

Rethink the strategy

Why management education in India would be more important going forward

**SANJIV
KATARIA**



If I said that the world we live in is volatile, uncertain, complex and ambiguous (VUCA) world I would be understating things. The elected leaders in their

village, executives within their own domain, the managers in their departments, the CEOs of companies and countries are no longer the sole protectors of their territories. Their dashboards have vastly expanded beyond the 3Ms—money, machines and men—and the power to alter performance levers they once had has diminished.

CEOs, managers and management

graduates have to acknowledge that aspirations of young Indians have risen sharply and will continue to grow exponentially, jobs are both either disappearing, or being taken away by over qualified candidates leading to growing inequality. The proverbial demographic dividend is proving elusive and threatens to turn into a millstone.

It is in this context that management educators need to rethink the strategy of producing management graduates going forward. We need to identify, nurture and prepare a new breed of managers: Young, enthusiastic, innovative, problem-solving, risk taking- managers with exceptional execution capabilities. India needs managers who are high on intent, delivery

and driven by outcomes even in the face of uncertainties. And those who possess the promise, tenacity and capacity to evolve into effective leaders quickly. Those for whom the word consolidation does not exist. Those who can change the wheels of even moving cars. Young managers who can prove themselves worthy of being unfazed in a fiercely competitive global economy.

Undoubtedly, management programmes have so far covered a range of subjects from finance and marketing to human resources and operations; strategy and corporate planning to information technology and organisation development.

What's missing is the tough grind of working in diverse teams, cracking tough markets through sheer hard work to bring out the competitive spirit. Learning from failures, creating innovative solutions and celebrating wins leads to bigger roles and greater responsibilities.

India needs to prepare a pool of future leaders ready to scale to greater heights in

the years to come. Some news reports say that India is already the world's most populated country. Indian management schools need tomorrow's management graduates to be minted as leaders who can help India zip past the mighty Chinese economy, currently estimated to be five times bigger than ours.

We do need a management programme that is diverse, holistic and enriched with leadership inputs and continuous grooming.

Hiring companies have often questioned the quality of output of management schools, especially Tier-2 and Tier-3 management schools. Poor

placement record and low starting salaries are reflective of the quality. It's also time to question if among the 3300 odd B-schools in the country, do we really need the bottom 2000 management schools at all?

The author is an alumnus of Faculty of Management Studies, served as brand custodian for NIIT Ltd and NIIT Technologies Ltd