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TOP 50 IMPACT RANKING 2020

Cover Story
**THE IDEA OF
WELL-BEING
IN EDUCATION**

**WELL-BEING OF
AN ORGANIZATION
DURING THIS
PANDEMIC**





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IT IS TIME TO STEP OUT OF YOUR COMFORT ZONES

Explore • Defend • Protect • Lead • Discover • Serve. These past few months have given us all an opportunity to see these words in action. We have read, and sometimes watched, our warriors venture forth into the unknown to turn a mere word (like the ones listed at the start) into an applause-worthy act. Our doctors and para-medical staff in their PPEs, research scientists running against time to find an answer to the Covid menace, soldiers protecting the borders, our police force, administrators and our work force spending sleepless nights ensuring anti-Covid measures are in place, a part of the media and the thousands of teachers who crossed over from offline to an online format without raising a hullabaloo about lack of training, our concerned students and the aware citizen communicating responsibly... everyone contributed to transforming words into actions. This period of trials and errors, I believe, has more lessons in it than any other in the recent history of the world.

The student-teacher relationship, online vs offline teaching, and the way protests and acceptance levels vacillated, have been the topics for heated debates all around. Hundreds of articles have been written on these subjects and I must admit, most have also been read and discussed. Has all this led to changes on the ground?

However, despite all the assurances and all the steps in place, there is a distinct gap between what the theories suggest and the way the attitude of those directly involved the situation. There is still a perceptible reluctance to actually move out and go for apprenticeships and practical training sessions. If it isn't the student who shows apprehension, it is the parents... and sometimes, even the faculty believes that the latter half of this year have no industrial interfaces.

The questions to be considered are: Is it logical to be afraid of moving out of secured environments

into the real world? Let me cite the example of pharmacology and medical labs technology students... students of these courses who are in their penultimate semester and must work with hospitals and clinics have shown reluctance. To my mind, **this is an opportunity to allow adverse situations to be their teacher.** When else will they be in the field wearing PPE kits and assisting at a time when their professional knowledge is needed by a huge number of people? How else will they know the advantages of working under tremendous pressure? The learning here is immense and skipping this opportunity and opting to stay at home and play with theories may sound safe but is no match to validating their text-book information with the way things happen in real life.

Imagine what will happen if every new recruit in the armed forces expresses reluctance to move to the border at this time when the situation is volatile. Imagine if every doctor, every worker in a factory, every policeman, every administrator, and every retailer opt to just out until the Covid situation is absolutely under control? The entire system will collapse. All that I am trying to say is that sitting at home when conditions are adverse is NOT the right way to think. We all need to move out of our comfort zones and do whatever it is that we are doing... obviously, taking all security measures that have been recommended. This does not mean that we start inviting people to get-togethers and forget about social distancing, wearing of masks, and washing hands frequently. This does not mean that we stop the discipline enforced by queues and forget to be careful.

Be careful, yes. Follow rules, yes. But to take refuge behind fears and expect that everyone else will move out and work to keep the system afloat is a crime. A social crime that we must address. So go out and do whatever it is that you are doing. Fearlessly.

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WOMEN & BRAND COMMUNICATION



Rimli Bhattacharya

The other day I was enjoying a commercial as it resonated very much with me. And am sure several others of my gender will find it relatable. But of course, I am talking of recent times. We have forged ahead past our ancient days with feminism now taking an upper hand and we are gradually focusing on brand advertisements irrespective of gender.

Advertisement and brand communication today is like the replication of a scene from a typical arranged marriage set-up. The groom is ostensibly working in the US and his mother is desperate to get a bride. Her poor (pun intended) son is missing on home-cooked food and has to go out even for a cup of coffee. The potential bride who was shyly listening to the conversation gets the Havells coffee maker from the kitchen saying – I am not a kitchen appliance. Such an advert definitely is a big letdown to our misogynistic patriarchal society with a parochial mentality as it overturns the typical Indian housewife stereotype.

Media and its ubiquitous presence be it in print, television, internet commercials or OOH plays a major role in endorsing women for particular brands. For example adverts of cosmetics, jewelry, fairness products are mostly women oriented and generic products like automobiles, electronic appliances focuses heavily on men despite the fact that women consumers for these men-targeted (ahem, it's all in the mind) products are huge.

Brands like Bournvita, Axis Bank, Titan Raga have already started shedding the conventional role of women in their advertisements. These brands have come up with a unique idea that women are intrepid and are not bothered about their looks, whether she is 18 or 80. These brands are rooting for women who can equally handle household chores as well as handle a boardroom discussion with her colleagues. We can clearly discern the green shoots of left-winger divulgence on women getting truly sprouted. The women avatars where she would wash to whitest, found the handkerchief or necktie the fastest are getting dumped. And I must admit this is how brands should be promoting.


Certain brands still feature women as slim, fair, batting eyelids, well-educated, settled in a desk job, and in a nut-shell, resemble a typical matrimonial communication. However, times have changed and what has also changed is the constant need to seek affirmations from husbands, mothers-in-law and office bosses who are predominantly male. Gone are those days where we found wives running around her husband with a cup of coffee which was certainly meant to endorse that brand of coffee or a mother getting a clean pair of socks for her child which obviously was to endorse the brand of socks or washing powder. Don't get me wrong please. I am not here to prove that a man is flawed and the woman is a super powerhouse. I simply mean that we need to get rid of the double standard images of men and women during promotion of a brand advertisement. I reiterate the need to create commercials with a feminist approach, i.e. the advert should be irrespective of gender bias. No need to make one sex look good and the other appear reticent or ill-equipped to do a certain chore. A man can be a model for a commercial on fairness creams, socks, and even washing powders just the same way. For instance, Akshay Kumar is seen advertising for sanitary napkins which are used during periods by a woman and that is laudable.

There are some interesting observations. While we see advertisement on male condoms why are we unable to do a similar one with a similar treatment for a female condom? If a poll is conducted it will not be surprising to infer that a certain percentage of females are unaware of female condoms. The next breed of hilarious treatment of commercials is observed during sale of an automobile

BRANDS LIKE BOURNVITA, AXIS BANK, TITAN RAGA HAVE ALREADY STARTED SHEDDING THE CONVENTIONAL ROLE OF WOMEN IN THEIR ADVERTISEMENTS.

brand where a car is always projected as a man's domain whereas buying of a water purifier has invariably a wife dominated copy. With due respect to the marketing honchos making these commercials, please understand a man buys a car only after discussing with his better half, her choice of color, her preference of driving that particular brand so it should actually be a woman buying a car from another sales woman. Similarly water purifiers talk of health and hygiene and men are decision-makers on it so why not sell that water purifier to a man, and in this case the seller can be both men and women. There is no need to show an office-goer in western clothing, she can wear whatever she wishes. Do not limit brands which endorse females in tight miniskirts and cleavage revealing clothes. You can make a man wear a decent professional suit and promote your brand. And not all women like pink... for instance, I am a woman and I love red and black. I will never go for pink dresses. Do not limit selling kitchen appliances to women. Men are equally adept in cooking as we all know of Chef Sanjeev Kapoor so nothing wrong in selling a man a mixer, tea cups, saucers, and spoons and the list is endless. And in this case also the seller can be of any gender and not necessarily be a female sales executive.

To be precise the mentality of the marketers needs to be changed. Stop limiting sales of a beauty product only to a woman. Stop marketing to a gender because women are enjoying diversity so please acknowledge the same. So make no gender discrimination while endorsing women for particular brands. She can buy/sell an automobile product, she can walk inside a boardroom draped in a graceful cotton sari where marketers can promote the sari brand, she can buy and sell furniture, she is at liberty to buy and sell electronic gadgets and a whole host of products. The list can be really long and exhaustive.

In closure I say women exist beyond 8th of March. No need to be a woman crusader, instead make her the brand promoter. 

Higher education is a big source of exposing foreigners to Indian culture and taking the tenets of Indian culture for global learning.

Dr. Rajesh K Pillania
Professor of Strategy, MDI, Gurgaon



STRATEGIC IMPORTANCE OF HIGHER EDUCATION EXPORT FOR INDIA

We are firmly ensconced in the knowledge economy. In this knowledge economy, ideas and knowledge wield the workable power. Higher education generally and its offshoots of exports particularly are of strategic importance to any country in the world today. As India aspires to be an economic superpower and Atmanirbhar Bharat, the strategic importance of higher education in general and its exports in particular cannot be ignored any longer. There are many aspects behind it and five key aspects are discussed here.

Big Business Opportunity

Higher education is a big business opportunity. It is a service. Services export are of four types.

Mode 1 — Cross-border trade: from the territory of one member into the territory of any other member, for instance, online education.

Mode 2 — Consumption abroad: in the territory of one member to the service consumer of any other member, for instance, foreign students coming to India.

Mode 3 — Commercial presence: by a service supplier of one member, through commercial presence, in the territory of any other member, for instance, Indian institutions setting up a campus abroad.

Mode 4 — Presence of natural persons: by a service supplier of one member, through the presence of natural persons of a member in the territory of any other member, for instance, Indian professors going for less than a year assignments abroad (WTO,2020).

India thus needs to tap into this big business opportunity. It needs to explore all four modes of exports of higher education.

The Global Higher Education Market was valued at USD 65.40 billion in 2019 and is projected to reach USD 117.95 billion by 2027, growing at a CAGR of 8.25% from 2020 to 2027 (VMR, 2020).It is dominated by the US, UK, Australia, Germany, France.

India is a net importer of higher education, that is, imports exceed exports in higher education. India's net inbound mobility in terms of the student population for 2017 was -0.285 million. With international higher education costs (inclusive of living expenses) ranging anywhere between 10,000 USD to 50,000 USD annually, that is a USD 8.5 bn lost in potential revenue. India's share in export is 0.0625, India's share in import

is just 0.008 (UIS 2017).The top five countries from where students come to India are Nepal, Afghanistan, Bhutan, Nigeria, and Bangladesh. Top five countries where Indian students go are USA, Australia, Canada, the UK and Germany (UIS,217)

The strategic role of Higher Education in the important area of Culture

Higher education is a big source of exposing foreigners to Indian culture and taking the tenets of Indian culture for global learning.

Culture is both big business and source of power and is about the influence and attractiveness that a nation acquires when others are drawn to its culture and ideas. It enables a nation 'to achieve desired outcomes in international affairs through attraction rather than coercion' as mentioned by Prof Joseph Nye, Dean of Harvard University's John F. Kennedy School of Government (2004). Culture is among the biggest exports in the US. After aircraft and related equipment, culture is the biggest export of the US, to quote Alan Rugman from his article written in 2003. India was the fifth largest exporter of cultural goods in 2013, with \$11.7 billion (topped by China \$60.1 billion and the US \$27.9 billion). (UNESCO,2016).

Important for Innovation

Innovation is a key driver for economic growth in the knowledge economy. In the discipline of innovation, it is a fact that innovation takes place when diverse cultures and ideas come together. This is known as the Medici Effect (Johansson,2017). Bringing more students to India from diverse countries will open up

Student mobility for Higher Education for India

Country of origin		Destination Country		Key Indicators
Nepal	10,952	United States	142,618	Students abroad :
Afghanistan	4,378	Australia	51,976	Total number of mobile students abroad
Bhutan	1,979	Canada	32,616	(% of total mobile students)
Nigeria	1,859	United Kingdom	16,421	Outbound mobility ratio
Bangladesh	1,566	Germany	13,387	Gross outbound enrolment ratio
Iran, Islamic Rep.	1,558	United Arab Emirates	13,370	Students hosted :
Yemen	1,454	New Zealand	12,552	Total number of mobile students hosted
United States	1,415	Ukraine	7,669	(% of total mobile students)
Sri Lanka	1,242	Kyrgyzstan	6,828	Inbound mobility rate

Source: UIS (217).

opportunities for more new ideas and innovations. One of the reasons behind the innovation powers of the United States is its creation of higher education institutions which bring in a lot of talented people to places like Boston and California, two of the biggest innovation hotspots of the US.

Necessary for Economic Superpower

India aspires to be self-dependent and an economic superpower. It cannot happen just by following higher education and research from the west. By doing so, we are playing a follower's game and we are perpetually simply catching up. We need to learn from them but not just copy them. We need to invest in creating research centers and higher education institutions where latest breakthrough research happens that opens up new education streams and industries. We need to invest in this difficult but critical segment and not get lost in the low hanging fruits of fast income from foreign students. Institutions like MIT and Harvard execute an important role in the success of education sector in the US. A similar role is played by the sort of success of Cambridge and Oxford universities.


Even for higher education teaching, we need to move beyond just offering courses that are offered in the west. We need to create more unique courses and degrees rooted in Indian tradition. The world today recognizes India's strengths in yoga, meditation, and Ayurveda, to name a few. We need to create unique and innovative courses and degrees with relevance for the current times. This is largely unexplored territory but has a huge potential for India.

Significant for Building Brand India

Higher education has strategic importance in creating Brand India. Great institutions in India help in building brand India such as our IITs. When students come and study in a country, they tend to generate a lifelong soft corner and appreciation for the host country as the years they spent generates fond memories, friendships, and career opportunities.

To summarize, we have discussed briefly the five key strategic aspects of higher education in general and the role of education exports in particular. The important takeaway is that it is high time we realize this

Higher education has strategic importance in creating Brand India. Great institutions in India help in building brand India such as our IITs.

strategic importance of higher education and leverage it effectively. 

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KEY SKILLS FOR THE 21ST CENTURY

All of us chose our careers with a set of goals in our mind. Some of these goals are material oriented and intended to take care of our lifestyle and earthly needs while others are intended to prepare us for a more holistic life. Universities and educational institutions have a major role to play in helping achieve all of the above goals. Success of students is normally associated with their professional achievements or their ability to amass wealth. However, it is also true that this rat-race is creating tremendous pressure on the current generation of students as they do not have a clear road-map or a purpose for their life that could be the ultimate source of happiness.

A peep into the past of the great educational institutions of India suggests that well-being as a holistic approach to living life was promoted within the framework of the institutions themselves. Well-being in those days was defined as a state that is characterized by health, happiness and prosperity in general. This was in contrast to the narrower concept of wellness that focused only on mental and physical health. Thus, well-being was fully institutionalized and was a culture of educational institutions. The idea was to focus on the entire educational experience where the complete personality was targeted for wholesome development. It was all about promoting self-discovery in all aspects of life and living. Institutions were able to promote the discovery of knowledge, create new inroads into awareness, along with helping in the development of life skills and going beyond the self.

Universities should be designed to be new-age places of learning with the objective of preparing students to be positive and to develop a purpose for their life during their studies. Well-being is not just for students but must be the resident culture of the entire university as a whole and must include faculty, students, stakeholders and members of the community as well. The principles of well-being need to be applicable to everyone associated with any university and this is the only way to institutionalize the whole idea. Students must have the flexibility to customize much of their learning using a hands-on approach that translates into the development of 21st century skills and employability. Well-being and a focus

on creating a well-defined purpose for each individual on the campus must be the hallmark of our commitment to creating an ecosystem of social impact & transformation. All activities on any campus including faculty development programs, teaching and learning processes, design and development of curriculum, health-care and sports should be integrated with an approach to the overall well-being of individuals on the campus. Each of these activities also needs to meet the measure of adding to the overall purpose of achieving

knowledge, health, happiness, and the development of a life purpose.

A likely model of institutional well-being

The likely model of well-being that has been designed and implemented at a University needs to be based on the philosophy that all senses of human body are to be used in creating a complete individual. At its core is the belief that working on students' character strengths and providing a supportive ecosystem with theory and practice of positive emotions, positive relations, engagement, achievement, wellness and mindfulness practices provide well-being skills to cope with the challenges students face in the fast-paced world that we live in today. For example, we know that a lot of students have anxiety and stress due to social media and the pressure to become successful at a fast pace. This is often due to the social pressures and comparing themselves to others. As an institution we need to ensure that our systems, processes and people are conduits to provide a support system to such students

who may otherwise fall through the cracks.

The likely University model of institutional wellness that I am discussing here is essentially based on the following conceptual framework that supports all activities on the campus to ensure there is progress, joy, happiness and achievement through a process of self-introspection. This model is composed of six elements namely: Mental Wellness, Physical Wellness, Emotional Wellness, Spiritual Wellness, Social Wellness, and Economic Wellness. All these elements when put together form the basis of the development of the individual. The success of this model is dependent on several actions on the part of the institution as each of these elements must have a process for support system and a quick response ideology. These elements have also been incorporated within the framework of the academic and non-academic activities on the institution. It is important to understand that each of these elements have a deeper meaning as compared to what looks like on the surface of it. It is normal to assume that physical education is about sports and athletics to improve the physical endurance on the participants. However, in the wellness model mentioned here it also means the awareness of the physical presence of the environment that we live it. Physical wellness allows a lot of factors other than sports to ensure that each individual on the campus is aware of their physical in relation to the universal truth.


Spirituality is a means to search for the truth and institutions must be aware that this truth is hidden in all aspects of our actions whether they are in the field of discovery of knowledge or in the field of making society a better place to live. Spirituality allows every individual on the campus to evaluate the purpose of their being and to internalize strengths and weaknesses through a process of introspection and silencing of the mind. Universities and institutions must plan to hold such events and activities on regular basis so as to help everyone appreciate the need to be selfless and create awareness of the social responsibilities.

Another aspect that adds to the overall development of everyone on any campus that adopts such a model is emotional well-being. We live in a society that is in transformation. It is becoming difficult for a lot of people to adjust to this fast-changing pace. Skills learned today are fast becoming obsolete. Social pressure is becoming too burdensome for individuals. Anger, frustrations, outburst and depressions are becoming a norm and given these conditions our model focuses heavily on helping everyone on campus to

The idea was to focus on the entire educational experience where the complete personality was targeted for wholesome development. It was all about promoting self-discovery in all aspects of life and living.

develop a sense of emotional balance in life. Many of these theories and practices will need to be taught through special courses by leading experts. The university also needs to provide counselling centers to help students and staff. Most of the faculty too will need to be trained to open their doors to students. The model incorporates the solutions to the possibilities of something going wrong in the life of a student whether it is academic or non-academic and situations where the student is likely to go to the faculty as a first choice. It is at his stage interventions can be brought to action.

The model that has the strength to become a way of life for any institution to be successful. The main purpose of such a model is to ensure that there is true happiness on the campus. An environment where all students want to be there on the campus as that is the place they enjoy most. The relationship between students and faculty needs to rise to become one of spirited co-ordination and collaboration. A campus is a place where everyone wants to make a positive contributions to the development of others around them as well as to the development of the institution. This model is designed to ensure that everyone comes in the morning with a smile and goes back home with a smile. Everyone has a sense of achievement and has something today that they did not have yesterday.

The University or institution adopting such a model also needs to develop a number of well-being programs aiming to ensure that there is a holistic development of the individuals on the campus. This is an ongoing process at any campus and must be integrated with all other programs to make them mainstream and to become part of the academic delivery. Such a model come inbuilt with new-age charisma to deal with issues that were probably not so relevant just a few years ago. 



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Dr. Pankaj Gupta
President, IIHMR University, Jaipur



WELL-BEING OF AN ORGANIZATION DURING THIS PANDEMIC

Ensuring well-being of an organization and its key stakeholders has always been a priority for all concerned but has now become urgent in the current aftermath of Covid19 pandemic. Leading the organization towards achieving organizational goals can only be achieved if all employees and other important stakeholders are happy, satisfied, motivated and aligned. Taking care of their safety and wellness – physical, psychological, emotional and spiritual wellbeing – should always be given high priority even as the spread of the COVID pandemic is disrupting life and businesses in India and elsewhere in the world.

Around the world, employers are increasingly worried about the well-being issues presented by the escalating Covid19 pandemic. This pandemic brings serious physical health consequences for our workforce, customers and other stake holders. The associated mental health implications – reflected by stress, fear, depression and uncertainty – can also be equally devastating. Organization leaders are required to improve the well-being of workforce as we navigate a course through this extraordinary era of uncertainties and global challenges. Depending on their sector, the current crisis has hit organizations very differently. But the single common factor for everyone is that life is perceived to be more stressful for most of the people.

Some effective HR and other strategies for promoting wellbeing among employees are suggested as follows:

Employee engagement and organizing webinars / educative programs on emotional hygiene as employees work from home.

Clear, flexible and employee friendly work from home policies.

Tying up with external agencies for tips and support on indoor exercises, yoga etc. to ensure physical wellbeing.

Promoting meditation and mindfulness to help employees and other important stakeholders to live in the present moment and thus, also enhancing their capability to cope up with difficult and uncertain situations.



Initiatives to promote employee health and safety while they work from home during the lockdown.

‘Telemedicine Program’ globally to help the employees and their families with questions about their physical and mental health.

Further strengthen online Employee assistance program (EAP).

Encouraging employees across the organization to take a ‘Digital Chai Break’ and guiding them in scheduling their workday as per their passion.

Encouraging the working parents to bring their young kids to greet colleagues during video meetings. This will build a strong sense of togetherness.

Putting employee well-being ahead of productivity issues and offer psychological counselling helplines to people facing anxiety and stress-related problems along with online meditation and fitness sessions to a series of engagement activities during work for home to keep their employees motivated and engaged.

Other concerns connected to the spread of COVID-19 include the profound way the pandemic has affected the way companies operate. In a matter of days, organizations around the world transitioned millions of employees to remote working to keep their communities safe. How businesses respond during this crisis will have a lasting impact on employee engagement, productivity, and retention. Those now working remotely face the mental stress of isolation and the physical challenges of new workspaces – kitchen tables, bedrooms and garages – that are far from being appropriate for this purpose. Staff may also be juggling business commitments with increased childcare and home-schooling responsibilities, and worries about older, immune compromised or absence of friends and family members.

All organizations expressed that saving human capital and well-being of employees is the most crucial task before their managers and HR leaders. Organizations have come up with novel ideas ranging from doctors-on-call, psychological counselling and online meditation and fitness sessions to virtual team lunches and dedicated 'work for home' hours to help in household work – the sole aim being employee motivation and engagement.

Over the last couple of months, we have seen many of our enterprise customers depend on learning to build organizational resilience. Learning-oriented leaders across companies are on the frontlines providing employees with the support they need in adapting to the new normal.

Big conglomerates and new-age companies alike are putting employee well-being ahead of productivity issues and have come up with various initiatives such as virtual connect sessions including chai and lunch breaks, insurance plans for Covid-19, doctors-on-call and mental counselling helplines, and online fitness and learning sessions. Many have also paid their employees advance salary before the end of March.

In the toughest times the human spirit dictates that leaders will emerge, often from the most unexpected places. Supporting wellbeing effectively requires a holistic approach that addresses mental health and engagement with the psychosocial considerations in this new working environment.

Leaders of the organization should also be focusing on protecting both mental and physical health:

Besides physical protection measures, these leaders must make sure that employees know where to find information, guidance, and support

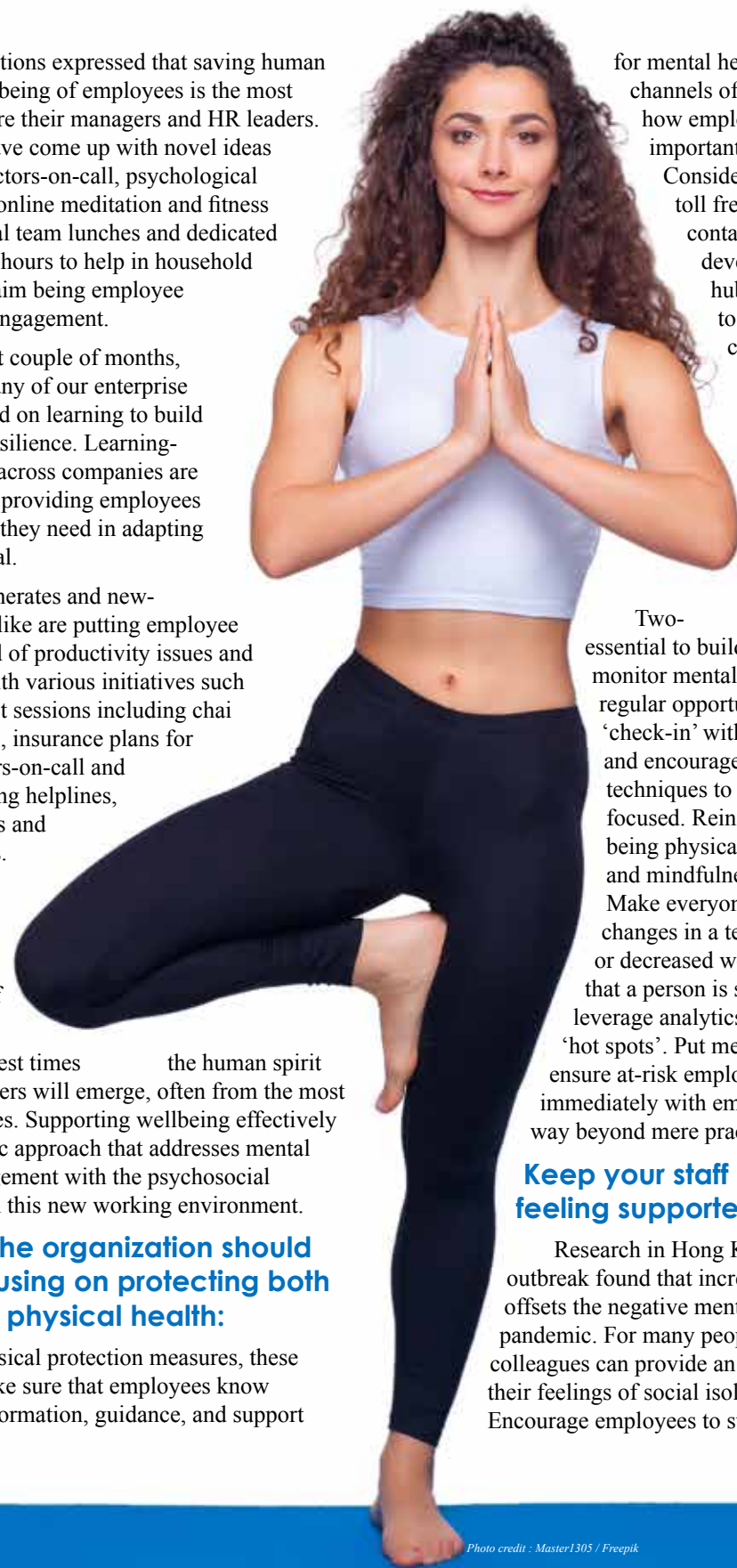


Photo credit : Master1305 / Freepik

for mental health. Maintain open channels of communication to hear how employees are feeling and, importantly, listen and respond. Consider establishing a hotline, toll free number or central contact point for employees and develop in-house channels and hubs to respond promptly to employee questions and concerns. Positive and assuring communication during this time can play an important role.

Organizations cannot rely on people to self-report:

Two-way conversations are essential to building trust. It is vital to monitor mental well-being with structured regular opportunities for employees to 'check-in' with managers and colleagues and encourage peer support. Share techniques to stay calm, present, and focused. Reinforce the importance of being physically active to reduce stress and mindfulness for mental clarity. Make everyone aware that significant changes in a team member's personality or decreased work output may be signs that a person is struggling. If possible, leverage analytics to identify vulnerable 'hot spots'. Put mechanisms in place to ensure at-risk employees are reached out to immediately with empathy and concerns going way beyond mere practical solutions.

Keep your staff connected and feeling supported in isolation:

Research in Hong Kong after the 2003 SARS outbreak found that increased social connectedness offsets the negative mental health impacts of the pandemic. For many people, connection with colleagues can provide an important buffer to their feelings of social isolation and disconnect. Encourage employees to stay regularly connected

with virtual video meetings. With employees feeling overwhelmed and anxious, ask people leaders to make themselves available to staff to talk about their fears, answer questions and reassure them about work and personal issues. When people are working remotely it is more important than ever to routinely check in, not only about work, but also to see how people are doing. Ask direct questions like — How are you managing? What would you most like support with at the moment?

Boosting motivation and engagement:

It's hard to find the energy to remain motivated in a time of crisis. Setting a clear and short roadmap and an empowering vision for your organization's objectives will mobilize and motivate your employees around a common goal. This is also a good time to re-articulate your values, which helps to keep people grounded in the familiar and give them a roadmap for navigating uncertainty.

As you clarify plans to lead through this period of change, align your approach for managing COVID-19 with your broader purpose. Embed your organizational purpose and values into all communications as you share your roadmap across the organization. Provide recognition and 'shout-outs' for those who are living these values during this time.

Keep communicating, even when you don't have all the answer. If you say nothing people fill the gaps with conjecture and worry.

Foster resilience and performance:

The sudden shift to working from home has the potential to derail performance. Make sure employees have sufficient infrastructure, flexibility and support to do their job to the best of their ability under the current circumstances. In these extraordinary times, we need to acknowledge different work patterns, different skill sets, particularly around remote working and virtual teaming. Empower your middle management – a highly influential cohort – to drive new ways of working. Consider opportunities to upskill employees and cross skill teams.

Provide access to tools and online learning platforms to empower employees, increase organizational capability, workforce flexibility

and resilience. Employee engagement will be improved where they can form part of the overall organizational solutions.

Importantly, no matter what disruptive forces and how stressful the scenario is, humans are at the center of every organization. In the toughest times, the human spirit dictates the emergence of leaders, often from the most unexpected places. To nurture these fledgling leaders in your organization, direct all support to empower them and make their efforts self-sustaining. We must encourage individual employees to take ownership and accountability for their own well-being so they come through the crisis more resilient than when they went in.

At our IIHMR University, we have used this crisis as an opportunity. We have developed online courses, organized strategy meetings, research meetings, webinars etc using our IT resources. Our research and publications are currently at the highest peak. We have adopted flexible and employee friendly policies for work from home, providing required resources and creating an enabling ecosystem, which has enabled high level of learning and growth, better processes, customer delight and financial outcomes also (following the balanced score-card model).

Well-being is a much deeper word as compared to welfare. For well-being, a person has to take self-responsibility towards living a happy and fulfilled life. If focus is purely external, people can easily get upset with so many uncertainties floating around. But if we focus on 'being' and our focus is internal, it can lead to nurturing a mindset which is 'Sthithpragya' or aiming for the same level of inner bliss inspite of outside situation or stimulus. Hence there is a big need for inner journey, self-love, meditation and mindfulness that can definitely play an important role in nurturing well-being in an organization.

In conclusion, I would like to quote Shiv Agarwal (Managing Director, ABC Consultants) who remarked that 'in a crisis, leaders do not manage a business. They run a family'. If such an approach is followed and if employees are taken care of like a family, business will develop a lot of heart capital that will blossom and lead to better productivity. 📧

The article is Co-authored by Raghu Prasad, Head HR, IIHMR University, Jaipur



Arvind Passey

THE IDEA OF WELL-BEING IN EDUCATION

Well-being isn't a fairy tale that exists only in books and board-rooms... or as discussions and debates in the staff-rooms of colleges, if this sounds more appropriate. As Hans Christian Anderson once wrote: 'Just living isn't enough', said the butterfly, 'one must have sunshine, freedom and a little flower.'

When I told a university professor that freedom is the bedrock of well-being in a college environment, he looked at me said, 'This word always sounds great but what will happen to discipline? Learning needs a high level of discipline or thoughts

will drag focus away from what is important for a student.' I had to tell him that learner's mind is quite unlike water in a bottle. It can never be a good idea for universities and colleges to treat students like water that can be controlled, bottled, and then sold. College education isn't an assembly line to create clones that have no scope for being different from each other.

The point that I am trying to make here is that we live in a world where more isn't enough and when students cease to listen to their body, the high levels of stress can turn learning into a chore. The post-lockdown phase that is going on in the country these days has the potential to transform this stress into a massive physiological explosion. It is vital for educational institutes to be aware of the benefits of well-being as only this has the potential to offset the build-up of stress that these changed circumstances may lead to.

The current situation

Economic Times points out that 'about 89% of the population in India say they are suffering from stress compared to the global average of 86%. Nearly 75% of respondents here do not feel comfortable talking to a medical professional about their stress and cite cost as one of the barriers'. From statistics shared by other researchers it is the 18-24 age group that gets stress-afflicted by comparing themselves to others – 60% in the 18-24 age-group and 41% from the 25-34 age-group suffer as compared to 17% from the 45-54 age-group and a mere 6% from the over 55 age bracket. The pressure to succeed is as serious as this among the youth and this is what



colleges need to be concerned about. Stress may result in actions that could even escalate to suicidal thoughts and feelings. The times when the situation doesn't reach stage, it may result in unhealthy consumption of food, increased intake of alcohol, smoking, and even a high degree of inattentiveness or an absolute absence of productive focus. Getting overwhelmed by this kind of performance induced stress is more in the young adults...

and the student community in India isn't vastly different.

All statistics point out that concepts of wellness are neither understood nor are there specific action plans to counter this threat. Tom Rath has written that 'well-being is about the combination of our love for what we do each day, the quality of our relationships, the security of our finances, the vibrancy of our physical health, and the pride we take in what we have contributed to our communities'. Even Manish Sisodia, the Education Minister of Delhi has insisted on the need 'to create an education set up that ensures equitable quality learning and well-being of all children in post lockdown phase'. It is obvious that our colleges and universities must direct their focus towards building a form of resilience in the students that helps them deal with such issues. It is factors like built-up resilience and an enhanced capacity for emotional intelligence that have the power to usher in a better academic performance and not the other way round.

Academicians around the world agree on the influence of a positive well-being on what happens later in life.

All problems are interpersonal problems

The role of the teacher in a college (and even in schools, for that matter) isn't limited to just skills, knowledge, attention, and time... exceptional interaction in a place of learning needs to include joy and the ability to create and sustain joy because, after all, pure thought is a pleasurable therapy in itself. This may sound rather abstract but treating **every** student with warmth and empathy is at the core of the basics of well-being.

The keyword in the previous paragraph is EVERY. Ichiro Kishimi and Fumitake Koga in their book 'The courage to be happy' have talked about the theories given to us by Alfred Adler and the most important inclusion is that including only a few exceptional students for praise or appreciation is not the right way to promoting well-being. The moment a teacher points to one or a few students and calls them special, complete, or superior, he has made the remaining students feel isolated and filled with inferiority. Adler goes on to emphasize that praising a few creates or encourages unhealthy competition or rivalry than can lead to the majority of students going further away from becoming self-reliant.

The truth is that one of the main tasks of good education is to transform each and every student to become self-reliant. Self-reliance is the factor that powerfully differentiates between competition and rivalry. Competition is a way of life. Rivalry is not. Competition is a constant in our society, whereas rivalry is not. Competition needs to exist without rivalry.

The above is just one example of the way well-being can be promoted in our institutes of higher learning. It will only be fair to say that it isn't just the communication of relevant bits of knowledge and inferences that transform a student into a thorough professional but the uplifting experience of being self-reliant. By the way, when the Prime Minister of India talked

about the importance of the nation to march towards becoming 'atma-nirbhar', he is not trying to promote unhealthy competition or rivalry. What his definition of self-reliance is for the nation is precisely the way our universities and colleges need to bring in changes.

The student angle

Jennifer Nash in an article published in HBR Ascend talks about the need for five abilities that will lead to a better nurturing of well-being and thus success in the overwhelming and unfamiliar territory of a post-Covid world. Fearing the paradigm shifts that is apparent in the current atmosphere of dynamic market conditions means that embracing positive changes is the most effective way out. The writer recommends generosity, insight, flexibility, togetherness, and an awareness of one's own strengths.

According to this writer, **generosity** 'lowers dementia risks, reduces depression and anxiety, and improves chronic pain management. Being generous results in high-quality relationships, longer lifespan, happiness, innovation, and more'. This helps one flourish, grow, change, adapt, and learn. **Insight** is essential to increase self-awareness and bringing in meditation, moderate exercise, and the cathartic act of writing help in promoting it. **Flexibility** is all about seeking periodic feedback from the various stakeholders around and using this data to 'inform, adjust, and guide your communications, thinking, and behaviours' to move forward. Not surprisingly,

the writer lists taking up a new hobby, learning a new language, reading a book on that you know nothing you nourish your ability

and a subject about can help to be insightful.

Togetherness is all about the realisation that one cannot exist in isolation and yet, must become self-reliant. **Being aware your own strengths** includes

removing 'triggers' from your environment by limiting your consumption of social media or disengaging from conversations and people that pull you down'. This is besides attempting not to fall in the trap of debilitating multi-tasking and remaining focused on a single task at a time, making healthy food choices, and sleeping well.

Factors that universities and colleges must remain aware of

It is vital for any institute to be in a position to identify at-risk students as a first

step because it is only this awareness that ushers in other changes. It is the responsibility of a university, college, or institute to set-up and nurture the right environment that becomes the foundation for the promotion of well-being of their students as this is not just one of the ways to prevent problems but also becomes a viable support both inside and outside a classroom climate and ethos that builds up a sense of connectedness, focus, and purpose besides evolving to become a substrate that nourishes and nurtures emotions and vulnerability. The campus must necessarily encourage warm relationships and a celebration of differences, as I have already mentioned earlier.

This is the sort of climate that ushers in well-being that steps out of a textbook or a theory to promote abstract factors like confidence, positive self-esteem, healthy emotions, warm relationships, a high and productive engagement with life, and a way out of the mundane stresses of daily life.

Talking to experts in education has led me to believe that all this is possible only if the faculty engages with students in ways that improve their connect with ALL students and not just a select group. This happens when the faculty goes out of its way to take notice of every little effort put in thus encouraging a continuous and sustainable flow of learning. The keyword that encompasses them all is 'give'.

It needs to be understood that well-being programs, when implemented earnestly, can lead to a reduction in sick leaves or absenteeism, cessation of stress and thus the progression to accidents, injuries, and other forms of debilitating conflicts. Quite obviously, one can reasonably expect a rise in motivated and productive involvement, high levels of morale, and a sense of belonging. It is only when these parameters are evident and visible that the places of higher learning can start expecting returns in the form of quality within-campus relationships and a co-operative approach to activities – both academic and non-academic. It is no wonder then that the well-being factor finally gives a competitive edge to a university or a college.

A recent survey has shown that the **global wellness economy was a \$4.5 trillion market in 2018 and the industry grew by 6.4 percent annually from 2015–2017, from a \$3.7 trillion to a \$4.2 trillion market. This growth is nearly twice as fast as global economic growth (3.6 percent annually, based on IMF data).**

Wellness isn't only for education

A recent survey has shown that the global wellness economy was a \$4.5 trillion market in 2018 and the industry grew by 6.4 percent annually from 2015–2017, from a \$3.7 trillion to a \$4.2 trillion market. This growth is nearly twice as fast as global economic growth (3.6 percent annually, based on IMF data). An article in the Global Wellness Institute website mentions that wellness expenditures (\$4.2 trillion) are more than half as large as total global health expenditures (\$7.3 trillion, based on WHO data) and that the wellness industry represents 5.3 percent of global economic output. These figures quoted include wellness tourism, wellness real estate, the spa industry and others.

The above statistics have been quoted in this article to reinforce the fact that wellness is what grown-ups aim for, in whichever profession they happen to adopt. The universities and colleges will only benefit to bring in the tenets of well-being inside the campus because it is here that minds are most vulnerable and in need for such an intervention. [EP](#)

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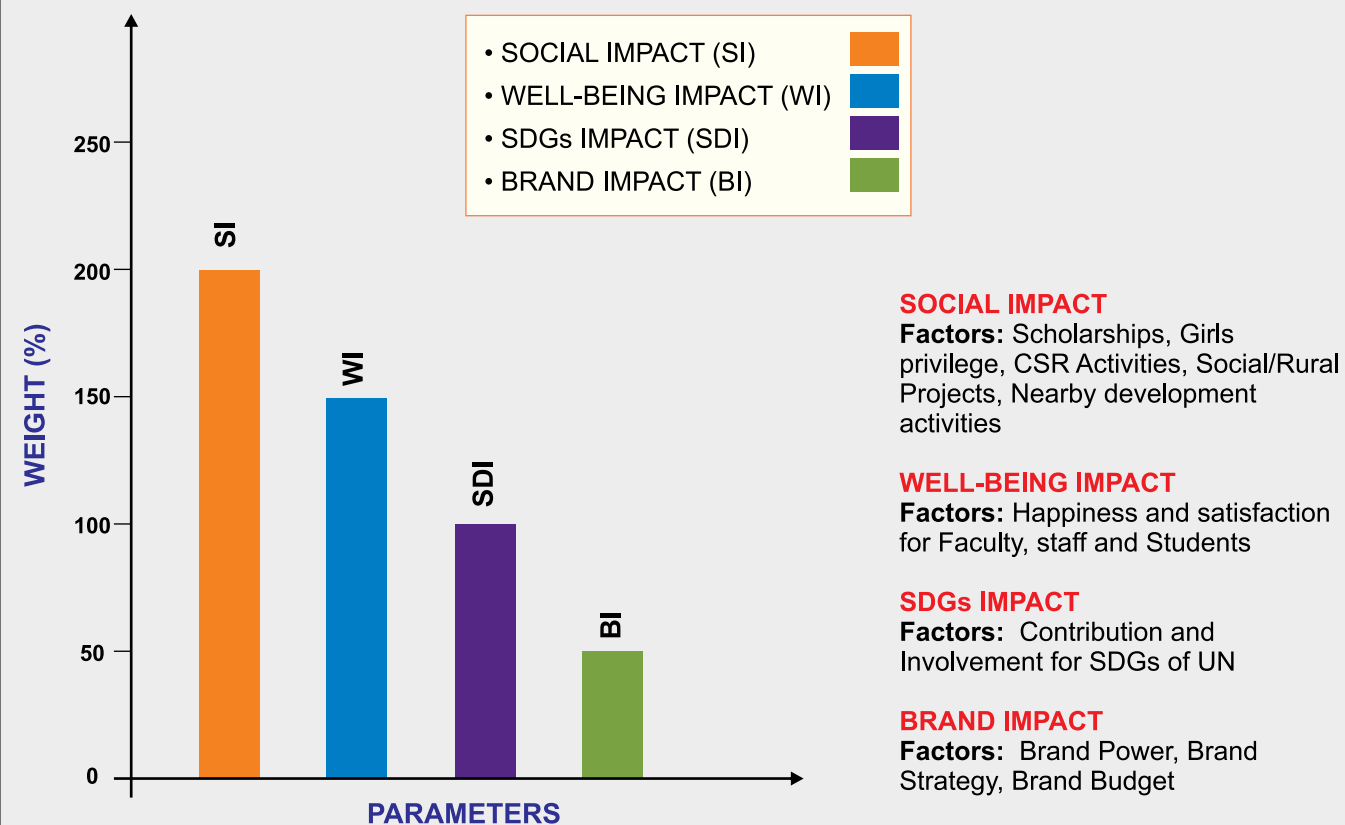


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PARAMETERS

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- SDGs IMPACT
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Name of Institutions	ACTUAL VALUES				WEIGHTED INDEX VALUES				Overall Index Score	National Impact Rank*
	Social Impact	Wellbeing Impact	SDGs Impact	Brand Impact	Social Impact	Wellbeing Impact	SDGs Impact	Brand Impact		
	200	150	100	50	Out of 100	Out of 100	Out of 100	Out of 100		
TATA Institute of Social Sciences, Mumbai	186	135	90	45	93.00	90.45	90.00	90.00	91.34	1
XLRI - Xavier School of Management, Jamshedpur	185	135	80	45	92.50	90.45	80.00	90.00	89.14	2
Management Development Institute, Gurgaon	172	135	80	45	86.00	90.45	80.00	90.00	86.54	3
Indian School of Business, Hyderabad	170	135	74	45	85.00	90.45	74.00	90.00	84.94	4
SP Jain Institute of Management and Research, Mumbai	170	135	74	42	85.00	90.45	74.00	84.00	84.34	5
Vellore Institute of Technology, Vellore	173	130	74	40	86.50	87.10	74.00	80.00	83.53	6
Birla Institute of Technology and Science, Pilani	176	129	70	40	88.00	86.43	70.00	80.00	83.13	7
WOXSEN School of Business (WOXSEN University), Hyderabad	172	130	68	38	86.00	87.10	68.00	76.00	81.73	8
Bharath Institute of Higher Education and Research, Chennai	179	127	61	38	89.50	85.09	61.00	76.00	81.13	9
ITM University Gwalior	169	124	63	38	84.50	83.08	63.00	76.00	78.92	10
Birla Institute of Technology, Mesra	166	126	62	38	83.00	84.42	62.00	76.00	78.53	11
TERI New Delhi	162	122	68	38	81.00	81.74	68.00	76.00	78.12	12
KIIT Bhubaneswar	161	121	68	37	80.50	81.07	68.00	74.00	77.52	13
Amrita Vishwa Vidyapeetham University, Coimbatore	158	121	68	38	79.00	81.07	68.00	76.00	77.12	14
TAXILA Business School, Jaipur	157	124	68	35	78.50	83.08	68.00	70.00	76.92	15
Manipal Academy of Higher Education, Manipal	159	127	61	35	79.50	85.09	61.00	70.00	76.53	16
NMIMS Mumbai	157	127	62	35	78.50	85.09	62.00	70.00	76.33	17
Chandigarh University, Mohali	151	125	68	35	75.50	83.75	68.00	70.00	75.93	18
JSS Science and Technological University, Mysuru	152	128	60	35	76.00	85.76	60.00	70.00	75.13	19
Vidyavardhaka College of Engineering, Mysuru	151	128	60	35	75.50	85.76	60.00	70.00	74.93	20
O P Jindal Global University, Sonipat	162	111	64	35	81.00	74.37	64.00	70.00	74.51	21
Bharati Vidyapeeth Deemed University, Pune	163	111	60	36	81.50	74.37	60.00	72.00	74.11	22
REVA University, Bengaluru	153	118	62	35	76.50	79.06	62.00	70.00	73.72	23
BNM Institute of Technology, Bengaluru	149	123	60	35	74.50	82.41	60.00	70.00	73.52	24

Name of Institutions	ACTUAL VALUES				WEIGHTED INDEX VALUES				Overall Index Score	National Impact Rank*
	Social Impact	Wellbeing Impact	SDGs Impact	Brand Impact	Social Impact	Wellbeing Impact	SDGs Impact	Brand Impact		
	200	150	100	50	Out of 100	Out of 100	Out of 100	Out of 100		
Institute of Management Technology, Ghaziabad	149	121	60	35	74.50	81.07	60.00	70.00	73.12	25
Great Lakes Institute of Management, Chennai	145	122	60	37	72.50	81.74	60.00	74.00	72.92	26
Institute of Management Studies, Ghaziabad	146	120	60	35	73.00	80.40	60.00	70.00	72.32	27
TAPMI Manipal	150	118	56	35	75.00	79.06	56.00	70.00	71.92	28
Thapar Institute of Engineering and Technology, Patiala	150	116	56	35	75.00	77.72	56.00	70.00	71.52	29
Meenakshi Academy of Higher Education and Research, Chennai	148	114	58	35	74.00	76.38	58.00	70.00	71.11	30
Chitkara University, Chandigarh	138	126	56	33	69.00	84.42	56.00	66.00	70.73	31
UPES Dehradun	142	115	61	33	71.00	77.05	61.00	66.00	70.32	32
Symbiosis International University, Pune	141	113	61	36	70.50	75.71	61.00	72.00	70.31	33
SRM Institute of Science and Technology, Chennai	129	126	61	33	64.50	84.42	61.00	66.00	69.93	34
Nirma University, Ahmedabad	142	120	56	30	71.00	80.40	56.00	60.00	69.72	35
AMITY University, Noida	142	114	58	33	71.00	76.38	58.00	66.00	69.51	36
IMI, New Delhi	142	109	61	33	71.00	73.03	61.00	66.00	69.11	37
R V College of Engineering, Bengaluru	142	114	58	30	71.00	76.38	58.00	60.00	68.91	38
NITTE Meenakshi Institute of Technology, Bengaluru	139	113	61	30	69.50	75.71	61.00	60.00	68.71	39
IFHE Hyderabad	142	119	51	28	71.00	79.73	51.00	56.00	68.12	40
BMS College of Engineering, Bengaluru	116	129	61	30	58.00	86.43	61.00	60.00	67.33	41
PES University, Bengaluru	129	119	56	28	64.50	79.73	56.00	56.00	66.52	42
MS Ramaiah Institute of Technology, Bengaluru	129	121	51	30	64.50	81.07	51.00	60.00	66.32	43
Siddaganga Institute of Technology, Tumkur	126	119	51	27	63.00	79.73	51.00	54.00	64.72	44
Sathyabama Institute of Science and Technology, Chennai	129	109	51	27	64.50	73.03	51.00	54.00	63.31	45
BIMTECH, Greater Noida	125	110	48	27	62.50	73.70	48.00	54.00	62.11	46
MIT-School of Business, Pune	125	110	46	27	62.50	73.70	46.00	54.00	61.71	47
SDMCET, Dharwad	121	114	43	25	60.50	76.38	43.00	50.00	60.71	48
KLE Technological University, Hubli	122	108	43	25	61.00	72.36	43.00	50.00	59.71	49
LBSIM New Delhi	117	108	44	25	58.50	72.36	44.00	50.00	58.91	50

*Disclaimer: Page 6



Madhumay Mallik

HIGHER EDUCATION OPPORTUNITIES IN INDIA

"We owe a lot to the Indians, who taught us how to count, without which no worthwhile scientific discovery could have been made!"

~Albert Einstein

For thousands of years now, India has been a major place of learning. Both, Takshashila, the first university in the world, and Aryabhata, the inventor of zero digit are from India. With the second largest population in the world, and an economy that is quite influential and fast-growing, it's not at all surprising that the higher education system in India has undergone a paradigm shift over the past few decades, owing to its competitive stand in the world. India has now the third largest higher education system in

the world, after the US and China. To an outsider the Indian education system is perhaps one of the most complex systems. There are a number of universities and colleges to choose from, some state-run and some private, of various different sizes, types, specializations and origins.

With the foray of umpteen number of multi-national corporations, India has surfaced as a leading global manufacturing hub. Global players such as Microsoft, Oracle, IBM, General Motors, Ford, Daimler Chrysler, Suzuki, Hyundai, LG, Samsung, Sony, Nokia, PepsiCo, Coco Cola, Tupperware, Amway, McDonald's have had huge gains from their operations in India and have made expansion in the country. They have gone ahead with diversification of their products, have set up manufacturing base to increase the production capacity, have established research centres and the likes. The economy has been on a vigorous growth trajectory.

Listed below are the leading cities with their institutions in India that offer great education:

Delhi/NCR



Delhi, one of the metropolitan cities in the country, is located in the northern part of India, which is known as The National Capital Territory. The population of 26 odd millions makes Delhi the third largest urban area in the world. Delhi is the metro to be experiencing the coldest winters in India. Its proximity to the Himalayan villages makes it the best metro to live in for weekend getaways to the mountains. With umpteen number of planned industrial estates housing construction, real estate, power, IT, telecommunications, manufacturing, handloom, handicrafts, hotels, media, banking, tourism and retail industries Delhi has one of the lowest unemployment rate in the country. Having a lot of institutes of National importance, it is one of the most

sought-after destinations for higher studies.

The region has AIIMS, IIT, DU, IIFT, FMS, JNU, NIT, School of Planning and Architecture, ICAI, Indian Statistical Institute, IIMC, NLU, NSD, Jamia Millia Islamia, NIFT, Indira Gandhi National Open University, Industrial Training Institutes, Directorate of Training and Technical Institutes, Maulana Azad Medical and Dental College to name a few. Amitabh Bachchan holds a double major in Science and Arts from Kirori Mal College, Shah Rukh Khan got his Bachelors in Economics from Hansraj College and pursued Masters in Mass Communication from Jamia Millia Islamia, Sheila Dikshit had a Masters in History from Miranda House, and Shashi Tharoor has a Bachelors in History from St. Stephen's College besides a long list of know personalities who have had their education from one of the colleges or institutes in the region..

Pune

Pune, also called as the Oxford of India, attracts more students than any other city in Maharashtra. The year-round pleasant weather of the city makes it easy to keep focus on studies. The outskirts of the city offers



many destinations for trekking over the weekend. Pawna Lake, Lion's Point and Karla Caves are few of the popular camping sites. College outings cannot get better when you have hill stations like Lavassa and Lonavala a short distance away. The active campus culture focuses on many extra-curricular activities which ensures that students get to test their strengths and weaknesses, getting insights, eventually choosing their profession according to their passion. The start-ups here are a testimony to the kind of influence that education has had on businesses. It is home to the only education institute in India that offers degrees in film studies accredited by the Government of India. With the rise of IT parks and various other sectors, students

get a warranted chance at landing their dream jobs. Being an IT hub it is convenient for companies to visit the college campuses to do mass placements without worrying about the relocation expenses. The cost of living in Pune is on the cheaper side as compared to other big cities in India. It has quite a lively yet safe night life. Pune has been home to a lot of reputed institutes with quality placements.

Some of the known places of higher education here are Savitribai Phule Pune University, Indian Institute of Information Technology, Bharati Vidyapeeth, Indian Institute of Science, Education and Research, AFMC, National Defence Academy, Fergusson College, Symbiosis International University, FTII, National Institute of Virology, National Centre for Cell Science, National Chemical Laboratory, National Insurance Academy, and National Institute for Bank Management. Naseeruddin Shah, Shabana Azmi, Resul Pookutty, Rajkumar Hirani, Jaya Bachchan, Rajkumar Rao and Sriram Raghavan are few of the many notable celebrity alumni of FTII. Cyrus S. Poonawalla, Pratibha Patil, P.V. Narasimha Rao, Sharad Pawar and Vilasrao Deshmukh are the alumni of Pune University.

Mumbai

The third largest urban area in the world, the richest city in India and the 12th richest city in the world, the capital of Maharashtra is surrounded by



the Arabian sea on one side and The Western Ghats on the other. Take a boat or go for treks on the surrounding hills, the numerous weekend getaways offer incredible scenic beauty. The financial and entertainment capital of India and the city that never sleeps is brimming with opportunities and is known as the city of dreams. Every year around 2 million people land in Mumbai to do something and be someone.

Being home to plenty of established industries like textile, petrochemicals, electronics, engineering, food processing, light manufacturing, automobile manufacturing, metals, gems, jewellery, IT, ITES, finance, and entertainment the opportunities here are plenty. India's largest consumer packaged goods corporations like HUL, Nivea, P&G, Colgate-Palmolive etc. are in Mumbai. Its home to the major financial institutions like RBI and NSE. The city possesses it all to give wings to one's dreams. With more than 80 universities and research institutes, having world-class education centres, the students can get quality education in any field according to their interests.

The city has IIT, Bhabha Atomic Research Centre, NITIE, Institute of Chemical Technology, TISS, Tata Institute of Fundamental Research, SPJIMR, JBIMS, NMIMS, Sir J.J. School of Art, Sir J.J. College of Architecture, Institute of Forensic Science, Jai Hind College, St. Xavier's College, and IHM-Mumbai to name just a few. Mukesh Ambani, the richest Indian today holds a bachelor's degree in Chemical Engineering from Institute of Chemical Technology.

Hyderabad



Hyderabad, situated in the southern part of India, is the capital and the largest city of Telangana and de jure capital of Andhra Pradesh. The city's incredible architecture is truly picturesque, and the stunning Charminar is one of the most famous and notable monuments in the country. It is also called the HI-TECH city. The rapid IT revolution has brought in many global level IT corporations such as Microsoft, IBM, Oracle, Dell etc. Apart from IT, the city also has opportunities in pharma and insurance. It is home to the best research centres and development organisations as well. It is already a

destination favoured by middle-eastern and African students. India is popular for learning English courses at highly economical prices amongst the third world countries. The weather conditions and the cost of living is a major factor for any foreign student becomes an additional benefit for those choosing to come here. The cosmopolitan nature and the vibrant Muslim culture of the city attracts a lot of Muslim students from the middle-east and Africa. The top educational institutions have made Hyderabad an education hub.

Hyderabad has Osmania University, HCU, NALSAR, BITS, ISB, IIT, IIIT, CSIR-IICT, CCMB, and DRDO to list a few.

Bengaluru

Bengaluru, also called the Silicon Valley of India, is the capital of Karnataka. While the rest of the country tries to beat the heat, Bengaluru enjoys



a perpetual drizzle to make it cool and tolerable throughout the year. The completely moderate weather condition of the city makes it easier for people from any part of the world to adapt. With over 12,000 IT companies working full-time, the IT growth over the years has been remarkable in this city. Some of the most reputed companies like Infosys, Wipro, Biocon, Flipkart, Myntra, Swiggy, Big Basket, Urban Ladder, PhonePe, Ola Cabs etc. are based out of Bengaluru. It has been the powerhouse of an enormous number of premier global organisations and top-notch educational institutions. With 65% of the population being migrants, along with its rich heritage it also has a contemporary way of life and a cosmopolitan culture. Bangalore is a place that nurtures students both professionally and personally. It is attributed

with more than 125 research and development centres in the fields of IT, Basic and Applied Sciences, Aerospace and the likes.

Apart from the outstanding IT growth, this birthplace of a never-ending list of inspiring personalities like M. Vishveshvarayya, Kiran Mazumdar Shaw, Narayana Murthy, Azim Premji, G.R Gopinath, Girish Karnad, Rahul Dravid, and Dr. Devi Shetty is home to many educational institutions with international standards in hundreds of fields including Mass Communication, Arts, Film making, Life sciences, Law, Management and Journalism.

Bengaluru has IISc, NIMHANS, NLSIU, IIM, JNSACR, NCBS, Indian Institute of Astrophysics, Azim Premji University, XIME, and T A Pai Management Institute among other places for higher education.

Chennai



Chennai, known as the 'Detroit of Asia', is the capital of Tamil Nadu. The greenery of Chennai keeps the air fresh. The city sports multiple beaches with the 13 km long Marina being the world's second longest urban beach. It is an abode for surfers in India, making all the enthusiastic students give it a try. It takes pride in its excellent healthcare service and medical tourism is one of the flourishing industries here. Automobiles, electronics hardware, software services, banking, finance, entertainment, textiles and petrochemicals are the other prominent industries in the state. It is the centre for the manufacturing plants of globally leading electronics hardware and automotive companies. This city with a high literacy rate has a well-developed education system.

Higher education colleges and universities here include IIT, College of Engineering, Guindy, Great Lakes Institute of Management, Loyola Institute of Business Administration, XIME, Anna University, Madras Institute of Technology, Vellore Institute of Technology, Central Leather Research Institute, Dr. Ambedkar Government Law College, Stanley Medical College, National Institute of Epidemiology, National Institute of research in Tuberculosis, National Defence College. And SRM University.

Ahmedabad



Ahmedabad the largest city in Gujarat and is situated on the banks of Sabarmati river. The city's proximity to Mumbai, the financial hub of the nation, attracts a lot of financial organisations that give opportunities to freshers. Due to the presence of biggest energy reserves and refineries in the state, hassle-free availability of power has helped number of industries to nurture in the area that absorbs new graduates in the state. The government has a lot of incentives, subsidies and tax benefits for the industries set-up in the state which absorbs graduates from the state. Textiles and diamond cutting are the leading industries in the state.

Ahmedabad is home to a number of research institutes and organisations and career opportunities with Ahmedabad Textile Industry's Research Association, ISRO, Physical Research Laboratory, B.V. Patel Center for Pharmaceutical Education, Research & Development are possible. The city also hosts many prestigious educational institutes of the country that include IIM, NID, MICA, Entrepreneurship Development Institute of India, Nirma University of Science and Technology,

National Institute of Mass Communication and Journalism, and IRMA.

Lucknow

Lucknow is the legislative and administrative capital of Uttar Pradesh, which is a densely populated state. Situated in the middle of Indus-Gangetic Plain, the city has Gomti river meandering gently through it. The fertile land here facilitates



the agriculture driven economy of the state. The main industries include food processing, tourism, minerals, IT, biotechnology, textiles, handlooms, handicrafts, leather and sports goods. Lucknow being a multicultural city, it flourished as a hub of arts and culture in North India. It was listed as the 17th-fastest growing city in India and the 74th in the world. Lucknow is home to a number of prominent research organisations and education institutions.

Some of the known educational institutes include IIM, IIIT, CDRI, Indian Institute of Toxicology Research, NBRI, IET, RMNLU, IHM, SGPI, KGMU, NPGC, Central Glass and Ceramic Research Institute, CSIR-CFTRI, and CSIR-CIMAP.

Kanpur

Kanpur is a metropolis in the state of Uttar Pradesh. The city has been famous for its textile and leather industries. Sitting on the west bank of the Ganga, it is a major trade and commercial hub in North India. Its proximity to Delhi acts as an advantage for companies from Delhi to recruit students for internships and jobs. It had the first woollen mill of India. Kanpur is regarded as the 'leather city of the world'. Many medium and heavy industries also engage in the production of



industrial machines, two-wheelers and defence items.

Kanpur is home to one of the first Indian Institutes of Technology. Arvind Krishna, the current CEO of IBM is one of the many distinguished alumni of the institute. Along with IIT-Kanpur, the city hosts some other institutes of repute that include ICSI, ICAI, NSI, UIET, KIT, SRMS CET, CSAUA&T, and Pt. Jawahar Lal Nehru Rajkiya Homoeopathic Medical College Hospital.

Indore

Indore is the largest city in Madhya Pradesh which is the most populous in the state too. In central India, the city has a pleasant climate with temperatures averaging 29°C all through the year with highland areas being even cooler. It qualified the first round of Smart Cities Mission and got selected amongst the first 20 cities to be developed as Smart Cities. Due to its good connectivity, it has been the hub of trade and commerce for western India. With the flourishing economy of Indore expanding in all directions, including both the age-old agro industries and the modern corporate and IT companies, a number of engineering and management institutes have been established in Indore to meet the growing demand of professionals. After the start of IIT-Indore in 2009, Indore became the first city in



India to have both an IIM and an IIT, two Institutes of National Importance. Joseph Radhik, the internationally acclaimed wedding photographer is one of the alumni of IIM here. Some of the other universities in Indore include DAVV, SoL, EMRC, IIPS, SGSITS, and MGMMC.

Bhopal



Bhopal is the capital city of Madhya Pradesh. It is one of the greatest cities in India for its natural and artificial lakes. Bhopal was selected to be developed as a Smart City in the first phase under the flagship Smart Cities Mission. The major industries there are engaged in the production of jute, cotton textile, electrical and steel products. It is home to a lot many spinning mills. Tourism is one of the major industries too.

Bhopal, a Y-class city, houses maximum number of educational and research institutions and Institutions of National Importance that include ISRO's Master Control Facility, BHEL, AMPRI, Maulana Azad National Institute of Technology, IIFM, IISER, NLIU, NIFT, SPA, AIIMS, IIIT, RIE, RGPV, MCNUJC, National Judicial Academy, Gandhi Medical College, Barkatullah University, Jagran Lakecity University, Madya Pradesh Bhoj Open University, RKDF University, and Rabindranath Tagore University.

Jaipur

Jaipur is the capital and the largest city in Rajasthan. The quiet nature of the place with its bustling ambience helps one focus on studies. It is declared as one of its World Heritage Sites by UNESCO. Along with being one of the most popular tourist destinations in India, the city has IT companies,



encourages manufacture of luxury textiles, gemstone cutting and manufacture of jewellery. It is the largest producer of hand-knitted rugs in the country. The government of Rajasthan has laid out an initiative to create 15 lakh jobs by 2023.

Notable institutions in the country include SMS Medical College, St. Xavier's College, University of Rajasthan, Indian Institute of Health Management Research, Malviya National Institute of Technology, Jaipur National University, Manipal University, The LNM Institute of Information Technology, IIS University, and Suresh Gyan Vihar University.

Kolkata

Kolkata, the capital of West Bengal, located approximately 80 kms to the west of the border of Bangladesh, on the east bank of the river Hooghly is the main educational, cultural, business, finance and



commercial hub of east India. The major industrial sectors operating in Kolkata include mining, steel, minerals, cement, heavy engineering, pharmaceuticals, food processing, agriculture, textiles, jute and electronics. It is also an important centre for Banking. The ITC Limited, Allahabad bank and UCO bank

among many other major companies and banks have their headquarters in Kolkata. Numerous national and international colleges and institutions of repute in Kolkata are aimed at nurturing highly skilled manpower and workforce to meet the growing demands of the companies in the city.

The city has a number of educational institutes including Jadavpur University, Presidency University, St. Xavier's College, IEST, IIFT, NUJS, ISI, MAKAUT, UEM, IACS, IICB, IISER, SINP, AIH & PH, CGCRI, SNBNCBS, IISWBM, NIPER, VECC, and ICSP. Noble Laureate Sir C.V. Raman did his ground-breaking work in IACS. Amartya Sen, another Nobel Laureate is an alumnus of the University of Calcutta. Laxmi Niwas Mittal, the Indian steel magnet has studied from St. Xavier's College, Kolkata. One of the most powerful women in the world, Indira Nooyi is an alumnus of IIM-Calcutta.

Bhubaneswar

The capital city of the eastern coastal state of Odisha is referred to as the 'Temple City of India', Bhubaneswar is one of India's first planned cities. The first choice of the MoUD for the flagship Smart City Project, it is an evolving IT and education hub and one of the country's fastest developing cities. The city has a delicate combination of heritage and modernity. Sprawling IT campuses, world class universities, lush greenery and pleasant weather makes Bhubaneswar the number one choice in east India to study and settle



down. Leading IT companies like Infosys, Wipro, TCS etc. have their presence in the city. Apart from IT, iron and steel, aluminium, ferro alloy, minerals, cement, paper, sugar, fertilizers, and handlooms are the leading industries present in the state. Bhubaneswar

also attracts a lot of foreign students every year who come to study Odissi, a major ancient Indian classical dance from which originated in the Hindu temples of Odisha.

It is home to several colleges, institutions and universities mostly offering a wide range of courses in STEM and applied research and are highly rated by the Ministry of HRD, India. Its list of colleges, universities, and institutes include IIT, NISER, ICT, Mumbai (Off Campus in collaboration with IIT-Kgp. and Indian Oil), CETB, IIMT, Institute of Physics, Institute of Mathematics, CIFA, IIIT, NIFT, RIE, RMRC, AIIMS, Xavier University, OUAT, Utkal University, IITTM, KIIT, and Birla Global University. Subroto Bagchi the Indian Entrepreneur and Business leader is an alumnus of Utkal University. Dutee Chand, the renowned athlete studied law from KIIT university.

Mohali



Mohali is a city in the northern state of Punjab, lying to the south-west of the capital city of Chandigarh. It is emerging as one of the most important cities in Punjab and the rest of North India, developing fast as an IT hub of the state. State government has made special efforts to make Mohali the best place to live in Punjab. The city sports many international sporting venues including a cricket stadium, a golf course and a hockey stadium bearing international connectivity from Chandigarh International Airport. Mohali's reputation as a home to multinational corporations is rising. Global giants like Quark and Philips are generating direct and indirect jobs.


It is home to the following institutions and universities: Punjab University Regional Centre

for Information Technology and Management, Chandigarh University, IISER-Mohali, NIPER, ISB, Army Institute of Law, Shaheed Udham Singh College of Engineering and Technology, and Chandigarh Engineering College to list a few.

What makes India the right country for learning?

The Indian government's initiative called Destination India is seeking to streamlining the admission processes of foreign students coming here in their quest higher learning. Courses in Ayurveda, yoga and Buddhism are being introduced in some cities and being developed in the existing universities to attract students from developed nations like the US and UK. With the involvement of multiple agencies, the factors in our favour include employability, easing out logistics like food and cultural activities, easing out social absorption, facilitating financial aid and the likes. According to ICCR, they are working on making the visa procedures simpler, tidying up the facilities in the host institutions, reaching out to target countries with an Indian footprint and signing international agreements with foreign universities.

Finally, studying in India has many advantages. The cost of education in the country is comparatively low and most places are acknowledged for the quality of education they provide, especially in the field of engineering and technology. Educational institutions like IISc, IITs, IIMs, ISB, NITs, AIIMs, NID, ISI and BITS are known worldwide for the quality of education they impart. Apart from the regular fields, India also offers a lot of courses which are unique to its curriculum and have been discovered and developed by the knowledge system that's driven by the traditions of the country. Ayurveda, Yoga and Sanskrit are some of such courses that allures international students. Many different financial aids, education loans and scholarships too are available for studying in India.

India has come to be known as a communication hub, has become a knowledge centre and is quite popular for study amongst students from all over the world. The common language of communication, English, plays an instrumental role in making it so attractive. The cosmopolitan cities with their contemporary thinking and India's popularity with leading multinational corporations are add-ons. 



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TIBET

INDIA MUST RESCIND ITS INTERIM RECOGNITION OF TIBET AS BEING PART OF CHINA

Tibet has flourished for centuries; it has been a living hub of ancient culture and spirituality, minding its own business, so to speak. Tibet has made vast contributions to the world in terms of spiritual wealth and philosophy. As parts of the Indian subcontinent were being invaded and the Hindu civilization was obliterated by the barbaric attackers, many seekers, gurus and spiritual masters took refuge in the safety and solitude of Tibet, allowing Hindu and Buddhist thought and literature to survive and flourish. Thus, Tibet holds extreme importance to Indians as it denotes resilience and survival.



India & Tibet – Mutual Roots

One usually thinks of the recent history of Buddhism arriving from India to Tibet. However, the harmonious relationship between India and Tibet runs farther and deeper and predates the time of the Gautama Buddha. Tibetan scholar Buxton wrote that the Tibetan race comes from the descendants of the Military General – Rupati – a general from the Kaurava army from the times of the Mahabharata. Tibetan chronicles documents that Rupati went to Tibet after the Kauravas were defeated by the Pandava army after the epic battle of Mahabharata ended and Rupati was followed by

a large number of his consignment into Tibet.

India in a sense can be considered as a mother, which gave birth to the beautiful culture of Tibet where the same stream of consciousness flows between the two entities.

The roots of Tibet are Indian, and this continued with the advent of Buddhism in Tibet and noble Buddhist thought and philosophy influenced the people and the way of life for the region of Tibet. Two Tibetan kings – Songtsen Gampo and Trisong-Detsen played a vital role in history by introducing Buddhism to their praja (citizens) in the 7th and 8th century. This

influence is still practiced and observed in the rituals, art, literature, poetry and day-to-day lives of the beautiful Tibetan people.

Political Background

This historic border between India and Tibet was called the Indo-Tibetan border and China (Sino) had no mention in defining that border. Tibetan history shows that Tibetan powerful rulers in the 7th century invaded parts of China, and the annexed Chinese territory was even paying taxes or tribute according to a treaty (Treaty of 821 A.D.) between the Tibetan king Tsenpo and the Chinese Emperor Hwang citing “neighborly contentment,” and “establishing a great era when Tibetans shall be happy in Tibet and Chinese shall be happy in China, shall never be changed.” The Chinese forces violated the 821 A.D. bilateral treaty by continuously invading Tibet over the centuries.

Tibetans have lost most of their Central Asian possessions to the Chinese and the great Tibetan Empire all but vanished by the 9th century due to Chinese and Mongol invasions.

The British signed the Lhasa Convention with the Government of Tibet after their expedition and this denotes Tibet’s sovereignty. It should be noted that China is nowhere in the picture and all official business was conducted with the government of Tibet.

Twentieth Century

Mongolia and Tibet had a formal, bilateral treaty in 1913 where the two nations maintained recognition and Mongolia had kept an Ambassador in the Tibetan capital – Lhasa. In 1913-1914, the representatives of British India, Tibet and China met in Shimla and settled the political status of Tibet and defined Tibet’s relations with China. British-ruled India and Tibet signed an Indo-Tibet border treaty establishing the McMahon Line, which mainly defined the eastern Himalayan international borderline at the Shimla Convention. However, the Shimla Convention failed to meet the goals it set out to accomplish.

“**India in a sense can be considered as a mother, which gave birth to the beautiful culture of Tibet where the same stream of consciousness flows between the two entities.**”

Neighboring Nepal, in 1949 applied for the United Nations membership and formally stated that the Tibetan nation had independent, diplomatic relations with the United Kingdom, India, Burma, the United States of America and Tibet. This clearly shows Tibet as an independent entity.

Chinese Invasion

The Chinese again invaded Tibet in 1949. India’s foreign office responded to the violation (of 821-treaty) on October 26, 1950 as: “In the context of world events, invasion by Chinese troops of Tibet cannot but be regarded as deplorable and in the considered judgment of the Government of India, not in the interest of China or peace”.

India’s response clearly shows that India did not recognize Tibet as part of China. If India did recognize Tibet as part of China, it would not refer to the violation of the 821 A.D. as an “invasion.”

When India became independent of the British in 1947, the Government of India sent the following note recognizing the Tibetan government: “The Government of India would be glad to have an assurance that it is the intention of the Tibetan government to continue relations on the existing basis until new arrangements are reached that either party may wish to take up. This is the procedure adopted by all other countries with which India has inherited treaty relations from His Majesty’s Government”.

Mao Zedong acknowledged independent Tibet

After the fall of the Manchus in 1911, China offered both Nepal and Tibet to join China and both the nations refused. China clearly recognized each of these nations as being sovereign entities up till this moment of time. During World War II, Tibet continuously maintained neutrality and did not allow passage of any troops through its territory. Even Mao Zedong acknowledged the independent status of Tibet in year 1938 when traveling through the Tibet-China border regions and said that “This is our only foreign debt, and some day we must pay — the Tibetans for the provisions we received from them”.

Soon after the failure of the Shimla Convention where China refused to sign the treaty, Mao Zedong declared a liberation plan for Tibet and began claiming that Tibet has always been a part of China. The Indian Prime Minister – Jawaharlal Nehru for the first time recognized China’s claim over Tibet and signed the Panchsheel Treaty in 1954 acknowledging the same.

Nehru’s ill thought faux pas set a dangerous precedent in history which affects the relationship between India and Tibet as well as other foreign policy decisions.

On June 23, 2003, while visiting China, in a joint declaration signed by then Indian Prime Minister Atal Bihari Vajpayee and Chinese Premier Wen Jiabao, for the first-time recognized Tibet as a part of China. However, soon after the declaration, China repeatedly violated this declaration and Panchsheel accord by substance and spirit. China’s aggression has continued even today with increased vigor and voracity.

“**India not just from a moral and ethical perspective but from a cultural perspective needs to maintain a protective status towards nations such as Tibet and Nepal.**”

India had enough and India has begun to ‘Right’ the ‘Wrong’. In 2014, when Mr. Narendra D. Modi got elected by an unprecedented mandate by the citizens of India, Mr. Modi invited the head of the exiled government of Tibet to his swearing-in ceremony.

Righting the Wrongs

More than 1.2 million Tibetans have died as a result of China’s occupation of Tibet. The culture and people have been systemically destroyed and redirected resources that put Tibetans in a terrible position for survival. China indiscriminately diverted water from the multinational rivers which originate in Tibet thereby putting the lives and well-being of billions of people at risk.

India not just from a moral and ethical perspective but from a cultural perspective needs to maintain a protective status towards nations such as Tibet and Nepal and it is in everyone’s mutual interest that their sovereignty remain intact and protected from the neighboring Communist dreams and agendas.

Given the recent issues between India and China over land grabbing, India needs to firm up its policies towards all its neighboring nations, especially Tibet. Nations often declare treaties to be moot, and it is time for India to declare that it will no longer recognize the Panchsheel Treaty of 1954 to be valid. India has no choice but to rescind its reluctant recognition of Tibet as a part of China, and formally re-recognize Tibet as a sovereign nation. 🇮🇳

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POST-COVID RESTRUCTURING MUST INCLUDE THE POVERTY FACTOR

The impending danger of partition then loomed large on the subcontinent which forced 14.5 million people to migrate to India in 1947. The recent mass migration of workers from major cities to their rural bases of India experienced during this lockdown caused by the dreaded Corona Pandemic and its related issues draws a similar parallel in its intensity and



character. This exodus compelled millions of people to leave their workplaces in cities to return home. Six to seven million workers including women and young children having multiple working skills that included unskilled labour, house-helpers, construction workers, and other low-paid daily wagers from unrepresented job classifications to small industrial units actively engaged in states such as Maharashtra, Gujarat, Karnataka, Tamil Nadu, Andhra Pradesh, Telangana, Delhi and Kerala had to rush to their native places in states that include Bihar, Uttar Pradesh, Jharkhand, Madhya Pradesh, Uttarakhand, West Bengal, Chhattisgarh and Odisha. They faced innumerable problems and heart-wrenching hazards to their lives including starvation and sometimes even death.

These socio-economic upheavals happened during a short span of 2-3 months and as an immediate measure for earning enough to feed these displaced masses, some of them have

been provided employment under MGNREGA. Most of these workers are from dominating communities in their area hence they have been able to push most deprived, vulnerable and needy sections of the society such as the SCs/STs out of employment, thus adding amply to the growing crisis of unemployment. Jobs creation appears to be a huge challenge for the government and still remains a remote probability.

Construction workers have been most adversely affected in this country. They work 2-3 years on one site and then shift to another. For their welfare, about 1% of the amount is paid to the contractor. It is estimated that crores of rupees have been lying with the state government without allotting them any welfare measures that these impoverished masses require from time to time. As a token of immediate help and requirement, they should have also been covered under national mandatory social security scheme as proposed here.

What is this Mandatory Social Security System?

Workers in the unorganized sectors have hardly any social security. Millions of workers migrated in the past 2-3 months are victims of exploitation and uncertainty. It is high time to introduce this system mandatorily at the national level. Each worker should be provided with a state security code followed by the national code. Workers can then move from place to place or state to state but their allocated code remains the same. It is suggested that a mere 5% from the wages be coupled with an equal amount by the employer and this sum be credited to this worker's account.



Economic Priorities

COVID-19 has exposed gross injustice committed to the poor of the country for a long

time now. The economic hardships caused by corona virus lockdown has offered an opportunity to restructure our economic priorities and to uplift this sizable population out of the vicious cycle of poverty.

The focus should be on needs, wants, and preferences. The poor must be provided with food, shelter, education and medical facilities.



We must understand that the COVID-19 menace implies that medical facilities have now become primary concerns and needs of the poor.

We conclude by quoting Abhijit V Banerjee and Esther Duflo, Noble Prize winner in Economics 2019: 'Restoring Human Dignity to its center place sets off profound rethinking of economic priorities and ways in which societies care for their members, particularly, when they are in need.'

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THE STORY-TELLERS OF BHIMBETAKA

Arvind Passey

There is an explorer within each of us. There are those who move to the mountains and explore the sublime beauty of nature and capture their impressions for others to find solace in them. There are those who find joy in culture or history or even religion. The spirit of exploration is what keeps the travel instinct in us alive and keeps us lively all the time.

The wish to explore the past led me to be a part of the **Times Passion Trail** in March this year and we went around a number of culture-rich spots in Madhya Pradesh. Our first stop was Bhimbetaka, near Bhopal... and this is where I realized that story-telling as an art-form has been existing for ages and not a new phenomenon of the marketing communications or brand building world that we live in. Come with me and find out what **Bhimbetaka** is all about.



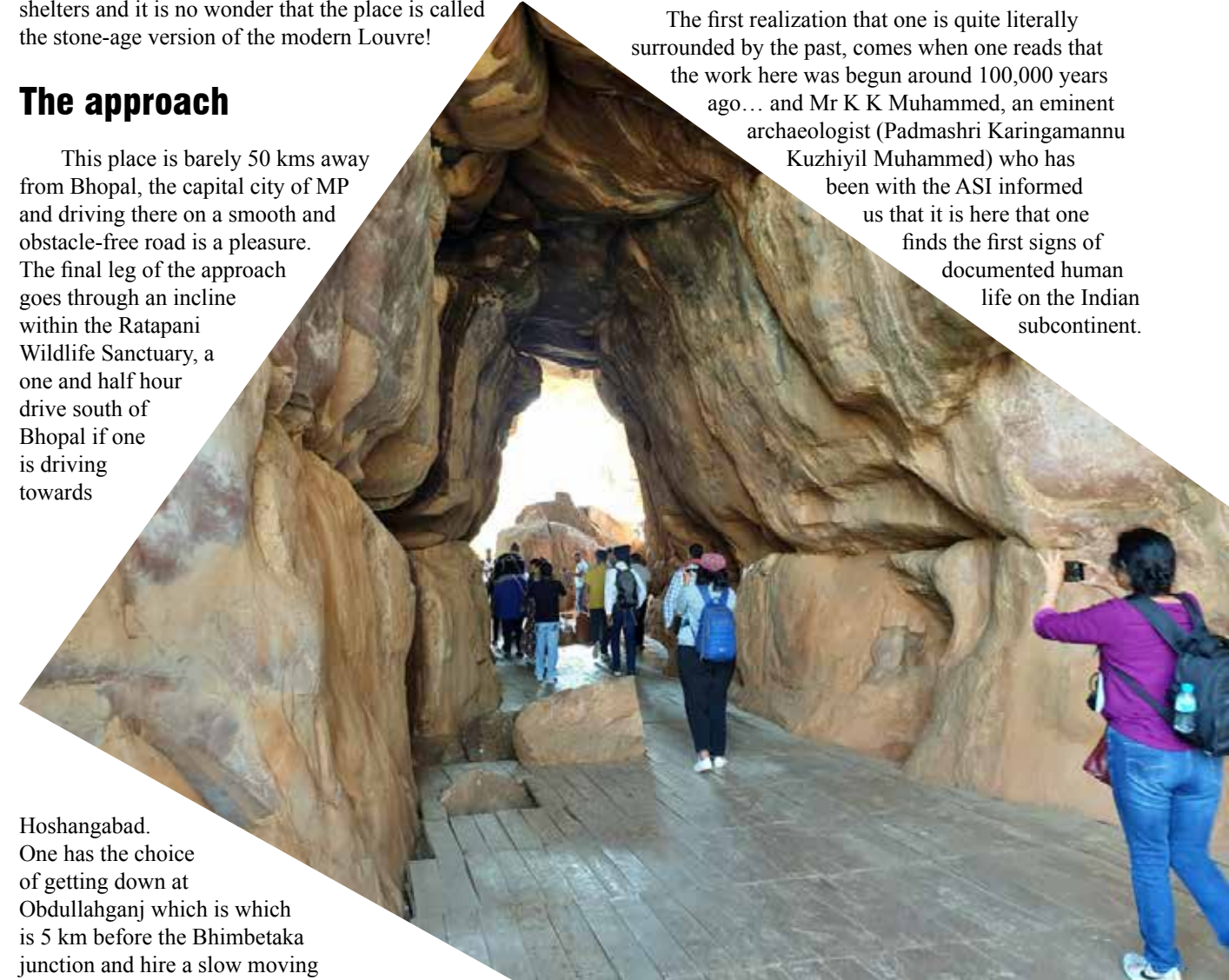
As we drove towards this **UNESCO World Heritage Site**, a board announced that the site is considered 'one of the earliest cradles of cognitive human evolution.' The quartz-rock formations here have hundreds of pictographic clusters on rocks and shelters and it is no wonder that the place is called the stone-age version of the modern Louvre!

The approach

This place is barely 50 kms away from Bhopal, the capital city of MP and driving there on a smooth and obstacle-free road is a pleasure. The final leg of the approach goes through an incline within the Ratapani Wildlife Sanctuary, a one and half hour drive south of Bhopal if one is driving towards

Alternatively, one can opt for the 3 km uphill hike – and it is a great choice during the winter months as the climate doesn't make one sweat so much then. We were in a bus that took us right to the entrance of the rock shelters.

The first realization that one is quite literally surrounded by the past, comes when one reads that the work here was begun around 100,000 years ago... and Mr K K Muhammed, an eminent archaeologist (Padmashri Karingamannu Kuzhiyil Muhammed) who has been with the ASI informed us that it is here that one finds the first signs of documented human life on the Indian subcontinent.



Hoshangabad. One has the choice of getting down at Obdullahganj which is which is 5 km before the Bhimbetaka junction and hire a slow moving rickshaw to let the surroundings slowly enter one's thoughts.

The thrill of the past is in knowing cultural history

So yes, the 700 rock shelters in the area, of which only a dozen or so caves are open for the public as the rest are a part of the Ratapani Tiger Reserve, have a lot of secrets to reveal. For those interested in the background history of this site, the shelters lay undiscovered and unrecognized until 1957 to be finally hailed as a UNESCO World Heritage Site only in

2003. Mr Muhammed told us the story of how W S Wakankar, an Indian archeologist got down his train and a local hermit led casual but curious walk up the hills had him stumble upon these rock formations.

The art-forms in the rock shelters

The dozen or so shelters here have an astounding 453 paintings done by the cave dwellers centuries ago. These creative souls from the past obviously had no modern day equipment to help them and so these were done without brushes, easels, and paints as we know them today. The artists and chroniclers from the past used haematite, a reddish-black mineral of ferric oxide... and around 20 variations have been found. This means that etchings were done with sharp objects like stones and they have all survived all these centuries despite having no grinding, plastering, and smoothing concepts existing then. It isn't as if everything was done at one go because the dating of the paintings and etchings has shown that the Mesolithic hand imprint here and several cup-shaped indentions are from 10,000 BC. There are examples even from the more recent Sunga Era as they have an edict here from 100 BC. What really surprised me is the depth of story-telling all around.

Story-telling geniuses

Yes, our ancestors probably had just as many story-



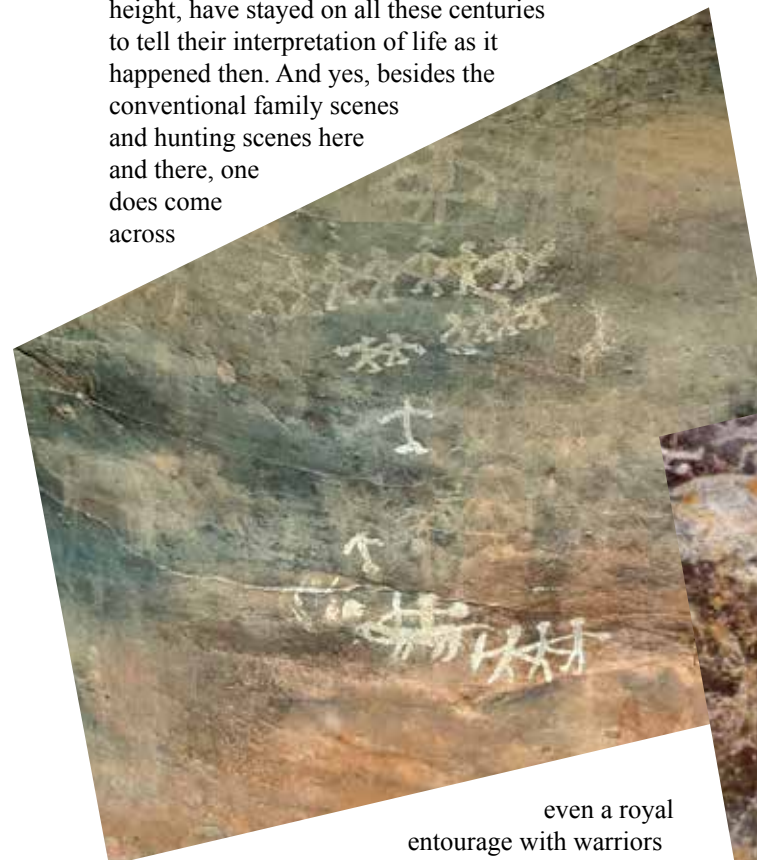
tellers amongst them as we have in this day when the internet has opened the gates for millions of us to tell our stories through words, photographs, illustrations, and sketches.

On a closer look one can discern stories here and not just random rock pictographs of lions, tigers, elephants, horses, rhinos, gaurs, and blackbucks. For instance, there is one where one comes face to face with a mahout riding an elephant through a literal maze of other animals. Hunting and war scenes are as frequent as those where human interactions can be noticed... and thus it is a literal medley of thought-inducing dance parties (if I be spared the modern way of defining entertainment), family dramas where, if you stand and silently you can hear the conversations clearly. And yes, there are people with drums and actions that resemble sensual gyrations and a lot of joyous inter-mingling there.

I stood there and wondered if some drum manufacturer was actually selling his invention through etchings and paintings... or maybe, some travel agency of the yore was goading people to come out of their homes and discover the world... or maybe a war consultant was communicating his tactical advances to the opinion leaders then. You see, stories have this fascinating effect on my mind and it is easy for a person like me to flow with the narrative. The point is that these rock shelters have scores of narratives that the creative writer or any artist will undoubtedly find mesmerizing.

The place has large and small shelters with their own bonanza of illuminating artworks that aren't always angry buffaloes, quizzical antlers, bossy elephants, and over-

confident lions and tigers drawn without the sanity of a story to bind them all. I mean, the giant chicken on one of the walls appears strange but probably tells me something about hunger pangs or the importance of chicken breeding for food... but then it is just the story-teller within me imagining things here. The truth is that the paintings, including the ones in the auditorium cave that is 39 metres in length and 17 metres in height, have stayed on all these centuries to tell their interpretation of life as it happened then. And yes, besides the conventional family scenes and hunting scenes here and there, one does come across



even a royal entourage with warriors on horseback, angry men who are obviously unhappy with the decisions that the head of their tribe might have forced upon them... and it is the varying sizes that communicate all this.


No, there are no cars, trams, buses, airplanes, and trains here... and one mercifully doesn't come across a modern day politician who has had his picture etched

to say that he did a lot for people even centuries ago! No such Ha! Ha! Moments here because the shelters have a solemn message underlying every line and one that unambiguously says that story-telling started a long long time ago.

Explore these shelters and create your own stories

The world today needs explorers because it is these people who are interested in everything and look closely at whatever it is that they come across. Some of the characteristics of explorers includes the facts that they notice patterns and make connections, they document their impressions in whichever way is convenient to them, they aren't afraid to move out of their comfort zone and alter their paths is needed. Explorers encourage a personal dialogue with their surroundings and hold



meaningful conversations with everything they observe. Explorers are the kind of investigators and story-tellers that the world needs. 

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