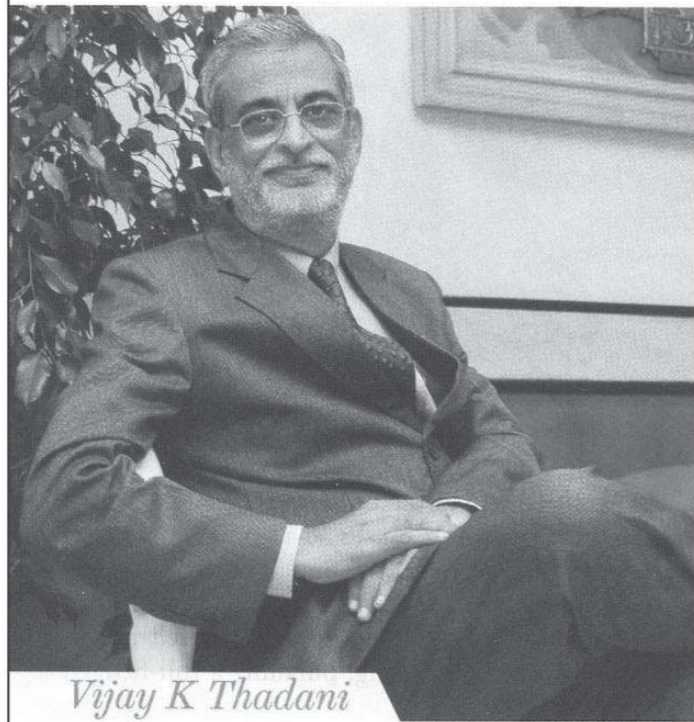




In 2006, Vijay K Thadani made a big bet at NIIT by buying out Element K, North America's largest learning solutions provider, for \$40 million. But the global crisis put paid to that by impacting revenues: from \$80 million in 2006, sales dropped to \$78 million in 2010. But as luck would have it, the wager did pay off this October when NIIT sold the business for \$110 million in an all-cash deal. So it's not surprising that sentiment has changed around the stock, which surged 14 per cent on news of the sale. Analysts now expect the company, which earns 50 per cent of its revenue from e-learning, to improve its financials. Thadani, too, is aiming at reducing the outstanding debt of around Rs 400 crore. But more importantly, he is now betting on 'Cloud Campus'. Just two quarters old, the virtual classroom has already seen 11,000 enrollments. Now whether Thadani hits paydirt again or whether he ends up with a virtual nightmare remains to be seen.



Vijay K Thadani

SANJIT KUNDU

Outlook Profit, National, November 2011



Straight From The Gut

Entrepreneurs are
Problem-Seekers



NIIT pioneered IT education in India. Set up in 1981 by **Rajendra S Pawar**, Vijay K Thadani and P Rajendran, with investment from HCL Technologies' founder Shiv Nadar, NIIT has since trained legions of graduates, creating a pipeline of skilled workforce for the IT industry and has a presence in over 40 countries. In 2004, it was split into two companies, one focusing on IT education and training and the other on IT solutions. In conversation with **Radhika P Nair**, Pawar, NIIT's co-founder and chairman, shares his entrepreneurial philosophy.

SPOT THE PROBLEM

I was working as Head of corporate planning at HCL in the early eighties and was tying up processes together. While doing that I realised that lack of trained manpower had the potential of holding back the then nascent IT industry. Bringing people and computers together was the challenge. This was the genesis of NIIT. Entrepreneurs have to be problem seekers, spotting the problem before anyone else.

ORGANISATION BUILDING

We never had any doubts or nightmares about our idea. We were very excited about it. But it is one thing to be excited and quite another to build up the company. We devoted time and effort to build the organisation, as scaling up is linked to the strength of the organisation. The most crucial part of building up a company is getting the right people. It is not enough to get the person with the right qualifications; he should also have the right frame of mind that fits in with what is required for the company.

PEOPLE POWER

We try to nurture talent. We have had an annual day at NIIT every year for the past 22 years. We pick a central theme each year for the coming year. Last year it was 'Employee First' and we went back to study the young NIIT-ian and this year we have instituted the Young Achiever award. I have started meeting the younger generation of NIIT employees more regularly to understand their views better. I am quite proud that at NIIT we have created an environment where people are willing to try out new ideas to solve issues.

PET PROJECTS

Now, I have the luxury of being involved in many projects. At the moment I am focusing on Bhutan's IT literacy programme with which NIIT is associated. It was interesting to see King Jigme Khesar Namgyal Wangchuck and senior government officials going back to the classroom to understand the role of technology in improving people's lives. The other project is NIIT University, which is in Neemrana on the outskirts of Delhi. It should be fully functional by 2020 and I hope it becomes a sustainable, research-driven centre for higher education. As entrepreneurs, we need to keep finding new problems to solve.

NIIT, IBM Alliance

To bridge the gap in project exposure faced by IT companies while recruiting fresh graduates, NIIT in partnership with IBM, is offering students the opportunity in experiential learning through IBM-certified projects, designed to equip them with a blend of IT skills. Designed by IBM experts with experience in enterprise software development, IBM-certified projects will give the added advantage of developing an industry-standard project.

Indian Express, Hyderabad,
November 17, 2011

Economic Times, New Delhi,
November 18, 2011



CAREER LADDER

Weekdays at work, weekends at school

SUHANI DEWRA

For working professionals who are tied up at office on weekdays and yet want to add one more degree/qualification on their resumes, weekend study is an ideal option to opt for. A weekend affair, these classes are either help in physicals class rooms or at times via internet, which is mostly the case in distance weekend learning programme. "Weekend education is a programme for those who want to move up the career ladder without taking a break from job. It helps then enhance their skills. It's not for freshers planning to make an entry in the job industry," says Sai Chandra, IT employee who goes to MBA classes every Saturday at a weekend class.



Courses offered and eligibility

Weekend study programme offers various courses like MBA, MTech, clinical research, Bachelors in Engineering Technology, journalism etc. Although it might sound like a casual weekend study plan, weekend education is a serious business. Institutes across the country have strict eligibility criteria like admission in any other full time weekday course. For instance BITS Pilani offers off-campus courses Bachelor of Science in Engineering Technology and Information systems, both of which require and eligibility criteria with minimum two-year experience and a technical diploma/undergraduate degree like B.Sc involved in the respective fields.

Quality of weekend study

Although weekend study is an accredited programme and has its value like any other course, there are also glitches in terms of the quality of education. Bidhu Bhushan a student at executive programme in

IF YOU WANT TO OBTAIN ANOTHER PROFESSIONAL DEGREE WHILE CONTINUING TO HAVE A FULL TIME JOB, WEEKEND STUDY CAN HELP YOU

Institutes and courses offered for weekend study

- Gitam University- M.Tech in Applied Computer Science and Technology
- ICRI, Hyderabad- Saturday classes for Post Graduate Diploma in Clinical Research/ Post Graduate Diploma in Healthcare Management
- BITS Pilani- B.S. Engineering Technology/ B.S Information Systems/ M.S. Manufacturing Man-

- agement/ M.S Software Systems
- IGNOU- Sunday courses in Humanities/ Computer Science/ Biotech/ Journalism
- Symbiosis- Courses in Management/Information Technology/Law/Humanities/Social Sciences
- XLRI, Jamshedpur-Satellite courses in executive management programmes IIMs- executive and senior Management programmes

General Management under the prestigious IIM Lucknow finds his Saturday weekend classes are not given the same priority as regular classes at IIM L are. "My weekend study under the IIM L faculty is not satisfactory. The amount of money that I paid for my one-year course and the kind of teaching I get are a mismatch. The classes are good but not what the regular students at IIM L get. It's like the faculty gives weekend classes a second preference," he says. The weekend classes are virtual held every Saturday for five hours at NIIT centres. IIMs have partnered with NIIT centres where classes in executive and senior management courses are conducted for working professionals.

Hans India, Hyderabad, November 15, 2011



New Element

NIIT gets rid of some flab

NIIT Ltd has sold its US-based subsidiary, Element K Corporation to Irish firm SkillSoft Corporation, a leading provider of on-demand e-learning and performance support solutions, for \$110 million in an all-cash deal.

The IT training company had acquired the 550-employee strong Element K, which was tipped to be North America's largest learning solutions provider, for around \$35 million in July 2006. For the fiscal ended March 2011, Element K had revenues of \$86.2 million with a positive EBIDTA of \$2.3 million. This means the latest transaction values the firm at 48 times its previous fiscal's EBIDTA and around 1.3 times revenues.

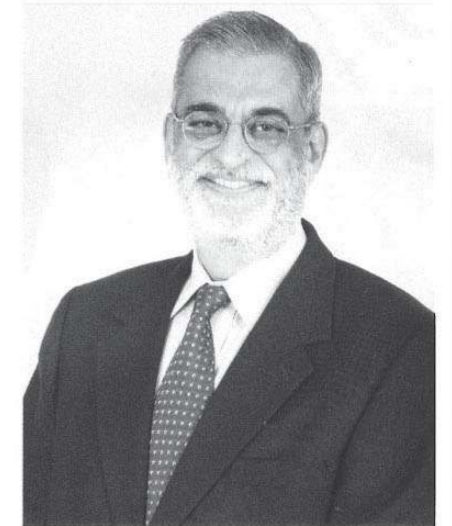
The business of Element K has not seen much revenue growth since NIIT's buyout of the company. It had revenues of \$80 million in 2006, and the same grew by less than 8 per cent to \$87.4 million in 2009. The revenues fell to \$78.3 million in 2010 before

increasing to \$86.2 million in 2011. About 50 per cent of the revenue came from e-learning, while 40-45 per cent from print content and the rest from custom development services.

"With this sale, we can now focus more sharply on our Managed Training Services (MTS) business, in which we have been successful. We have added six new clients in the MTS business in the last one year," says Vijay Thadani, CEO, NIIT, the shares of which hit an intra-day high of ₹52.3 on news of the sale on Monday (17 October 2011).

NIIT has also announced that it has entered into strategic long-term services and licensing agreements with SkillSoft. The two companies have a history of working together on multiple product development initiatives to create e-learning products that have been successful in the global business learning market.

"NIIT has made a strategic commitment to expand its MTS business as a



Thadani: platform for growth

key platform for growth. This partnership will enable NIIT to expand its MTS business," adds Thadani.

In addition, the two companies intend to collaborate on R&D initiatives to explore and create new paradigms for technology-enabled learning and performance support. "We have enjoyed a productive relationship with NIIT over the years, and look forward to this renewed partnership," says Chuck Moran, CEO, SkillSoft.

• ARBIND GUPTA

Business India, National, November 13, 2011



GUEST COLUMN

A year of skilled Indian

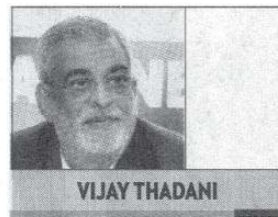
Changing the social perception about skills is a big challenge for the year 2012

Never before in the history of any country has human capital development been such a key focus area as 2011 was for India, marking the beginning of exciting times. Determined to leverage the demographic dividend and reach the goal of skilling 500 million, India created many ripples in 2011.

Four different themes dominated the year in the context of skills development. Private industry began participation in skills development in a big way. Skills development in India got a fillip when Prime Minister Manmohan Singh constituted the National Council on Skills Development in 2008 and the National Skills Development Corporation thereafter. For NSDC, this year has been one of the best -- a one-of-its-kind public-private partnership formed to contribute significantly to the charter of skilling Indians.

The corporation forged many new partnerships to train people, including joint ventures with the Bharti Group for 11.5 million, with Everonn for 15 million, with Future Group for seven million and with NIIT for seven million. As of its last month's report, they have approved 34 training projects and eight sector skills councils, covered 177 districts, set up 2,427 centres, touched 20 sectors and have already set up the foundation required to train 58.6 million people in 10 years.

In addition, under a special scheme, industry showed in-



VIJAY THADANI

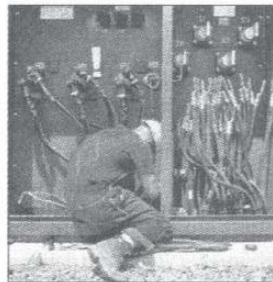
terest in joining hands with NSDC to induct youth from Jammu and Kashmir to train them in special skills at their facilities across India. Appointment of an industry veteran, former Tata Consultancy chief executive S. Ramadorai as an advisor to the prime minister in NSDC with the rank of a cabinet minister, is yet another path-breaking achievement this year.

Private participation extended beyond NSDC and many companies came forward. Fiat India Automobiles launched "Diksha" to provide educational avenues and technical training for youth. Axis Bank and Bandhan jointly launched a Rs100-crore initiative on providing skills training and assets to the marginalised in West Bengal.

Higher secondary education reform got a huge boost in the year. The Ministry of Human Resource Development launched the revised centrally-sponsored scheme of vocationalisation of higher secondary education. To promote vocational training in schools, the government established a vocational education cell within the Central Board of Secondary Education. The scheme also helps create a

bridge between academia and industry. The National Occupational Standards developed by the sector skills councils formed by NSDC will govern the activities in vocational education. In higher education, human resource development minister Kapil Sibal advocated the need for mobility of students from one university to the other. The number of engineering seats went up to 1.3 million in 2010-11 and the country initiated talks on how to make the selection process for Indian Institutes of Technology (IITs) and other engineering colleges more stress-free for the students.

However, the problem of job creation remained a key challenge for the year. The govern-



ment could create only one million jobs against the target of 50 million jobs during the 11th plan period that ends on March 31, 2012. It has now set a daring target of creating 60 million jobs during the 12th Five-Year Plan.

As a step towards this, the government unveiled a new manufacturing policy that promises 100 million new jobs. India is also on the path to dusting off the Apprentices

Act to create an industry-driven apprenticeship regime.

Efforts have also been launched to change the social perception of skills. This was the first year when the World-Skills Competition got significant coverage in the media in India. A 16-member India contingent participated in the competition in London. While Indians did not win any medals, they surely showed the determination to become the skills reservoir of the world by participating in the event.

As we move to the next year, we appear to be headed in the right direction, even though we know we have a long way to go. Skills do not form the social fabric of India as yet. To have social currency in India, the acceptable tags are generally of an engineer, a doctor, a master of business administration. Skills, such as plumbing, electrician and masonry have little social currency, and this is evident even in our matrimonial advertisements. Changing the social perception about skills, therefore, is our big challenge for 2012. Creating a social epidemic called "Get Skilled" should be one of our key focus areas.

We should also look at launching events such as "Indian skills idol" and have popular brand ambassadors to endorse pride in skills. Then we will not be apologetic about our 1.2 billion population. We can be a reservoir of 1.2 billion skilled people. Let's declare 2012 as "The Year of Proud to be a Skilled Indian." IPA

The author is NIIT CEO

एनआईआईटी विवि नीमराना का तीसरा वार्षिक व्याख्यान कार्यक्रम आईटी से खुलेंगे विकास के मार्ग : विश्वनाथन

भास्कर न्यूज, नीमराना (अलवर)

विश्व शतरंज विजेता विश्वनाथन आनंद ने कहा कि भविष्य में रोजगार की जरूरतों को देखते हुए कम्प्यूटर साइंस के साथ इंफॉर्मेशन टेक्नोलॉजी की शिक्षा बेहद जरूरी है। आने वाले समय में आईटी के माध्यम से ही देश में समग्र विकास के मार्ग खुलेंगे, इसलिए युवाओं को भौतिक शिक्षा के साथ-साथ आईटी क्षेत्र में आगे बढ़ना चाहिए।

विश्व शतरंज विजेता विश्वनाथन आनंद शनिवार को जापानी जोन औद्योगिक क्षेत्र स्थित एनआईआईटी विश्वविद्यालय में उच्च शिक्षा में नवीन विकल्पों पर विचार विमर्श के लिए आयोजित 'बिल्डिंग ए व्यूटीफुल ल माइंड' कार्यक्रम में मुख्य अतिथि के रूप में बोल रहे थे। कम्प्यूटर साइंस व आईटी से जुड़े विशेषज्ञों, उद्यमियों व आईटी शिक्षा से जुड़े छात्र-छात्राओं की सेमिनार में आईटी को मानव के संपूर्ण विकास से जोड़ते हुए उन्होंने कहा कि आईटी से ही देश हर क्षेत्र में विकास करेगा। इस अवसर पर विश्वनाथन आनंद ने एनआईआईटी विश्वविद्यालय में जुटे विभिन्न



स्टूडेंट्स को शतरंज के गुर बताते विश्वनाथन।

विद्यालयों के विद्यार्थियों के साथ शतरंज खेलकर रोमांचित किया और शतरंज से जुड़े अनुभव बांटे। आनंद ने कहा कि शतरंज में संतुलन व समानता खेल के मुख्य गुण हैं। एक शुद्ध वास्तविक तर्कपूर्ण सोच का खेल है।

कार्यक्रम में एनआईआईटी के चांसलर एवं सांसद डॉ. कर्ण सिंह ने विश्व परिदृश्य में आईटी शिक्षा महत्व पर

जोर देते कहा कि वर्तमान और भविष्य में आईटी के माध्यम से रोजगार की खासी संभावनाएं नजर आती हैं। आईटी के बल पर संगठनों के व्यवसाय करने के तरीकों में बदलाव किया जा सकता है। देखा जाए तो तकनीकी विकास के बाद व्यवसाय के क्षेत्र में समय-समय पर अमूल्य चूल परिवर्तन भी आए हैं। यही कारण है कि विश्व अर्थ व्यवस्था को लेकर हाल ही में कई बदलावों ने उच्च शिक्षा ट्रेड को नया आकार दिया है। उन्होंने कहा कि तेजी से बढ़ती वैश्वीकरण परवर्ती और तकनीकी बदलावों के चलते शिक्षाविदों और उद्यमियों पर खासा दबाव आ गया है कि वे उच्च शिक्षा के वर्तमान सिस्टम का पुनः निरीक्षण व समीक्षा करें। एनआईआईटी विश्वविद्यालय के संस्थापक राजेन्द्र एस पंवार, प्रेसीडेंट डॉ. राजीव सोरेये ने कहा कि जिस तरह से विश्व एक बौद्धिक तौर पर परिचालित होने वाले समाज की ओर बढ़ रहा है उससे जटिल और कठोर शिक्षा का ढांचा व्यर्थ सिद्ध हो जाएगा। इसी बात को ध्यान में रखकर एनआईआईटी एक ऐसा नवीन शिक्षा का ढांचा पेश कर रहा है जो स्नातकों के संकीर्ण दृष्टिकोण को बदल देगा।

Dainik Bhaskar, Jaipur, November 13, 2011



A Feather in NIIT's Cap

Chennai: NIIT has been conferred with the 'Top IT Training Company Award 2011' by the country's leading IT publication-Dataquest. NIIT has been receiving the coveted award successfully for the last 18 years since the magazine introduced this category.

Established in 1981, to

help the nascent IT industry overcome its human resource challenges, NIIT has today grown to be amongst world's leading talent development companies. The company continues to provide innovative range of programmes as a solution to manpower needs in the IT industry. **ENS**

Indian Express, Hyderabad, December 5, 2011



NIIT receives Franchisor of the Year Award

NIIT has been conferred the 'Franchisor of the Year' award 2011 by Franchise India, a franchising publication. NIIT has received the coveted award for its path-breaking work in developing and demonstrating the best franchisee business model across sectors. For details, visit www.niit.com ■

Indian Express, Chennai, December 26, 2011



Anand interacts with NIIT ambassadors



Viswanathan Anand.
— FILE PHOTO

CHENNAI: Reigning World chess champion Viswanathan Anand, who finished fifth in the recently concluded London Chess Classic, said on Thursday that his dip in form this year is something he wants to leave behind.

“This is something I want to put behind me. My focus now is on the World Championship in May. Boris (Gelfand) and I have played a lot against each other since 1989, but that doesn’t mean I will be complacent. He’ll probably have new strategies and I’ll have to work my way around them.”

Interacting with ‘Ambassadors of NIIT’ — a bunch of 38 college students selected for entrepreneurial grooming — the 42-year-old shared how chess had honed him into becoming a thorough professional.

“Chess teaches certain things that can be applied to life. Even at school, those who play chess tend to do better academically. The obvious ways in which it helps are memory and concentration. It also helps in developing decision-making skills,” Anand said.

The NIIT Mind Champion said he’d be thrilled were he to be conferred with the Bharat Ratna. “I would not lobby for it, but it would be incredible if I were to get it. It’s great that sportspersons are now being considered for this honour.”

Unnikrishnan K. Raghavan, Zonal Manager, NIIT and Senthil Muthukumar, Regional Head (Chennai), NIIT, were also present. — Principal Correspondent

The Hindu, Hyderabad, December 23, 2011



Cover Story: The Jury and the Process



Standing L-R: Col HS Bedi, CMD, Tulip Telecom, Ganesh Lakshminarayanan, MD, Dell India, Prof Pankaj Jalote, Director, IIIT, Delhi, Shyam Malhotra, Editor in chief, Dataquest, Vijay Thadani, CEO, NIIT, (Sitting L-R): Shankar Aggarwal, Addl Secretary, DIT, Govt of India, Pradeep Gupta, CMD, CyberMedia, Pramod Bhasin, Vice Chairman, Genpact, Amrita Gangotra, CIO, Airtel

The *Dataquest* award began way back in 1993, when India as a nation was yet to recognize the contribution made by the IT sector. But when it did, and the whole nation—government included—started looking for who the early contributors were to building this industry, the *Dataquest* awards gave a good snapshot to the past.

Just one simple fact proves the relevance of the *Dataquest* awards beyond doubt. All the national

awards (Padma awards) that have come the way of Indian IT till last year have come to people who have won *Dataquest* awards.

In its 19th year since inception, *Dataquest* awards have arguably become the most important honor conferred exclusively on those helping shape Indian IT—contributing their bit as players in the industry, through exemplary application of IT as users, through shaping up policies as part of the government and through shaping

up talent as academicians. Over the years, the awards have gone to people from all these communities.

The fact that the *Dataquest* awards are taken so seriously is probably due to the fact that these are chosen by the peer group. A jury comprising eminent personalities from industry, users, academics, government, and consulting/investor communities select the award each year through a process of nominations,

Dataquest, National, December 15, 2011



SPORTSPACE

Viswanathan Anand breezed through town on Sunday for a mentoring session at Gorky Sadan, where he also played simultaneous games with 30 champions of **The Telegraph School Chess 2011**, in association with NIIT NGuru. t2 caught up with the world champion on the sidelines.

What have you learned about kids since becoming a daddy?

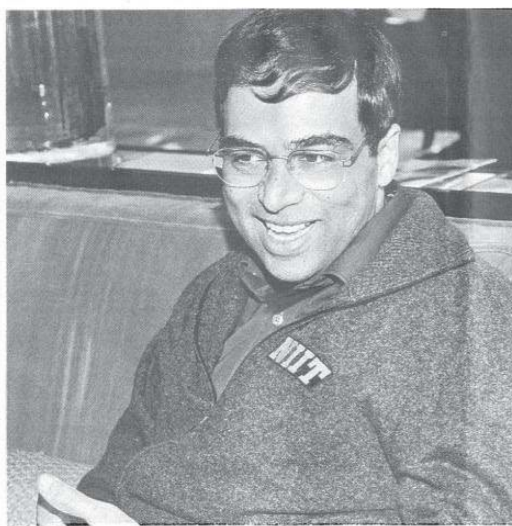
(Smiles) That they are quite a bundle! I mean right now, we have to watch him (son Akhil, eight-and-a-half months old) 24 hours. It is a lot of fun, but if you take your eyes off for a second, he is in danger of hitting something. Now is also a very nice time and he is laughing a lot and smiling a lot. The first one month or so, they are not that exciting to be with, but after that... very nice!

You have played in Calcutta many times. Do you think the interest in chess has gone up?

Well, Calcutta has always been a very big sports city for as long as I can remember. People appreciate sports and what it stands for, regardless of whether they played or not. The Alekhine Chess Club (at Gorky Sadan) is very active and **The Telegraph School** championship is a kind of a tradition now. So, there are strong chess roots in the city... Ever since (Dibyendu) Barua and later Surya Sekhar (Ganguly), Calcutta has always had a big chess scene... I hope we are making progress at the school level.

You will be defending your world

VISWANATHAN ANAND ON DADDYHOOD, DEADLINES AND STEVE JOBS



Viswanathan Anand in Calcutta on Sunday. Picture by Santosh Ghosh

championship title next year. Is the pressure more now?

I think any event is a pressure because you want to do well. But what can happen is if you've won something before, that thrill of winning for the first time is absent and let's say, a kind of complac-

cy can set in. That's the most dangerous thing that can happen to you and you are always trying to fight that. For the next world championship I have a very dangerous opponent (Boris Gelfand) and on top of that, who doesn't want to win as many world championships as he

can? So, I am looking forward to that but I'll have to work very hard.

What kind of a routine would you follow?

Well, wake up and do some physical training. Usually the day starts at about 8 o'clock or 9 o'clock and it finishes around midnight. But after a couple of weeks, you can see that it's starting to finish at 1, 2 or 3 in the morning. So, the later we finish, the later we wake up during the day. As you get deeper and deeper into the camp and there are more and more specific problems, you will see that it is very difficult to stop working at a given time. So, you tend to overshoot a lot.

Are you superstitious?

Superstition is actually a heavy burden. I am superstitious, but I try to fight it! Actually, it is a waste of energy, but it is very difficult to control being superstitious.

Does your life completely change during such intense preparation?

You don't have an active social life during the training camp because that really takes your focus away. But of course, we don't work months at a stretch without breaks. So, we schedule breaks during which everybody tries to unwind.

How do you unwind?

Generally by doing something else. It is the easiest way to give the

mind a chance to rest. On the rest day, maybe wake up a bit late. You might also watch a movie or take a walk, meet some friends and try and talk about something else. You also try to stay fit during camps. The more hours you work, the more tired you get and to get rid of the tension, you need to do some physical training.

Chess apart, what do you like doing?

I like taking vacations, traveling, astronomy, listening to music... lots of different things.

Do you have a song that relaxes you?

During our last camp, my team just went nuts on *The Rolling Stones!* We were listening to some songs over and over and over again! We start out listening to a lot of music and then one song suddenly becomes our team song.

What's on your iPod?

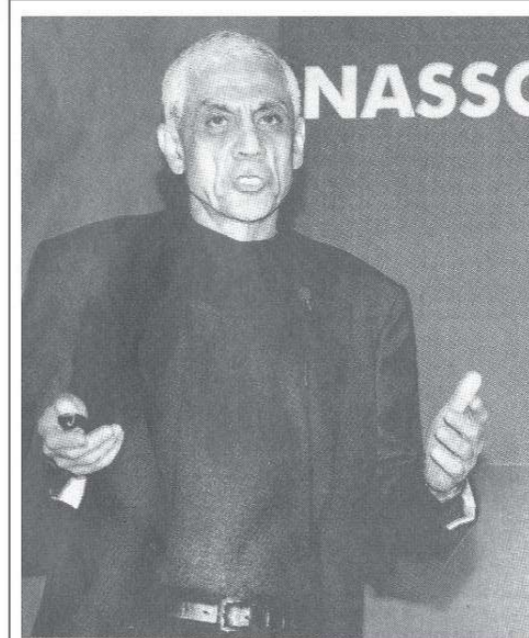
The latest Coldplay album (*Mylo Xyloto*).

What was your last read?

Steve Jobs's biography (*Steve Jobs* by Walter Isaacson). With *Jobs*, everyone could feel his influence... I found *Steve Jobs* fascinating to read.

Saione Chakraborty
Is Viswanathan Anand the greatest Indian sportsman of our time? Tell t2@abp.in

The Telegraph, Kolkata, December 21, 2011



Venture capitalist Vinod Khosla speaking at the Nasscom Product Conclave. DH PHOTO

Nasscom product meet kicks off

BANGALORE: National Association of Software & Services Companies (Nasscom), on Wednesday, began its two day Nasscom Product Conclave 2011 in City with a huge response from enthusiastic product developers in the country. True to its reputation as the IT capital, nearly half of the 1,000 delegates were from Bangalore alone.

This year, the theme 'Forces@Work' provides a perspective of various internal and external forces that dynamically impact product businesses. The event, over two days, provides entrepreneurs a forum to discuss these forces and find solutions that will help them accelerate their software product business growth.

Nasscom also hosted a product LaunchPAD - wherein 10 selected product startups unveiled new products or a ver-

sion of their products.

Nasscom Product Conclave Chair Sharad Sharma said "new ventures, healthy market capitalisation and move to cater to domestic market are propelling rapid evolution of the next wave of growth for software products."

NIIT Chairman & co-founder Rajendra S Pawar pointed out that the product conclave is to bring together software product ecosystem to understand the ever-evolving landscape, identify next set of challenges and collectively work towards overcoming them.

It was also pointed out that Indian software product business has recorded an impressive revenue growth of 22 per cent over the last five years when 1,100 new software product start-ups have emerged. India is emerging as a software

product hub globally with revenues of \$2 billion from 2,400 product firms.

Addressing the young and aspirant product developing community, venture capitalist and strategic advisor Vinod Khosla, in his keynote, advised them not to pay much attention to experts' predictions as they are often wrong. Khosla said that by extrapolating the past experts try to tell what lies in the future but rapid and sweeping changes in technology makes it impossible to predict the future.

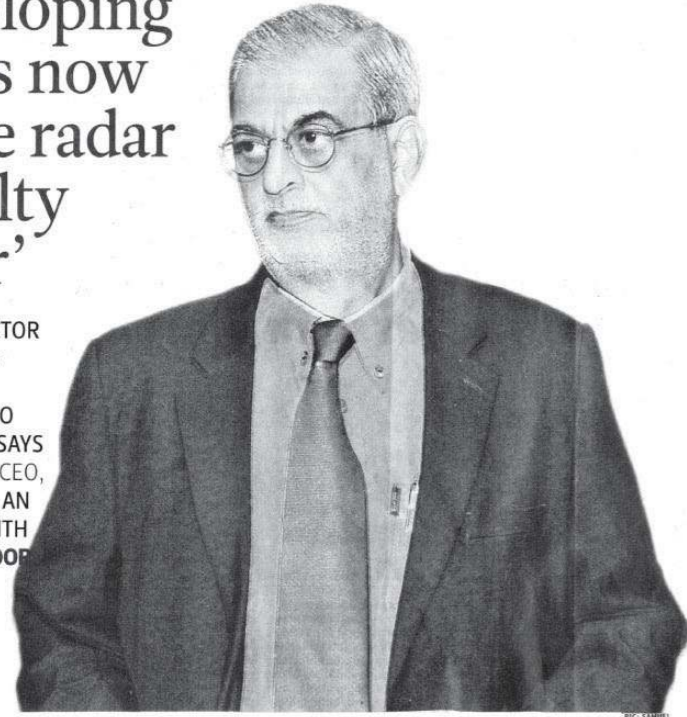
As an example he said that in 1995 every major global mobile operators said they will not adopt to internet, now internet is accessed from millions of mobiles in the world. He also told delegates not to be afraid of failure as failure is the essence of change. **DH News Service**

Deccan Herald, Bangalore, November 10, 2011



'Developing skill is now on the radar of realty sector'

THE REALTY SECTOR IS EMERGING AS AN IMPORTANT CONTRIBUTOR TO THE ECONOMY, SAYS VIJAY THADANI, CEO, NIIT LIMITED, IN AN INTERACTION WITH PANKHURI KAPOOR



An alumnus of Indian Institute of Technology (IIT) in New Delhi, Vijay Thadani has come a long way ever since he co-founded NIIT Limited in 1981. He is also Chairman, CII Northern Region, and Chief Executive Officer of NIIT. As the co-founder of NIIT Group, he has built an organisation that uses the benefits of Information Technology (IT) to enhance professional skills of the youth of the country. He was recently appointed as the Chairman of Board of Governors of Indian Institute of Information Technology (IIIT), Allahabad. He also serves on the India Advisory Board for Project Management Institute and the Governing Council of All India Management Association. "With liberalisation of Indian economy, the real estate sector has assumed greater importance. Currently, this sector has linkages to numerous ancillary industries and has been making strides to emerge as one of the most important contributors to the Indian economy." Thadani said, while interacting with Daily Post during the RealCon-2011. He talked about the challenges, recommendations, main areas of concern in the realty sector and the role of information technology for the industry. Here are excerpts:

What is the current scenario in the real estate sector in India?

From the times that we are used to, there has been a major change and rapid urbanisation has provided a great fillip to the real estate sector. Urbanisation has given impetus to engineering, construction and jobs in the industry. The growing prominence of India in the global scenario has also ensured that the sector assumes greater responsibilities to meet quality expectations. As per industry research, the value of the real estate construction industry in India is 5 per cent of the gross domestic product (GDP). The level of investment is on the increase, the real estate segment also needs to reciprocate by achieving the required standards of transparency and

accountability towards the consumers as well as the government. This sector has tremendous potential to grow, and will register faster growth rate in time to come.

What are the major challenges being faced by this sector?

At present, the lack of proper rules and regulations is one of the topmost challenges being faced by Indian real estate sector. Until and unless a regulatory act is formulated, the sector cannot see utmost development. The government is working for this now. Also, the government support remains an obstacle as with the lack of infrastructure facilities, major developments also fail to attract lucrative offers. Governance, capital management, finance, lack of standardisation, credit availability, and others are some of the other challenges that this sector is facing at present.

Areas to focus on for the realty sector?

With the increase in urbanisation and growth of this sector, there is immense need to look out for cost effective technologies, better skilled manpower, project management implementation and sustainable and eco-friendly designs for affordable housing. Also, there is a boom in the building sector, with major commercial and residential projects mushrooming across the country.

What areas need to be looked after to maintain growth in this sector?

There are four main areas of concern, including overall arrears of skill, usage of technology, area of project management and creation of environment-friendly buildings. For the standardisation of the unorganised real estate sector to the organised one, skills development is on the major radar. For this, CII has created Skill Development Centres (SDC) across the country to address the need of skilled manpower. Paper project management can decrease costs by 15 to 20 per cent. Technology innovation for e-governance, ment is also the need of the hour.

Daily Post, Chandigarh, November 22, 2011



Interview

India Banking Review speaks with S Venkatesh, President and Wholtime Director, NIIT-IFBI, about his views on the human resource challenges in Indian banking industry...



Can you give us a brief overview of IFBI's history and major achievements so far?

In a short span of 5 years, IFBI has placed more than 13,500 students and trained over 45,000 industry professions in the area of banking and financial services.

Our career programs are focused on banking and some programs are meant for a specific organization like Post Graduate Diploma in Banking for ICICI Bank. The Bank Vantage Career Programs are for the entire banking industry, with scope for customization.

This year we expect more than 10,000 students to undergo our career programs. We see the demand for our programmes increasing, primarily because (i) overall the Banking Industry is growing, especially in the old and new private sector there is fast expansion happening, (ii) public sector banks are in a recruitment drive, and (iii) the regulator has announced new norms for new licenses for private banks, which will lead to a steady demand in the coming year.

Do you think that the Indian

banking industry is faced with a talent crunch? If so, at what seniority levels, and which departments? And what do you see as a possible solution to this problem?

The public sector banks will face this problem the most, as industry sources claim that every year from now on for the next five years, around 40,000 to 50,000 people will retire.

The talent crunch in the banking sector is expected to be across levels - entry, middle, senior and to some extent at top management level. At the same time, the banking landscape has changed and will continue to do so, due to increased competition, globalization, enhancement of technology, inclusive banking and attrition levels.

The specific domain areas will include retail banking wholesale banking, specifically credit, trade finance and forex. We also foresee a skills crunch in areas like sales, relationship management, customer service, application software and documentation.

One of the sustainable solutions to overcome these challenges is through education and training initiatives for talent development. The IFBI initiative a largest of its kind is a very successful and effective answer. The private sector banks have benefitted immensely due to IFBI. The public sector banks too have an opportunity to partner with IFBI and recast their talent development guidelines, procedures and policies to effectively address the emerging challenges. The banking industry needs a wakeup call now and swift action needs to be initiated in the area of training.

Do you believe that banks should get into providing education loans for students enrolled with private institutions? Will this help to increase the talent availability in the country?

There are many ways banks can act as catalysts for creating a pool of talent with right qualities for the sector. One such initiative should be loans for students studying with IFBI and earmarked for employment with specific banks. This will encourage and motivate needy youth to opt for such programs and initiatives, and help attract fresh talent to the industry. ■

IN BRIEF

Karnataka Bank, has partnered with Jnana Jyothi Financial Literacy and Credit Counselling Trust, Manipal, and opened its first Financial Literacy and Credit Counselling Centre at Bantwal Taluka, Dakshina Kannada. The inauguration was done by A.K. Bhattacharya, General Manager, Reserve Bank of India, in the presence of P. Jayarama Bhat, Managing Director, Karnataka Bank and D.T.Pai, Managing Trustee, Jnana Jyothi Financial Literacy and Credit Counselling Trust. Anok Hegde, General Manager, Karnataka Bank, said that the success of the centre will depend on the interaction of from the surrounding areas. Karnataka Bank Managing Director - P.Jayarama Bhat - believes that the opening of the centre is part of the bank's plans for expansion into rural areas by way of opening branches in unbanked villages in the near future.



Jobs के लिए नहीं लगानी होगी metros की दौड़

इनोवेशन की राह पर है IT sector : विजय के थडानी

i next reporter

VARANASI (27 Nov): बनारस के यूथ को अब आईटी सेक्टर में जाँव के लिए गुड़गाँव और बंगलुरु की दौड़ नहीं लगानी पड़ेगी. आने वाले कुछ दिनों में मल्टीनेशनल आईटी कंपनीज सिटी में होंगी. मेट्रोपोलिटन सिटीज की तरह बनारस में भी ये कंपनीज अपना जाल बिछाएंगी. इन कंपनीज के आने के बाद यूथ को जाँव के ढेरों मौके मिलेंगे. यह अचीवमेंट आईटी कंपनीज के कई छोटे शहरों की ओर रुख करने के कारण संभव हुआ है. यह जानकारी आईआईआईटी के बोर्ड ऑफ गवर्नेस के चेयरमैन व निट के सीईओ विजय के थडानी ने दी. रविवार को बाबतपुर स्थित लाल बहादुर शास्त्री एयरपोर्ट पहुंचे थडानी ने बताया कि अब आईटी सेक्टर इनोवेशन की राह पर चल पड़ा है. यह भी बताया कि प्रोफेशनल्स सिटी में भी अपने आइडियाज को शेप दे सकते हैं. इस दौरान निट भेलूपुर सेंटर के डायरेक्टर अमिताभ अग्रवाल भी प्रेजेंट थे.

विजय के थडानी ने बताया कि आईटी प्रोफेशनल्स के आइडियाज को फ्रम देने का रिजल्ट भी आने लगा है. आईटी प्रोफेशनल्स के आइडियाज को शेप देने का रिजल्ट यह है कि ब्रेस्ट कैंसर को डिटेक्ट करने के लिए एक ऐसी मशीन डेवलप कर ली गयी है जो पेशेंट को बिना टच किए ही आसानी से इस मर्ज का पता लगा सकती है. इसके अलावा रोबोटिक घुटना भी इजाद किया गया है जो आने



आई नेक्स्ट से मुखातिब विजय के थडानी.

वाले दिनों में काफी मददगार साबित होगा. इसके साथ ही प्रोफेशनल्स ने एक ऐसा सॉफ्टवेयर भी तैयार किया है जिसके थ्रू कंप्यूटर पर किसी भी लैंग्वेज को अपने लैंग्वेज में बदलकर उसे पढ़ा व लिखा जा सकता है.

आईटी सेक्टर के लिए लेडीज मुफीद

विजय के मुताबिक आईटी सेक्टर के लिए लेडीज काफी मुफीद साबित हो रही हैं. इस फील्ड के लिए कभी जेंट्स सबसे अच्छे माने जाते थे. लेकिन अब गर्ल्स को बेहतर माना जाने लगा है. बताया कि लेडीज में चीजों को मैनेज करने की क्षमता जेंट्स की अपेक्षा अधिक होती है. इसके अलावा उन्होंने अपने को अच्छा कोच भी साबित किया है.

i next, Varanasi, November 28, 2011



पांच वर्ष में बदलेगी पूर्वांचल की तस्वीर

वाराणसी, शिक्षा संवाददाता : सिर्फ पांच वर्ष में पूर्वांचल की तस्वीर बदल जाएगी। यहां वह सब होगा जो मुंबई, दिल्ली व चेन्नई आदि जगहों पर है क्योंकि आईटी सेक्टर अब छोटे शहरों व गांव की तरफ रुख कर चुका है।

यह जानकारी ट्रिपल आईटी बोर्ड ऑफ गवर्नेस के चेयरमैन व निट के सीईओ विजय के थडानी ने दी। वह इलाहाबाद में 28 नवम्बर से शुरू हो रहे पांच दिवसीय 'साइंस कानक्लेव' में भाग लेने के लिए जाने से पूर्व रविवार को लाल बहादुर शास्त्री एयरपोर्ट, बाबतपुर पर 'जागरण' प्रतिनिधि से रूबरू थे। उन्होंने कहा कि देश की पहचान आईटी से होने लगी है। विदेशों में लोग पूछते हैं कि क्या आप आईटी सेक्टर से हैं। अब देश के बड़े शहरों को सब कुछ मुहैया हो गया है। विस्तार के दायरे के लिए पूर्वांचल सरीखे क्षेत्र ही बचे हैं। वैसे भी अब आईटी क्षेत्र 'इनोवेशन' की राह पर चल पड़ा है। किसी एक दायरे में इसे नहीं बांधा



जागरण से रूबरू वी.के. थडानी।

जा सकता। आईटी में सिर्फ कंप्यूटर व तकनीकी से लैस प्रोफेशनल तैयार करने पर ही जोर नहीं है बल्कि अब आइडिया को अहमियत दी जा रही है। स्टूडेंट अब यहां अपने आइडिया को मंजिल दे सकते हैं या यूं कह सकते हैं कि आइडिया इंडस्ट्री तक पहुंचेगा। खुशी की बात है कि इसकी शुरुआत हो चुकी है, परिणाम भी आने लगे हैं। आईटी प्रोफेशनलों ने हाल ही में ब्रेस्ट कैंसर की खोज हेतु एक ऐसी मशीन डेवलप की है जो बिना टच के ही आसानी

से इसका पता लगा सकती है। साथ ही रोबोट जनित घुटने का भी निर्माण किया है जो लोगों के लिए काफी मददगार साबित होगा। यही नहीं, अब कंप्यूटर पर किसी भी भाषा को अपनी भाषा बनाकर पढ़ा व लिखा जा सकता है। पहचान के लिए बन रहा कार्ड (आधार) भी आईटी की ही देन है। यह सब आमजन से जुड़े पक्ष हैं। कहा कि आईटी में अब लिंगभेद पैमाना नहीं है। पुरुषों को लड़कियों की अपेक्षा स्ट्रॉंग समझा जाता था किंतु अब ऐसा नहीं है। लड़कियां ज्यादा सफल हैं। इन्हें ज्यादा तवज्जो दिया जा रहा है क्योंकि मैनेजिंग की उनमें अद्भुत क्षमता है। ये गुड मैनेजर व गुड वर्कर भी हैं।

एनआईआईटी में 'क्लाउड कैंपस' : एनआईआईटी के सीईओ ने कहा कि निट एनआईआईटी के सीईओ ने कहा कि निट में क्लाउड कैंपस प्रारंभ हो गया है। वाराणसी के निट भेलूपुर केंद्र पर जोएनआईटी में जून से लागू भी है। शीघ्र अन्य प्रोग्राम लागू हो जाएंगे। इसकी सबसे

• अब इनोवेशन की राह पर आईटी सेक्टर : चेयरमैन ट्रिपल आईटी

बड़ी विशेषता है कि जब चाहें, तब पढ़ें। अगर आपकी क्लास छूट गयी तो घबराने की बात नहीं, या मुंबई में विशेषज्ञ जानकारी दे रहा है तो वहां जाने की जरूरत नहीं। सब कुछ आप घर बैठे जान व देख सकते हैं। सिर्फ माउस क्लिक कर के। इस दौरान निट भेलूपुर सेंटर के निदेशक अमिताभ अग्रवाल भी उनके साथ मौजूद थे।
अब बस्ता से मिलेगी मुक्ति, 'टैबलेट' में होगी किताब : एनआईआईटी के सीईओ का कहना है कि बच्चों को अब शीघ्र बस्ते के बोझ से मुक्ति मिलेगी। भारी-भरकम बैग स्कूल नहीं ले जाने पड़ेंगे। उनके पास मौजूद टैबलेट पीसी में ही सारी किताबें मौजूद होंगी। वह स्कूल जाएंगे व अपने टैबलेट पीसी (छोटे आकार का कंप्यूटर) खोलेंगे, बटन दबाएंगे और एक-एक कर सब कुछ सामने आ जाएगा।

Dainik Jagaran, Varanasi, November 28, 2011



एका उदयोन्मुख
बुद्धिबळपटूला
पारितोषिक
प्रदान करताना
विश्वनाथन आनंद

‘भारतरत्न’साठी प्रयत्न नाही- आनंद

चेन्नई, दि. २२- ‘भारतरत्न’ हा देशातील सर्वोच्च नागरी सन्मान मिळाल्यास ते आपला मोठाच बहुमान ठरेल. परंतु त्यासाठी आपण कोणत्याही प्रकारे प्रयत्न करणार नाही, असे भारताचा जगज्जेता बुद्धिबळपटू विश्वनाथन आनंदने म्हटले आहे. ‘एनआयआयटी’च्या वतीने आयोजित करण्यात आलेल्या समारंभात तो बोलत होता.

केंद्र शासनाने गेल्या आठवड्यात नियमात बदल करून

क्रीडापटूंना भारतरत्न मिळण्याचा मार्ग खुला केला होता. त्यानंतर सचिन तेंडुलकर व ध्यानचंद यांना हा सन्मान देण्यासाठी सर्व स्तरांवरून मागणी करण्यात येत आहे. परंतु आपण किंवा आपले पाठीराखे या सन्मानासाठी कोणत्याही प्रकारे प्रयत्न किंवा प्रचार करणार नाहीत, अशी ग्वाही आनंदने दिली. तसेच या सन्मानासाठी पात्र व्यक्तींची नावे सुचविण्यासही त्याने नकार दिला. पुढील वर्षी होणाऱ्या

जगज्जेतेपदाच्या लढतीत आनंदला आव्हान देण्यासाठी रशियाचा बोरिस गेलफंड पात्र ठरला आहे. मॉस्को येथे होणाऱ्या या लढतीसाठी आपण कसून तयारी करित असल्याचे सांगून आनंद म्हणाला की, प्रत्येक बुद्धिबळपटू दरदिवशी प्रगती करित असतो. तसेच मॉस्कोतील नागरिकांना खेळाची उत्तम जाण आहे. एकदा मी एक चांगली चाल केल्यावर सर्व उपस्थित प्रेक्षकांनी उभे राहून मला दाद दिली होती.

Prabhat, Pune, December 23, 2011



NIIT's new initiative

The NIIT University recently announced the unique NU Scholar Search Programme which will help students secure early admission in the NIIT University B Tech Programmes on the basis of their performance in 10th and 12th examinations.

For admission to the BTech programmes, students appearing in Class 12 boards and those who have passed in either 2010 or 2011 can apply to the university.

They should have pursued Physics, Chemistry & Mathematics (PCM), or

Physics, Chemistry & Biology (PCB) or Physics, Chemistry, Mathematics & Biology (PCMB) with a score of at least 60 per cent in Class 12.

Students with an aggregate of 80 per cent and above in Class 10 can apply under **Early Admission (EAD) mode**. Students who have secured an aggregate of 70 per cent or above in Class 10 can apply under **Early Application mode**.

The university does **not** take an additional entrance test for those students who have secured more than 70 per cent in class 12.

Pioneer, New Delhi, December 28, 2011



Anand shares chess tips with students

HT Correspondent

■ httraj@hindustantimes.com

JAIPUR: Chess offers an outlet for pure, real and meaningful thinking, and the game has a 'Zen' like quality of symmetry, equality and fair play.

Reigning world chess champion Viswanathan Anand expressed the view while delivering a motivational lecture on 'Building a Beautiful Mind', organised recently by NIIT University, Neemrana.

Anand said, "The strategies from the game can be used effectively and innovatively to create the great leaders of tomorrow."

Several prominent academicians, industry leaders and students were also present at the venue to discuss the challenges in the field of higher education.

The NIIT University hosted the 3rd annual lecture by member of parliament Dr Karan Singh, who is also the chairperson of the NIIT University.



■ (From left) MP Dr Karan Singh, along with world chess champion Viswanathan Anand and NIIT chairman Rajendra S Pawar at the varsity's Neemrana campus. HT PHOTO

Hindustan Times, Jaipur, November 15, 2011



एनआईआईटी यूनिवर्सिटी में होगा तेजी से निवेश

बिजनेस भास्कर • नई दिल्ली

एनआईआईटी समूह राजस्थान में नीमराणा स्थित अपनी एनआईआईटी यूनिवर्सिटी में बड़े पैमाने पर निवेश की योजना बना रहा है। इसमें छात्रों की वर्तमान संख्या को भी तकरीबन 30 गुना तक बढ़ाया जाएगा। एनआईआईटी यूनिवर्सिटी के तीसरे वार्षिक व्याख्यान में एनआईआईटी के सीईओ और एनआईआईटी यूनिवर्सिटी लिमिटेड के संस्थापक विजय के. थडानी ने बताया कि तीन साल के भीतर इस यूनिवर्सिटी में 200 करोड़ रुपये का निवेश किया

जा चुका है और आगे भी इसमें तेजी से निवेश किया जाएगा। उन्होंने बताया कि इस समय यूनिवर्सिटी में तकरीबन 276 छात्र हैं और दस सालों के भीतर इसे बढ़ाकर 7,500 किए जाने की योजना है। उनके मुताबिक एनआईआईटी एक नॉन प्रॉफिट संस्था की तरह है और कंपनी इसका विस्तार तेजी से करना चाहती है। शतरंज खिलाड़ी और एनआईआईटी माइंड चैंपियन विश्वनाथन आनंद और यूनिवर्सिटी के प्रेसिडेंट और सांसद करण सिंह ने भी छात्रों को संबोधित किया।

Business Bhaskar, New Delhi, November 14, 2011



ANNUAL LECTURE

NIIT University (NU) recently hosted the third annual lecture by Karan Singh, chairperson NU and member of Parliament, on November 12. Viswanathan Anand, world chess champion, shared leadership lessons drawn from the game of chess in his talk on 'Building a beautiful mind.' A panel discussion on 'New alternatives in higher education' was organised and degree certificates were awarded to the first batch of MTech students of educational technology.

The Times of India, New Delhi, November 14, 2011



एनआईआईटी का वार्षिक व्याख्यान सम्पन्न भारत की इच्छाएं नई ऊंचाइयों पर पहुंची-कर्णसिंह

नीमराणा, 12 नवम्बर (कांस)। उच्च शिक्षा और बौद्धिक समाज में नये उभरते क्षेत्रों में शिक्षा को बढ़ावा और नवाचार लाने के लक्ष्य को ध्यान में रख कर स्थापित एनआईआईटी विश्वविद्यालय ने आज अपने नीमराणा स्थित कैम्पस



में एनआईआईटी विश्वविद्यालय के अध्यक्ष और सचिव डा. कर्ण सिंह के तीसरे वार्षिक व्याख्यान का आयोजन किया। इस अवसर पर विश्व शतरंज विजेता विश्वनाथन आनंद ने भी शतरंज के खेल से प्राप्त नेतृत्व क्षमता के गुर अपने संवाद 'बिल्डिंग ए व्बटिफुल माइंड' के माध्यम से बांटे।

कार्यक्रम में डा. कर्ण सिंह ने 'शिक्षा तकनीक ईटी' के उभरते हुए क्षेत्र में एमटेक कर चुके छात्रों के पहले बैच को डिग्रीया भी प्रदान की। इसके अंतर्गत शिक्षा के क्षेत्र में उत्कृष्ट योगदान के लिये श्रीकाला आर को डा. कर्ण सिंह गोल्ड पुरस्कार प्रदान किया गया।

एनआईआईटी विश्वविद्यालय के अध्यक्ष और सचिव डा. कर्ण सिंह ने पवार और उनको टीम को विश्वविद्यालय के बेहतर शिक्षा देने के सफर के तीन साल को सफलतापूर्वक पूरा करने के लिये बधाई दी। अपने व्याख्यान में डा. सिंह ने कहा कि "भारत की इच्छाएं एक नयी-ऊंचाई पर पहुंच गयी हैं। आज हम विश्व के सबसे बड़े लोकतंत्र हैं और 2050 तक विश्व की दूसरी सबसे बड़ी अर्थव्यवस्था बन जायेंगे। इस विकास की गति को संभालने के लिये एक बेहतरीन उच्च शिक्षा का ढांचा तैयार करना होगा जो कि किताबी ज्ञान से उपर उठ कर समग्र विकास को ओर ध्यान देने वाला हो।"

एनआईआईटी विश्वविद्यालय के संस्थापक और एनआईआईटी लिमिटेड के अध्यक्ष राजेंद्र एस पवार ने कहा कि "जिस तरह से विश्व एक बौद्धिक तौर पर परिचालित होने वाले समाज की ओर बढ़ रहा है एक जटिल और कठोर शिक्षा का ढांचा व्यर्थ सिद्ध हो जायेगा।"

उन्होंने आगे कहा कि "एसे में एनयू एक ऐसा नवीन शिक्षा का ढांचा पेश कर रहा है जो स्नातकों के संकीर्ण दृष्टिकोण को बदल देगा।"

विश्व शतरंज विजेता विश्वनाथन आनंद ने कहा कि "शिक्षा और

ज्ञान के क्षेत्र में हो रहा विकास सीधे तौर पर मानव के विकास से जुड़ा हुआ है। ऐसे में शतरंज एक शुद्ध, वास्तविक और तर्कपूर्ण सोच को जन्म देता है, ऐसे में इस खेल में सिमेट्री, समानता और बेहतर खेल के लिये 'जेन' सरोखे गुण हैं। शतरंज में मौजूद रणनीतियां कल के नेताओं का निर्माण करने में कारगर रूप से प्रयोग की जा सकती हैं।"

अग्रणि शोधकर्ता और शिक्षा विद् एवं एनआईआईटी विश्वविद्यालय के प्रेसोडेंट डा. राजीव शोरेय ने कहा कि 'एनयू का लक्ष्य ऐसे युवाओं को तैयार करना है जो आजीवन अपने आप को शिक्षित करते रहें। इसके साथ ही मैं जानी मानी फेकल्टी, विद्यार्थियों और उन सभी का सक्रिय अदा करता हूँ जो एनआईआईटी विश्वविद्यालय को एक बेहतरीन संस्थान बनाने के लिये प्रयासरत हैं।'

इस अवसर पर दिन में डींड मास्टर विश्वनाथन आनंद ने नीमराणा के आस पास स्थित कई विख्यात स्कूलों छात्रों के साथ शतरंज खेला जिसमें सिंधिया स्कूल, ग्वालियर, मावो ब्याज कालेज अजमेर, माउंट सेंट मेरी, दिल्ली आदि शामिल हैं। इस कार्यक्रम के लिये जिले के आस पास के स्कूलों के बच्चों की जबरदस्त प्रतिक्रिया देखने को मिली जिसमें रात अंतर्राष्ट्रीय स्कूल, वृंदावन अंतर्राष्ट्रीय स्कूल, मोहनलाल दयाल विनय स्कूल आदि शामिल हैं जो कि क्षेत्र में शतरंज को बढ़ावा दे रहे हैं।

अरावली की पहलुओं के बीच नीमराणा, राजस्थान में स्थित 100 एकड़ में फैला एनआईआईटी विश्वविद्यालय का हरा-भरा कैम्पस अत्याधुनिक तकनीक आधारित मैग्नेटोलॉजी से पूरी तरह से लैस है। इसके साथ ही इसका करिकुलम भी खासा शोध आधारित है जिससे शिक्षा और विकास की सतत प्रक्रिया को बल मिलता है। विश्वविद्यालय आज कम्प्यूटर साइंस और इंजीनियरिंग, सूचना प्रौद्योगिकी एवं संचार तकनीक, बायोटेक्नोलॉजी और इलेक्ट्रॉनिक एंड कम्प्युटेशन इंजीनियरिंग में 'बोटेक' पाठ्यक्रम की शिक्षा प्रदान कर रहा है। इसके साथ ही बायोइंफॉर्मेटिक्स, शिक्षा तकनीक, एन्वैडेड सिस्टम्स एंड परबेसिव सिस्टम्स में एमटेक पाठ्यक्रम और पीएचडी पाठ्यक्रम भी चलाये जा रहे हैं।

इसके साथ ही एनआईआईटी विश्वविद्यालय एमबीए पाठ्यक्रम भी चला रही है जो कि उद्योग संबंधी सिद्धांत पर आधारित है जिससे सभी छात्रों को करियर पर पूरी तरह से केंद्रित शिक्षा प्रदान की जाती है। एनयू एमबीए एक समग्र प्रबंधन कार्यक्रम है जो कि उद्योग जगत की जहरतों को ध्यान में रख कर तैयार किया गया है।



ANNUAL LECTURE

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The Times of India, Lucknow, November 21, 2011

Hukamnama Samachar, Jaipur,
November 13, 2011



We remain positive on NIIT Technologies due to inexpensive valuations, improving growth outlook

Q1: What's the outlook on NIIT Technologies?

Q2FY12 sales grew by 14%/13% yoy/qq and Q2FY12 PAT grew by %2/3% yoy/qq. Yearly fall in net profit is largely due to increase in tax rates. EBID-TA margins (including other income) fell by ~-2%/-5% qq/yoy due to one time expense of `12 crore in this quarter. Adjusted for this margins would have increased for +1%/-2% qq/yoy.

Order book over the next 12 months stood at \$232 mn vs \$141mn at the end of Q2FY11 mainly due to inclusion of Morris JV business and new domestic order for crime records by two states. It completed acquisition of Proyecta Systems and revenues include 1.5 months of revenue(`7.5Cr) from the same. Morris JV has also started and transition will go for another 5 months, during which there will be losses in JV, which is included in minority interest payment.

Based on current estimates profit is expected to remain static FY12E as compared to FY11 due to increase in tax rates where as EBIDTA is expected to increase by~9% yoy. New deals will start showing profitability in FY13, which will increase margins. Increase in order book by ~60% yoy augurs well for the stock in delivering growth. We are revising down our number by 6% to account for higher than expected staff cost and morris JV losses. It

still trades at reasonably inexpensive valuation of around 7.5x of FY12E EPS with healthy dividend yield of ~3.5%-4% , which is at discount of 33% to its 7 year median valuation and discount of ~35% to peer group. We continue to remain positive on the stock due to its inexpensive valuations and improving growth outlook. Therefore, we maintain our target price of `250 at the end of FY12 with an ACCUMULATE rating.

Q2: How is Suprajit Engineering Ltd.?

Strong player in 2 wheeler cables: Suprajit supplies 70% of Hero Motocorp's, 90% of Bajaj Auto's and 100% of TVS Motor's cable requirements. Our estimates of 2-wheeler production suggest a 15% growth p.a. in OEM cables demand in FY12 and FY13. Suprajit, with 60-65% of revenues from this segment, stands to gain from this growth. Aims to move upto the Top-5 globally: Suprajit is raising capacity to 110 mn cables with further expansion to 150 mn cables over 12 months. This expansion will allow Suprajit to meet the needs of Indian customers as well as the needs of global players such as Ferrari, Volvo, Ford, Piaggio, Caterpillar, Honda and New Holland Tractors. This expansion will take Suprajit amongst the top 5 cable manufacturers globally, improve bar-

gaining power with suppliers and improve margins. Aftermarket is a large potential market: Suprajit has set up a separate plant for aftermarket at its Bangalore facilities. It, also, has a 225 dealer network to cater to this market. Life of a cable is 3 years and as life of a vehicle is atleast 2x that there will be atleast 1 replacement in the life of a vehicle. With close to 8cr 2/3 wheelers produced in the last 8 years, our replacement demand estimate is `450-500 cr. Suprajit expects this business, which contributed 6% to revenues in FY11, to double in FY12. Non-Auto segment to double in 2 years: In the non-automotive business, Suprajit caters to washing machine and construction equipment companies such as Whirlpool, LG and JCB. It has recently been selected by John Deree to supply cables. As the relationship spread to the US and Europe, this could be a key client. From 4% of revenues in FY11, we see this segment grow at 50% CAGR over FY11-FY13.

Valuations & View: Given the high growth in aftermarket, exports and non-Auto Segment, we see revenues and earnings growing by 32% and 38% CAGR respectively over FY11-FY13E. We expect ROE to be maintained in the 30%+ range with operating cash flow over the next 2 years at 40% of the current marketcap. We recommend to Accumulate for a tar-

get of `30-9x FY12 earnings.

Q3: What's the call Austin Engineering?

Austin Engineering reported a 41% topline growth and 8% profit growth. For 2QFY12, revenues have grown by 41% on the back of a strong order book. Export growth has been strong for the last few quarters and exports have helped compensate for a sluggish domestic market. Operating margins have compressed to 11.6% due to 71% rise in raw material prices, which the company has not been able to pass on to customers. Expansion in overheads has also compressed margins. Loans have risen by `1.5 cr y/y and `1.7 cr over FY11-end numbers with most of the cashflows going into debtors. We do not view this positively as this raises questions on the quality of growth. Profit growth of 8% looks muted on account of a base effect.

Higher working capital has seen capital employed rise with rise in sales. Debt has risen from `8.8 cr to `10.4 cr. This has, also, defeated our primary rationale for recommending the stock which was shift from Debt holders to Equity holders. We reiterate our Neutral Rating despite cheap valuations given the deterioration of the balance sheet and impact of DEPB removal on earnings.

(NMS) ■

Hitavada, Nagpur, October 31, 2011



Newly-acquired Biz & Clientele to Help NIIT in Quarters Ahead

Stock of IT services co outperforms the broader market over past 6 months

Mid-Cap Mantra

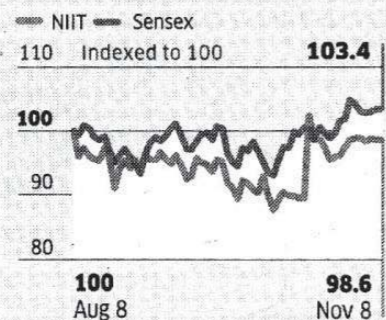
PARUL BHATNAGAR
ET INTELLIGENCE GROUP

Among the mid-tier IT services players, NIIT Technologies posted strong financial growth during the September 2011 quarter. Despite uncertainties in the macro environment, the company ended the quarter with a healthy order book size which comes as a huge positive. It, however, continues to maintain a cautious stand going ahead given the global economic turmoil.

During the September 2011 quarter, NIIT Tech posted a 13% jump in its top line to ₹371 crore against the previous quarter. This can be attributed to a 12.5% jump in the volume spread across geographies and segments. Its bottom line rose 3% to ₹43 crore.

The company's operating margin stood at 14.8% during the quarter—370 basis points down sequentially. The drop can be attributed to ₹12 crore of one-time charge accrued

NIIT Vs Sensex



on the back of legal settlements pertaining to the two acquisitions made by the company during the quarter—Proyecta Sistemas de Informacion in Spain and joint venture with Morris Communication in the US. Adjusting the one-time expense, the margin stood at 18.1% during the quarter.

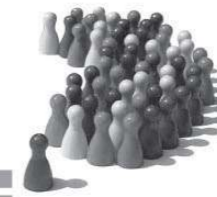
On the back of healthy performance over the past few quarters, NIIT Tech's stock has outperformed the broader market over the last six months. It gained more than 25% during the period against a 12% fall in the benchmark Sensex.

The company is expected to sustain the momentum in the coming quarters as well, given the healthy order inflow, new customer additions and contribution from the newly-acquired businesses. During the quarter, the company received fresh orders worth \$200 million—the highest in all the past quarters resulting in a total order book size of \$232 million executable over the next 12 months. In the government space, the company secured two contracts from the Police Department of two states for implementing the Crime and Criminal Tracking Network System (CCTNS).

At the current market price of ₹223, the stock trades at seven times its earnings for the trailing twelve months, which is in line with the other industry peers of similar size. Given the increased clientele and service offerings from the newly-acquired businesses and healthy order book size, the company is expected to fare well in the coming quarters.

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The Economic Times, Kolkata, November 9, 2011



Travel sector turns tech-savvy

Airlines, airports or railways—the role of technology in travel sector is becoming indispensable. The new trends in this domain are business analytics and mobility, sense IT-BPO vendors

Diksha Dutta

IT MIGHT be hard to recall the last time you actually went to an airport and bought your flight ticket, courtesy e-ticketing and online booking. It is intriguing to witness how a fascinating industry like travel is increasingly becoming dependent on technology and BPO support. No wonder, niche IT and BPO companies are taking the 'travel, transport and logistics' (TTL) vertical seriously in their expansion plans. The new trends in travel sector outsourcing, which service providers like NIIT Technologies, WNS Global Services, InterGlobe Technologies (IGT) are seeing include mobility solutions and business analytics. Customers are asking for much more in deals than what they asked two years back. They want to understand consumer behaviour and want business outcomes rather than just cliché technology solutions.

The \$36 billion global TTL industry is growing at an average rate of 15% year-on-year. Arvind Thakur, CEO of NIIT Technologies says, "The opportunity in the travel vertical is clearly in mobile technology. The other area is business analytics—this helps in studying customer base, routes, consumer preferences and trends. As a result, we create customised packages and offers for airlines etc. This trend is now gaining momentum."

The vertical contributes 35% revenue to the company and has been growing at a rate of 25% year-on-year. The TTL vertical comprises airlines, airports, surface transport and travel distribution. Airlines like British Airways contribute the highest to the vertical at 38%. NIIT Technologies has Singapore's Changi Airport as its client.

Throwing light on how mobile technology will lead the travel vertical, Vipul Doshi, CEO at InterGlobe Tech-



nologies says, "The maximum internet transactions happen in the travel sector. Travel e-commerce is on top of the business. Mobile apps are there for travel bookings and check-ins. Recently, mobile has been integrated with social media and there is an inspirational phase coming from new age media. IGT is enabling social media solutions—including social commerce, listening posts, social analytics, mobile apps. Mobile check-ins and tech solutions for such facilities is the future in the segment."

Travel sector, especially airlines are now looking at the outsourcing model seriously. Usually, customers like to have 50% in-house and other 50% outsourced work in the travel sector. Initially, companies tried to do almost all the work in house; they have now realised that outsourcing is a better option.

There is definitely a change in the demand of customers over the past two

years. Explains Keshav Muruges, CEO, WNS Global Services, "For a travel company or a travel portal, our employees are helping customers in taking the decision. For instance, when we attend customer calls for travel companies, we suggest them different kind of packages based on our expertise, and close the deal. We are actually helping travel companies sell now. Our people know the domain well and can actually help close business. We are focused on understanding client business so well that we can help in product design, as well as to sell the product." The travel vertical gets 23% revenues to WNS and employs 5,500 people globally.

Muruges further elaborates that the travel vertical is leading to work in other areas as well. "If you look at travel itself, traditionally we serviced airlines, but travel is a much broader word now. We are also servicing hotel chains, cruise lines, holiday players and

travel portals. We are growing across travel. When you say travel, it is not just airline alone."

Even Thakur agrees that in the last decade, customers wanted companies to just build technology. But now they ask IT vendors to improve their business. So most of the people hired today are domain consultants and Java programmers by IT companies to serve the travel vertical.

An aspect which cannot be left ignored is the present uncertainty in the economy. Commenting on the slow-down effects on travel, Doshi from IGT notes that though the economic slow-down leads to change in the dynamics of the travel outsourcing industry, IGT has not faced any shrinkage. In such scenarios, clients move work from other centres from a cost perspective. Hence, cost cutting in such situations has a positive impact on the business. It is true that BPO is more operational focused and IT discretionary projects are impacted more during slowdown. IGT was not impacted even in the 2008 slowdown. There might be pressures on pricing but IGT gets a premium for its domain expertise.

"Our business also goes up in the wake of mishaps like volcanic eruptions, hurricanes etc. Back office work increases by manifold times in such situations. For example, for the volcanic ash there was a call volume increase of 70-100%. At the same time, some disasters like 9/11 are really bad for the market," Doshi adds.

However, Thakur gave a clearer present scenario of the travel sector, "At present, we are seeing an improvement in passenger traffic and slowdown in cargo traffic. So the slowdown effect is not immediate. Thus in the next financial year, the industry might not grow as much as this year; when passenger traffic might also fall down."

Financial Express, New Delhi, November 7, 2011



NIIT Tech to Invest ₹175 Cr for Noida Campus Expansion

PTI
NEW DELHI

IT firm NIIT Technologies will invest up to Rs 175 crore for the second phase of expansion of its campus in Greater Noida.

"The phase II expansion will begin in January next year and will have an investment of Rs 165 crore-175 crore. It will take about 6-8 months to get completed and would create a capacity of 4,000 people," a NIIT Technologies spokesperson said.

At present, the campus has 3,000 employees and caters to mostly new business.

The company plans to complete the construction at the campus in three phases. When completed, it would have a capacity of close to 11,000 employees. The company has spent around Rs 135 crore in

the first phase of expansion.

NIIT Technologies focuses on industry verticals like banking and financial services, insurance, healthcare, travel, transportation and logistics, and retail and distribution. It has footprint across North America, Europe, Asia and Australia. The company has four facilities in the Delhi-NCR region.

Asked how the company would fund the expansion, the spokesperson said it would be done through internal accruals.

"We have a very strong order book of \$200 million of fresh order intake and a total of \$232 million of executable order book over the next 12 months. The expansion is in line with the momentum we see in business," the spokesperson said. The BSE and the NSE-listed firm has witnessed a strong growth in its earnings.

The Economic Times, Bangalore, October 31, 2011



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