

## **QUALITY ISSUES IN MANAGEMENT EDUCATION**

During my two day visit to Hyderabad, India to participate in the Executive Board meeting of the Association of Management Development Institutions of South Asia (AMDISA), I also got an opportunity to attend a workshop on “What Price Quality? Towards a New Paradigm for Management Education”. I was very much impressed by the presentation made by Dr. A.H. Kalro, former Director I.I.M. Kalkota and would like to summarize the salient features of this presentation and other interventions for your benefit. . These thoughts are divided into two parts:- (1) How should Business Schools in South Asia organize themselves for Quality? (2) What should we be looking for among our Business graduates?

### **How should Business Schools organize themselves for quality?**

1. Offer greater flexibility in program design e.g. mention was made of moving into new areas such as Health Care Management, Technology and Higher Education Management, Social enterprise management etc.
2. Accommodate cutting edge knowledge by greater customization and getting away from commoditization.
3. Provide greater choices to students in the areas about which they are passionate and have fewer compulsory courses.
4. There must be a change in the focus on what to deliver and how to deliver to make room for rapidly moving conditions
5. Introduce greater diversity in class rooms across disciplines, socio-economic groups, gender and geography. Too many engineering graduates (90 percent among IIMs) entering MBA classes is not desirable.

6. Need to have greater diversity in faculty, bring in more global faculty, send the existing faculty for exposure to best schools. Teaching sans research backing is sterile and does not excite the bright students admitted to the best Management schools.
7. Promote Quality on all fronts including governance (the Boards should be drawn from men and women of high caliber from all walks of life) and in internal management ( hire those who believe in result-oriented processes).
8. Instill and promote ethical conduct and values such as passion and commitment, contribution to community, breakthrough thinking and execution.
9. Establish closer linkages with the corporate sector, non profit sector, public sector, communities ;,have regular dialogues with private businesses and listen to their concerns.

**What are we looking for in our graduates?**

1. Pay more attention in classrooms towards understanding of the forces and impulses driving globalization and establish exchanges for students to go overseas
2. Instill qualities of leadership through multiple competencies such as IQ( Intelligence Quotient) , Emotional Quotient (EQ) , and Spiritual Quotient (SQ).
3. Prepare them for solving problems skills in a highly uncertain environment with the ability to think on the feet.

4. Develop the ability to introspect and reflect rather than accept received knowledge at face value.
5. Develop the ability to communicate, present, defend and persuade their ideas.
6. Inculcate an integrated, holistic multi-disciplinary approach rather than throw isolated snippets of disparate facts originating from one particular discipline.. Team teaching is one of the ways in which this can be promoted.
7.  
.Nurture creativity and innovation rather than stick with the current single right answer approach. Don't give them fully cooked recipes and solutions but the tools to think, analyze and apply their knowledge

In my informal networking contacts what impressed me most was the expanding linkages between top 20-30 Business Schools in India and the best global Business Schools. In one case they had developed active connection with as many as 21 institutions outside India. The visits of the Indian academics to the US & European schools and vice versa are quite common. Participation in international conferences, seminars and workshops and greater research collaboration and joint projects are encouraged. Student exchange programs with overseas schools are quite popular.

At the Indian School of Business as many as 100 foreign based faculty members visit for a few weeks to deliver the same modules which they are teaching at Kellogg, Wharton, London Business School etc. Imagine the distilled cutting edge knowledge the students of ISB are getting. I realized that we at IBA have a long way to go. Instead of being disheartened I have come

back with greater resolve that all of us will have to work much harder than we had originally planned .