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**NIIT to create full stack programmers**  
 Skills and talent development major NIIT on Friday announced the launch of StackRoute, an initiative to create the best programmers for the startup industry. Speaking at the launch, NIIT Chief Executive Officer Rahul Patwardhan said, "There is an acute shortage of talent in the startup sector. IT services are not recruiting and there are so many engineers looking for a job. We are addressing this by creating a pool of full stack programmers who will be available to key product engineering and startup hubs in India, hence becoming a significant part of NIIT's talent development strategy."

**Looking beyond computer education**  
 Digital learning  
 NIIT Ltd has announced an initiative that brings skilling from NIIT classrooms to every digitally connected Indian, for free, at any time and place of their choice. A disruptive innovation for the education space, NIIT tv will deliver for the very first time, skill-based live courses as well as on-demand courses to the masses. This initiative promises to meet the vast education, training needs in support of the goals of the Ministry of Skill Development. Winner will get full scholarship at NIIT University for class twelve levels.

**Capability building for business scale**  
 Students should think of being job creators?  
 NIIT to help AAI staff take off smoo to computer proficiency

**NIIT initiative to create 'Full-Stack Programmers' garners huge response**  
 New Delhi: StackRoute, an NIIT initiative to produce the world's best full stack programmers has received overwhelming response from startups and IT companies alike, leading to over 2000 registrations of the 1st batch that commences this month in Bangalore. A number of technology companies including Wipro, Redmart, duty and individuals, admission to the first batch of the program has already been fully subscribed. NIIT will announce more batches for interested organisations and individuals shortly. Further, select meritorious students are also being awarded special scholarships. Speaking on the significant milestones for NIIT, Rahul Patwardhan, CEO said, "StackRoute is a significant milestone for NIIT as it has established a new benchmark for the first time. Several startups are looking for the best talent to work on their projects. We are providing them with the best talent through our StackRoute program. We are also providing special scholarships to meritorious students."

**NIIT.tv launched: Aims at changing skilling landscape**  
 SOLTAKA, OCT 11 -- NIIT Ltd, Skills and Talent Development, announced the launch of NIIT tv, a digital learning initiative that brings skilling from classrooms to every digitally connected Indian, for free, at any time and place of their choice. A disruptive innovation for the education space, NIIT tv will deliver for the very first time, skill-based live courses as well as on-demand courses to the masses. This initiative promises to meet the vast education, training needs in support of the goals of the Ministry of Skill Development. Winner will get full scholarship at NIIT University for class twelve levels.

**Five Indian IT form consort**  
 Companies have joined together to break into the highly regulated Chinese markets. Beijing is a significant market for Indian IT companies. Five Indian IT companies have formed a consortium to break into the highly regulated Chinese market. The consortium includes Wipro, Infosys, TCS, HCL, and NIIT. They will be working together to provide IT services to Chinese companies. This is a significant milestone for Indian IT companies as it marks their entry into the Chinese market.

NIIT

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## NIIT to create full stack programmers

**BENGALURU:** Skills and talent development major NIIT on Friday announced the launch of StackRoute, an initiative to create the best programmers for the startup industry.

Speaking at the launch, NIIT Chief Executive Officer Rahul Patwardhan said, "There is an acute shortage of talent in the startup sector. IT services are not recruiting and there are so many engineers looking for a job, and these job-seekers are not suitable for startups. There is so much demand for people in the startup sector and poaching talent in IT service firms will not solve the problem."

According to a Manpower report, 58 per cent of Indian employers are finding it difficult to fill positions, and there



is a significant talent shortage in the IT and accounting space. Also, close to 67 per cent Indian startups reported difficulty in filling job vacancies versus a global average of 34 per cent.

According to Patwardhan, StackRoute has been designed

with the sole intent of teaching people to be top-class programmers.

### First batch from Oct 1

"We are starting the first batch from October 1, 2015, in Bengaluru. To begin with, we will train 72 people (12 teams with six people each). At the end of this three-month programme, they will produce real products, which are then released as open source contributions or as part of App stores," he said.

"It's a high-end and specialised programme offering, and the admission process includes a tough, real programming test, an in-depth aptitude test, and a formal interview," said Satish Sukumar, principal consultant at StackRoute,

adding that one should have basic programming ability in Java.

Patwardhan said that startups have shown a lot of interest in this programme. "We need people with an understanding of technology and our focus will be on producing high-quality technical software specialists," he said.

The programme fee is Rs 2 lakh. Patwardhan said that scholarships would be provided to very talented candidates.

"Going forward, we will launch this programme in cities like Pune and Delhi, where startups are booming," he said. For more information, one can visit,

[www.stackroute.in](http://www.stackroute.in).

**DH News Service**

Deccan Herald, New Delhi, August 22, 2015



The NIIT Limited unveiled a programme titled StackRoute™ that aims create multi-skilled and multi-disciplinary programmers who can become key members of high-performance teams in top notch product engineering companies, start-ups, and IT firms. The pilot programme is being launched at Koramangala, Bangalore.

The initial pilot focuses on the JavaScript and NoSQL stack, and will be followed by a series of specialised full stack programmes focused on data sciences and analytics, IT secu-

## New programme

rity, etc.

These full-stack programmes over the near future, will be made available to key product engineering and start-up hubs in India, hence becoming a significant part of NIIT's IT product portfolio.

The kind of software engineers needed by the start-up sector, are significantly different from what large IT services firms needed in the past for their huge software factories.

Engineers need to be versatile and have fullstack programming skills and NIIT has taken a step forward to provide the same.

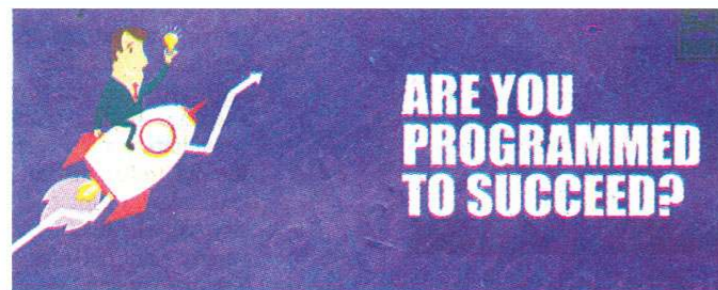
The programme will have a selective group of students and turn them into high performance full stack programmers that the industry needs urgently. The product has been developed in intense consultation with the industry, start-ups, product engineering compa-

nies and incubators, and is strongly endorsed by all the key industry stakeholders.

On offer are intensive boot camp styled courses with a model of apprenticeship where practitioners lead novices towards expertise. Graduates and engineering graduates who aspire to become full-stack programmers can join this programme. Admission will be very selective.

The first batch starts on October 1, 2015 in Bangalore. Interested students can visit [www.stackroute.in](http://www.stackroute.in) for further details.

Pioneer, Chandigarh, September 09, 2015



## NIIT initiative to create 'Full-Stack Programmers' garners huge response

**New Delhi:** StackRoute, an NIIT initiative to produce the world's best full stack programmers has received overwhelming response from startups and IT companies alike, leading to over-subscription of the 1st batch that commences this month in Bengaluru.

A number of technology companies including Wipro, Redmart, Trellisys, Rorko, NIIT Technologies, EntLogics and Posist have already indicated that they would like to hire StackRoute trained programmers in their organisations.

NIIT announced StackRoute[™], first of its kind initiative to create full stack programmers, in August this year. Owing to high demand from both in-

dustry and individuals, admission to the first batch of the program has already been fully subscribed. NIIT will announce more batches for interested organisations and individuals shortly. Further, select meritorious students are also being awarded special scholarships. Speaking on the significant milestone for NIIT, Rahul Patwardhan, CEO, NIIT Ltd., said, "StackRoute[™] will open avenues for youth to work in responsible positions closely with the decision makers. The program has been designed to make ambitious youth technologically empowered to set up their own enterprises, or play crucial roles in established IT companies or in the startup environment."

Hans India, Hyderabad, October 02, 2015



## StackRoute, an NIIT initiative to create 'full-stack programmers', over-subscribed

StackRoute, an NIIT initiative to produce the world's best full-stack programmers, has received overwhelming response from startups and IT companies alike, leading to over-subscription of the first batch that commences in October in Bangalore, NIIT said in a statement. Various technology companies including Wipro, Redmart, Trellisys, Rorko, NIIT Technologies, EntLogics and Posist have already indicated that they would like to hire StackRoute trained programmers in their organisations. NIIT announced StackRoute in August this year. Owing to high demand from both industry and individuals, the admission to the first batch of the programme has already been fully subscribed. NIIT will announce more batches for interested organisations and individuals shortly. Further, select meritorious students are also being awarded special scholarships. Rahul Patwardhan, CEO, NIIT Ltd, said, "The response that StackRoute has received from established IT companies and startups has reiterated our belief that there is a growing demand in the industry for versatile professionals who can wear many hats and work on multiple technology platforms. I am confident this programme will create multi-talented professionals who can cater to the changing needs of today's global organisations."

Financial Express, Chandigarh, October 05, 2015



## Digital learning

NIIT Ltd has announced an initiative that brings skilling from NIIT classrooms to every digitally connected Indian, for free, at any time and place of their choice. A disruptive innovation for the education space, NIIT.tv will deliver for the very first time, skill-based live courses as well as on-demand courses to the masses. This initiative promises to meet the vast education, training needs in support of the goals of the Ministry of Skill Development and Entrepreneurship and the National Skill Development Corporation. It can be accessed on a computer, tablet or smartphone with the initial phase, over 20 skill-based training programmes in IT, banking and finance, retail and management. All courses would be delivered through videos plus additional online services in the form of digital courseware, collaboration, assessment, etc. These courses are available to students across NIIT centres in India. To register one can log on to [www.NIIT.tv](http://www.NIIT.tv).

*The Statesman, New Delhi, October 09, 2015*



## NIIT.tv launched: Aims at changing skilling landscape

### EOI CORRESPONDENT

**KOLKATA, OCT 11/--**/NIIT Ltd, skills and talent development institution, announced the launch of NIIT.tv – a digital learning initiative that brings skilling from NIIT classrooms to every digitally connected Indian, for free, at any time and place of their choice. A disruptive innovation by NIIT for the education space, NIIT.tv will deliver for the very first time, skill-based live courses as well as on-demand courses to the masses, through the digital medium. This initiative promises to meet the vast education, training and skilling

needs of the country, in support of the goals of the Ministry of Skill Development and Entrepreneurship and the National Skill Development Corporation (NSDC). NIIT.tv is an internet TV portal that can be accessed on a computer, tablet or smartphone anytime, anywhere. NIIT will select from the entire population of courses launched each month at various locations and make a certain subset of courses available on NIIT.tv. In the initial phase, over 20 skill-based training programmes in IT, Banking and Finance, Retail and Management will be made available through this

platform. NIIT will keep updating the content and launch new courses as per industry requirements. Rahul Patwardhan, CEO said, "At NIIT it is our mission to create skilled workforce across multiple sectors to cater to the trained manpower requirements that our economy currently needs. It is our responsibility to extend that experience and expertise to service the need of India in all the other sectors, across the entire social spectrum. Through NIIT.tv we aim to make available cutting-edge skill based training to every digitally connected citizen of India, by removing the four constraints of

time, space, language and money." "NIIT.tv will be a potent technological & pedagogical force multiplier that will amplify the impact of these experts on learners throughout our country. We invite NGOs and Individuals to partner with us and offer cutting-edge skilling programs, to address the full spectrum of career opportunities – whether entrepreneurial or employment oriented. Our studios & technology platform will be freely available for those willing to offer free programs", said NIIT CTO, Rajan Venkataraman.

*The Eco of India, Kolkata, October 12, 2015*

## DIGITAL LEARNING INITIATIVE

NIIT Ltd recently announced the launch of NIIT.tv – a digital learning initiative that brings skilling from NIIT classrooms to every digitally connected Indian, for free, at any time and place.

A disruptive innovation for the education space, it will deliver for the very first time, skill-based live courses as well

as on-demand courses to the masses, through the digital medium. The initiative promises to meet the vast education, training and skilling needs of the country, in support of the goals of the Ministry of Skill Development and Entrepreneurship and the National Skill Development Corporation.

Rahul Patwardhan, CEO, NIIT Ltd, said: "This launch is aligned to the digital India and skill India campaigns announced by Prime Minister, Modi earlier this year. We are deeply committed to these campaigns and believe that a properly skilled and digitally connected India can emerge as the next super power."

*Pioneer, Chandigarh, October 14, 2015*



IT minister KT Rama Rao holding a discussion with NIIT chairman Rajendra Singh Pawar in Hyderabad on Friday | EXPRESS PHOTO

## Govt Invites NIIT to Impart IT Education in Schools

### Express News Service

**Hyderabad:** The state government has invited leading computer training institute, NIIT, to partner with the government in its ambitious programme to impart digital/computer education to students in government schools here Friday.

IT minister KT Rama Rao met NIIT chairman Rajendra Singh Pawar in Hyderabad where he

invited NIIT to partner with the government to impart computer education to students of government schools across Telangana. Rama Rao explained about the various IT initiatives

taken up by the TS government.

Rajendra Singh, who also leads the NASSCOM Cyber Security Task Force, appreciated the efforts of the government in this regard.

Rama Rao told the NIIT chairman that the government is in talks with Carnegie Mellon University for conducting research in cyber security issues and is planning to introduce special courses in Telangana universities on the subject.

The minister also drew Pawar's attention to state government's initiative to sign an MoU with CR Rao Advanced Institute of Mathematics, Statistics and Com-

puter Science. He also pointed out that multinational financial services provider MasterCard has evinced interest in collaborating with Telangana government on cyber security.

Rama Rao urged the NIIT Chairman to choose Hyderabad as the location for a research centre on Cyber Security given the intense activities taking place here. The minister also wanted private entities to impart training to people and create a pool of cyber warriors. He was optimistic that Telangana government and NIIT will soon enter into an association in the field of cyber security, an official release said.

Indian Express, Hyderabad, August 01, 2015



## Education News

DELHI

### Welcome progression



NPSDE 2015 launch by prime minister Modi (centre): education focus value addition

ON THE FIRST EVER WORLD YOUTH Skills day (July 15), the BJP-led National Democratic Alliance (NDA) government launched the Skill India initiative, the third such ambitious programme after Make in India and Digital India in recent months. A National Skill Development Mission and a new National Policy for Skill Development & Entrepreneurship (NPSDE) 2015 are highlights of what is essentially a revamped version of the National Skill Development (NSD) policy of the Congress-led UPA II government launched in 2009. The national mission is a booster to achieve NPSDE in mission (urgent) mode. Besides, revision of NSD 2009 was required because of an in-built five-year review clause in it, and the changing skill development landscape.

NPSDE 2015, launched by prime minister Narendra Modi together with the booster Skill India initiative, is a departure from the NSD 2009 in terms of focus. While the latter was primarily focused on setting skilling standards with involvement of the private sector, NPSDE 2015 has the virtue of introducing skill-

ing into the education system — an overdue initiative. NSD 2009 served the useful purpose of establishing sector skill councils to prescribe syllabuses and curriculums of 37 trades and vocations besides establishing the National Skills Development Corporation, which funded private vocational education and training (VET) firms.

"The new policy contains a structural framework and mechanism for introducing VET into the education system," says Navin Bhatia, managing director of the Delhi-based Navkar Centre for Skills which has established 34 VET centres country-wide. Starting with Kaushal Kendras (skill centres) at the village level, NPSDE 2015 envisages a multi-level skills education system with VET introduced into high school curriculums, Industrial Training Institutes (ITIs) at block level, community colleges, polytechnics and private VET providers at districts level, and state government skills universities.

"The primary objective of this policy is to meet the challenge of skilling at scale with speed, standard (quality) and sustainability...

the policy also identifies the overall institutional framework which will act as a vehicle to reach the expected outcomes," says the policy document. Among the ambitious targets of NPSDE 2015 are introduction of VET in 25 percent of the country's secondary schools from class IX onwards over the next five years, and integration of skills acquisition and training into higher education with polytechnics offering National Skills Qualification Framework (NSQF, designed by sector skills council under NSD 2009) vocational courses and bachelor of VET degrees.

Quite clearly, the new NPSDE 2015 is comprehensive, ambitious and overdue but the moot point is whether the under-developed Indian economy has the capacity and resources to implement it. In February when presenting the Union Budget 2015-16, for the first time ever, finance minister Arun Jaitley reduced the Centre's education outlay, expressing the hope that state governments awarded a larger share of Central government tax revenue by the 14th Finance Commission, will take up the slack. Most economists rule out any such possibility.

"To skill 400 million citizens requires massive investment in human capital development. There's a huge shortage of workshops, laboratories, content, teachers, and assessors. We need a clear roadmap on how to meet the skilling challenge pragmatically," says Bhatia

Nevertheless India Inc leaders are cautiously optimistic about NPSDE 2015. "Prime minister Modi has placed the NSD initiative of the UPA-II government on a higher pedestal. Integration of VET into the school and higher education systems will change India's overdue skills development narrative dramatically," says Vijay K. Thadani, co-founder and chief executive of NIIT Ltd (estb. 1981), India's premier ICT training company which changed India's ICT development story.

Autar Nehru (Delhi)



## Start recognising right things from beginning: Pawar

Business Bureau

NIIT, NASSCOM, RTMNU and Dewang Mehta Foundation Trust had organised the 'Dewang Mehta Memorial Lecture' in the city on Tuesday, at the Vasant Rao Deshpande Hall. Speaking as the keynotespeaker on the occasion, Padma Bhushan Rajendra Singh Pawar, Chairman, NIIT Group and Founder, NIIT University, said: "Make excellence a habit, start recognising right things from the beginning."

Pawar, an alumnus of the Indian Institute of Technology, Delhi, having the Honorary Doctoral Degree by the Rajiv Gandhi Technical University, has played an active role in instituting the quality processes and Phil

Crosby's Complete Quality Management System in NIIT. Pawar is a member of the National Task Force on Information Technology and Software Development. He heads the South African President's International Advisory Council (PIAC) on Information Society.

Pawar, the Padma Bhushan recipient in 2011, has led several ICT industry initiatives and played a significant part in shaping the IT policies of the Government of India.

He is on the Board of Governors of India's first global business school, the Indian School of Business.

He insisted the students to make excellence their habit. Counting the contribution of



Padma Bhushan Rajendra Singh Pawar, Chairman, NIIT Group

Dewang Mehta, he informed that during his tenure as the President of NASSCOM, spearheaded initiatives that helped in the following ways: spurred the growth of India's software and services exports driving the industry to

become a significant contributor to the country's GDP; made innovation a key goal for the IT-BPO sector, helping build an ecosystem where creative solutions could be built and delivered; made NASSCOM a platform that could help companies expand their global frontiers, by providing them information and visibility across geographies;

"His out-of-the-box ideas for proliferating IT across India, inspired the Central and State governments, who gradually placed IT on their agenda", said Pawar. Reiterating the link between IT growth and India's national development, Dewang Mehta's legendary "Roti, Kapda, Makaan and Bandwidth" slogan became a news success mantra for

political leadership. His belief that IT alone could bridge the urban-rural, gender and digital divides, drew the support of India's Next-Gen decision-makers and positioned technology as India's primary means of stepping into the 21st century, noted Pawar. He also mentioned that in the 80's when the Government had declared that their coffers were empty, the IT sector made a major contribution and worked with the slogan 'Perform or Perish'.

Pawar advised the young achievers to work with the three D's of Dewang Mehta -- that were Dream, Devotion and Discipline -- that must be inculcated in every individual who wants to achieve something in his life.

Dr Siddharthvinayak Kane, Vice-Chancellor, RTMNU, appreciated the work of NIIT for organising the lecture and felicitating and celebrating excellence. He advised: "To be the best, get the best with the benchmark of the best in the world."

Toppers from IT Engineering sectors were felicitated on the occasion.

Also prominently present were Rajiv Vaishnav, Vice-President, NASSCOM, Shivan Bhargava, Group President, NIIT Ltd and P Sriganesh, Trustee, Dewang Mehta Foundation. The programme was compered by Rina Sinha, NIIT Nagpur Head while Dr Chetan Samant, Head-Western Region, NASSCOM welcomed the guest.

Hitavada, Nagpur, September 02, 2015



## 'Students should think of being job creators'

Celebrating  
25 Years  
Of NIIT

Payal Gwalani  
@timesgroup.com

One must never be scared of dreaming big. These dreams would need the fuel of passion and emotional drive, said RS Pawar

**Nagpur:** Renowned names in IT industry gathered in the city to recognize the achievements of engineering students from the city. Remembering the man credited with strengthening India's software muscles at international level, Dewang Mehta, they encouraged the students to work towards causes they believed in with the aim of contributing to country's success story.

The occasion was Dewang Mehta IT awards 2015, organized by National Association of Software and Services Companies (NASSCOM), Nagpur University, NIIT and Dewang Mehta Foundation Trust (DMFT). The event was a part of NIIT's celebration on completion of 25 years in the city. Chairman of NIIT Group and founder of NIIT University Rajendra Singh Pawar delivered the first Dewang Mehta Memorial lecture on the occasion. More than 450 engineering students from the city were felicitated for their academic achievements. Shivan Bhargava, group president of NIIT group, and vice-president of NASSCOM Rajiv Vaishnav also addressed the students.

Having worked with and known Mehta, Pawar told the students what he thought the former NASSCOM chief embodied. "I believe Dewang wo-

uld want the youth to follow the three D mantra of Dreams, Devotion, Discipline. One must never be scared of dreaming big. These dreams would need the fuel of passion and emotional drive that would give them enough determination to fulfil them. Also, while working towards achieving these dreams, one must be ready to work very hard and against all the adversities that life may throw at them," he said.

Talking about the opportunities that youngsters today have, Pawar said most students in the auditorium were born between 1995 and 1997, which were years of great exuberance for the country as well as the world. "This mood would definitely be a contributor to their confident, go-getter attitude as they grew up. They have much better access to educational opportunities. I wish more of them think of becoming job creators than job seekers as that is what the country requires more than anything today," he said.

"The awards are held annually with the aim of taking forward Mehta's vision to spread IT education and take it to the masses. The winners were nominated by renowned judges based on their focus on sustainability, social impact and presentation," said Vaishnav in his address.

The Times of India, Nagpur, September 02, 2015



## Nurturing STEM by strengthening the roots



**Heena Khandelwal**

India produces lakhs of engineers every year. But several studies have pointed out that a majority of them are not employable. Further, the number of engineers who take up research as a career is very small. In fact, our schooling system is such that there is a stronger focus on scoring high in annual exams rather than practical understanding of subjects.

To provide a platform that, among other things, creates an ecosystem for promoting Science, Technology, Engineering and Mathematics (STEM) in the schools, the Institution of Engineering and Technology (IET) is initiating its Faraday programme in India.

"There is a lack of skill quotient in even the educated youth of India and it is a matter of grave concern," says Shekhar Sanyal, IET India Director. He is of the opinion that the change needs to happen at the school level and we need to understand the real-life application of the theories we study.

The Faraday programme has associated with the NIIT University which will provide free-of-cost training to teachers through a series of workshops and Faraday mentors, to empower them to teach STEM subjects in the schools. These subjects will then be taught to school children through various methods that could vary from plays to classroom activities.

"There is no definite pattern to teach these subjects. It could be in the form of a show as we did in various theatres across the UK or an action-packed event

that keeps students engaged. In fact, we keep changing the method according to the need," says Prof William Webb, IET President.

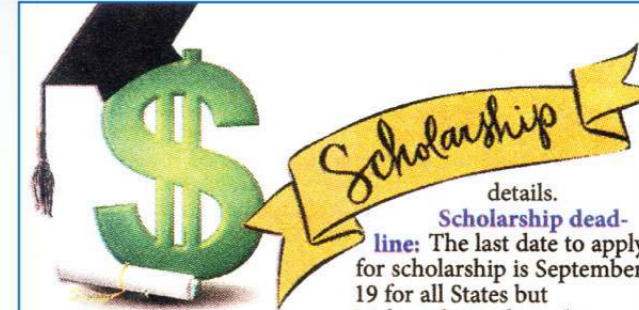
Schools in India are different from those in the UK and other countries and have various issues to tackle before they can start with STEM subjects. It is to understand these issues and how can they incorporate STEM subjects in the current academic situation that they are starting with a pilot programme with some schools in Mewat and Gurgaon (Haryana), Leh (J&K), Dahej (Gu-

**The Institution of Engineering and Technology (IET) is initiating the Faraday programme in India which aims to create an ecosystem for promoting Science, Technology, Engineering and Mathematics (STEM) in the schools**

jarat), among other regions. The Faraday programme has also associated with the SRF Foundation, which is already working in schools in the Mewat region, to gauge some prior ground experience.

The pilot programme will be launched in October this year and has partnered with 10 schools. NCERT body National Repository of Open Educational Resources has also come on board to support the initiative.

Financial Express, Bangalore, September 07, 2015



NIIT Limited has announced IT and newage career scholarship programme — **Bhavishya Jyoti Scholarship** — to enhance employability for meritorious students by bridging the affordability gap and making them future-ready to meet the emerging manpower needs of today's knowledge economy.

To enable students to pursue their dream careers, NIIT will reward fee waivers of up to ₹50,000 across the country this year. It will be offering over 10,000 scholarships for its popular IT and newage career programmes like banking, digital marketing, analytics, retail management, information technology, finance and accounting.

**Eligibility:** Students who have scored 50 per cent in their Class XII/graduation can apply for this scholarship. The scholarship will be awarded to the students on the basis of their performance in their Class XII Board exams. The application forms for the scholarship are available online as well as at NIIT education centers across the country.

**How to apply:** Students can log on to <http://www.niitcloudcampus.com/bjs2015> to get more

details.  
**Scholarship deadline:** The last date to apply for scholarship is September 19 for all States but Maharashtra where the deadline has expired.

Applications are invited for **Monash International leadership scholarships** to commence a full-time UG or PG degree in Australia. The scholarships will be awarded on the basis of academic achievement and include 100% course fees paid until the minimum number of points for degree are completed (excludes OSHC, accommodation and living costs).

**Eligibility:** The following students are not eligible to apply for this scholarship: Students enrolling for MBBS or MBA. Students in Monash Pathway programmes. Students transferring from another Monash campus or applying to Monash from another Australian University. Students studying Australian Year 12 may be eligible for the Monash International Scholarship for Excellence.

**How to apply:** Before applying, you must have received a full Monash course offer. Applications should be submitted via post.

**Scholarship deadline:** For Round 1: October 15, 2015.

Financial Express, Bangalore, September 07, 2015



### NIIT Announces 'Bhavishya' Scholarship

To enhance employability for meritorious students, NIIT Limited has announced IT & New-Age Careers Scholarship programme, 'Bhavishya Jyoti Scholarship 2015'. It will bridge the gap between students and affordability, making them career-ready to meet the emerging manpower needs of today's knowledge economy. Announcing the launch of Bhavishya Jyoti Scholarship 2015, Shivan Bhargava, group president, skills and careers group, NIIT Ltd. said, "At NIIT, it is our constant endeavor to provide students an opportunity to realise their dreams and build new age careers that they have always aspired for. For the past 25 years, Bhavishya Jyoti Scholarship has been an integral part of NIIT's commitment to offer endless opportunities to students to build great careers across sectors." Students who have scored 50 per cent in their Class XII exams can apply for this scholarship. The application forms for the scholarship are available online as well as at NIIT education centers across the country. The last date to apply is September 19. For details, visit [www.niitcloudcampus.com/bjs2015](http://www.niitcloudcampus.com/bjs2015).

Indian Express, Chennai, September 10, 2015

### NIIT to set up delivery centre in Dublin creating 110 jobs

NEW DELHI: Skills and talent development firm NIIT on Thursday said it will set up a delivery centre in Dublin, creating 110 jobs over five years.

The development is supported by the Department of Jobs, Enterprise and Innovation through IDA (Industrial

Development Agency) Ireland, NIIT said in a statement. The focus of the announcement is NIIT's Corporate Learning Group (CLG) which delivers comprehensive managed training services including Custom Curriculum Design and Content Development, Learning

Administration, Learning Delivery, Strategic Sourcing, Learning Technology and Advisory Services.

Ireland was chosen as the location for the new European Delivery Centre due to the availability of suitable creative and technical talent and multi-lingual skills, the

cluster of existing learning technology companies and open business environment, it said.

NIIT, which was established in 1981, employs about 3,000 people in over 40 countries with primary locations in India, the US, Europe and China.

The new roles will include high-end engineers, creative writers, and digital media professionals. Other roles will be for trainers, multilingual

customer service support, and project managers.

"Europe is an important and growing market for NIIT's Corporate Learning Group. Ireland was our country of choice for its extremely conducive business environment, strategic location, availability of multilingual creative and technical talent, and investment potential," NIIT President Corporate Learning Group Sapnesh Lalla said.

PTI

Daily Post, New Delhi, September 25, 2015

### NIIT TO ESTABLISH CENTRE IN DUBLIN

Richard Bruton TD, Minister for Jobs, Ireland, announced that NIIT Limited, a global leader in skills and talent development is to establish a European delivery centre in Dublin, creating 110 jobs over five years.

The development is supported by the Department of Jobs, Enterprise and Innovation through Industrial Development Agency Ireland.

The focus of this announcement is NIIT's Corporate Learning Group which delivers comprehensive managed training services including custom curriculum design and content development, learning administration, learning delivery, strategic sourcing, learning technology, and advisory services.

Ireland was chosen as the location for the new centre due

to the availability of suitable creative and technical talent and multilingual skills, the cluster of existing learning technology companies and, open business environment.

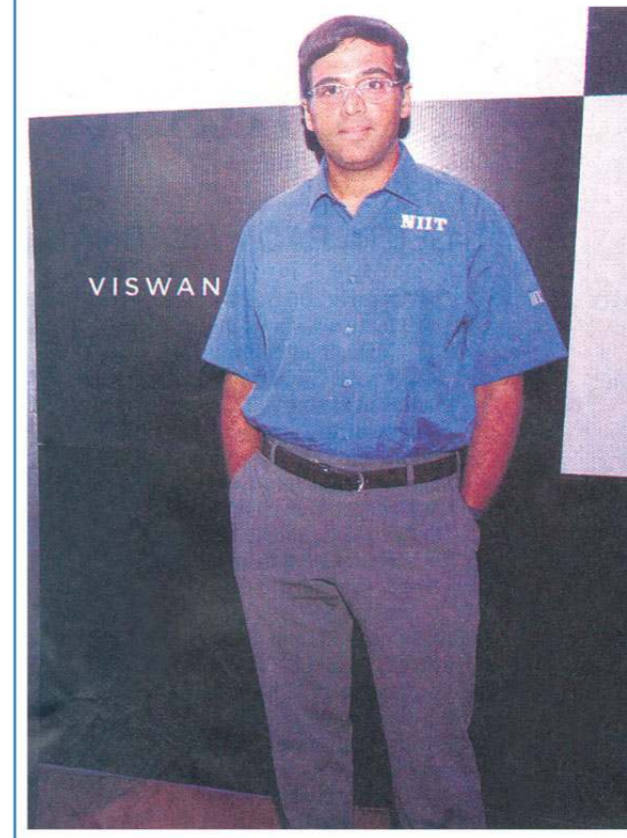
The new roles will include high-end engineers, creative writers, and digital media professionals. Applicants can email [careers.ireland@niit.com](mailto:careers.ireland@niit.com) for further information on the positions.

Pioneer, New Delhi, September 30, 2015



### Anand's latest move

The chess wizard hosted a special screening of *Pawn Sacrifice*



Think chess, think Viswanathan Anand. The Indian grandmaster and NIIT Mind Champion took on a different avatar on Thursday evening, hosting a special screening of Hollywood film *Pawn Sacrifice* and paying tribute to American chess legend Bobby Fischer, around whom the movie revolves.

Directed by Edward Zwick, the film features Toby Maguire as Bobby Fischer and Liev Schreiber as Soviet Grandmaster Boris Spassky. Based on a true story set during the rise of the Cold War, Bobby Fischer finds himself caught between two superpowers when he challenges the Soviet Union and its greatest player, Boris Spassky.

Viswanathan Anand, who hosted the film for many chess lovers, is quoted as saying, "*Pawn Sacrifice* is a narration of the most important event in chess history. It changed chess forever." The film, by PVR Pictures and MVP Entertainment, will hit screens on September 18.

Hindu, Chennai, September 12, 2015





## NIIT DELIVERY UNIT IN DUBLIN

**New Delhi, 24 September:** A day after the visit of Prime Minister Narendra Modi to Ireland, the skills and talent development firm NIIT today said it will set up a delivery centre in Dublin, creating 110 jobs over five years.

The development is supported by the department of jobs, enterprise and innovation through IDA (Industrial Development Agency) Ireland, an NIIT release said.

The focus of the announcement is NIIT's Corporate Learning Group (CLG) which delivers comprehensive managed training services, including custom curriculum design and content development, learning administration, learning delivery, strategic sourcing, learning technology and advisory services.

Ireland was chosen as the location for the new European delivery centre due to the availability of suitable creative and technical talent and multi-lingual skills, it said. **SNS**

*The Statesman, New Delhi  
September 25, 2015*



# Top Indian IT firms form consortium

Cartel has been put into place to penetrate the Chinese market

PRESS TRUST OF INDIA

Beijing

IN A significant initiative to break into the highly-regulated Chinese market, five top Indian IT firms have for the first time formed a consortium to work on big-ticket projects planned by China's southwest Guizhou province, which includes a major cloud-based data centre.

TCS, Infosys, Wipro, Tech Mahindra and NIIT have formed the consortium on an experimental basis under an initiative of the Confederation of Indian Industry (CII) Shanghai, which has signed an MoU with Guizhou province, located near Shanghai.

The initiative came as Guizhou government approached the NIIT and the CII to help it in its massive infrastructure development plan which included setting up a big cloud-based data centre, Prakash Menon, Shanghai-based president of the NIIT, told PTI here.

Menon is also the cochair of CII-sponsored India Business Forum (IBF). The NIIT has signed a MoU with the provincial government for the \$16 million project to train IT professionals. This is a first that Indian IT majors, who have struggled in the highly-regulated Chinese market despite India's push to China to open up, have joined hands for Chinese projects.

India has consistently asked China to open up its market for IT and Pharmaceuticals — two of India's



### Iron curtain

■ TCS, Infosys, Wipro, Tech Mahindra and NIIT have formed the consortium

■ The initiative came as Guizhou gov't approached NIIT and CII to help it in its infrastructure development plan

■ NIIT has signed a MoU with the provincial gov't for the \$16 million project to train IT professionals

most successful export ventures — as a means to address the trade deficit surpassing \$40 billion out of a total bilateral trade volume of \$70 billion last year.

TCS China president Sujit Chatterjee said it is a new beginning as it's the first time a Chinese province has sought Indian IT sector's help for its infrastructure development.

Despite being leaders, Indian IT firms have struggled over the years in China as businesses are mainly garnered by global companies such as IBM, in association with local firms.

"Our footprints will never match IBM and others. Key to success here is to collectively stand together as a front. If that happens no body can fathom the kind of capability Indian IT has," Chatterjee said.

He, however, cautioned that this was a regional initiative confined to Guizhou province. But "if this is successful it can be replicated across industries including

pharmaceuticals and sister-city initiatives and energy projects," he said. "This group needs to stick together but the moment someone bypasses it, it will collapse."

Asked how the five would split the business in a fiercely competitive sphere, Chatterjee, whose company has made a much bigger mark in China compared to other Indian IT firms, said the consortium is formed with an understanding that project allocation will be based on strength and past record of firms. "All of us have references, proof of presence, which is very important. No single company has all of it and different companies have done different things," he said.

Chatterjee along with Menon and Madhav Sharma, CII China's chief representative, met Indian ambassador Ashok K Kantha and briefed him on the initiative. Kantha will travel to Guizhou in the second week of October over the project.

*Financial Chronicle, Hyderabad 01, 2015*



RAHUL KESHAV PATWARDHAN

## Capability building for business scale

Today, companies are moving aggressively towards outsourcing training, skilling and capability building

India is still considered to be the fastest growing economy among the major economies in the world and its continued rapid growth will be largely predicated on the ambition and passion of Indian business leaders. One of the main ingredients for organizations to succeed is to be more bold and ambitious, which will enable them to secure greater advantage in the market.

Strategically, when planning for growth, manpower is invariably a key ingredient in driving and supporting the growth. However, there needs to be a positive outlook towards forward planning and bold decision making on training, upskilling manpower and continuously building capability. In the services sector, particularly the IT, ITES, Banking, Telecom and Retail sectors, we find that the larger companies are moving aggressively and engaging with partners like NIIT for training, skilling and capability building.

Organizations today are dealing with two main problems — on one hand, organizations have to deal with rapid growth which involves large additions to human capital at the bottom of the pyramid (entry-level), and setting up reliable supply chains for greater access to such manpower. The main challenge here is to execute this at a consistent speed, quality, cost & efficiency that is required along with maintaining the organizational culture. On the other hand, the organizations face the task of building a strong internal management capability to be able to absorb, engage and integrate new talent in the organizational culture, make them productive and then to ensure continuous improvement of performance, outcomes & productivity through continuous reskilling/upskilling.

Competence and performance are the key differentiators for any organization. Companies in India are competing both domestically and internationally today. Therefore, there is a need for organizations to strategize and plan for the current workforce to avoid unprecedented situations, by skilling and upskilling efforts organized under a long term strategic program.

To be able to overcome such challenges, training departments need to move towards becoming true centres of excellence, strategic and closer to the business. IT can be considered to be an example here. It was seen as a support function, focused internally, but gradually it moved to become a more strategic enabler of businesses, which happened in the process of segregating the demand IT (strategic and close to

**Companies are focusing more on their core competencies and are outsourcing their other operations such as training**



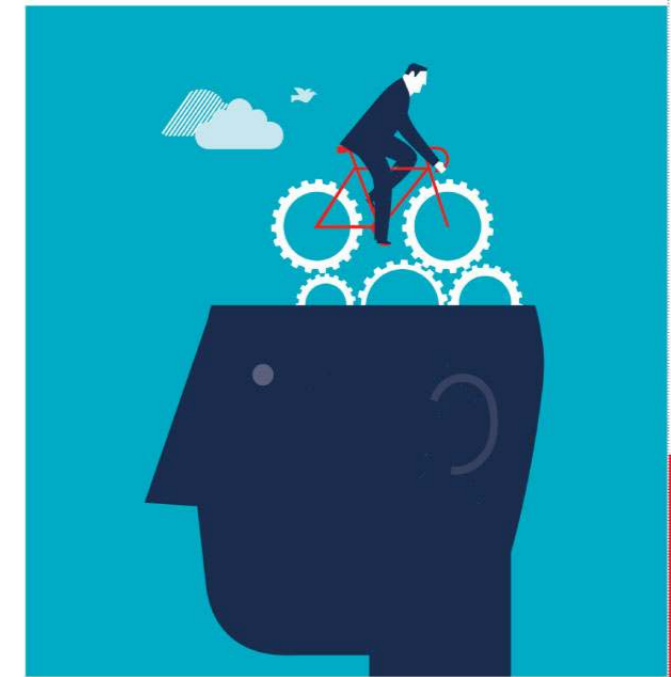
the business needs and program management) and the supply IT (management, execution, support and maintenance). Such a segregation enabled organizations to outsource the supply IT and focus only on the demand IT. Similarly, internal training organizations need to focus on understanding business needs and outcomes expected from individuals and teams, and building a learning strategy to support that. To enable this, the training COEs can be staffed by professionals from the business units themselves who understand the training requirements and have a strong program management capability to function along the other teams. And then work with best of breed partners to get training supply delivered to meet the business demands.

Today, companies are focusing more on their core competencies and are outsourcing their other operations such as training, which has significantly enabled companies to deal with challenges pertaining to human capital. For example, NIIT offers 'Source Train Hire' solutions which encompass all aspects involved in on-boarding employees such as recruiting, hiring, orientation, training and long-term integration. These solutions bring the new hires 'into the tribe' while preparing them to be productive, billable resources. When analyzing the performance of 'Source Train Hire', NIIT considers the full lifecycle of the freshers, from the time they join to when they become routinely billable and productive resources.

However, decisions pertaining to outsourcing are usually not based on the scale and reach that the training execution will require, or the access to best-in-class technology and practices. The trigger will always be competition and the ability of businesses to respond to the market changes and conditions at the speed required.

In the case of Indian businesses, when leveraging the power of outsourcing, there is minimum cost arbitrage to start with, but the value addition outsourcing can provide in terms of flexibility, scale, access to experts, quality and consistency of training delivery is big. One of the main drivers of value for learning organizations is the access to technology especially when scaling in terms of numbers, reach, consistency and quality of the output. Technology enables companies to create scenarios, gamify learning and provide continuous upskilling interventions to create an on-going learning effort which class-room training cannot provide. Of course, technology requires an up-front investment but progressive organizations see its value in terms of the ROI it generates.

Today, companies are also realizing that they cannot build such capabilities themselves and it is best to partner with organizations that already have such capabilities. For example, at NIIT, programs like the Critical Mistake Analysis (CMA) methodology (NIIT proprietary), a quality improvement methodology, is based on identifying



**Outsourcing can provide value addition in terms of flexibility, scale, access to experts, quality and consistency of training delivery**

the most common and costly mistakes made by novices deploying target skills, performing a root-cause analysis to determine the underlying causes of these mistakes, and prioritizing training targets based on the business value of the potential improvement that can be made by addressing each. It has enabled many organizations to measure results, improve time efficiency and generate profitability, which cannot be executed internally by the organizations.

Such programs are effective as they guarantee performance improvement of the training programs. At NIIT, the focus is to see training as a business enabler which means that there is a need to demonstrate outcomes. ●●

(As told by Rahul Keshav Patwardhan (Pat), CEO, NIIT Limited)



## IN CONVERSATION

WITH D GOVARDAN

# Looking beyond computer education

Back in the '80s, NIIT started as an outfit offering computer education as a stream outside the curriculum of schools and colleges. As the IT industry came of age in India, the industry landscape for computer education changed with schools and colleges getting their own labs and including it as subject. That's when NIIT expanded its offering to corporate training, mostly focused on the US and European markets, besides enlarging its training portfolio in India to include retail, management education and BFSI (banking, financial services and insurance). The company is now in the process of a transformation programme that was initiated last year with a restructuring of its business focus to increase profitability. **Rahul Patwardhan**, CEO, NIIT, opens up to FC on the company's current phase and growth plans going forward

■ Can you outline the transformation that the company is going through? What are the targets over the next three years?

We have three business groups — Corporate Learning Group (CLG), Skills and Careers Group (SCG) and School Learning Group (SLG). The CLG is the largest and accounts for 53 per cent of the total revenues of NIIT. While SLG accounts for nine per cent of the revenues, the rest comes from SCG. The CLG has been growing by 15 per cent topline and EBITDA by 12 per cent. The focus of the transformation is how we can accelerate that growth rate and how can we increase profitability, so as to achieve industry leadership position. This business is focused entirely outside India and headquartered in the US and Europe. This business is not about training individuals like we do in India. It is about working with a company like Shell that would be spending millions of dollars for training their employees. It revolves around 'training outsourcing' that includes training administration, creating content, providing training technology and strategic sourcing, where we help companies manage a large number of training partners.

The focus is also on how we can get bigger in terms of deal sizes and longer in terms of longevity of the training contract. Parallely, the focus is to improve profitability and margins from the present 12 per cent EBITDA through productivity improvement, which has been a key area of focus since June this year. For this, our approach has been to identify and get into higher margin business. There are just about five large players in

this space. And since we want to get industry leadership, we are looking at inorganic growth to catch up with the market leader.

In the case of SCG, we started with IT training about 34 years ago and in the past 8-9 years added BFSI, management and retail among other verticals. While IT has been a significant segment of this group, the non-IT today contributes more than 50 per cent of the revenues for this group. In fact, IT part is de-growing. While our market share improved, the industrial landscape changed. While earlier, computer training was happening outside schools and colleges in the private sector. It is no more the case.

Another notable trend is that the pure fresher recruitment is on the decline and companies are talking about zero bench. This straightaway reduces the need for vanilla programmers. There is need for individuals to equip themselves with skill sets needed for the digital age. While we need to provide the modern technology training, we have not done the same at the desired speed. We need to improve on that. That will be a key factor, if we think of how to accelerate growth and profits for the group.

We have undertaken restructuring to reduce physical capacity by 25 per cent, workforce by 20 per cent and brought down product portfolio from 195 to 97. We had closed unprofitable businesses that we had in countries like Mexico, South Africa and Botswana. We also pruned down the franchisee network by opting to retain only those that were efficiently run and reduced the number from 500-plus to around 350-400, which is about 25 per cent reduction.



We then looked at re-energising these by preparing them to be multi-skilling centres and this move alone has helped us grow channel revenue by seven per cent in Q1 and by 9 per cent in Q2, when compared with last year. We also built a new CRM system to convert new opportunities or enquiries into new orders. As a result, this group is now back into profitable path and now the questions is — how to sustain this in the long run. The School Learning Group is a smaller business and we work with about 2,500 private schools. We had moved out of government schools, as that demanded investing in assets. We cannot invest fully on this business alone, since we had two other businesses also. Hence, we decided to have this off into a separate company and get third party funding. This is more a B2B business now and we want to expand this into B2C by offering products directly to students and

teachers and are looking at cloud-based products going forward. In addition, there are a few common focus areas for NIIT as a whole and building a common platform to accommodate all three streams is one of them.

■ There has been a regrouping of subsidiaries within the company. Could you elaborate on this move?

As part of restructuring, we looked at all subsidiaries that we created in our history. While some of them were merged with the parent company, all subsidiaries that were not relevant in future were abandoned.

■ Profitability has been an area of concern. Can you outline the measures that the management is taking to improve it?

Each of our businesses have different profitability drivers. In the case of CLG, there are two ways where profitability can be improved. First is to create a product portfolio

which has more service offerings and where the margins are higher. Parallely, to focus on cost reduction that will lead to improved margins. On the product side, we are looking at going for higher value services like gamification, where we do content developing through games. Now, customers are willing to pay more for that and therefore the margins can be higher. Secondly, to focus more on getting things done offshore, rather onshore, because margins are better for offshore. The third area of focus is to get more verticalised in our service offering and on this front, we are focusing more on Oil & Gas, BFSI, life sciences and Pharma. In the case of SCG, focus is to increase capacity utilisation of our centres. We have made them multi-skilled, thereby paying for higher traffic and increased profits. For SLG, the focus will be on to move from in-school model to a cloud-based IP model that will help improve the margins and by going from B2B business to B2C business, we again will be able to improve the margins.

■ You are now in your second stint with NIIT. Can you throw light on some of the initiatives that went wrong during the glorious past of the company — over expansion, rapid franchising, too many verticals? How better those could have been done to sustain better on a longer term basis?

NIIT started its journey with the aim to bring computers and people together. As we grew, we evolved with the needs of the market. NIIT being a pioneering company, did many things. Some, like IT training and banking were the right initiatives taken at the right time. Of course, the question is, whether we were

aggressive enough. These were good ideas, well-focused and launched at the right time to address emerging opportunities. The same could have been done faster and by being more aggressive. Further, perhaps we could have developed things that the industry would need tomorrow, rather than offering what it needed today. Some of the moves were too far ahead of the times. In an organisation that innovates, every decision cannot be perfect. Innovation by definition has risk and everything cannot be perfect. However, one needs to keep on trying new things. Why I came back to NIIT was because I saw tremendous potential in this industry for three reasons — being from India and knowing the future prospects, especially the Skill India opportunity, I believe NIIT is extremely well placed to do something meaningful there. NIITtv for instance is a wonderful platform through which not just NIIT, but anybody who has good content and who would like to help the nation in skilling can use this platform. Further, the entire education and healthcare sectors will be disrupted by technology. However, right now, unlike the retail sector, where the Flipkarts and Snapdeals had an Amazon to look up to and plan it the Indian way, there is no such player in the education industry. There is no proven online technology player who is successful in the full sense of the world. NIIT, because of its brand, wider presence across corporate, schools and in reaching out to individuals, has a great opportunity to emerge as the leader and be that player in this segment.

govardan@mydigitallife.com



# NIIT to help AAI staff take off smoothly to computer proficiency

NEW DELHI: The Airports Authority of India (AAI), a Miniratna (category-I) public Sector Enterprise entered into an agreement with NIIT to impart MS Office and computer fundamental training to its employees.

The agreement was signed by Rajiv Goel, Executive Director (Training), AAI and Shivan Bhargava, Group President-Skills & Careers Group, NIIT Ltd in the presence of Anuj Aggarwal, Member (HR), AAI.

Speaking on this occasion Aggarwal emphasised on the need for up gradation of computer skills of the AAI employees for successful implementation of e-Governance initiatives and a beginning towards digital literacy as part of Digital India campaign.

He further stated that the focus of AAI management is to provide competency based training to its employees to ensure quality services to its stakeholders. Goel added that the training will be imparted



Indian Aviation Academy Director Rajiv Goel exchanging documents with NIIT Ltd Group President (Skills & Careers) Shivan Bhargava in the presence of AAI Member (HR) Anuj Aggarwal

to the group A, B & C category of employees to make them computer savvy to have better efficiency / productivity at workplace. The training would be instructor-led in a classroom mode in a batch size of 20 participants.

NIIT will provide training in the methodology of 50% concepts/theory sessions and 50% practical. The trainings will be conducted by

M/s NIIT at their centre's with provision of all logistics in the same city of AAI airports or location finalized by Airports Authority of India (AAI).

Speaking on this significant partnership, Shivan Bhargava, Group President-Skills & Careers Group, NIIT Ltd. said, "We live in a digital age and it is imperative for every individual to have basic knowledge of comput-

ers and internet to be able to function and service customers better. We will therefore help improve the computer competency of the employees of AAI and make them technologically aware and internet savvy. We are delighted to join hands with Airports Authority of India (AAI) and will continue to work towards creating a technologically aware society." MPOST



## Chiphen Rigphel Project has directly impacted over 30% of the entire population in Bhutan

Mr. Rajendra S Pawar, Chairman and Co-Founder of NIIT Group was named as the "IT Man of the Year" by IT industry journal, Dataquest and awarded the India's prestigious civilian honor, Padma Bhushan by the President of India for his contribution to the IT industry in India. He talks to Business Bhutan reporter Pema Seldon about the IT in Bhutan and about the Project Chigphen Rigpel.

**Q.** How do you think you have fared with the project in achieving set targets? Would you say, Bhutan has been sufficiently transformed to an IT literate society? How, in what ways?

The Chiphen Rigpel project has completed more than 5 years of operation since its launch on April 30, 2010. During this period the project has successfully met all its stated objectives and has met the outcome for all components, on or before schedule. From hands-on training at the highest levels of the Government including the Cabinet of Ministers to reaching out to the unreached sections of society through the Playground Learning Stations this project has covered a wide cross-section of society. In fact, I cannot think of any other similar project across the world that has directly impacted over 30% of the entire population of a country. This project was bold in its envisioning and meticulous in its implementation. It gives me deep personal satisfaction to see His Majesty's Vision for Bhutan as an IT Literate Knowledge Society taking concrete shape on a strong foundation in a relatively short span of 5 years.

**Q.** In which areas did the project have the greatest impact?

Undoubtedly, the greatest impact of the Chiphen Rigpel project has been on the School Education system and the teachers and school children. Since, children represent the future of any society or country, building a strong sustainable foundation here will ensure that the transformation is permanent. I have seen during my visits, and heard from many of my colleagues, the excitement & enthusiasm with which schools have embraced IT. And it's not just the IT teachers but teachers across all subjects who have seized opportunities to use the power of computers and the Internet to create new kinds of learning opportunities for children. Because we were able to cover 168 schools and about 5200 teachers across the country, over 100,400 unique school children have undergone IT education. The students graduating this year would have learnt computers for 5 years starting from Class VIII. Next year's batch will have received 6 years of IT instruction. This is phenomenal! Even if each child influences 4-5 other citizens they interact with including their parents, the impact on society will be dramatic in the years to come.

**Q.** Do you have any upcoming projects with Bhutan like the Chiphen Rigpel?

Right now our focus is 100% on taking the Chiphen Rigpel project to a successful and sustainable conclusion. Our teams are completely engaged in working closely with the stakeholders to ensure that even as we complete the project, there is complete continuity and a smooth progression into the next academic session. While there are many interesting ideas that we have, to take the use of IT in Bhutan to the next level, it has to be done in the overall context of the development & transformation roadmap that the



Mr. Rajendra S Pawar



This project was bold in its envisioning and meticulous in its implementation. It gives me deep personal satisfaction to see His Majesty's Vision for Bhutan as an IT Literate Knowledge Society taking concrete shape on a strong foundation in a relatively short span of 5 years.

Government has charted out. With all the experience we have gained working on the ground across the length and breadth of Bhutan, we would be ready to support the Government of Bhutan in its future endeavors.

**Q.** NIIT has many other projects with different countries, so how was the experience working with Bhutan?

Working in Bhutan – covering a cross-section of society including the Government leadership, Civil servant, Armed forces, Teachers, Primary & Secondary school students, Monks, Youth Local government, and the Private sector has been an amazing experience for all of us. The active participation by all stake holders and the co-ordinate efforts to remove all road blocks promptly has ensured that the project has met its milestones and objectives in a timely fashion. We have worked in numerous projects across the world – but this one has been truly unique and a very refreshing and energizing experience for all of us. I have been part of and seen many Steering Committees at work. But I have no hesitation in saying that the Chiphen Rigpel Project Steering Committee with the Secretary's of MOIC, MoE, MoLHR, GNHC and RUB Vice Chancellor has done a fantastic job. We would welcome additional opportunities to participate in further such nation building projects in Bhutan. And of course, I must mention some of the breathtakingly beautiful locations where the participating schools and institutes are located. It's no wonder that learning & teaching in the midst of such serene natural beauty is enjoyable for all concerned.

**Q.** What are your future plans?

Education and training is undergoing a transformation worldwide. Technology is playing a significant role in empowering both teachers and students. All over the world, people are questioning some of the traditional approaches and strategies to delivering education – in fact the trend is to focus on learning outcomes. Increasingly, there is realization that we have to put learners at the centre of the education and training processes. This means that we at NIIT have to keep re-inventing ourselves to remain relevant. For the last few years we have gone beyond the traditional IT services domain so that we can truly be a global talent development organization. We have been early adopters of Cloud Computing technologies to enable our students collaborate and learn more effectively. Our synchronous learning technology platform has enabled us to overcome geographic limitations and create virtual classrooms in which Experts from a central location can teach students distributed across multiple physical classrooms. I am very excited about the future infrastructure light, technology intensive models of education delivery and truly creating lifelong learning solutions.



## Winner will get full scholarship at NIIT University for class twelve levels



Sonam Penjor

Despite of having computers of their own, the students of Peljorling Higher Secondary School in Samtse, Biren Sharma and Yogesh Sharma both 20, were declared the winner of the Chiphen Rigpel Digital Champ competition in class twelve levels last Friday and will be receiving full scholarship at the NIIT University in India to pursue their education.

Punakha Higher Secondary School backed the runners up in the class 12 category. They have designed a website that provides information about impact of mobile technology in our society.

The Chiphen Rigpel Digital Champ was a computer based content development by the students based on their category and topic

to showcase their skills and knowledge that they have acquired during the Chiphen Rigpel course imparted through Chiphen Rigpel Project for last five and half years and it was participated by 184 Schools and institutes across the country.

Besides that, the Chiphen Rigpel Digital Champ aimed at enhancing and encouraging the creativity skills of the students using information technology.

The preliminary level contest commenced on 16th September 2015 wherein all participating schools were required to submit their content online on various topics for evaluation by 3 panels of jury.

Based on the category of groups, the topic included impact of social media on youth, benefits of internet for students,

impact of computer based teaching tools on student's learning, modern lifestyles and GNH values, youth, the future of Bhutan, in harmony with nature, modernization not westernization.

Beside that it also included the role of computer in education, impact of modern communications technology on youth, impact of modern communications technology on youth, impact of modern life style on environment, how to say no to drugs and impact of mobile-technology on society.

Meanwhile, the students were also required to present the given topics in power point, GIMP, window movie maker and web page (HTML) depending on the group categories.

The price for the winners in Group 4 (class 12) will get 100 percent Degree

Scholarship at NIIT University along with certificate. The winner for other groups received laptops each along with National Championship shield for their respective school. The runners up students in all groups received smart phones/digital tabs along with runner up shield for their respective schools.

All the participants of both preliminary and semi rounds were awarded certificates of participation.

A total of 184 schools participated out of that, four schools won the title of Chigphen Rigpel digital champ under four different categories at the national-level computer-based content development contest.

In the group 1, which includes class 7 & 8, the winners for the group 1 was Damphu Lower Secondary School and

runners up was taken by Chumey Middle Secondary School.

In the group 2, which includes class 9 & 10, the winners of the group 2 was Orong Higher Secondary School and the runners up was taken away by Mendrelgang Central School.

While in the group 3, which includes class XI, Punakha Higher Secondary School were the winners and the runners up was Jampeling Higher Secondary School.

Meanwhile, The Ministry of Education in collaboration with NIIT organized the Chigphen Rigpel Digital champ to commemorate the 60<sup>th</sup> birth anniversary of the Fourth Druk Gyalpo.

The Chigphen Rigpel a Nu 2.05 billion project was funded by the Indian government and the project will be ended by December this year.



## Chigphen Rigpel digital champ announces winners

Four schools emerged trumps up; two students awarded degree scholarships at NIIT



**Pema Seldon**  
from *Thimphu*

Among the 184 schools that participated, four schools won the title of Chigphen Rigpel digital champ under four different categories yesterday at the national-level computer-based content development contest held at Dechencholing Higher Secondary School yesterday.

Damphu Lower Secondary School under Tsirang, Orong Higher Secondary School under Samdrup Jongkhar, Punakha Higher Secondary School, and Peljorling Higher Secondary School under Samtse emerged trumps up.

The Ministry of Education in collaboration with NIIT organized the Chigphen Rigpel Digital champ to commemorate

the 60th birth anniversary of the Fourth Druk Gyalpo, Jigme Singye Wangchuck.

Chigphen Rigpel a Nu 2.05 billion project, funded by the Indian government has been designed to help Bhutan successfully transition to a modern IT-enabled knowledge society. The project was launched on 30 April, 2010, on the sidelines of the SAARC summit in Bhutan and NIIT is implementing the project in Bhutan.

Deputy General Manager, NIIT, Suresh Patnaik said, "The Chigphen Rigpel Digital Champ aimed to showcase the students' skills and knowledge they have acquired during the Chigphen Rigpel course imparted through Chigphen Rigpel Project for the last five and half years in various schools and institutes across

the country."

Additionally, Chigphen Rigpel Digital Champ is also aimed at enhancing and encouraging the creativity skills of the students using information technology.

The winners were awarded laptops each along with National Championship shields for their respective schools. The runners-up were awarded smart phones or digital tabs along with runners-up shields.

Apart from laptops and certificates as first prize, Yogesh Sharma and Biren Sharma from Peljorling Higher Secondary School also got full degree scholarships at NIIT University.

"NIIT had decided to give full Degree Scholarships with certificates to Class XII

winners," said Suresh Patnaik.

All the participants of both preliminary and semi-rounds were awarded certificates of participation.

Peljorling higher secondary school's IT teacher, Kezang Dorji said, "Both the winners from our school are science students; they are amateurs in IT but they worked really hard."

Without having their own computers Yogesh Sharma and Biren Sharma learned IT skills through school computers after school hours.

The preliminary level contest commenced on 16 September wherein all participating schools were required to submit their content online on various topics for evaluation by three panels of Jury.

Based on the category of groups, the topics included

impact of social media on youth, benefits of internet for students, impact of computer-based teaching tools on students' learning, modern lifestyles and GNH values. Youth, the future of Bhutan, in harmony with nature, modernization not westernization, role of computer in education, impact of modern communications technology on youth, impact of modern life style on environment, how to say no to drugs and impact of mobile technology on society were other topics.

The students were required to present the given topics in power point, GNU Image Manipulation Program (GIMP), window movie maker and web page (HTML) depending on the group categories.



## Winning students receive scholarships, gadgets, at end of IT competition

The competition was organized as part of the Chigphen Rigpel project

**Gyalsten K Dorji**

Biren Sharma and Yogesh Sharma, both students of Peljorling Higher Secondary School (HSS) in Samtse, were declared the winners of the Chigphen Rigpel Digital Champ competition and as a result won full scholarships to pursue their graduate education at the NIIT University in India, yesterday.

### ICT

The Chigphen Rigpel Digital Champ competition was organized by the education ministry and the Indian multinational skills development company NIIT, for students between classes 8 and 12, to showcase

their skills and knowledge that they acquired through the Chigphen Rigpel project that was being imparted in various schools and institutes in the country for the past five years.

The competition was divided into four groups with students of classes 7-8, 9-10, 11, and 12 being grouped separately.

Biren and Yogesh, class XII students, won the competition by designing a website that provided information about the impact of mobile technology on society.

While both had been interested in website design, the course allowed them to pick up HTML, the language used to create and build websites.

While Yogesh's father was able to provide him with a desktop computer, Biren said he did not have one at home. Both of their parents are farmers. Besides the scholarships, the two were also awarded laptop computers.

"Of course we will," a smiling Biren said, on whether they will in fact take up the scholarships and pursue an IT education at NIIT.

Winners in other categories also won laptops, while runners up received smart phones and tablets.

Punakha HSS were the runners up in the class 12 category. NIIT Global Technology Strategy President, Uday Singh, shared his thoughts on the

Chigphen Rigpel project and the contest. "Very rarely does one get to be part of a movement that has the potential to change the fortunes of an entire nation and have a lasting impact on generations to come," he said. "Children are the future of any nation and with what we've seen, the level of participation in the project, and specifically this competition, I can say with some confidence that the future of Bhutan is looking bright," he added.

Uday Singh pointed out that the computer is the most used general tool at our disposal, today. "As responsible citizens, it is our duty to the nation to become competent at using this tool and applying it effectively in a myriad of daily situations," he said.

He pointed out that the students had successfully demonstrated their desire and capability to master the tool as evident by their performance. In the final round of the competition, the students had to perform with a time limit, in addition to applying theoretical knowledge gained during their courses. "All those who've participated today are indeed champions, there are no losers over here," he said.

"I've often heard that the serene environment and natural beauty of Bhutan, and peaceful culture of Bhutan, was perhaps not conducive to the cut throat competition that is there at the global workplace," he said, adding that the students had proved otherwise.

"This competitive spirit is to be nurtured and I'm hopeful that in its vision for education, the government of Bhutan continues to foster healthy competition through these events and prepares future generations to compete at the global level."

It was also pointed out that NIIT has been supporting the Youth Development Fund over the past three years. At least 12 students have received scholarships and have completed 6-12 month IT courses at NIIT.

Indian ambassador to Bhutan, Gautam Bambawale, guest of honour at the event, explained to the students in attendance how information technology is a "great leveller" and that large amounts of information can now be accessed by anyone, even in the remotest parts of the world, at the click of a button.

"The question before you now is how to make optimal use of the huge information resources which are made available to you by these new technologies," the ambassador said. "Those of you who will be good at accessing, digesting, analyzing and utilizing such information will come out on top," he added. "You will be the future leaders of Bhutan and the world."

He hoped that the students understood that the tools and powers available to the students were a result of the Chigphen Rigpel project. He suggested that such competitions continue to be held.

In the class 11 group, Punakha HSS were the winners for creating and editing a video on the impact of mobile technology on youth, followed by Jampeling HSS in Trashigang.

In the class 9-10 group, Orong HSS won for designing a poster that displayed living in harmony with nature. The runners up was Mendrelgang central school.

In the 7-8 group, Damphu Lower Secondary School won for creating a power point presentation on the impact of computer based tools on learning. The runners up were Churney Middle Secondary school.

A total of 184 schools took part in the competition, including 16 private ones.

More than 100,000 students have been taught skills in office automation, image, video and audio processing, website construction, among several others.

The over Nu 2 billion Chigphen Rigpel project, which ends in December, this year, is funded by the Indian government.



## Five Indian IT firms form consortium

*Companies have joined together to break into the highly regulated Chinese markets*

**Beijing:** In a significant initiative to break into the highly-regulated Chinese market, five top Indian IT firms have for the first time formed a consortium to work on big-ticket projects planned by China's southwest Guizhou province, which includes a major cloud-based data centre.

TCS, Infosys, Wipro, Tech Mahindra and NIIT have formed the consortium on an experimental basis under an initiative of the Confederation of Indian Industry (CII) Shanghai, which has signed an MoU with Guizhou province, located near Shanghai.

The initiative came as Guizhou

government approached the NIIT and the CII to help it in its massive infrastructure development plan which included setting up a big cloud-based data centre, Prakash Menon, Shanghai-based president of the NIIT said. Menon is also the co-chair of CII-sponsored India Business Forum (IBF). The NIIT has signed an MoU with the provincial

government for the \$16 million project to train IT professionals.

This is a first that Indian IT majors, who have struggled in the highly-regulated Chinese market.

India has consistently asked China to open up its market for IT and Pharmaceuticals -- two of India's most successful export ventures -- as a means to address the trade deficit surpassing \$40 billion out of a total bilateral trade volume of \$70 billion last year. —PTI

### THE INDIAN CONSORTIUM

- TCS
- Infosys
- Wipro
- Tech Mahindra
- NIIT

It is a new beginning as it's the first time a Chinese province has sought Indian IT sector's help for its infrastructure development."



**Sujit Chatterjee,**  
China president, TCS

The initiative came as Guizhou government approached the NIIT and the CII to help it in its massive infrastructure development plan which included setting up a big cloud-based data centre."



**Prakash Menon,**  
president, NIIT - Shanghai

DNA, Jaipur, October 01, 2015



The Airports Authority of India (AAI), a Miniratna (category-I) public Sector Enterprise entered into an agreement with NIIT on 29.09.2015 to impart MS Office and computer fundamental training to its employees. The agreement was signed by Executive Director (Training), AAI, Rajiv Goel, and Group President-Skills & Careers Group, NIIT Ltd, Shivan Bhargava in the presence of Anuj Aggarwal, Member (HR), AAI. Aggarwal emphasized on the need for up gradation of computer skills of the AAI employees for successful implementation of e-Governance initiatives and a beginning towards digital literacy as part of Digital India campaign.



Pioneer, Chandigarh, October 02, 2015

### NIIT Second Quarter Net Doubles to ₹20.8 Crore



**NEW DELHI** Talent and skills development company NIIT on Wednesday said its consolidated net profit has more than doubled to ₹20.8

crore for the September quarter on the back of strong turnaround post its restructuring. NIIT's net profit was ₹10.3 crore in the July-September period of the last financial year, 2014-15. Its consolidated revenues were up 5% in the second quarter of 2015-16 at ₹272.5 crore, from ₹260.4 crore in the year-ago period. "The restructuring has contributed positively to the Q2 numbers. Our Corporate Learning Group (CLG) is on a high growth path and is spearheading the next phase of growth," said NIIT chief executive Rahul Patwardhan.

The Economic Times, New Delhi  
October 22, 2015



## NIIT Q2 NET DOUBLES TO ₹20.8 CRORE



**NEW DELHI:** Talent and skills development company NIIT on Wednesday said its consolidated net profit has more than doubled to Rs 20.8 crore for the September quarter on the back of strong turnaround post its restructuring.

NIIT's net profit was Rs 10.3 crore in the July-September period of the last financial year, 2014-15.

Its consolidated revenues were up 5 per cent in the second quarter of 2015-16 at Rs 272.5 crore, from Rs 260.4 crore in the year-ago period.

"The restructuring has contributed positively to the Q2 numbers. Our Corporate Learning Group (CLG) is on a high growth path and is spearheading the next phase of growth," NIIT Chief Executive Officer Rahul Patwardhan told reporters here.

The successful transformation of the skills and careers group (SCG) has charted NIIT's turnaround to growth and profitability, he added.

On standalone basis, the net profit was up 38.30 per cent to Rs 7.33 crore, while total income from operations was at Rs 108.12 crore in the quarter under review, down 18.20 per cent.

Shares of NIIT Ltd were trading at Rs 98.30 apiece, down 1.90 per cent, on the BSE.

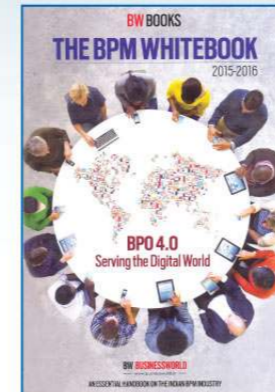
During the quarter, CLG recorded net revenues of Rs 144.8 crore, up 16 per cent year-on-year.

Overall Revenue visibility of CLG was recorded at USD 191.1 million, up 16 per cent y-o-y. Managed Training Services (MTS) contributed 91 per cent to the total CLG revenue.

SLG registered net revenue of Rs 23.2 crore during the quarter, while Skills and Careers Group (SCG) recorded a net revenue of Rs 104.5 crore during the second quarter.

PTI

Daily Post, Chandigarh  
October 22, 2015



## NIIT UNIQUA : A UNIQUE VALUE PROPOSITION

PROVIDING TRAINING WITH MEASURABLE  
BUSINESS IMPACT FOR THE BPM INDUSTRY

The Indian BPM industry is set to reach USD 50 billion by 2020 (Source: NASSCOM McKinsey Perspective 2020 report). As it matures and evolves, it needs equally specialized people with more sophisticated skill-sets to drive its growth.

Set up in 2008, NIIT Uniqua (a joint venture between talent and skills development corporation, NIIT and BPM leader Genpact), understands the paradigm shifts in the learning curve of the sector and offers customized, transformational learning programs targeted at a spectrum of employees—from new hires to frontline managers.

NIIT ranks among the Top 5 Global Managed Training Services providers and brings to the customer table:

- Vast experience in delivering transformative training to leading international and *Fortune* 500 companies
- Total Training Solutions covering Source-Train-Hire model, Curriculum and Content development, Learning Delivery, Strategic Sourcing and Learning Administration
- Programs for multiple domains such as Finance and Accounting, Healthcare, Digital Marketing, Technology, Analytics and Banking
- Training solutions focused on measurable business outcomes

### A UNIQUE EDGE

Uniqua offers customers the following benefits:

- Maximizes value for BPM training spend
- Reduces time to billability through Industry-Focused Solutions
- Accelerates time to productivity for new hires
- Creates a consistent and predictable resource pipeline
- Guarantees Return on Investment and Cost Reduction



**NIIT  
UNIQUA**  
CENTRE FOR PROCESS EXCELLENCE  
— AN NIIT-GENPACT VENTURE

For more information visit [www.niituniqua.com](http://www.niituniqua.com)

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## CORPORATE LOUNGE

### CREATING SELF-SUSTAINABLE HEALTHCARE MODEL IN AFRICA

The healthcare sector in India is renowned for its high quality and relatively low-cost services which has not only catered to the needs of billion Indians but also to a vast number of patients from across the world. Medical value travel in India is a \$3 billion industry and attracts thousands of African patients every year.

The thriving medical value travel industry and the various business ties and investment opportunities emerging between India and Africa provide the possibility of affordable, high-quality healthcare for those who can afford to pay for treatment abroad. But lately, the expanding footprints of the Indian hospitals in various parts of Africa might result in the reversal of the phenomenon of 'medical value travel' to India. The provision of quality healthcare on home ground would certainly be advantageous for the African patients as they can be in a familiar environment and have access to follow-up treatment as well as an extended network of caregivers. But the critical issues are local technological and human capacity building and role of African governments in negotiating terms of contract such that medical facilities can be accessed by both the rich and the poor.

The opportunities for collaboration in training of healthcare personnel, prevention and control of non-communicable diseases and leveraging technology for healthcare delivery are phenomenal. The efforts have already started in this direction and the need of this hour is to utilise this momentum to achieve the goal of "Health for All".

—Sangita Reddy  
Joint Managing Director,  
Apollo Hospitals Group

### CIVIL SOCIETY CREATING A PEOPLE'S NETWORK IN INDIA AND AFRICA

Indian civil society organisations are active in Sub Saharan Africa sharing

their expertise and experience as models from a fellow developing country. This engagement is based on a tripod, firstly the development realities and issues faced by both the regions are quite similar, secondly, there is a larger strategic interest of the Indian government and Indian businesses to engage with Africa for natural resources and growing markets, and thirdly English speaking Anglophone countries in Africa enable easy operations for Indian CSOs. Use of ICT tools and cheaper international travel has also added to the growing cooperation among CSOs in the two regions.

India is seen as a progressive democracy and role model in Africa. MEA's partnership with the Indian civil society to deliver foreign policy programmes through DPA is a refreshing model which will enhance India's image. This approach will also help to simplify the foreign policy for domestic constituents who have become increasingly interested in it since Prime Minister Modi's engagement with the international community.

A partnership approach between the governments and civil society in India and Africa can deliver high social impacts for the countries in Africa and establish India as a partner of choice. Synergising efforts with African civil society to strive for common goals will result in robust and forward looking partnership between India and Africa, the continent of hope.

—Pradeep S Mehta and Kshitiz Sharma  
CUTS International

### LIVING THE AFRICAN DREAM

Not many know this, but currently nine out of the 20 fastest growing economies of the world are in Africa! It is clearly a case of Africa rising. According to a research by NASSCOM and Avasant, Africa is the next growth economy, owing to the rollout of large infrastructure projects across nations, stable governments in these countries, huge domestic market potential, and an abundant, multi-lingual talent pool that speaks



Spanish, French, Arabic, Portuguese and English.

The growing popularity of the continent can be gauged by the fact that scores of global companies, representing different industry verticals, have set up base in Africa's emerging locations such as Egypt, South Africa, Kenya, Ghana, Morocco and Nigeria. Indian companies too have established a presence in the Continent in an effort to gain a first-mover advantage in the African market. While Africa has a base of ready talent, more people and expertise is needed to take the Continent to its next level of economic expansion.

Capacity building therefore has become an imperative and many African nations are investing in training their people, particularly youngsters, to make them industry-ready.

Going forward, there is a need for many more organizations to explore Africa. Companies must understand that the time is now ripe for entering the region and that owing to a lack of mature competitors across countries, they have a much greater chance of success. Government incentives and ease-of-doing business, higher

realizations and the strength of the India Inc. brand in the Continent, are making it further viable for companies in India to participate in the great African opportunity. The Africa dream is no longer a figment of anyone's imagination. It is a reality.

—Rajendra S Pawar,  
Chairman & Co-Founder, NIIT  
Group & Founder, NIIT University

### INDIA IN AFRICAN INFRASTRUCTURE: RENEWING A GREAT PARTNERSHIP

While the global economy still struggles with a long recession, India and Africa are two stars which have shone bright through the crisis. Going forward, the appetite of Africa for infrastructure, whetted by its progress on 'Millennium Development Goals', is going to only strengthen with new, more ambitious 'Sustainable Development Goals'. While broad-based development support for infrastructure will underpin the growth story of Africa, the demand for infrastructure will be increasingly driven commercially, enabling PPP or private infrastructure projects. The continuous growth of Africa over the last decade has engendered a structural transformation. Rising

labour costs in Asian industries like textile, leather, agro-processing may shift manufacturing to Africa, creating higher demand for energy and utilities. Rising incomes add millions to a new middle class. Urbanization, more rapid than that in India, is giving rise to new cities which need water, sanitation, power and affordable housing. The need to activate larger regional markets like East African Community, COMESA, ECOWAS, is encouraging cross-border transport links of railways and roads, connecting new manufacturing hubs, cities and agricultural lands, rather than just mines and ports as hitherto. While Africa has sufficient fossil fuels of coal, oil & gas, and hydel resources, it may leapfrog to renewable energy of solar, biomass or wind, just as they fast tracked to mobiles. Indian infrastructure players have to keep tuned in to this resurgent Africa. Indian Government can create more 'Win Win' solutions with Africa, by connecting vast African farmlands with new railways, and in turn ensure food security for both Africa and India, link African coalmines and build power plants, while getting coal for its own power plants. The Third IAFS marks a new epoch in this great

symbiotic friendship of India and Africa.

—Ambuj Chaturvedi  
Executive Director, Overseas  
Infrastructure Alliance (India)  
Private Ltd.

### COOPERATION IN FERTILIZER AND AGRI SECTORS - A WIN-WIN SITUATION

Growth in India's agricultural sector has made it the world's second largest consumer of the major fertilizers derived from nitrogen, phosphates and potash. Further, India is world's largest importer of phosphatic and potassic fertilizers. This heavy dependence on imports is on account of inadequate indigenous availability of mineral resources required for producing these fertilizers.

Africa, on the other hand, is well endowed with natural mineral resources needed to produce fertilizers. The continent has large reserves of coal, natural gas, phosphate rock and as yet untapped deposits of potash. There is an obvious synergy between India and Africa in the fertilizer sector.

Besides fertilizers, there is tremendous scope for cooperation in the agricultural sector. Nowhere is the need for agricultural growth more pressing than in sub-Saharan Africa. Agricultural productivity in Africa has been virtually stagnant for several decades in the face of growing population leading to food insecurity and poverty.

India-Africa engagement in the fertilizer and agri sectors represents a win-win situation for both the partners and there is willingness on both sides to deepen the relationship. Resource development in Africa is gathering pace and India is well placed to benefit from investment opportunities in Africa. There is potential interest in Africa for JVs with Indian companies not only for finance and offtake agreements but also for Indian technical expertise. Both, the governments as well as the private sector, have to engage pro-actively with each other to seize the emerging opportunities and meet the needs of India and its African partners.

—Vikramjit Singh Sahney  
Chairman, Sun Group





INTERVIEW



## “Most People in India consider Workplace as their Second Home”

**Shampi Venkatesh** is the **Chief People Officer** at NIIT Ltd, a global leader in Skills and Talent Development. Associated with NIIT for the last 27 years, she served in various roles and took the company from a #23 ranking at Great Place to Work in 2011 to a #4 ranking in 2013. In an interview with **Aamir H Kaki**, she shares her valuable views on the importance of people for an organisation, how Indian workforce is different from their counterparts in other countries, NIIT's talent acquisition and retention strategies, diversity policies and more. Excerpts:

**Q** What's different about NIIT when it comes to human resources?

For NIIT as an organisation, NIITians always comes first. We have “NIIT has PEOPLE” as the first core value, followed by “NIIT is Quality & Value” and “NIIT is Mission.” The word ‘employee’ is taboo in the organisation. We do not call seniors and reporting managers as ‘sir’ or ‘madam’. This, in fact, has been the trend since NIIT's inception almost about three decades ago.

We practice a culture of coaching and on the job mentoring. For most long-serving NIITians, we are like a B-school. We firmly believe that NIIT's growth is the derivative of the growth of each NIITian.

At NIIT, we practice positive regard and care for each other. Most teams at NIIT are very closely bonded as a result of the friendly and conducive work environment that exists. We consider our leader as our role models.

**Q** Can you explain what “Bringing computers and people together, successfully” in NIIT is all about? What is its aim?

Since NIIT started in 1981, we have played a significant role in bridging the digital divide in India and many other countries worldwide. Innovative campaigns like World Computer Literacy Day on December 2, initiatives like Hole-in-the-

There is a greater focus on training and skilling people in India. The roles are less specialised in nature and due to scale, there are more growth opportunities for people

Wall, and flagship 3-year dual certification programmes like GNIIT have played a critical role in providing IT Talent to the Indian industry. Over the last decade, we have expanded our portfolio to include Banking, Finance and Insurance programmes and working with NSDC to Skill India.

**Q** NIIT has a global presence. In your opinion, how different is Indian workforce from their counterparts in other countries?

India's workforce is younger compared to other countries - 75-80 percent of our people are Gen Y. We hire a lot of fresh talent from colleges for the pivotal and mass roles. There is a greater focus on training and skilling people in India. The roles are less specialised in nature and due to scale, there are more growth opportunities for people.

Onshore has more specialised and long tenure workforce which is customer facing, and most are individual contributor roles.

Most people in India consider workplace as their second home. The ‘human touch’ is also more prevalent in India. Employees in overseas countries especially US, UK, Canada, and Australia have a very keen eye on timeliness, process compliance and overall discipline at the workplace.

**Q** What are the most important talent acquisition, development and retention strategies which NIIT practices?

We have a robust selection process in place which involves psychometric profiling of individuals for the roles that they are being assessed for. More than 80 percent of the sourcing is done internally and thus there is a strong check on the quality of profiles being sent to the business. We place greater importance on attitude and experience as compared to education and skills, since the latter is something that we can always coach and mentor on. There is an active involvement from the hiring managers and every prospective



INTERVIEW

NIITian goes through at least three rounds of interviews, assessing different competencies. Besides attitude, we look for tenacity to work hard, hunger to over-achieve, inquisitiveness to ask questions and learn, and last but not the least, passion and positivity.

We drive role-based training and certification for all pivotal roles in the organisation. Our management development programmes are customised to every business unit and are drawn up after extensive training needs identification exercise. We believe in on-the-job mentoring and enable our managers to coach their teams. Domain training is typically spearheaded by the business unit and every business unit has a Learning Leader who works very closely with the Talent Development team. For identified critical trainings, we measure business impact by a unique method called the Return of Expectations. Being a technology enabled company, many of our training programmes are executed using synchronous learning technology platforms to NIITians worldwide.

Over and above the planned instructor-led training, we have a suite of eLearning content that forms part of the eAcademy which every NIITian can access 24x7 anytime anywhere.

We also have specific programmes like Trailblazers and CEO's Leadership Circle that has a host of developmental interventions organised to build the future leadership of the organisation. For the Top 50 leaders of the organisation, the founder directors, CEO and the business group heads spend considerable time in planning out individualised developmental interventions and succession plans.

In addition, we actively encourage Talent Mobility across multiple lines of business and believe that the maximum learning

Being a technology enabled company, many of our training programmes are executed using synchronous learning technology platforms to NIITians worldwide

and growth is attained when NIITians are placed in new roles, in challenging situations under different business conditions.

Focus on Retention starts right from the time the offer letter to a prospective candidate is given. Every NIITian goes through a comprehensive two-day NIIT Induction called JUMPSTART that has the senior leadership addressing new joinees. This is followed by a Role Based Induction and in some cases 2-3 weeks of training known as BOOTCAMP. Keep in Touch session is conducted by Talent Acquisition to iron out any issues/concerns which the new hires are facing. New hires have an opportunity to provide feedback and improve the quality of induction through a first impression poll.

iCONNECT is a programme through which HR and senior leadership stay connected with NIITians through the year, across various structured and informal forums. Alignment to the overall vision of the company and business objectives of the year are critical for motivation and retention and this we do very well through regular town-hall sessions and innovative sharing by our corporate communications team. Every NIITian can view the goal-sheet of his reporting manager up to the next two levels online on iNIITian.

Mobility Facilitation Centre addresses the career aspiration and growth needs of the NIITians.

HATS OFF is a unique rewards and recognition programme to make appreciation a way of life at NIIT.



We actively encourage work-life balance through many innovative schemes and policies that includes Little NIITian Care Leave, Sabbatical and Take-a-Break.

Last but not the least, we believe in having fun@work so there are many stress-buster programmes that we roll out all through the year.

**Q Diversity continues to be a hot topic. Does NIIT have programmes or policies for gender diversity? If yes, what is the approach and methodology?**

NIIT has always practiced diversity so this is not a matter of concern for us. Therefore, it has never merited extra special attention. Thirty six percent of NIITians are women and they have a fairly large representation even in middle management and senior management. Therefore, we have women-friendly policies and continue to be sensitive to the needs of female NIITians. Be it work from home, special maternity leave, little NIITian care leave or a special care4women helpdesk, women NIITians have no reasons to complain.

**Q According to you, what is the mantra for a successful career: education, experience, ability to learn or ability to persevere?**

According to me, for a successful career, a candidate has the ability to learn, ability to persevere, experience and education; in that order.

**Q In addition to the above question, what do you think is critical for success?**

Over and above all, willingness to work hard, take risks, 100 percent accountability and positive regard for fellow workers are critical for success.

At NIIT, we have defined seven winning traits of every NIITian through a crowd sourcing exercise – Ethics, Commitment to Excellence, Goal-Oriented, Ownership & Accountability, Competitiveness, Initiative and Continuously Creating Value.

**Q Finally, what are your biggest professional achievements, and what priorities have you set for the future?**

From an IT Trainer in one of the oldest NIIT Centers in Mumbai to being a Chief People Officer of the largest talent development corporation, a position reached by pure hard work and merit, is one of my biggest professional achievements. This has been made possible not only because I had role changes every 2-3 years and moved out of my comfort zone but also thanks to the trust that my founder directors and management placed on me through my 27 years at NIIT.

As Head of HR, taking NIIT from a #23 ranking at Great Place to Work in 2011 to a #4 ranking in 2013 is my biggest professional achievement.

While the various awards and recognition that I have received at NIIT keep me motivated and appreciated, there is nothing more special than the goodwill and affection that I enjoy with all NIITians.

Priorities for the future entail building a culture at the NIIT workplace that focuses on highest levels of performance, greater individual ownership, on the job coaching & mentoring and discretionary effort from every NIITian that will take NIIT to the next frontier and beyond.

Over and above all, willingness to work hard, take risks, 100 percent accountability and positive regard for fellow workers are critical for success



**The Indian EXPRESS**

## PM Modi visit leads to NIIT setting up Ireland delivery centre

The Gurgaon-headquartered IT-based learning and training institute said it will establish a new European Delivery Centre in Dublin, creating 110 jobs over five years.

By: PTI | Dublin | Updated: September 24, 2015 8:36 pm



*The development is supported by Ireland's Department of Jobs, Enterprise and Innovation through the Industrial Development Authority (IDA) Ireland.*

Prime Minister Narendra Modi's maiden visit to Ireland has been followed up by Indian IT firm NIIT announcing a new delivery centre to be set up here. The Gurgaon-headquartered IT-based learning and training institute said it will establish a new European Delivery Centre in Dublin, creating 110 jobs over five years.

"Europe is an important and growing market for NIIT's Corporate Learning Group. Ireland was our country of choice for its extremely conducive business environment, strategic location, availability of multilingual creative and technical talent and investment potential," said Sapnesh Lalla, president for NIIT's Corporate Learning Group.

The development is supported by Ireland's Department of Jobs, Enterprise and Innovation through the Industrial Development Authority (IDA) Ireland.

Irish Prime Minister Enda Kenny had made a reference to Thursday's official announcement during his joint press statement with Prime Minister Narendra Modi on Wednesday, "I also welcome the NIIT company here to Ireland with a 110 jobs, with the IDA working strongly in terms of foreign direct investments here."

Modi had also made a specific reference to Ireland as a base for Indian IT firms, calling for a favourable visa regime for Indian professionals. "India and Ireland are ideally placed to form a productive partnership to take advantage of the opportunities in the digital age... I also hope that Ireland's visa policy will be sensitive to the requirements of Indian IT firms," he said.

The focus of the latest announcement is NIIT's Corporate Learning Group (CLG), which delivers comprehensive managed training services including Custom Curriculum Design and Content Development, Learning Administration, Learning Delivery, Strategic Sourcing, Learning Technology and Advisory Services.

Ireland was chosen as the location for the new European Delivery Centre due to the availability of suitable creative and technical talent and multi-lingual skills, the cluster of existing learning technology companies and open business environment, the company said.

The new roles will include high-end engineers, creative writers and digital media professionals. Other roles will be for trainers, multilingual customer service support and project managers. "I have been to India on three major trade missions since taking office and I have seen first-hand the amazing work being done by our agencies in that market and the massive potential for attracting investments and jobs to Ireland," said Ireland's minister for jobs, Richard Bruton.

"I am well aware from our meetings in New Delhi that NIIT is a world-leading company in its sector, and today's announcement that it is establishing its first operation in Ireland and creating 110 jobs is a huge boost. I wish NIIT every success with this great project," Bruton added.

<http://indianexpress.com/article/india/india-others/pm-modi-visit-leads-to-niit-setting-up-ireland-delivery-centre/>



**Business Standard**

## NIIT unveils Flagship Training Centre

Capital Market  
August 6, 2015 Last Updated at 17:05 IST

At Connaught Place, New Delhi

NIIT unveiled its Flagship Training Centre at Connaught Place, New Delhi. The high-tech, digital and completely paperless NIIT CP Centre will offer advanced training programs in executive management, banking, digital marketing, big data, IT and other multiple sectors. These programs will be bagged by revolutionary Cloud Technology to ensure anytime anywhere accessibility.

Powered by Capital Market - Live News

[http://www.business-standard.com/article/news-cm/niit-unveils-flagship-training-centre-115080601123\\_1.html](http://www.business-standard.com/article/news-cm/niit-unveils-flagship-training-centre-115080601123_1.html)

EDCBooks  
**Education Insider**

## NIIT unveils "English Plus Language Lab"

12/09/2015 EI Staff

**NIIT**  
**nguru**  
Solutions for Schools

**A revolutionary concept aimed at enhancing language skills**

Bangalore, September 11, 2015: NIIT, a global leader in skills and talent development, today launched state-of-the-art NIIT Nguru English Plus Language Lab, that aims at enhancing the English language skills of the students. Nguru English Plus Language Lab is a platform where comprehensive and interactive digital content catering to listening and speaking skills, is put to use in a stimulating lab environment.

NIIT Nguru English Plus Language has been launched with the objective to enrich the spoken English skills by active learning through extensive classroom interactions aided by technology. The program helps students to frame grammatically correct sentences, improve pronunciation and acquisition of vocabulary through integrated learning.

Speaking on the occasion, **Ms Tulika Sinha, IBU Head, Individual and Chain Schools NIIT Ltd.** said, "English Plus Language Lab is a breakthrough initiative by NIIT Nguru to help students learn the intricacies of English language. Proficiency in a language is built over time, through a process of cognitive learning and Interactive practice, hence English Plus Language Lab helps to build strong foundation for the students so that they can comprehend and use English language better".

Today, English has become the language of the elite. A recent study claims that only 30 % of the Indian population are able, to varying degrees, speak English—though only one third have some semblance of reading and writing aptitude. Hence the foundation level of the students has to be developed in order to have proficient English language skills.

English Plus Language Lab is a program designed for the school, that runs parallel to, and complements the school curriculum. There has been a keen interest among schools for this solution. As it progresses through 8 levels of advancement, each module comprises 40 hours of intense language training, alternating between ILT (Instructor Led Training) and CBT (Computer Based Training) sessions.

Students can also log on to [niitnguru.com/for-schools/english-lab/english-lab-overview/to](http://niitnguru.com/for-schools/english-lab/english-lab-overview/to) get more details.

[http://www.educationinsider.net/detail\\_news.php?id=2480](http://www.educationinsider.net/detail_news.php?id=2480)



THE ECONOMIC TIMES

## NIIT to establish European delivery centre in Dublin creating 110 jobs

Varuni Khosla, ET Bureau Sep 24, 2015, 01:30PM IST

NEW DELHI: Ireland's minister for jobs, Richard Bruton TD has announced that NIIT Limited will establish a European Delivery Centre in Dublin, creating 110 jobs over five years. The development is supported by the Department of Jobs, Enterprise and Innovation through IDA (Industrial Development Agency) Ireland.

The Irish Prime Minister, Enda Kenny said in a joint press statement with prime minister Narendra Modi that he welcomed the NIIT Company to Ireland with a 110 jobs, with the IDA working strongly in terms of foreign direct investments.



(The Irish Prime Minister,...)

The publicly listed company, which was established in 1981 and is head-quartered in Gurgaon, India, employs about 3,000 people in over 40 countries with primary locations in India, the United States, Europe and China.

The focus of this announcement is NIIT's Corporate Learning Group (CLG) which delivers comprehensive managed training services including Custom Curriculum Design and Content Development, Learning Administration, Learning Delivery, Strategic Sourcing, Learning Technology, and Advisory Services.

Ireland was chosen as the location for the new European Delivery Centre due to the availability of suitable creative and technical talent and multilingual skills, the cluster of existing learning technology companies and, open business environment.

The new roles will include high-end engineers, creative writers, and digital media professionals. Other roles will be for trainers, multilingual customer service support, and project managers.

Making the announcement today, Minister Bruton, who has met senior NIIT executives in New Delhi on two recent trade missions said, "A key part of our Action Plan for Jobs is achieving greater diversity in our multinational investment. As part of that, we have doubled the number of trade missions, and increased the number of IDA staff in key foreign growth markets."

"Europe is an important and growing market for NIIT's Corporate Learning Group. Ireland was our country of choice for its extremely conducive business environment, strategic location, availability of multilingual creative and technical talent, and investment potential. We are honoured and very grateful for the support and cooperation that has been extended to us by the Government of Ireland, Minister Bruton, and the IDA. Our vision is to build NIIT Ireland as one of the finest global centres for bespoke content development, training management and delivery excellence," said Sapnesh Lalla, President Corporate Learning Group at NIIT.

Welcoming the announcement, IDA's CEO Martin Shanahan said, "The Indian market is an important region in IDA's Growth Markets and NIIT is a valuable addition to the growing base of technology companies establishing in Ireland."

<http://economictimes.indiatimes.com/jobs/niit-to-establish-european-delivery-centre-in-dublin-creating-110-jobs/articleshow/49088235.cms>



## Business Standard

### NIIT gains on winning services contract from Citi

NIIT will provide managed training services to leading global bank Citi across Europe, Middle East and Africa

SI Reporter | Mumbai | October 15, 2015 | Last Updated at 12:15 IST

Shares of NIIT were up over 5% at Rs 97 on the Bombay Stock Exchange after the company said it has been awarded a multi-year contract to provide managed training services to leading global bank Citi in Europe, Middle East and Africa (EMEA).

With this new partnership, NIIT's Corporate Learning Group will source and manage third party training procured by Citi across EMEA, the company said in a release.

"NIIT will focus on supporting learning transformation to Citi to meet their future goals with high quality managed training services aligned with increased business impact and value," the release said quoting Sapnesh Lalla, President, NIIT Corporate Learning Group.

The stock opened at Rs 92.60 and touched a high of Rs 97.80 on the BSE. At 12:15pm, over 7.4 million shares were traded on both the stock exchanges.

[http://www.business-standard.com/article/markets/niit-gains-on-winning-services-contract-from-citi-115101500347\\_1.html](http://www.business-standard.com/article/markets/niit-gains-on-winning-services-contract-from-citi-115101500347_1.html)

## indiatoday in

### NIIT Q2 net doubles to Rs 20.8 cr

PTI | October 21, 2015 | UPDATED 17:45 IST

New Delhi, Oct 21 (PTI) Talent and skills development company NIIT today said its consolidated net profit has more than doubled to Rs 20.8 crore for the September quarter on the back of strong turnaround post its restructuring.

NIIT's net profit was Rs 10.3 crore in the July-September period of the last financial year, 2014-15.

Its consolidated revenues were up 5 per cent in the second quarter of 2015-16 at Rs 272.5 crore, from Rs 260.4 crore in the year-ago period.

"The restructuring has contributed positively to the Q2 numbers. Our Corporate Learning Group (CLG) is on a high growth path and is spearheading the next phase of growth," NIIT Chief Executive Officer Rahul Patwardhan told reporters here.

The successful transformation of the skills and careers group (SCG) has charted NIIT's turnaround to growth and profitability, he added.

On standalone basis, the net profit was up 38.30 per cent to Rs 7.33 crore, while total income from operations was at Rs 108.12 crore in the quarter under review, down 18.20 per cent.

Shares of NIIT Ltd were trading at Rs 98.30 apiece, down 1.90 per cent, on the BSE.

During the quarter, CLG recorded net revenues of Rs 144.8 crore, up 16 per cent year-on-year.

Overall Revenue visibility of CLG was recorded at USD 191.1 million, up 16 per cent y-o-y. Managed Training Services (MTS) contributed 91 per cent to the total CLG revenue.

SLG registered net revenue of Rs 23.2 crore during the quarter, while Skills and Careers Group (SNC) recorded a net revenue of Rs 104.5 crore during the second quarter.

<http://indiatoday.intoday.in/story/niit-q2-net-doubles-to-rs-20.8-cr/1/504374.html>



## EQUITY BULLS

Stock Report

### NIIT awarded Eight Brandon Hall Group Excellence Awards Jointly with Customers

Posted On: 2015-09-15 19:21:31

NIIT Limited, a global leader in skills and talent development has been awarded a record eight Brandon Hall Group awards for excellence jointly with its customers. NIIT earned three gold, four silver, and one bronze award in various categories.

"We are honored to partner with our customers in earning these awards for their exemplary work. Our customers are leaders in learning excellence and these prestigious awards not only recognize but endorse the high quality and business impact of their effective and efficient learning programs. NIIT is committed to deliver the highest quality and value of learning outsourcing services to our customers and we shall continue to partner with our customers to achieve the highest standards of industry-recognized excellence," said Sapnesh Lalla, President, NIIT Corporate Learning Group.

NIIT earned the following awards jointly with customers:

- 2015 Brandon Hall Gold in the Best Advance in Custom Content category jointly with GE for GE Spirit and Letter
- 2015 Brandon Hall Gold in the Best Advance in Custom Content category jointly with Shell for Shell Vehicle Rollover Protection
- 2015 Brandon Hall Gold in the Best New Hire Onboarding Program category jointly with Zurich North America for Zurich NA Foundational Talent Training Programs
- 2015 Brandon Hall Silver in the Best Results of a Learning Program category jointly with MetLife for MetLife Global Distribution Partner Learning Solutions
- 2015 Brandon Hall Silver in the Best Use of Games and Simulations for Learning category jointly with Shell for Shell Selling Pennzoil Driveline
- 2015 Brandon Hall Silver in the Best Use of Video for Learning category jointly with GE for GE Spirit and Letter
- 2015 Brandon Hall Silver in the Best Use of Video for Learning category jointly with Westfield Insurance for Active Threat eLearning for All Employees
- 2015 Brandon Hall Bronze in the Best Advance in Custom Content category jointly with Shell for Shell Safe LPG Operations

Brandon Hall award winners were announced September 10, 2015. The winners are listed at [http://go.brandonhall.com/past\\_award\\_winners](http://go.brandonhall.com/past_award_winners).

"The high quality of work and commitment to driving business results among our award winners never fails to amaze me," said Rachel Cooke, Chief Operating Officer of Brandon Hall Group and head of the awards program. "All of these winning programs deliver meaningful business results to their organizations. Winning an Excellence Award is a great honor, but the real winners are the organizations themselves and their customers and clients because of the innovation and customer focus they demonstrate."

Excellence Awards winners will be honored at Brandon Hall Group's HCM Excellence Conference January 27-29, 2016, at the PGA National Resort in Palm Beach Gardens, Florida. Selected winners also will serve as presenters in the more than 20 breakout sessions during the 2-day conference.

The entries were evaluated by a panel of veteran, independent senior industry experts, Brandon Hall Group Sr. Analysts and Executive Leadership based upon the following criteria: fit the need, design of the program, functionality, innovation, and overall measureable benefits.

Shares of NIIT LTD. was last trading in BSE at Rs.67.9 as compared to the previous close of Rs. 68.65. The total number of shares traded during the day was 196922 in over 1279 trades.

The stock hit an intraday high of Rs. 70.4 and intraday low of 67.5. The net turnover during the day was Rs. 13569819.

Source:Equity Bulls

[http://www.equitybulls.com/admin/news2006/news\\_det.asp?id=169152](http://www.equitybulls.com/admin/news2006/news_det.asp?id=169152)



### NIIT launches NIIT.tv portal; gains 1.6%%

India Infoline News Service | Mumbai | October 07, 2015 16:10 IST

NIIT announced the launch of NIIT.tv portal. It is an internet TV portal that brings skilling from NIIT classrooms to every digitally connected Indian, for free, and can be accessed on a computer, tablet or smartphone anytime anywhere.



Shares of NIIT ended 1.6% higher at Rs. 94. The company announced the launch of NIIT.tv portal. It is an internet TV portal that brings skilling from NIIT classrooms to every digitally connected Indian, for free, and can be accessed on a computer, tablet or smartphone anytime anywhere.

The scrip opened at Rs. 97.1 and touched a high and low of Rs. 98.5 and Rs. 93.1 respectively. A total of 3049478(NSE+BSE) shares were traded on the counter. The current market cap of the company is Rs. 1531.13 crore.

The BSE group 'B' stock of face value Rs. 2 touched a 52 week high of Rs. 98 on 06-Oct-2015 and a 52 week low of Rs. 34.95 on 27-Mar-2015. Last one week high and low of the scrip stood at Rs. 98 and Rs. 72.2 respectively.

The promoters holding in the company stood at 34.25 % while Institutions and Non-Institutions held 24.03 % and 41.71 % respectively.

The stock traded below its 50 DMA.

[http://www.indiainfoline.com/article/news-top-story/niit-launches-niit-tv-portal-gains-1-6-115100700616\\_1.html](http://www.indiainfoline.com/article/news-top-story/niit-launches-niit-tv-portal-gains-1-6-115100700616_1.html)



#skills2win  
<https://twitter.com/NIITLtd>

**NIIT** NIIT Limited @NIITLtd · Aug 6  
Students can access educational services using a Netbook or Mobile device that connects them to NIIT's Cloud Campus™  
Shbhargava



**NIIT** NIIT Limited @NIITLtd · Aug 8  
The govt estimates an additional requirement of 110M skilled personnel by 2022 bit.ly/1HwS5zJ #Skills2Win



**NIIT** NIIT Limited @NIITLtd · Aug 13  
Here's an exclusive picture of @nishantjain94 at his workstation at the @WorldSkills Competition 2015! #Skills2Win  
WorldSkillsIndia



**NIIT** NIIT Limited @NIITLtd · Aug 21  
#StackRoute team led by Rahul Patwardhan, CEO #NIIT Ltd #Skills2Win  
Rahul Patwardhan Pat and StackRoute



**NIIT** NIIT Limited @NIITLtd · Aug 28  
The 3rd National HRM Summit will have leadership from leading corporates sharing their views & learnings. #Skills2Win  
National HRD Network



**NIIT** NIIT Limited @NIITLtd · Sep 1  
Winners were nominated based on novelty, focus on sustainability, social impact, scalability & presentation #Skills2Win  
Rina Sinha, NASSCOM, Shbhargava and Rajiv Vaishnav




#skills2win  
<https://twitter.com/NIITLtd>

**NIIT** NIIT Limited @NIITLtd · Sep 2  
NIIT in association with DHFL offers PG Diploma in Financial Services. The program ensures 100% placement #Skills2Win



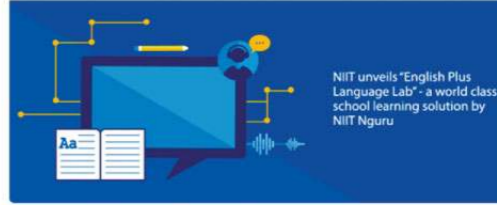
**NIIT** NIIT Limited @NIITLtd · Sep 4  
NIIT is empanelled with CBSE to conduct various dev programs, including progs on CCE for Scl Teachers & Principals  
Smiti Z Irani and Ministry of HRD



**NIIT** NIIT Limited @NIITLtd · Sep 30  
The training program by #NIIT aims to make the employees of AAI computer literate and internet savvy.  
Digital India, Skill India, NSDC India and 2 others



**NIIT** NIIT Limited @NIITLtd · Sep 11  
NIIT launched state-of-the-art @NIITNguru English Plus Language Lab aiming at enhancing language skills #Skills2Win  
NIITNguru



**NIIT** NIIT Limited @NIITLtd · Sep 15  
NIIT wins 8 Brandon Hall Group awards for excellence jointly with its customers #Skills2Win bit.ly/1LdR8Qg  
Brandon Hall Group, Shell, MetLife and 2 others



**NIIT** NIIT Limited @NIITLtd · Sep 24  
NIIT's Corporate Learning Group (CLG) is the focus of this initiative in Ireland bit.ly/1FgQOiT #Skills2Win  
IDA Ireland, NIIT (USA), Inc. and Rahul Patwardhan Pat

