel Lower Secondary School from Haa bagged the second position. Motithang Higher Secondary School secured the third position, and Gasa Primary School and Punakha Higher Secondary School came in the fourth and fifth positions.

Secretary of the Min-

istry of Education, Sangay

Zam said such initiatives will help teachers and students to go beyond regular textbook learning.

Multimedia content development initiative endeavors to encourage development of content rich in local topics, traditions and culture.

The productions touched on areas like how to brush ones teeth, how to wrap a kabney, how to escape from natural disaster like earthquakes. Bhutanese quiz, meaning of national holidays, solar system and

folktales.

"So much interesting material has been generated and now we must see how we might be able to share this with a much larger audience and not just the five schools," said the Secretary.

She further said that students must make most use of technology, under the guidance of teacher and teachers also must see how the students can develop their own.

Content development

intends to promote innovation in education and hope to make teaching and learning significantly more interesting and interactive both for teachers and students.

Vivek Manglorkar Rao, the vice president of NIIT said that there is a significant amount of international content available but there is a noticeable dearth of content related to local topics. "The development of local multimedia content can play a key role in providing relevant local information and also in preserving and disseminating local traditions and culture, which otherwise could be lost given the rapid pace of urbanization and rural-to-urban migration in the

country," he said.

In January 2014, the Ministry of Education selected five schools as a part of a pilot project to promote local content development using multimedia. Selected teachers from the schools were provided extensive training on multimedia content development including pedagogical training, and multimedia techniques covering audio, video, graphic creation and editing.

"At the end whatever training we had, it was all worth it. I am so happy with the result. We have been rewarded for our hard work," said Kinga, who teaches at Drukgyel Higher Secondary School.

"Today we are seeing relevant Bhutanese content being produced by teachers. The result has exceeded by expectation and it was a very fantastic start," said the vice president of NIIT.

The Ministry of Education is also evaluating ways in which this pilot project can be leveraged further through dissemination of prize-winning high-quality content to other schools, as well as inclusion of additional schools under the content development program.



Drukgyel tops Multimedia content contest

The initiative is to promote innovation in education

Tshering Dorji /Thimphu

Drukgyel Higher Secondary School (DHSS), Paro came in first among five schools as a part of a pilot project in the multimedia content development (MCD) contest held on May 8. The contest was organized by the Ministry of Education (MoE), under the Chiphen Rigpel project.

Teachers from five different schools of Gasa Primary School, Punakha HSS, Drukgyel HSS, Motithang HSS and Tsaphel LSS in Haa participated in the unique contest that aims to encourage and inculcate the culture of local content development in Bhutan.

A press release states that MCD helps to promote innovation in education and can make teaching and learning significantly more interesting and interactive, both for teachers and students.

The MCD initiative endeavors to encourage development of content that is rich in local topics, traditions and culture, the press release states.

Vice President, NIIT (Chiphen Rigpel), Vivek Manglorkar Rao, said it is an important initiative which has lot of potential to transform education through innovation and increasing participation of students and teachers.

Rao said, "We want to promote local content (Dzongkha) development in Bhutan. I have a lot of Science, Maths and English content, but no Bhutanese topics. I want to create a system that would create Bhutanese content and this is the reason that I have taken the initiative to train Bhutanese teachers because Bhutanese content should be made by the Bhutanese themselves."

He is eager to start the pilot project in 100 schools around Bhutan.

Secretary, MoE, Sangay Zam, said it is not only about getting content or using multimedia, but the important factor is that teachers now realize that even without multimedia, they can do lot, in terms of developing content on their own and going beyond the text book. She added that although curriculum reforms take a longtime, instead teachers can

update the curriculum and make it more relevant with the changing times.

"From ministry's side, we will see how we might be able to share with much larger audience, not only with five schools. We will put this in the ministry's website. Teacher must be able to accept the facts and encourage children to ask questions. In a lot of cases, there is no right answer. It is only through interaction that we learn more," she said.

"It is very different and challenging, but it's not impossible if we receive the right kinds of skill and training and motivation on time. Learning IT is a journey for me, a process in which we learn new ideas, technical skills and local knowledge, like culture and religion," DHSS teacher, Sangay Tshering said

The multimedia content development project aims to increase the content related to local topics that are relevant to Bhutan. Hence, the development of local multimedia content can play a key role in providing

local information and also in preserving and disseminating local traditions and culture, which otherwise could be lost, given the rapid pace of urbanization and rural-to-urban migration in the country.

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The MoE is also evaluating the ways in which the pilot project can be leveraged further through dissemination of prize-winning high-quality content to other schools, as well as inclusion of additional schools under the content development program.

The multimedia development contest was held under the support of the Chiphen Rigpel project, being implemented by NIIT.

The Bhutanese, May 10, 2014



Science project contest at Natural History Museum

htpacenotes

The valedictory ceremony of the science project making competition organised by HT-PACE in association with NIIT University was held recently at the National Museum of Natural History. More than 400 students from various schools of Delhi and NCR participated with their innovative working models in the field of bio-technology, computer science, robotics and environmental science. Models like Walker-cum-wheelchair, Tractrobot, Metro without fuel and No pollution motorbike won prizes, which included trophies, certificates and souvenirs.

"We had selected the teams of students on the basis of their ideas, presentation, working models and concepts," said Pankaj Sharma, director of admission and career services, NIIT University. The competition was conducted with the objective of fostering the spirit of innovation and creativity and to encourage deep interest and understanding of science and technology among students.



• More than 400 students participated in HT-PACE and NIIT University's science project making competition.

HT Live, Gurgaon, May 1, 2014



NIIT UNIVERSITY, NEEMRANA - RAJASTHAN

THE UNIVERSITY OF THE FUTURE

Nestled in the foothills of Aravali, in Neemrana, Rajasthan, NIIT University (NU) is truly the University of the Future. Just off National Capital region (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. 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. The B. Tech program in Computer Science and Engineering, Electronics and Communication Engineering and Biotechnology imparts knowledge in technologies of the future through a cutting edge curriculum using the core principles of providing industry-linked, technology-based, research-driven and seamless education. Our students have been bagged internships in prestigious organizations in India & abroad. Our students have also made award-winning paper presentations at renowned seminars in India & abroad.

The 2 year residential MBA programme at NU demands and encourages the student to explore and connect with the multiple dimensions that today's manager is required to deal with and therefore immerses

the student into these multiple domains. The distinctive features of the NU MBA program are 'The Mentorship Program' and 'The International Immersion Program'. The B.Tech, M.Tech and MBA Program at NIIT University are built around the core principles of seamlessness and industry-Linkage as the foundation of its program design. Through a transformational process involving courses, projects, internships, leadership interactions, finishing school and other distinctive co-curricular components, the programmes seeks to create exceptional leaders trained to operate in today's complex business environment. Attractive scholarships are available on a first-come, first-serve basis for deserving candidates.

NIIT University is the Winner of the 'National Education Excellence award' for 'Best Private University in the use of technology in teaching – learning practices' conferred by ASSOCHAM in 2013. NU is notified by the Government of Rajasthan u/a 5 of 2010 and covered u/s 2(f) of UGC Act. NIIT University campus: NH-8, Delhi – Jaipur Highway, Neemrana, Rajasthan



India Today, National, May 12, 2014



For about a thousand children, English and computer science are no longer funny or complicated, thanks to a few IT professionals of Bangalore

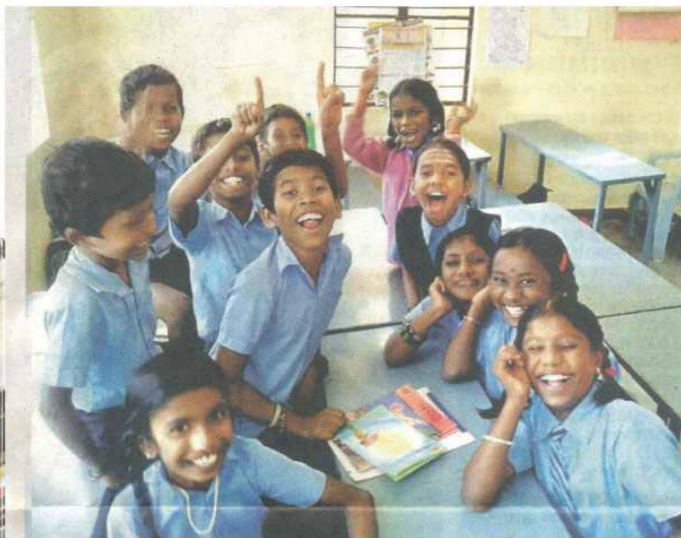
Education is not a privilege

Shilpa Bansal @soshilpa

Bangalore: With all the talk that goes on about helping the needy, very few people actually get up and do something about it. And those who do, they leave no stone unturned to bring in the change they want to see. Ashwin Natarajan is one such person. An ex-marketing manager for an IT firm, Natarajan formed Shlok Foundation, a volunteer group, which aims to teach children and teachers in government schools how to improve their English and computer skills.

"I used to drive past a school near my house every day, and each day I used to think of doing something for them. Finally, I met with the principal and asked him if we put together a volunteer programme, and he agreed. I posted a rough plan on my company's internal website and waited for people to sign up. That's how we got the five founding members of Shlok — Darshan Yadunath, Prasanth Kumar, Swetha Reddy, Tania Bakshi, and me. And since all of us had the letters 's' and 'h' in our names, we decided to call the organisation Shlok," says Natarajan.

Going to various government schools brought to their notice a lot of issues that existed in those systems. "Six out of the eight schools we approached were positive, but then, we realised that each had its challenges. Apart from the usual infrastructure problem, anti-social elements hanging around on the grounds after school hours, and corruption, etc, we also discov-



ered the gaps in the system and the injustice these government schools suffer when compared to private schools. This did encourage us to work towards providing these kids a better chance," explains Ashwin.

The team however keeps away from all controversial issues. "Our main focus is to bring in a radical change in the education system," he says, while reasoning out why the organisation focuses only on English and computer science. "Students from private schools communicate well and they know how to use the computer and we wanted to bring these two aspects into the government schools. So the classes our volunteers conduct are unconventional and interactive; we use multimedia so the children feel comfortable and begin to communicate. We want to promote communication and learning which is best possible through English and computer science,"

A job v/s passion

To Natarajan, it's like livelihood versus happiness. "I make money as an IT professional, but through Shlok, it's the satisfaction that I have changed or modified a child's thinking — a feeling that money can't buy. I remember this one time, when Darshan went to US, we were conducting a class and a boy came up to us and asked for Darshan; he wanted to thank him. That was a magical moment when we actually felt that we are doing something that needs to be done and that we are on the right track," he says.

Natarajan adds,

To make this project successful, the team is devising the Shlok Mitra Model that is inspired by the effort of Sugata Mitra, chief scientist at NIIT, who is credited with the discovery of Hole-in-the-Wall. "As part of this experiment, Mitra carved a 'hole in the wall' that separated the NIIT premises from the adjoining slum in Kalkaji, New Delhi. Through this hole, a freely accessible computer was put up for use. This computer proved to be an instant hit among the slum

dwellers, especially the children. With no prior experience, the children learnt to use the computer on their own. So the basic premise of this model is that you can learn anything if you have access to the internet," shares Ashwin, adding, "To start, we have donated one laptop to one of the schools in Puttenahalli, but we are yet to get an internet connection. We want to see how it works here, and then use the results to spread it across all the other schools." So how many schools does

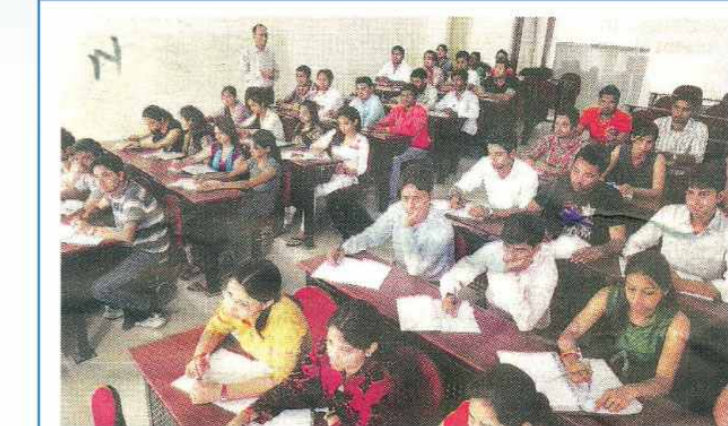
Shlok have under its wings? "We call them chapters and not schools. And we already have five in Bangalore — Puttenahalli, Konanakunte, KR Puram, Koramangala and Nagawara — all work actively through weekend volunteering and we have recently started weekday programmes in one of them. We also have one chapter in Chennai — so we have successfully reached six schools in two cities, teaching almost a 1000 kids," tells Ashwin.

And how do they reach volunteers and manage funds? "Main outreach medium is through the corporate internal community; the way I did. Apart from that, we get good volunteers from apartments nearby to these schools. We have kept it simple - invite people to come and teach the kids over weekend and spend time with them. We have close to 20 volunteers right now, but the typical problem is volunteer drop outs. Since this is a volunteer-

run group, no one's permanent - some either get bored after a while, some get busy, some fly out. So our biggest agenda is to constantly engage people and reaching out to newer volunteers to keep the programme going," he explains, adding, "As far as the funding is concerned, we have opened a bank account. We did a fund raiser in New York recently as one of our members, Darshan is now in the US promoting Shlok along with Poonam who was also a volunteer with us. We are definitely looking for funds to provide more laptops and internet connections."

Still moving forward strong, Ashwin says they have a long way to go. "We have not yet met the Shlok logo. There are about 1,000 schools in the city and we have reached only five - we have to cover the entire city with this model. We want people to be inspired and adopt a school in their area," signs out Ashwin. shilpa.bansal@dnaindia.net

DNA, Bangalore, May 12, 2014



NIIT LAUNCHES GEN-NEXT COURSES

NIIT, a talent development corporation, has announced the launch of 'Revolution GNIIT', a programme that promises to maximise career opportunities for class XII and college students by offering a range of future-ready courses in Banking and Finance, Digital Marketing and Social Media, Cloud and Mobile Software Engineering, Big

Data and Business Analytics, e-commerce and Business Administration and Cloud Computing and IT Management. The programmes lay emphasis on industry-specific competencies with higher exposure to hands-on practical knowledge. The courses can be pursued along with graduation, giving students the benefit of dual certification.

Mail Today, New Delhi, May 20, 2014

NEW COURSES

NIIT launched ReVOLUTION GNIIT, offering courses in banking and finance, digital marketing and social media, cloud and mobile software engineering, big data and business analytics, e-commerce and business administration and cloud computing and IT management.

The Times of India
New Delhi, May 12, 2014

BANKING COURSE

NIIT IFBI is offering various banking programmes for the front desk customer service needs of the banks, sales courses for business development roles, PO and clerical preparation courses for aspirants wanting to pursue a career in PSU banks and specialised courses for working professionals under the Continuing Professional Education Series.

DNA, Mumbai, May 20, 2014



NIIT Q4 net rises five-fold to ₹14 crore

PRESS TRUST OF INDIA

New Delhi, May 21

IT training solutions firm NIIT Ltd on Wednesday reported an over five-fold rise in net profit at ₹14 crore for the quarter ended March 2014 on strong growth in corporate learning segment.

The company's net profit (on like-to-like basis) stood at ₹2.7 crore in the January-March quarter of 2013.

The financials exclude numbers from hardware supplied by NIIT for some contracts and are compared on a like-to-like basis.

The net revenue grew five per cent to ₹232.9 crore in the reported quarter from ₹221.6 crore in the year-ago period.

For the fiscal ended March 2014, the net profit declined 32.3 per cent to ₹17.8 crore while revenue grew a tad to ₹26.3 crore, compared to the previous fiscal.

"We are operating in a difficult environment where we are seeing muted IT hiring. Added to that is the high rate of inflation and foreign exchange. There was a slight recovery in Q3 because of cost management and improved liquidity position but that has impacted the annual performance," NIIT CEO Vijay K Thadani told reporters here.

The corporate learning solutions (CLS) business grew 41 per cent y-o-y and order intake stood at \$21.8 million, he added.

Thadani said the school learning solutions segment saw an addition of 371 schools during the fourth quarter, a growth of 78 per cent year-on-year.

The company's board has proposed a dividend of 80 per cent, or ₹1.60, on each equity share of face value ₹2.

Hindu Business Line
Bangalore, May 22, 2014



Gear up for cloudy days

TECH EDGE Cloud computing is changing the way businesses operate, besides throwing open a whole new world of opportunities for aspiring IT professionals

Harini Sriram

harini.sriram@hindustantimes.com

According to a study conducted by International Data Corporation (IDC) and commissioned by Microsoft, cloud computing is set to create about two million jobs in India by 2015. This is good news for those interested in a career in the world of cloud-based applications and networks. Firstly, though, it is important to clarify what a cloud is, as cloud computing is used broadly to refer to any web-based platform.

WHAT IS A CLOUD?

As Uday Singh, executive vice president, NIIT Ltd, points out, "The term cloud appears to have its origins in network diagrams that represented the internet, or various parts of it, as schematic clouds. Cloud computing was a term coined when applications and services were moved into the internet cloud.

Cloud computing refers to the many different types of services and applications being delivered in the internet cloud, and more recently, it refers to the fact that the devices used to access these services and applications on cloud do not require any special functions.

It means increased capacity or added capabilities on demand without investing in a new infrastructure, or training new personnel, or licensing new software. Cloud computing encompasses any subscription-based or pay-per-use service that, in real time over the internet, extends

IT's existing capabilities."

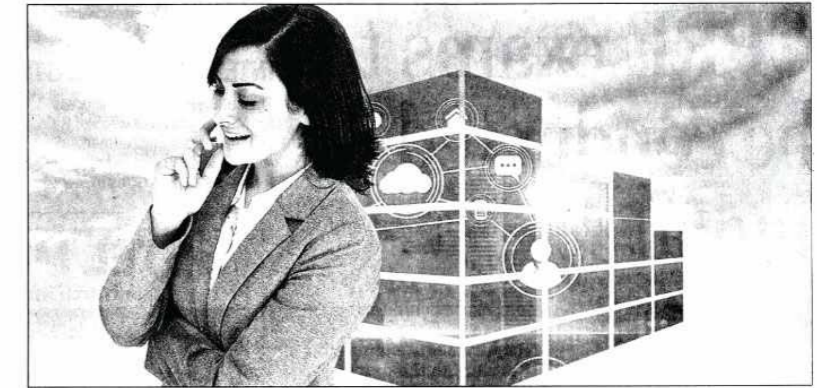
Raju Vagesna, chief evangelist at Zoho Corporation, a company that specialises in creating applications for a variety of online businesses, likens a cloud to a bank, where data is centrally stored and accessed. "Cloud computing refers to the infrastructure, database, servers, etc in the cloud," he says, "while cloud applications refer to apps that run on a cloud, such as some native mobile apps and games."

EVOLUTION OF THE CLOUD

Cloud computing is still in its nascent stages in the country; however, it is set to be a game changer, with a number of online businesses and large companies taking to the cloud. Companies like IBM, Microsoft, Mindtree, Wipro, Amazon, HP, Flipkart, etc, and a number of online business start-ups have been using cloud computing to simplify their operations. As per industry experts, the cloud computing market in India is expected to grow at a CAGR of 54.5% over the period from 2011 to 2015.

Singh says, "The Indian gov-

CLOUD COMPUTING REFERS TO THE MANY DIFFERENT TYPES OF SERVICES AND APPLICATIONS BEING DELIVERED IN THE INTERNET CLOUD



Annual salaries for cloud computing professionals may vary from ₹1.25 lakh to ₹5 lakh.

THINKSTOCK

ON A CLOUD

New technologies - need of the hour

Harini Sriram

harini.sriram@hindustantimes.com

Cloud computing is touted as the next big thing in the IT infrastructure space.

Since it is still an evolving market, there are hardly any full-time courses exclusively on cloud computing. However, most B Tech (IT, computer science, etc) and M Sc (software engineering, computer science, and so on) courses offer modules on basics of cloud computing and its practical applications. NIIT and IIJT (Indian Institute of Job Training) offer some certificate courses on the subject. For instance, GNIIT in cloud computing and IT management is one such programme. The programme helps aspirants acquire skills on configuring, troubleshooting, managing, operating, administering and monitoring IT infrastructure, says Uday Singh, executive vice president, NIIT Ltd.

IIJT also offers a number of associate and expert level courses on top-

ics ranging from network infrastructure and monitoring a private cloud to server administration and associate and professional level certifications from VMware, an American software company that provides cloud and virtualisation services.

Besides, one could also look at MOOC websites such as Coursera.org which is currently offering a course titled 'Programming cloud services for Android handheld systems' from Vanderbilt University. The course - which is the third and final part of a sequence on mobile cloud computing for Android - will be available from July 21 onwards. (<https://www.coursera.org/course/mobilecloud>)

Most experts believe that colleges should focus on updating students on latest technologies so that they are industry-ready. Raju Vagesna, chief evangelist at Zoho Corporation says it is also important for colleges to instill passion for technology in students.



ENROL FOR THE CTET ADVANTAGE PROGRAMME

NIIT Limited, a global talent development corporation, will conduct its CTET Advantage Programme to support pre-service/in-service teachers to prepare for the forthcoming CTET (Central Teacher Eligibility Test). The classroom-based programme will be conducted at select NIIT centres while self-learning/online programme and test series will be offered across the country. Teachers who enrol for The CTET Advantage programme learn from expert faculty comprising of domain experts and CTET/NET qualified professionals.

The teachers can avail the facility of interactive multimedia-based tutorials on subject hot spots, practice tests and doubt-clearing sessions. Qualifying CTET is a compulsory requirement for securing a teaching job in government schools. Leading private schools also ask for CTET qualification for recruitment and for determining pay scale. CTET is conducted by CBSE, twice a year in accordance with the guidelines framed by NCTE as per provisions of the RTE (Right To Education) act. For details, visit www.niit.com/ctet.

Hindustan Times, Amritsar, June 12, 2014

TEACHER CLASSES

NIIT Limited will conduct the CTET Advantage Programme to support pre-service/in-service teachers to prepare for the forthcoming CTET. The classroom-based programme will be conducted at select NIIT centres and self-learning/online programme and test series will be offered across the country. The programme is designed to provide revision and clarification of concepts related to pedagogy and child development.

The Times of India
Chandigarh, June 9, 2014



GAME PLAN

VISWANATHAN ANAND

Game Theory, a column on management lessons from sport, will run every month. Comments are welcome at feedback@livemint.com



PURSUIT OF VICTORY

The fact that business is fundamentally similar to the game of chess is no revelation. With layers of intellect, strategy and foresight, the study of chess as a parallel to corporate life can be incisively engaging. But what would be fascinating is to understand, how one can learn from the other. Chess calls for patience and perseverance, thinking many moves ahead, exploring and experimenting, predicting and interpreting outcomes. These are similar challenges that a brand manager/CEO has to face while assessing a market. In both realities, the focus is always on the end-goal; victory.

While losing a match is terribly disheartening, I can't deny having learnt much more from failures than success. Analysing a negative outcome provides fresh new perspectives in strategies, control and

execution. Using one's learning as ammunition for the next encounter is probably one of the most important business tools. While attaining the top spot in any field is a mighty challenge, staying there takes absolute resolve. In the context of chess, to retain a top rank, a player should have performed consistently well in tournaments. Identically, for a sales manager, a constant stream of account wins makes him/her competent. If met with a negative consequence, the only way forward is to pick up, prepare and strike again...with a better game plan!

Assess and fight risks

Every world championship match is a great challenge. Bonn in 2008 was, in a way, the first match for me in a long time. I decided to switch to d4 almost soon after winning Mexico 2007. It was a risky decision that served me well. Sofia,

Bulgaria (2010) was different for me in every manner—the opponent, his manager and the venue. To aggravate things, there was a 40-hour bus journey and a hostile environment. The match had more decisive games since Veselin Topalov's style was more "all-in". In the last game, however, I was able to get a victory and retain the championship. To draw a parallel, for companies, there may be competitors who are willing to go "all-in" for certain bids/clients, and therefore it will need to be tackled with patience and sometimes with a little counter-risk as well.

Prepare

While game plans are prepared months in advance, the key to a sound strategy rests on the analysis of the opponent's strengths. In 2012, Boris Gelfand was the most complete opponent. He didn't lack anything—experience, match strategy or preparation. This meant I had to consolidate and deliver the best of moves in my repertoire. The contest proceeded to rapid and I can say I played more efficiently in the tie-breaks and held on in worse positions. In the context of business,

COLUMN

TENVIC
TO UNLEASH VICTORY

detailed and well-considered plans alone can be instrumental in procuring deals. Employees, likewise, need to anticipate competition/client behaviour in order to recognize potential strategic opportunities.

Overcome losses

The unfaltering preparations for world championship matches can be a psychological drain. This was in evidence in 2012 when my tournament play reached a low that I had never before experienced. In 2013, I made a minor recovery doing well in events, but backtracked in the end. I guess my confidence was at a low when I played Magnus Carlsen, who was fresh, full of confidence and in Chennai. In a way, it was the right match at the wrong time. Somehow, everything just went wrong there and I prefer not to draw too much out of that match, rather look forward to the next. I had to put the setback behind me and rest my mind. I decided to shut the computer and play with my son. To know when to switch off and switch on gives you the ability to rediscover your strengths.

Stay positive

Chess is instrumental in teaching you to not give up when things are not going well. It might be easier to lose motivation when met with a

negative situation, but it is doubly gratifying to reverse a bad situation to your advantage. It was in London that I decided to play the Candidates in Siberia. If you have set the bar high for yourself, it is because you believe you can achieve it. I did some training and basically was very conscious of not doing too much self-analysis. When I got to Khanty-Mansiysk in Siberia, I was in a better physical state. I had worked towards losing 10 kilos, felt energetic and eager to continue the streak. But, before the event, the predictions were all against me. It took a lot of conviction to stay focused on the competition. During uncertain times, it is easy for businesses to freeze and wait for economic conditions to calm. But it takes one positive thought to thrive and overcome adversaries. I did, by winning the Candidates!

Keep the momentum

In the first game (in Khanty-Mansiysk) against Levon Aronian, I played confidently and took advantage of his inferior performance. Aronian, otherwise, is a very talented player and in a way, my "bête noire". I beat Shakhriyar Mamedyarov and Topalov in good games. Against Sergey Karjakin, my closest rival, I stood through a tough defence to keep the draw. I am not sure how much of a win I missed against Dmitry Andreikin—people who see games with computer engines forget that players sit across a board and toil for hours. We see things with a human eye. I was not completely convinced of the winning plan and decided to take the draw. In hindsight, it seemed to be a good idea. Winning Candidates gave me the much needed tournament win. Similarly, wins after a loss or a series of losses for a sales force can turn around the entire work climate to a more motivated one. The key is to build on it and keep winning.

For me getting a chance to play a world championship match within a short period is something I didn't imagine would happen. People say I showed great courage and ambition in deciding to play the Candidates and actually winning in a very tough field. To me, it was a vindication of my belief that I can play good chess and enjoy playing it. It feels nice to be back in the familiar terrain of preparing for a world championship match. You always know a challenger has a higher motivation to take away a champions title. I think this time I would like to play a match that I will enjoy, both for being there and for the chess.

Viswanathan Anand is an Indian chess Grandmaster and former World Chess Champion.

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Mint, New Delhi, June 12, 2014



anniversary special

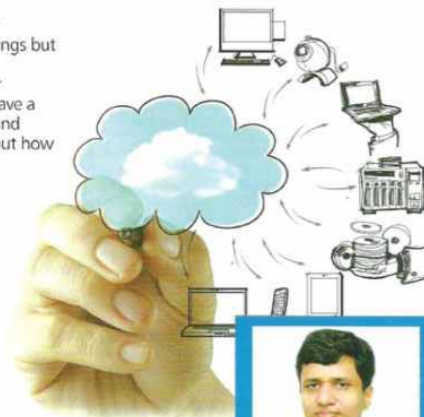
The Future's in the Cloud

Cloud computing is not only reshaping traditional IT offerings but it is also providing a highly interesting and paying career opportunity for those who have a technological bent of mind and who want to learn more about how IT is evolving.

BY SONALI CHOWDHURY

Information technology (IT) is a space that keeps evolving with new technology cropping up ever so often. Big data and cloud are the recent buzz words with companies spending millions of dollars to keep up with overflowing databases. Cloud computing is reshaping the Indian IT market by generating new opportunities for IT providers and driving changes in traditional IT offerings. Though it has existed in some form or the other since 2005, cloud computing has gained momentum recently with organisations of all sizes looking to avail of its benefits. Even on the job front, the domain has opened up more opportunities. Consider this for instance:

- A Microsoft commissioned study, conducted by the International Data Corporation (IDC) in 2012, predicted that cloud computing will generate over 2 million jobs in India by 2015. The findings say that cloud will generate nearly 14



million new jobs worldwide in the same time.

- More than 50 per cent of these jobs will be generated in small and medium businesses. Combined with cloud efficiencies, this will drive significant organisational reinvestments and job growth.

What's in the cloud?

Cloud computing is the practice of using a network of remote servers hosted on the Internet to store, manage and process data instead of using a local server or a personal computer. This technology uses hardware and software to deliver a service over a network, typ-



"Cloud continues to be the way to the future and businesses in India realise this not just domestically but also for emerging international trends."

Yogesh Agarwal, President, Applane

ically the Internet and is expected to have a significant impact on the current IT-BPO services industry in terms of the types of services offered, delivery mechanisms and business models.

Organisations availing the benefits of cloud will reduce their capital expenditure, optimize their IT resources and be more productive as compared to those supporting and maintaining traditional IT infrastructure. Many small and medium enterprises, which cannot afford to create and monitor permanent infrastructure, are also moving towards cloud. "Clouds make infrastructure available on-demand, and in case something goes wrong, organisations don't need to worry about the infrastructure. Even large enterprises are deriving benefits by moving some of their non-critical infrastructure to the cloud," says Archana Agarwal, Senior Director, Architecture Group, Nagarro Software, an IT company, which has recently shifted its office environment to a complete cloud environment.

The other benefits include reduced upfront costs, reduced manpower requirements, automatic upgrades, service levels and disaster recovery. "It continues to be the way to the future and businesses in India realise this not just domestically but also for emerging international trends," says Yogesh Agarwal, President, Applane, a cloud-based business software developing company.

What are the trends?

While organisations are adopting cloud services according to their business needs, various trends can be seen in cloud computing as businesses of all sizes plan to explore and evaluate its feasibility in their contexts. Fazle Abbas Luqmani, Associate Principal, Core Infrastructure and Cloud, Advaiya, a technology consulting and marketing company, adds, "Organisa-



"In a scenario where companies are shifting to cloud, there will be a huge demand for professionals who can make this transition happen smoothly. Whether it is finance, HR or workflow, there is a demand for talented professionals working in the cloud domain."

Ambarish Gupta, CEO and co-founder, Knowlarity Communications

private cloud infrastructure."

Another trend which is catching is cloud telephony. It is far easier to set up a cloud-based communication platform than investing in a physical infrastructure based telephony system. "A cloud based telephony system provides the same kind of functionality as that provided by a plain old telephony system without any of the day-to-day hassles of running such an infrastructure based system," says Ambarish Gupta, CEO and co-founder, Knowlarity Communications, which offers cloud telephony services.

Chalking out a career

Cloud computing is proving to be a valuable solution for businesses resulting in a demand for cloud computing professionals. If you are looking for an unconventional career in the IT industry then investing in cloud computing skills and knowledge seems to be a good bet today and a wise career move for the future.

However, since the fields of computer science and IT are extending to embrace cloud computing, cloud computing as a career option needs to be viewed as an integral part of an IT career option. So, whether it is the next generation of business applications, mobile applications, business analytics, infrastructure management, or networking, you cannot avoid working amid relevant cloud technologies. "In such a scenario there will be a huge demand for professionals who can make this transition happen smoothly. Whether it is finance, HR or workflow, there is a demand

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Archana Agarwal, Senior Director, Architecture group, Nagarro Software



anniversary special

CLOUD COURSES/ CERTIFICATIONS/ TRAINING

Cloud courses/certifications/trainings can be categorised as: vendor specific (cloud technologies from Microsoft, Amazon and Google) and vendor-neutral. Even private job training institutes, like Indian Institute of Job Training (IJT), a retail training arm of TeamLease and Aptech, are offering courses on cloud computing.

For instance, IJT offers a course in cloud computing called the IT Infrastructure Management Specialist Course (ITIM). Candidates having completed their 10+2, along with hardware knowledge, can apply for this course. In case there is any gap, the institute provides a bridge programme to train in hardware. The cost of the course is ₹30,000 for one year.

Kunal Hagi, a student from Mumbai, who had joined the course after completing BSc in IT, says, "I came to know about cloud computing during a seminar. I always wanted to make a career in networking so when I was told about the prospects of a career in this domain I took up this course."

IJT also offers associate level and expert level certification courses on platforms like Microsoft and VMware. The duration of the course is around six months and costs around ₹30,000. IJT also offers VMware Capacity Plan-

ner/VMware Centre Mobile Access certifications by VMware's authorised training partners. A unique training ID is generated for students who are eligible to take the global certification exam. The course fee is around ₹30,000 for a duration of one or one-and-a-half month each. The course is conducted by VCI (VM certified instructors). "These are global certification courses and not aligned to any degree course. We offer the course to candidates who are pursuing degree to Mtech level," says Nitesh Sharma, Senior Vice-President and co-founder, TeamLease Services, a staffing company. "Cloud certification will qualify for such jobs as server administrator, systems programmer, network manager, system administrator and cloud administrator," adds Sharma.

Embracing the technology, NIT Cloud Campus provides specialised new technology and advanced skills programmes through cloud classrooms tailored to the needs of students and working professionals.

The new GNIT programme offers a curriculum which lead to careers in diverse fields of IT, like cloud applications developers, enterprise application developers and business intelligence solutions developers. Some other courses/certifications/trainings for cloud are offered by CompTIA and Rackpace.

for talented professionals working in the cloud domain," says Gupta.

It is an interesting area for engineering students as well because it provides an opportunity of working with the latest technologies (Internet, M2M, big data). "It gives an opportunity to make a real change in the world and a chance to work with equally talented engineers across the world," says Gupta. Being at the cutting edge a career in cloud computing will open up the possibility of accelerated career growth. "This is the next frontier. Whether students prepare themselves for it or not, they will have to deal with cloud computing at the workplace," says Uday Singh, Executive Vice President, NIIT Ltd., a computer education company.

Typically, jobs in cloud computing are around sales, infrastructure engineering, software

development, consultancy, systems architecture and all kinds of technical support. Some of the sought after roles in the industry include - cloud solution architects, cloud administrators, cloud specialists, cloud computing system engineers, cloud platform software developers, cloud computing SMEs, cloud alliance managers, database specialists, quality specialists, security specialists and operation specialists.

However, two categories of cloud computing careers seem to be emerging: IT professionals with specific cloud skills, and IT admits with cloud architecture know-how. Businesses are looking for professionals with strategic knowledge of most cloud computing technology and providers and the ability to form clouds to fit an enterprise's goals or needs.

Companies looking for cloud

"This is the next frontier. Whether students prepare themselves for it or not, they will have to deal with cloud computing at the workplace."

Uday Singh, Executive Vice-President, NIIT Ltd.

grammes. EMC Corporation, a leading provider of cloud and big data solutions, has collaborated with colleges and universities worldwide to offer courses on cloud computing, big data analytics and information storage and management. In India, the company has partnered with institutes and universities like Manipal Institute of Technology, Rajasthan Technical University, Vellore Institute of Technology, and Thiagarajar College of Engineering to deliver these courses as a part of their curriculum. It recently also introduced a Cloud Infrastructure and Services (CIS) course to EMC Academic Alliance (EAA) partner institutions. The course is focused on virtualisation and cloud infrastructure technology concepts and principles applicable to any vendor environment. Under EAA, 53,000 students for the courses have been enrolled so far in India.

"The IT industry in India has been creating new economic opportunities and transforming the country's perception on the global stage. We aim to reach out to more and more colleges and make the engineering students ready for this huge opportunity we see," says Krishna Kant, Head, EMC Academic Alliance-South Asia and Russia. SRM University, Chennai, has also started a Masters in Technology (MTech) programme in cloud computing from 2012. The fee for the two-year programme is Rs 1.5 lakh per year and around 30 students have enrolled for the programme for the current academic year. "The university has strong



"You should first learn the basics of networking, security architecture, web services, and cloud computing. Identify your area of interests - which cloud model interest you and then stick to it and take a deep dive into that capability/technology."

Fazle Abbas Luqmani, Associate Principal, Core Infrastructure and Cloud, Advaiya

tie-ups with industries and international universities which made us realise that there was strong global uptake of cloud computing infrastructure and services and that the foreign universities were starting to offer cloud technology degree programmes. Hence, we started this postgraduate programme," says Professor S. Rajendran, head of IT department, SRM University.

Challenges

Since the industry is in its nascent

The pay package: What to expect

For a fresher with a position in cloud admin or system admin the salary will range from ₹1.20 lakh - ₹2.40 lakh per annum. While a professional with four to eight years of experience as a cloud architect will get anywhere between ₹3 lakh to ₹16 lakh per annum. The annual remuneration for software engineers averages around ₹4.7 lakh, senior software engineers at ₹6 lakh, and technical and solutions architects at ₹15 lakh per annum. However, the compensation will vary from company to company.

stage, as a cloud professional you need to be aware of security concerns. "One of the issues is related to regulatory compliance such as transferring data from one geographical region to another (like from Europe) requires complying with strict regulations. You need to have knowledge of these compliances," says Luqmani.

Moving traditional IT infrastructure to cloud is not always an easy job. "It requires knowing what business purposes will be met, creating a well-defined roadmap, identifying the gaps to move to cloud, actually making the move to cloud, managing/decommissioning the freed-up IT infrastructure," adds Luqmani.

The sector growth is dependent upon the overall state of the economy. "Cloud adoption rate fell in 2013 due to poor economic conditions prevailing in India. On an individual level, aspirants have to be on their toes and keep learning all the time. The secret is to be adaptive," says Gupta.

There is a large number of opportunities in cloud computing. "But you should first learn the basics of networking, security architecture, web services and cloud computing. Identify your area of interest - which cloud model interest you (public, private, hybrid cloud), which vendors' (Microsoft, Amazon, Google, Salesforce) cloud technology interests you and which type of job role interests you (cloud administration, cloud development, cloud consulting), and then stick to it and take a deep dive into that capability/technology," advises Luqmani.

No field is devoid of challenges but the emerging space of cloud computing only assures that it is the beginning of an era where more jobs will be created benefiting students who will have to keep up with the trend to grow in the sector. ■



NIIT University – The University of the Future



NIIT University is 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. It is equipped with state-of-the-art technology-enabled teaching methodology that is backed by a strong research-focused curriculum. They offer B. Tech programmes in Computer Science Engineering, Electronics and Communication Engineering and Biotechnology. The batch of 2013 recorded 100% placements & the highest salary package offered was Rs. 6 lakhs.

The Telegraph, Kolkata, June 18, 2014



NIIT Announces Multiple New-age Career Opportunities Under ReVOLUTION

GNIIT

NEW DELHI, May 7, 2014 /PRNewswire

To Offer Future-ready Career Programs in Banking, Digital Marketing and Social Media, e-Commerce, Cloud Computing, Analytics and IT

NIIT, leading Global Talent Development Corporation, today announced the launch of 'ReVOLUTION GNIIT'- a path-breaking GNIIT program that maximises career opportunities for class XII and college students by offering a range of future-ready courses in Banking and Finance, Digital Marketing and Social Media, Cloud and Mobile Software Engineering, Big Data and Business Analytics, e-Commerce and Business Administration and Cloud Computing and IT Management. For the first time ever, this offers students the flexibility to choose options from a range of multiple new-age career programs, aligned to the evolving needs of the knowledge economy.

The industry-endorsed new GNIIT program enables students to acquire necessary skills to aspire for new-age jobs and professions. Furthermore, well-structured communication and professional skills combined with a year of professional practice helps create well-rounded professionals. The new curriculum lays emphasis on industry specific competencies with higher exposure to hands-on practical knowledge. The programs can be pursued along with graduation, thus giving students the benefit of dual certification.

Furthermore, the new GNIIT program opens up exciting exit profiles like - Data analysts, Retail banking professionals, e-Business operations executive, e-Commerce specialist, Social Media specialist, SEO specialist, Data Web Traffic analyst, Mobile App development, Cloud Application developer and software tester to name a few.

Speaking on the occasion, Amitabh Lahiri, President, Career Building Solutions, NIIT Ltd. said, "Over the years, GNIIT has played a key role in creating a pool of trained professionals for today's globalized knowledge economy. It has been our constant endeavor at NIIT, to introduce programs which prepare students to take on best global career opportunities. Continuing with the commitment, we now launch new-age ReVOLUTION GNIIT which will provide flexibility to students to choose from a range of careers as per their interests and career goals."

The ReVOLUTION GNIIT program aims to strengthen the basic communication and professional skills of students by breaking the core syllabus for each program and spreading it across all the semesters. GNIIT in Big Data & Business Analytics not only enables students to understand the science behind data management and develop rich Business Intelligence but also helps them acquire the new-age skills on the latest analytics tools and techniques.

The banking industry is expected to double its business to USD 2 trillion over the next 5 years and GNIIT in Banking & Finance prepares undergraduates for various functional roles in BFSI sector. The program covers modern-day banking, insurance and financial services by developing competencies in 4 dimensions - domain, technology, application and customer-service.

GNIIT in e-Commerce & Business Management allows youth to acquire knowledge and skills required in prominent business functions to manage different processes of an e-business. The program in Digital Marketing and Social Media enables students to develop creative, technical and business competencies to empower their career as digital marketers. GNIIT in Cloud and Mobile Software Engineering enables aspirants to acquire the essentials skills to develop various applications like web, mobile and cloud using prominent technology platforms.

NIIT Cloud Campus™ enables students to learn from the best teachers irrespective of their geographical location. They can also 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-enabled learning, owing to its 24x7, any-time, anywhere availability and scalability, can prove to be a big boon for the Indian education sector. This makes it possible to take high-quality education-including content, and instruction-to the far reaches of the country, using the cloud platform.

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Campus Talks

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For aspiring teachers

NIIT Limited, leading Global Talent Development Corporation is set to conduct The CTET Advantage Programme to support Pre-Service/In-Service teachers to prepare for the forthcoming CTET (Central Teacher Eligibility Test) and to help them ace the exam. The classroom-based programme will be conducted at select NIIT centres and self-learning/online programme and test series will be offered across the country. CTET programme has been launched under the aegis of NIIT Litmus, an initiative by NIIT to help aspirants prepare for competitive exams leading to enhanced employability. Qualifying in the CTET is a compulsory and essential requirement for securing a teaching job in government schools. Leading private schools also ask for CTET qualification for recruitment and for determining pay scale. CTET is conducted by CBSE twice a year, in accordance with the guidelines framed by the National Council for Technical Education as per provisions of the RTE act. CTET aspirants can visit www.niit.com/ctet for more details.

<http://www.newindianexpress.com/education/edex/Campus-Talks/2014/06/09/article2267944.ece>



<http://www.youtube.com/niitcareers>