Strategic Plan

2022-2030

Proposal to

Envisioning School of Tourism Studies 2030

Submitted by

School of Tourism Studies
MAHATMA GANDHI UNIVERSITY

Submitted to

Mahatma Gandhi University

October 2022

Proposal Submitted to
Mahatma Gandhi University, Kottayam, Kerala

School's Strategic Plan

School of Tourism Studies
MAHATMA GANDHI UNIVERSITY

Mahatma Gandhi University
Priyadarsini Hills Post, University Campus Road, Athirampuzha, Kerala 686560

Toney K. Thomas, PhD
Head,
School of Tourism Studies, Mahatma Gandhi University

Methodology
Townhall Forum organised by School of Tourism Studies
Stakeholders: Academics, Administrators, Scholars, Students
Consultation with Alumni Members
Institutional Benchmark Globally

October, 2022

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Profile of the School

Name of the School	School of Tourism Studies
Present HoD	Dr. Toney K. Thomas
Details of Faculty	1. Prof. Dr. Robinet Jacob 2. Dr. Sindhu R. Babu
Course Offered Details	1. Master of Logistics and Transportation Operations 2. Master of Tourism and Travel management 3. Doctor of Philosophy 4. Diploma in Bakery and Confectionary (with DASP) 5. Diploma in Logistics, Supply Chain and Port management (with DASP). 6. Diploma in Food and Beverage Operations Service Management (with DASP).
Post Graduate Course/ courses -Number of students	MTTM:38
PhD Programme number of Students	PhD: 10
Number of class rooms/seminar hall/lab	3 Class Room 1 Seminar Hall 1 Lab
Library details-books/journal details	
Limitations	Non-functional Computers in the Lab No Librarian to Manage the Library

1. Executive Summary

Several transformations in the world are faster than we can adapt. Education is not different from that, especially when education has a direct linkage and its ability to integrate with technology. IR 4.0 and later, the system becomes more complex. Although the future is not known well, it's important to foresee education of the future to align and develop in line with the transformative approach of the global higher education system. It makes us relevant and demand-driven along with the development of global education development.

What if we don't adapt? Education across the world is transforming faster. Greater flexibility, personalization, and technology integration are some of the key features of transformation at present. However, it may not be the case in the coming years. Like any other product or service, education is also transformable, and the generational shift and changing demand of graduate capability will either change the way education is performing at present or such a system will become irrelevant and stay idle and eventually decline.

Universities and educational institutions across the world have already indicated the need for such a change, and several of them have already started responding to such changes to be more relevant themselves in the higher education sector. It's important to believe in the fact that the

massification of education needs several interventions, and no educational institution can stay on its own without adapting to the changes.

2. School of Tourism Studies in 2042

Based on our Vision 'To attain global leadership in education and research';

The school is expected to be in the state as follows

1. A school of first choice for students and academics
2. Perform in par with global higher education institution in tourism and hospitality
3. Greater financial stability and self-sufficiency.
4. Large network with top ranking academic institutions globally
5. School is able to address several industry issues and become a renowned consultancy point for both public and private sector.
6. Ability to sense and serve the society through extension programmes as part of the outcome of education
7. Able to address global issues that can be solved through creation of new knowledge.

Following are the key pillars of strategies set to accomplish the vision of the school

3. Pillars of Success

Pillar 1: Whole Person Education

Pillar 2: Research and Consultancies

Pillar 3: Services

Pillar 4: Sustainability

3.1 To Introduce New Courses for Enhancing GER 2022-2028

In the coming years the state-of-the-art campus will equip with a full-fledged programme that cover all major areas of tourism and hospitality management.

Following Programmes are identified to conduct in the School

No	Programme	Offer
1	Master of Logistics and Transportation Operations	Coursework
2	Master of International Hospitality Management	Coursework
3	Master of Food Studies	Coursework
4	Master of International Event management	Coursework
5	MSc. Culinology	Coursework
6	MSc. Tourism	By Research
7	Doctor of Philosophy (Food Studies)	By Research

3.2 Pillar 1: Whole-Person Education

In the coming years, the School of Tourism Studies is envisaged to transform teaching and learning, which is based on the developments in the higher education sector, the industrial revolution, and the generational shift and highly changing industry environment. The following are the key focus of transformative approach:

1. Flexible and Personalized Syllabus, curriculum and syllabus designed and able to select based on students learning interest and aptitudes. Where students can design their learning plan based on a regulated structure.
2. Competency Based Transcript (2nd Transcript): Students will possess a 2nd transcript which is issued based on their competency accomplishment by engaging in different value added activities in the school. Example, student's engagement in community development activities, each hours of engagement is clocked and converted into the 2nd transcript. Which is an essential profiling document of candidate's accomplishments. The second transcript issued to the students are categorized into three based on the points they scored in their extracurricular activity engagements.
3. E- Learning and Innovation: Educate children and prepare teachers must also advance to meet these new opportunities (Brookings, 2022). To leverage the potential of the 'metaverse' as a 3D, global, interconnected, immersive, and real-time online space, we need new ways to connect the physical world with augmented and virtual reality (VR) experiences (Brookings, 2022). Such advanced technological transformation can assist enhanced teaching and learning activities to enhance students learning experience.
4. Global Masters Programme: With the current development of Indian education system, there are opportunities to internationalize education, in the case of tourism and hospitality, and by its very nature of incorporating international aspects. The Master in International Hospitality Management Programme will be converted to a 'Global Masters in Hospitality Management' where students will be able to credit transfer to different partner institutes/ Universities and learning in different institutes in different countries to complete the programme. Which allows the students to explore diverse learning ecosystem and adapt to the need of this international industry.

The following initiatives will be taken to establish transformative teaching and learning approach in the school

1. Flexible and Personalized Syllabus
2. Competency Based Transcript
3. Self-Directed and Self Phased learning with 'experiential Activities and Credentialing
4. Industry Immersion and Career Readiness
5. Industry in Campus and 'Human Libraries'.
6. Strong Alumni Engagement in Teaching and Learning.
7. Learning through consultancies
8. Move away from traditional classroom activities.
9. Case study as a tool for active learning

Which is complemented by accomplishing Social responsibilities, Cultural Appreciation, Adaptation, Teamwork & Collaboration, Relationship Building and Personal Achievements.

6.3. Micro Credentialing

In the coming years, all postgraduate programmes in School of Tourism Studies will have micro-credentialing. Which involve embedding different specific skill sets that industry demands in specific area. This will help students to horn and sharpen their skill before entering to the industry.

3.4 Strategic International University Partnerships

Establish Collaborative International University Partnerships starting from Taylor's University Malaysia, in Other Asian (SAARC) and European Countries for Student Exchange Programs. (DUAL/ Twinning/ Double/ Semester Abroad and Credit Transfer).

3.5 Thrust Area Travel and Tourism Business Incubation and Start-Ups

We will have a Start-Up Student Club for the promotion of Business Start-Ups such as Online Travel Companies, Travel Applications, Leisure and Hospitality Digital Marketing, Branded Travel Accessory for Budget Travellers, Tenting/Camping/Angling Companies, Leasing, and Operating Tourism Infrastructure Facilities, Transportation, etc

3.6. Overseas Internship & Placement Assistance in Collaboration with Overseas Development and Employment Promotion Consultants (ODEPC) and NORKA

For facilitating overseas Internships and Placements in Companies Abroad for Student Internships MOU with Non-Resident of Kerala Association (NORKA). and Overseas Development and Employment Promotion Consultants.

3.7. Projects for Student and Community Wellness to Establish STS Equestrian Tourism Club at a New Location (It will be the first club in India under the school of Tourism:

Equestrian tourism offers various tourist products that contribute to the harmonious development of the body, the creation of a good mood, relaxation, and spending free time in a pleasant way. In other words, riding in nature, exploring new places, horseback riding in special and unique places, and camping in the camp are some of the strengths of equestrian tourism, STS will start a Club that will offer riding practices and riding sessions for students and public to promote equestrian Tourism.

Item	Completion	Requirement	Cost Per Unit	Total
Adjunct Professors	2024-2040	20	50,000 Per Year	1000000
Alumni Chapter	2022 - 2040	Establishment Cost	50,000	50,000
E- Learning and Innovation labs	2022-2030	Lab facilities Computers E- Learning system	700000	700000
Industry Networking Activities	2022-2035	- Networking & Awards - Consultations	200000 per year	200,000

3.8. Global Ranking

The school is very focused to accomplish its vision 'To attain Global Leadership in Tourism Education and Research). In order to accomplish this in the set period, the school will embark into the 'Subject' focused Global Ranking.

No.	Accreditation/ Recognition	Agency

1	UNWTO-TED-QUAL Certification	United Nation
2	QS Ranking by Subject (Hospitality & Leisure Management)	QS
3	ISO 9001: 2015 Certification for Education Quality (ISO 21001)	ISO

3.9. Establishment of Travel Industry Chapters

Internationalization is one of the major Agenda of the School. The school will establish its first Industry chapter within 5 years by meeting all required industry standards and requirements. This will the School to better connect with Students chapters in other Universities globally and enhance teaching and learning experience. As part of this initiatives, School will launch Pacific Asia Travel Association (PATA) Student chapter in the School.

No	Chapter	Organization
1	PATA-STS-Mahatma Gandhi University Student Chapter	Pacific Asia Travel Association (PATA)

Item	Completion	Requirement	Cost Per Unit	Total
PATA Chapter Establishment	2024	Office Space	100,000	100,000
Renewal Fee	2023-2040	USD800 (INR60000)	60,000 Per Year	60000
Activities and Trips	2023-2040	Travel Allowance	100,000 Per Year	100,000
		-		

3.10. Culinology Lab – Analytical Food Lab

One main focus of the School is to add new programmes that is based on the requirements of current development. MSC. Culinology is one of the growing interest in tourism and hospitality academia. Introduction of this prorgamme need advanced state of the art lab facilities. The school is keen to establish a culinology lab to facilitate this programme.

Food Analytical Equipment

Lab information Management system
High Tech – Research Restaurant
Bluetooth temperature sensors
Optimized schedule makers/scheduling software
Automated purchasing tool
Automated purchasing tool

Item	Completion	Requirement	Cost Per Unit	Total
MSc. Culinology	2023-2025	7 Academic Staff	200,000/month	168,00,000
Culinology Lab	2023-2025	Food Analytical Equipment Lab information Management system High Tech – Research Restaurant Bluetooth temperature sensors Optimized schedule makers/scheduling software Optimized schedule makers/scheduling software Optimized schedule makers/scheduling software Automated purchasing tool Automated purchasing tool Automated purchasing tool	10000000	10000000
		-	200,000	200,000

3.10.1.Experimental Restaurant

A restaurant of the future and conduct continues research on eating habits and behaviour and AI supported restaurant of the future will be designed in the Muttom state of the art campus of School of Tourism Studies

Item	Completion	Requirement	Cost Per Unit	Total
Restaurant Designing and (ID)	2024-2030	Interior Design that suits research options	50,00000	50,00000
Gadgets	2024-2030	AI Gadgets to analyses behavior/ food choice and eating	30,00000	30,00000

3.11. Thrust Area for Tourism Industry Interaction Centre (TIIC)

Formation of an Industry Interaction Centre for Building Up Relationships with the Tourism and Hospitality Industry for the Exchange of Professional and Academic Values with each other for the Inculcation and for Updating Outcome Oriented Course Structure at Par with Industry Standards and also signing MOUs with different companies.

Item	Completion	Requirement	Cost Per Unit	Total
IT enabled Video conferencing Centre	2023-2026	Panel, Office space	200,000	200,000
Travel Facilities	2023-Ongoing	Travel allowances	200,000 per year	200,000

3.12. Establishing STS Collaborative Destination Satellite Resource Centres for Student Internships, Research, and Tourism Destination Management Training

We will establish resource centers in the form of Destination Management Organisations, Collaborative Management of Tourism Resources with organizations like the DTPC, Involvement in Managing Tourism Activities, etc which will provide Student exposure, Internship, and Training in Rural Tourism Management, Eco-Tourism, Hydel Tourism, etc.

Item	Completion	Requirement	Cost Per Unit	Total
Office Space	2023	Panel, Office space	200,000 per year	200,000
Destination Management Software	2023-Ongoing	Software license	100,000 per year	100,000

4.0. Pillar 2: Research and Consultancies
4.1. Asian Tourism Research Observatory

By the establishment of Asian Tourism Research in 2020 and holding its secretariat in Mahatma Gandhi University. The Centre provide research-based travel trends in detail, which

helps tourism industry to forecast trends and accordingly to respond to the industry. This Centre act as an important teaching, learning and research platform for students and scholars.

Item	Completion	Requirement	Cost Per Unit	Total
Office Space	2023	Panel, Office space	200,000 per year	200,000
Destination Management Software	2023-Ongoing	Software license	100,000 per year	100,000
Data Bases	2023-Ongoing	UNATO/PATA/WTTC/WEF/	150,000 Per Year	100,000

4.2. STS - Centre for Professional Education and Consultancies

The school will thrive to impart our research, consultancies for the various development areas. In this focus the school will for two different wings under this initiative.

1. STS – Consultancies (A separate wing of School of Tourism Studies)
2. Conduct of Skill Certification in Collaboration with Directorate of Applied Short Term Programmes (DASP).

This initiative will widen the scope of the school and reach to the different stakeholders. The school in turn will act as a primary consultancy point for any industry, public sector related project development. This initiative will further incorporate into teaching and learning, provision of PhD scholarship and PDF programme. Project to start Consultancy & Training: STS Rural Tourism Development Project Consultancy and Self-Help Group (SHG) based Community Training for Rural Employment Generation. Constitution of a Separate Tourism Development and Consultancy division to help local bodies in preparing Detailed Project Reports (DPR), conduct Feasibility Studies, and Providing Training to Self Help Groups for Managing Rural Tourism Resources.

4.2. Project to Establish Skill Centre Partnerships

STS will establish skill center partnerships with Corporate Companies, Adventure Tourism Promotion Societies, Mountaineering & Hiking Clubs, Scuba Diving Centres, Kayaking and Canoeing Clubs, and Swimming Clubs, etc based on Standardisation Protocols and offer joint Certifications for various professions including Life Guards, Adventure Tourism Instructors, Professional Achievers in respective specialized areas

Item	Completion	Requirement	Cost Per Unit	Total
Project Associate	2024	Office Space	60,000 per Month	720,000
Cost to Facilitate consultants	2030	Discussion and facilitation	30,000 per month	30,000
Conferences and Seminar	2023-2040	Conference	100,000	100,000

Item				
Office Space and Set ups	2023-2024	Office space, furniture and fixtures	300,000	300,000
Skill Centre partnerships and collaboration	2023-Ongoing	MoU, Appointment as adjunct Entertainment allowances	200,000 per year	200,000

5.0. Pillar 3: Sustainability

School in the coming years addresses environmental sustainability, as tourism in one of the industries required to address sustainability issues, the school is intended to perform this global responsibility through educational sustainable approaches.

The functioning of the school will be fully powered by 'solar/ alternative energy'

The school ban nondegradable waste through the principles of '3R' (Reduce, Reuse and Recycle').

In order to begin this responsible journey, the school recently take the pledge of plastic ban in the school through 'Prithvi' project.

Item	Completion	Requirement	Cost Per Unit	Total
200KVA Solar Power Plant at the rooftop	2030	Solar Power System Gridding	10000000	10000000

Note: If the previously discussed proposals are funded, school will be able to generate fund to establish this mission.

6.0 Pillar 4: Services

Within the capacity of the school, we will be able to perform our responsibility to serve the society better. To translate the value of education to serve the society will be taken as an opportunity. Without an intention to be globally known on our public service activities, our action will serve greater in address global issues (Global Sustainable Development Goals, SDGs; Millennial Development Goals etc.). Based on our initiatives to network with foreign universities, this initiative impacts the World) by addressing global problem through meaningful educational initiatives.

7.0 Technical Feasibility

Proposed Activity	Technical challenges
To Introduce New Courses for Enhancing GER 2022-2028	• Preparing syllabus and course structure based on OBE • Hiring of faculty, Trainers, and Instructors • Installation of food lab and five-star model multi-cuisine simulated restaurants • Software for logistics and transport operation management and simulated virtual reality-based software
Whole-Person Education	• Fund for recruiting foreign adjunct and visiting faculty members • Regulatory concerns
Strategic International University Partnerships	• Technical committee for syllabus and curriculum mapping with international universities • Students motivation and interests • Regulatory concerns
Thrust Area Travel and Tourism Business Incubation and Start-Ups	• Incubation space for idea generation and prototype development, mini office chambers or cabins, mini-conferences room for presentation.
Overseas Internship & Placement Assistance in Collaboration with Overseas Development and Employment Promotion Consultants (ODEPC) and NORKA	• Establishing a facilitation center for interacting with NRIs for integrating internships and placements
Projects for Student and Community Wellness to Establish STS Equestrian Tourism Club at a New Location (It will be the first club in India under the school of Tourism:	• Riding area in a minimum of 1 acre of land • Stable for a minimum of 10 horses • Riders instructors and veterinary doctors and stable keepers • Office for Equestrian Tourism Club
Global Ranking	• Visibility of the University abroad • Lack of International students • Lack of International faculty members • Rigidity of regulations

Establishment of Travel Industry Chapters	• Financial and travel allowance for students and academics.
STS - Centre for Professional Education and Consultancies	• Air-conditioned training room with a minimum capacity of 30 candidates at a time • Digital marketing resource center
Project to Establish Skill Centre Partnerships	• Setting up an office for operating skill center partnership for inviting and processing applications • Panel of technical experts for inspection and evaluation
Culinology Lab – Analytical Food Lab	• International partnership with Culinary Institute and registered trade mark of Culinology. • Lab space and equipment • Expertise and training to establish the programme.
Thrust Area for Tourism Industry Interaction Centre (TIIC)	• Teleconferencing facilities-based conference room for industry interaction with companies in India and abroad.
Establishing STS Collaborative Destination Satellite Resource Centres for Student Internships, Research, and Tourism Destination Management Training	• Office establishment at satellite resource center with provisions for laptops, printers, and destination management software
Asian Tourism Research Observatory	• Data bank from UNWTO, WTTC, PATA and National Tourism centers • Bigdata analysis software and expertise • Membership with National and International organizations
Sustainability	• Possibility of self-funding through generated alternative revenues through research and consultancies. • The world will demand alternative energy by that time and we are required to switch over from using non removable energy sources.
Services	• Our global network facilitates to address global problem • Research and consultancy can be a platform to address such issues.

8.0. Executional Feasibility

Proposed Activity	Feasibility
To Introduce New Courses for Enhancing GER 2022-2028	• The Increasing avenues in employment with the emerging trends in tourism, hospitality, demand for Culinary Skills in the upcoming trend in Speciality Restaurants, MICE Tourism after post covid, the increase in the number of conference and convention centers, and event management companies will help students to get employment in these sectors will contribute to the GER of the School. • The Increase in Global Trade has fostered the Business of Logistics and Transport Operations and the development of the Vizhinjam Transshipment Project along with other ports in Kerala and around the world will create more employment opportunities for students.
Whole-Person Education	• Abrupt trends and need of higher education, changes of the industry demand and graduate outcome • Adoption of technology in higher education, establishment of global education models.
Strategic International University Partnerships	• Benchmarking of higher education in global level • Adaption and adoption of best practices in international education space. • Strengthen research and consultancies through active partnership and participation • Global ranking • Faculty and student mobility programmes.

Thrust Area Travel and Tourism Business Incubation and Start-Ups	• Entrepreneurial Ventures are a growing phenomenon with support of Institutions like Kerala Startup mission which makes it feasible to promote Tourism based startups, the Business Incubation will be an opportunity to support such ventures
Overseas Internship & Placement Assistance in Collaboration with Overseas Development and Employment Promotion Consultants (ODEPC) and NORKA	• Overseas Employment Opportunities, relaxed Visa regulations, and rise amongst Indian investors has created more employment opportunities for Keralites, agencies like NORKA and ODEPC have more authority to bring in Opportunities for employers for campus-based placements and provide paid Internships
Projects for Student and Community Wellness to Establish STS Equestrian Tourism Club at a New Location (It will be the first club in India under the school of Tourism:	• Projects for Student and Community Wellness to Establish STS Equestrian Tourism Club at a New Location (It will be the first club in India under the school of Tourism
Global Ranking	• Our research strengths will attract foreign university benchmarking • Our current NIRF and other national ranking will create better visibility for other international ranking • Our current and proposed international institution partnership will help us to get better global visibility through international ranking.
Establishment of Travel Industry Chapters	• Industry, organization and associations endorsements • More creative partnership for teaching and learning (students collaboration) • Diversity and inclusiveness
STS - Centre for Professional Education and Consultancies	• The demand for continuing education and skill development amongst working professionals and students seeking career-oriented courses has been increasing. • Demand for training is highly required for working professionals in various sectors of tourism travel and hospitality to acquire additional skills there are no institutions in Kerala that make STS to contribute imparting professional and continuing education in tourism and allied sectors.

Project to Establish Skill Centre Partnerships	• Many Tourism and Travel based Private Training Institutions provide skilled programs related to Life Guards, Security Personnel in Tourism and Hospitality Organisations, Aviation, and other areas, and most of them lack standardization, lack of Proper assessment mechanisms that provide STS with the feasibility of bringing uniformity, standardization in the courses offered by these centers through systems developed by the school.
Culinology Lab – Analytical Food Lab	• As a new programme based on the need of the industry, such newly established and only programme will have more student enrolment. • Collaboration and International practices through Culinary Association and Master Chef
Thrust Area for Tourism Industry Interaction Centre (TIIC)	• The Industry Interaction Centre will foster the exchange of local, Regional, National, and International Ideas and Concepts being exchanged by the Academic Institutions and the Industry happening the IIC will be a strong contributor to more interaction with the industry for mutual knowledge Transfer and will enable STS to develop new programs for the industry.
Establishing STS Collaborative Destination Satellite Resource Centres for Student Internships, Research, and Tourism Destination Management Training	• The increasing number of destinations, Eco Tourism Spots, KSEB developing Hydel Tourism Spots along with many tourism co-operative societies. • The additional role of district tourism promotion councils and other tourism management organizations in Kerala will create a demand for Destination Management Companies which make it feasible for STS introducing such a Project.
Asian Tourism Research Observatory	• Well established research centre and doctoral students can spearhead the project and establish required outcome • Our own established Asian Tourism Research Centre, journal, conferences.

Sustainability	• The new STS building is able to accommodate solar panels in the roof. • There are additional spaces available around the building to facilitate this. • Gridding is also possible and alternative revenue can be generated through implementing it.
Extension Activities.	• Curriculum and syllabus of the programme will be designed with serving global community and the needy. • Our facilities, and student strength are sufficient to take big projects of this. • Partnership with global educational institutions in interdisciplinary filed will further strengthen this initiative.

Performance Milestones	YEAR – 2022-2024					YEAR 2025-2027					YEAR 2027-2028					Year 2029-2030				
Deliverables	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
To Introduce New Courses for Enhancing GER 2022-2028	█	█	█	█																
Whole-Person Education	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█			
Strategic International University Partnerships	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█			
Thrust Area Travel and Tourism Business Incubation and Start-Ups																				
Overseas Internship & Placement Assistance in Collaboration with Overseas Development and Employment Promotion Consultants (ODEPC) and NORKA	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Projects for Student and Community Wellness to Establish STS Equestrian Tourism Club at a New Location (It will be the first club in India under the school of Tourism				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Global Ranking																				
Establishment of Travel Industry Chapters	█	█	█																	
STS - Centre for Professional Education and Consultancies		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Project to Establish Skill Centre Partnerships		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Culinology Lab – Analytical Food Lab		█	█	█	█	█	█													
Experimental Restaurant (Restaurant of the Future)		█	█	█	█	█	█	█	█											
Thrust Area for Tourism Industry Interaction Centre (TIIC)		█	█	█	█	█														
Establishing STS Collaborative Destination Satellite Resource Centres for Student Internships, Research, and Tourism Destination Management Training		█	█	█	█	█														
Asian Tourism Research Observatory		█	█	█	█	█														
Extension Activities		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Sustainability		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

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MAHATMA GANDHI UNIVERSITY