

# Industry-Institute Interaction

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Presentation By:  
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# Dr. P. M. Kelkar, Dean / Professor



**Educational Qualification:** B.Sc., B.Sc. (Tech.), M.Sc. (Tech.), Ph. D. (Tech.)

**Work Experience:** 34 years in industry. Doctorate in Medicinal Chemistry from the Central Drugs Research Institute, Lucknow. Experience in Pharma R&D, Quality Assurance, Licensing, Safety / Health/Environment & TQM. Served with distinction in R & D management position at Ciba- Geigy & Roche Products. Thereafter, worked with Johnson & Johnson India Ltd. in various managerial capacities in Research, QA, Safety/Health/Environment & Total Quality Management. Member of Bombay Chamber of Commerce & Industry, Academic Council of Mumbai University & examiner for Ph. D.

**Areas of Interest:** General Management Quality Assurance, Total Quality Management, Business Process Reengineering

# Dr. Subodh Kulkarni- Professor



**Educational Qualification:** Ph.D. (Information Technology), MBA (Business Management), M.Sc.(Solid State Electronics). Certified Data Center Auditor & Design Engineer from Capitoline, UK; Certified ATM Design Engineer from MDS, China; Certified Networking Engineer from Info-NT, Taiwan.

**Work Experience:** 26 years of Corporate Experience in the field of IT Infrastructure Management and Electronic Payment Industry. Six years of Academic Experience in setting up the new Management Institutes based on AICTE, DTE & UGC compliances & norms and Setting-up the Sports Education School in partnership with Cricket Australia for the delivery of Six years Diploma in Cricket for Children between the age group 9 & 14 years.

**Areas of Interest:** Information Technology, Corporate Relations, Sales & Marketing, Project Management, Industry-Academia Relations.

# A Problem with known answer

- Is robust Industry- Institute Interaction required for progressive B-School that wants to achieve its Vision of being one of the best 5 B-schools in India?
- **Answer: Big YES**
- Then let us understand what it amounts to?

# We live in the World of New Paradigms

- Globalization, De-Regulation, Liberalization, competition from domestic as well as overseas players
- Business Activity is virtually borderless but policy paralysis and lingering effect of global slowdown has restrained industry spending
- This paradigm has almost coincided with Information Technology Revolution
- B-schools who are not serious in delivering quality education while serving needs of the students and industry will lag behind

# What is Globalization?

- An English princess with an Egyptian boyfriend in a German car
- Driven by a Dutch driver crashes in a French tunnel while being chased by Italian press reporters on Japanese bikes
- Treated by Portuguese doctor with Brazilian medicine
- SMS written by an Indian on a Chinese phone
- Smuggled by a Pakistani via Nepal

# How can we handle these changes?

- “The significant problems we face today cannot be solved at the same level of thinking we were at when we created them” - Albert Einstein
- “Insanity is doing what you have always been doing and expecting better results” – Peter Drucker

# How are industries handling it?

- Businesses are successfully meeting the challenge and are leveraging the benefits of new paradigm through
  - a) Innovation
  - b) Adapting to the IT revolution and
  - c) Implementing new strategies for learning and knowledge management
- Change, in fact rapid change, is the order of the day in business



## **Industry limitations & current practice**

- In highly competitive world, industries do not assign anyone to spend time on training new recruits
- They need fresh MBAs to start routine work from day 1
- Maximum 1 day Orientation is done for new recruits
- Hand holding for fresh graduates in the field/ sales jobs
- Fresh MBAs must have basic knowledge in each subject, need to learn from colleagues, seniors, others

# Business Schools

- Business schools management and teachers need to accept this reality and
  - make up for the gap
  - try to be ahead of industry
  - contribute to the state-of-the-art learning mechanism and process for the industry
- NBA accreditation, AICTE, UGC all require strong industry-institute interaction, sponsored research, consultancy by teachers, industry experience and industry visits by students and teachers

# Status of Industry-Institute Interaction

- Past: Isolation
- Present: Limited Interaction for majority of B-schools
- How it should be?
  - Consultation, Collaboration, Partnership for Research and development of innovative processes, products and services
  - preferred employment opportunities for B-school students

# Why industry-institute interaction is more important today?

- In Mass Education model, fresh graduates with just 50% marks get enrolled in MBA course. They neither have academic excellence nor industry experience
- MBA students at best have some functional knowledge. We need to provide industry knowledge to them using databases & internet without even going to industry

# Why industry-institute interaction is more important today?

- Global Management Academic Council Survey of 915 fresh MBAs:
  - 47% MBAs feel they do not get job because they do not have industry experience
  - 29% feel that pay is less than expected
  - 29% feel that they are overqualified for jobs
- B-schools which admit such students need to provide that opportunity to them

# Industry-Institute Interaction Benefits

- **Industry:**
  - Innovation and cost effective solutions for projects and sponsored research
  - Ready to employ executives
  - Social image and publicity
  - Develop continuous array for business leaders necessary for long-term sustainable business (e.g. HLL & JBIMS or IIMs and Big corporates)

# Business Schools Benefits

- Makes learning process more interesting and motivating by bringing in knowledge of current trends and best practices in management
- Understand importance of time, cost and accountability in completing projects and sponsored research
- Collaboration, material support, consultancy and recognition for teachers
- Industry exposure and experience of working in cross-functional teams for students leading to good placements
- Positive image in the minds of students, society and accreditation agency
- Rapport with industry and preferred B-school status

# Industry Expectations from B-Schools

- Quality product/ service
- State-of-the-art contents delivery
- Visible improvement in performance of industry employees after MDP/ EDP Training
- Meet time and cost framework
- Focused programs to meet business needs



# Industry expectations from MBAs

- Skills and attitude of graduates
- Do well in GD PI & psychometric tests
- Team spirit, communication skills, interpersonal abilities and multi-cultural awareness
- Ability to understand and carry out basic work (e.g. fill various Forms), attitude of working hard and smart

# Industry Expectations from MBAs

- Today's MBAs should be business ready executives who can feel the pulse of the market and adapt to rapidly changing business environment
- Entry level management jobs require digital skills in addition to relevant industry knowledge, education and experience

# Business School Expectations

- Recruitment of its management graduates
- Sponsored research, funded projects for teachers
- Summer and winter projects to students
- Consultancy for teachers
- Greater industry involvement in academic and non-academic matters
- Chairs, endowments, fellowships
- MOUs for the conduct of MDPs/ EDPs

# Trends in Training and Education

- Teaching and Learning is becoming technology and learner oriented (student centric)
- Use of Internet platforms, websites, MOOCs, Coursera, Khan Academy using PCs, Laptops, Tablets and Smart phones
- Distance learning and education is getting acceptance
- Webinars, Consultants provided training

# Industry-Institute Interaction via Training and Education

- Class-room teaching/instructions being replaced by on-site coaching, mentoring, facilitating, experiential learning, team learning
- Learning shifted from campus to corporate
  - conducting MDPs in corporate premises
  - educating and training employees in soft skills, information, research and technology

# Industry-specific Training

- SAP Orientation and select modules
- HR, Banking & Finance segment programs
- Microsoft Excel, Microsoft Access and IT program languages
- Media and Advertising, Retail and Supply Chain
- Digital Marketing, Big Data and Business Analytics
- Class-room as well as E-Learning programs

# **Mismatch of MBA's Knowledge and Industry Practice**

- **Functional knowledge of fresh MBAs is inadequate for industry. As a result more than 70% MBAs all over India are unemployable**
- Fresh MBA Finance student is generally not expected to make balance sheet or file tax returns or audit a company or handle payroll or pay to suppliers or take major decisions in finance

# Mismatch of MBA's knowledge and industry practice

- Fresh MBA Marketing student may know 4Ps of marketing but are required to visit markets first to know the customer and sell company products/service. Such field work is rarely practiced during MBA course
- Fresh MBA HR students generally are not required to make compensation plans or recruit new employees or conduct performance appraisals



# Mismatch of MBA's knowledge and industry practice

- Fresh MBA Operations students generally are not required to run or maintain machines or carry out daily, weekly maintenance, production or design a new machine or a new product or service
- ***MBA's ARE OFFERED JOBS FOR THEIR GROWTH POTENTIAL AND NOT LEAD FROM DAY 1***

# MBA program delivery issues

- 40% Continuous assessment and 60% semester-end written exams
- 5 to 7 years old, static University Syllabus
- Burden of 41 subjects over 4 semesters. Due to paucity of time, they do not acquire both hard and soft skills unless there is an extra effort
- Students do not take summer and winter projects, industry visits seriously and use the opportunity to learn in industry. Ideally in 70% of cases, summer projects should lead to industry jobs

# Teachers and Industry-Institute Interaction

- Teachers' industry experience, interaction with industry and using it for the benefit of students is the biggest contributor to growth of B-school
- Most Teachers do not have industry experience, know little about industry operations and requirements
- They are not inclined to take up internship in industry. Teaching can become mostly theoretical
- Teachers should use Case Studies, Crisil and other databases, Virtual education to derive such experience

# **B-School Management & Industry-Institute Interaction**

- Management of B-schools needs to understand current requirements of industry, establish good rapport, improve existing programs and launch new programs
- Management therefore, should continue to create opportunities for interaction
- Strong industry-institute interaction is a long-drawn process

# Platforms for Industry-Institute Interaction

- **Governing Body members:** Provide guidance for improving efficiency and effectiveness of institute programs, new courses, activities and administration; ascertain if teachers are delivering relevant knowledge; oversee institute branding and promotion plans; oversee compliance to regulatory requirements
- **Syllabus Advisory Panel, Visiting Lectures** from industry: Analyze the gaps between syllabus and industry practice and eliminate those gaps, add relevant subjects to improve knowledge and skills of students to make them industry-ready

## Platforms ....

- **Chief Guests, Key note speakers, Invitees** at summits, workshops, seminars, launch of new courses brings in external view of management education. Arrange Webinars for those who cannot be physically present
- **Guest lectures** by industry experts
- Industry Managers working with institutes as part of its **Social Outreach** program. Government directive of 2% profits to be spent on **CSR** can bring fillip to this effort
- **Teachers and Students** industry visits and industry sponsored projects
- Placement activities

# Platforms ....

- **Alumni Association and Alumni Meet:** Interaction of students and teachers with Alumni working in the industry
- Institute, Teachers and Students can be **members of Professional Bodies** like BMA, AIMA, BCCI, CII, ASSOCHAM, MECD to attend and get benefit of their programs
- **Partnership with local industry associations** like SSEA, TBIA, AAMA, TSSIA, TMA, COSIA, Thane HR Managers Club
- **Recognize good industries** in area of influence
- Industry members as **judges/experts** for various competitions
- **Library service** to industry and alumni members

# Measures for good Industry-Institute Interaction

1. Number of industry and professional organization training programs attended by teachers and students
2. Number of industry personnel attending institute seminars
3. Amount of research sponsorship & consultancy received
4. Number of students doing summer and winter projects in industry . Number of jobs got as a result of such projects
5. Improved number and quality of placements
6. Institute rating as noticed through B-school surveys
7. Percentage of MMS and PGDM admission completion
8. Industry response to value added new courses
9. Accreditation by NBA, AICTE, UGC



# Best Practices:

## Industry Institute Interaction

- Faculty at IIM-C are required to submit 3 years plan dividing their time between research, consultancy, teaching and administrative work
- *IIMs generate bulk of money through MDPs and or EDPs. 50-60% of teachers are able to do MDPs. Some faculty members earn as much as 60 Lakhs/year*
- Delhi School of Business (DBS) uses its award winning learning management system 'iLearn' that familiarizes students with use of enterprise software they will be working throughout their careers

## Best Practices ....

- PGDM students at DBS get enhancement program 'Certificate in International Business' from National University of Singapore which also includes 10 day visit to Singapore
- *DBS makes students industry-ready through rigorous training in job-readiness and employability skills such as Interpersonal Skills, Communication Skills and Inter and Intra-organizational skills*
- Institute's highly qualified team has one of the best industry connects in various organizations such as pharma, oil and gas, automotive, IT, advertising and finance

## Best Practices ...

- Galgotia University delivers industry led syllabus and interface across the program. Has strategic alliances with array of blue-chip industry partners like IBM and KPMG
- Accurate Group of Institutions
  - *dedicated Centre for Corporate Relations for enhancing the exposure of students to 25 corporates*
  - Corporate Development Cell connects students with corporate executives for real life business simulation, conducts personality development training and assists in placement

# Industry-Institute Interaction!

## How do we fare? AIMA Survey 2013

- 6 IIMs, IMT Ghaziabad, MDI Gurgaon, XLRI Jamshedpur, IM Nirma University, International Management Institute, K. J. Somaiya, NITIE, S.P.Jain, Narsee Monji, Xavier-Bhubaneswar have scored 80-95/100 points
- All in Category Super League 1 and 2, A1 and A2 have got >70 marks. In A1- A8 category, 50/132 B-schools have received marks <70
- *We have got 70 marks and are placed in B1 category where only 3/101 B-schools have got 70 marks*
- Welingkar, Sydneham, St. Francis appear in A category
- Humera, Sasmira and Sterling who also appear in A category have much less industry-institute interaction score than DR VN BRIMS

## How are we doing? ...

- **Business India Nov 11-24 Survey:** DR VN BRIMS is rated in A+ category with overall rating of 152/342 business schools
- **Business Today Oct 2013 Issue B-school Survey** ranks DR VN BRIMS at 164/213 nos. of schools
- Against best score of 281.5, IIMA has got 221.8 and DR VN BRIM has got 174.0.
- *Surprisingly, we are comparable to IIMA in industry connect (30.6 v/s IIMA 31.5 and best 44.6) and pedagogy (48.2 v/s 53.6)*
- The biggest gap is in quality of faculty 36.3 v/s 63.4 probably due to number of Ph.D. teachers

# Who is hiring now?

- IT and Consulting Firms
- Low demand for aviation, automobile, infrastructure and education
- Growing demand for MBA graduates across retail, BFSI, business consulting, FMCG, e-commerce, IT, pharma and healthcare
- What domains? Marketing, sales, finance and consulting are most sought after domains
- **Our students should have matching knowledge and skills**



***Questions?***

***Thanks!***