

“The Missing Edges of Triangle: Management Institutes, Students & Corporate”

A study on Management Institute, Students and Industry expectation with reference to Management Institute affiliated to University of Pune in Nashik & Nagar District.

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Abstract : This research Paper Explore the Missing Links or Edges between the triangle, i.e. Management Institute, Student and Industry. Corporate are expecting that management post graduate students to be equipped with set of managerial skills, innovativeness, Proper Mind set and result oriented vision. But now days many Management Institute are unable to meet these corporate expectations. Corporate world is changing rapidly, so that most of the Management Institutes are unable to cater the requirement of the Industry and unable to match the pace with changes. This leads to a significant Gap between class room teaching and on field learning. Student are seeking admission in the institute with excellent track record of placement, hence the day they enter campus, their focus is more on getting high-salary jobs than on improving their capabilities. Students are increasingly viewing Management Institute as placement agencies rather than learning & development centers. Great Missing link, edges are available between all.

Key words : Missing edges , Management Institute , students , Industry Expectations

Introduction :

Today Management Institute consider as placement agency rather than Learning center. Students the day they enter campus, their focus is more on getting high-salary jobs than on improving their capabilities. Students are increasingly viewing Management Institute as placement agencies rather than learning centers. This creates an environment where making money gets dominance over hard work, ethics and social responsibilities Misleading advertisements, backdoor admissions, hiring incompetent faculty, siphoning money from the system and tolerance for unethical practices among faculty and students by management have a corrupting influence on students. This, in turn, is often reflected in their enthusiasm in taking short cuts to complete their projects or in making money. Present Structure of Management Institutes is also equally responsible for this students Behavior. Reversing this trend would be a big challenge for our Management Institute .The truth is that most of the learning takes place on the job, and the ability to learn is vital for success. It is also true that a good Management Institute qualification gives the conceptual understanding of all aspects of business input. The problem is that the corporate world is evolving so rapidly that most of the Management Institutes are not able to keep pace with changes. This leads to a gap between what is taught and what is practiced. Industrial Expectation are very dynamics. Industry wanted Innovative, smart guy from Management Institute.

Objective of the study:-

1. To find Actual /Present status of this Triangle (Management Institute, student, Industry Expectation)
2. To find Desire/ Expected link between Management Institute, Students, and Industry Expectation.

Hypothesis:-

- Management Institute, Student, Industry Expectation has great Missing Links.
- Gaps are presented between what is Expected, What is taught and what is practiced?

Literature Review :-

In today's rapidly changing business environment, capable managers are crucial to organizations' success in gaining and sustaining competitive advantage. This must be achieved against a background of intensified

competition, incessant change, a power shift to the customer, collaborations across organizational and geographical boundaries, and a need to maintain high levels of talent (Tannenbaum, 2002).

Business organizations continue to transform themselves in response to the challenges posted by increased competition, the globalization of business, and rapid change in information technology (Hammer & Champy 1993).

Pfeffer (1994) argued that because of the accelerating rate of change, the workforce in terms of human and social capital should be seen as one of the critical factors in developing and maintaining competitive advantage, joining traditional factors such as technology and protected market. He also claims that an appropriate development of the workforce is closely related to appropriate management. Related to this perspective and from a knowledge based view of the firm, Leonard-Barton (1995) saw core capability as comprising managerial activities and systems or what she describes as “the whole system of knowledge management” bound up with a particular competitive advantage.

Conger, Spreitzer, and Lawler (1999) argue that intense and global competition, rapid technological change, new complex organizational forms, organizational alliances, and international capital markets are creating an increased demand for change leadership at a time when such leadership is increasingly difficult to find.

Quinn and Snyder (1999) suggests that before expecting others to change, a leader must understand strategies such as those based on confrontation, facilitation, persuasive discourse, and the management of meaning to ensure that their actions are consistent with their vision of the future. These scholars and others are suggesting that individual employees, not just top management, must become leaders who can work with the technological revolution and globalization of business and can continually acquire new knowledge and remain flexible (McDonald 2000).

Therefore the business schools, responsible to educate future leaders of business organizations, need to understand the challenges faced by the organizations. This is how; they can try to bring necessary changes in their curriculum according to the needs of the changing situation of the environment. Which challenges are important to consider is more important to them? The following section of the paper describes the nature of the organizational challenges today. It can be termed as ‘paradigm shift’ of managing today’s businesses.

Methodology:

For finding present missing links mini-survey was carried out with structure Questionnaire and also Observation Methods and Random discussion with Respondents (Management Students - 25, Faculty-25 and Expert from Industry-25) Researcher collected Information. The Information Obtained was presented in Tabular Form, Interpreted and Analyzed. Secondary data was collected from various sources like Journals, Policy Documents, Rule and Norms of AICTE and DTE. On the bases on Primary and Secondary data following analyses has done:

Data analysis is done by using mean in which researcher design scale for receiving response :-

1. Strongly Disagree , 2. Disagree , 3. Agree, 4 . Strongly Disagree .

Questions	Faculty (Mean)	Industry Expert (Mean)	Mgmt Students (Mean)
Does management Institute has updated syllabus as per need of corporate world ?	1.2	1.5	2.4
Does management Institute make students as per need of corporate world ?	2.1	1.7	2.5
Does management Institute has program for Integrated development of Management students?	3.1	1.5	2.2
Does corporate expert participation in syllabus designing for management institute ?	1.4	1.8	1.8

Does corporate expert regularly visited institute for enhancement of management students ?	2.1	1.9	1.8
Does corporate world provide any input or support for development of management institute ?	3.1	1.3	1.1
Does management student willingly participated in curricular and extra co-curricular activities?	2.1	1.9	3
Does management student know their aware about his future Career Planning, goal, dream, vision?	2.3	2.1	2.5
Does management student has employability skill to get job, keep job and promote in job?	1.6	1.2	1.8
Does gap available between what is taught , what is practiced & what is expected?	2.1	1.5	1.1
Average Mean	21.1/10= 2.1 Disagree	16.4/10= 1.6 Disagree	20.2/10= 2.02 Disagree

(Source : Primary data)

From above table we can observe that all respondents **strictly disagree** about many value added inputs and experience presented in this triangle (Academia-Industry-student). Gaps/ missing edges are available between this triangle (Academia-Industry-student).

Missing edges in Management Institute:

1. Syllabus Oriented.
2. Less focus on Case study, Interpersonal Skills developments.
3. Less scope available for Out of Box thing, Innovative or creative work.
4. Not focus on Research work, Consultancy to Industry.
5. Not doing any Practices for Preparing Proper Mind set, Mental and Physical fitness, stress Management exercise.
6. Believe on Paper Work (DTE, AICTE Documentation).
7. Based on Rigid Structure.
8. Change required in Training methods and teaching Pedagogy

Students:

1. Focus is more on getting high-salary jobs than on improving their capabilities and Knowledge.
2. Admission in MBA is only for Big Money.
3. Not Ready to do hard work. Wanted AC office, car, Secretary without efforts.
4. Very few students are aware about his future Career Planning, goal. Dream, vision.
5. Very few have clear conceptual understanding about :
Why they are doing MBA?
6. Many students step in for MBA Program by considering opinion of his friends, Brother, relatives without his own Passion.
7. Many Students step in MBA Program only considering currents and future market growth and without considering his or her capabilities.
8. Maximum Focus on Exam Oriented. Very less focus on to improve Attitude, Skill, Knowledge.

Industry Expectations:

1. Attitude –Skill - Knowledge.
2. Decision making.
3. Performance Oriented (Performer).

4. Update, equipped with current knowledge /happening.
5. Self Motivator, Dynamic.
6. Innovative, Out of Box thinker.
7. Flexible to adopt the Organization culture.
8. Learning Attitude.
9. Multi-skilling.
10. Research Oriented.

For Bridging the Gap , following Recommendations could be useful for Management Institute :

1. As per Corporate Expectations Management should give priority to development of Attitude-Skill-Knowledge but in fact Management Institute base on Knowledge-Skill-Attitude Model. Institute academic calendar/time table should not base on exam oriented and should try to focus on Integrated Development of Students, Personal counseling for analyzing individual growth of students.
2. Decision making under pressure or to handle stress and Working capacity are main lacking of Management student. Management students should develop new practices or Prototype to develop the decision making under pressure and to increase working capacity means they should strong in all aspect like Physically, Psychologically, Intellectually.
3. Management student totally become Package centric even they treat the Management Institute as placement Agency for Jobs and Good Package. Expectation of management Students are High Packages, Fame nobody concern with learning Attitude. Industry-Institute MOU, Continuous Interaction with Alumina through Mentor-Mentee Relationship Model could realize students about Industry expectation and their capabilities for meeting them and Faculty can mold them by giving proper input for changing Business environment.
4. Management Institute try to provide updated knowledge and practices mean they should adopt change , also focus on Integrated development of student , change Pedagogy , corporate interaction each one has nearly equally important .
6. Pace of change, Academics oriented structure, faculty, practical exposure are lacking areas of Management Institute. As per corporate expectation Management Institute base on rigid structure. B school should adopt Dynamic Structure. For this dynamic sense in Management Institute, Role of trustee and Management body is very importance. They should support and encourage change what expected by changing Industry and time.
7. Now a day, Many Organization starting their own Management Institute (Reverse Engineering) for eliminating Industry expectation, Students, Management Institute. Bharti-Airtel started their own Management Institute, Motorola and Infosys also doing same, Reliance also thinking to start the Management Institute .

Conclusion :

Management Institute is base on rigid structure and Expectation of Corporate World is very dynamic. Corporate world want Finish students from Management Institute, who is really demand of changing Scenario. Really missing edges available between Expectation of Industry, students, Management Institute Structure. These Missing edges of triangle could designed by new Conceptual Models like Change Agent Knowledge Management System, Industrial Tie up, Mentor-Mentee Relationship, Teaching pedagogy.

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