EDUCATIONPILIS

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Anita Rao Mysore

e tend to virtue of being born or raised in a multicultural and multilingual country like India, we are automatically muleducators; ticultural whether in school or in higher education. While the corporate sector or students at business schools go through diversity training, we assume that the training is needed for them only to interact with "international" customers.

The call for inclusive education cannot be divorced from the call for inclusive multicultural education. The culture of the class is made up of diverse groups such as races, socio-economic classes, genders, regions, religions, languages, castes, abilities, and affective dimensions. When an educator meets their learners for the first time, do they notice a learner beyond their physical appearance (not to mention one's personal judgements and labels)? Do the personal judgements about the student's appearance get unconsciously carried over to classroom transactions and assessments? The unconscious bias and socialisation received from family, education, media, and the like, make several educators products of condition rather than thought and action.

Like there are only a

Classrooms of connection Until we deliberately teach multicultural education, we cannot have truly inclusive classes.

few born teachers, and most are trained, educators also need to be trained or prepared to become culturally responsive. They must reflect upon the kinds of learners they facilitate, validate, and empower; with whom they are patient and persistent; with what kinds of learners, they are impatient and intolerant, whom they dictate, and control; and, what kinds of learners they easily like, find hard to like, feel sorry for, feel threatened by, identify with, gravitate toward, feel inadeq-

uate around, and don't even notice. This can apply to educators at all le-

Blurring lines

While most of us like to think that we believe in the maxim, vasudhaiva kutumbakam, we must indeed pause to think whether we practise this. Our personal beliefs can sneak into the professional sphere, our workspaces and classrooms. For example, each student in the class – despite their socio-economic level – needs to be included in learning. Some educators may possess subtle preferences towards parents and students from the upper socio-economic classes or hold unconscious biases in favour of fairskinned persons, whether Indians or foreigners. Also, educators need more than being sensitised about the genders. Often girls are asked to choose "caring" and serving courses and occupations, even though their interests lie elsewhere.

The "standard" native language used in PK-12 textbooks, different from

the spoken language, can keep several marginalised groups uncomfortable in the classroom. In certain higher educational institutions, where students come from all over India, seating preferences tend to be regional. In professional settings, when people from va-

With exclusive schools for learners with special needs still around and special education re-

rious languages are pre-

sent, communicating

with a set of persons or

learners in one's native

language can be noticed.

source rooms still existing, inclusive education is still elusive. The effects of the pandemic on the emotional well-being of Generation Z and Generation Alpha is of concern. Yet, how many educators hold traditional views on "mental health?" To this list of biases, we can add ageism as well.

The "inclusive" knowledge part of the curriculum is worth examining. Who is represented in the textbooks and who is not, and how one is represented in the textbooks is another topic for discussion. This is not confined to the teaching of literature or history. The discussion spans the Sciences and Maths too, begging for the inclusion of indigenous knowledge systems, alongside Western Science. The subject matter of multicultural education extends to pedagogical and assessment strategies that will create inclusion for several diverse groups in the class-

Until we deliberately teach multicultural education, we cannot have truly inclusive classes, teaching for equity. Educators must be transformed to become culturally responsive through professional development workshops and teacher education programmes on diversity, equity, and inclusion (#dei).

The writer is Associate Professor, School of Education, Christ

SCHOLARSHIPS

Kotak Kanya Scholarship Offered by Kotak Education Foundation, a CSR initiative from Kotak Mahindra Group Companies

Eligibility: Open to girl students who have secured admission to the first year of professional graduation degrees in Engineering, Medicine, Law, Design, Architecture and so on in accredited institutes and have scored 75% or more in Class 12 board exams. Annual family income must be less than ₹600,000

Rewards: ₹1.5 lakhs per year (renewal at discretion of the foundation)

Deadline: October 31, 2024 **Application:** Online www.b4s.in/edge/KKGS3

Dr. Reddy's Foundation Sashakt Scholarship An initiative of the Dr. Reddy's Foundation (NGO) Eligibility: Open to Indian

female students who have

Samsung Solve for Tomorrow 2024 winners

Samsung India has announced the winning teams for Solve for Tomorrow 2024 challenge. Eco Tech Innovator from Golaghat, Assam, was declared the Community Champion in the School Track for its idea around equitable access to non-contaminated

potable drinking water

Louis Dreyfus Agri-Scholars Programme An initiative of Louis Dreyfus Company India Pvt. Ltd.

passed Class 12 from a

recognised board with a strong

academic record and are willing

to pursue a B.Tech. in Natural

or Pure Sciences, M.B.B.S., or

of the specified institutions

across India.

for three years

Application: Online

www.b4s.in/edge/RFTS4

B.Sc. degree programme in one

Rewards: ₹80,000 per annum

Deadline: October 20, 2024

Eligibility: Open to students who have secured at least 60% in Classes 10 and 12 and are in the first or second year of undergraduate courses in agriculture at select institutions. Annual family income should be less than ₹800,000. **Rewards:** Up to ₹50,000 Deadline: October 31, 2024 **Application:** Online

www.b4s.in/edge/DASPL1 Courtesy: buddy4study.com

and received a seed grant of ₹25 lakhs for prototype advancement.

METAL, from Udupi, Karnataka, was announced as the **Environment Champion in** the Youth Track. It developed technology to remove arsenic from ground water and received a grant of ₹50 lakhs for incubation at IIT-Delhi.

First launched in the US in 2010, the programme is now active in 63 countries across the world.

Assess your goals

Uncertain about your career options? Low on self-confidence? This column may help

assurance, product

development, food safety

research and development.

An M.Tech. or M.Sc. in Food

Technology or related fields

areas like food engineering,

biotechnology, and so on.,

will offer specialisation in

food microbiology, food

which will only enhance

earning potential. Many

roles in research,

development, and

degree can provide

trends, networking

exposure to advanced

degree.

your career prospects and

higher-level management

An international PG

technologies, global food

opportunities beneficial for

a global career, exposure to

advanced research facilities,

diverse cultural experiences,

which can be advantageous

multinational companies or

international organisations.

offer a cost-effective option

understand the Indian food

Evaluate and research

Canada, Europe, Australia),

consider curriculum, costs,

connections, scholarships,

opportunities, industry

funding options, and

potential return on

PG programmes in India

and abroad (the U.S.,

faculty, research

Studying in India would

with opportunities to

network locally and

regulations better.

industry dynamics and

for career growth in

global best practices, and

require a postgraduate

and regulatory affairs,



Nandini Raman

I finished B.Sc. Maths in 2022 and began preparing for competitive exams. Now I want to drop the exams and do a PG. Is this a good decision? Nandhini

Dear Nandhini.

Why do you want to drop preparation for the exams and do a PG? The latter will allow you to specialise in a specific field within Mathematics or a related discipline, enhancing your knowledge and expertise. The advanced coursework, research projects, and practical training will enhance your analytical, problem-solving, and research skills. Depending on the programme, diverse career opportunities in academia, research, industry, and government sectors will open up. Research current trends in the job market for graduates with PG degrees in Mathematics or related fields and identify sectors or industries where demand is growing. Reflect on your core motivation, weigh the pros and cons, and make an informed choice that aligns with your aspirations for the future.

I am doing B. Tech Food Technology. Apart from an internship in a milk products company, I have also done some online career prospects with only a B.Tech.? Should I do a PG? Is it better to do this in India or abroad?

Dear Aishwarva investment in terms of Career prospects include career growth and salary roles in food manufacturing prospects. Assess your companies, dairy and long-term career goals and beverage industries, bakery understand whether a PG and confectionery firms, degree aligns with your pharmaceutical companies aspirations for professional and research and development and development labs. You specialisation. could also move into quality control and

I have a degree in History and would like to do a Master's, I want to teach. either as a TGT or PGT. Is it necessary to take the NET? What do I have to do to be a teacher? Varsha

Dear Varsha. First, complete your

Master's Degree. An M.A. or M.Ed. in History or Education will help. Ensure that your programme includes coursework and practical training in teaching methodologies, curriculum development, and educational psychology. To become a teacher in government schools, it is mandatory to qualify in the Teacher Eligibility Test (TET) or State Eligibility Test (SET), which assess your knowledge and

aptitude for teaching. The NET conducted by the National Testing Agency (NTA) is primarily to determine eligibility for Assistant Professorship in Indian universities and colleges. While it's not directly necessary to teach in schools, clearing the NET can enhance your qualifications and open up opportunities at the college/university level. Gain practical experience through internships, volunteer teaching, or part-time teaching positions during or after your Master's programme as it will help

you apply theoretical

classroom dynamics.

knowledge and understand

I am in the final year of B.Arch. I hear that openings for fresh graduates are not available. What can I do in terms of a better course for higher studies? Nivedhitha

Not sure where you

Dear Nivedhitha.

heard this from but there is always a need for fresh graduates as junior architects or architectural interns for entry-level jobs across Architecture firms, construction companies, government jobs, PSU and interior design firms. You could consider a Master of Architecture (M.Arch.). Master of Urban Planning (MUP), Master of Design (M.Des.), Master of **Construction Management** (MCM) or Master of Project Management (MPM) Master of Business Administration (MBA) in Construction Management or even a Ph.D. in Architecture or related fields.

spend time understanding your long-term career aspirations and choosing a specialisation that aligns with your interests and strengths. Research the current demand for specific roles or skills in the architectural and related industries to make an informed decision. Do your groundwork and do not believe all that you hear. Seek guidance from professors, industry professionals, or career counsellors to explore options and understand market trends.

Before you decide,

Disclaimer: This column is merely a guiding voice and provides advice and suggestions on education and careers.

The writer is a practising counsellor and a trainer. Send your questions to eduplus.thehindu@gmail.com with the subject line Off the **Arun Prakash**

acking is a broad term often associated with cybercrime and fraud. However, ethical hacking largely refers to hacking into digital systems and networks with the prior permission of owners to analyse flaws and deficiencies to upgrade security systems and safeguard users. As the world transforms digitally, there is increasing emphasis on providing a secure digital environment. This is opening up new opportunities for students aspir-

ing to enter this field. The primary difference between malicious and ethical hacking remains the intention behind the act. Malicious hackers look to exploit digital technologies. The subsequent theft of information or wealth results in organisations deploying ethical hackers to avoid such attacks. Students looking to integrate themselves into the technology domain are now presented with a unique opportunity to become ethical hackers and extend their skills to corporations of all sizes.

In demand

Though estimates suggest that various Indian companies and governmental organisations were victims of more than five billion cyberattacks in 2023 and despite the high-paying nature of the role, there are only a



Digital defenders

As cybercrime increases multifold, ethical hacking emerges as a promising career path.

limited number of efficient ethical hackers in India. Studies have found that India ranks third globally following the U.S. and the U.K. for phishing attacks. The technology sector accounts for a staggering 33% of all cyberattacks domestically. This extends globally as well, where a considerable 60% rise in cyberattacks was documented in

Students pursuing higher education in disciplines like Cyber Security, Computer Science, and Information Technology can use this as an opportunity

PG Diploma in AI and Data

as the EdTech partner.

Eligibility: Four-year or

three-year degree with a

Science with Great Learning

to construct a productive career. Of the colleges and universities offering ethical hacking degrees in India, a majority are privately held. These courses are often considered expensive and the eligibility criteria also demotivates students.

However, India's grow-

ing ed-tech ecosystem offers courses where students can learn the fundamentals of ethical hacking, such as OWASP top 10 vulnerabilities, lab setup, and more. These courses are driven by practical exercises and industry exposure while working closely with

objective is to make students proficient in identifying and mitigating common web application vulnerabilities while dealing with challenges like Broken Access Control, SQL Injection, Cross-Site Scripting Injection, and others. Outlook

cutting-edge tools like Kali

Linux and BurpSuite. The

The digital transformation of the world is in full swing and the need for ethical hacking will be more acute in the next few years when data-hungry GenAI models will come into play. Hacking attempts using GenAI models have already been registered in the West, underlining the importance of data governance and safety against AI.

Policymakers and educationists understand this as well, and a multipronged approach is underway to integrate ethical hacking, cybersecurity and relevant skills in future tech education, something that has been lacking in the curriculums both in India and abroad. As cybercrime increases multi-fold every year, employment opportunities to battle the same will also increase, and the current generation of students will be the foremost beneficiaries, if they upskill themselves in this eraappropriate discipline.

The writer is Founder and

SAVE THE DATE

Admissions

JS Institute of Design (JSID), New Delhi, has opened applications for the 2025 cycle of its UG programmes in Visual Communication, Game Art and Design, UI/UX Design and Animation and Motion Design and PG programmes in Interior Design and Advertising, Design and Digital Communication and Integrated five-year Master's

Diploma in Art Direction, foundational understanding Graphics, Digital, and Visual of Maths and Statistics. Communication Design. https://t.ly/NksK_ The University of Sheffield, **Eligibility:** For UG, Class 12 from a recognised board; for the U.K., invites applications PG, graduation in any field; for its Aerospace Engineering must take a Creative (Private Pilot Instruction) Intelligence Test (CET). MEng course. https://t.ly/8rPr0 IIT-Bombay has launched an 18-month online Executive

Eligibility: 90% in Class 12 (all exam boards using a percentage scale). For CBSE 9.0 in Class 122 using a GPA scale. Must include Maths and a Science subject. IELTS grade of 6.5 with minimum 6.0 in each component.

https://t.ly/rEnFa Badruka School of Management (BSM) Hyderabad, invites applications for its two-year, full-timel PGDM programme for the 2025-2027 session. Eligibility: Marks in Class 10 and 12 from a recognised board; a UG/PG in any discipline from a recognised institution, valid score in CAT, GMAT, XAT, CMAT, TS ICET or ATMA.

Deadline: December 16. https://t.ly/lahDL

Aishwarya

Reason it out

Five tips to tackle Quantitative Reasoning questions in the GRE.

Rohan Rai

he Graduate Record Examination (GRE) is a standardised test that assesses critical thinking, analytical writing, verbal reasoning, and quantitative aptitude. It plays a crucial role for students aspiring to study abroad, especially in the U.S.. According to a recent industry report, 113,304 Indians took the GRE in June-July 2022-23, a surge partly due to the growing acceptance of GRE scores by over 100 business schools in India.

As the number of test-takers rises, mastering the Quantitative Reasoning section is key to achieving a competitive score. This section tests the ability to solve Maths problems, interpret data, and apply mathematical concepts within a limited time. Below are five techniques to help one excel:

Slow down on word pro-

blems: Word problems can be tricky because they mix text with numbers, leading many students to rush and miss key details. To solve them effectively, slow down and fully understand the question. Start by breaking it down: identify key phrases and translate them into a mathematical equation. Be mindful of terms like "more than", "less than", and "difference", as they can change the meaning. For instance, misinterpreting "less than" can lead to errors. After trandouble-check slating, your work, ignore irrelevant information, and focus on what's necessary to

Use the calculator wiselv: The GRE offers an onscreen calculator for Quantitative Reasoning, but overusing it can slow you down. Many pro-

solve the problem.



blems are quicker to solve with mental Maths or basic calculations. Practice without the calculator to build speed. Use it only for complex tasks like

large numbers or square roots. For simple calculations, like multiplying 12 and 25, mental Maths is faster. Save the calculator for timeconsuming problems where accuracy matters.

Spend two minutes **per question:** Time management is key. With around 35 questions to answer in 40 minutes, aim to complete each in 1-2 minutes. If a question takes longer, move on and return to it later if time allows. Priori-

tise easier questions first to build confidence save tougher ones for the end. This will help you stay on track and missing simpler questions.

Backsolve with answer choices: Backsolving is a useful strategy for saving time on complex problems. Instead of solving from scratch, plug in the answer choices to see which one fits. This works well for algebraic questions. Start with the middle option. If it's wrong, you'll know whether to try a higher or lower value. For

example, if solving for x, test the middle answer. If it works, vou're done; if not, adjust accordingly. This helps reduce erand speeds problem-solving.

Pick numbers when possible: "Picking numbers" is a great way to simplify complex problems by replacing variables with real numbers. For example, substitute values like 2 or 5 for variables like x or y to make the Maths easier. Just ensure the numbers fit the problem's conditions. Avoid using 0 or 1 unless specified, as they can distort the results. This helps clarify relationships and streamline calculations.

Practice and consistency: This section is designed to test not only your mathematical skills but also problem-solving strategies and time management. Consistent practice is essential. Sticking to proven strategies will help build confidence and efficiency. Remember, the goal is not just to understand maths concepts but to apply strategic approaches to maximise your score.

With a target GRE score in mind, these techniques will help you stay on track and approach the test with confi-

The writer is the Co-Founder of Edupull

Mine the data

A few tips to ace Mixed Data Interpretation Sets in the Common Admission Test (CAT).

Anil Somani

he Common Admission Test (CAT) is a national-level entrance exam for admission to management programmes in B-Schools. It evaluates a student's Verbal Ability, Reading Comprehension, Data Interpretation, Logical Reasoning and Quantitative Ability. One of the most challenging sections in this exam is Data Interpretation, especially as it consists of mixed sets that often combine various data presentation formats including graphs, charts, tables, and logical sequences.

Also this section is divided into two parts: Data Interpretation and Data Sufficiency. When it comes to mixed sets, it presents information in more than one form. For example, a set may combine a bar graph and a pie chart or present data in a table format alongside a line graph. Unlike straightforward DI sets, these require candidates to interpret data from multiple angles and integrate the information for coherent conclusions.

While it is one of the highscoring segments, a common challenge for students is to understand the relationship between the different data formats. Often, the data in one format supports the other, and overlooking this can lead to errors. So here are some tips to help students ace this section:

Identify data formats: First identify the manner in which data is presented. Is it a graph, a table, or a chart?

Break it down: Instead of trying to solve all of it at once, take one piece of data each from the format. For example, extract in-

sights from the bar graph first, then move to the pie chart. This will not only help you avoid information overload but will lower chances of mistakes.

Practice regularly: Frequent mock tests will help you master mixed DI sets by simulating exam-like conditions to manage time and pressure. Make sure your mocks include a variety of mixed DI questions so that you can identify and work on your strengths and weaknesses separately.

Develop quick calculation techniques: Thought the CAT allows calculators, relying on them can be time-consuming and unproductive. Hence, agility in mental Maths and quick calculation methods are crucial. Techniques such as approximation, ratios, and percentages can save time and help you solve DI sets more efficiently.

Challenges

When attempting mixed DI sets, students often face various challenges during the exam. Here are a few common ones and how to over-

Data misinterpretation: One of the most common mistakes when transitioning between formats, it can be avoided by double checking the units and scales of graphs and tables.

Time management: If you find yourself stuck on one set during the exam, move on. Lingering on one question wastes time and reduces chances of scoring well in other sections.

Data relationships: In mixed DI sets, the relationship between different data formats is key. Failing to make the connections can lead to incomplete or incorrect answers.

The writer is the Chairman of FOSTIIMA Business School, Delh



Jaya Vasudevan and Apoorvi Shrivastava

oday, the significance of arbitration as an international dispute resolution mechanism has reached new heights. Due to its speedy, effective and organised structure, arbitration is preferred over the traditional litigation system in global commerce. Recent high stakes cases such as Pakistan-Tethyan Cooper Company or India-Vodafone have shown the necessity for welltrained arbitration professionals who can manoeuvre through multifainternational rious conflicts.

Despite the rise in the number of arbitrations across the world, there is a conspicuous gap between availability of skilled workforce and demand. A 2023 survey by the International Chamber of Commerce (ICC) Paris showed that more than 60% of the firms dealing in international arbitration faced hurdles in find-

Resolve those disputes

Why a Master's in International Investment and Commercial Arbitration is necessary today

ing qualified arbitrators.

Programme design

A constructive remedy would be be a well-designed Master's Programme in International Investment and Commercial Arbitration that aligns with the requirements of the arbitration fraternity. The course needs to be interdisciplinary and multijurisdictional in its approach with the curricuamalgamation of academic rigour and practical skills, having seasoned national and international arbitrators and academicians sharing their experiences. Since practical knowledge is crucial, a three-month internship should be made a compulsory and credited part of the programme so that

students gain hands-on



experience, understand fundamental principles along with real-world applications, build networks and develop insights into the latest industry practices and emerging trends even during the course.

In addition, students should also be provided with a platform to undertake specialised courses on cross-border disputes, conflicts of laws, investment laws and practices, commercial arbitration, sports arbitration, space arbitration, technology related disputes and so on. As the world changes, international arbitration is not immune to dynamic evolution and technologi cal advancement. Therefore, super-specialisation

hance career prospects and ensure that students are well prepared to tackle upcoming challenges.

According to a report published by the Ministry of Finance, the volume of foreign investments and cross-border transactions are increasing in India every day. This inevitably gives rise to complex international investment and commercial disputes. The report stated that India was involved in over 20 international arbitration cases between 2015 and 2020. As one of the fastest growing economies, India also needs trained arbitration professionals. Often, the shortage of qualified professionals has also led to delays and increased cost in dispute resolution.

Career options

Considering the existing situation, graduates of a Master's program in International Investment and Commercial Arbitration will have a plethora of career opportunities. Law firms and corporations in-

volved in international trade and investment frequently recruit specialists in arbitration to handle complex disputes. Consulting firms offering services across the globe regularly on board young graduates as advisors, consultants or advocates. Skilled arbitration professionals are crucial for government agencies and institutes dealing with international investments and trade disputes. Experts in arbitration are also vital while navigating the legal intricacies of international agreements and treaties, contributing to policy formulation and dispute resolution.

A Master's programme aligned to industry needs and focusing on 21st century skills will shape the arbitration experts of tomorrow. Therefore, this is not just an academic qualification but a gateway to a successful and impactful career.

Jaya Vasudevan is Professor of Law, and Apoorvi Shrivastava is Associate Professor of Law, Manipal Law School, MAHE, Bengaluru

of natural and cultural

selection, which shape

behaviour. For generations,

this inheritance has taken us to ever greater heights,

driving the rise of more

sophisticated technologies,

more organised religions,

more expansive empires.

find ourselves careering

unprecedented political

polarisation, deadlier wars,

destruction. In Inheritance,

Whitehouse explains how

our evolved biases have

shaped humanity's past

introduces three biases

behaviour everywhere:

conformism, religiosity,

and tribalism. The result is

a powerful reappraisal of

the human journey; one

understanding of who we

are, and who we could be.

that transforms our

Author: Harvey

Publisher: Penguin

Whitehouse

Price: ₹899

that shape human

and imperil its future and

anthropologist Harvey

towards a future of

and environmental

But now, it is failing us. We

every facet of our

Dr. T. P. Sethumadhavan

ith India being the largest milk-producing country in the world, production, processing and marketing of milk and milk products has led to the opening up of career options. This is also true of the food technology sector, with the ready-to-cook and ready-to-eat food business taking off.

Dairy industry India has more than 50 dai-

ry sciences colleges offering the four-year B. Tech in Dairy Technology. As part of the curriculum, students get hands-on training at the plants associated with the institutions. The College of Dairy Science and Technology, Anand in Gujarat, is one of the pioneering institutions in this sector. Admission to B. Tech Dairy Science programme is done through the engineering entrance exam in the respective states with 15% of the All-India quota seats being filled by the Indian Council of Agriculture Research through counselling from the CUET-UG rank lists. Apart from this, some colleges offer a 2-3 year diploma programme and there are M.Tech. and doctoral programmes as well. Graduates can work as

dairy extension officer, dairy technologist, quality control officer and jobs are available in banks and insurance companies as well.

Reap a rich harvest The dairy and food technology sectors offer a range of opportunities for research and job roles



For those looking to move abroad, there is plenty of scope in countries such as New Zealand, Ireland, The Netherlands and so on.

Skill development courses in dairying, quality control, marketing and so on are available for those who have passed Classes 10 and 12 but do not want to do a B.Tech. They can work as dairy technicians in plants.

Food Technology This domain also has a va-

of the most sought after is the four-year B.Tech. Food Technology, offered by National Institute of Food Technology and Entrepreneurship (NIFTEM) in Kundli, Haryana, and the Indian Institute of Food Technology in Thanjavur, Tamil Nadu. Admission to these two national-level institutions is through the Joint Engineering Entrance Exam (JEE) Main scores and counselling through

riety of programmes. One

the Joint Seat Allocation Authority (JOSAA). Apart from this, there are over 159 private and 127 public institutions offering food technology courses with admission being based on each state's engineering entrance exams.

in niche areas can en-

After graduation, students can work both in the government and private sector as food technologist, food safety officer, food scientist and so on.

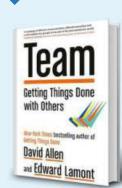
Research options Students of both dairy

technology and food technology can also consider research and academia. However, the National Eligibility Test (NET) is mandatory for those who wish to consider this option. For those who wish to pursue higher studies abroad, a Master's in Food Technology, Dairy Science, Food Science or Dairy Technology or integrated doctoral programmes are available. New Zealand and Australia research through academia industry interfaces.

With the Ministry of Food Processing implementing projects in these sectors such as cold chain from procurement to marketing of milk and allied products, mega and mini food parts, there is plenty of scope for entrepreneurship as well.

The writer is former Director (Entrepreneurship), Kerala Veterinary and Animal Sciences University and is currently a professor at the Transdisciplinary University of Health Sciences and Technology, Bengaluru. tpsethu2000@gmail.com

ON THE SHELF



■ Team: Getting Things **Done with Others**

A book that offers a better way of working in an organisation, while simultaneously nourishing a culture that allows individuals' skills to flourish. Using case studies from some of the world's most successful companies, Team shows how the principles of team productivity improve communication, enable effective execution and reduce stress on team members. It offers a roadmap to build a culture of sustainable high performance Authors: David Allen and **Edward Lamont**

Publisher: Hachette **Price:** ₹599 **■** Inheritance: The

Evolutionary Origins of the Modern World Each of us is endowed with an inheritance. A set of

ancient biases, forged

through countless millennia

Evolutionary