Management Education: Imperatives of an Institution

By D. Nagabrahman

Talking about investments and intangible values has become quite fashionable these days. But, in reality, it is really a matter of significant investment of one’s time, money or effort to work with, assess involvement of key constituents and stakeholders, and in a fairly long-term process to work with. Given the experience of the best institutions, drawing upon them and our own experience, it appears possible to have an understanding for institutional building.

The make-up of an institution for management education has to be built on a strong foundation and ought to be a synergistic force. It is essential for strategic and conducting ual programmes and for envisioning future development for the institute, as demonstrated adequately by some of the best institutes in India and elsewhere. The recent trends on corporate organizations have shown that organizations (big and small) as an intangible focus not only survived over a long period, but were able to create a strong community of interested stakeholders.

My understanding of the institutions-building pattern, based on a decade of personal experience, is that an institutional focus with simultaneous development of educational programmes and related activities is the most effective way of developing an institution. Such a focus would include: (1) Appropriate performance standards and professionalization of constituent in both human and physical infrastructure. Value-added, meaningful and purposeful will then open up several opportunities for the interest. The key stakeholders of the interest would have to involve themselves in institutional priorities that will help in implementing the mandate of the institute.

The mandate would primarily bring out the innate potential of the performance. This mandate would not only influence the quality of participation and their commitment, but would also result in a sense of achievement and satisfaction for the faculty. It would help in addressing how the institution can be functioning and in making continuous improvements. An open culture would enable the institute gain from stakeholders’ views, opinions, and suggestions. The governing system of the institute ought to set a reinforcing force to carry out the mandate of the institute.

The process of renewal, updating and continuous improvement, enriched with plans for action, coping and stability will impact stakeholders and the environment.

This symbiosis and potential between the stakeholders and the institute is of significant value and becomes useful in the community.

The leadership of the institute may create some small but significant steps to achieve the above.

As the beginning, looking at not only the immediate task, but identifying programmes and initiatives that will provide a sustained competitive advantage for the future.

Involving faculty and other members of the staff in most of the activities of the institute to create shared understanding.

Working on the medium and long-range plans when attractive to raising the human and physical resources.

(2) Fulfillment of high-quality faculty with an appropriate mix of industry experience and academic excellence.

(3) Proactively seeking help and support from other reputed institutions.

(4) Building the competence and capability of the institute for academic and applied research, consulting, and practice.

Contact search for innovation and equipping the institute with better resources for improving an institute must be at the top, of the mind of all key stakeholders. The student in the same, would learn and appreciate that the institute is meant not only for providing management programmes, but serving a larger purpose on a broader base. Some of the values may be academic and independent, creative and constructive, effective and enterprising and innovative, and interested faculty-student interaction.

It is a long and arduous task. But, if an institute aims at a larger purpose of innovations and recognition, being among the best, and being again a point of change for the society, such investments are imperative.

It has often been said that institutional focus enables its members and stakeholders to empower themselves. Such institutions assume responsibility for continuous changes in the face of ambiguity and uncertainty. Such an institution would demonstrate discipline in its manifestations and be inherently accountable for its actions. It would influence the external world by its presence, and functional action and causal attractive ones.

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