

# The gap in management education in india an agenda for reform flashcard



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“ When it comes to success in concern, an MBA is optional. But a GSD, which is merely earned by ‘ Getting Stuff Done ’ , is required ” – Christine Comaford

An MBA is by and large seen as a ticket to a high winging calling, jet putting lifestyle and in consequence a way to the Career Nirvana. Aspirants around the Earth have been fascinated and seduced by the waggess, this individual grade promises. There are several hallowed and revered institutes like Harvard, Wharton, Yale and other Ivy Leagues which promise to set you on the route to El-Dorado one time you manage to acquire an admit in their MBA plan. So what precisely is this fabulous class all about? What do these pupils learn in their 2 twelvemonth or 1 twelvemonth plan which purportedly makes them “ Masters of the Universe ” . In India, the direction instruction is around 50 old ages old with the authorities of India set uping the Indian Institutes of Management in Ahmedabad and Calcutta in 1960s in coaction with Ivy League universities of US. Currently, there are over 2, 400 b-schools in India of which 1, 999 are approved by the All India Council for Technical Education ( AICTE ) and 400 maps as unapproved private b-schools.

Together, they have about 190, 000 seats for a entire pool of 3. 5-4 hundred thousand MBA aspirers who sit for the national and state-level MBA entryway test.

Since 1990s, liberalisation of the Indian economic system, regulative alterations in the legal concern environment and a turning civilization of entrepreneurship has created an unprecedented growing in chances for the

corporate sector which has resulted in a immense demand in the direction field. Every twelvemonth, a figure of companies runing from IT, Retail, Finance, telecommunication, fabrication and others, recruit MBAs from assorted B-Schools across India. This has made classs in concern direction really moneymaking for the aspirers and as a consequence the figure of these classs offered has sky rocketed across the state. Quantitatively, it has been an impressive growing narrative.

However the quality of instruction reflected in the knowledge-base, the skill-set and the attitude of these freshly churned out MBAs, is non up to the grade as expected by the industry. The writers have attempted to understand these bing spreads, where precisely they exist, and what is and can be done in cut downing these spreads.

Cardinal words: MBA, Education, India, Agenda, Reform

Introduction: The existent job lies in the broad spread between the existent universe and the academic universe. In B schools, the theoretical account of the universe which is presented to the pupils, is far more simplistic and predictable than the existent universe of all time can be. The 2 years/1 twelvemonth of direction instruction which a pupil goes through should instill in him a sense of intense pragmatism, which is the ability to see precisely what is and non through the lenses of preconditioned impressions and thoughts.

The features of a ace successful director can be loosely defined into three chief classs:

1. Attitude – This is the most of import property in a manager/leader. “ We hire people for attitude and develop them for the accomplishments ” – As shared by one respondent during a accomplishments spread study. Attitude is an internal trait shaped by the personal experiences of a individual right from a really immature age. They are less likely to be taught or even docile. If a professional enters into a company with a right attitude, the needed accomplishments can ever be acquired on the occupation through preparation. But if a individual lacks the right attitude so he/she can go more of a liability than an plus for an organisation.

2. Skills – They can be loosely classified into three chief classes:

a ) Technical Skills – Core accomplishments based on using cognition in functional countries such as finance, OB-HR, selling, IT in direction, etc.

B ) Communication Skills – Verbal and Written accomplishments, Presentation skills, listening accomplishments

degree Celsius ) Interpersonal skills-Conflict Resolution, selling accomplishments

3. Knowledge – Environmental knowledge- External every bit good as internal to the organisation where the MBA alumnus intends to work in the hereafter.

The B Schools should concentrate on instilling the above mentioned properties in their MBA pupils so that the cardinal aim of a direction instruction – Creating universe category directors and leaders- is achieved.

Now, Let us recite the characteristics of a conjectural B School which <https://assignbuster.com/the-gap-in-management-education-in-india-an-agenda-for-reform-flashcard/>

manages to churn out successful directors. The characteristics described in Figure 1 can merely be effectual for direction instruction if they satisfy certain key demands which have been described in Figure 2.

## **Figure 1**

### **Table 1**

#### **FEATURES OF A B-SCHOOL AND RESPECTIVE REQUIREMENTS**

##### **Features**

##### **RQUIREMENTS**

##### **Students**

**Good STUDENT QUALITY ( ADMISSION CRITERIA )**

**Relevant WORK EXPERIENCE**

**Right ATTITUDE**

**Appropriate BATCH SIZE**

**NUMBER OF RESEARCH SCHOLARS ENROLLED**

##### **Faculty**

**Good FACULTY TO STUDENT RATIO ( & gt ; = 1: 10 )**

**Needed ACADEMIC BACKGROUND ( PHDs )**

**Great INDUSTRY EXPERIENCE**

**ONGOING RESARCH**

**( NATIONAL/INTERNATIONAL PUBLISHING RECORD )**

**Industry NETWORKING**

**CAPABILITY FOR CONCEIVING INDUSTRIAL**

**Undertaking**

**CAPACITY TO GENERATE CASE STUDIES**

## **PEDAGOGY/**

**Course of study**

**Emphasis ON GROUND REALITY**

**INDUSTRY DRIVEN CURRICULUM**

**REGULAR UPDATION**

**FOCUS ON KNOWLEGDE, ATTITUDE AND SKILL DEVELOPMENT**

**FOSTERING ENTERPRENEURIAL ABILITIES AND ATTITUDE**

**Infrastructure**

**Library**

**Internet**

**ACCOMODATION**

**Diversion FACILITIES**

**CENTRES OF EXCELLANCE IN FOCUS AREAS**

**Exposure**

**Global EXPOSURE ( EXCHANGE PROGRAMMES )**

**Extensive INDUSTRY EXPOSURE ( INTERNSHIPS, INDUSTRY VISITS )**

Gaps between Academic and Industry outlook: A B-School can be considered as an organisation which takes pupils as natural stuffs, processes them for two years/1 twelvemonth, does value add-on to them and eventually produces the finished good i. e. MBA graduates ready to run into the challenges of the industry.

As per Merit Trac ' s employability study on MBA, there are around 100, 000 MBA alumnuss being churned out every twelvemonth in India. Though, the industry demand across industries every twelvemonth is 128, 000, merely about 23 % ( i. e. approx. 23000 ) of the entire MBA graduates manage to fulfill the industry outlook. The industry demand is non met because of the disagreement between the accomplishment set of the fresh MBA alumnuss straight out of B Schools and the industry expected accomplishments.

## **FIGURE 2**

The Higher Education Forum ( HEF ) initiated the Skills Gap Survey between November 2009 and January 2010 to analyze the spreads between industry outlooks and public presentation of fresh MBAs. This Survey looked at freshly hired MBAs in the Indian Banking, Financial Services, and Insurance ( BFSI ) sector. The findings of the study were that the industry has highest outlooks for fresh MBAs in the country of Attitudes, followed by Skills, and eventually by Knowledge.

## **FIGURE 3**

The consequences are as followed: Expectation and public presentation  
tonss

## **Table 2**

Employer ' s outlook evaluation and public presentation appraisal of freshly hired MBAs by attitude, accomplishment and knowledge country.



**Attitude:****Table 3****Skills:****Table 4****Cognition:****Table 5****Why these Gaps exist:**

There are several common identifiable factors for these spreads

1. Motive behind making MBA -A The pupils are non clear about their intent of making an MBA. A common logic most of them have is: acquiring a better wage bundle and achieving a managerial place in their professional calling. So putting the right outlooks and sensitising them about the direction field right from the schooling yearss will do them more cognizant, enthusiastic and focused on whether they truly necessitate a direction grade.

**A**

2. Admission Process – The Indian admittance procedure for assorted B schools which consist of a written test, followed by Group treatment and Personal Interview is reasonably good but still has some built-in failings. There are really bright pupils who may non be really good in checking aptitude trials but have the potency of going first-class directors because of their alone position about life and the experiences they have gone through in life. But, these pupils end up acquiring sidelined because of the stiff procedure.

3. Faculty - Faculty enlisting should not be based merely on grades and research accomplished by an individual, but besides what that individual has done outside the academic universe. Is that individual capable of using his cognition in the existent universe? Does Industry consult him for his expertise? This becomes a really important property in a module as MBA learning requires practical illustrations for pupils to associate to. How up to date of the month is he with the latest occurrences in his field or is he still declaiming 30 twelve-month old theories and illustrations from the text editions? If an individual has first-class experience in the field so his prerequisites for instruction in that peculiar field should be waived off in instance of module choice.

4. Necessitate for betterment in Curriculum and Pedagogy - The course of study needs to be more attuned with the ever-latest demands of the field in which the pupil wishes to do his calling. The bright-eyed MBA believes that he is the "Master of the Universe" one time he passes out of college, but every cognition is really contextual in nature, so a theory working in North America or Germany may not work in India or Bangladesh. We need to hold autochthonal theories which take into history the Indian civilization and penchants.

5. Research Scenario - Several research bookworms drop out even before finishing their research thesis as they get moneymaking offers from the corporate universe during their survey itself. So, the academe loses bright people to corporate and professional universe and loses new research and new penetrations which could have been discovered in the procedure.

How to make full the spreads: Writers have suggested the undermentioned attacks for covering with the current direction instruction tendency in India and their branchings. The writers have stressed on procedure re-engineering within the bing academic construction in a B School instead than recommending policy alterations or proposing solutions which require considerable fiscal investing.

### **Inclusion of Management topics in School course of study:**

Subjects should be included at 8th - 10th Standard degree giving a good overview of the direction topics and their pertinence in the existent universe. Getting a foundational foundation in concern topics at such formative age, the pupils will be able to appreciate the importance and relevancy of direction as an instruction. Further, they will be able to make up one's mind if direction is the field they would wish to prosecute in their professional/academic calling subsequently on. As a consequence, the applier pool which will use to B Schools will be more focussed towards analyzing Management.

However, the challenge lies in the debut of basic direction topics and it will necessitate an attempt on the portion of educational establishments and authorities organic structures in acknowledging this as an of import topic for the pupils at an early phase and eventually implementing it. Though, the attack towards the topics at the school degree should be in a more practical and fun format.

Foundation Boot cantonment for freshmans ( without work-experience ) for instilling organisational / industrial mentality: There are a considerable per

centum of freshmans ( pupils directly after under-graduation grade ) in B-Schools around the state. But this carries a paradox excessively since the freshmans who do n't hold anterior work experience do n't hold the needed exposure and industrial mentality which can turn out to be an obstruction in their acquisition procedure as associating the direction constructs from the book to existent life can be a job without anterior work experience. But, it ' s a approval besides, because they have n't been indoctrinated into any corporate civilization already and have a fresh head to look into direction constructs. Still, to expose them to the manner of thought of a individual with a few old ages experience in industry, foundation boot cantonments can be organized within the initial 2-3 hebdomads on campus with Sessionss like " A Day in the life of an executive " , " How Directors think " , ' How leaders see " and so on.

It will give them a position on what to truly anticipate out of a direction calling, how different Fieldss look like when you are really working in them. The boot cantonment is non about indoctrinating the freshmans into any new manner of believing but it is about sharing penetrations and listening to what other people have learned from their experience. Geting the people from industry every bit good from the batch itself to talk about their rendezvous with the corporate universe and other organisations can be an effectual measure in this way.

The boot cantonments can be organized in many advanced ways.

Let ' s state the strength of a batch is 100 people with 40 people holding work experience and 60 people as freshmans. Then, the 40 people batch

with work experience can be classified by the industries and the sum of clip they have worked. After this, we can hold knowledge every bit good as Q & A ; A Sessionss industry wise for the whole batch.

Analyzing Indian Texts on Management: Harish Bijoor, taking direction adviser, feels Indian directors are still smitten by western direction doctrines. " I routinely quote from texts like the Ramayana in the Sessionss that I hold for corporates around the universe and it is ironical that concerns in states like Germany and France are following the wisdom of Vedas while our people are still besotted with western doctrines. "

The present twenty-four hours direction basicss were mentioned and practiced in India at least more than 2, 500 to 3, 000 old ages ago. The wisdom of the ancient Indian Bibles may come in ready to hand in undertaking issues from direction schemes to corporate administration in today ' s extremely competitory universe of concern. Motivational gurus and direction experts like Deepak Chopra, C. K. Prahalad, Arindam Chaudhuri, Shiv Khera and Mrityunjay B. Athreya are progressively borrowing from ancient Hindu Bibles to get by with the contemporary concern direction challenges.

To larn, understand and use Indian tools for the direction of the concern seems a value add-on to the western tools of larning in direction instruction.

The modern ( Western ) direction constructs of vision, leading, motive, excellence in work, accomplishing ends, giving work significance, determination devising and planning, are all discussed in the Bhagavad Gita.

There is one major difference. While Western direction thought excessively  
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frequently deals with jobs at staff, external and peripheral degrees, the Bhagavad Gita tackles the issues from the grass roots degree of human believing which addresses the demand of the hr as expressed by the corporate universe i. e. attitude of the direction professionals with needed accomplishment set and cognition.

“ Kautilya’s Arthashastra is non a book ; it is a Library on Management. Chanakya was non a individual he was a university ” . His direction thoughts written in Kautilya’s Arthashastra are still really much relevant in today ‘ s corporate universe. Taking into consideration the assorted niceties of concern, this text will draw a bead on to leave anchoring in countries which impact the short, in-between and long term success of concern. “ Kautilya ‘ s “ Arthashastra ” , besides gives emphasizes based on human behavior. The manner things have been mentioned in the book, no pupil of modern behavioral scientific disciplines can doubt that it has been done with a deep and an extended cognition of human behavior

Mr Balakrishnan M has justly said “ The lessons from Ramayana can besides be applied in modern direction of organisation particularly the leading qualities of Lord Rama in disposal of Ayodhya and there are besides many modern direction constructs such as EQ, MBO, Kaizen, strategic planning, forming rules and etc. where its beginning can be traced from Valmiki Ramayana. ”

The excessive narrative of Mahabharata is full of ethical motives and rules, of role-models and icons and of positive inspiration and righteous ways. All characters in Mahabharata can be compared to India, Inc. leading cutting

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across the different rounds. Whether it is human behavior, organisational behavior, group theory, motivational theory, game theory, direction by aims or line of control, all aspects of modern direction can be discovered in Lord Krishna, Arjuna, Bhishma, Dronacharya and others.

So, learning from such rich beginnings can turn out to an enriching acquisition experience for the pupils and assist them in going effectual directors. The pupils can break relate from the Indian texts which will heighten their acquisition and they may give public presentation as desired by the companies on about every parametric quantity they are assessed in several footings of their precedence.

The challenge would be to develop a structural acquisition procedure of these rich Indian texts for the MBA pupils which require an attempt on the portion of module and research workers who have contributed in the country of direction acquisition from the Indian texts.

Emphasis on Research on Campus: If we take a critical expression at the direction instruction given in India excluding the top 1st tear B schools, we find that focal point is more on the earning which will be at that place at the terminal of the direction instruction. But, if we look at the top notch B schools like Harvard, Yale, etc the focal point on research has been unwavering. Any MBA School has a alone chance of holding a batch of bright heads together on the campus. So, if we are able to leverage on that, and utilize some advanced techniques to further treatment among the pupils and module on bring forth new penetrations from the countless occurrences in day-to-day life which can be related to concern. Alternatively of merely

Learning from the books and lectures during one's direction instruction, it can besides be the other manner unit of ammunition. Students should inquire themselves these inquiries: what's the fresh position you bring as an person to this universe? What are some of the absurdnesss you see in the universe around you? How do you leverage on your alone strengths? Then collate these thoughts and relate to concern and document them.

Then, a rich aggregation of thoughts and penetrations can be collected from the pupils. The research should non be looked as merely a formal presentation of thoughts in a research paper format and so printing them in direction diaries. But, a new attack of insight happening about life in general should be cultivated. Management is about pull offing one's life in an optimal manner. It requires self-knowledge and position of looking at the universe in which it makes sense and is actionable. The "Do Can" attitude should be a consequence of that cognition and position. More than merely feeding theories and instance surveies, it should besides be a clip for the pupils to cognize themselves and develop a alone position about the universe. They should hold a sense of way about their alone strengths and what parts they would wish to do in the universe from a commercial every bit good as holistic position.

If we compare the academic universe and the existent universe, one of the difference would be that in the academic scenario, sometimes the formality and the manner the information is presented becomes really of import, sometimes more of import than the penetration which the information nowadays.



We are looking at a really practical research civilization which consequences in legion penetrations about how the existent concern universe operates.

We want the pupil to be equipped with a really practical and down to earth believing when it comes to executing in the existent universe instead than merely remembering pure theories from a direction text edition. Thinking on press can merely come by the mental attitude of looking at things critically and measuring them in the needed context. Such an attitude can be developed by concentrating on the world about and by holding a really alone and individualised position on it. MBA should non be perceived as a mill for churning directors ; it should more like a topographic point where the pupil is transformed into a leader in his ain manner. He develops a position on the universe and is ready to take on his ain personal conflict.

On Campus Earning for module and B school: A professor at IIM earns about one ten percent the wage of an IIM alumnus and increases come by irregularly, in some instances one time in seven old ages. This determination can be generalized for comparing the chances in learning as a profession and working as a professional in the corporate universe. It seems about impossible to ask for the endowment from the corporate universe and retain them as module members.

This pecuniary difference is immense and it demotivates the bright and gifted people, who are really interested in prosecuting instruction as a profession but choose to work in industry because of better economic chances.

To cover with this job, we have thought of taking down this pecuniary difference as is observed in US where the module earns comparable to the salary earned in industry. Are the module members paid higher wages?

Answer is " No " . They earn immense income from the corporate undertakings which they undertake along with instruction.

So, the B-Schools who concentrate on organizing corporate relationships chiefly for the internships, arrangements of the pupils and for asking the industry people to give custody on industrial cognition to the pupils, should besides work for assisting the module members in acquiring corporate consultancy undertakings. The module members who have enormous experience are in touch with the industry and do n't happen much trouble in catching such undertakings but the new-comers who join B-Schools without any anterior industrial work-experience find it truly hard to acquire such undertakings because they do n't hold proper networking links with the industry. So, in such instances the arrangement commission, which is the most of import portion of a B-School, should work with the module members who have links in the corporate universe to assist the new module members in achieving the consultancy undertakings.

Bagging Corporate Consultancy assignments is non the lone consideration but to present them successfully with the highest grades of client rapture is besides of import.

The bulk of the Indian b-Schools are involved in run-of-the factory learning procedure and the module members giving maximal clip in instruction, instruction and learning holding left with small or no clip to bag and present

corporate consultancy assignments. So, flexibility for learning hours will hold to be provided to the module members to cover with this disagreement. “ I found unless you have truly good people for administrative support, a batch of clip of the module is used up in making administrative work ” says Shekhar Chaudhuri, Director of IIM Calcutta.

Again the instruction staffs are found to be involved in administrative plants since the loophole lies in holding an appropriate no. of people and a good quality of people in the administrative staff. So, the consideration should be given to such job by concentrating on bettering the efficiency of the administrative section of any B-School by enrolling the needed figure of quality professionals for transporting out administrative activities.

Are faculty members motivated to confer with chiefly for economic grounds? Outside professional consulting influences faculty behavior and activities in the academic establishment. The holistic and practical acquisition of the MBA alumnuss is related to the nature and extent to which module are influenced in their research and academic objectiveness by their outside professional relationships. The cognition shared by module members is backed by practical facets which is demand of the hr as expressed by the corporate since MBA graduates seem to be so far from application of the constructs they learn in their direction instruction.

Besides, it has been observed that module members are non making the sort of research that is valued by companies every bit good as the practicing directors. By working on the corporate assignments the module can break

understand the industrial issues being faced and can align their research work on those lines such that their work is valued in the corporate universe.

The challenge is on assorted frontiers including deriving the assurance degree of the corporate universe to an extent that they can swear them and present a consulting assignment which can add value to both the module member and the corporate universe.

### **Decision:**

The writers believe that given the current tendency in direction instruction in India, a strong demand for a reappraisal of MBA instruction and its teaching method is required. All jobs have an economic angle to it which causes the job in the first topographic point. For bettering the MBA educational experience for the pupils, a good sum of resources, both pecuniary every bit good as homo, are required. But so, utilizing invention and creativeness, one can traverse these hurdling and excel without holding excessively many resources at one ' s disposal.

Assorted solutions and attacks have been suggested like sensitising pupils towards direction topics during schooling itself, forming foundation boot cantonments for freshmans ( pupils without work experience ) for conveying them at par with their equals ( holding work

experience ) , putting accent on discoursing penetrations and wisdom from ancient Indian and Asiatic texts, concentrate on direction research on campus, and promoting and easing module to convey confer withing undertakings on campus from the industry. Getting a opportunity to take part

in unrecorded consulting undertakings on campus, pupils will be able to use theoretical direction constructs to existent universe state of affairss.

In the terminal, Management boils down to “ How good you are working with other people and how clearly you are able to see the large image without any deformation ” . So, the greatest demand is to bring forth leaders who think holistically and non merely the top line of their house ‘ s balance sheets. We need leaders who are compassionate and non merely net income bring forthing machines. We need leaders who are good versed with human history and who believe in doing a better hereafter for all of us.

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