



Vishwa Yuvak Kendra



BOSCH

EMERGING AVENUES OF SKILL DEVELOPMENT: ROLES OF CORPORATES, ACADEMIA AND NPO'S

WORKBOOK





Emerging Avenues of Skill Development: Roles of Corporates, Academia and NPO's

Workbook



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Chapter I: Company Profile

Bosch Global – Company Profile

The Bosch Group is a leading global supplier of technology and services. Its operations are divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, Energy, and Building Technology. As a leading IoT provider, Bosch offers innovative solutions for smart homes, Industry 4.0, and connected mobility.

Bosch is pursuing a vision of mobility that is sustainable, safe, and exciting. It uses its expertise in sensor technology, software, and services, as well as its own IoT cloud to offer its customers connected, cross-domain solutions from a single source. The Bosch Group's strategic objective is to facilitate connected living with products and solutions that either contain artificial intelligence (AI) or have been developed or manufactured with its help.

Bosch improves the quality of life worldwide with products and services that are innovative and spark enthusiasm. In short, Bosch creates technology that is “Invented for life.”. Including sales and service partners, Bosch's global manufacturing, engineering, and sales network cover nearly every country in the world. The basis for the company's future growth is its innovative strength.



- Bosch employs roughly 400,000 associates worldwide (as of December 31, 2019). The company generated sales of 77.7 billion euros in 2019s
- The Bosch Group comprises Robert Bosch GmbH and its roughly 440 subsidiary and regional companies in 60 countries
- Bosch employs some 72,600 associates in research and development at 126 locations across the globe, as well as roughly 30,000 software engineers

Bosch India

In India, Bosch is a leading supplier of technology and services in the areas of Mobility Solutions, Industrial Technology, Consumer Goods, Energy, and Building Technology. Additionally, Bosch has in India the largest development center outside Germany, for end-to-end engineering and technology solutions. The Bosch Group operates in India through fourteen companies: Bosch Limited – the flagship company of the Bosch Group in India – Bosch Chassis Systems India Private Limited, Bosch Rexroth (India) Private Limited, Robert Bosch Engineering and Business Solutions Private Limited, Bosch Automotive Electronics India Private Limited, Bosch Electrical Drives India Private Limited, BSH Home Appliances Private Limited, ETAS Automotive India Private Limited, Robert Bosch Automotive Steering Private Limited, Automobility Services and Solutions Private Limited, Newtech Filter India Private Limited, MivIn Engg. Technologies Private Limited, PreBo Automotive Private Limited, and Precision Seals. In India.



Bosch Bangalore India HQ



Jaipur plant



Nashik Plant



Naganathapura Plant



Bidadi plant

- Bosch set up its manufacturing operations in 1951, which has grown over the years to include 16 manufacturing sites, and seven development and application centers
- The Bosch Group in India employs over 31,500 associates and generated consolidated sales of about 19,996 crores* (2.54 billion euros) in the fiscal year 2020 of which ` 14,011 crores*(1.78 billion euros) are from consolidated sales to third parties
- The Bosch Group in India has close to 15,650 research and development associates

A Legacy in Skilling

For over 50 years, Bosch in India has developed extensive expertise in the realm of occupational training which helps the company in ensuring products of a high-quality standard. Since the establishment of Bosch Vocational Center (BVC) in 1961, Bosch has successfully implemented the German 'Dual' Model of vocational training suited to Indian industry requirements.



In pursuit of Skill Development Excellence

Bosch Vocational Center has since demonstrated its responsibility towards the nation's skill development needs whilst standing out as a role model. BVC has been declared as the "Best Establishment" by the President of India 54 times, 18 times in a row, earning the distinction of being the most awarded technical training center in India. BVC has trained over 3,500 apprentices so far of which 245 have won gold medals at the All-India Competition for Apprentices conducted annually by the Government of India.



Visit of German President Mr. Joachim Gauck to Bosch Vocational Center in 2014

The center has been fortunate to host high profile dignitaries visiting its premises, including the Prime Minister of India, Mr. Narendra Modi, the German Federal Chancellor

Dr. Angela Merkel, the Federal President of Germany, Mr. Joachin Guack, and the former President of India, Dr. A. P. J. Abdul Kalam.

Deployment of German Vocational Training Model

The Bosch Group has successfully deployed its German model of vocational training all over the world in order to ensure consistency in qualification levels and sustaining quality in products globally. Bosch India continues this tradition and BVC is widely recognised for bringing out young accomplished professionals capable of meeting today's demanding industry requirements by successfully deploying the German Dual VET system customised to the Indian context. Accordingly, 20 percent of the training at BVC comprises imparting theoretical knowledge in classrooms, 30 percent in practice in the BVC workshop and different labs, and 50 percent in the real-life production environment in the manufacturing plant.



India's Prime Minister Mr. Narendra Modi & the German Chancellor Dr. Angela Merkel holding the memento designed & presented to them by Bosch apprentices during their visit to the Bosch Vocational Center (BVC) in Bengaluru on 6th October 2015.

This dual model underpins all the training programs conducted by the Bosch Vocational Center. In this effort towards providing a skilled workforce, BVC also contributes to the growth of the country as these apprentices are trained on high international standards enabling them to find employment in various industry sectors both in India and abroad.



Four Models

Bosch offers four distinct skill development models, which contribute to providing clear pathways for building a skilled workforce.



The above vocational training models have been developed to cater to the skill requirements of different learner groups, duration, and desired outcomes, but all directed towards one aim of skilling Indian youth today for a better tomorrow.

Chapter II

Skill Development in India: Present Scenario and Future Prospects

Speaker Profile

Dr. O. P. Goel

Head-Bosch India Foundation, CSR and Skill Development



He did his PhD in the area of Training and Development.

During his 30 years of career in the corporate sector, he worked in different senior business management roles.

Dr. Goel set up and headed Bosch Sales Training Academy for Asia Pacific region to train Bosch sales managers from countries like Japan, Australia, Korea, China and Asian countries. He is specially passionate about Training of the trainers and the employment-linked upskilling of the youth.

Dr. Goel also heads Bosch Vocational Center (BVC) at Bangalore, which runs the German apprenticeship training model for last 60 years. The Center has been awarded as the Best Apprenticeship Center by the President of India 54 times and has produced 245 gold medalist apprentices. He also chaired various skill committees set by CII and other industry associations.

BRIDGE, a short-term skilling program for school drop-out youth is the brainchild of Dr. Goel. Under this program, 40,000 youth have been trained and employed through more than 500 BRIDGE centers across the country. His vision is to set up one BRIDGE center in each district of the country.

Under his leadership, Bosch has forged public-private partnerships with National Skill Development Corporation (NSDC), Sector Skill councils and various state Govts, set up collaboration centres in 25 Universities and 250 colleges, trained 200 young entrepreneurs who have successfully started their skilling centres. Many awards have been won for BRIDGE including the FICCI CSR Award for Skill Development and NHRD Award for CSR Best Practice.

Dr. Goel was given a special privileged to brief Prime Minister Mr. Narendra Modi and Dr. Angela Merkel, German chancellor about Bosch's skilling initiatives in nation building, when both of them together visited the Bosch Vocational centre.

No wonder that the Govt of India invited Dr. Goel to join the Steering committee of Prime Minister Kaushal Vikas Yojana, which is usually restricted to the senior IAS officers from various ministries and where he is the only skilling expert representing entire industry of the country. He and his team, work towards a single mission – ***“Eliminate Unemployment from India”***.

Introduction

As the college graduation gap widens, it is increasingly difficult for first-generation college students and people from low-income backgrounds to attend college, graduate, and climb the socioeconomic ladder. This issue calls into question of our nation's highly valued meritocracy and forces us to ask difficult questions about access and equity in education. Youths' autonomy is severely limited by the lack of access to college education and to the careers made available to post-secondary degree-holders. Multiple factors contribute to this lack of access and I believe it is the responsibility of schools, out-of-school-time organisations, postsecondary institutions, and students alike to address these issues. Youth work professionals who maintain positive youth-adult relationships based on mutual respect are well-positioned to prepare young people socially, emotionally, and culturally for success at higher education institutions. Youth development organisations and youth workers who engage young people of all ages should intentionally support the development of skills proven to contribute to youths' persistence and success in college.

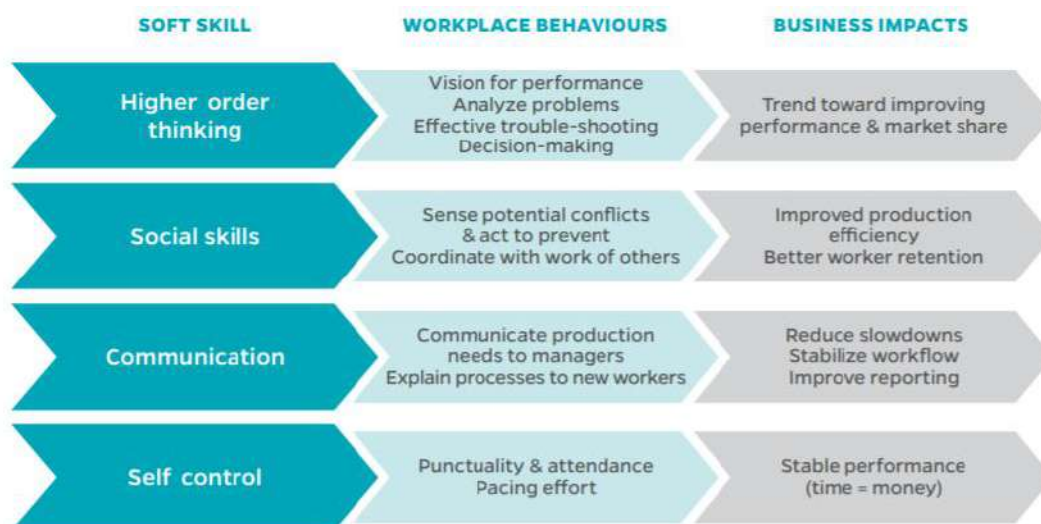


The severity of global youth unemployment and working poverty has rallied the international community and drawn attention to the need for high quality, relevant youth skills development. Globally, over 70 million youth are unemployed, and 156 million young workers are living in poverty. For young people to successfully contribute to the growth of emerging economies, their skills need to be adaptable to both the changing nature of work and the various opportunities that become available to them.

Achievement of the Goals is contingent on the ability of young people to effectively and successfully transition into the workforce and retain employment over time. Their ability to master soft skills is key to being able to successfully navigate the various pathways of work. There is a growing awareness that, combined with technical and academic achievement, soft skills are critical to young people's success in the workplace and their development in all domains of life.

But soft skills are poorly understood, not well assessed, and all too often overlooked in policy and institutional contexts, including education, training and the workplace. By highlighting the importance of soft skills and seeking to more deeply understand them, we can help ensure that all young people acquire these skills for employment and life success.

Despite a proliferation of terms and frameworks for describing these skills, there is a remarkable consensus around the types of skills youths need and the broad parameters regarding how to develop them. While much is still to be learned about which interventions work best for youth populations in specific country contexts, a great deal is known about soft skills development principles, from fields as diverse as psychology, economics, business, education and health.



Chapter III

Direct Entry to Vocational Training at Early Stage

Speaker Profile

Ms. Smita Sahu

BRIDGE Trainer – Alpran Software Pvt. Ltd

CT Life (IC-38 Trainer) - Kotak Life Insurance Co. Ltd



Ms. Sahu has completed her Post-Graduation, Diploma in Business Administration (PGDBA)- from (Banaras Hindu University) B.H.U.

Ms. Sahu is a certified Master Trainer from NASSCOM of IT Help Desk Attendant. She is also a certified Trainer from NASSCOM in Domestic CRM Voice and from NIESBUD in Personality Developer.

She started her career from Data Pro Institute, Indore as a Counsellor, she was the Centre Head for Aptech Computers, Katni (M.P) and Varanasi Institute of Technology & Management.

Currently Ms. Sahu is performing her duties as BRIDGE Trainer for Alpran Software Pvt. Ltd. (which is a Franchisee of SEED Infotech, Pune. An IRDA accredited high-end software training company).

She conducts Personality Development sessions and interview handling techniques to enhance the skill set of the students/audience and also motivate them to excel their learning for a bright career.

She has trained Trainers for training students enrolled in PMKVY scheme. From last three years she is working with Kotak Life Insurance Co. Ltd. as CT Life (IC-38 Trainer) Varanasi Branch.

Ms. Smita was Invited as a Master Trainer by National Institute of Technical Teacher's Training & Research, Kolkata. She also has got many opportunities to conduct various workshops for different organisations.

She has also Won Best Motivator and Best Presenter in Bridge TTT programme.

Introduction

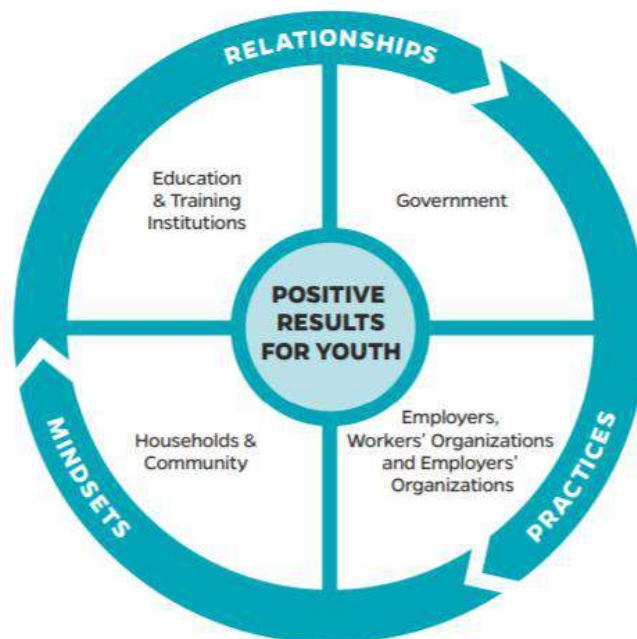
Additionally, education also has specific and explicit relevance to youth employment. The targets include a focus on access to affordable and quality technical and vocational education, and on increasing the number of youths with relevant skills for employment, decent jobs and entrepreneurship.

Important to pay attention to soft skills for youth

The skills gap refers to the degree of alignment or misalignment between the skills youth develop through education and training, and the skills needed by employers. As real as this misalignment is, there is also a gap between skills needed today and those needed in the future, because the exact nature or rate of change of economic progress cannot be predicted. As a result, educational institutions' offerings tend to lag behind the real economy.

TODAY'S (AND TOMORROW'S) GLOBAL ECONOMY NEEDS SOFT SKILLS MORE THAN EVER

The Soft Skills Ecosystem



The diagram suggests the dynamic, interactive and iterative nature of these processes. As awareness and understanding grows about the importance of soft skills among stakeholders, deeper commitment

Chapter IV

Skilling Youth for Higher education

Speaker's Profile

Mr. Sudipta Majumdar

Associate Professor, Faculty of Management Studies

ICFAI University, Jharkhand, India



Dr. Majumdar has more than 13 years of experience in corporate as well as teaching and academic administration in various Institutions and Universities in the domain of Business Administration.

He has completed his Ph.D., FSASS and is also involved in guiding PhD research scholars, writing research papers and books and providing consultancy in the domain of sales, marketing and ISO implementation in various reputed organizations. He is a member of various international marketing organizations such as Marketing Management Association (MMA), Marketing Science Institute (MSI), Internet Marketing Association (IMA), MTC Global etc. and also a Mendeley Advisor.

He is also the member of the editorial board and reviewer of various International and National Journals of repute. His area of research is in the area Consumer behaviour of Green Products. His research findings had been accepted by various organizations of India to popularize their green products among the consumers.

He is a dynamic & passionate learner. His area of interest lies in digital marketing, online teaching pedagogy, skilling of the youth, consumer behaviour, business analytics etc. He is an IBM Cognitive Class badge holder in Watson Analytics and Big Data. He is instrumental in implementing digital transformation of education at ICFAI University Jharkhand by way of grooming the Students and the Faculty Members. He has also launched an Online Course in Udemy on “How to make Online Teaching Interactive?” which was well accepted by the teaching fraternity globally.

He has bagged many awards like:

- “Most Value-Based Teacher” by ICFAI University, Jharkhand for the year 2014
- “Best Researcher award” by Indian Academic Researchers Association (IARA) in the year 2019.
- “Institution building” by ICFAI University, Jharkhand consecutively in the year 2019, 2020 and 2021

Introduction

The youth development is a universal call to action and end poverty, protect the planet and ensure that all people enjoy peace and prosperity. It promotes sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The targets establish that “for all” includes young people, as well as both women and men, and persons with disabilities. The targets also include a reduction in the proportion of youth not in employment, education or training, and the operationalisation of a global strategy for youth employment. They also speak to “promoting development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro, small and medium-sized enterprises, including through access to financial services,” all of which will also support youth employment.

Youth development





Positive Youth development

Positive youth development is a holistic approach that focuses on creating a developmentally appropriate learning setting for young people.

Positive youth development strategies focus on forging positive relationships; strengthening academic, soft and technical skills; cultivating trustworthy, safe spaces; and offering youth opportunities to succeed in meaningful ways. Another defining characteristic of Positive Youth Development is that youth are treated as equal partners and engage with their communities, schools, organisations, peer groups and families in ways that are both constructive and productive.

There are several ways to support the youth in their social, emotional, and cultural well-being while in the college environment. We can extract a set of “college-ready” skills that will ease the transition to higher education and make the college experience more positive for students from underrepresented populations. All of these solutions have ties to core youth development principles and could be intentionally worked into the programming of youth-serving organisations.

Access To Higher Education

Low-income and first-generation college students face complex, intersecting barriers to obtaining a college degree. According to reports, “Low-income students often lack the guidance and support they need to prepare for college, apply to the best-fit schools, apply for financial aid, enroll and persist in their studies, and ultimately graduate”.

Unfortunately, though college acceptance is certainly an accomplishment to be celebrated, college admission has little to do with student persistence and success in the college environment. According to a special report issued by the National Center for Public Policy and Higher Education and the Southern Regional Education Board (2010), about 60 percent of first-year college students have not been adequately prepared for the academic challenges of post-secondary education. Lack of academic preparation isn't the only reason students are not persisting in higher education. “Many scholars have tried to explain these educational inequities by examining students' family background characteristics, their lack of academic preparation, lack of parental support, lack of financial resources, and lack of institutional support at schools,” these factors do indeed determine aspects of student success.

Chapter - V

Aligning Skill Development in Formal Education System

Speaker Profile

Dr. Jebamalai Vinanchiarachi

Former Principal Adviser to the Director
General United Nations Industrial Development
Organisation (UNIDO) Austria



Dr. Vinanchiarachi is a sustainable development expert, with over 30 years of experience in United Nations Industrial Development Organization (UNIDO), Vienna, Austria, where he served in various capacities and eventually retired as the principal adviser to the Director General of UNIDO. He has to his credit several degrees, with distinctions.

He has authored several journal articles, books and reports, highlighting the changing patterns of sustainable development, with a focus on economic efficiency, ecological compliance and social inclusion.

His recent books include *Myths and Realities of East Asian Model of Development*, *India's Time*, *Rethinking Development Realities*, *Intervene to Industrialise*, and *The Poverty of Economic Thinking*. A book on his personal life, penned by him, is titled *In Joy and Sorrow*. His forthcoming book is titled *Ethics in Politics: Then and Now*.

He won several awards: Gold Medal from St. Joseph's College, for being the best outgoing student; UNIDO DG award for outstanding performance; Life-time achievement award by various organizations; "dynamic Indian of the Millennium" by KG; and the professional excellence award by the Auckland-based Indo-New Zealand Business Association in 2018.

Currently, he is associating himself with Educational Institutions, giving motivation lectures for the students, organizing re-skilling programmes for teachers, and disseminating knowledge on the New Education Policy of the Government of India.

Chapter - VI

Stakeholder Engagement and Collaborative Approach in Skill Development Projects

Speaker Profiles

Speaker

- **Col. Anil Kumar Pokhriyal (Retd.)**
- CEO at Management & Entrepreneurship and Professional Skills Council (MEPSC)

Speaker

- **Dr. D.N.S Kumar**
- Vice-Chancellor, Sushant University

Speaker

- **Mr. Ranjan Choudhary**
- Head Partnerships and Vocational Education – TCS iON

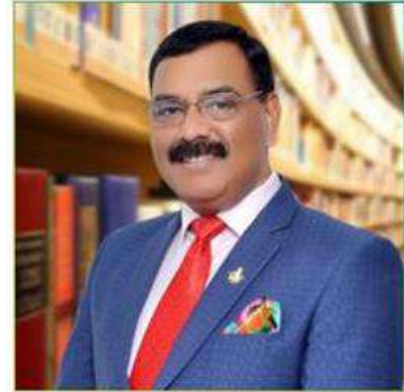
Moderator

- **Dr. Harish Vasishth**
- Executive Director – Credibility Alliance

Col. Anil Kumar Pokhriyal (Retd.)

CEO at Management & Entrepreneurship and Professional Skills Council (MEPSC)

He blended successfully in the Corporate Sector working towards Skill Development in Construction Industry after serving in the Army for more than three decades having been commissioned in the Corps of Engineers in Jun 1991.



Prior to joining MEPSC, He was the first Head Operations of Construction Skill Development Council of India (CSDCI) for two years. He was responsible for the assessment and certification of the workers in the Construction Industry. Col Pokhriyal was instrumental in setting up the Construction SSC and laying down the initial foundation while interacting with multiple stakeholders including key officials from Central and State Governments, NSDC, NSDA, erstwhile DGE&T, large industry bodies, NGOs, research institute, manpower consultants, service providers/vendors etc.

He successfully led MEPSC to be awarded and recognised by the Golden Peacock National Training Award – 2021 and two prestigious SKOCH Awards – Silver Award and Order of Merit – India's largest Independent Awards for 2020 for its Skill Development Project.

Col. Pokhriyal is also the recipient of the Skill Leadership Awards 2020 – Gold Category in the Skill Ecosystem by Foresight Society, New Delhi.

A National Merit Scholarship recipient, he graduated from Delhi University in 1989. He obtained his B Tech (Civil) degree from College of Military Engineering, Pune in 1998 and did his Masters in Defence and Strategic Studies from Madras University in 2003. He has done numerous professional courses like Post Graduate Diploma in Senior Defence Management, Defence Services Staff College Course, Infantry Weapons course, Financial and MDP course in Defence Procurement. He has successfully tenanted numerous regimental, staff and diplomatic assignments.

Col. Pokhriyal has commanded an elite Engineer regiment of Indian Army at Rajasthan, J&K and Himachal Pradesh from 2009-2011. He has been a Director at weapons procurement wing at Army HQ managing multi-billion US Dollar programs from 2011-2013. He has been awarded Chief of Army Staff Commendation Card in 2007 and General Officer Commanding in Chief (Northern Command) Commendation Card in 2011 for meritorious services and exemplary devotion to duty in operational areas. He has been a United Nations Military Peacekeeper in Sudan from 2007 to 2008. A keen sportsman, He has played football and hockey at Delhi University, Regimental and Academy teams at various levels. An enthusiastic adventurer he has pursued parasailing, river rafting and trekking.

Dr. D.N.S Kumar

Vice-Chancellor, Sushant University

Dr D N S Kumar, a doctorate and an erudite scholar with an experience of 33 years, is currently serving as the Vice-Chancellor of Sushant University. Rendering his expertise to students, he has worked as a professor of finance and catered to young talent by mentoring and teaching them various subjects including Strategic Cost Management, Corporate Finance, Risk Management and Valuation of Companies. He is a Master Analyst in Financial Forensics and has pursued his specialisation in Valuation of Companies, Bankruptcy and Liquidation and Reorganisation.



He has been conferred with various awards and recognitions such as Bhartiya Rashtriya Vocational Excellence Award by Shree Laxmi Institute for Women and Rural Development, Dharwad, India in 2007; Mohammad Yunus Economic Development Award by Rural Development Organisation, Belgaum in 2006; Recipient of Merit Scholarship from S. Nijalingappa Nidhi, Bangalore for being 1st in State of Karnataka amongst Teacher Children at B.Com. Exam in 1986; Item Writer for Institute of Management Accountant, USA and Regularly Administered Webinar on various contemporary topics of finance, valuation and forensic finance on behalf of Consultancy Training Institute, USA.

Dr Kumar seized every opportunity that came his way and made the best out of it. Being recognised for his efforts by renowned organisations, he helped his team and organisation reach its highest potential while escalating the revenue and making the places he worked at, touch new horizons of success.

Lending his knowledge and finesse to several big names, Dr Kumar has had an experience of working for CMR Institute of Management and Technology, Bangalore as Director; Alliance Business School, Bangalore as Associate Dean, Academic & Administration; Institute for Finance and International Management (IFIM), Bangalore as Director & Professor of Finance; CU Academic Staff College as Chairman; and Christ University, Bangalore as Director, Research and Professor, Finance. Dr Kumar has set a different benchmark altogether while he paves a path to collective growth and encourages his students and colleagues to put their best foot forward.

Dr Kumar, at Sushant University with his team of colleagues has executed technology driven teaching learning; incubation of ideas/ projects; development of online courses; continuing education to working professionals; experiential learning & doing and publication of patents; and engagement of all stakeholders of education from India and abroad to create an Atmanirbhar among learners.

Mr. Ranjan Choudhary

Head Partnerships

Vocational Education – TCS iON



Mr. Choudhary heads partnerships for TCS vocational education segment which is launching first of its kind, phygital learning programs for skilling, upskilling and reskilling.

He has more than 30 years experience at senior levels in private sector and at National Skill Development Corporation (NSDC).

He has rich experience in public policy and proven experience at fostering partnerships with diverse stake holders. At NSDC, he led several verticals handling TVET, impact investment, CSR and international skill competitions.

He was nominated Honorary Member WorldSkills International at its General Assembly held in Oct. 2020.

He has been a governing council member/Director at Sector Skill Councils and is on the advisory board of State Bank of India Foundation – Centre of Excellence for Persons with Disabilities.

Dr. Harish Vasishth

Executive Director – Credibility Alliance

He is an Executive Director of Credibility Alliance, which is national consortium of Non-Profit in India and India partner of International Committee on Fund Raising Organisation (ICFO)



Dr. Vasishth did his PhD and Master degree in Anthropology from HNBGU, UK

He is a National Resource Person at NIRD NRLM Cell, Ministry of Rural Development, GOI

Dr. Vasishth is a well know expert on Participatory methodologies, Project management and Evaluations, OD, governance and Social Inclusion in India

He is also a member of International Norms Committee of Good Weave International USA, Member of International committee of Fundraising organizations and executive board member of many national and International NPOs

Shri Uday Shankar Singh

Chief Controller – Vishwa Yuvak Kendra



He is presently working with Vishwa Yuvak Kendra (VYK), one of the pioneering youth organizations of India, as its Chief Controller.

An erudite professional with nearly two decades of experience in Corporate Social Responsibility, Training & Skill Development, Re-settlement & Rehabilitation activities, Project Management and Community Development.

Shri Uday Shankar joined VYK after a stint with IKYA Human Capital Solutions Limited as the DGM Operations, responsible for Training and Skill Development.

Shri Singh also worked as the Head of Corporate – CSR of Abhijeet Group of Companies, one of the fastest growing and leading private sector organizations in India, with significance presence in core sector areas of Power, Mining, Roads, etc.

He also served in Ambuja Cements Foundation and Jindal Steel & Power Limited.

Shri Uday Shankar is equally at ease working with corporate sector on the one hand and with the rural community in backward regions of the country on the other.

He is a Post Graduate in Rural Management from Xavier Institute of Social Sciences, Ranchi, and is a member of a number of prestigious Committees and Associations, including Rotary International and the Central Policy Committee on Youth Hostel Scheme, Ministry of Youth Affairs and Sports, Government of India.

During his association with Rotary, Shri Uday Shankar was also the Director of the Pulse-Polio programme.

He has travelled extensively across the country and has worked with the rural community, especially the rural youth on various training and skill development programs.





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