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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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STRATEGIES FOR SUSTAINABILITY AND QUALITY DEVELOPMENT OF MANAGEMENT INSTITUTES

DR. MAHESH U. MANGAONKAR
PROFESSOR
INDIRA SCHOOL OF BUSINESS STUDIES
PUNE

ABSTRACT

The rapid growth and proliferation of business school has led to the emergence of some excellent schools and some having dubious quality and that is why business education in India has come under serious scrutiny. The need for management graduate cannot be wished away, as the Indian industry and business is on a growth mode and need qualified manpower to power the trust. There is a gap in the kind of demand and the output of graduate in business. Management education has been expanding at a rapid rate in our country, taking into account the increasing need for professionally trained managers in a developing economy. This trend is very healthy and desirable. At the same time, one has to be cautious that the rapid expansion does not result in a decline of the quality education and training. There is every reason to suspect that this has happened. In view of this the present paper provides the strategies for Sustainability and Quality Development of management institutes.

KEYWORDS

Development, Education, Institutes, Management, Sustainability.

1. INTRODUCTION

ustainability is moving beyond a specialized staff role to a critical component of all business functions. In order to stay competitive in today's global business environment, and maintain a competitive advantage in emerging markets, it is essential for organizations to adopt sustainable business practices and strategies. The differences between education and industry are in four ways, objectives, processes, input and outputs. For industries the measure in which they use as an indicator of the effectiveness of organization is the profit, while the objectives in education are not simple. In fact, the objectives of every professional education institution should cover the answer to this question precisely, that what should a good education provide for learners? The objectives of every school, or university, should be to give each student opportunities to improve in knowledge, know how, wisdom and character. The first concept enables students to understand and the second one facilitates them to do accordingly, the third one enables students to set priorities and finally the character provides the 'possibility for them to cooperate, to persevere and to become respected and trusted members of society.

2. PURPOSE OF THE STUDY

Looking at the mushrooming growth of institutions imparting management education in the country, serious doubts are being raised on the quality, capability and desirability of the institution to meet the challenges of imparting management education. Since modern business organizations demand innovations and ability to cope with the rapidly changing environment, there is need to constantly interact with the system and improve the scope of learning, but the present management course out of necessity are constrained to teach the past. In view of this, the paper aims to provide the strategies for the sustainability and quality development of management institute's.

3. METHODOLOGY ADOPTED

The researcher has done extensive literature survey. The data has been collected by referring the various research articles, books and websites. The collected data has been analyzed and then the outcome of all this exercise is presented in the form of this article.

4. AN OVERVIEW OF THE RELEVANT LITERATURE**B-SCHOOL SURVEYS-ITS UTILITY TO THE INTERESTED**

N.P. Manjunath in his article explains that the ranking / grading of B-Schools are done on a reasonable basis. But the system does not offer the desired benefits to the community of students, their parents and business houses. Therefore, all the B-Schools must participate in the grading; and separate the gradation for academic and placement purposes. The author says that the business magazines conduct an annual survey of B-Schools and publish their grading in accordance with the recommendations of the Expert Survey Committees. The members of the expert committee develop the parameters, weightage for the parameters and other details to conduct their survey.

DETERMINANTS OF BUSINESS SCHOOL'S SELECTION BY FINAL YEAR ENGINEERING STUDENTS: AN EXPLORATORY STUDY

Saptarshi Purkayastha points out that the aim of this paper was to determine the various factors that the final year engineering students would like to consider in order to decide on a business school for higher education. The author has concluded this article by mentioning his finding that five different factors are important for engineering students while selecting a business school for pursuing higher education in management. These factors are:

1. Placements (type of companies that have come for placement, the percentage of students getting placed, average initial salary and industry association).
2. Academic factors (diversity of subjects, variety of specialization, foreign collaboration and students' exchange).
3. Personal comfort zone (financial scholarship, accreditation, city in which the B-School is located).
4. Reputation (magazines and journals published, business ranking and collaboration with foreign universities).
5. Image and placement (initial salary, foreign placements, lateral placements and collaboration with foreign universities).

REWARD MANAGEMENT IN BUSINESS SCHOOLS

Colonel VRK Prasad in this article points out that the primary aim of rewards is to retain and stimulate the employees to reach higher levels of performance. Performance without quality is meaningless, more so, in an educational institution that moulds the young enthusiasts who in turn shape the economic destiny of a country. Rewarding 'quality performance' among the teaching fraternity is of utmost importance in the progress of a nation as no nation can develop without 'quality education'. Motivating employees has never been a challenging as it is today.

MEASURES FOR ENHANCING COMPETITIVENESS OF HIGHER EDUCATION

Sudhanshu Bhushan in this article point out that from a practical standpoint enhancing competitiveness in higher education implies;

- i) Establishing university-industry linkages.
- ii) Internationalizing curricula.
- iii) Identifying universities and specific courses.

IMPACT OF GLOBALIZATION AND WEO ON HIGHER EDUCATION IN INDIA

J.G. Valan Arasu in this article focuses the attention on need for quality in higher education. He mentions about what our former Prime Minister Pandit Jawaharlal Nehru declared that is, "if all were well with our educational institutions, all would be well with the nation. Educational institutions are intimately linked with society at large. They are the temples of knowledge. They are the agents of social change and transformation."

PRIVATIZATION OF HIGHER EDUCATION IN THE ERA OF GLOBALIZATION

RaminderSingh has pointed out that ever since the initiation of economic reform policies in the last decade of the twentieth century; LPG (Liberalization, Privatization and Globalization) has become the mantra of progress for our country. Thriving on the increasing spread of consumerism and information technology, it is gaining immense currency in the intellectual and socio-cultural spheres.

MANAGEMENT OF UNIVERSITIES IN INDIA: MAJOR CHALLENGES AND REQUIRED RESPONSES

Surendra Singh in this article explains that universities today are supposed to impart quality education to develop competent and capable human resource required for nation building. The author mentions that universities in many parts of the country are so badly mismanaged that quite frequently there are agitation of students, employees and teachers on one pretext or the other leading to fairly widespread indiscipline and damage to precious university property.

APPLICATION OF MODERN MANAGEMENT TECHNIQUES TO EDUCATIONAL ADMINISTRATION –AN OVERVIEW

Dr. P.A. Sathyanarayana in this article describes that educational administration by its very nature, is generally tradition-based, and one of the important functions of education is preservation of tradition. This is particularly true of the developing countries of the Asian region which ride in their ancient culture and hoary tradition. This attitude manifests itself prominently into what is called 'maintenance administration' which believes in keeping the routine going. This pattern worked satisfactorily when education was the monopoly of the few and education systems were rather static in character and limited in size.

IT BASED KNOWLEDGE MANAGEMENT FOR INSTITUTIONS OF HIGHER EDUCATION: A NEED

Ashish Kumar and Arun Kumar are of the view that technology makes a system more convenient and efficient. But for transforming tit-bits of data into information, the modern researcher needs tools, which can filter the loads of information for any significant professional use.

GLOBALIZATION AND HIGHER EDUCATION IN INDIA

Samsuddin Ahmed pointed out that India is having one of the largest systems of higher education in the world. Old syllabi, unscientific evaluation system, malpractices in teacher's appointment, poor and irregular salaries, and low level of infrastructural facilities are some of the burning problems of the present educational system.

STRATEGIES FOR BUILDING SUCCESSFUL B-SCHOOLS IN INDIA

Dr. P.L.Rao has pointed out that most of the B-Schools students behave as if they are still in Degree College. It is important that B-School students should be oriented during the initial months that they are now in a professional course which requires acceptable personality traits and individual skills which are sine-quanon for entering into the profession. For this purpose, the B-School should catch them young and closely monitor during their orientation stage. For this purpose, certain strategies should be evolved. Close co-ordination between the students and faculty is essential. For this design, the class may be divided into four groups. One full time faculty is attached to each group who would be their mentor till they complete their two-year course.

HOLISTIC APPROACH TO MANAGEMENT EDUCATION

Prof. S.Satya has pointed out that on analyzing the vision statements of some of the business schools and on interviewing a couple of professors teaching in the B-Schools, it is clearly evident that accumulation and dispersing of information on a few sets of subjects is not their mission in this era of information proliferation. The complete development of an individual to its fullest potential to serve the society at large will be a good enough goal to set and achieve.

REDEFINING MANAGEMENT EDUCATION

Dr. Vijai S. Caprihan in his paper explains the various factors responsible for contributing to the extremely poor brand equity of many widely scattered management institutes. These factors include:

- i) The mushrooming of the institutes. The institutes have been set up for commercial reasons of self profit, rather than to develop the required caliber of professional that can meet the requirements of the industry;
- ii) The lack of full time experienced faculty;
- iii) Minimal or nil industry interaction;
- iv) Courses have been designed more as an off-shoot of commerce, rather than a need based management curriculum, which require frequent updating;
- v) Excessive work burden on teaching faculty which dissuades them to develop adequate time on research or consultancy.

BUSINESS EDUCATION IN INDIA LOOKING BEYOND 2000

Dr. R.M.Pant and Prof. N. Upadhyay in their paper explained that in the globalized world, competitiveness depends not lonely on productivity alone but also on various other factors. The competitive standards are quality, variety, customization, services, convenience and time lines. Each of the successive factors depends on human competence, making it clear case for incorporation of the Total Quality management (TQM) culture in education.

5. STRATEGIES FOR SUSTAINABILITY AND QUALITY DEVELOPMENT OF MANAGEMENT INSTITUTES**1) MOTIVATION OF EMPLOYEES**

Motivating the employees can be done through effective reward management. Effective reward management is also seen as a strategic tool to remain competitive and to deliver quality. University reward systems should be strongly based on research performance. Human resource is an important resource in any organization. As per the Herzberg's two factor theory both hygiene factors (viz. working conditions, salary, status, security etc.) and motivators (viz. responsibility, advancement, recognition of achievement etc.) should be taken into consideration and accordingly the employees should be motivated to create a sense of belongingness in them towards the institute in which they are working. Thus, motivated employees can perform effectively, producing 'Quality' output from their work. The difference between a business enterprise and an educational institution (read Business School) is rather minute in the sense that the objectives are commercial in case of the former, while it is the quality of the student output that is concern in the later. In a business enterprise or in a B-School motivated employees are responsible for enhancing quality. Competitive strength of the B-School can be enhanced by injecting mindset of the total commitment towards work and nothing but excellence in performance.

2) RESEARCH ORIENTED FACULTY

Faculty of B-School should be highly research oriented. This can be done by a keen interest in the problem identification, conducting survey, collect the data, analyze it, come to conclusions and publish the research work so that the created knowledge can be disseminated. Presentation of papers at national and international levels boosts the image of the institution. The research work carried out by the faculty members gives them an opportunity to reveal the truth behind a particular problem and then to come out with constructive solutions that will help to minimize or eliminate the problem. Research helps in improving the analytical abilities of the faculty members. The B-School in which the faculty is working can get the consultancy assignments from the industrial sector and that can be a source of additional earning for the institute. The students get benefited from such research oriented faculty since such faculty can always guide the students in their academic projects about the correct method of carrying out the research work.

3) FORMATION OF QUALITY CIRCLES (QCs)

Quality Circle is a small group of employees who meet regularly to solve work related problems in their work area. The group may have six to eight members with a leader and they usually meet once a week after their working hours. Working conditions, absenteeism and such other problems are discussed in Quality Circle. Membership of quality circle is voluntary. Members are from the same work area or doing similar type of work i.e. it is a homogeneous group. Members meet for about an hour every week. Members meet to identify, analyze and resolve work related problem. Members resolve work related problems leading to improvement in their total performance. The members in Quality circle include the steering committee / departmental committee, facilitators, circle leader and circle members. The support of the top management is also of great importance. In a B-School also, one can form quality circles such as quality circle formed by the faculty members, quality circle formed by the non-teaching staff, quality circle formed by the students etc. and then they can really contribute in the development of individual and the institute's overall performance. Some of the tangible benefits that can be achieved through formation of Quality Circles are better quality, improved productivity, higher safety, waste reduction, reduced absenteeism and reduced grievances. Some of the intangible benefits that can be achieved through formation of Quality Circles are enriched quality of life, mutual trust, efficient team work, better human relations and participative culture.

4) INTERNATIONALIZING CURRICULA

It means making the curriculum relevant to meet the needs of the business world in this highly competitive world. Try to give the best inputs to the students by timely updating the syllabus. Curriculum should suit the requirements of the industry. The employers need not spend the time in training the newly joined managers, but the needs of the employers should be well studied in advance and as per that the curriculum should be prepared so as to make our students more effective.

5) ESTABLISHING INSTITUTE-INDUSTRY INTERFACE

The institute should have a strong industry- institute interface through the arrangement of Management Development Programmes (MDP's), Training workshops for the executives, Seminars and conferences through which one can understand the expectations of the business world from academic institutions and accordingly the institutes can take the requisite steps to fulfill these expectations. Management education has great benefits to confer to the country. Industry and management education are now highly co-related with each other.

6) RESEARCH CONSULTANCY

A B-School can carry out research for a company with specific terms. The research work that can be done for company may be related to any functional area such as Marketing Management, Production Management, Human Resource Management, Financial Management etc. The B-Schools can take the consultancy assignments and then assist the company through the specialized knowledge that the faculty possess and the research work carried out by the B-School. Such assignments can also give the opportunity to the students to 'feel' the nature of the business problems and to carry the research to find the solution to such business related problems.

7) RECRUITMENT OF FACULTY

To ensure the selection of 'right man for the right job at the right time' no compromise should be made with the prescribed standard of qualification of faculty and employees while selecting or giving promotion to them. Also, AICTE requirements regarding the number of faculty members should be met. As the faculty members are the real source of knowledge and the idols for the students, one should be very careful in selection of the faculty members. Political pressures or 'sifarish' of any kind should not be allowed to overtake merit at any stage of selection. Faculty selection should be made on merit only and compromises should not be the part of the selection.

Such merit based selection will surely help the institute to build the good image in the mind of the stakeholders.

8) INSTITUTIONAL WEBSITE

Quality related information should be provided to the stakeholders for the promotion of quality literacy. Authentic and unambiguous information should be provided to the stakeholders. Institutional website is the good platform to make the data available. Now, in the age of IT everyone is quite familiar with the internet and its wide utility. The institutional website should be developed with the view that anyone can have the understanding of the major achievements of the institute and its strengths. The prospective students can use this website as the source of information for taking a decision of admission in the institute. Thus, institutional website is a platform to create the 'Brand Image' of the institute.

9) DEVELOPMENT OF CASE STUDIES AND TEACHING MATERIALS

There is a need to venture wide spread management research including case research and publications. A case represents real business situation / management problem to be tackled by a manager or a decision maker. Cases reconstruct actual decisions made in real situations that a manager has come across. Developing the case studies by the faculty can give the student an understanding of various practical aspects and the analysis of these case studies can develop the logical reasoning- induction and deduction- in dealing with a real situation where no ready- made solution is available. Also development of the teaching material by the faculty can make the student use the notes prepared by their faculty to gain the insight into the subject under study.

10) FACULTY DEVELOPMENT

Faculty members being the most crucial factor in the management education process, it is a stupendous task to meet the faculty needs of the rapidly expending management institution system. A crash programme to train faculty of the management teachers should be carried at various B-Schools in order to enable them discuss the current issues and come up with fresh innovative ideas to be implemented in management education.

11) PEDAGOGY

The 21st century has opened new hopes for re-engineering our approach to pedagogical producers at all levels of education in the new domain of information technology. Needless to observe that main focus of pedagogy still remain the art of disseminating and relating knowledge to the needs and mental equipments of the educated. Now it is the need that the pedagogy should be more learner centered than trainer centered, more case input than lecture method, more remainder workshops to envelope deep thinking on the subject, more exposure to realities of industries and work environment, project method should be directed to promote discover learning more emphasis on simulation, role-playing and socio drama.

12) INCULCATING VALUES AMONG FUTURE MANAGERS

Future managers should know the practical aspects of work ethics, like how ethics can be developed, how individual makes his/her values, what are the contents of ethics which can be utilized to motivate human recourses at work place since, organizations are not having ethics, only people have. Values are something that can not be defined and taught, they are only inculcated over a period of time. To fulfill the expectations of the recruiters from the B-School graduates on whom the company or organization can rely, an institute should enhance the existing values and skills. Business ethics is something that should not be compromised. Developing values that enable decision- making is the need of the day.

13) CONTINUOUS IMPROVEMENT PHILOSOPHY (KAIZEN) SHOULD BE FOLLOWED

It should be the culture in the management institute that today should be better than yesterday and tomorrow should be better than today in every possible aspect. Even a smaller improvement from everyone and anyone in the institute is most welcome. In the words of Mother Teresa, a lady who believed in the power of one individual's contribution, "We ourselves feel that what we are doing is just a drop in an ocean. But the ocean would be less because of that missing drop."

14) BELIEVE IN SYNERGY

"Net is greater than the sum of the individuals." When two persons come together as a team, the net effect produced will be greater than what they would have produced by working individually. The increased output of teamwork is referred to as the 'synergic effect'. In this era, the mandate before every leader is to bring in the effect of synergy in every function of the organization.

6. CONCLUSION

For sustainability and development of the management institutes, constant focus should be there on the fact that all the activities and resources are linked in the creation of "Value" in the service more effectively and efficiently. Here we need to mention that effectiveness is 'doing right things' and efficiency is 'doing things right'. Efficiency is related with optimum utilization of the available resources while effectiveness is related with choosing the right course of action. It's needless to mention that to be 'quality' enhancing activity effectiveness should precede efficiency and one should focus on 'doing right things right'! We believe that the purpose of MBA program is to provide a rich and diverse array of learning resources, or, if you like, learning opportunities, with which students are encouraged to engage to satisfy their educational needs. The learning opportunities must be broadly conceived to accommodate the different learning agendas that students bring to the MBA program. The learning resources in B-Schools must develop critical thinking and action skills in our students. The MBA product is directed at achieving more informal practitioners through the development of these critically reflective and action-oriented skills.

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