



ASSOCIATION OF MANAGEMENT DEVELOPMENT INSTITUTIONS IN SOUTH ASIA



Proceedings of the Conference on “Accreditation for Institutional Learning and Growth” held on 8th December 2015 at Hyderabad, India.

There were five sessions in the conference namely : (1) Consolidating Regional Cooperation – the Emerging Role for AMDISA ; (2) SAQS – from Regional to Global Standards ; (3) Promoting Research in Management Schools ; (4) The Dilemma of Faculty Shortage; (5) International Accreditations – Bringing SAQS into Greater Focus. The 1st Session was Chaired by Prof. Y.K.Bhushan, 2nd Session by Dr. S. Padam, 3rd Session by Dr. Prafulla Agnihotri , 4th Session by Dr.A.H. Kalro and the 5th Session by Dr. M.R. Rao.

Prof. Y. K. Bhushan, Chairman, SAQS Council, AMDISA and Past President AMDISA, in his opening remarks said that South Asian Quality Assurance System (SAQS) plays a crucial role in building quality across the Region. He further said that the best way to celebrate SAARC Charter Day is to bring management educators and professionals to discuss the contribution of Management Education to the economies of the Member Countries. Prof. Bhushan emphasized that AMDISA should go beyond corporate sector and industry and touch other walks of life in the Region. It is here that SAQS plays an important role by promoting quality in Management Education and thereby improving the performance of various other sectors.

Prof. Shathif Ali, Vice President AMDISA and the Dean, Business School, Maldives National University, Male, Maldives, emphasized the need for quality improvement and help in management institutions to achieve international standards.

Mr. C. Ramakrishna, Executive Director, AMDISA, welcomed the guests and complimented them for coming in good numbers and hoped that the deliberations will help building quality in management education in the Region. He said that we also commemorate the SAARC Charter Day, which too falls on 8th December, 2015, through this Conference as it has brought together Heads of Management Institutions in South Asia.

Prof. Y. K. Bhushan presiding over the 1st Session on “**Consolidating Regional Cooperation – the Emerging Role for AMDISA**”, said that while Regional Cooperation is essential, it is also necessary to foster and encourage such cooperation from time to time. He said that the spirit of AMDISA lies in the ability of the members to come together and look at the many challenges in propagating the messages of quality.

Prof. Abdur Rab, Vice Chancellor, Eastern University, Dhaka, Bangladesh, made a particular mention of the case of the Bangladesh, where management education entered as far back as 1951. However, Dhaka University did not specifically have a Quality Assurance Scheme and left it to the Academic Council to deal with this matter. It was realized that quality requires special attention and it is here that the institutions that came later also tried to address the issue of quality. As an active participant in the SAQS activities, Prof. Rab stressed the need to encourage and propagate the message of quality which is a continuous process.

Prof. Biswajeet Pattanayak, Director, Asian School of Business Management, Bhubaneswar, focused on Management Education particularly in India and said that AMDISA should address the increasing diversity in the Management Schools that are being established. Prof. Pattanayak suggested that instead of venturing into direct accreditation of educational institutions, the government should first establish standards to be used for evaluation of accrediting organisations based on federal legislation. It should then establish an appropriate authority to evaluate and recognise accrediting organisations, which can specialise in different fields of higher education, such as engineering, medicine, management, general education etc. In other words, instead of running omnibus accreditation agencies itself, Government of India should approve such agencies and notify the approved list.

Mr. Karma Tshering, Director General, Royal Institute of Management, Thimphu, Bhutan, mentioned the contribution of Late Dr. Dharni P. Sinha who was the founder of AMDISA and the subsequent work that was done in bringing the Region together and focusing on the quality of Management Education. Mr. Tshering felt that one of the important achievements of AMDISA is to become a SAARC Recognized Body which gave it an important standing in the overall functioning of SAARC itself in addition to addressing the problems of improving the quality of Management Education.

Prof. Shathif Ali, Dean, Business School, Maldives National University, Male, Maldives, stressed the history of not only Management Education but of education itself in Maldives where the entire process started only in 1988. The progress made in Maldives is indeed phenomenal because it is today there are two full fledged universities and the institutions are devoted to Management education. The establishment of higher education is a land mark in so far as the Maldives is concerned and he was of the view that AMDISA can be of great help in the coming years.

Dr. S. Padam, Advisor & former Dean of Studies, Administrative Staff College of India, Hyderabad, presiding over the 2nd Session on “**SAQS – from Regional to Global Standards**” emphasized that SAARC and SAQS should not remain a geographical entities but should try to achieve international standards in whatever they do. He said that the presentations to be made by members on the dais particularly those who come from institutions which have already undergone SAQS process will be of great value to AMDISA community.

Prof. Ajantha Dharmasiri, Director, Post Graduate Institute of Management, Colombo, Sri Lanka, emphasized that there should be a mind set in the commitment to quality. A mind that is geared towards perseverance will ensure continuity of a recommended habit, preferred value or a best practice. One needs determination and dedication in order to sustain noteworthy initiatives. He further stated that mind over matter with proper Five Ps, namely, purposefulness, prioritizing, purity, perseverance and pro-activeness, will pave way for personal effectiveness and productivity enhancement. When individuals are equipped with five Ps in their mind, they can interactively contribute to the progress of their institutions through implementing Five S for the matter. It all begins with the mind, added Dr. Dharmasiri.

Dr. S. Pratap Reddy, Chairman, Dhruva College of Management, Hyderabad, was of the view that mere conformity with procedures laid down either statutorily or otherwise need not necessarily make an institution great. There are some of the best institutions in the world which are creative and may not conform to certain procedures. He was of the view that

creativity and diversity are the most important things in propagating the Regional Cooperation and globalization.

Dr. AKM Saiful Majid, Director, IBA, University of Dhaka, Dhaka, Bangladesh, mentioned the establishment of Institute of Business Administration in Dhaka, Bangladesh which has promoted not only other institutions but also quality. He was of the view that global standards can not come on their own but through local standards and constant improvement of such standards. He said that the success achieved by Bangladesh in expanding Management Education through creation of both public and private institutions has been very good. He hoped that AMDISA could be of considerable help in this. He was of the view that one of the main problems in improving quality is lack of sufficient and good faculty resources. He hoped that AMDISA will step in to this area and help management institutions in Bangladesh but also in the entire world.

Prof. Brajaraj Mohanty, Professor, Xavier Institute of Management, Xavier University, Bhubaneswar, representing an institution which has also gone into the SAQS process was of the view that SAQS should be encouraged and expanded in the Region. He was of the view that, institutions are just not high rise buildings or large computer centres, communication centres and Library. Institutions are built by faculty and students who are part of a larger community and also the society. Eventually, society would be a better place to live in by technology and knowledge brought by people with positive values, ethical orientation and concern for not only people around them but also for people who are deprived and who because of circumstances are unable to take advantage of the emerging technology and knowledge. Happiness in society will come from inclusiveness of growth.

Prof. J. Mahender Reddy, Vice Chancellor, ICFAI Foundation for Higher Education, Hyderabad, mentioned that it is a milestone in the history of ICFAI University when it achieved the status of Deemed University in 2008. He was of the view that this achievement is essential because of innovativeness of faculty and the constant pursuit in upgrading the curriculum. He also mentioned the excellent work done to encourage faculty to write case studies and bring management education to bear practical problems that arise on the field. He was of the view that Accreditation is a voluntary process of self-regulation and peer-review adopted by the academic community. The process of accreditation helps the institution realize the quality assurance parameters in terms of student learning, research, faculty development, placement, etc. It provides a quality seal that differentiates the institutions from its peers and also leads to a widespread recognition and greater appreciation of the brand name. More importantly, during the process of accreditation, the institution's systems and procedures get aligned with the vision and mission of the institution.

Dr. Satish Ailawadi, Director, Institute of Management Technology, Hyderabad, recalling his experiences with the K J Somaiya Institute which had under gone the SAQS process, emphasized the need to conform to certain laid down practices in the pursuit of quality. He said that every institution must respond to the consumers or students in such a way as to bring better practices and build quality as obsession. Dr. Ailawadi was of the view that the increase in student and faculty mobility continues to be the driving force behind initiating higher education partnerships. Notwithstanding the same, institutions are now identifying many new areas and frameworks for international research collaborations. One of the more complex forms of international collaboration is emerging trend of joint and double degree programmes. While many institutions find it challenging to organize, these collaborative

degree programmes continue to gain traction around the world partly because they offer opportunities to build strong academic and institutional partnerships.

Dr. Prafulla Agnihotri, Director, Indian Institute of Management, Tiruchirappali, presiding over the 3rd Session on “**Promoting Research in Management Schools**” talked of the importance of the Research. He said that management professionals have been addressing the issue of Research for almost two and a half decades and while there has been a considerable progress the way forward will depend upon the contribution made by South Asian schools in such a way as to be ranked along with the best in the world.

Prof. Arif A. Waqif, Professor and Founder Dean (Retd), School of Management Studies, University of Hyderabad, said that management education, research and consultancy have to look beyond the formal accreditation process, and traditional market-driven functional areas and profit maximisation paradigm. They need to extend themselves to broader economically, socially and ecologically sustainable development, through proactive and continuous institutional development, learning and growth. Management academics and institutions need to anticipate future market and economic development trends, and help generate relevant managerial expertise. He also spoke on the need for research in management in organized sectors and to that extent he said that research challenges for management faculty and students would be: (i) to study management and entrepreneurship practices in the unorganized urban and rural sectors, household and small scale industries, (ii) to provide better economic and social infrastructural services and to integrate the unorganized sectors with the organized sectors; (iii) better supported and management unorganized sectors will benefit organized sectors; (iv) to draw lessons from public policy, strategy, and management in the organized sectors.

Prof. P K Biswas, Director, Institute for Financial Management and Research, Chennai, narrating the experience of IFMR said that research has been the base for all activities in IFMR. He further said that IFMR has started with PhD programmes with strong research background and went into the Master’s Programme later. According to Prof. Biswas, Research is the basis of everything that a Management School does and concerns not only the activities of AMDISA but also the activities of every institution in order to reach out to international standards.

Dr Debasish Sanyal, Dean, SVKM's Narsee Monjee Institute of Management Studies, (NMIMS), Mumbai, said that Research has not taken its right place in Management Education for quite some time. While this was perceived as weakness during the last 7-8 years, however, because of Management Institutions going beyond their national accreditation process towards SAQS, AMBA, EQUIS, etc., there was a new enthusiasm and new mission to propagate research. He said that it has already shown results and hoped that the process through further improvement and management will get the kind of results that are expected of a top level international standard.

Prof. R.K. Mishra, Director, Institute of Public Enterprise, Hyderabad, was of the view that Management Institutions should look at the expectations of the stakeholders such as students, government and society. While meeting their expectations, it becomes imperative that institutions will give greater attention to research. He also emphasized the need to indentify

good researchers and create a culture of research in the institution so that others also take a cue and follow in such a way that the entire institution would become research-oriented.

Dr Satish Deodhar, Professor, Indian Institute of Management, Ahmedabad, identified some of the problems of standalone Management Institutions. He said that there are several subjects which impinge on Management Education. As US experience shows, it is not only that management students are taught in the Management Schools but also are encouraged to take classes in other departments of the University which are relevant to the Management Education. He was of the view that Management Education should broaden itself and give attention to various other subjects such as Economics and other Social Sciences in order to broaden the understanding of students.

Dr. V. Sita, Professor, School of Management Studies, University of Hyderabad, talking about research in the South Asian context, was of the view that the dynamic business environment characterized by the globalization of economies led to increased competition among the companies at a global level. This, in turn, mandated quality, innovation, customization at reasonable cost and a fast delivery time. These shifts along with the strides in information technology has impacted the organization, employees and the customer, thus requiring paradigm shifts in HRM. Organizational experience has highlighted significant trends and patterns forcing HRM to transform itself into a strategic partner in business. The result is a metamorphosis in the tools, techniques, methods, functions, role and the very characteristic features of HRM. The role of a researcher in this context not only demands a focus on these trends and patterns but also a commitment to capture the best practices through empirical studies. In the final analysis, the South Asian context with its diverse population and organizational practices in managing people, presents an interesting challenge for scholars to capture *theoretical sophistication*.

Dr. A H. Kalro, Prof. Emeritus & Advisor, Board of Management, Ahmedabad University, Ahmedabad, presiding over the 4th session on “**The Dilemma of Faculty Shortage**” mentioned the need to promote not only acquisition of knowledge but the pursuit of enquiry. He said that in higher education pursuit of enquiry and encouraging innovativeness become more important than mere teaching. It is the ability of the institution to inspire the students through dedicated faculty which becomes the main objective. Talking about quality assurance, he was of the view that incorporating the missing link in the accreditation philosophy and giving it due importance in the assessment process is an important challenge that must be addressed collectively by regulators, assessment agencies and management institutions. Then only will it serve the purpose of an outstanding quality assurance system for educational institutions.

Prof. Gour Gobinda Goswami, Vice Chancellor, North South University, Dhaka, Bangladesh, addressed the issue of faculty shortage. He was of the view that while recruiting a faculty of higher quality is the objective, there is also the need to compensate. For him still it is the issue of demand and supply. So, the problem of faculty shortage should concern itself with faculty remuneration, etc., He said that while this is the problem in Bangladesh, it is also the problem in other Schools across the Region.

Dr. N.M. Kondap, Director General, Durgadevi Saraf Institute of Management Studies, Mumbai, felt that given the educational profiles across India, there does not seem to be real shortage of faculty. The number of PhDs for applying for a position has gone up. However,

the problem seems to be burdening the faculty with administrative work which has nothing to do with academic work. It is necessary to confine the faculty to teaching and research. There is also the problem of faculty teaching subjects which are not their specialization. This will not only de-motivate the faculty but will reduce the quality of education.

Dr. Monica Khanna, Director, KJ Somaiya Institute of Management Studies and Research, Mumbai, addressing the issue of faculty shortage, emphasized that teaching helps the institution and research helps the individual. She said that the problem is not shortage of faculty but shortage of the right faculty. She feels institutions should respond to the stakeholders and their expectations so that the faculty are properly guided and nurtured.

Dr. M R Rao, Provost, Woxsen School of Business, Hyderabad, presiding over the last Session on “**International Accreditations – Bringing SAQS into Greater Focus**” stressed the importance of International Accreditation. He was of the view that SAQS should join the other three major international agencies namely, AACSB, EQUIS and AMBA. It is only then SAQS will have the legitimacy that is required not only within the region and outside.

Dr. Christophe Terrasse, Director, International Projects, EFMD, was of the view that when seeking international recognition through EFMD or AACSB and also through SAQS, it is necessary that Schools should re-orient and shift from one level to another level in trying to meet the demands made by each accrediting agency. He said that it is desirable to have recognition from major accrediting agencies not only for improving internal quality but also gaining a higher stature among peers.

Prof. Ajit Rangnekar, Dean, Indian School of Business, Hyderabad, describing the relevance of international accreditation, identified AACSB and EQUIS as global Institutions, in spite of the fact that AACSB North America dominated and EQUIS European dominated. For him AMBA qualifies to be a regional accreditation as much as SAQS. In his view, SAQS should go beyond its geographical constraints and explore institutions in other regions notably Russia, Eastern Europe and rest of Asia.

Dr. R.C. Natarajan, Director, T A Pai Management Institute, Manipal, coming from an Institution which has been already accredited by AACSB wondered why any school to go to various other accrediting systems. He was of the view that unless there is real value in adding another accrediting system, there is no point in pursuing. In the process, he was of the view that each accrediting system should develop an ethos and personality of its own.

Prof. Fr. Paul Fernandes, Vice Chancellor and Director, Xavier University Bhubaneswar, talked of levels of quality to be lifted in almost every sphere of education and more so in Management Education. He said that much needs to be done even by individual faculty members by lifting themselves to higher levels which automatically results in lifting their institution.

Dr. S. Padam, in his concluding remarks, was of the view that accreditation by reputed agencies may not impress the intending students but it certainly improves internal efficiency and creates records or even history so that the succeeding faculty will be able to follow the growth and development of the institution.

Mr. C. Ramakrishna, Executive Director, AMDISA, thanked all the delegates for making a grand success of the Conference. He also thanked the sponsor (State Bank of Hyderabad) and various other AMDISA member institutions who have supported the Conference by way of giving advertisement in the Conference Souvenir. He also thanked all the 25 paper writers who have contributed for the Conference Souvenir as well as attending the Conference. He specially thanked Dr S Padam for his invaluable assistance in connection with the programme design and delivery. He further thanked all the team at AMDISA Secretariat for their assistance in the success of the Conference.
