Newspaper Clips
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Navodaya Times ND 06/10/2015 P-02

स्मार्ट सिटी आइडिया दो दिनी कैंप आज से

नई दिल्ली, 5 अक्तूबर (विशेष संवाददाता): प्रधानमंत्री नरेंद्र मोदी की देश में 98 स्मार्ट सिटी योजना को अमलीजामा पहनाने की दिशा में एक अहम कदम उठाते हुए मंगलवार से दो दिन का आईडिया कैंप आयोजित हो रहा है। स्मार्ट सिटी मिशन के तहत 16 महीने पुरानी मोदी सरकार का यह सबसे वैश्विक

■ सुविधाएं जुटाने पर दुनिया के अग्रणी विशेषज्ञ हिस्सा लेंगे

आयोजन है। इस दो दिन कैंप में स्मार्ट शहरों के लिए चयनित शहरों में विश्व स्तरीय सुविधाएं जुटाने के मुद्दों पर दुनिया के कई अग्रणी देशों के जानकार व विशेषज्ञ भाग लेंगे। वाशिंगटन के पूर्व मेयर, न्यूयार्क सिटी के कमिश्नर, ऑस्ट्रेलया, विश्व बैंक व वित्तीय संस्थाओं के प्रतिनिधि व आईआईटी दिल्ली समेत कई हस्तियां कार्यक्रम में अपनी राय रखेंगे।

Controversy after IIT ties up with RSS-linked NGOs for rural development

http://www.abplive.in/india/2015/10/06/article732527.ece/Controversy-after-IIT-ties-up-with-RSS-linked-NGOs-for-rural-development

New Delhi: IIT Delhi has sparked controversy by tying up with NGOs linked to the Rashtriya Swayamsevak Sangh or Baba Ramdev, as well as with a spiritual organisation, for rural development projects under a new central government scheme.

Academics who criticised the collaborations did not overtly cite these private bodies' antecedents, one of them saying local authorities would have provided better help than any NGO and another questioning the IIT's own expertise in rural development.

The private bodies IIT Delhi has tied up with are the Vanvasi Kalyan Ashram, a Sangh-affiliated tribal welfare body, the spiritual organisation Gayatri Pariwar, the NGO Shivganga Samagra Gramvikas Parishad and Ramdev's Patanjali Trust.

The programme is the Unnat Bharat Abhiyan, envisaged exclusively for the IITs and some other government engineering colleges, which are to provide technological solutions and equipment to improve villagers' conditions.

Vanvasi is being involved to teach food-processing, marketing and organic farming to a cluster of villages at Jashpur in Chhattisgarh and Lohardaga in Jharkhand.

The Haridwar-headquartered Gayatri Pariwar, founded by Pandit Shriram Sharma, will be involved in an organic farming project in Agra. Its website says the organisation works for "rise of divinity in human and descent of heaven on earth".

Patanjali, which specialises in yoga and alternative medicine, will help IIT Delhi carry out reconstruction in areas near the Kedarnath temple that were devastated by floods in 2013.

Shivganga is an NGO working in Jhabua and some other parts of Madhya Pradesh for over a decade. Its president Mahesh Sharma, who had been a Sangh pracharak till 2000, said the organisation sets up water harvesting structures for tribals.

Former Delhi University vice-chancellor Deepak Pental said: "The IITs need to understand the problem, develop technology and implement it on ground. There's no need to involve any NGO - they can involve local authorities."

V.K. Vijay, head of IIT Delhi's Centre for Rural Development Technology and the overall coordinator for the institute's Unnat Bharat schemes, cited these NGOs' long experience.

"Their involvement will help us learn about the issues. They will involve the people in the projects," Vijay said.

Pental questioned the IIT's expertise in organic farming.

"The Indian Council of Agricultural Research should have done the project on organic farming. I don't know whether the IIT has the expertise," Pental said.

P.M. Bhargava, former director of the Centre for Cellular and Molecular Biology, said the IITs' expertise lay in space technology, computer science and the like and not in rural technology. "It's an incorrect choice to give such projects to them," he said.

Vijay, however, said the rural development centre had been working on rural issues for a long time.

"If anyone (NGO) is open to work in rural areas, IIT Delhi is open to working with it. Our common objective is to bring change to rural areas," he said.

Vijay stressed that IIT Delhi had worked with NGOs in the past, too. "Nearly 300 NGOs came and participated in a seminar we had organised. We selected these NGOs because of their capabilities and efficacy."

He said there was no question of paying the NGOs.

An IIT Delhi teacher said that R.K. Shevgaonkar, who quit as the institute's director last December, had disagreed with the government on involving NGOs in the institute's Unnat Bharat projects.

Several of the other IITs have decided not to involve NGOs. IIT Madras and IIT Guwahati are sending student volunteers and teachers to the villages to assess their problems and provide help.

"Our students are giving lessons in English and mathematics in rural schools," IIT Guwahati director Gautam Biswas said.

The IIT has been installing water purification facilities too, he added. "We have been able to do so ourselves; there's no need to involve any NGO."

IITs may increase fee nearly 3 times

Proposal to hike fee for all courses

FEE STRUCTURE

Cost of four year B.Tech course at some private engineering institutes

Name of institution	Tuition fee for B.Tech (₹ lakh)*
Veermata Jijabai Technological Institute, Mumbai	2.26
Sardar Patel College of Engineering, Mumbai	2.27
Birla Institute of Technology and Science, Pilani	3.10
Dhirubhai Ambani Institute of Information and Communication Technology, Gandhinagar	5.00
Thapar Institute of Engineering and Technology, Patiala	5.06
Birla Institute of Technology, Mesra, Ranchi	6.19
Vellore Institute of Technology, Vellore	6.52
SRM University	7.40
Manipal Institute of Technology, Manipal	10.5

*In addition to tuition fee, students also pay one time admission fee, caution deposits, hostel charges (per semester), examination fee and other miscellaneous expenses to above ₹1.5–2 lakh for the entire course.
** As per the proposed fee hike of ₹ 2 lakh from 2016, against ₹70,000 charged at present
*** Source: Websites of respective engineering institute

KALPANA PATHAK
Mumbai, 5 October

The Indian Institutes of Technology (IITs) may almost triple the tuition fee for their bachelors programme from Rs 90,000 to ₹2.5 lakh a year. The IIT council has proposed the fee hike. This may be the steepest hike proposed in the history of the institutes. A committee headed by Anil Kakodar had in 2011 proposed a hike of ₹2-2.5 lakh per student.

There is a proposal to revise the tuition fee for post graduate programmes as well to ₹2.5 lakh. Most post graduate students receive scholarships and a reimbursement of their fees.

"The agenda mentions a facility to provide interest-free loans will be worked out to facilitate the fee increase,"

said the director of an IIT who did not wish to be named.

If approved by the council, the new fees will narrow the gap between what the IITs charge and spend per student. The IITs now spend ₹3.5 lakh a year on every student. Tuition fees cover just over a fourth of the expenditure.

"We have a responsibility as public institutions. We cannot expect student fees to take care of the entire expense," Devang Khakhar, director of IIT Bombay had earlier told *Business Standard*.

Resources available to IIT Bombay, about, $14,000 per student, are much lower than those available to US universities and even Asian universities. Sponsored projects at IIT Bombay provide 24 per cent of its total revenue. For most global peers, this is in

the range of 60-80 per cent.

The IITs waive 90 per cent of the tuition fee for about 22 per cent of students from scheduled castes and scheduled tribes. The remaining 10 per cent includes examination fees and other miscellaneous charges. Also, 90 per cent of the fee is waived for another 25 per cent of students whose parents' annual income is less than ₹4.5 lakh. The remaining 53 per cent students pay their full tuition fees.

The IITs meet 80 per cent of their expenses through financial grants from the Union human resource development ministry.

National institutes of technology last week decided to increase their tuition fee to ₹2 lakh per annum, up from the present ₹70,000 per annum.

Hindustan Times ND 06/10/2015
P-08

IITs may hike tuition fee to ₹2.5 lakh a year

Brajesh Kumar
■ brajesh.kumar@hindustantimes.com

NEW DELHI: A proposal to raise tuition fee at the Indian Institutes of Technology from ₹90,000 to ₹2.5 lakh a year will be discussed at a meeting of the HRD minister Smriti Irani-led IIT council on Tuesday.

The rationale being cited for raising the fee is that the government should only take care of the planned expenditure on labs, equipment and libraries and that running costs of staff salaries, housekeeping, water and electricity, etc, should be borne by the students.

The hike, if approved, will be the steepest in recent years as the fee was raised from ₹25,000 to ₹50,000 in 2008 and revised further to ₹90,000 in 2013.

A committee headed by scientist Anil Kakodkar had suggested raising the fee to ₹2.25 lakh to meet the running expenses through student fees.

The government hugely subsidises the cost of education for an IIT student as ₹3.5 lakh is spent per student per year, including expenses on lodging, against a fee of ₹90,000.

The average starting salary for IITians is between ₹8 lakh and ₹10 lakh per annum while a few graduates end up getting placed at over ₹1 crore.

An IIT-Bombay student received a salary package of ₹2 crore from Facebook this year.

IIT-M to study particles in space, predict tremors

U.Tejonmayam
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Scientists across the globe have been trying to design an earthquake prediction model for years now. Theories have been proposed, but most have fallen flat every time the earth slipped beneath our feet. While many scientists say that it is possible to predict temblors, many have given up, terming research an exercise in futility.

But at a laboratory in IIT-Madras students are working on a ₹3 crore satellite project which will try to take ahead research on the elusive prediction model. The nano-satellite IITMSAT will carry only one payload into low earth orbit by mid-2016. It will detect charged particles circling the earth through a plastic scintillation detector measuring 500sqcm. The detector will illuminate when particles (electrons and protons) circling the earth in the Van Allen belt precipitate towards low earth orbit.

The Van Allen belt is a radiation belt consisting of fast-moving particles. It absorbs energy and particles from the sun. The inner belt begins about 650km from the earth's surface and extends up to 9,600km while the second belt stretches from 13,500km to 58,000km.

The components of the satellite -- weighing 12kg with a year's shelf life – are presently undergoing tests. They will be integrated within a month and final tests will be conducted by Indian Space Research Organisation (Isro) by year-end.
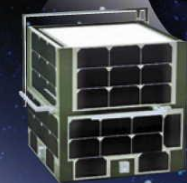
The purpose of the satellite is to validate a theory that pressure generated in the tectonic plates before an earthquake emits low frequency waves which interact with the Van Allen belt leading to a sudden discharge of charged particles. Fluctuations in the particles could be due to varied reasons and one among them is believed to be earthquakes.

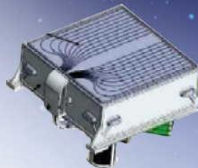The theory, which is yet to be accepted by the scientific community, if proven, will go a long way in developing an earthquake prediction model. Dean planning, David Koilpillai, said IITMSAT will detect particles when they precipitate towards the low earth orbit. Data gathered at the ground station, which will be located in IIT-M campus, will be corroborated with any natural event that may have occurred in a specific location on earth during that time. "The detector will illuminate when the particles bounce on it during an electron and proton burst and precipitate towards the earth," he said. "But even if we are not able to prove the theory, we will still gather data," he added.

Retired Isro scientist R K Rajangam, who periodically reviews the project, said the instrument will be calibrated at facilities in Pune and Mumbai. "There is no doubt the satellite will send phenomenal amount of data," he said. "Building a satellite is not easy. The students are getting a good exposure," said Rajangam.

Graphic: Logesh Manickam

TEMBLOR TRACKER

THE OBJECTIVE IS TO VALIDATE A THEORY THAT THE PRESSURE GENERATED IN THE GROUND BEFORE AN EARTHQUAKE EMITS LOW FREQUENCY WAVES

OUTER VAN ALLEN BELT

MAGNETIC FIELD LINES

INNER VAN ALLEN BELT

ISOMETRIC VIEW OF THE SATELLITE

ISOMETRIC VIEW OF ASSEMBLED PAYLOAD

What is the Van Allen belt?

A radiation belt starting from an estimated 650km from the earth's surface. The belt contains high-energy particles and can absorb energy from the sun. It can damage satellites that pass through the region and may also affect communication systems or electric power grid in extreme cases

₹3 cr Cost at which IITMSAT is being built by students

300 No. of students who have already worked on the project that began in 2009

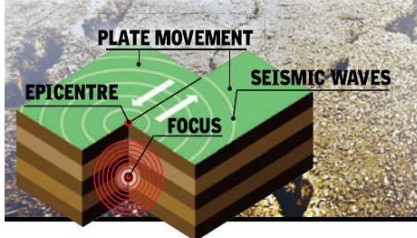**60** Researchers working full-time on the satellite

12kg Weight of the satellite

MID-2016 THE SATELLITE WILL BE PLACED IN LOW EARTH ORBIT. IT WILL BE INTEGRATED FOR FINAL ROUNDS OF TESTS AT ISRO BY YEAR-END

500SQCM AREA OF THE PLASTIC SCINTILLATOR THAT THE SATELLITE WILL CARRY

INSIDE THE EARTH

Earthquakes occur when rock underneath the surface breaks along a fault. The release of energy leads to seismic waves that make the ground shake

PLATE MOVEMENT

EPICENTRE

SEISMIC WAVES

FOCUS

How IITMSAT will work

▶ The detector will illuminate when high-energy particles (proton and electron) bounce on it

▶ The objective is to validate a theory that the pressure generated in the ground before an earthquake emits low frequency and ultra-low frequency waves. These waves interact with the Van Allen belt leading to a sudden precipitation of particles from the belt

▶ If the theory, which is not yet accepted by the scientific community, is proven, it may help in predicting earthquake

Financial Express ND 06/10/2015
P-04

Boeing, IIT partner for innovation summit

In an effort to highlight India's role in the next evolution of the aerospace and defense industry, Boeing and the Indian Institute of Technology Bombay (IIT-Bombay) will jointly host "India's Time to Fly", a global summit on aerospace innovation. The summit will take place in New Delhi on October 16. As part of Boeing's global celebrations to mark its centennial in 2016, the summit will include panelists from government, industry, academia and research institutions.

IIT-Dharwad to admit 250 students next year

http://timesofindia.indiatimes.com/home/education/news/IIT-Dharwad-to-admit-250-students-next-year/articleshow/49235184.cms

BENGALURU: IIT-Dharwad, which will have 250 students in its first batch next year, is likely to be handheld by either IIT Bombay or IIT Hyderabad. Initially, the Indian Institute of Technology (IIT) Dharwad will function from a temporary campus, sources in the Union HRD ministry said.

The ministry is fine-tuning the aspects of launching the institution, notwithstanding the demand over shifting it to Raichur. Initially, IIT-Dharwad will offer BTech in computer science and electronics and communication, given the spiralling demand for engineers in these disciplines across the country.

It will function from the Water and Land Management Institute (WALMI) building in Dharwad till a permanent campus is built.

A senior MHRD official told TOI that the intake of students will be increased in later years. "IIT Bombay or IIT Hyderabad will mentor their Dharwad sibling," he said adding that the board of governors of IITs and the mentor IIT would look after the recruitment of professors.

On the demand for shifting the IIT to Raichur, the official said, "The site selection committee has chosen Dharwad. It has been finalised as Dharwad has the necessary facilities among the three places identified by the state government."

BIRTH OF AN IIT

- Unused buildings of Water and Land Management Institute will function as the temporary campus
- Initially, the institution will offer a BTech in computer science and electronics and communication
- Board of governors of IITs & the mentor IIT will monitor recruitment of professors

> We can accommodate 250 students at the WALMI campus. We have all the facilities there. We will use some unused existing buildings, but we need a few additional buildings.

Bharat Lal Meena | ADDITIONAL CHIEF SECRETARY FOR HIGHER EDUCATION

> WALMI has a 132-acre campus. It has 199 quarters for teaching and nonteaching staff, and it can easily accommodate 500 students. We just have to do some renovation.

P Rajendra Cholan | DEPUTY COMMISSIONER, DHARWAD

The state government had identified land for IIT in Raichur (688 acres), Mysuru (499 acres) and Dharwad (500-600 acres) free from legal encumbrances for establishment of an IIT.

Nai Duniya ND 06.10.2015 P-14

उपग्रह से मिली इमेज को नजदीक से जांचेंगे ड्रोन के कैमरे, फसलों के वास्तविक नुकसान के आंकड़े सीधे इसरो को भेजे जाएंगे

अब ड्रोन करेंगे खेतों की निगहबानी

सुरेंद्र प्रसाद सिंह >> नई दिल्ली

आधुनिक खेती की तरफ अहम कदम बढ़ाते हुए सरकार ने फसलों के नुकसान की निगहबानी के लिए 'ड्रोन' का सहारा लेने का फैसला किया है। सैटेलाइट से प्राप्त इमेज (फोटो) को नजदीक से जांचने के लिए 'ड्रोन' का सहारा लिया जाएगा। ड्रोन के कैमरों से प्राप्त चित्र व आंकड़ों को सीधे इसरो के पास भेजा जाएगा, जिससे प्राकृतिक आपदा से खराब होने वाली फसलों का असल पता लगाया जा सकेगा।

कृषि आय बीमा योजना में होने वाले नुकसान लेकर हमेशा विवाद बना रहता है। इतना ही नहीं किसानों की फसलों केनुकसान का मुआवजा मिलने

में लंबा समय लग जाता है। इससे खेती को भारी नुकसान उठाना पड़ता है। परंपरागत तरीके से फसलों की क्षति का आकलन को लेकर हमेशा से विवाद बना रहता है। इस नई प्रणाली से इसमें होने वाली गड़बड़ियों पर अंकुश लगेगा। कृषि मंत्रालय ने इसके लिए 'किसान' नामक परियोजना लॉन्च की है। इस पायलट परियोजना को सफलता मिलने पर इसे देशभर में लागू किया जाएगा।

पायलट परियोजना की शुरुआत केंद्रीय कृषि राज्य मंत्री डॉ. संजीव बालियान ने की। उन्होंने खरीफ सीजन में देश के चार राज्यों के चार जिलों और चालू रबी सीजन के लिए इन्हीं चार राज्यों के आठ जिलों को चयनित किया गया है। इन जिलों में सफलता मिलने के बाद इन परियोजनाओं को

देशभर में लागू किया जा सकता है।

ओलावृष्टि को लेकर हमेशा से मुश्किलें पेश आती रही हैं। इसका आंकलन करना संभव नहीं होता है। इसके लिए भुवन फॉर हेलस्टार्म परियोजना शुरू की गई है। इसमें कृषि अधिकारियों के स्मार्टफोन में को एक एलीकेशन लोड होगा, जो ओलावृष्टि के तत्काल बाद उसका फोटो भेजेंगे। फोटो खींचते ही इसमें खेत की लोकेशन, तारीख, वक्त सब कुछ विस्तार से आ जाएगा, जिसे सीधे इसरो को भेजा जाएगा। यह काम कोई किसान भी कर सकता है। यह परियोजना हरियाणा के हिसार, करनाल, कर्नाटक के रायचूर, गुलबर्गा, मध्य प्रदेश के विदिशा व होशंगाबाद और महाराष्ट्र के अहमदनगर व सोलापुर में चलाई जाएगी।

Economic Times ND 06/10/2015   P-10

GenY Has Checks & Balances in Place for Job Hunt

New-age job seekers are most likely to apply for jobs where duties/responsibilities are clearly defined, and tend to do extensive research using multiple sources before applying for jobs, a Times-Jobs.com study of nearly 500 employees has revealed

Which of the following best describes the approach you take when searching and applying for jobs?

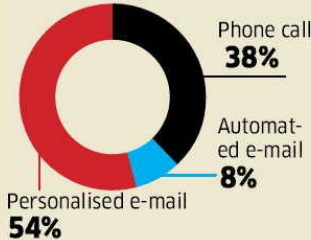|	
Look at companies' websites for careers page, find a job and apply	36%
Do extensive research on a company using multiple resources before applying	38%
Google jobs, find and apply	10%
Look at social media sites (LinkedIn etc.), find a job and apply	16%

To what extent are you familiar with or have used a talent network/community as a part of your job search?

Never heard of talent networks/community	16%
Heard of talent networks/community but haven't used them	45%
Used a talent network/community as part of my search	39%

Which of the following element of a job posting is most likely to positively impact your decision to apply for a position?

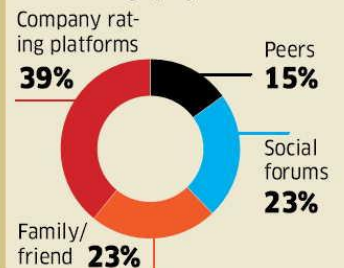|	
The job duties/responsibilities are clearly defined	77%
The salary range is defined	8%
The benefits package is described	0%
Description of the work environment	8%
Look & feel, language used in the posting is creative/unique	7%

How do you want to be contacted after submitting a resume/application for a job?

- Phone call 38%
- Automated e-mail 8%
- Personalised e-mail 54%

What would make you get a negative perception about the company?

Bad in-person interview	15%
Bad phone interview	23%
Bad job posting	39%
Bad reviews/information on Google/company rating website	15%
Bad social media presence	8%

Whose viewpoint/feedback/input would matter to you most while taking up a job?

- Company rating platforms 39%
- Peers 15%
- Social forums 23%
- Family/friend 23%

BREAKTHROUGH WORK

3 scientists win medicine Nobel for parasite-fighting therapies

BY SIMON JOHNSON &
BEN HIRSCHLER
Reuters

STOCKHOLM/LONDON

Three scientists from Japan, China and Ireland whose discoveries led to the development of potent new drugs against parasitic diseases including malaria and elephantiasis won the Nobel Prize for Medicine on Monday.

Irish-born William Campbell and Japan's Satoshi Omura won half of the prize for discovering avermectin, a derivative of which has been used to treat hundreds of millions of people with river blindness and lymphatic filariasis, or elephantiasis.

China's Tu Youyou was awarded the other half of the prize for discovering artemisinin, a drug that has slashed malaria deaths and has become the mainstay of fighting the mosquito-borne disease. She is China's first Nobel laureate in medicine.

Some 3.4 billion people, most of them living in poor countries, are at risk of contracting the three parasitic diseases.

"These two discoveries have provided humankind with powerful new means to combat these debilitating diseases that

PHOTOS: AP, REUTERS

Landmark contributions: *Ireland's William Campbell (left) and Japan's Satoshi Omura (centre) won half of the prize for discovering avermectin; China's Tu Youyou was awarded the other half of the prize for discovering artemisinin.*

affect hundreds of millions of people annually," the Nobel Assembly at Sweden's Karolinska Institute said.

"The consequences in terms of improved human health and reduced suffering are immeasurable."

Today, the medicine ivermectin, a derivative of avermectin made by Merck and Co, is used worldwide to fight roundworm parasites, while artemisinin-based drugs from firms including Novartis and Sanofi are the main weapons against malaria.

Omura and Campbell made their breakthrough in fighting parasitic worms, or helminths, after studying compounds from soil bacteria. That led to the discovery of avermectin, which was then further modified into ivermectin.

The treatment is so successful that river blindness and lym-

Beating parasites wins three scientists Nobel for medicine

phatic filariasis are now on the verge of being eradicated.

Omura, 80, said the real credit for the achievement should go to the ingenuity of the Streptomyces bacteria, whose naturally occurring chemicals were so effective at killing off parasites.

"I really wonder if I deserve this," he said after learning he had won the prize. "I have done all my work depending on microbes and learning from them, so I think the microbes might almost deserve it more than I do."

Omura is professor emeritus at Kitasato University in Japan, while Campbell is research fellow emeritus at Drew University in Madison, New Jersey.

"This was the work of a team of researchers so it is by no means my work, it's our work," said Campbell, 85, who learned of his prize in a pre-dawn phone call from *Reuters* that woke him at his home in North Andover, Massachusetts. "In the first decade, there were 70 authors that I co-authored papers with. That gives you some idea of the number of people involved," he said.

Tu, meanwhile, turned to a traditional Chinese herbal medicine in her hunt for a better malaria treatment, following the declining success of the older drugs chloroquine and quinine.

She found that an extract from the plant Artemisia annua was

sometimes effective but the results were inconsistent, so she went back to ancient literature, including a recipe from AD 350, in the search for clues.

This eventually led to the isolation of artemisinin, a new class of anti-malaria drug, which was available in China before it reached the West. Tu, 84, has worked at the China Academy of Traditional Chinese Medicine since 1965. World Health Organization spokesman Gregory Hartl said the award of a Nobel prize for the discovery was a great tribute to the contribution of Chinese science in fighting malaria.

"We now have drugs that kill these parasites very early in their life-cycle," said Juleen Zierath, chair of the Nobel Committee. "They not only kill these parasites but they stop these infections from spreading."

Death rates from malaria have plunged 60% in the past 15 years, although the disease still kills around half a million people a year, the vast majority of them babies and young children in the poorest parts of Africa.

The 8 million Swedish crowns ($960,000) medicine prize is the first of the Nobel prizes awarded each year. Last year, the prize went to three scientists who discovered the brain's inner navigation system.

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Daniel Dickson, Kate Kelland, Elaine Lies, Chris Helgren, Barbara Goldberg and Tom Miles contributed to this story.

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'India will Leapfrog into Leading with Analytics for HR Solutions'

ET Q&A

IBM is betting big on demand by companies in India looking at upgrading their HR solutions to retain and acquire the best talent, and is pushing its Smarter Workforce solutions here, with this in mind. The company is also open to acquisitions to strengthen this part of its business. In her first visit to India, **Deborah Landers**, IBM general manager of Kenexa and Smarter Workforce, shares the roadmap for the country with **Prachi Verma Dadhwal.**

What is your India story?
We have a team of consultants here. It is a new market but we have customers like Max Life. We have helped them understand the value of retaining key employees and the relationship business, so they are able to keep their high-performing employees. Everyone wants to do analytics, for talent acquisition to engagement. This is a global trend. India has a legacy of leap frogging, like it skipped the landline and got on the mobile. I believe they will leapfrog right into leading with analytics and let the other aspects follow. If you look at the numbers, India is not that significant but in terms of opportunity areas, it is — especially companies with a workforce of 20,000 to 100,000, who see people as valuable assets.

How big is the Indian market for IBM in this space?
We are fairly new in India. Kenexa (acquired by IBM two years ago) had some part of the business here and at IBM we have been scaling it here at a reasonable pace. India is an interesting market for us, as we focus on people and high growth businesses. The country has both these running in its favour. Our sweet spot is companies with 5,000 people and above, who are prepared to invest in their workforce.

What's the size of the Smarter Workforce team?
Overall, we have about 400 people in India. It is a very important part of

IT'S ALL HERE

India is an interesting market for us, as we focus on people and high growth businesses. It has both in its favour

our global business. Engineering would be about 50% of this team. We have two most fundamental parts to deliver smarter workforce solutions. One of them is technology that is developing and providing hosting for services around recruiting for learning and analytics. The other side is workforce sciences like behavioural sciences and industrial psychology.

Who are your competitors?
There are different competitors for different pillars. For instance, in technology, it would be Oracle and Cornerstone, while for Sciences it is Eon Hewitt and Gallop. The unique thing is that nobody else except IBM has the whole gamut of products.

How deeply is IBM involved in behavioural sciences?
We have about 100 industrial and organisational psychologists who develop intellectual property on ways to understand what is happening with people in a business context.

Is IBM looking at acquisitions?
Always. IBM has acquired 120 software companies and a handful of services companies. If the next big thing is India, we couldn't be happier.