Strategy For Taking Management Institutes From Good To Great

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Abstract
Management institute has to gear up to face the global challenges ahead and move forward to make its mark in the international arena of management education. Management Schools are upgrading, rationalizing and restructuring the syllabus to make them job oriented for students. They are now having creative pedagogical methods and job oriented learning. Industry-academia coordination to be aware of the requirements of each other. In collaboration with each other, Management Institutes have developed need based programmes in many areas. Moreover, new jobs are emerging which will provide employment to many aspirants.

Keywords - EDC, KSA, Short term, mid-term, long term, PDP & CSR

Introduction
The management education in India is constantly changing. With its ability and efforts to provide the best education, India is trying to make a dent in the positive direction. India has got the best talent and trying to go up the ladder to make its own mark.

It is an established fact that less placements at some of the business schools in India are due to less demand for management[1] graduates. More MBA graduates are produced each year in comparison to job available for them. Students are mainly focusing only on salary after job and the investment needed to get the degree. The classification of various institutes from good to great is depicted in the table 1.

<table>
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<tr>
<th>GONE INSTITUTES</th>
<th>GOING INSTITUTES</th>
<th>GOOD INSTITUTES</th>
<th>GREAT INSTITUTES</th>
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<tbody>
<tr>
<td>• Less satisfaction among students</td>
<td>• Just satisfied students</td>
<td>• Satisfied students</td>
<td>• Very satisfied students</td>
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<td>• Less admissions</td>
<td>• UNDER PERFORMANCE</td>
<td>• Performing Well</td>
<td>• ROLE MODEL</td>
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Table-1
To become an institute of repute, short, mid and long term plans are given in the succeeding paras.

**Short-Term Plan**

**Domain Knowledge**

Subject knowledge is an important component of success in placement. Besides, scheduled class-lectures, special lectures can be organized by inviting faculty of repute from IIMs and other institutes so that the depth of knowledge in the subject specially in areas that are beyond syllabus but in vogue like Strategic Management, Sustainable Development, Six Sigma, Supply Chain, etc. are cultivated.

Special classes need to be given to students in areas like Quantitative Techniques, Economics, Accountancy etc., such that their fear of the subject is overcome. These can be imparted by external tutors as well as by the 2nd year students.

Students may be kept updated with market-related information for example, impact of recession, up and down of Dollar, etc. through special sessions on the topic or special guest lectures on the topic or by making the students prepare presentations on the same. These lessons will be in addition to the University syllabus followed by the Institute.

Academic environment should be created such that students create study hubs not only before exams but around the year in canteen, cafeteria, library, etc. Surprise Quizzes, weekend assignments may be given to keep them ever-ready and focused.

The culture of reading management-related journals, magazines and newspapers would also increase awareness about business and environment. News Workshops would be of great help to force students into this habit.

In order to keep the students focused on academics, syllabus and a set of questions may be sent to all would-be students prior to their joining (new batch) such that they may get an idea about the academic culture of the Institute. A zero-level test may be conducted post joining. The same process may be repeated when students (both batches) go for their semester break/long holidays and exams held post joining to check whether they have actually studied the same or not.

Factory visits by the students will introduce them to plants and machineries and make them aware of the feel of work environment.

**Communication Skill Development**

The first step to develop the communication skill of students is to assess the strength and weakness of individual students in English and take appropriate measures accordingly. A few of the steps are as follows:-

(a) In order to increase the communication skill and presentation skill of students, the major focus should be on practice. Speaking in English on campus during working hours must be made mandatory. Deviations are bound to happen, but it will at least ensure that a sizable number of students start speaking in English which will increase their fluency and vocabulary.
(b) Encourage students to ask questions in class and in seminars/ conferences.
(c) Participation in various college events like debate, dramatics, street plays, etc. – both inter and intra-college – would also boost their confidence and fluency in spoken English.
(d) Hosting events or being the MC (Master of Ceremonies) of an event gives the required confidence of public speaking.
(e) Giving presentations in class should be the most important academic activity which can be a part of University marks (assignments).
(f) Listening to news in English, watching English movies (initially with sub titles), listening to English songs and radio jockeys will sharpen the hearing ability.
(g) Students can write articles/research papers/book reviews on management issues and submit to the Journal of the institute.
In association with faculty members/individually too, students can participate and present papers in national/international conferences.

Body language is an essential part of communication and may be addressed to in Personality Development sessions.

**Discipline**

The USP should be discipline[3] as generally it is associated as an integral part of any good organization. Unfortunately, the children are generally pampered and discipline needs to be strongly implemented. This can be done by creating a culture of discipline in the environment – dress code, punctuality in mess timings as well as in all classes and events, moral policing, sessions on time management, etc. The responsibility of ushering in the culture of discipline also rests on the Faculty as they should be the trendsetters and students would follow them.

**Character Development**

Special sessions may be conducted on ethics and values, meditation (raj yoga), for self management, life skills etc.

Counselors may be appointed by the Institute to address personal issues of the individual students. In order to increase social skills, etiquette training may be organized.

In order to sensitize the students about the society at large, CSR[4] (Corporate Social Responsibility) activities can be organized like Blood Donation camps, Tree Plantation, donations to Orphanages, etc.

**Other Skills/Personality Development**

**Personality Development.** One of the most stressed on area, Personality Development is also an important focus area for the institutes. Sessions are held and will be continued with equal or more strength. Soft skill development is of prime importance in these sessions. PDP sessions are employment-focused and cater to what the industry wants in its new joinees. If required, faculty members may also be nominated to attend such sessions so that they get equipped in soft skills and are able to guide the students accordingly.

**Skill Development.** These are more value-addition sessions which are likely to increase the employability of the students. Sessions on Rapid Reading, Smart Googling, Cyber Crime, etc can be conducted. Students can also attend sessions to be technologically savvy like Advanced Excel, etc.

Keep in focus KSA concept.

**Team Work.** Team assignments, organizing and managing events, etc. can be given to students to increase their ability to work in teams.

**Problem Solving.** In order to inculcate systematic approach and good analytical skill, problem solving must become a part of teaching pedagogy in both course curriculum and beyond-the-syllabus learning mode. Case study is the best method of problem solving and they can also be made to witness live cases and analyze the live case study.

**Other Administrative Initiatives**

Faculty members would be required to maintain subject file for each paper that he/she teaches which will contain lesson plan, past question papers, cases/exercises used, etc.

Subject coordinators are to be nominated from existing faculty members to be responsible for each Specialization/functional area. The major responsibilities will include:-

(a) Overseeing that the subjects files are being maintained properly or not.
(b) Reviewing the syllabus at the end of each semester with subject area faculty members and provide suggestion to the University through the Director for incorporation of the same in the syllabus.

(c) Emphasizing on case study method of teaching and maintaining case studies being used in a file.

(d) Maintaining database for Summer Internship projects

(i) Mentoring of students must be an integral part of student development whereby faculty members would be responsible for a number of students of both batches. Individual files would be created for each student that will contain all details about him/her. Mentor would monitor his/her overall development.

(ii) Club activities are to be handled by various faculty members.

(iii) Scientific Calculators to individual students may be provided by the Institute.

(iv) Creation of a Question Bank for Placement purpose will contain all questions asked by the companies to the students during selection process. The process must be made mandatory for all students or else Clearance Certificate may be withheld before their leaving the campus.

(v) Linkages may be established with IIMs for obtaining Case Study, study materials, ice-breaking games, list of visiting faculty members etc.

Mid-Term Plan

Provision of New Campus. Campus with modern facilities needs to be made/renovated for the students. This also will have a positive impact on the industries providing placement.

Revision in Course Curriculum and Relationship with the University. In order to have a say in the University, representation from institute, especially the Director, in important committees of the University is important. This will ensure that at the time of revision of course curriculum, faculty members of institute would be made a part of the syllabus review committee, who can usher in the revision keeping placement in focus.

Use of Technology. Technology Aided Learning (TAL) should be ushered in with adequate investment in infrastructure, technology and faculty training.

Interface with Industry

(a) Interface with Industry will encompass both short term and long term planning. In the short term, the interface can be by inviting Senior Executives as guest lecturers to expose the students to real problems in the industry. They can also be invited as speakers in events like Symposium, Colloquium, etc. to increase the awareness about the Institute. They are usually a part of the panel during selection process.

(b) National/International conferences can be organized which will encourage active interaction of the faculty and executives.

(c) Consultancy activities by the faculty members will also increase the interface.

(d) At the time of recruitment, faculty members with corporate experience should be preferred over those with only academic experience, as management is more about application than theory.

(e) Institute can collaborate with the upcoming micro, small and medium enterprise (MSME) sector which is likely to provide employment opportunities.

(f) Industry-academia collaboration will also help bring innovative ideas which will help the overall growth of the economy.

(g) The Institute should be well represented in the industry sector by the Director or any senior officer. Having membership of Industry Associations and various Chambers of Commerce like CII, BCCI, FICCI, ASSOCHAM will develop the image of the Institute in the eye of the corporate.
Association with professional bodies like AIMA or CMA, NIPM and ISTD will increase the visibility of institute in the corporate sector. Joint programs can be conducted with these bodies. Faculty members may boost placement by visiting industry.

**Long-Term Plan**

**Exchange Programs.** Institutes can collaborate with foreign universities for student and faculty exchange program. This will lead to international recognition. It may do the same with other national institutes of repute in India. Faculty may be asked to teach a full course in better universities/institutes for improvement and learning from such activities needs to be shared with the students. This will keep them at par with what is being taught at various institutes. Institute should become a name to be reckoned with in the academic circle and must be associated with discipline and quality education.

**Training in Foreign Language.** Due to globalization of the economy and industries operating more on overseas projects, knowledge on foreign languages are considered as premium in job market and draws huge preference. Moreover, in order to meet the globalization vision of the Institute, students must be exposed to foreign languages like Spanish, French, Italian, Japanese and Chinese etc. This can be done at a later stage as we can start off with this exercise only when we have the infrastructure ready to have exchange programs.

**Creation of Entrepreneurship Development Cell (EDC).** Placement is one of the greatest challenge that an MBA Institute faces. However, few students are keen to become entrepreneurs and a few more can be encouraged to become so with the creation of an Entrepreneurship Development Cell (EDC) which will run an Incubation Center (IC) to nurture and develop innovative ideas of students.

The IC will help in the initial phases of the start-up. Though the IC may not fund the start-up, the EDC will help in finding venture capital[5] and investors who would be ready to provide monetary support and take the start-ups into the expansion phase. However, the EDC must have a mandate to have a long term goal to generate sufficient funds from various activities so as to help such start-ups with a share of seed capital. EDC should also motivate participants to start in-campus ventures to cater to the needs of the students community. For example, students can start off by running the Institute cafeteria and experiment what all is required to attract customers, assess the demand for each variety of food, develop brand image, meet financial requirements for day to day functioning and what it takes to reach break-even etc.

This kind of lean start-up strategies would equip the budding entrepreneurs to become confident about their judicious decisions and help in a long way to become self-empowered and not only manage their own employment but also provide employment to the masses and initiate the productivity-led growth of the nation.

**Development of Intellectual Capital.** Research has shown that there is dearth of Doctoral faculty members which is hampering the quality of education being imparted. Faculty members should be exposed to Faculty Development Programs including Refresher courses. Teachers pursuing their PhD should be provided with the necessary infrastructural support and adequate time for conducting research. Moreover, students can be made a part of research and a flair for academic writing can be generated in them. Any publications made by the students will add value to his/her CV. Faculty members must contribute in academic publications.

**Case Research Centre.** Institutes can have a Case Research Centre where both faculty and students can collaborate in developing case studies. This Centre can also collaborate with national and international Institutes. The cases developed can be made an integral part of the pedagogy. A significant amount of information is available in public domain and a start can be made from these sources, e.g., Subhiksha bankruptcy, Kingfisher Airlines and Air India crisis. The focus of the
Research Centre will be “Think global act local” such that the world will have a glimpse of the Indian style of management education. About globalization, Mahatma Gandhi had said, “I do not want my house to be walled in on all sides and my windows to be stuffed. I want the cultures of all lands to be blown about my house as freely as possible. But I refuse to be blown off my feet by any.” The case studies will be based on the universal management education but focused on the Indian context which will enable the students to understand the subject better as they will be able to relate to it much more than those based on international background.

**Accreditations symbolizing Quality.** Management School accreditations such as NAAC/ NBA etc have focused on benchmarking quality of management education for the purpose of enhancing quality. Institute can go for NBA accreditation (ISO Certification) and other awards like the Golden Peacock National Training Award which will add to its USP.

**Institutional Mentoring.** Institute can seek the mentoring of any Institute of repute in achieving its mission of global recognition.

**Certified Courses.** It is difficult for any Institute to survive by running only few course for a long period of time. Measures need to be taken to re-introduce more Certificate courses. The Institute can also plan running two/three Executive Education programmes. It is likely to benefit the Institute since experienced candidates will come and share their way of working which in turn will benefit the main stream students as well as the faculty members.

The hierarchy of leadership[6] and talent needed to take the institute to world class level is given in figure 2 below :-

![Figure-2](image-url)
Conclusion

As the economy revives, larger pool of applications is expected from colleges to start new programmes. Many applications are already with AICTE from B-Schools for the next academic year. Management Schools are upgrading, rationalizing and restructuring the syllabus to make them job oriented for students. They are now having creative pedagogical methods and job oriented learning. Industry-academia coordination to be aware of the requirements of each other. In collaboration with each other, Management Institutes have developed need based programmes in many areas. Moreover, new jobs are emerging which will provide employment to many aspirants.

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An alumnus of BITS Pilani, IIT Kharagpur & College of Defence Management. My academic inclination has earned me a Ph D. The President of India has recognized my exceptional service with the award of prestigious ‘Vishisht Seva Medal’ twice. I am also recipient of ‘BITS Pilani Distinguished Alumnus Award’ by Delhi Chapter and and ‘Education Leadership Award’ – 2014 by ‘World Corporate Universities Congress’, ‘Academic Leadership Award’ - 2015 by Higher Education Forum (HEF) and ‘Award for Outstanding Contribution to Education 2017’ by Stars of the Industry Group.

I had served in the Army for 36 years in the Corps of EME and presently, I am the director of prestigious Amity School of Engineering and Technology, Amity University Madhya Pradesh, Gwalior.

President of in India had also nominated me as a member of court of Assam University, Silchar wef 30 Jan 14. UGC has nominated me as member of NAAC Peer Team.