

# PARADIGM SHIFTS IN MANAGEMENT EDUCATION – HOW TO IMPROVE QUALITY IN MANAGEMENT EDUCATION

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## Abstract

*Today's global market place makes it imperative for those in management to understand the interlinking connections between business, environment and society. The roles and responsibilities of the managers have become complex and important. The societal responsibility and sustainability have become integral part of today's business management. Considering these paradigm shifts in management, appropriate strategies for improving the quality of management education are suggested.*

## Challenges Today

Increasing complexity in business management requires new approaches. Companies require integrative management tools which would help them in integrating the various issues of social, environmental and governance, into the strategic thinking and daily operations. They need support to convert and converge all these into their business, to serve the stakeholders and report their conduct. They require ethical and talented leaders and managers who not only advance organizational goals and fulfill legal obligations but should also be prepared to deal with the broader impact and making the potential of business a positive force in the society.

This requires revolutionary change in the field of management education. The management institutes play a very important role in shaping the business behaviour and attitudes of future business leaders through business education and building values and ideas. It is the institutions imparting management education which can create a positive change and help to ensure that both the business and society flourish.

But do the management institutions focus on this approach? There are a few questions which have to be answered to understand whether the institutions are moving towards the requirements of meeting the challenges on business today.

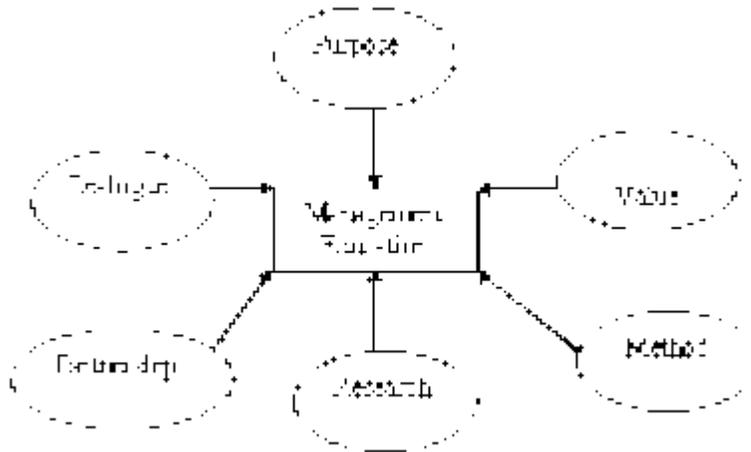
1. Is the curriculum industry driven?
2. Is the institution taking into consideration the changing needs of the students and making appropriate changes in the teaching and learning process?
3. Are values and ethics given importance while imparting the business skills?

**Ingredients Of Management Education**

If the answer is **YES** to all of the above questions - then yes, the institution is moving towards quality management education and is creating good business leaders. If the answer is **NO** to even one of the above, it is time to rethink and reshape the education system.

A meal would be delicious only if the all the necessary ingredients are added in the right quantity. Similarly management education would be of good quality only if it has proper ingredients.

The model in Fig.1 describes the ingredients which are essential for management education



**Fig.1 Model- depicting ingredients of Management Education**

**Purpose**

It is necessary to enlarge the purpose of the education. It involves not only training professional managers but also educating responsible leaders.

**Value**

This is the most important component which is missing in today’s system. MBA is not just achieving short term profits and gains for the business. We must remember that the business is in a

society and in addition to bringing “profits” it should also adopt ethical practices. The values and ethics have to be embedded in the educational system.

Improving the change process involves identifying drivers and barriers of change, strategies to bring about change, key areas to be addressed in such a change process, - organizational values, faculty development, learning philosophy and methodology, curriculum issues, the role of students, clients and other stakeholders, governance, etc. The ultimate aim is to

develop a pro-active discussion on the raison d'être of a Business School and an understanding of key issues in bringing about changes; and how to deal with these issues in a constructive and successful way.

### **Method**

Management schools facilitate learning of subjects such as Economics, Organizational Behavior, Finance and Marketing. All the subjects that are taught at B-Schools are mere tools of management; even if the students master them, they will be good at tools which make them a technician and not a doctor. To get the real benefit out of management the students have to learn to connect all the tools. The educational institutions should create educational frameworks, resources and environment that will ensure this.

### **Research**

Business management is dynamic and ever-changing. The role dynamics and impact of corporation calls for continuous researches as the views keep changing continuously.

### **Partnership**

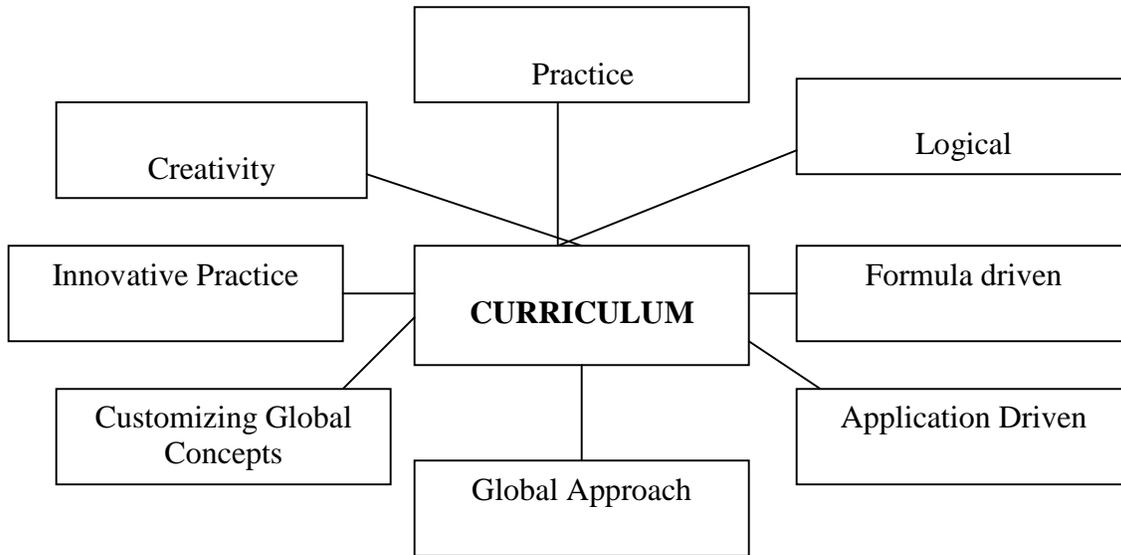
Today it is imperative for the B-Schools to interact with the managers in the industry. Only this will help in producing graduates to suit the requirement of the industry and business.

### **Dialogue**

The management institution should provide an environment which facilitate and support dialogue and debate among educators, government, business, consumers, media, society, on critical issues relating to social responsibility and sustainability.

### **Industry Friendly Curriculum**

Curriculum forms the base of the teaching-learning process. The body or the committee, which decides the curriculum, also decides the extent of knowledge in the area, which a student is to be exposed to. Therefore, this process has to be done with a lot of care. Though today the focus has shifted to an industry friendly curriculum there is still so much to be done to achieve the right impact.



**Fig.2 Model of Industry Friendly Curriculum**

**Practice besides theory has to be focused on:** The practical side of theories has to be focused and highlighted where the student is able to connect the theory and practical application of those theories.

**More logical based rather than being subjective.** The curriculum should make the subjects more logical based rather than just having the subjective element

**The curriculum should be formula driven.** All subjects must be made analytical where the students breakup and analyze and come up with logical solutions.

**The curriculum must be application driven.** The application of the subject in the industry must be focussed.

**The curriculum should have a global approach.** Global focus should be given for all the subjects, which are being studied. The relevant innovations and happenings across the world should be studied

**Customizing of global concepts:** Whatever be the subjects which are being studied (Marketing, or Human Resources, or Finance) the curriculum should be in such a way that the students study the concepts in those fields which are in vogue internationally, especially the developed nations, and are taught to customize it to suit the local industries

**Innovative practices:** The industry friendly curriculum needs to call for a lot of innovative practices.

**Creativity in business:** Creativity in business is essential today to survive and succeed. A curriculum must encourage this

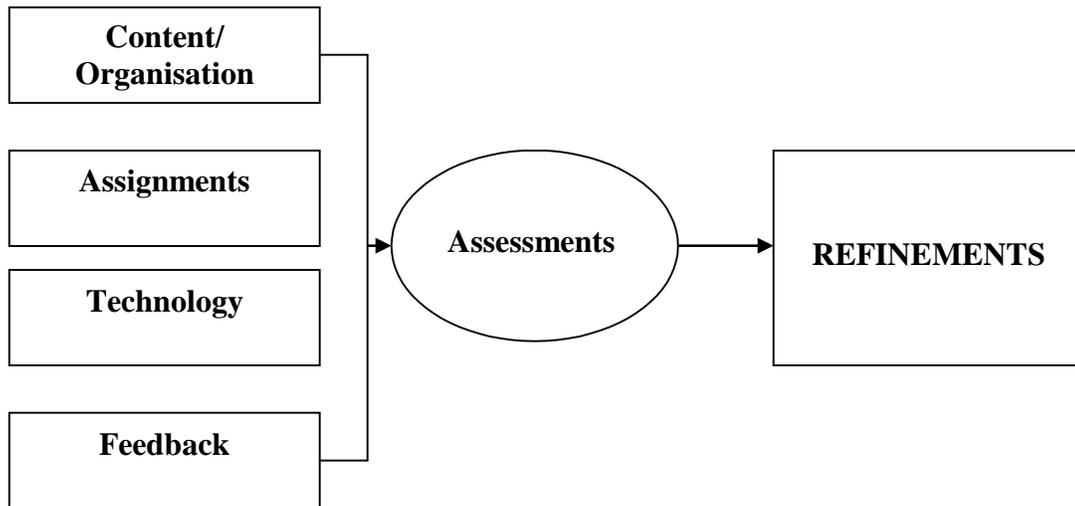
student thinking, but goes well beyond that.

The strategic teacher is one who:

**THE NEED OF THE HOUR - Strategic Learning and Teaching**

- is a thinker and decision maker
- possesses a rich knowledge base
- is a modeler and a mediator of instruction Mode

Strategic teaching describes instructional processes that focus directly on fostering



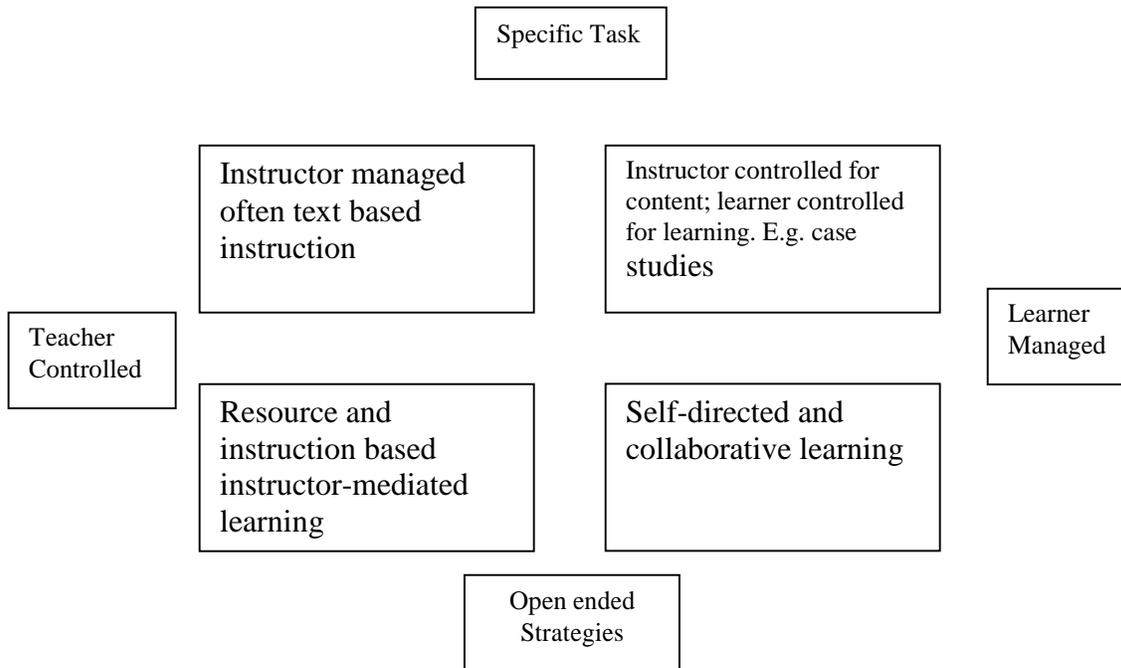
**Fig.3 Model of Strategic Teaching**

**Strategic Learning**

Strategic learning is, in effect, a highly probable outcome of effective strategic teaching. Strategic learning is learning in which students construct their own meanings, and in the process, become

aware of their own thinking. The link between teaching, thinking, and learning is critical. The education system must induce the students to think about what is being presented, discussed, demonstrated, mediated, guided, or directed by the teachers

## Teaching – Learning Paradigm



**Fig.4 Model depicting Teaching-Learning Paradigm**

### Conclusion

To instil the much needed quality into the management education system, a combination of proper ingredients, Industry friendly curriculum, and strategic teaching and learning process is essential.

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